



# 郭志雷： 从医学院到商学院 From MD to MBA

郭志雷经手了上千台神经外科手术，而现在他面临着另一个全新的挑战——中欧MBA。

Guo Zhilei has performed thousands of neurosurgeries but now he's facing a new challenge - a CEIBS MBA.





文/朱琼敏 By June Zhu

“

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“**Y**ou must be mentally strong to be a doctor. Death isn't a terrifying word for me anymore. I've gone beyond it and do understand how precious it is to be alive” says Guo Zhilei, a member of the CEIBS MBA Class of 2016.

A lot of people who hear his story can't understand why he stopped practicing medicine, then left a good job at healthcare company Sanofi to enrol in CEIBS MBA Programme. But after just a month of studying at CEIBS, he was certain he'd made the right decision. In a recent interview with *TheLINK*, he told us why.

### Realising A Dream

“When I was still a teenager, my grandfather died from liver cancer, and my grandmother from a stroke. It made me think about what horrible damage diseases can do to people,” says Guo as we sit down and he searches for the words to explain what inspired him to study medicine. After doing well on China's national college entrance exam, he left home, a rural area of Chaohu City in Anhui Province, and headed to Shanghai to study at the prestigious

Fudan University.

Even his eagerness to be a doctor didn't keep him from noticing the less-than-fun aspects of his studies. “From my sophomore year, I had to memorise a lot of medical terms and I really didn't like it. Medical textbooks are even bigger than the ones I've seen so far in the MBA. I prefer practice instead of theory,” he explains. In search of something new, it occurred to him that maybe he could do a second major in economics. Though it would mean spending more than two hours each day travelling between two campuses, Zhilei decided to take on the challenge.

The next three years of his life were extremely busy. After a full day of medical courses he would catch the school's shuttle bus at 5 or 6 pm for economics classes, heading back to the dormitory after 9pm. Because of his great passion for scientific research and his excellent academic performance, the Hui-Chun Chin and Tsung-Dao Lee Chinese Undergraduate Research Endowment (CURE) chose him as a scholar, which meant that after 10 pm, he still had readings and experiments to do. The experience taught him about time management, which has proven very beneficial to his MBA life today.

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医生，你的内心必须足够强大。死对我来说已经不是一个恐怖的字眼。在某种程度上，我已经超脱了；但同时我更深刻地体会了生命的可贵。”中欧 2016 届 MBA 新生郭志雷说道。

许多知道他经历的人都无法理解，当初他缘何会离开从医这条路，之后又为何会放弃制药公司赛诺菲的好工作，来中欧读 MBA。如今，中欧 MBA 第一个月的生活，让他确信自己当初的选择是正确的。在最近接受《TheLINK》采访时，他分享了自己的心路历程。

## 实现梦想

“那时候我才十几岁，我的外公罹患肝癌，撒手人寰，而外婆则因不堪打击，得中风也离开了人世。亲人因病辞世让我意识到疾病的危害。”采访一开始，郭志雷就坦陈了当初学医的初衷。高考过后，他离开安徽巢湖农村的家，前往复旦大学上海医学院求学。

他对踏上从医之路怀揣炽热之心，但随之而来的还有学习中乏味的部分。“大二开始，我不得不牢记大量的医学术语。我不喜欢死记硬背，医学书籍比现在的 MBA 课本要厚得多。相对于理论，我更偏爱实际操作。”他说道。为了丰富自己的学习生活，他考虑也许可以去读经济学的第二学位。尽管这意味着每天都要花费两个多小时在路上，郭志雷最终还是决定接受挑战。

接下来的三年，他每天都行色匆匆。在徐汇枫林校区结束一整天的医学课程后，他会在下午五六点乘坐校车去杨浦区复旦本部上经济学的课程，然后在九点过后乘车返回宿舍。基于他对科研的兴趣和在学业上的优异表现，郭志雷获得着政基金支持，开展了一项细胞分子学的研究，成为了一名“着政学者”。这又为他原本繁忙的日程添加了新的内容——晚上十点之后，他还需要查阅文献、做实验。这样的经历让他学会了时间管理，也让他今天的 MBA 生活受益匪浅。

## 成为医者

整整七年的寒窗苦读后，郭志雷终于拿到了毕业证书，也获得了医师执照，让他可以在名字后加上“MD”的头衔。

在看似艰苦的生活之外，攻读医学学位的过程也为郭志雷

## Practicing Medicine

It took seven years of hard study for Zhilei to get the medical license that allows him to proudly put the words MD behind his name.

