



江山代有女杰出

Every Generation Has Its
Own Heroines

第四次世界妇女大会非政府组织论坛 《妇女参与企业管理》论坛
4th World Conference on Women'95 NGO
“Women's Participation in Business Management” Forum

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内容简介

本书是一份当代中国著名女企业家的实录,书中选择了32位参加第四次世界妇女大会非政府论坛《妇女参与企业管理》论坛的中国著名女企业家自己所写的文章。她们来自国营、私营、集体、乡镇、外资、合资等企业,来自工业、农业、第三产业如商业、交通运输、银行、法律、房地产以及美容等服务行业。她们每个人都有自己的奋斗史,自己成长的故事,她们本身就构成了一幅中国改革开放的生动的图画。32名女企业家的奋斗史也反映了中国妇女为争取平等、发展、和平的《内罗毕战略》所作出的贡献,以及她们的观点和论述。本书也总结了她们如何走向高层次管理的道路和经验,她们是如何抓住机遇、迎接挑战的,以及她们是如何处理家庭关系的。

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成功路上无性别

陈慕华

一九九五年
七月



全国人大常委会副委员长、
中华全国妇女联合会主席陈慕华为本书题词

努力培养和造就

更多的女企业家

黄启琛

一九九五年

中华全国妇女联合会副主席、书记处第一书记黄启琛为本书题词

前 言

段存华* 群星集团** 总裁
第四次世界妇女大会非政府论坛
“妇女参与企业管理”论坛主持人



这是一本参加第四次世界妇女大会非政府论坛的中国女企业家们自己写成的书。我受大家的委托准备为本书写前言时，再一次读了书中的文章。读后仍令我感叹不已。虽然我和这些姐妹们交往多时，知道她们个个刚强泼辣、自尊自尊，在她们领导的企业里，多有建树，但我确没有想到她们竟个个能亲自执笔，写出这

样的文彩华章。她们来自中国的四面八方，有改革开放的前沿广东、福建、海南，也有边陲的新疆和内地的四川、山西，有来自东北和京津沪的大城市，也有来自浙江、山东、河南的农村。她们有的是国营大中型企业的“当家人”，也有乡镇企业、个体私营企业的“老板”；有全国闻名的“女杰”刘志华、游景玉，也有已扬名海外的热比亚、刘淑兰。她们人各一面，有不同的教育程度，不同的性格情趣，不同的风度仪表，然而她们都经历了中国改革开放大潮。她们不仅从独特的视角写出了对当前妇女问题的看法和建议，她们还用自身的经历写出了她们是怎样地披荆斩棘开拓事业。她们把奋争中的酸甜苦辣写得那样生动贴切，把工作中的困惑和焦虑写得那样细致入微，把她们与下属相处时的关怀信任、善解人意写得那样朴实可爱，她们对待丈夫、孩子又是那样的温馨、爱护。她们决不是世俗之说的只有侠骨没有柔肠的“女强人”，也不是那种斤斤计较、心胸狭窄、胆小怕事、依赖攀附的传统认识上的“弱女子”。她们是一个不平凡的群体。她们有今天的令人称赞的成就和荣誉，是中国这方可爱的土地所哺育和造就的，也是她们自强不息，不断充实着、改变着她们自己所取得的。

总之，这是一本可读性很强的书。你如果想了解改革开放着的中国的真实环境，活生生的个人、特别是女人，你就应当读读这本书。你要是想通过中

国的女企业家来研究妇女问题,你可以从这本书中得到一些来自企业家自己的鞭辟入里的观点和看法。你如果想与她们的企业建立合作关系,你可以通过这本书了解你的合作伙伴。青年可以从这里找到榜样,成功的企业家可以从这里找到朋友,探索者可以获得启迪,失败者可以得到激励,再获成功。这本书的可取可贵之处在于它既没有生硬的说教,也没有现代“入股”,它有的只是感人肺腑的“真实”!

撰写本书文章的只有三十多位女企业家,她们是中国许许多多优秀女企业家的代表。目前中国有多少女企业家,即使给出一个误差较小的统计数字也是很困难的。有一个数字可供参考:参加中国女企协的人数目前是五千多人。翻一番算作女企业家的人数,不算浮夸。那就是一万人,即使这个保守的估计,如果与改革开放前相比,也是个了不起的数字!它本身就意味着巨大的成就。因为改革开放之前,单一的国有经济形式,自上而下的任命企业领导的政策,禁锢了中国经济的发展,更加牢牢地禁锢了中国妇女的聪明才智。改革开放后,多种经济形式的出现,允许部分人先富起来的政策,竞争意识被人们所接受,所有这些变化给妇女们提供了机会。当代中国妇女比起她们的前辈来是非常幸运的,她们较少受封建思想桎梏的束缚,她们接受的是妇女解放的教育。她们爱戴的和崇拜的是妇女运动的先驱者宋庆龄、蔡畅、邓颖超等。加之她们都受过或多或少的教育,这些意识和知识的积累遇到改革开放的大好环境,妇女们就以她们敏锐的直觉、吃苦耐劳、踏实实干的事业心以及作为母亲的天性的无私奉献精神,还有性情温和与人为善、很会调动人们的积极性的天赋,从而就形成一个了不起的群体出现在东方的大地上了。

但是在国有大中型企业执牛耳的女性仍然是少数。原因是多方面的。我相信随着改革开放的发展,会有更多妇女参与平等竞争的机会。然而我们决不能因此低估中国女企业家对中国经济发展的贡献。因为在中国,中小企业、乡镇、个体私营企业正在以非常快的速度发展着。非国有企业的总产值已占全部工业企业的50%以上,而在这类企业中妇女已成为一支不可忽视的力量。据有关部门统计,仅以个体私营企业为例,1993年底全国有2649万个体企业主,其中女性占36.7%。在乡镇企业就业的女性接近5000万人,约占全国农村妇女劳动力的 $\frac{1}{4}$ 。1994年她们平均每人从乡镇企业得到的工资收入达2400元,这相当于同期全国农村人均现金收入的2.5倍。这个数字应当使妇女们很可自豪的。

这类企业大部分分布在大城市的郊区、中小城镇和农村。这些企业既有服务性的,也有生产型的,甚至还有高科技的。女企业家们的主要贡献在于,在带动这些地区经济迅速的发展,从而甩掉贫困的帽子的同时,也使这些地区妇女就业的人数大大增加。本书中的好几篇文章都提到在妇女担任领导的企业里,女性职工的比例普遍提高。妇女就业意味着她们经济上的独立。这就

是女企业家对妇女解放的重大贡献。此外女企业家们更热心关注社会问题，如儿童教育、敬老养老和社会福利等等。由于她们的参与，这些问题在其所在地区大都得到不同程度的关注和解决。

中国女企业家也普遍关注现存的一些问题，例如法律对女企业家的特殊保护，对女企业家的金融支持，对妇女的职业培训和教育等等。她们希望随着改革开放的深入，这些问题能得到逐步解决。

中国女企业家更关心“平等、发展、和平”这个重要的主题。她们希望中国的经济在和平环境下更快地发展；她们有信心在中国经济的发展中体现自身价值，与男子并驾齐驱达到真正的平等，并对中国经济发展做出更大贡献。她们还希望走向世界，与全世界姐妹们携手并肩，共同在世界上消除贫困，让饥饿、战争和社会上的不公永远地从地球上消失！

