



程亚娟：“邦女郎”的平衡之道

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回顾这十二年来在财务领域的成长之路，程亚娟（FMBA 2012）凭借出色的专业能力，以四年为一轮回，实现了事业发展上的三次突破。

第一个四年无疑是起步阶段。2000年自上海财经大学毕业后，程亚娟加入一家中法合资公司，为其建立起一套完整的标准成本核算方法和差异分析体系。

此后的八年中，她成为一位对财务管理更加得心应手的“邦女郎”。2004年，程亚娟完成ACCA（特许公认会计师公会）全部考核后，加入了杜邦亚太区高性能涂料事业部。除了日常的财务报表和预算分析工作，她还要实地了解各个工厂的生产业务情况，给予财务解决方案，针对新产品开发、新投资和新业务模型提供财务分析。

四年后，她所负责的事务从杜邦亚太区的一个事业部扩展到了集团层面。2008年10月，程亚娟被任命为杜邦亚太区财务服务中心运营经理。此后，她从零建立起拥有35名员工的应付帐款服务中心，游刃有余地服务于杜邦亚太区旗下遍布9个国家和地区的25家公司。

2012年，已成为“中坚力量”的程亚娟再度全新出发。7月，她被任命为杜邦贸易（上海）有限公司和杜邦（中国）

研发管理有限公司的财务经理。前者是杜邦全资子公司，资产达4亿美元，年销售额达10亿美元；后者则是杜邦在美国本土以外设立的第三大公司级、综合性科研机构，是杜邦实现可持续发展全球战略计划的重要组成部分。而程亚娟在这两个组织中均担任着不可或缺的重要角色。

除了事业之外，程亚娟在2012年还迎来了另一个全新的起点——加入中欧国际工商学院在职金融MBA2012级课程。在积累了多年工作经验之后，她选择在中欧学习更多的理论知识来充实自己。近日她接受了《TheLINK》的专访，讲述了自己作为一位职场女性，如何平衡员工、妻子、母亲及学生等多重角色的体会。

TheLINK：您多年来从事财务管理工作，对其价值和意义有怎样的理解？

程亚娟（以下简称“程”）：虽然不能直接为企业创造效益，但是有效的财务管理能够保证企业的正常运转，并促使其达到盈利的目的。财务领域博大精深，包括成本控制、风险控制、财务分析、资产评估、资本运作等很多方面，渗透和贯穿于企业的一切经济活动中。



Julia Cheng's Balancing Act

By June Zhu

With the long list of accomplishments she has racked up during a decade in the finance sector, no one can question Julia Cheng's abilities. In her first job with a Sino-French joint venture she implemented a comprehensive company-wide set of standard cost accounting methods and a variance analysis system. Four years later in 2004, after passing the Association of Chartered Certified Accountants exam, she joined DuPont where she worked her way up the local and regional ranks of the well-known MNC. During her stint as Operations Manager for the company's Asia-Pacific Financial Service Centre, she established its Accounts Payable Service Centre which serves 25 subsidiaries in 9 countries and regions. In July 2012, she was appointed Finance Manager for both DuPont Trading (Shanghai) and DuPont (China) Research & Development and Management Co Ltd. DuPont Trading (Shanghai) has US\$400 million in assets and annual turnover of more than US\$1 billion. DuPont (China) Research & Development and Management, the third largest corporate-level and comprehensive research institution outside the US, is an important component in the company's sustainable global strategic plan. Cheng is a vital member of both teams.

Last year, she enrolled in CEIBS part-time Finance MBA programme in an effort to complement her years of on-the-job experience with more extensive theoretical knowledge. Read on as she explains what it's like to juggle her roles as career woman, wife, mother and student.

TheLINK: Do you find your career fulfilling?

Julia Cheng: I've thoroughly enjoyed the various stages of my career. At each stage I learned different lessons as my experience grew. While an organisation's finance department cannot directly generate profits, it is essential to achieving the company's goal to be profitable. The field of finance is extensive, covering a wide range of services

including cost control, risk control, financial analysis, asset appraisal, managing capital, etc. It permeates all aspects of the company's business activities. In addition to covering basic financial accounting in a general sense, my responsibilities also extend to other functions. I enjoy helping the company discover and solve problems – from a financial analysis and management angle – by providing valuable information to the management team and participating in the decision making process.