Despite all the hard work, he also has fond memories of some exciting moments while he pursued his medical degree. In 2006, when he was a fourth year student, Zhilei went to University of Groningen in the Netherlands to attend a World Health Organisation (WHO) co-organised programme on Oncology. “It was only open to 40 students worldwide. I was chosen along with a fellow student from Fudan University,” he said. The programme allowed him to visit hospitals and laboratories, observe the operational aspects of healthcare, as well as probe the field of medical education with doctors from all over the world. “Things there, such as hospital management, patient care, and hospital equipment, are much better than in China,” Zhilei says. He also had the opportunity to give a speech on the use of Chinese medicine in treating cancers, which was a hot topic at that time. “The professors there asked me to stay on and work at the laboratories but I said no, because I prefer to do clinical work.” Though he only spent about four months abroad, he found the experience very valuable because it gave him a first-hand understanding of the differences in medical treatment at Chinese and

Western hospitals.

When he returned to Shanghai for his fifth year of study, Zhilei began working as an assistant doctor at Huashan Hospital. “The neurosurgery department of Huashan Hospital is one of the best in the country. They don’t have interns. Once you begin work, you’re a doctor. As a medical student, the pressure is tremendous,” he explains. It was a demanding job; every team had to complete two to three neurosurgical operations each day, since every day the hospital admits a multitude of patients from all over the country. As an assistant doctor, Zhilei was responsible for the ward rounds at 6:30am. Then an hour later he had to attend a meeting to share his previous day’s work with colleagues and exchange views about difficult problems. “It was the norm at Huashan Hospital to conduct these meetings in English,” he explains. The meeting was followed by another round of the ward with professors, and Zhilei also had to change dressings, deal with wounds and tend to other aspects of patient care. Then it was back to the operating room getting everything prepared for surgeries that often included intricate work done on the brain. He would return to the wards at around 4 or 5pm, writing up medical records, receiving new patients, and doing pre-operation examinations before returning to the operating room for final procedures

and clean up. He usually got home at around 7 or 8pm.

This was his life for more than three years. “I didn’t mind the tedious work, balance was the problem. I also hated doing experiments and writing papers, and in China if you want to be a professor, you have to do these things. I was afraid I would be stuck there,” Zhilei says.

“Huashan Hospital’s international department is on Hongfeng Road, very close to CEIBS. We had so many patients in the neurosurgery department; some had to be moved to the international department. I was there for two or three months and I visited the CEIBS campus several times.” This was how he became aware of CEIBS and its MBA Programme.

## Change

Not surprisingly, after leaving the hospital Zhilei chose to work for a private company. Novartis was recruiting for a Medical Scientific Liaison, and he applied. “Being a doctor is very tiring, and doesn’t offer a reasonable reward. I need to earn more money to support my family,” he says frankly. Even so, his parents scolded him for many months for making his decision without first discussing it with them. “They will always believe that being a doctor is a very good occupation,” he says.