* 段存华，1933年12月生，1957年7月毕业于北京大学物理系。1957年至1984年在中国核工业部工作，历任实习研究员、助理研究员、处长、副局长、教授级高工。1984年至1987年任联合国国际原子能机构(维也纳)中国代表团副代表、参赞；1987年底至1988年底任中国核工业部安全局局长；1988年12月至1993年4月任中国轻工业部国际合作司司长、副部长；1993年5月至今任轻工总会群星集团公司总裁，中国轻工业基金主席、和路雪(中国)有限公司董事长、中国国际科学技术合作协会常务理事、全国政协委员等职。

** 群星集团公司是经国家经济贸易委员会批准，在国家工商行政管理局登记注册的国有企业。群星集团公司隶属于中国轻工总会(原轻工业部)，是群星集团的核心企业。群星集团的紧密层企业有中国欧美进出口公司、中国华轻实业公司、中国少数民族经济文化开发总公司、北京振轻展览公司。

群星集团公司的宗旨是发挥轻工行业群体经济实力，集多种经营形式为一体，促进轻工行业发展壮大，以提高国际竞争能力。公司经营范围广泛，涉及轻工各行业，遍及全国各地，主要业务包括：融资投资，实业经营、科技开发、各项贸易、海外开发以及咨询服务等。

群星集团公司已与英国-荷兰联合利华公司合资在中国建立 Wall's 冰淇淋生产厂，与香港东宁(集团)有限公司合资建设了洗衣机厂。同时还正在与其他国际上知名的跨国公司洽谈合作。群星集团公司与香港太丰行(集团)有限公司共同发起的中国轻工业基金已投入 3000 多万美元于中国的轻工企业。目前该项基金正在扩大中。

FOREWORD

by *Duan Cunhua**, *President of Sumstar Group Corp.* **

*Chairperson of the 4th World Conference on Women '95 NGO
"Women's Participation in Business Management" Forum*

This book is the collective work of those Chinese female entrepreneurs attending an NGO forum at the 4th World Conference on Women. Reading their articles again in preparation for writing this Foreword at the request of the authors, again all sorts of feelings welled up in my mind. I have been acquainted with these sisters, long enough to know that they are strong-willed, vigorous, and imbued with the spirit of self-confidence and self-respect; hence the brilliant exploits they have accomplished in developing and running their enterprises. But never had I imagined that every one of them could be so good at writing and their articles so brilliant. These sisters are working in different parts of China—in Guangdong, Fujian and Hainan, which are noted for their pioneering role in implementing the state policy of reform and opening to the outside world, or in Xinjiang in the far northwest of China, or in Sichuan and Shanxi in the country's deep interior, or in highly-industrialized northeast and major cities such as Beijing, Shanghai and Tianjin, or in rural areas of Zhejiang, Shandong and Henan. Some of them are leaders of large- or medium-sized state-owned enterprises, while others head township-run enterprises in the countryside or are "bosses" of privately-owned businesses. There are those such as Liu Zhihua and You Jingyu, who are among those women rated as nationally outstanding, or Rabiya Kadir and Liu Shulan, who are known abroad as at home. Each is unique in one way or another, and different from the others in educational background, in character and interest, in manners and bearings, etc. But all have got tempered by participating in the nationwide reform-and-opening drive. In their articles, not only do they contribute from unique angles their opinions and suggestions with regard to the current problems confronting women, but also cite their personal experiences to show how to break new paths by defying hardships and difficulties. So vivid and true are their descriptions of the sorrows and joys they have experienced, and so painstaking are those stories they tell of their confusions and anxiety in work. With their subordinates, these simple and beautiful souls are so caring and attentive and, with their husbands and children, they are so warm-hearted and protective. They are absolutely not the kind of "iron-willed ladies" who are conventionally perceived as strong in character but harsh in temperament. Neither do they belong to the "weaker sex" traditionally regarded as being calculating, narrow-minded, chicken-hearted and dependent. As a group, they are of extraordinary dimensions. They are now laden with honor for their achievements by benefiting from their beloved China, and by dint of persistent efforts on their own to change themselves and be strong and knowledgeable.

In short, this is a readable book. Read it if you want to know the living reality of China in the process of reform and opening itself to the world and the individual Chinese, women in particular. If you want to study the question of women by proceeding from the experiences of female entrepreneurs, you will find in the book a range of wise views and ideas from the persons you should start with. If you intend to strike business with any of the enterprises cited in the book, you will get to know your potential partner of cooperation. By reading this book, young people may find examples to follow, successful entrepreneurs may get to know new friends, those who seek things new may find a source of inspiration, and those who have suffered setbacks may be filled with the urge to pluck up their courage again and strive for eventual

success. No indoctrination rigid and stereotyped that is characteristic of some modern Chinese writings, and just stories true and touching—that, in itself, makes the book commendable.

Only 30 women are able to tell their stories in this book, but they represent a vast number of female entrepreneurs who are rated as outstanding. As regards the question of how many women in China are working as entrepreneurs, an answer with a relatively small margin of error would be difficult to provide. But one figure could be taken for reference: China Women Entrepreneurs Association has registered a combined membership of more than 5,000. Multiply that figure by two and the result will not be far from the truth. Though still a conservative estimate, the figure—10,000—is formidable in consideration of the situation before the reform-and-opening campaign began. It is, in fact, a great achievement in itself, in that before the reform-and-opening drive, the exclusive state ownership of the economy and the policy of appointing leaders from above to below fettered the economic forces and, to a still greater extent, the wisdom and ability of women. Diversified economic ownerships, the policy of allowing a few people to become prosperous first, and the acceptance by the public of competition-oriented ideas—these changes accompanying the reform-and-opening drive are providing opportunities for women. Women of China of today are fortunate compared with their mothers and grandmothers, because they are not subject to trammels of feudal ideas and are educated in the need for women's emancipation. Soong Ching-ling, Cai Chang and Deng Yingchao—these and other pioneers of the women's movement are the people they admire and respect. Moreover, modern Chinese women have the access to education. In an environment created by the reform-and-opening drive to the benefit of their development, Chinese female entrepreneurs have stood out as a group of remarkable strength on the land of the Orient, through efforts to cultivate such concepts in themselves and accumulate knowledge and by taking advantage of their natural gifts—their keenness in understanding things, their ability to bear hardships, their enterprising spirit characterized by real earnestness in work, their maternal selflessness and devotion, their mild personality, their readiness to help others and their aptness at bringing into full play the enthusiasm of their staff for work.

Due to a variety of reasons, few women are able to serve as top leaders of large- and medium-sized state-owned enterprises. But I believe that along with the development of the reform-and-opening drive, more and more women will become involved in competitions on the basis of equality with men. Moreover, on no account must we underestimate the contributions made by female entrepreneurs to China's economic development. China is witnessing an extremely rapid development of medium- and small-sized enterprises, township-run enterprises, and individually- or privately-owned enterprises and non-state owned enterprises are furnishing over half of the country's total industrial output value. In enterprises of these types, women are a force that no one can take light of. It is reported that China had 26.49 million people working in individual and private sectors at the end of 1993, and women accounted for 36.7% of them. About a quarter, or 50 million, of rural women leave their villages to work in township businesses. Their yearly per capita income in 1994 was 2,400 yuan, 2.5 times the average cash income of the rural people. And these figures are indeed something that the entire Chinese women should be proud of.

Such enterprises are mostly found on the outskirts of big cities, and in small- and medium-sized cities and towns and in the vast countryside. Some offer services; while others engage in commodity production or even in high-tech production or development. The main contribution made by female entrepreneurs, however, is that they are boosting the growth of the local economy in the national endeavor to shake off poverty and, by doing so, they are boosting the employment of women in their areas. Several articles in this book cite the fact that in enterprises under the leadership of women, the percentage of female employees to the entire staff has been on the rise. To women, employment means a subsequent independent economic status. This constitutes an important contribution by female entrepreneurs to women's liberation in general. Besides, female entrepreneurs tend to be more enthusiastic about social

issues, such as children's education, care for the aged and other social welfare. Involvement of female entrepreneurs has resulted, in varying degrees, in solution of these issues or increased attention to them in areas where they work.

