



西门子医疗（中国） 的中西文化融合之道

——访西门子医疗中国区总裁吴文辉先生

Building a Bridge between East & West

Siemens North East Asia Healthcare Sector President Frank Wu
(EMBA 2005), Shares his Approach to Developing Corporate
Culture

在 西门子官方网站的首页上，并没有刻意渲染这家老牌外企的漫长历史和辉煌成就，而是在最醒目的位置，以微电影和图片故事的形式，讲述了他们在医疗、工业、能源等领域所做的事情。这些故事深入社会肌理，从平凡员工和用户的视角出发，朴素却不乏打动人心的力量：其中有昼夜守护着中国3000多家医院医疗设备的远程监测工程师；有陪伴着西门子的

生产设备走过了半个世纪历程的普通工人；也有依靠西门子研制的速度快、辐射剂量低的计算机断层扫描仪（CT），得到了正确的诊疗，重获新生的先心病患儿。

这一切都让走过了166个春秋的西门子，焕发出一种令人难以置信的年轻、纯粹而开放的气息。正如2010年履新西门子医疗中国区总裁的吴文辉（EMBA 2005）先生所说的，“创新”和“以人为本”是西门子发展的灵魂。任职三年以来，吴文辉领导的医疗团队

成绩斐然，在上海市生物医学工程学会医疗信息研究院发布的《2009-2012年中国医疗器械最具竞争力企业10强》竞争力报告中，西门子医疗在放射领域一直稳居首位。近期，吴文辉先生接受《TheLINK》杂志独家专访，分享了他对于企业文化和东西方文化融合之道的独到见解。

中庸：在合适的时间做正确的事情

“领导力的本质在于提升敬业度，让员工真正投入到工作之中。”吴文辉说，“要实现这一点，与企业的文化归属感密不可分。西门子是一家源自德国的全球性企业，追求创新、崇尚品质、遵循流程是我们与生俱来的DNA，而如何与东方‘以人为本’、注重家庭的传



文/雷娜 By Lei Na

There are no soaring, self-congratulatory platitudes on the Siemens website. Instead, the company, whose 166-year history includes more than a century in China, uses a series of short films and photographs to illustrate how its advances in sectors such as healthcare, industry and energy, have touched the lives of ordinary people. The images are simple yet moving. There are the engineers who keep a round-the-clock watch over medical equipment used in more than 3,000 Chinese hospitals; the ordinary workers on Siemens' production lines; and children with congenital heart defects who can now lead normal lives thanks to procedures utilizing the world's fastest, radiation-safe scanners which were created by the company.

People-centred innovation is the key to Siemens' development says its Northeast Asia Healthcare President

Mr Frank Wu (EMBA 2005). Since taking up the post in 2010, Mr Wu has led his division to some remarkable achievements. Siemens was named among the Top Ten Competitive Enterprises in the Chinese Medical Device Industry 2009-2012 by the Shanghai Biomedical Engineering Academy Medical Information Research Institute. Siemens Healthcare equipment also continues to be top-ranked in the radiology field. *TheLINK* recently sat down with Mr Wu to learn more about how he and his team have amassed such impressive accomplishments.

THE HAPPY MEDIUM

"The core of leadership lies in the ability to promote engagement, or in other words, to truly engage employees in their work." Mr Wu explains. "To achieve this, we must help our employees develop a sense of belonging to a corporate culture. Siemens is a

German-based enterprise; innovation, pursuit of quality, and adherence to protocol is hard-wired into the company's DNA. So how can we marry that with the traditional Eastern culture that emphasizes people and family? After much exploration, we found the solution – Confucianism."

Even in the "East meets West" setting of cosmopolitan Shanghai, Mr Wu's idea of blending Eastern and Western principles to build corporate culture is unique. By adopting the Confucian principle of "taking action to change the world" he has helped Siemens become a more Chinese enterprise, a step ahead of many local Chinese companies.

"Some may believe that the Confucian principle 'Happy Medium' means mediocrity, balance or 'taking the middle road', but I would disagree," Mr Wu says. "Confucius was an extremely active person. He encouraged people



礼

统文化相结合，我们上下而求索，最终找到了孔子的儒家文化。”

他的论断多少让人有些惊讶，又深觉敬佩，因为在全球化的今天，即使是上海这样的中西文明交汇之地，文化隔阂依然随处可见，有时甚至遮蔽了视野，让人无缘欣赏近在咫尺的风景。但吴文辉带给西门子的是一颗难能可贵的开阔之心。他让西门子可以顺应时势，努力去成为一家“中国公司”；可以在许多本土企业前面，去信奉儒家文化；也可以贴近中国国情，以其技术优势深入基础医疗市场，致力于提供民众可以负担的医疗，从而切实改变中国“看病贵，看病难”的现状——而这一切仿佛都源于他从孔子身上汲取的入世