留下了一些美好回忆。2006年，升入大四的郭志雷前往荷兰格罗宁根大学参加世界卫生组织合作举办的肿瘤学项目。

“全世界只招40个人，我和另一个复旦学生获选参加。”他说。在这个项目中，他得以走访当地的医院和实验室，考察医疗设施，与全球各地的医学学生交流探讨。“那里的医院要比中国的好很多，无论是医院管理、病人关怀，还是医院设备。”郭志雷说。他还就中医在癌症治疗上的作用进行了一次演讲，深受欢迎。“那里的教授想让我去他们的实验室工作，但是我没有接受，因为我更喜欢临床工作。”尽管只在国外待了四个月左右，但这段经历价值非凡，让他对中西医院之间的差异有了亲身体会。

从荷兰回到上海，大学第五年他开始在复旦大学附属华山医院担任实习医生，次年在医院的神经外科进一步深造并担任住院医师工作。他说，这项工作可谓艰巨，来华山医院就诊的病人特别多，每个医疗组每天都必须完成两三台神经外科手术。郭志雷早晨六点半开始查房；七点半参加科室会议，进行交接班，和大家分享过去一天的工作，咨询疑难杂症和手术难点。“就像北京的协和医院一样，华山医院的这种会议也都是用英文的。”接着，又是一轮与教授同行查房，帮病人换药和处理手术伤口，从各个方面照料病人。之后，他就得去手术室做术前准备，如摆正病人头位，为其打开颅骨等。手术中途他会回到病房，写病历，接待

新病人，做术前检查，最后再回到手术室做关颅等手术收尾工作。通常，他晚上七八点才能回家。

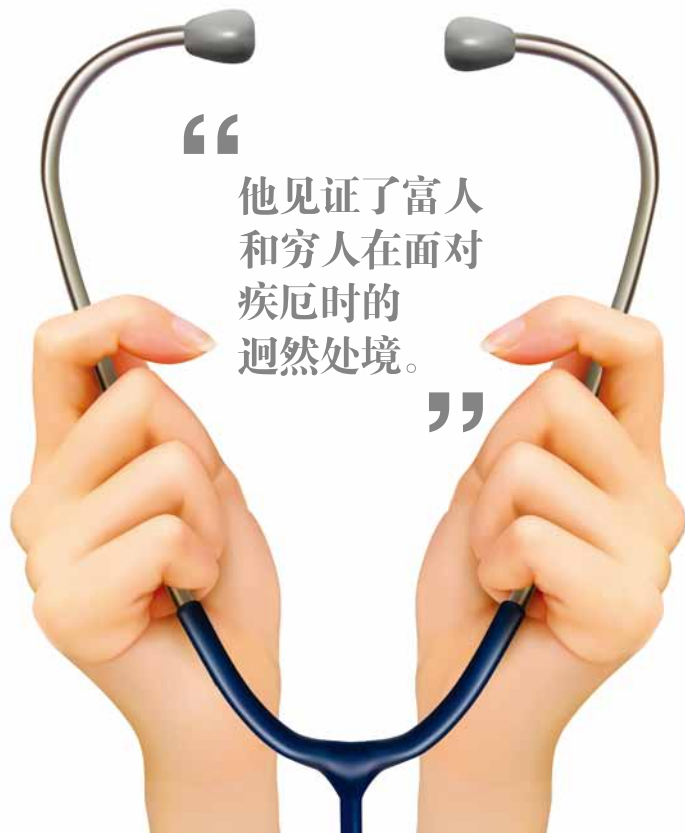
这样的生活持续了三年多。“我不介意工作繁重，但如何保持平衡对我来说是个问题。我不喜欢做实验、写论文，但在中国，如果你想晋升为教授，就必须做这些。我怕自己会卡在那里，停滞

了去公司工作。诺华当时正在招区域医学顾问，他申请了。“当医生很累，回报又与付出不相匹配。我需要改善家庭生活。”他坦率地说。但是，他还是因此被父母埋怨了大半年，因为他在决定转行之前并没有和他们商量。“他们总觉得医生是一个非常好的职业。”

然而，在华山医院的经历已然内化成他的一部分。“神经外科手术特别难，尤其在面对恶性肿瘤的时候，”他说，“甚至有时候医生觉得自己已经做到最好，一切都进行得很顺利，病人仍有可能面对术后恶化。这个科室的死亡率远高于其他科室。”在那里的三年多，他经手了近2000台手术。让他印象最深的是一位农村妇女——“她的肿瘤还在早期，我们都觉得手术做得非常好。但是，手术后不久她就发烧了，并引起颅内感染和出血，最后导致心肺骤停，再也没能苏醒。”他的言语之间透露着无奈。医院里，死亡每天都在发生，为了能让自己更

