



良师益友， 亦师亦友 Mentors & Friends

文/张琳
By Linda Zhang

距 离上次写“良师益友”项目的心得文章已经一年多了，回顾这段人生经历，我希望用五个“一”来总结：一个客观看待自己和他人的独特视角；一段探索职业和生活的共同旅程；一群互助互爱的成长伙伴；一种珍惜生命的活力状态；一种岁月积淀的美好修为。

这五个维度整合了导师和学员各自的发展体系，并留下了宝贵的互补空间。接下来我想结合一些小故事分而述之。

在反思中增进了解和信任

“良师益友”导师项目首先带来的是双方看世界视角的变化。当导师走向年轻人的内心世界，仿佛看到了年轻时的自己，在聆听和分享之后，学员收获了职场和生活经验，导师也得到了启迪，加深了对年轻一代的理解。

这个维度也存在一些误区。例如，导师过度渲染自己的成就，忽略了学员的想法和需求；或是导师过多地为学员出谋划策，殊不知时过境迁，他们的意见未必正确，而且即使提出有价值的建议，也有越俎代庖之嫌。

有效的沟通是倾听学员的困惑和迷茫，适当地给予启发，陪



It's been more than a year since I last wrote an article about CEIBS Mentoring Programme. Looking back on all that's happened since then, I would summarise the experience as: a unique opportunity to see and treat ourselves and others objectively; a joint journey, an exploration of career and life; a group of partners helping and caring for each other; a dynamic state of being; a kind of well-cultivated mastery of skills, accumulated over the years.

These five points capture the value the programme provides for both mentors and students. Read on for a few examples.

Enhancing Understanding & Trust

CEIBS Mentoring Programme changes the perspectives of both mentors and students. Mentors not only gain a better understanding of the younger generation by exploring their world, but are also enlightened by viewing their mentees as younger versions of themselves. Students, on the other hand,

can gain valuable career and life experience by listening to and sharing their experiences with mentors.

That's what should happen, ideally. But in some cases, mentors may run the risk of focusing too much on their own goals, resulting in students' thoughts and needs being neglected. Other mentors are too eager to give advice. They should remember that times have changed, and they shouldn't deprive their students of making their own choices.

The effective way to communicate is to listen attentively to students when they're confused and bewildered, inspire and enlighten them, help them explore the possibilities and share your own experiences. For most students, drawing lessons from setbacks is sometimes more constructive than listening to tales of success.

Unique Career Path

Everyone has his or her own unique career path. The people you meet, the opportunities you get, the experiences you have,

伴其探索各种可能性，适度地分享自己的经历。有时候，交流挫折和教训比传授成功经验更有建设性。

独一无二的职业道路

每个人都有独一无二的职业道路，这条道路浓缩了人生中最为精彩和难忘的岁月，其中结识的人、获得的机遇、得到的历练、做出的贡献，都堪称“人生一本书，各有各精彩”。

如何把握年轻时的机遇往往是MBA学生最渴望获得导师指点的。我指导过的一个学生曾经非常渴望从一个职能转入另一个职能，两者之间跨度较大，一般的企业往往不太愿意提供这样的机会给一位有志向的年轻人。我们一起探讨了哪些快速发展的行业正在招贤纳士，哪些企业的文化更加开放和多元，后来他获得了宝贵的面试机会，自信从容地发挥了自己的特长，如愿获得了心仪的工作，完成了职业轨道的转换。

彼此欣赏，共同进步

我和MBA学员们有十几岁的年龄差异，但与他们交往的时候，我感到自己依然

年轻的心在随他们一起跳跃。作为非典型六零后的我，在职业轨道上也曾有一些出人意料的选择。我发现如今的八零后在自我颠覆方面更加大胆，在他们身上我学到了勇敢、真诚、洒脱、开放和做自己的生活态度，极大地鼓舞了我开启人生第二季自主创业旅程。

我们历届的学生中都有各种社团的领袖，他们在学习之余为社团服务，培养自己的组织和创新能力。他们没有职权，没有自上而下的指标，甚至没有资源，如何调动大家的智慧，发挥大家的才华，这需要出色的领导能力。跟他们在一起的五年，也是我们相互学习的过程。

推崇健康的生活方式

许多导师和学员平日里都处于忙碌和超负荷的状态，年轻的身体固然有足够的本钱，然而学习效率和生活质量的下降往往是得不偿失。

在过去的一年中，我切身感受到“生命在于运动”，我也努力将这种生活态度传递给学生们。今年小组成员在第一次学习时就交流了生活习惯，最初他们都是午夜入睡的，后来我们商量着把早睡和运动的习惯带