TheLINK: What are your expectations for your future career and how can studying at CEIBS help you reach your goals?

Cheng: I know, because of my years of experience in this field, that there will be more and more changes as we move away from the traditional models. Transactions will be increasingly centralized, and there will be a growing preference for countries with lower labour costs, which means financial practitioners will face daunting challenges. Shanghai has a goal of becoming an international financial centre. For that to happen, those in the field of finance cannot limit themselves to merely basic practices and the city needs more top talent involved in the sector. I view my career development within the context of the entire city's growth. I hope I can play a role in Shanghai's efforts to become an international financial centre by being excellent at my job, and by helping to cultivate more financial talent for the city. Studying at CEIBS provides me with access to a wider and more professional platform. I'm hoping that this experience will not only help me accumulate knowledge, but also broaden my way of thinking about finance and the wider economy and also enhance my ability to think independently. Only then will I be able to make a difference.

TheLINK: Why did you choose to enrol in CEIBS FMBA Programme?



我职业生涯中涉及的每一块领域，就像一片拼图；通过不断积累经验，我相信最终能集齐全部拼图，看到全景。因而我一直很享受不同的职业经历。我的职责不仅限于一般意义上的财务基础业务，还需要更多地融入其他各种业务当中，从财务分析与管理的角度为企业找出问题、解决问题，向管理层提出有价值的信息，努力成为决策的参与者。

TheLINK: 您对今后的职业发展有怎样的期待？中欧的学习对您实现自己的发展目标有何助益？

程：多年的财务工作经验让我意识到，无论是公司财务还是金融领域，今后的运营模式都会与传统模式大不相同。交易类事务会越来越集中化，也越来越趋向于人力成本低的国家和地区，这势必会给未来的财务及金融从业者带来更多挑战。

上海的目标之一是建设成为国际金融中心，因而需要更多财务金融方面的中坚力量和高端人才。我不但希望自己在专业领域更上一层楼，也希望能够在日后的管理工作中培养出更多更好的专业人才，为上海建设国际金融中心贡献一份力量。

中欧的学习给我提供了一个更专业也更宽广的平台。我相信在中欧的学习不仅能让我实现专业技能和管理水平上的知识积累，还能够触发我对金融领域和社会经济更多的思考，让我进一步拓展视野，为今后的管理工作汲取更多灵感。

TheLINK: 您为什么选择中欧继续学习深造？

程：中欧是我最心仪的学校，这源于她良好的口碑和品牌。我有一位同学在中欧读了全职MBA之后实现了职业上的华丽转身；还有一位原先的领导就读中欧EMBA，拓展了他的事业发展平台。但这两个课程都不太适合我——全职MBA需要完全脱产，我的时间上不允许，EMBA似乎又超出我目前的职业规划。我也曾了解过一些同事和朋友就读其他商学院在职MBA的经历，都差强人意，也不能为我的职业发展提供很大帮助，所以一直无法做出决定。

2011年某个晚上，我在不经意间看到新闻介绍中欧新开设的在职金融MBA课程，觉得这正是为我量身定制的。当晚我立即与丈夫讨论，他也毫不犹豫地表示赞成。尽管学费不菲，但他说相信这是物有所值的，这更坚定了我的信念。

TheLINK: 在中欧在职金融MBA的学习过程中，有没有一些让你印象深刻的经历？

程：每次在中欧上课的感觉就犹如练了一次瑜伽——出了

些汗，但很舒服。

比如穆恩教授的组织行为学课，我对他的课程结尾记忆犹新。当时，穆恩教授分享了诺贝尔和平奖得主阿尔伯特·施韦泽（Albert Schweitzer）的一句名言——一些沉静型的领导者对人类的贡献要远远大于那些有着很高公众知名度的领导者。这让我回味无穷，也意识到在中欧学习的目的不是为了让我们晋升，而是为了让我们胸怀更为宽广。

又比如丁远教授创新的财务结构模型分析，对我来说是全新的知识。我做了多年财务工作，从来没有接触过这么独到的分析方式。当我将它应用到工作中时，效果令人欣喜。我真的非常敬佩教授们的专业能力与创新精神。

