



Haier

海尔员工画与话

Pictures and Words of Haier Staff

让每个人成为自己的CEO

I am my own CEO



机械工业出版社
China Machine Press

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本书是互联网时代海尔的一个缩影，海尔员工用漫画与文字表达对海尔经营理念、文化理念的理解，展现了海尔首创的“人单合一双赢模式”管理文化的原生态，对众多想要做大、做强的企业是很好的借鉴。

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企业是人，文化是魂。

逝者如斯夫。

昨天，海尔人勇于将灵活机变化为机险中肠，心无旁骛耐寂寞。曾图东西维缪，用乡水驻心牢。

而曾（他）来时功，"成功"一词却被"从不回头欣赏自己"的脚印"复盖"新征程中又（且）进"大山自不断是新的"境界。

昨天，海尔人已用心"译南"一个大感叹号，而今天我们将必须面对一个更大的问号。为什么？因为被誉为百年经典的管理模式，渐已失落于网络时代，毕竟离（未）津的唯一生息在于破坏性创新。我们正为此上下求索，今天虽还在雾中的路上，但自信会有一个基业长青的明天，因为海尔文化是为"每个人都是自己的CEO"。

企业是人，文化是魂。

张瑞敏

序

企业是人，文化是魂

逝者如斯夫。

昨天，海尔人屡屡于紧要关头化危为机险中胜，心无旁骛耐寂寞。皆因未雨绸缪，用户永驻心中。

而当迎来成功时，“成功”一词却被“从不回头欣赏自己的脚印”覆盖，新征程中又迈进“太阳每天都是新的”境界。

昨天，海尔人已用“心”奉献了一个大感叹号，而今天我们却必须面对一个更大的问号。为什么？因为被奉为百年经典的管理模式渐已失灵于互联网时代。脱离迷津的唯一出路在于破坏性创新。我们正为此上下求索，今天虽还在雾中的路上，但自信会有一个基业长青的明天，因为海尔文化是为了“每个人都是自己的CEO”。

企业是人，文化是魂。

（此文为海尔集团首席执行官张瑞敏为“海尔文化展”所作的前言）

注：

“海尔文化展”为传承海尔创业创新的“两创精神”而于2011年建立，是海尔集团重要的企业文化培训基地，由清华大学美术学院设计。



Preface

Human Capital and Corporate Culture

Time passes like flowing water.

Yesterday, Haier people turned crisis after crisis into opportunities and victories. They were single-minded and patient because they always had a contingency plan and the best interests of their users in mind.

When we achieved success, we never looked back on our footprints and always looked ahead towards a new day.

Yesterday, Haier people created a big exclamation mark with their heartfelt efforts. Today, we must face an even bigger question mark. Why is that? It's because the classical management models that were proved effective for over 100 years no longer work in the Internet age. The only way out is through disruptive innovation. We are exploring this model right now. Although we are still in the dark, we believe that we'll see the light at the end of the tunnel, because Haier's culture empowers everyone to become his or her own CEO.

Human capital is the heart and corporate culture is the soul of a company.

(An introduction written by Haier CEO Zhang Ruimin for Haier Museum)

Note:

"Haier Museum" was established in 2011, aiming to convey Haier's startup and innovation spirit. It is the major training station of Haier corporate culture. The museum was designed by Academy of Art & Design, Tsinghua University.

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第一章 Chapter 1

海尔之「道」 Haier's Tao

“道”乃世界本源，虽无形无质，作用却无穷无尽。万物生灭，唯“道”可恒久。海尔成功之道，不仅仅是管理学意义上的道，更是哲学层面的道，即“人单合一双赢”。借此，海尔理顺了与自身、与自然、与社会三者之间的关系，顺其自然，水到渠成。

“Tao” is the underlying natural order of the universe whose ultimate essence is intangible. However, it is very powerful. All living beings must die eventually, but “Tao” lasts forever. Haier's “Tao of Success” is more than a managerial concept. It is a philosophical one. Haier's win-win model that aligns employee goals with user needs is able to harmonize the relationship among man, nature and society. Let nature take its course and the rest will take care of itself.

