



埃森哲大中华区副总裁邓赞：稳步成长

文 / 柯玫秀

17年前，邓赞从上海交通大学毕业，随即加入埃森哲，从一名基层员工一步步地成长为大中华区副总裁兼能源业总经理。她曾服务的客户包括一批国内及国际大型能源和石化企业，这些都是埃森哲大中华区乃至全球范围中的重要项目。2003年，邓赞就读中欧全球EMBA课程，这使她获益良多。

TheLINK：在您职业生涯的各项成就中，最让您为之骄傲的有哪些？

邓赞（以下简称“邓”）：我在埃森哲的发展是水到渠成

的。埃森哲拥有一条清晰的职业发展通道。只要你工作出色，就会受到重视。至于工作上的成绩有很多，无法一一列举。就咨询顾问的工作而言，每一个项目的成功都来自客户与埃森哲的共同努力，单凭我们自己的力量是无法实现的。我能想到的一个例子是：2009年，一家与埃森哲有长期合作的客户在国资委开展的国有企业信息化水平评价中获得第一名的佳绩。虽然当时我个人并没有服务于这一客户，但我看到这条新闻时还是感到非常自豪，因为那其中有我们的一份贡献。虽然这个第一名并不完全是因为埃森哲才赢得的，但我们在其中贡献了一份力量，也分享着这份荣誉。



Doreen Deng: A Steady Climb

By Janine Coughlin

Doreen Deng joined Accenture 17 years ago after graduating from Shanghai Jiaotong University. She began in an entry-level position and worked her way up to her current position as the Greater China Vice President, and the Energy Industry lead. Her clients have included several Chinese and multinational oil and gas companies, leading projects both in Greater China and globally. She is a CEIBS Global EMBA 2003 alumna.

TheLINK: What are some of the career accomplishments that you are the most proud of?

Doreen Deng: My rise at Accenture happened naturally. At Accenture we have a very clear career path. As long as you do a good job you can be recognized. Regarding project-related accomplishments, there are too many to list. With a consulting job, every successful project is a joint effort between the client and the company. We cannot, by ourselves, make a project successful. One thing I can mention, one of the clients which I had worked with for many years was ranked #1 in 2009 when SASAC (the State-owned Assets Supervision and Administration Commission of the State Council) started to rate SOEs' IT performance. When I read the news, even though I was not working with that client at the time, I still felt very proud because we had contributed to that. Although the #1 ranking was not entirely because of Accenture, we had played a role there and we were part of it.

TheLINK: What do you find the most challenging about your job and how do you tackle the challenges?

Deng: How to prioritize and manage my time is a big challenge, particularly since I have moved into a higher position. Accenture uses three criteria to evaluate employees at management level and above. First is value creation. What kind of value can you deliver to clients and to Accenture? The second is business operation, which means you need to manage the quality of the delivery of your projects.

Third is people development. In the consulting business we need to develop our people, otherwise the business is not sustainable. Allocating my time at work between these three areas is a challenge, and I also need to take care of my family.

As a leader I think it's very important to have a team to support you, so the people development part has become more and more important for me, I give it a very high priority. If I have a strong team, I can delegate work to them and they can also grow while at the same time they share my workload.

The other challenge is that I am a woman and I work in an industry that is dominated by men. Most of my client counterparts are men, so I feel it can be difficult to build close relationships. The way I handle it is to focus on helping our clients, either as individuals or to make their companies better. We are a professional consulting firm and we can really provide value and fulfil our commitment to them. Through this I can build trust and good relationships with my clients. I cannot change the fact that I am a woman.

“The other challenge is that I am a woman and I work in an industry that is dominated by men.”



TheLINK: 在您的工作中,最大的挑战是什么?您是如何应对挑战的?

