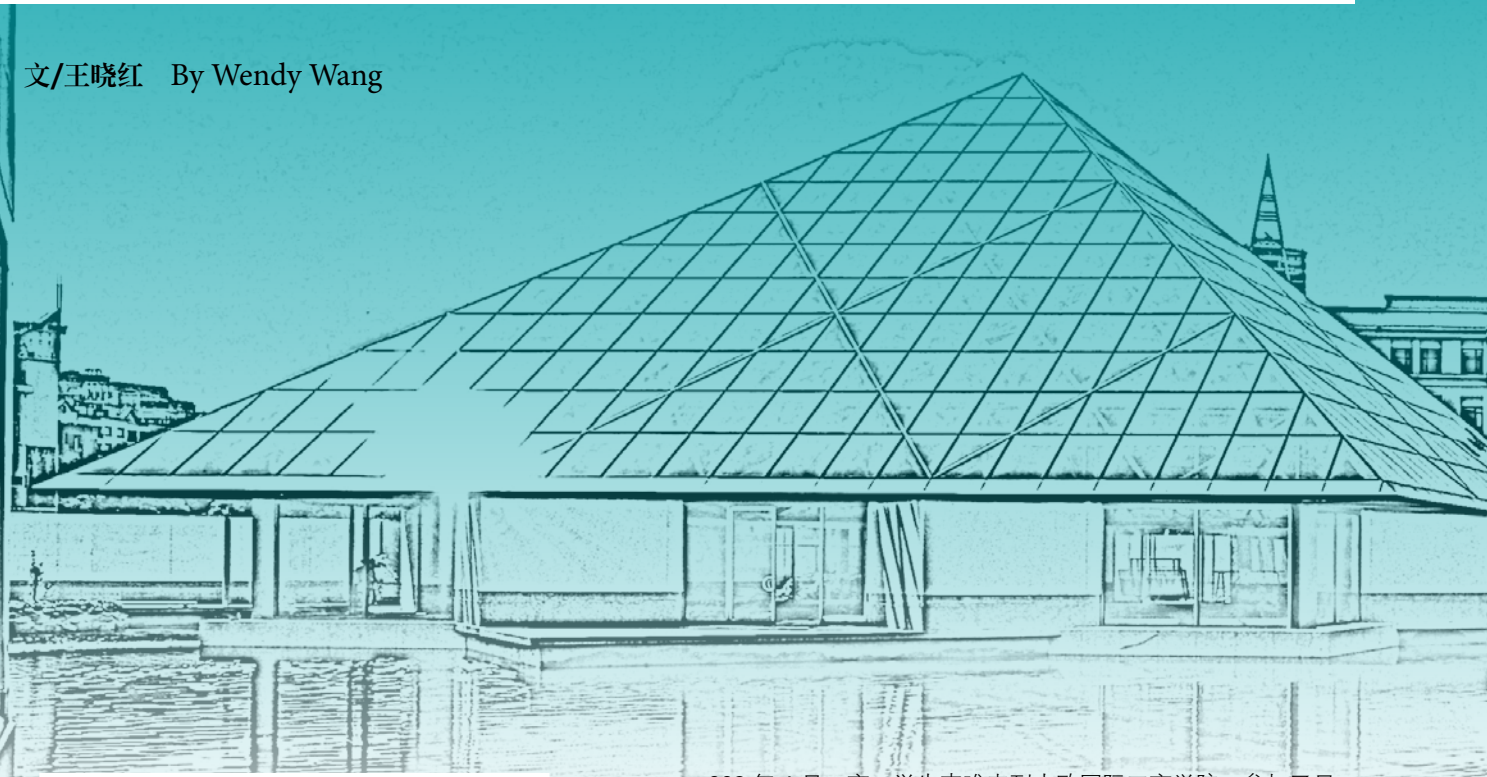


在中欧，书写新的人生剧本

Building a Family Legacy at CEIBS

文/王晓红 By Wendy Wang



李唯全家在美国弗吉尼亚大学
Li Wei with family at the University of Virginia

2002年4月，高一学生李唯来到中欧国际工商学院，参加了母亲李媛文的EMBA毕业典礼。母亲在读书期间经常往返于广州和上海，李唯也来过学院几次，他很喜欢红枫路上这座美丽幽静而充满现代气息的校园。但他并没有想到，有一天自己也会在这里完成MBA学业。