没有成功的企业，只有时代的企业。在互联网时代，如果我们能够挑战自我，能够创新，互联网时代就是最好的时代。如果不能挑战自我，落后于这个时代，互联网时代就是最坏的时代。

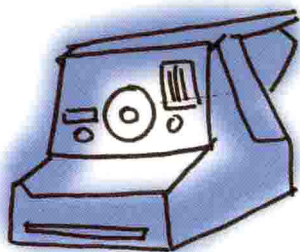
海尔怎样使管理适应互联网时代的要求，我们摸索了一个管理模式，叫人单合一双赢模式。“人”即企业员工，“单”不是狭义的市场订单，而是用户需求。人单合一双赢，就是员工在为用户创造价值的过程中实现自身价值。也就是“我的用户我创造、我的增值我分享”。

——张瑞敏，于“2011中国自主创新年会”

There is no successful enterprise, but the enterprises in the era. In the age of Internet, if we can challenge ourselves and conduct innovation, then the age of Internet is the best. If we can't challenge ourselves, then the age of Internet is the worst to us.

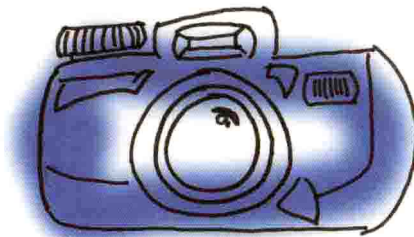
How does Haier's management adapt to the requirements for the age of Internet? We have tried to find out a management model called "Win-win Model of Individual-Goal Combination". "Individual" means employee, and "goal" is not the narrow sense of market order, but users' needs. "Win-win Model of Individual-Goal Combination" is a process of employees realizing their own value while creating value for users, that is to say, "I create my own users and I share my own added value".

——Zhang Ruimin, at Annual Meeting of China Independent Innovation 2011



POLAROID ERA

宝丽来时代



KODAK ERA

柯达时代



SMARTPHONE ERA

智能手机时代



没有成功的企业，只有时代的企业。
There is no successful enterprise,
but the enterprises in the era.

作者：

印尼海尔经营体 阿卜杜·马吉德
Haier Indonesia ZZJYT Abdul Majid

注：

本书所有漫画、文章以及作者素描均为海尔员工原创。作品署名方式为海尔员工日常工作中所使用的、以经营体为单位的说明，为方便广大读者阅读，特做以下注释。

经营体：全称自主经营体，海尔从“正三角”组织颠覆为“倒三角”组织过程中形成的自组织。海尔8万多名员工变成2000多个自主经营体，敏捷、快速地满足用户需求。

Note:

All the illustrations, case studies, and illustrators' head shots in this comic book are created by Haier employees. Please note that we attributed them to the ZZJYTs where the creators work in order to facilitate name recognition.

ZZJYT: ZZJYT comes from Chinese Zi Zhu Jing Ying Ti. It means self-management unit, which is formalized in the process when Haier overturns its hierarchy organization into an inverted triangle structure. 80,000 employees are divided into over 2,000 ZZJYTs which will meet users' demands more swiftly and flexibly.



没有成功的企业，只有时代的企业。
There is no successful enterprise, but
the enterprises in the era.

作者：
采购经营体 王世芳
Purchasing ZZJYT Wang Shifang



没有成功的企业，只有时代的企业。
There is no successful enterprise, but the enterprises in the era.

作者：

1169虚实融合经营体 吕涛

1169 Virtual and Physical Integration ZZJYT Lv Tao

员工留言 Employee opinions:

蔡盛乾：现代企业进步靠的是创新（管理及产品的创新），根据用户的实际需求做的创新才可能创造价值。

Cai Shengqian: The success of modern companies depends on innovation, including management innovation and product innovation. Only innovation based on the real needs of users can create value.