勇敢地面对，那段时间郭志雷的性格中形成了某种淡漠，但这不是他想要的。“我希望自己能逐渐纠正过来。”他说。

这些年来，郭志雷见证了富人与穷人在面对疾厄时的迥然处境。“在华山医院，你可以看到各种各样的人。有些人富，有些人穷。许多人不得不变卖家产支付手术费用，如果一个人没有上海医保，就必须自己付钱。通常情况下，一台手术需要花费四万元以上。”他说，“上海是个多么繁华的城市，但在医院



不前。”郭志雷说。

“华山医院国际部就在红枫路上，离中欧非常近。神经外科病人众多，有时我们不得不将一部分病人转到国际部病房。我在那里呆过两三个月，也去了中欧校园几次。”那是他第一次知道中欧和MBA课程。

### 道路之变

离开医院后，郭志雷毫无意外地选



2012年5月郭志雷和妻子在美国圣地亚哥  
 May 2012, Guo Zhilei and his wife in San Diego, CA, USA

However, his experience at Huashan Hospital stuck with him. “Neurosurgery is exceptionally difficult, especially in the case of a malignant tumour,” he explains. “Even when a doctor believes he’s done his best, and everything goes well in surgery, there’s still the possibility that the patient will be worse after the operation. The mortality rate is always higher than for other departments.” In three plus years there, he completed almost 2,000 operations. Among them was a woman from a rural area whose case left a deep impression on him. “Her tumour was at an early stage, and all of us thought the operation went well. But afterwards, she had a fever which resulted in intracranial infection and bleeding. She went into cardiopulmonary arrest, and couldn’t be resuscitated,” he recalls. The hospital is a place where death happens every day, and in order to cope, Zhilei developed a certain level of calmness in his years there.

Over the years, he’s been struck

by the gap between the medical care accessible to those with money and those without. “Many different kinds of people use Huashan Hospital; some are rich others are poor. Many of them sold all their possessions to pay for their treatment. If a person doesn’t have Shanghai medical insurance, he has to pay with his own money, and usually an operation costs more than RMB 40,000,” Zhilei explains. “Shanghai is a fancy city, but in the hospital you encounter situations that are best avoided. Having worked as a doctor for several years, I’ve seen many kinds of diseases, observed people and their lifestyles. Rich people spend money recklessly, and poor people have to use every penny they have and often end up heavily in debt. I’ve seen too many moving life stories.”

Because of his background, he can relate to those in need. Zhilei was the first person from his small rural town to enrol at a prestigious university, and so everyone knew he was studying

medicine. “When I became a doctor, many of the people from my home town asked me for help, so I went back regularly to work with the small clinics there to provide free advice on treatment. I also gave lectures to the doctors. The imbalance of medical resources among the different regions is obvious. Everyone is fighting to get into the big hospitals, and the small ones have no patients,” he says. “Healthcare reform is a difficult issue, and no one can undertake it alone. I can’t have any effect on the policy, but maybe Prof John Cai (Director of CEIBS Centre for Health Care Management and Policy) can, though I will do as much as I am able to do.”

## Joining CEIBS

During jobs at Novartis, Abbott, and Sanofi, Zhilei worked his way from liaison to a job as a senior manager. As his salary tripled, he still found himself

里你会看到别处看不到的场景。从医几年，我看过了许许多多不同的疾病，观察了各种各样的人和他们的生活方式。富人一掷千金，穷人捉襟见肘，甚至不得不倾家荡产，负债累累。我见过太多触动心灵的人生故事了。”