精神。

“有人认为儒家的‘中庸之道’是‘平庸、平衡、走中间道路’，其实并非如此。孔子是一个非常积极上进的人，他鼓励人们成就自己的梦想。‘孔子，圣之时者’，他的道理有着超越时间的力量。我们可以尊崇他为‘时间的圣人’，因为我理解的‘中庸’，是在‘合适的时间做正确的事情’。”

吴文辉对于儒家文化的其他概念也有着自已的诠释：“仁”是帮助他人实现自身价值，以人为导向；而“礼”是行为合乎规范，意味着尊重、谦虚、自律。这些都可以完美地融入团队建设之中，从精神层面提升员工的敬业度。他说，业绩增长虽然令人欣慰，但还不及



“Confucius is the sage of his time. His ideas have a timeless appeal.”

to realize their dreams. Confucius is the sage of his time. His ideas have a timeless appeal. In my opinion ‘Happy Medium’ means doing the right thing at the right time.”

Mr Wu has incorporated other Confucian concepts into his work as well. For example he says ‘Humanity’ means a focus on helping others realize their aspirations and values, while ‘Etiquette’ means following a behavioural code that requires respect, modesty and self-discipline. He believes these concepts can be easily integrated into team-building in order to engage employees on a more spiritual level. The thrill of seeing evidence of improved business performance is not nearly as satisfying as witnessing the development of employees and teams, argues Mr Wu. He says the sincere efforts made by every employee to work towards achieving a shared target is what he cherishes the most, and this is what perpetuates the value of an enterprise. For employees, knowing that their efforts help to make healthcare more affordable to lower-tier regions in China is also a reward.

THE LONG MARCH

Mr Wu seems to enjoy the state of being “on the road”, whether literally or figuratively. He has spearheaded efforts by Siemens Healthcare to organize two “Retrace the Route of the Long March” events. The first is an annual internal event in which employees don the uniforms worn by the People’s Liberation Army and visit a place along the route of the Long March. So far, the programme has taken Siemens staff to the Jinggang Mountains in Jiangxi Province, Xundian in Yunnan Province and Xichang in Sichuan Province. Besides giving employees the chance to travel and learn first-hand about the people and culture of a region, the trips also include reviews of the company’s regional strategy for equipment and resource deployment, and help with team building.

Siemens Healthcare is also collaborating with the China International Medical Foundation to launch a second Long March event in which a truck outfitted with the company’s comprehensive diagnostics

and treatment products is retracing the route of the Long March, hosting physician trainings and county-level hospital forums in remote areas along the way. This event began in 2012 in Ruijin in Jiangxi Province, and will cover eleven Chinese provinces before it finishes in 2015. It has been a great success so far, helping Siemens Healthcare provide radiology and ultrasound training to more than 1,100 physicians from over 500 county-level hospitals, so they can improve their diagnostic capabilities. “The Long March itself is a manifestation of faith, fortitude, innovation and team heroism,” says Mr Wu. “These are all precious qualities for modern companies.”

He not only looks to historic events for inspiration. He says lessons abound in our every day surroundings, and notes that even architectural landmarks such as the Sanskrit Palace in Lingshan,



员工和组织机构的发展所带来的喜悦，因为凝聚在数字背后每位员工的真诚努力，才是他最珍视的东西——一家企业的恒久价值。

长征之路

“这些年来，我们一直在赶路。”吴文辉似乎很喜欢“行走”这个状态，无论它是一种现实，还是一个寓意。在他的领导下，西门子医疗举办了两个系列的“重走长征路”活动。首先是在企业内部，公司上下员工沿着红军长征的路线，每年走其中一站，他们身着红军制服，跋山涉水，来到了江西井冈山、云南寻甸和四川西昌，与当地百姓交流，在行走的过程中进行团队建设、战略回顾和部署。此外，西门子医疗与中国国际医学交流基金会发起了另一个长征之旅，他们驾驶着一辆配备着西门子医疗全方位诊疗产品的展示车，从江西瑞金出发，追随当年红军长征的足迹，在沿途11个省份举办医师培训和县级医院院长论坛。活动进行得很成功，迄今为止在江西、福建、广东、湖南和广西已有来自500多家县级医院的逾1100位医师参与了西门子医疗举办的超声、放

射专业技术人员培训班，切实提高了当地医院的诊疗水平。“长征的本质是秉持信念、坚韧不拔、勇于创新 and 团队英雄主义，这对于现代企业同样适用。”

他不仅从历史中撷取灵感，也从现实中寻找借鉴。无锡灵山的梵宫和苏州的会老堂也为西门子带来启迪，前者让人相信卓越可以由当代普通人来创造，后者则表示卓越并非只是从无到有的创新，也可以是让陈旧的东西重现光彩。这样持续不断的行走和思索，才让吴文辉带领着西门子医疗最终找到了儒家文化。