注：

1169和690：海尔的战略实践聚焦两大领域的创新引领——一是家电产品领域，二是渠道领域。在海尔内部，家电产品领域称为690系，来自在上海上市的青岛海尔股份有限公司（600690）；渠道领域称为1169系，来自在香港的上市公司海尔电器的股票代码（01169）。

Note:

1169 and 690: Haier's strategic practice focuses on the innovation in two fields: One is home appliance field and the other is sales channel field. Inside Haier, the unit in charge of home appliance products is called 690, which comes from the stock code of Qingdao Haier Group Co., Ltd. listed in Shanghai exchange. The unit in charge of sales channels is called 1169, which comes from the stock code of Haier Electronics Group Co., Ltd. listed in Hong Kong exchange.



作者:

价值观经营体 文春

Value Proposition ZZJYT Wen Chun

没有成功的企业，只有时代的企业

2012年9月19日，应香港科技大学邀请，海尔集团首席执行官张瑞敏赴港担任“杰出讲座系列”主讲嘉宾，作了题为《没有成功的企业，只有时代的企业》的精彩演讲，与香港科技大学师生、校友、企业管理人员、社会贤达等分享了海尔人单合一双赢模式的探索实践。

张瑞敏说，企业的词典里不应该有“成功”二字，所谓成功不过是踏准了时代的节拍。但是时代发展得非常快，不可能永远踏准时代的节拍；但又不能要求时代随自己变化，或者要求时代不变，所以唯一能做的就是改变自己。

然而，如何变成“时代的企业”？张瑞敏认为至少需要三个条件：前提条件是观念革新，永远“以用户为是，以自己为非”，追上时代的步伐；必要条件是创新体系；充分条件是制度创新，这三者之间形成逻辑递进关系。

张瑞敏的演讲收到热烈反响，网友“Bill”称其为“不可多得的管理经典！”香港科技大学博士王晨劼在博客中写道：“我没有想到这样的讲座会给我带来如此大的收获。张瑞敏不愧是中国的管理学大师——听他讲座绝对胜过管理学课程。”

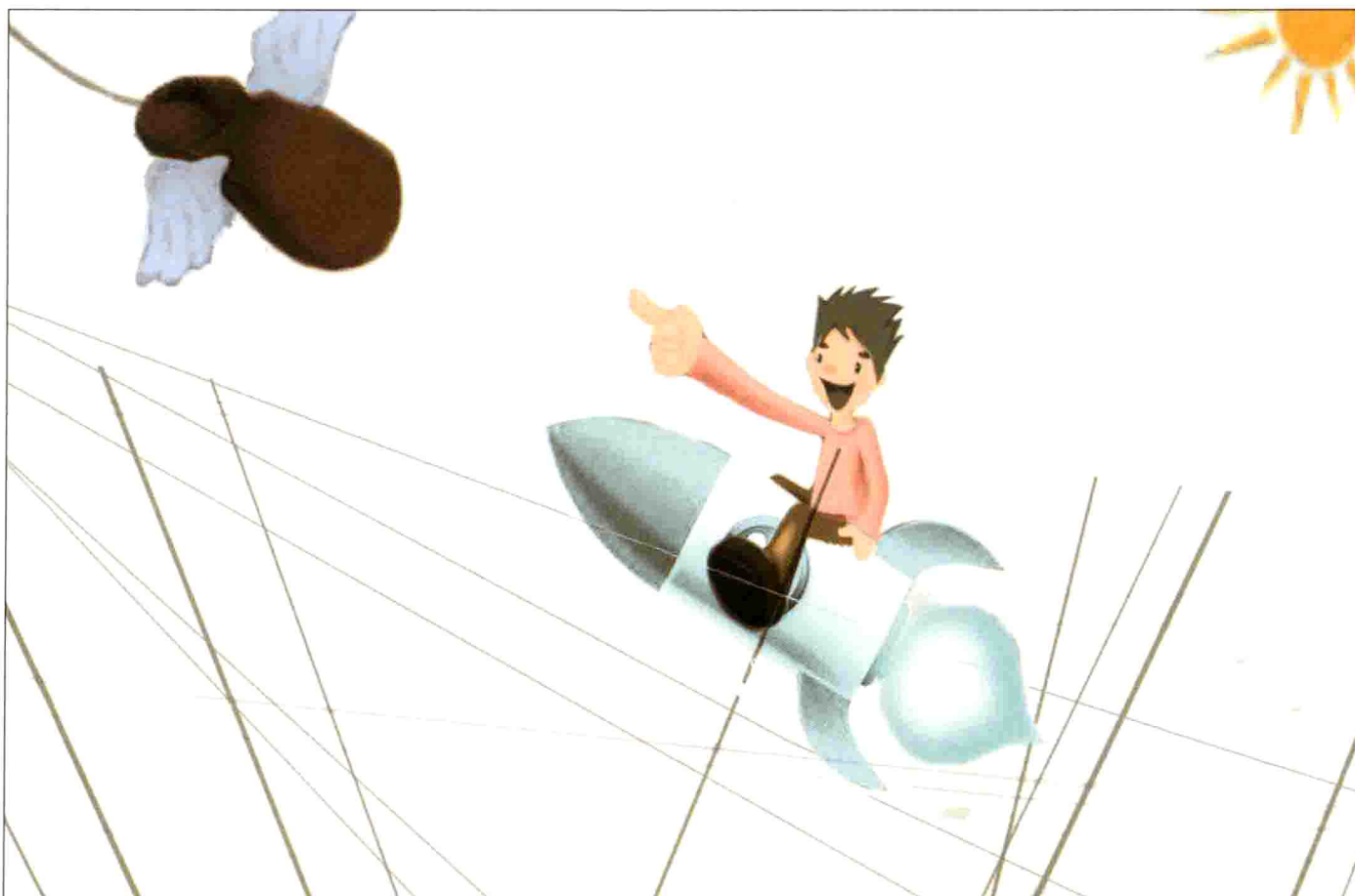
There is No Successful Enterprise, but the Enterprises in the Era