当年7月，李唯去了美国读高中。十年后的夏天，他放弃报考美国的商学院，选择了中欧的MBA课程。这里既是母亲的首选，也是他向往的地方。母子相隔13年成为校友，如果以营销学上的“净推荐值（NPS）”来衡量，无疑意味着中欧具有极高的客户忠诚度。

在美国，学会坚持不懈、自我探索

李唯在年少时去了美国，开始了“头悬梁、锥刺股”的苦读生涯。首先要攻克的是英语难关，通常留学生要花半年到一年时间上语言学校，而他只提前两个月在美国上了暑期英语班，之后便在私立寄宿学校就读，一边学习美国高中的常规课程，一边通过大量阅读准备SAT考试。



2002年，李媛文在中欧EMBA毕业典礼上
Li Yuanwen at her CEIBS EMBA graduation ceremony in 2002

2014年春，李唯在中欧上海校园
Li Wei at CEIBS Shanghai Campus in Spring 2014



Li Wei was still a high school freshman when he first visited CEIBS Shanghai Campus. He would sometimes be with his mother, Li Yuanwen, when she travelled to Shanghai from Guangzhou to attend her EMBA classes. Though he took an immediate liking to the quietly beautiful and modern campus on Hongfeng Road, when his mother completed her EMBA studies in April 2002, he never imagined he would one day become a CEIBS alumnus himself. A decade on, Li Wei is following in his mother's footsteps. He's enrolled at CEIBS in the MBA Class of 2015 and will graduate in 2017.

Coming of Age in the US

Li Wei and his mother have a lot more than CEIBS in common. Some of his focus and tenacity was obviously inherited from her. Li Yuanwen joined the army at age 14, taught herself Chinese medicine, and attended the No. 1 Military

Medical University as one of the first group of university students to enrol after the restoration of the national college entrance examination in China. She went on to become an accomplished doctor and was awarded a scholarship by Harvard Medical School to participate in clinical research on diabetes, but unfortunately her military service made her ineligible for a visa. Eventually she decided to transition into a new career in sales, working her way up to become the Sales Director for Baxter, a multinational medical product and services company.

Li Wei's life is just as inspirational. He left China in the summer of 2002 to finish high school in the US. He began a six-month English course, but after two months of study over the summer he became fluent enough that he could enrol in a private boarding school and follow the same curriculum as the American students. He also began preparing for the SAT, a standardized test required for admission by most US colleges and universities.

周围有很多家境富裕的同学，为了避免干扰，李唯不仅会将房门紧闭，还会用毯子将门缝塞严。他何尝不想自由自在地玩耍，但是他知道，缺乏自制力的人，也无法获得真正的自由。他的这份拼搏和进取之心也许是缘于母亲。母亲李媛文在 14 岁入伍，自学完成中学学业，在恢复高考后考入第一军医大学。作为一名优秀的医生，李媛文曾经获得哈佛医学院提供的奖学金，并受邀参加糖尿病的临床研究，但因为军人身份签证受阻。后来，她放弃了安稳的工作毅然下海，从一名普通销售一直做到了美国百特医疗中国区销售总监，并以优异的成绩考取了中欧 EMBA。李唯继承了母亲坚韧、上进、豁达的品格，他相信美国第 30 任总统卡文·柯立芝的名言——“在这个世界上，没有什么可以代替坚持不懈。”

中学毕业后，李唯顺利地考上了当时在美国公立大学中排名第一的弗吉尼亚大学。美国同学勇于探索和创新的精神给了他很大启发，也激励着他不断发掘自己的兴趣和特长。毕业后，他进入泰科电子工作，当时公司有一个为期两年的管理培训生项目，一般培训生会在四个相关岗位

上轮岗，而他争取在两年中换了八个岗位——从技术操作到产品开发，从采购到 OEM 供应商管理。通过这些锻炼，他发现了自己在管理方面的天分：他常常在完成一些技术性的常规任务后，再从管理与流程的角度提出改进方案，提交给上司和同事参考，这让他获益颇多。

回中国，规划新的人生版图

李唯的勤奋和才干给上司留下了深刻印象，也让他赢得了回国发展的机会。2012 年 2 月，李唯来到上海，担任泰科电子上海公司版图战略规划（Footprint Strategy）部经理，负责公司在亚洲地区的版图规划工作。公司非常看好中国业务，不断将亚洲的一些生产线引入中国，并让李唯负责厂房绿地项目的选址、规划和谈判工作。只有在中国，像他这样的年轻人才能获得如此宝贵的机会。

回顾自己的人生经历，李唯表示，“美国环境舒适、生活优越，经济发展已经相当成熟，大多数美国人的职业发展都是沿着既定的道路前进；而中国蕴藏着很多机会，从 2010 年起中国的 GDP 全球排名第二，这是一个具有重大意义的转折点。