Meanwhile, there exist problems with which Chinese female entrepreneurs are concerned, such as special protection which they deserve according to law, supply of financial assistance to them, and job training as well as general education for women in general. They hope that these problems will be resolved step by step with the development of the reform-and-opening drive.

Nevertheless, what Chinese female entrepreneurs are more concerned with is the vital theme of "equality, development and peace." They hope to see an even faster development of the Chinese economy in a peaceful environment. They are confident that they will further prove their own worth by contributing still more to China's economic development so as to achieve genuine equality with men. It is also their hope that they will go to the world and, shoulder to shoulder with their sisters the world over, seek development for all so that all women in poverty will quickly become better-off and our planet will be free from hunger, war and social injustice forever.

* Duan Cunhua, born in December 1933, graduated from the Physics Department of Beijing University in July 1957. From 1957-1984, she worked at the Ministry of Nuclear Industry of China (MONI) first as a researcher, later the section chief and Vice Director with the professional title of senior engineer. From 1984-1987, she served as Councillor & Alternate to the Resident Representative of P. R. C. to the International Atomic Energy Agency (Vienna). From 1987-1988, she was appointed and acted as Director of Bureau of Security & Protection of MONI. During 1988-1993, she was appointed first as Director of the International Cooperation Department, then Vice Minister, of Ministry of Light Industry of China. From May 1993, she has been working as President of Sumstar Group Corporation, President of China Light Industry Fund, Chairlady to Wall's (China) Ltd., and Member of the Standing Committee of the Council of China Association for International Science and Technology Cooperation. She is also the Deputy to the Chinese People's Political Consultative Conference.

** Sumstar Group Corp. (Sumstar), approved by the State Economic and Trade Commission and registered by the license of the State Industrial and Commercial Administration Bureau, is a state-owned enterprise. Affiliated to the China National Council of Light Industry (the former Ministry of Light Industry), Sumstar is the core operation of the Sumstar Group. The Group has four other key members, they are: the China Europe-America Import and Export Corp., China Huaqing Industrial Development Corp., China National Minority Economy and Culture Development Corp. and Beijing Zhenqing Exhibition Company.

Sumstar is to take the economic advantage of light industry sectors, develop diversified businesses and operations so as to promote the growth of light industry economy and increase its competitiveness in the international market. Sumstar's businesses spread all over China and all over the light industry sectors. Its major areas of business include: finance and investment, industrial operations, technological development, domestic and international trade, overseas development, and consultant services.

Sumstar Group Corporation has established with Unilever a joint-venture named Wall's (China) Ltd., to produce Wall's ice cream. It has also co-invested with Leading Spirit (Holdings) Co., Ltd. (Hong Kong) to establish a washing machine plant. Additionally, negotiations for cooperation have been undertaken between Sumstar and well-known international companies. China Light Industry Fund, co-sponsored by Sumstar and Hong Kong Pacific Capital (Holding) Ltd., has input US \$ 30 million of investment to China's light industry enterprises. Now the fund is under expansion.

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知难而进,勇于改革

陈国强 浙江金峰有限公司董事长



陈国强,全国第八届人民代表大会代表。现任浙江金峰有限公司董事长、中国金融学会理事、浙江金融学会名誉会长、浙江省女企业家协会名誉会长。

1949年4月参加工作。1977年12月至1993年5月任中国人民银行浙江省分行行长、顾问、国家外汇管理局浙江分局局长。

浙江金峰有限公司成立于1993年5月,公司的经营范围是:开展境内外投资业务;开展国内贸易;经营人民银行批准的人民币信托投资业务;经营国家法律规定允许开办的其他业务。公司的宗旨是为支持中国妇女儿童事业和促进浙江经济建设服务。公司拥有资产2亿元,利润1700万元。

妇女问题是当今受到普遍关注的全球性问题,在发展战略中居于特殊的地位。我国是世界上女性最多的国家。中华人民共和国成立以来,妇女的地位得到了空前的提高,在经济建设和改革开放的大潮中,涌现了一大批杰出的女性。但由于各种原因,还存在不少有待解决的妇女问题。在这些问题中,妇女的参政议政,参与企业决策管理尤为重要。解决好这一问题,能从根本上改变妇女的形象和地位,真正发挥妇女在推动历史前进中的作用。然而现实的情况是:一方面,已没有哪个领域是我们妇女不能有所作为的;另一方面,即使参与决策管理的妇女,大多也处于“配角”地位,而少有“领衔”的。

金融业是一个国家举足轻重的行业,它又是很适宜女性施展身手的天地,妇女以细心耐劳有韧性的特点,成为这一行业不可缺少的力量。目前,我国金融系统女职工约占半数,其中有相当一部分人走上了各级领导岗位,她们不仅在内部业务上管理出色,在对外的储蓄、信贷、信息调研、金融监管等工作中也成绩卓著。她们参与决策管理的实践证明,妇女完全可能在决策管理领域有更大的发展。以我大半生的经历告诉我,要取得妇女参与决策管理的平等地位,最终得靠我们妇女以增强自身素质来实现。

要知难而进

1977年,我奉命调任中国人民银行浙江省分行行长,在当时浙江经济管理部门的正厅级领导中,我是唯一的女性。其时中国刚经历了十年“文化大革命”,全省金融业混乱不堪:金融机构残缺不全;骨干力量大量流失;工作人员思想浮动;物质条件相当艰苦。面对这种困难局面,在进行了充分的调查后,我果断决定从治乱入手,排除干扰,恢复了一批老员工的工作,大胆提拔了一批事业心强、有业务能力的员工,充实调整了省分行各处室和市地县分支行的领导班子;加强了各项规章制度的建立健全,使之有章可循,对制度的执行奖罚分明;恢复了各级工会组织,开展劳动竞赛,提倡奉献精神。通过内部的整治,使一度混乱的工作秩序得到正常,一度涣散的人心得以重新凝聚,银行面貌焕然一新。

1978年底,我国的国民经济从严重的困境中复苏,资金是“复苏”的“强心剂”,然而银行资金十分短缺。为缓解当务之急,我采取了两项措施,一是大力吸收存款,顶住各方压力在全国率先恢复了深受群众欢迎的有奖储蓄,扩大银行信贷资金的来源,并采用储蓄增加额与地方设备贷款挂钩的鼓励方法,调动地方政府抓储蓄的积极性。二是由于十年“文革”造成的混乱,致使企业效益低下,库存积压,家底不清。我调查了三十六个系统的情况,向省政府提了清仓清库的建议。几经周折,终使省领导下了决心,在全省开展了这项活动。企业弄清了家底,还使陈积的物资余缺调剂,物尽其用,缓解了当时物资、资金短缺的状况。

每年的夏收季节,都是全省农副产品、出口创汇产品上市旺季,而产品能否及时收购,不光是个经济问题,还关系到

全省 2 千多万农民的切身利益。在收购资金短缺的情况下,我总是想方设法利用资金运行中的时间差、地区差,进行积极调度,保证收购任务的完成。

要勇于改革

“文革”刚结束不久,国家需要一个安定团结的政治局面,当时能否解决大批知识青年的就业已成为维护社会安定的突出问题。国家的大局就是银行的责任。我在对安置知青的小企业还没有明确的信贷政策的情况下,排除各方阻力,对其发放了贷款,还建议省政府在知青企业开办之初给予免税。信贷政策的这一突破,知青们得以安居乐业,促使小集体企业雨后春笋般地诞生,促进了所有制结构的变化和多种经济成份的发展。