On September 19, 2012, CEO Zhang Ruimin of Haier Group was invited by Hong Kong University of Science and Technology (HKUST) to be a keynote speaker for the “Distinguished Lecture”. He shared Haier’s exploration and practices of the Win-Win Model of Individual-Goal Combination with HKUST members, professionals, enterprise managers and social celebrities on the theme of “There is no successful enterprise, but the enterprises in the era”.

CEO Zhang Ruimin believes that the word “success” should not appear in the dictionary of an enterprise. The so-called success of an enterprise merely results from keeping the rhythm of the era. But it is impossible for an enterprise to keep the rhythm all the time because the era is changing very fast. Moreover, it is also impossible to make the era change with the rhythm of an enterprise or to keep the era unchanged. So the only thing we can do is to change ourselves.

However, how to be “an enterprise of the era”? There are at least three conditions in Mr. Zhang Ruimin’s mind: the prerequisite is innovating the concept, assuming one’s own fault, and keeping pace with the times; the necessary condition is the system innovation; the sufficient condition is the institutional innovation. He emphasizes the logically progressing relationship among the three conditions.

Mr. Zhang’s speech was inspiring. A netizen “Bill” regarded Mr. Zhang’s speech as a valuable management bible. Wang Jie, the post graduate of HKUST wrote in his blog, “I didn’t expect that the speech brought so much to me. Mr. Zhang is a real Chinese management guru. I can learn more from his speech than having a management course.”



网络化时代，要跟上用户点击鼠标的速度。

In the Internet age, we have to follow up
users' mouse-click speed.