邓: 其中一个很大的挑战是:如何区分事务的轻重缓急,也就是如何安排时间。这在我升任高级职位之后尤其明显。埃森哲对管理岗位及更高级别职位的员工会采用三方面指标来评价与考核。首先是创造价值——你能带给客户与埃森哲什么样的价值?其次是业务运营——这意味着你得为你的项目质量及交付结果负责。其三是团队建设。在咨询行业,我们必须拥有不断成长的员工团队,否则我们的业务就无法持续发展。在这三者之间如何分配我的工作时间,无疑是很有挑战性的,同时我还需要照顾家庭。

我认为对于一名领导者而言,一个能为其提供有力支持的团队是必不可少的,所以团队建设的工作对我来说越来越重要,优先程度也更高。如果我有一个得力的团队,我就可以把工作分配给他们,他们在分担我工作的同时也能成长起来。

此外,身为一名女性、却供职于一个由男性主导的行业,这也是一项挑战。和我打交道的企业人士绝大多数是男性,我感到很难拉近双方的关系。我的对策是将工作重点放在帮助客户上,包括他们的个人成长、公司发展等层面。埃

森哲是一家专业咨询机构,我们确实能够为客户创造价值,实现我们的承诺。由此,我才可以赢得客户的信任,建立双方良好的关系。毕竟,身为女性这一事实,是我无法改变的。

TheLINK: 最近国际媒体多有聚焦讨论女性在高层领导者中的缺位问题。在您供职的公司,您已经进入了领导层,能否给其他职业女性提供一些建议?

邓: 埃森哲已经认识到领导层中女性数量少于男性这一现象,这对于工作团队的多样化而言是一个不可忽视的问题。埃森哲一贯支持女性在公司里的发展。

当我回顾自己的职业生涯时,我认为,女性有时会对自己的工作不那么较真,因为她们还可以选择回归家庭。我的建议是,女性如果的确热爱自己的工作,就应该着力于发展自己的事业。

女性有时也必须勇于“站出来”。我们往往倾向于担当一个从属角色,支持他人;但如果你确有能力,那你就该勇于展示,这样才能让你不断成长。

(工作与生活之间的)平衡很重要,特别是在中国,人们往往认为女性应当更顾家。例如,如果你有个孩子,那么





“If you know that you don't know something that is a good thing. That just means you need to read some books or take an EMBA course so you can get to the next level in your career.”

TheLINK: There has been much discussion lately, in the global media, about the lack of women in leadership positions. Since you have been successful in attaining a leadership role in your company, what advice do you have for other women?

Deng: Accenture already recognizes there are fewer women in leadership positions than men, and that it is important to have a diversified workforce. The company tries to support women to be successful within the organization.

When I look back at my own experiences, I think sometimes women don't treat their careers very seriously, because they can choose to go back home. My advice is that women should have their own career if they really like their work.

Women also need to make themselves stand out sometimes. We tend to play a secondary role supporting others, but if you really are capable then you need to be brave enough to show it, and to support your own growth within the company.

Balance is very important, particularly in China where people may think it is more important for women to focus on family. For example if you have a child, then at certain periods in your life you may need to slow down your career and make sure you feel balanced. But even if you slow down for a while, when you come back to work you still need to believe in your own ability. You can still do as good a job as before.

Also sometimes, particularly when we are in higher positions, women feel that there may be many things we don't know. But we should not be afraid of this. If you know that you



don't know something that is a good thing. That just means you need to read some books or take an EMBA course so you can get to the next level in your career.

TheLINK: Why did you decide to enrol in the CEIBS Global EMBA programme?

Deng: Since graduating from university, I had always wanted to take an MBA course. At that time I thought maybe I would study in the US. After joining Accenture I was always busy with work, then I got married in 1998 and my husband didn't want to go abroad. I thought that if I quit my job to do a full time MBA then the opportunity cost would be quite high and maybe I could not find such a good job after graduation, so I only considered EMBA programmes. At that time Accenture was sponsoring their high performers to take the CEIBS Global EMBA so I applied for that.



在生命中的某些阶段，你可能需要放慢事业上的进展。但在放缓脚步一段时间后重返工作岗位时，你仍需要对自己的能力满怀信心。你完全能够工作得像以前一样出色。

有时候，特别是当我们升任高级职位以后，职业女性会感到对许多事情不够了解。但我们不必害怕这种未知的感觉。如果你认识到自己对某些事务的了解程度不够，那其实是一件好事——意味着如果你多读些书，或是读一个EMBA课程，便能够在事业上跃上一个新台阶。

TheLINK: 您为什么决定就读中欧的全球EMBA课程?