在我国工作的重心开始转移到以经济建设为中心后,要求银行工作必须跳出“大出纳”的旧框框,改变单一维持简单再生产的流动资金供应,真正地起到发展经济、革新技术的杠杆作用。浙江是能源小省,交通运输能力薄弱,优势是轻纺工业有基础,小工业、能工巧匠众多,小水电、旅游资源比较丰富,而且是全国海岸线最长的省份。我们结合浙江的省情,扬长避短,将信贷结构作了调整。对农业,支持发展种养业,小水电建设;对工业,扶持投资少见效快、产品适销对路、出口创汇、能填补市场短缺的企业。并对大型骨干企业支持其挖潜、革新、技术改造,提高竞争能力。对消耗原材料大、效益低下,长期资不抵债的企业紧缩贷款,促其关停并转;对交通基础设施,从发展航运为先导,支持公路、桥梁、机场建设。对第三产业,只要效益好,能方便城镇居民生活,促进旅游开发的,都给予支持。信贷结构的调整,优化了资源的配置,有力地带动了产业结构的合理调整,为经济的改革和发展创造了条件。

1984 年 4 月国务院决定开放我国沿海 14 个城市,浙江的宁波、温州被列入其中。我参加了省政府对宁波小港开发区的选点工作。为使浙江尽快形成良好的开放环境,省人民银行先后对这两市投入了大笔人民币和外汇贷款,用于经济技术开发区、民航机场和其他基础设施建设,还在资金的管理使用、提高效益上做了工作。刚跨入 90 年代,国务院作出了开发上海浦东的决定。浙江毗邻上海,省里制定了“接轨浦东,支持依托上海,发展浙江”的决策,筹建“杭州高新技术开发区”和建立“钱江外商、台商投资区”。省人民银行迅速作出了金融方面的策应。我利用访沪机会,就两地的金融业务进行了交流磋商,力促浙江证券公司成了上海证券交易所的第一家外地会员。金融作用的发展,改善了浙江的投资环境,加大了浙江的开放力度。

浙江金融始终注重自身的改革和发展。1984 年全省就形成了以中央银行领导,国有商业银行为主体,多种金融机构分工协作的金融格局。在计划经济向社会主义市场经济转化中,资金体制也由以财政为主转向以信用为主,银行成了资金供应的主渠道。为适应这一转化,我们及时建立了多个内联全省、外通全国的资金市场,融资数量不断增加,操作管理日趋规范。随着经济体制的改革,经济格局发生了深刻变化,乡镇企业和私营企业异军突起,单一的国家信用很难适应这部分经济成份发展的需要。1987 年,在地方政府的支持下,我省在全国率先将绍兴县、鄞县的农村集体信用合作社进行了改革,对其实行“自主经营、自负盈亏、自担风险”的管理机制,有力地支持了地方经济的发展。这两地的乡镇企业、专业市场在全国是比较发达的。实践证明这一改革取得了突破性的成果。全国金融改革试点城市绍兴,把原先由银行和居民区为解决青年就业而成立的几家金融服务社用股份制形式组建成“越城合作银行”,经营上以服务于小集体企业、个体企业、居民群众为主,形成了自己的特色。该市同时还大力发展其他多种经济成份、多功能的金融机构,走出了一条区域金融体制改革的新路子。

浙江金融在改革的同时,努力扩大对外交流、合作。1979 年我参加了第一个浙江省政府组织的对香港考察团。1980 年,我作为我国第一个金融访美代团的成员,对美国进行了考察。1990 年应斯莱辛格的邀请,我率省人民银行代表团赴德国考察。1992 年我应美国乔治顿大学的邀请,参加了美国华伦博格世界银行家论坛会,顺访了美国的联储、纽约海丰、汇丰银行等金融机构,还和旧金山银行建立了友好关系。浙江是最早接待美国金融代表团的省份。1978 年美国芝加哥银行代表团一行 30 余人访问了浙江。我们还接待过美国联储原主席沃尔克、德国联邦银行原行长斯莱辛格等 20 多批次国际友人和代表团。1989 年在我们积极促进下,经人民银行总行批准,香港渣打银行在杭州开设了代表处,结束了浙江无外资金金融机构的历史。香港中银集团也在浙江进行了多项投资。

调查研究是决策的基础

1978 年全国提出要在 1980 年实现农业机械化,我省在地处杭嘉湖平原的一个县搞试点。我觉得,国民经济要稳步发展,必须以总量的平衡为前提。纵观建国以来经济建设的经验教训,问题都出在不顾平衡的急于求成上。我们算了一笔帐,浙江要实现这一计划至少需要 5 亿元资金,而资金来源除了落到银行、财政头上,还得向农民大量摊派。我到实地作了调查,了解到农民难以承担,财政和银行也难以落实这笔巨资。同时也发现,农机的质量和推广存在一定的问题,经与省计委商讨,又向省领导作了汇报,省里采纳了我们的意见,修改了原计划,避免了一次较大的失误。

1984年我国宏观经济出现失控,因而1985年金融实行了紧缩信贷的政策。其时人民银行刚开始专门行使中央银行职能,但如何履行好这一职能却是陌生的课题。坚持宏观从紧、微观搞活,一切从实际出发的指导思想。这时浙江的温州地区发生了货币大投放、现金兑取困难的紧急情况。不弄清情况出现的原因,任何主张都有可能是无的放矢。在对温州的情况组织了专门的调查后,发现这是温州私营经济、专业市场发展所致,是当地生产力发展的客观反映,如果一味强控,势必阻碍经济的发展。在我们有效的调控下,很快恢复了正常的经济秩序。对全省人民银行来说,这次有效的调控还增强了职工履行好中央银行职能的信心。

要重视知识的更新

领导者应把知识的更新看作既是自身的要求,又是时代的要求。多年来,我坚持理论与实践相结合,历史与现实相联系,先后在全国、省级报刊上发表了论证性、指导性文章四十余篇,有的还被评为省级优秀论文;主编出版的《浙江金融史》是浙江第一部金融史书;还常应邀去大专院校、市县长学习班、企业管理培训班、新闻出版等单位作有关经济金融问题的演讲。拥有知识本身就是一种能力。我先后当选为浙江省第五、六届人民代表大会代表,全国第七、八届人民代表大会代表和第七届财政经济委员会委员,进入了参政议政的更高层次。

“万紫千红才是春”。我在任行长时,一方面采用奖励办法,鼓励职工业余学习,另一方面每年都选送一批职工去全国对口的高校读书,有的还被送往境外实习、深造。还组织各种代表团到国外、境外考察学习。这些职工中,有相当一部分是女性。银行女性相对占比大,我将她们都看作姐妹,根据她们各自的特点加以培养。全省人民银行有女职工1205人,其中县支行行长级的有110人,市地分行行长级的有22人,占整个领导数的三分之一。省人民银行还在杭州市和宁波市专门设立了职工学习、培训基地。这一切,使得全省人民银行尊重知识、尊重人才蔚然成风。1988年,由省妇联和我倡导,成立了省女企业家协会,我被推选为第一任会长。

我是一个女性,在漫长的奋斗历程中,深深感到妇女地位的改善,要靠自强不息。1993年我从行长的岗位上退下来后,出任了浙江金峰有限公司的董事长。金峰公司的宗旨是为支持中国妇女儿童事业。公司1993年5月正式成立以来,业务开展很快,先后在宁波市创办了一个分公司,与浙江省妇联、杭州妇联合办了金峰城市信用社,还和实验银行合办了一家证券营业部;公司参与实业投资,投资绍兴的“中国轻纺城”,还办有两个工厂;涉足房地产业,拥有几百亩地皮的使用权。开业仅一年多,公司就拥用资产2亿元,利润1700多万元。公司蒸蒸日上,我欣慰无比。