作者：

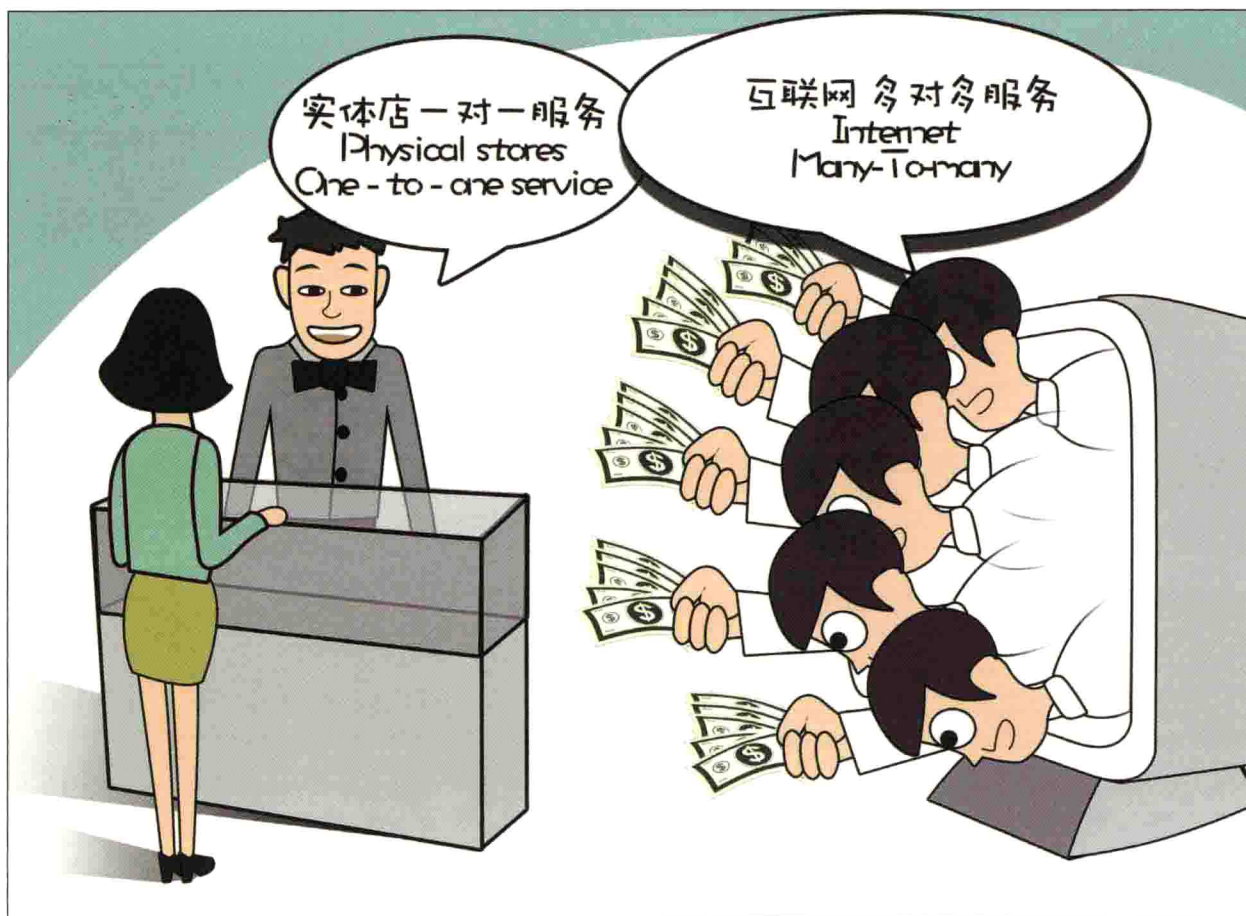
690青岛空调线体资源创新经营体 刘月

Qingdao Air Conditioner Product Line Resources Innovation ZZJYT Liu Yue

员工留言 Employee opinions:

郭健：这幅漫画很形象地描述了我们在互联网时代面临的挑战，也画出了我们应该
怎样去做。

Guo Jian: This illustration shows the challenges we face in the Internet age. It also
shows us what we should do.