邓: 大学毕业以后，我一直想读MBA，也曾有考虑赴美深造。在埃森哲，我一直忙于工作；1998年时我结了婚，而我丈夫并不想去国外。我想，如果辞职去读全日制的MBA，机会成本就太高了，毕业后也不一定会找到这么好的工作。所以我考虑就读EMBA课程。当时埃森哲正好在甄选并资助优秀员工就读中欧的全球EMBA课程，我便提出了申请。

TheLINK: 中欧的全球EMBA课程对您的职业生涯有何帮助?

邓: 2003年入学时，我在埃森哲的职位是经理。虽然当时EMBA课程在我身上还没有显现立竿见影的效果，但我感到它拓宽了我的知识面。之后，我在事业上不断获得发展，其中EMBA的学习的确对我裨益良多。特别是现在，当我与客户企业的高层人士交谈时，我能够更好地理解他们的观点、以及他们为确保企业成功而需要考虑的问题。

我仍常回顾从前的时光，觉得最开心的时间就是当时每个月来中欧读EMBA的那4天——我坐在课堂上，聆听教授们讲课，和同学们一同研究案例。那的确是一段让我获益良好的经历。

TheLINK: 对于考虑就读中欧全球EMBA课程的人，您有哪些建议?

邓: 就个人经验而言，我建议大家要充分利用这个机会，尽可能地教授和同学们学到最多的东西。那两年中，我在每一节课上都一定会全神贯注，因为我其他时间都要花在工作



上，还得照顾孩子——我儿子那时才1岁。我很遗憾自己那时没能花更多的时间预习，也没能花更多的时间与同学们相处。

TheLINK: 您为何在埃森哲工作了这么多年?

邓: 其中一个原因在于，埃森哲为我提供了一个良好的平台。我喜欢这里，我喜欢公司的文化，我喜欢我的工作，我也喜欢公司的六大核心价值观。每当一位客户真正认可我们的努力和贡献时，我就会油然而生一种成就感。其次，我总是很忙，所以没时间考虑去留的问题。埃森哲是个很好的职业平台。每年我们都有一次问卷调查，当中有这样一个问题：你还会在这里继续工作多久？我总是答道：至少两三年。

TheLINK: 您的长期职业目标是什么?

邓: 我其实并没有什么特别激进的长期职业目标。我希望能够拥有工作与生活之间的平衡，而我只不过一直在尽力成为最好的自己。



TheLINK: How has the CEIBS Global EMBA benefited your career?

Deng: When I began in 2003 I was still a manager so I didn't see an immediate impact but I do feel this programme has helped broaden my knowledge. Since my EMBA, as I have moved up in my career path, the courses have really benefited me a lot, particularly now when I talk to C-level people among my clients. I can better understand their view and what they need to think about for the successful operation of their business.

I still look back and think the most enjoyable time was those four days per month when I could just sit and listen to the professors and share those case studies. It was really a rewarding experience.

TheLINK: What advice do you have for people who may be considering the CEIBS GEMBA programme?

Deng: Based on my own experience I would recommend that they try to fully leverage this opportunity and try to learn as much as possible from the professors, as well as from their classmates. During those two years, I could only really focus on those four days [of classes every month] because my other time was spent working and I also needed to take care of my baby – my son was only one year old at that time. I wish I had spent more time doing pre-readings and that I had spent more time with my classmates.

TheLINK: Why have you stayed with Accenture for so many years?

Deng: One reason is that Accenture provides a good platform. I like it, I like the culture, I like the type of work I do, and I like the company's six core values. Whenever a client really recognizes our efforts and contributions I feel a sense of accomplishment. Secondly, I am always very busy so I don't have time to think about leaving. Accenture is a great place to work. Every year we have a survey and one question it asks is how long you will you stay with the firm. I always say two or three years at least.

TheLINK: What is your long-term career goal?

Deng: I don't really have a very aggressive long-term career goal. I hope I can have a balanced life and I just always try to be the best that I can be.

“ I like the culture, I like the type of work I do, and I like the company's six core values. ”