我觉得,一个领导者,由于所处的地位,时时处处都是群众的楷模。领导者要有从容的气度;要公平公正待人;见名利不动心不伸手;要有事业心。这是我的行动准则,也是我用人的标准。桃李不言,下自成蹊。全省各级人民银行好人好事层出不穷,行风行貌喜人。省分行机关曾是全国、省级的先进单位。省分行的领导班子也是一个团结、坚强的集体。金峰公司创业艰难,但领导层齐心协力,同舟共济,很快开创了工作的局面。男女之别不是决策管理的本质区别,男的可以领导女的,同样,女的也可以领导男的,这固然需要国家政策、社会舆论、道德观念等外部条件,但关键是自身的素质。素质是实现领导作用的重要因素,直接影响着领导效能。

“春风不舞自浩荡”,妇女们要自觉地增强自身素质,为获得在参政议政,参与决策管理上的平等地位而努力奋斗。

Advance Despite Difficulties & Dare to Reform

by Chen Guoqiang, Chairman of Zhejiang Gold Crest Co. Ltd.

Chen Guoqiang, a Deputy to the Eighth National People's Congress, is now Chair of the Board of Directors of the Zhejiang Jinfeng Co. Ltd., Council Member of the China Financial Society, Honorary President of the Zhejiang Financial Society, and Honorary President of the Zhejiang Women Entrepreneurs Association.

She started working in April, 1949. Between December, 1977 and May, 1993 she was director and advisor of the Zhejiang Branch of the People's Bank of China and Director of the Zhejiang Branch of the State Administration of Exchange Control.

The Zhejiang Jinfeng Co. Ltd. was set up in May, 1993. The business scope of the corporation covers investment at home and abroad, domestic trade, trust and investment operations approved by the People's Bank, and other operations within the permission of the state's law. The corporation aims to support the undertakings for China's women and children and promote Zhejiang's economic construction. It has assets of 200 million yuan and generates an annual profit of 17 million yuan.

Women's issues are drawing global attention today and have a special position in various development strategies. China has the biggest female population in the world. Women's status has been raised to unprecedented height since the founding of the People's Republic of China. A large number of outstanding women have merged in the country's economic construction and the tide of reform and opening. Yet due to various reasons, there still exist a lot of problems concerning women which are yet to be solved. A prominent issue among them all is women's political and economic employment in society and in the enterprise. Once this problem is resolved, women's image and status will change fundamentally and their role in pushing history forward will be brought into play in its true sense. However, we are often caught in such a contradiction in reality: on the one hand, there is virtually no sector in which women fail to display their talents; on the other hand, even those women already in politics and decision-making are mostly playing a "supporting role" and rarely take the "leading part."

The financial business holds the balance in a country, and it is a desirable sector for women to demonstrate their abilities. Characteristic of carefulness, endurance and tenacity, women have become an indispensable force in this sector. At present, women account for about half of the total employment in China's financial business, of whom quite a number have assumed the leading posts at various levels. They not only excel in business administration within their respective units but also have made remarkable achievements in handling deposits, credits, information investigation, and financial supervision. Their involvement in decision-making has shown that women can advance still further at the managerial level. My personal experience in the more than half of my lifetime also convinces me that to be equal with men at the decision-making level, we women have to rely on ourselves and constantly improve ourselves.

Advance despite difficulties

In 1977, I was transferred to Zhejiang and was appointed Director of the Zhejiang Branch of the People's Bank of China. I was the only woman among the department chiefs in Zhejiang's economic sectors. At the time China just walked out of the chaos of the decade-long Cultural Revolution, and the

financial system in the province remained in great disorder, with incomplete financial institutions, exodus of backbone human resources, ideological confusion among the staff members and very poor working conditions. Confronted with this difficult situation, I made deep-going investigations and resolutely decided to start by bringing disorders under control and having a number of veteran staff members resume their work while promoting a group of promising and competent staff members. I also took measures to consolidate the leading bodies at various sections in the provincial branch and at the sub-branches in local cities, prefectures and counties, perfect the regulations and rules so that everyone had something to go by and I tried to be strict and fair in meting out rewards and punishments in the implementation of the regulations and rules. The trade unions at various levels were restored, work competitions were carried out and the spirit of dedication was encouraged. Thanks to all these efforts, the once shattered working order was normalized, the once broken-up morale went up again, and the bank took on a new outlook.

By the end of 1978, China's national economy recovered from the grave recession, and the "cardiac stimulant" to the "recovery" was fund. However, the bank was seriously short of fund at the time. In order to alleviate the urgent problem, I took two measures. One was to absorb deposit as much as possible, and we took the lead in restoring the popular lottery saving business in the country, which expanded the bank's credit funding's resources. We also encouraged the local government to attach greater importance to deposit by giving incentives in granting loans on equipment to a locality in accordance with the increase in deposits there. The other was the suggestion to make an inventory of the stock in the storehouses throughout the province. Due to the chaos caused by the Cultural Revolution, many enterprises showed poor economic results and kept so large a stock of goods that they were not even clear about their own properties. I investigated 36 sectors before I put forward my proposal to the provincial government. After twists and turns, the provincial leaders finally made up their mind and carried out the movement throughout the province. As a result, the enterprises gained a clear account of their resources, the surplus goods in stock for years were regulated to the enterprises in need of them, thus alleviating the shortage of goods and fund.

Every summer harvest is a busy season when the agricultural and sideline products as well as products for export in the province come out to the market. Whether the products can be purchased timely is not only a matter of economy but also a concern of the personal interests of more than 20 million farmers in the province. As the province was short of the fund to purchase the products, I tried every means to arrange the money by making use of the time differences and gaps between different areas in the move of the fund and guaranteed the fulfilment of the purchase.

Dare to reform

Shortly after the end of the Cultural Revolution, the country was badly in need of a political situation of stability and unity. An acute problem threatening the social stability was whether or not the numerous educated young people who just returned to cities after spending years in rural areas during the Cultural Revolution could get employed. The country's need should be the bank's responsibility. Although there was no definite credit policies on small enterprises run by or for these young people, I removed obstacles from various aspects and granted loans to them. I also proposed that the provincial government exempt these enterprises from taxes at their early stage. This breakthrough in credit policies enabled the educated young people to live and work in peace and contentment and led to mushrooming of the small-sized collective enterprises, which promoted the changes in the structure of ownership and diversified economic sectors.

As China's focus of work was shifted to the economic construction, the banks were required to shake off the frame of "serving as a big cashier" and change the stereotype of supplying the circulating fund for simple reproduction. Instead, the banks were expected to truly act as a leverage of the economic development and technological renovation. Zhejiang is a province not rich in energy resources and weak in transportation and communication capacity. Yet it has advantages in light industry and textile industry, with numerous small industries and skilful artisans. Meanwhile, it is abundant in water resources for small-scale hydropower stations as well as resources for tourism. It also boasts of the longest coastline for a province in the country. In view of Zhejiang's reality, we tried to develop our strong points and avoid the weak ones when we adjusted our credit structure. For agriculture, we actively supported cultivating and breeding sectors and construction of small hydropower stations. For industry, we fostered the enterprises which asked for fewer investments but returned the money faster, whose products had a ready market and could earn foreign currency by export, or could fill in a blank in the market. For the key large enterprises, we urged them to tap their potentials, renovate and update their technologies and become more competitive. For the enterprises which consumed too many raw materials but showed only poor economic results and whose assets were far outshadowed by liabilities, we would retrench the loans onto them and urge them to close down, suspend production, merge with other enterprises or shift to produce other things. For transportation infrastructure, we started by supporting navigation and then construction of highways, bridges and airports. For the tertiary industry, we supported all those which showed good economic results, made the life of urban residents more convenient or promoted tourism. The adjustment in the credit structure rationalized the disposition of the resources and readjustment of the industrial structure, laying foundation of the economic reform and development.