吴文辉认为，总部设在外国的国际型企业，即通常意义上的外企，在中国的发展大致可分为三个阶段：首先是产品优势，外企进入中国市场之初，凭借其出色的产品质量取胜；继而是资金优势，外企在中国各地政府招商引资的背景下，依靠其雄厚的资金实力建设工厂；然后是创新优势，在竞争日趋激烈之时，外企开始踊跃在中国设立研发中心，不断推出新技术和新产品，但中国人的研发力量也在蓬勃发展，不少本土企业的创新实力不容小觑。谈及未来，他认为虽然各行各业情况不同，但是外

企想要在中国持续发展，势必要发挥其文化优势，即通过中外文化融合让员工拥有归属感。

“这只是我个人的观点。”吴文辉审慎地表述，但他的思索展示出了一位优秀的职业经理人的素质和自觉，不仅关注眼前的问题，更要具备前瞻性，“我们要办成一家中国公司，不仅仅是在中国投资、纳税的企业，还有着中国传统文化的底蕴。因为外企在中国的竞争力，未来必须通过文化融合方能呈现出来。”

中欧·梦想

谈及在中欧读书的时光，吴文辉流露出会心的笑容，不难看出这对他说是一段美好的回忆。“两年半的学习，我几乎没有缺过一堂课。我是积累了一些管理经验之后才来到中欧学习的，因此非常珍惜在那儿的日子。中欧赋予我的是一种自信，它帮助我打造了管理知识的体系和结构，就像是为我打开了一座图书馆，从此以后，我知道自己所需要的每本书在哪里。知识永远都会有所欠缺，但我不会因此露怯，因为知道从哪里可以找到它、学习它、获取它。而且，中欧的一些课程确实代表着该领域最先进的发展成果，如果教育也是一种科技的话，那么中欧是将最先进的技术带到了中国。”

2008年，吴文辉被《环球企业家》杂志评选为“中国40岁以下商业精英”。刚过不惑之年又接下了西门子医疗中国区总裁的重任，他对于自己的成功却不以为意，“我只是一个怀揣着梦想前行的人。‘中国梦’对我来说一直都真实地存在着。一个拥有梦想的人，才会坚定地朝着目标走下去，否则在困惑和诱惑的面前，会渐渐遗忘了初衷。而我的梦想，就是打造中国最具影响力的医疗企业，为更多的普通民众带来健康与福祉。”

Wuxi and Friends' Hall in Suzhou both have something to teach us. The Sanskrit Palace demonstrates that excellence can be accomplished by ordinary people, while Friends' Hall shows that excellence is not created out of nothing, but can come from appreciating the value of old things.

EAST MEETS WEST

Western companies in China have had three common advantages, says Mr Wu. The first was the high quality of their products, which gave them an edge when they initially entered the Chinese market. The second is capital. Eager to boost economic development, many local governments in China wooed foreign companies with generous incentives to build factories. Finally, foreign companies have also had an advantage in innovation. Increasing numbers of Western multinationals have established their R&D centres in China, bringing new technologies and products into a fiercely competitive market. But now, Mr Wu says, local Chinese companies are beginning to

excel in these areas as well, particularly with their R&D capabilities. He says that if Western companies want to continue to grow their businesses in China, they must begin to develop their own unique corporate culture that incorporates Chinese elements. Only in this way will they be able to attract, inspire, and retain the best local employees.

"This is my personal view," says Mr Wu. "We are going to be a Chinese company, this means not only will our investment and tax payment be done in China, but also our cultural foundation will be grounded in traditional Chinese culture. To remain competitive, foreign companies will have to find ways to integrate the different cultures."

CEIBS & DREAMS

Talking about his studies at CEIBS brings a smile to Mr Wu's face. "For the two-and-a-half years I studied at CEIBS, I was almost never absent. I came to CEIBS with some management experience already, and I very much cherished my time there," he says. "CEIBS gave me self-confidence, and

helped me develop structured and systematic management knowledge. It was like building a library for me. Now I know where every book is when I need it. There is always something more to know, but I am not afraid, I always know where I can get the knowledge. Some of CEIBS' courses represented the most advanced thinking in a field. If education can be said to be a kind of technology, CEIBS is bringing the most advanced technology to China."

Since receiving his EMBA degree from CEIBS and taking the reins at Siemens Healthcare Northeast Asia, Mr Wu has been named among "China's Business Elites under 40" by *Global Entrepreneur* magazine. However, he remains humble about his accomplishments. "I am just pursuing my dreams," he says. "Nowadays everyone is talking about 'The Chinese Dream', to the point that it has almost become a cliché. But I think we do need dreams to sustain ourselves. We should not forget where we came from or the doubts and difficulties we faced when starting out. My dream is to build China's most influential medical company in order to bring healthcare and well-being to increasing numbers of ordinary people."

"To remain competitive, foreign companies will have to find ways to integrate the different cultures."