TheLINK: 在您的职业发展道路上，女性身份对您有没有影响？

程：女性身份对我个人职业发展的影响包括生理上和心理上两个方面。

从生理上说，最大的影响就是怀孕生子。虽然我们公司对此不设任何障碍，但是由于工作繁忙，又考虑到自己的职业规划，当时为了选择怀孕的适合时机，我也提前做过详尽的计划。怀孕之后，需要一边克服身体上的不适，一边继续工作，有时也会加班，当中有很多不便之处。等到孩子出生，休完产假后，我忍痛给孩子断奶，才又回归为职业女性。

而从心理上说，作为女性，我比较柔和，但这也是把双刃剑。在某些事情上，柔和的处理方式可能会收效甚微，有时甚至会影响到自己的情绪。但是，在需要以婉转的方式解决问题时，女性柔和的一面便会比较自然、也较有优势。

TheLINK: 您对同样在职场中的女性有什么样的建议？

程：其实不论是男性或者女性，在职场上都应该表现出专业性，不要刻意划分两者间的界限。个人以为，有些方面我们还是应该向男性学习，比如反应迅速、不要过于苛求细节等。

但是，我也不建议女性变得男性化。女性应发挥独有的特质。在组织行为学课程中，穆恩教授反复地向我们强调同理心及换位思考的重要性，我认为在这方面女性较男性拥有更多优势。我们在职场上应该更多发挥这些特质，多站在客户、下属、同事与领导的角度想问题，促进多赢。

此外，女性较男性更有韧性和弹性。因此在处理工作和家庭生活的平衡时，我们要利用这些优点，能屈能伸。保持身心健康，比什么都重要。



Cheng: CEIBS, with its excellent reputation, has always been my dream school. Some of my colleagues and friends have attended MBA programmes at other business schools in Shanghai but most of them found these unsatisfactory. On the other hand, one of my friends fulfilled his dream of switching careers after doing a full-time MBA at CEIBS, and my former boss had positive changes in his career path after getting a CEIBS EMBA. But neither of those programmes was suitable for me: I cannot spare time for an MBA and an EMBA is beyond the scope of my career plan. One night last year, I came across information about CEIBS' FMBA programme. The course was tailor made for me! That same night, with my husband's support, I decided to enrol. The tuition is relatively expensive but, as my husband said "it must be good value for money".

TheLINK: What have been some of the best moments during your FMBA studies so far?

Cheng: CEIBS classes are like doing yoga, it makes me sweat but it gives me such pleasure. For example, Prof Henry Moon's last lesson on Organizational Behaviour really impressed me. He shared his favourite quote from Nobel Peace prize winner Albert Schweitzer. I'll paraphrase: there are some quiet leaders whose contribution to mankind is much greater than the actions of many who receive wide public recognition. I kept thinking about what he said and it gradually dawned on me that studying at CEIBS is not about getting a promotion at work, it's about broadening my mind. I also learned a lot from Prof Ding Yuan's innovative analysis of the financial structural model. This was a completely new topic for me. I applied the model on the job and got very positive results. I've been working in this field for many years, but had never had access to this unique analytical method. It's so innovative and I really marvelled at the professor's creativity.

TheLINK: How has being a woman affected your career path?

Cheng: Being female has impacted my career development, both physically and psychologically. When I was pregnant, for example, even though our company provided complete support, I had to make a detailed plan that factored in issues

such as maternity leave, weaning my son, etc and the impact these events would have on my career path. These are not issues that men face. In terms of psychological impact, being a woman is a double-edged sword. Sometimes, if I am not tough enough, there will be no progress made and I may get frustrated. On the other hand, being gentle helps sometimes when you are trying to persuade others.

TheLINK: Do you have any advice for other career women?

Cheng: Whether you are male or female, you should not be afraid to show your expertise at work; try not to place too much emphasis on the differences between the genders. At the same time, I do acknowledge that women can learn a lot from men who tend not to get bogged down with details; but women should be careful not to lose their feminine side. In our Organizational Behaviour classes, Prof Moon stressed empathy and the value of perspective. I think women are better at this than men, and we should use these traits during our interaction with clients, subordinates, colleagues and bosses. Women are also more resilient, which is helpful in ensuring the balance between work and life. The most important thing, after all, is maintaining our physical and mental health.

“Last year, she enrolled in CEIBS part-time Finance MBA programme in an effort to complement her years of on-the-job experience with more extensive theoretical knowledge.”