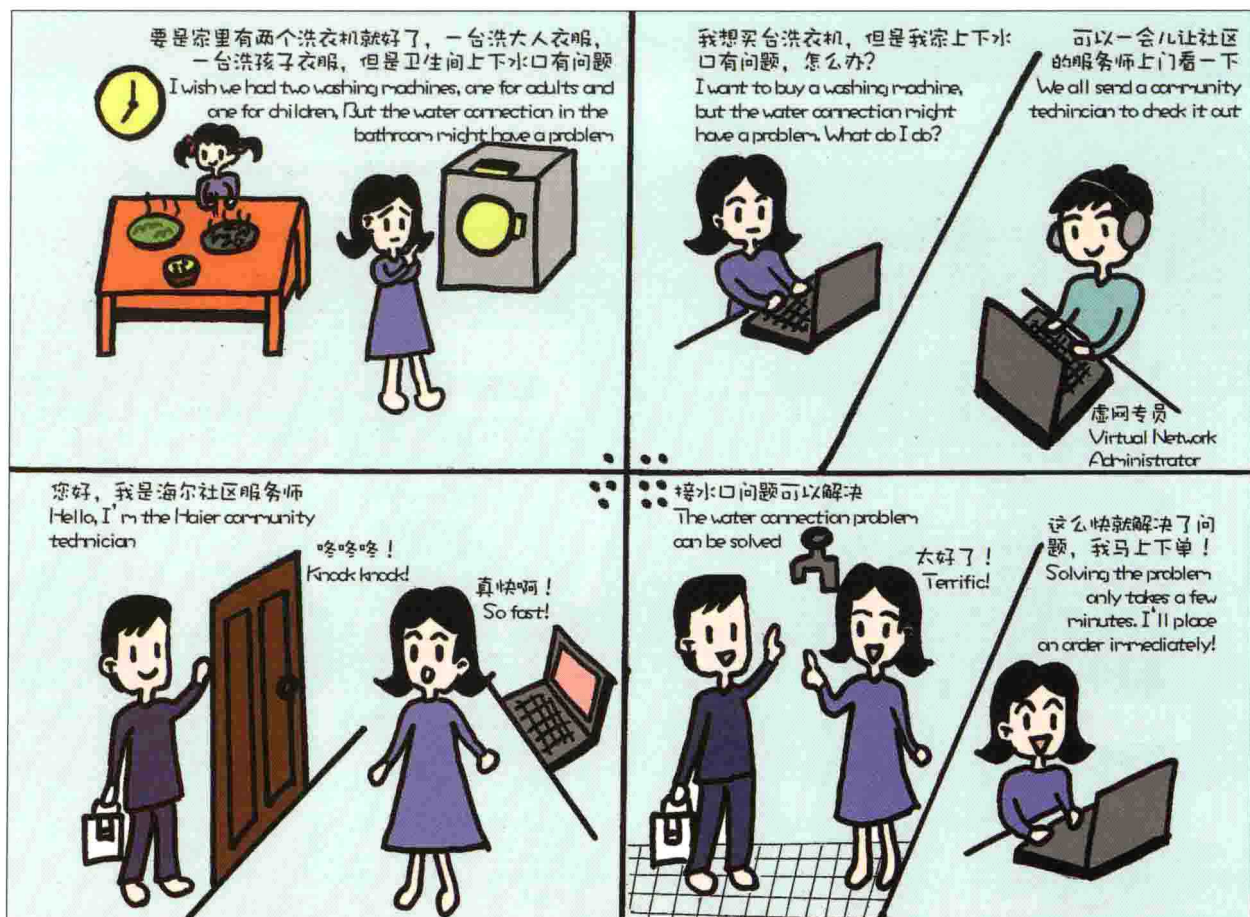
互联网上用户是一群一群来。
Crowds of people are attracted on the websites.

作者:
1169家居经营体 祁俊洁
1169 Home Decoration ZZJYT Qi Junjie

员工留言 Employee opinions:

范碗玲: 将海尔理念用漫画的形式表现出来, 新颖独特, 寓教于乐, 我觉得很精彩。

Fan Wanling: Showing Haier's culture with illustrations is educational as well as entertaining. It's very unique. I'm very impressed.



线上网友正在互动需求，线下服务师来上门服务了。
Netizens communicate online for users' demands while serving staff come for offline door to door service.

作者：
1169物流经营体 杨蕾
1169 Logistics ZZJYT Yang Lei