学医的背景让他可以帮助那些需要帮助的人。郭志雷是小镇上第一个上名校的人，每个乡亲都知道他学医。“我当上医生后，会有许多人来请我帮忙，所以我会定期去家乡的小诊所，提供免费诊疗意见，我也会给那里的医生开讲座，介绍一些疾病的最新治疗方法。中国的医疗资源分布非常不均衡。每个人都争先恐后，想进大医院，而小医院则门庭冷落。”他说，“医改是一项很难解决的问题，没有谁能单独完成。我没办法影响政策，也许蔡江南教授（中欧医疗管理与政策研究中心主任）可以，但无论如何，我还是会尽力而为。”

## 加入中欧

从诺华、雅培到赛诺菲，从医学顾问一路做到高级经理，郭志雷的工资翻了三倍，但他同时也在想，“我是不是应该再做些什么？”

他在赛诺菲就职于医学事务部。“医学事务部是这两年药企内部最火的部门，特别是在葛兰素史克事件之后。”这个工作与业务方面有所挂钩，但更多的是支持工作。“我对做业务很感兴趣，希望能转到更核心的部门。”他说。但是，在公司内部调岗并非易事。“我已经做到了一定层级，如果我想从事其他部门的工作，就必须接受降职。”尽管郭志雷学了四年的经济学，但他在商业知识上还是有所欠缺。“MBA对我来说会是个加速的过程。”他说。

郭志雷在赛诺菲的工作业绩斐然。“我负责肾科产品，为公司赢得了许多奖项，中国和国际的都有。”为了能留

住人才，老板承诺今年提拔他为内科产品医学事务负责人，并供他读兼职的EMBA。“我觉得自己还太年轻，不适合读EMBA。”他说。尽管老板竭力挽留，郭志雷还是想读全职的MBA课程。

婉拒了公司的盛情挽留后，他申请了耶鲁和中欧的MBA课程，两所学校都给他发了录取函。“从长期来看，我还是希望在中国发展事业，而不是国外。另外，考虑到个人的经济状况和我妻子的顾虑，我决定选择中欧。平衡对我来说非常重要。”他说。

在中欧的第一个月，他便和蔡江南教授共同组织了一个论坛，邀请数位业界知名医生和创业者共同探讨医疗领域的发展、医改和创业问题。这次活动吸引了大量的EMBA与MBA校友前来聆听，并赢得一致赞誉。“你总是要自己去抓机遇。学习是很重要的，但我也必须学会利用这个平台和它所提供的人脉资源，对我来说，这些都很重要。”郭志雷说。

## 新的起点

郭志雷打算毕业后依然留在医疗健康行业，因为这是个充满机遇的领域，也因为自己对它的认知可谓精深。然而，在具体职能上，他更希望未来能将目光转向医疗投资领域。他已经联系了相关领域人士，或许能为他明年的实习提供机会。郭志雷现在所做的一切都是为未来的职业转型打基础。郭志雷认为，MBA生活中最重要的部分是他有空间与机会拓展行业人脉。“我会和同学们分享我的资源与知识，并利用中欧的平台去认识了解更多的人。”他还是2016届MBA班级代表之一，是MBA学生和MBA课程部之间沟通的桥梁。“2015届MBA学生会为我们这届留了一些预算，”他说，“作为学生代表，我们为同学们组织了许多派对和活动，我们马

“学医的背景让他可以帮助那些需要帮助的人。他会定期去家乡的小诊所，提供免费诊疗意见。”

上就会为2016届新生和交流生开办一个派对，并邀请学长参加。”

为了保证有充足的时间与班级同学相处，郭志雷选择寄宿在学校，尽管他的家就在上海。“我的妻子基本上每周都开车来这里，她对我非常支持。”他说，“上大学以来，我已经习惯了非常忙碌的生活节奏。时间管理至关重要，我知道如何有效利用有限的时间。”

谈及现在的同学，郭志雷表示每个人都有自己的长处。“有些人懂艺术，知道怎么画画、弹钢琴，这让我非常羡慕。有些人已经是值得钦佩的成功创业者；而另一些人则对我并不了解的投资领域非常懂行。我也很高兴自己能 and 同学们分享我所知道的医疗知识。”他说，“无论印度人、韩国人，还是南美人，我们都尝试着去理解彼此。即使最后我们不能称兄道弟，将来也可以成为工作上的合作伙伴。”



2014 年郭志雷出席赛诺菲肾科全球战略论坛  
 Guo Zhilei at the Sanofi Renal Global Strategic Forum in 2014

thinking, “Should I do something else?”