In April, 1984, the State Council decided to designate 14 coastal cities in our country as open cities, among them were Ningbo and Wenzhou of Zhejiang. I took part in the work of selecting sites of the Xigang Development Zone in Ningbo organized by the provincial government. In order to build a desirable environment for opening in Zhejiang as soon as possible, the provincial people's bank threw large amounts of loans in RMB and foreign currencies in the two cities for the construction of economic and technological development zones, airports and other infrastructure facilities. The bank also made efforts to help manage and use the fund more effectively. In the early 1990s, the State Council decided to develop the Pudong area in Shanghai. As Zhejiang is adjacent to Shanghai, the provincial government immediately worked out a strategy of "linking up with Pudong, supporting and basing ourselves on Shanghai to develop Zhejiang." The province thereby made preparations for the construction of the "Hangzhou New & Hi-Tech Development Zone" and set up the "Qianjiang Zone for Foreign and Taiwan Investments." The provincial People's Bank quickly responded to the strategy in financial sectors. During my visit to Shanghai, I had financial business exchanges with my counterparts in Shanghai and made the Zhejiang Securities Corporation the first provincial member of the Shanghai Securities Exchange. The active role played by our financial sectors improved Zhejiang's environment for investment and made Zhejiang more open.

The financial business in Zhejiang has always attached importance to its own reform and development. In 1984, there formed the structure in Zhejiang in which the central bank took the leading position, the state business banks played as the main body and a diversified range of financial institutions had a division of labor in good cooperative relations. In the transition from planning economy to socialist market economy, the fund system turned from being dominated by financial administration to being dominated by credits, whereby the banks became a main channel of money supply. To adapt ourselves to this transition, we timely set up many capital markets which internally have connections throughout the province and

externally link up to the national market. The capital funds they absorb have constantly be increased, while their operation have become more and more up to the standard. With the restructuring of the economy, rural industries and private enterprises suddenly came to the fore as a new force, and the single state credits no longer fit the need of the growth of these economic sectors. In 1987, with the support from the local government, the province took the lead in the country in reforming rural collective credit business cooperatively in Shaoxing and Jinxian counties, where the management system of "operating independently and assuming all the risks of gains and losses" was introduced, which powerfully promoted the development of the local economy. The rural industries and specialized markets in the two counties are quite developed. The practice indicates that the reform has made breakthroughs in financial business. As a pilot city in the country's financial reform, several financial services set up by the bank and neighborhood committees in Shaoxing to settle the employment issue of educated young people were reorganized into the "Yuecheng Cooperative Bank" in the form of holding system. The cooperative bank serves mainly small collective enterprises, individually owned businesses and local residents. The city also vigorously promotes the development of other economic sectors and multi-functional financial institutions, thus blazing a new trail in regional financial reform.

Along with the reform, the financial business in Zhejiang has expanded external exchanges and cooperation. In 1979 I took part in the first study tour to Hong Kong organized by the provincial government of Zhejiang. In 1980 I visited the United States as a member of the first financial delegation sent from China to that country. In 1990 I headed the provincial people's bank delegation to Germany at the invitation of Schlesinger. In 1992 I took part in the Warenburgh World Bankers Tribune in the United States at the invitation of Gerorgetown University, and took the opportunity to visit the Federal Reserve and several other leading financial institutions in the States and establish friendly relations with the Bank of San Francisco. Zhejiang was the first Chinese province to receive a financial delegation from the United States. In 1978 a 30-member delegation of the Bank of Chicago visited Zhejiang. We also received Walker, former president of the Federal Reserve of the United States, Schlesinger, former president of the Federal Bank of Germany and 20 other groups of delegations or individuals from foreign financial institutions. These exchanges broadened my horizons while enabling me to make friends with people in foreign financial businesses. In January, 1989, promoted by us and approved by the headquarters of the People's Bank of China, the Charter Bank of Hong Kong opened its office in Hangzhou, which ended the history that there was no foreign financial institution in Zhejiang. The Bank of China Group based in Hong Kong has also invested in many projects in Zhejiang.

Investigation: basis of decision-making

In 1978, a goal was set that China's agriculture should be mechanized by 1980, and our province accordingly designated a pilot county on the Hangzhou-Jiaxing-Huzhou Plain. It seemed to me that the prerequisite of the sustainable development of the national economy should be the overall equilibrium. A review of the positive and negative lessons in the economic construction since the founding of New China could lead one to the recognition that the problems always went with an impetuosity for success and the neglect of the equilibrium. According to our calculation, to realize this goal, Zhejiang needed a minimal fund of 500 million yuan, a lot of which would have to be apportioned on farmers apart from the banks and financial bureaus. After my field investigations, I came to know that the farmers could hardly bear the apportion, and the financial bureaus and banks could hardly arrange the fund. I also discovered that the quality and the introduction of the farm machines harbored some problems. I discussed the situation with

the provincial planning commission and reported to the provincial leaders. My suggestions were accepted and the original plan was revised, which avoided a possible error.

In 1984 China's macro economy was out of control for some time, so the credit was tightened up in 1985. At the time the People's Bank was just beginning to perform its function of the central bank, and it was an entirely new subject of how to perform the function well. The guideline was to tighten the control of macro economy but invigorate the micro economy, and every move should proceed cautiously in correspondence with reality. Then a critical situation came up in Wenzhou of Zhejiang province, where large amounts of money were put into circulation and it was difficult to cash money. Before the true reason of the situation was found out, any proposal might be shot at random. After special investigations on what happened in Wenzhou were conducted, it was discovered that the situation was actually a result of the development of the private economic sectors and specialized markets in Wenzhou, which objectively reflected the growth of the local productivity. If we indiscriminately emphasized the control, the economic development might have been held back. We made effective readjustment and very soon restored the normal economic order. For the entire provincial People's Bank, the effective readjustment also heightened the staff's confidence in performing the function of the central bank.

Ever updating the knowledge

A leader should regard the updating of his or her knowledge as both a personal requirement and the urge of the times. Over the years, I have always adhered to the combination of theoretical studies and practice and the linkage of empirical experience and present situation, and have published some 40 papers and treatises on national and provincial newspapers and magazines. Some of them were awarded as excellent papers at the provincial level. I edited the first book in Zhejiang's financial history, *History of Zhejiang's Finance*. I am often invited to give lectures on economic and financial issues at universities, training courses for mayors and country heads, and the press and publishing houses. The knowledge itself is a kind of capability. I was elected deputy to the fifth and sixth People's Congress of Zhejiang Province, deputy to the seventh and eighth of the National People's Congress and member of the seventh Financial and Economic committee, which led me to a higher level of political participation.

"It is spring only when all the flowers are blooming." While I was the bank director, I encouraged the employees to study in their spare time with different purposes. Meanwhile, every year a group of employees were selected and sent to study at the special colleges and universities; some were even sent to study abroad. Study tours to other countries and regions were also organized. A considerable number of the selected employees are women. Women account for a big proportion in banks, and I regard all of them as my sisters and try to train them according to their respective characteristics. In the provincial People's Bank system there are 1,205 women employees, of whom 110 are branch bank directors at the county level, 22 at the prefecture and city level, and women hold one third of the total leading positions. The provincial People's Bank also set up training centres in Hangzhou and Ningbo. It has become common practice in the provincial People's Bank system to respect knowledge and human resources. At the provincial Women's Federation's and my own proposal, the Provincial Women Entrepreneurs Association of Zhejiang was founded in 1988, and I was elected its first president.