到小组中来。我的一位组员此后一直每天练习跑步和瑜伽，还在微信群里分享心得，鼓励大家共同保持健康的生活方式。

博雅自在，岁月静好

文章写成之时，恰逢三位2013级MBA学生准备实习的阶段，也是三位2012级MBA学生正式迈入职场之时。五年来我们不断辞旧迎新，带过的学生时常跟我分享近况。我经常感慨从中欧毕业十年，我有五年时间都是与“良师益友”相伴度过的，我们从陌生到熟悉，从相识到相知，这条与中欧间的情感之线，饱含我们对母校的感激，对年轻人的欣赏和对自己的真诚，是我们人生中无法割舍的一道风景。

最后，我也想借用这个机会祝母校二十周年生日收获沉甸甸的祝福，扬起创新的风帆，为社会培养更多的优秀人才。也感谢MBA办公室“良师益友”项目成员，祝福导师和学生们在亦师亦友的道路一路同行。

本文作者是中欧2001级EMBA国际班校友、“良师益友”项目导师、上海合田企业管理咨询有限公司创始人。

EMBA 2010

杨立东

Yang Lidong

过去半年多来，我总结了多年互联网技术团队的管理经验，创作了《微管理》一书，书中很多内容来自中欧学习期间的收获和反思，希望广大校友阅读并提宝贵意见。我的联系方式：yanglidong@hoomum.com。

《微管理》内容简介：本书分为四章——基础知识（互联网思维）、初创团队、专业化团队和互联网团队的管理实践。每章从人、过程和技术三个维度对实践进行细致入微的阐述和分析，风格轻松简洁，希望大家能从中受益。

In the past 6 months, I wrote a book called *Micromanagement* based on my years of experience in managing a tech team in the Internet industry. In this book I hope to share my thoughts on management as a result of my fruitful study at CEIBS. CEIBS alumni are welcome to read the book and drop me a line (yanglidong@hoomum.com) with valuable suggestions.

Micromanagement has four chapters: basic knowledge (Internet thinking), management of the founding team, management of the professional team and management of the Internet team.

Each chapter gives detailed analyses from the perspectives of personnel, process and technology. The book is straightforward and easy to read. Hopefully readers will benefit from it.



杨立东 Yang Lidong

Being “global” doesn’t mean you have to be everywhere...

But rather having the wisdom to know where to go.

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the contributions you make – all of these shape your path.

What an MBA student wants to learn most is the way to seize opportunities while he or she is young. One student I mentor was very eager to switch his career path. However, the huge difference between his old and new vocations has cost him many opportunities. In order to help him achieve his career goal, we looked at which booming industries were more eager to recruit and which kind of companies have more open and diverse cultures. After our talks, he got an interview during which he could give full play to his strengths. The end result: he achieved his career switch and successfully landed his dream job.

Mutual Appreciation & Progress

The age gap between me and my MBA students doesn't hinder our communication and mutual learning. I'm not the typical woman born in the late 1960s; I made some unexpected choices along my career path. I find that the late 80s generation are bolder in making life

changes, and they've taught me the value of sincerity, freedom and the attitude of being true to yourself. These lessons inspired me.

They've honed their organisational and innovative skills by working in student organisations and associations. They've shown that they know how to mobilise talent and resources, and they know how to lead. The five years I spent with them has helped us all grow and learn.

Healthy Lifestyle

Many mentors and students have hectic schedules, so they usually stay up late at night. However, an unhealthy lifestyle inevitably leads to a decline in study efficiency and quality of life.

Over the past year, I've become convinced that the key to life lies in exercise, so I try my best to inspire my students to exercise more. One of my students has developed a habit of jogging and practicing yoga every day. Plus, we share tips on healthy life habits on WeChat and encourage each other to go to bed earlier, exercise more and maintain a healthier lifestyle overall.

Years of Freedom & Tranquillity

As I write, three of my 2013 MBA students are now preparing for internships, and three of my 2012 MBA students are ready to enter the workplace. Over the past five years, the Mentoring Programme has been a bond linking students and mentors together, it's been a way to be true to myself, to show appreciation to my students and gratitude to my alma mater.

As we celebrate CEIBS' 20th anniversary this year, I hope the school can continue to provide excellent talent for our society. Thanks to all the members of the Mentoring Programme for your support over the years. I'm sure that our mentors and students will achieve great success together in the future!

The author is an alumnus of CEIBS Global EMBA 2001, a senior member of the "Mentors & Friends" project as well as the founder of Shanghai Hetian Enterprise Management Consulting Co, Ltd.