At Sanofi, he worked for the medical affairs department. Though this job was related to the business side it actually had more to do with playing a supporting role. “I’m more interested in business, and wanted to shift to some core division,” he says. But it wasn’t easy to make this transition within the company. “I had reached a certain level, and if I wanted to work in marketing I would have had to accept a demotion and be transferred to be product manager.” Though Zhilei had studied economics for four years, he still had some gaps in his business knowledge. “I thought it would help accelerate my career if I did an MBA,” he explains.

Zhilei’s work performance at Sanofi had been very good. “I won many awards, both in China and globally, for

the company. I was the senior manager responsible for new renal products.” Hoping to keep him at the company, his boss promised to promote him to Head of Medical Affairs in the Internal Medicine Division within 2014, and offered to pay his tuition for a Part-time EMBA. “I thought I was too young for an EMBA programme, and wouldn’t have much in common with my classmates,” he says. Despite his boss’ efforts to convince him otherwise, Zhilei wanted to do a full time MBA programme.

After turning down his company’s offer to cover tuition for a Part-time EMBA, he applied to Yale and CEIBS. He was accepted by both. “Over the long term, I want to develop my career in China rather than abroad. Also, considering my financial situation and

my wife’s concerns, I decided to accept CEIBS’ offer. I always try to maintain balance,” he says.

During his first month at CEIBS, he organised an event with Professor John Cai to explore healthcare reform, the development of the health industry, and entrepreneurship in the healthcare sector. He invited many renowned doctors and senior executives in the industry to share their views. There was a large turnout among EMBA and MBA alumni and he was encouraged that many participants commented on the high quality of the event. “You often have to seize opportunities yourself. Learning is very important, but one should also take advantage of this platform and the network it provides, this is very important to me,” Zhilei says.



## New Beginnings

He plans to remain in the healthcare industry, as it offers many opportunities and is something he knows well. However he wants to shift his focus towards private equity and venture capital. He's already made contacts that may help him land at least one internship next summer. Everything Zhilei does now is focussed on helping his career transition. "I won't run for Student Committee President, because I don't have the personality for that; but I will run for Director of the Career Development Club, where I will have the opportunity to get to know people from various industries," he says. "Whether or not I'm elected, I'll do what I can to help my fellow students." Zhilei believes that the most important thing about his

MBA life is that he has the freedom and platform to expand his professional network. "I'll share my resources and knowledge with my fellow students, and take advantage of the platform CEIBS has offered me to get to know more people," he says. Zhilei was chosen as one of the MBA section representatives, and he's the bridge between his classmates and the MBA Office. "The MBA 2015 student committee has left some budget to our batch," he says. "As the student representative, I've organised many parties and events for my fellow students, and we're going to have a welcome party for the exchange students and MBA 2015 students soon."

To ensure that he has time to get to know his classmates, Zhilei is living in the school dormitory, even though his family home is in Shanghai. "My wife drives here every week, she's very

supportive of me," he says. "Since my university days I've been accustomed to having a busy schedule. Time management is essential. I know how to use my limited time efficiently and effectively," he explains.

When asked about his classmates, Zhilei says everyone has his/her strength. "Some are artistic, good at painting or playing the piano, which really makes me jealous. Some are successful entrepreneurs, who I really admire, and others may know a lot about investment; these are things that I need to know more about. I'm also very happy to discuss what I know about healthcare with my classmates," he says. "Regardless of whether they're from India, Korea, or South America, we can try to understand each other. Even if we don't end up being close friends, we can be business partners."



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