I am a woman. In my long course of striving, I deeply feel it necessary to rely on our own efforts to improve women's status. After I retired as the provincial bank director, I assumed the post of the Chair of the Board of Zhejiang Jinfeng Co. Ltd in 1993. The corporation aims to serve the undertakings for Chinese women and children. Since its foundation in May, 1993, the corporation has developed rapidly, as it

already set up a branch in Ningbo city, jointly ran a Jinfeng Urban Credit Cooperative with the Women's Federation of Zhejiang and the Women's Federation of Hangzhou, and opened a securities sales department in cooperation with the Experimental Bank. The corporation has put investments into some industries, including investing the "China Light Industry and Textile Town" in Shaoxing and running two factories. We are also involved in real estate business, owning the rights to use scores of hectares of land. Though it has gone into business for only a little more than one year, the corporation has assets worth 200 million yuan, and has produced profits of more than 17 million yuan. It is a great pleasure of mine to see the corporation become more prosperous with each passing day.

Because of his or her leading position, I think, a leader must always set an example for other people. The leader should behave calmly, uphold justice, remain untouched before fame and benefits, and be enterprising. These are my principles of life and my standards in selecting executives. A person of true worth deserves admiration. Fine people and good deeds emerge in endless streams in the People's Bank system at various levels in the province, and the bank takes a pleasant outlook with upright working style. The sub-headquarters of the provincial branch bank was commended as an advanced unit at the provincial and national level. The leading body of the provincial branch bank is also a united and staunch team. The Jinfeng Corporation had a hard time at its initial stage, but thanks to the concerted efforts of its leaders, it soon established itself. The difference between genders by no means constitutes fundamental differences in management and decision-making. Men can lead women, and can be led by women. Of course the latter pattern requires favorable environment in state policies, public opinion and moral values, but the key lies in the quality of women themselves, which is an important factor in the performance of the leading function and has a direct impact on the effect of leadership.

"The spring breeze can be mighty without blowing hard." Women should consciously improve themselves and strive hard for the equity in political participation and decision-making.

市场经济孕育了一休集团

陈华皎 宁波一休集团股份有限公司总裁



陈华皎,1950年10月16日出生于浙江省宁海县,经济师。她初中毕业后当过农民,1969年至1973年在小学任教师,1973年至1984年在宁海服装制线厂任会计,1984年至1993年任宁波一休童装厂厂长;1993年至1994年任宁波一休童装集团公司总经理,1994年7月至今任宁波一休集团股份有限公司总裁。陈华皎获得了多项荣誉:全国优秀乡镇企业家、全国优秀女企业家,全国八届人大代表,省、市优秀企业家,省“七五”劳模,县政府经济顾问,今年被评为全国劳模。

宁波一休集团股份有限公司,注册资金5000万元,占地面积4万平方米,净资产达3000万元,职工900多人。1994年生产童装585万件,实现销售1.7亿元,创税利3000多万元。连续三年获

全国最畅销国产名牌商品“金桥奖”,全国最佳经济效益乡镇企业(名列第407位),荣获全国大商场联评会1995年度推荐市场名优商品证书。公司先后在国内设立了十几个一休专卖公司,以16周岁以下儿童为主要目标,把企业办成集穿、吃、玩、用为一体的全国性的大型儿童用品集团。

我叫陈华皎,是浙江省宁波一休集团股份有限公司总裁。今天,当我站在这神圣的讲坛上发言时,就会产生一种与站在全国优秀乡镇企业家领奖台上、走进人民大会堂参加全国人大会议时同样的感觉,那就是一种满足感,一种与男性同胞平等参与,并驾齐驱的自豪感。

我是一个农民的女儿,一个普普通通的农村妇女,初中毕业后当过农民,做过小学民办教师,10年前,我接收了一家仅有2万元家当、30名职工,负债8000元的镇办小企业。10年后的今天,我和我的伙伴们一起在市场经济中摸爬滚打,创建的一休集团净资产达3000万元,去年实现产值1.7亿元,创税利3000多万元,各项经济指标在国内同行中遥遥领先,跃居国内最大童装企业,被国家乡镇企业局确定为国家中型企业。一休童装畅销国内29个省、市、自治区,还出口日本、俄罗斯、波兰、澳大利亚及香港、台湾等10多个国家、地区,连续三年蝉联全国最畅销国产商品“金桥奖”。

我们说,是市场经济孕育了一休集团,同时也培育了我这个农家妇女,在参与经济管理中不断锻炼和发展了自我。国家和人民给了我许多荣誉和权利——全国优秀乡镇企业家、省优秀企业家、全国八届人大代表、省“七五”劳模,省非政府组织(妇联)执委。这里,结合我们一休集团的发展和本人成长,谈谈我对妇女参与经济发展和企业管理的看法。

自信自强,勇于创业

在计划经济的年代里,有人把国营企业、二轻企业、乡镇企业分别叫作“铁饭碗”、“瓷饭碗”、“泥饭碗”。1975年我在一家生产服装制线的镇办小厂当会计,企业生产由计划安排,手脚被捆得死死的,叫人心灰意冷。我也曾梦想当个国营企业、二轻企业的职工。1984年3月,我同时得到了两个机遇:一是有家二轻企业要调我去当会计,这曾是我原本向往的,另一是镇政府任命我为服装制线厂厂长,是吃现成的会计饭,还是自己创业管理经济?面对着朝夕相处的20几位职工姐妹那企盼的目光,想想农村妇女就业如此艰难,我毅然选择了后者。因为我想到中国法律虽然赋予妇女与男子平等的政治、经济参与权,但现实状况却差距不小。我觉得应该去试试,施展一下自己的抱负,以行动谋求平等,为农村姐妹们解决就业问题。走马上任后,首先碰到的是乡镇企业任务没有计划配置,样样都得自己动手,找米下锅。我们大胆地到市场上找饭吃,市场缺什么就生产什么。当时服装行业正值“西装热”,但我冷静思考了本厂的实力,独辟蹊径选中了童装。企业没有靠山,没有资金,靠的是我们着眼市场,早计划、早摸索、早行动,鼓足信心,精诚创业。创业伊始,我们备尝艰辛,全靠自信自强,勇于创业的胆略与志气。转产童装,要有厂房、机器等原始积累。我用千叩首万乞求所借到的5万元资

金,带领 30 多位职工用 45 天时间建成了 16 间新厂房。当时人们称我们是日本速度。为找米下锅,我就和设计人员背着自己精心设计的样品挨家挨户去推销。我们满腔热忱地去大上海游说客户,但遭到的却是冷遇;有的说我们厂是家小小的乡镇企业,有的说货太洋气销不出,连连碰钉子。跑了数十家商店,好说歹说终于感动上帝,有一家服装店同我们签订了 2 万元的业务合同。这是我们的第一笔大生意,从此企业象滚雪球般,逐年壮大。

正当企业蒸蒸日上、日趋红火的时候,天有不测风云。1988 年 7 月 30 日。我县遭受了百年未遇的特大洪灾,本公司也遭受了灭顶之灾。厂区水深达 4 米,一楼的设备、原材料、成品全都报废。巨大的劫难使人难以承受,受了挫折就灰心丧气,偃旗息鼓吗?不,我想只要自信自强,克服女性那种依赖性强、遇到困难就退缩的弱点,鼓足勇气干到底,什么困难都会战胜的。俗话说:“自信是成功的一半”。没有资金,一分一角算着用,出差时往往几天几夜窝在硬座火车上,没有业务,大城小镇满街跑,领行情,订业务,大包小包背出去,大捆小捆拉回来,保质量,变花样。老天不负有心人,终于找到了门路,拓宽了市场,生意越做越红火;年销售额从 1984 年的 27 万元发展到 1994 年的 1.7 亿元,年利润从 1984 年的 8000 元到 1994 年的 2000 多万元,固定资产从 1984 年的 2 万元到 1994 年净资产 3000 万元。销售、利润、固定资产分别比十年前增长了 630 倍、2500 倍、1500 倍。