现在的中国和十年前完全不同，中国人的勤奋和聪明是有目共睹的，像腾讯、小米这样的创新企业也让人印象深刻。”

为了成为一名更优秀的管理者，李唯选择了中欧，不仅因为这里是母亲的母校，还因为中欧优秀的教学质量和为学生提供的职业机遇。“中欧的影响力越来越大，由 70 多家著名跨国公司发起的‘全球领导力发展项目（GLDP）’将中欧作为其在亚洲或中国的唯一合作院校；像杜邦、百特、百威英博、施贵宝等公司，在中国大陆只录用中欧学生。”李唯对未来充满期待，这种期待化为学习的动力，在过去九个多月 MBA 生活中，他常有新的收获：他知道了该如何更好地设定目标、激励下属；认识到了心理学在管理中的重要性，以及如何从人性的角度领导下属、挖掘潜力。

除了课程学习之外，他还通过竞选当上了学生会副主席。他和其他成员一起，在学生会进行了一些创新尝试，例如让同学对学生会成员定期打分，以促进学生会更加高效地运作；他还利用自己的关系网络积极促成美国一些著名大学的人士和中欧 MBA 学生建立联系。

在上海的工作经历和在中欧的学习生活，让李唯感到自己回国的选择非常正确，他正在对人生版图重新做出规划与探索，但有一点他非常肯定，“回国三年，我获得了在美国可能十年也无法得到的机会。”



He was so focused on his studies that he not only kept his dorm room door closed, he would sound-proof it with blankets. When describing his study habits during this time, he likes to quote a saying by former US President John Calvin Coolidge, Jr., “Nothing in the world can take the place of persistence”.

After finishing high school, Li Wei entered the top-ranked University of Virginia. He says his American classmates had a spirit of exploration and innovation that inspired him to discover his own interests and talents. After graduation, he got a job with Tyco Electronics and joined their two-year management trainee programme in the US. Trainees normally rotated between four relevant positions, however Li Wei rotated between eight, gaining experience in areas such as technical operations, product development, purchasing and OEM supplier management. Through this, he found he had an affinity for management. In fact, he often went beyond the scope of his job requirements to suggest improvements in management and procedures, and would submit his ideas to colleagues and managers for feedback.

Re-establishing Roots in China

Impressed by his efforts, Tyco sent him to Shanghai in February 2012 to oversee the company’s strategic planning for Asia. In his role as Footprint Strategy Manager for Tyco Electronics in Shanghai, he was responsible for choosing locations for new assembly line projects and negotiating deals.



“China, on the other hand, is a land of unprecedented opportunities.”

Reflecting on the differences in lifestyles and opportunities in the US and China, Li Wei says, “The US has a pleasant environment and a comfortable lifestyle. It has a fairly mature economy, where most people pursue pre-set career paths. China, on the other hand, is a land of unprecedented opportunities. In 2010, China’s GDP was the second highest in the world – that is a significant turning point. Today’s China is completely different from what it was when I left ten years ago. The Chinese are well-known for their diligence and intelligence; innovative Chinese enterprises like Tencent and Xiaomi have made impressive progress.”

The desire to become a better manager led Li Wei to study at CEIBS, not only because it is his mother’s alma mater, but also because of its excellent track record in educating globally-minded business leaders. “CEIBS is becoming more influential; it is the exclusive partner or one of a handful of partners in Asia, for many prestigious multinational corporations and companies like DuPont, Baxter, AB InBev and Squibb that source talent from the Leadership Development Programme,” he says. He adds that within the first nine months of his MBA studies

he had already learned a lot and made some exciting discoveries: he learned the value of setting goals and better ways of motivating subordinates; he also came to appreciate the importance of psychology in management, which has helped him improve his soft skills and make him a better leader.

Li Wei has also found plenty of opportunities at CEIBS to practice his leadership and management skills outside the classroom. He was elected vice president of the student committee, and together with fellow committee members has tried to introduce some innovations in the organisation. He has also been able to leverage his network to build connections between CEIBS MBA students and noted professors and executives from the US.

“In the three years since I returned to China, I have been given opportunities that I wouldn’t get in the US until I had ten more years of experience,” he says. This makes him confident that he made the right decision in coming to Shanghai and studying at CEIBS. Though he doesn’t yet know where his career will take him, he is certain that what he is learning at CEIBS has given him a solid foundation from which to face the future.