瞬息万变的服装市场,竞争激烈,它并不信奉女士优先,而要看谁捷足先登。要掌握市场的主动权,必须掌握市场信息,预测市场趋势。1989 年,我们独树一帜,以开司米为原料,设计出一种色彩明快、手感舒适的童装新面料——膨体呢,加工成秋冬装,立即成为风行市场的抢手货。当时正值宏观市场疲软,而我们的一休童装消费者却排队争购。在哈尔滨最大的秋林公司,一次市长到商场视察,见到此景后很感惊讶,他说从未听说过排队买童装的。这表明只要产品适销对路,仍有巨大的市场潜力。市长当即指示商场要多组织象一休童装那样好销的商品供应市场。

一休童装走红后,很多同行把一休誉为引导童装新潮流的龙头企业,千方百计争相模仿,依葫芦画瓢。但我们始终做到“人无我有,人学我变”,力争在市场上领先一步。

回顾自己的创业历程,我认为一休集团的成功就在于较早投身市场、认识市场、领先一步占领市场。而我成功地参与经济发展,靠的是自信自强的精神支住,勇于创业的内在动力。

运筹帷幄,善于创业

经营企业,参与经济,不仅需要企业家勇于创业的胆略,更需要运筹帷幄、驰骋商海的谋略。我们把一家名不见经传的镇办小厂创办成全国童装行业的龙头企业,有赖于我们那独特的经营策略。最显著的有三招:

其一、以新取胜。做到“人无我有,人有我变”。在设计上融时代性、知识性、趣味性于一体,做到“三型四化”,即趣味娱乐型、智力开发型、运动健康型和礼品化、系列化、时装化、配套化。我们的设计人员根据孩子们的年龄特点,精心设计出打哈欠的小松鼠、学跳舞的蒲公英、小鹿讲故事、熊猫做算题等童话般的装饰图案,并配以神算子、望星空、面向未来等富有诗意的名称。公司每年设计新款式在 1000 种以上,平均每天 3 种,被商界誉为“千面一休”。孩子们见了兴高采烈,家长们见了人见人爱。

其二、以诚待人。温柔细腻,善于运用感情,这是女企业家的共同特点,更是一休的经营策略。人们习惯上把生意人称为“奸商”,我说不,做生意要讲信誉至上,要交朋友、讲交情、有义气,做到以诚相待。客户来了,是北方人,别忘了在菜桌上放上一碟大蒜、辣椒;回程路远想吃咸的,炒上一瓶宁波咸菜捎上,来回周转处处照顾周详,点点滴滴暖人心。全国众多客户慕名而来,满意而归。他们说:“一休不仅产品好,一休的人更好”。记得在转产时,由于生产能力有限,与四川攀枝花一家客户订好一批童装无法如期完成。我想,完不成合同,经济损失是小事,失了信誉却是大事。在电话里很难解释清楚,尽管已经临近春节,但为了表示诚意,我还是咬咬牙坐了三天三夜火车,专程前去“负荆请罪”。客户见我一个弱女子只为完成合同大老远上门道歉,十分感动,不仅没有责怪延期发货,还表示愿意更好合作。至今这家客户仍是我们的合作伙伴。他还把此事作为佳话广为传播,引来众多客户慕名到一休洽谈生意。

我有一种观点,做生意不能把销出商品、回笼货款作为最终目标,而是要等客户售出童装,让小朋友高兴、家长满意才是最终目标。为此在营销策略上还有“退货”一招,在与大客户、老客户签订合同时,我们会附加一笔,凡秋冬装过春节、春夏装过“六一”销不出去的,本公司负责退货。我们的承诺解除了商界的后顾之忧。客户都说一休讲信誉、有情谊、有魄力、有实力。这实力就是可靠的产品质量。其实一休产品很少有退货,个别商场有滞销的,我们也会发挥全国销售网的优势,调剂余缺,为商场排忧解难。

其三、力创名牌。商标是一个企业的象征。“一休”是个好商标,但商标仅仅是一个抽象的符号,要使它成为家喻户晓的品牌,包含着企业全部努力的结晶。如果说当初选择一休商标是一种机遇的话,那末,如何利用一休商标来提高产品知名度,扩大市场覆盖面,则是我们刻意追求的。我们先后投资 100 万元,在兰州民百,哈尔滨秋林公司等全国 20 多家大型商场设立一休童装屋,并在本省重点县城设立一休专卖店,树立企业形象,拓展销售渠道。

蓬蓬松松的滑雪衫很难用纸盒包装,我们别出心裁地设计出既漂亮又实用的一休包,滑雪衫穿在小朋友身上,一休包却成了家长们的日用包,“一休”走天下,跟着主人到处跑,无形中又起到了广告作用。

我们还投入巨额资金,聘请国内一流广告公司——广州新境界广告公司进行企业形象(CI)策划,推出了新的标识,并在各地电视、报纸、电台、城市公交车等进行了全方位、立体化广告宣传,让一休产品,一休集团家喻户晓。通过我们的努力,一休童装已成为国内同行的第一品牌,一休益智力营养奶、一休云丝被在华东市场也小有名气。据初步估算,一休商标的无形资产至少已值3000万至5000万元,当然,即使人家出价1亿元,我们也决不肯出让,它是我们的命根子。

当今中国市场已进入品牌时代,尤其是民用产品和日用消费品,消费趋势正在向名牌化、集团化集中。名牌证明着品质,名牌标志着身价,名牌象征信誉,名牌就是财富,这已成为人们的共识。在市场经济逐步转为国际化的今天,有关专家作出结论,名牌超越国界,一个国家如果没有几个国际级的名牌产品,就无法成为经济大国。我们的名牌工程还刚刚起步,我们还要进一步强化名牌意识,精益求精,百尺竿头更进一步,在占领国内市场的同时,逐步打开国际市场,让一休产品为世界各地的小朋友带去欢乐。

从一休集团发展历史中,我悟出了一条道理:驾驭市场经济是一门综合艺术,是一门集哲学、美学、心理学于一体的新兴学问。作为女企业家,更擅长于凭借女性那细腻、敏感、慈爱、洞察、善解人意的天性,以智取优、以谋取胜,运筹帷幄,驾驭市场。

平等参与,走向辉煌

在中国经济发展走上快车道的今天,中国企业家个个振奋精神,你追我赶。有道是:百舸争流勇者先。在这大潮汹涌、洪流滚滚的时期,是自我满足、安于现状,还是抓住机遇勇往直前?我们选择的是后者。事实告诉我们,不进则退,只有不断攀登新高峰、前景才会更美好。去年7月,本公司正式改组为股份公司,以秦山核电公司、兰州民百大楼、浙江商业银行等7家独立法人发起单位,顺利完成了2000万元募股工作。我们确定了“立足童装、多元发展、创名牌、上规模、增效益”的企业宗旨。在已创办宁波赛云被服有限公司、宁波雷诺士制衣有限公司2家中外合资企业的基础上,投资1000万元新办了一休饮品有限公司,推出新一代儿童保健饮品——一休牌益智力营养奶。

去年10月11日,全国人大常委会副委员长、全国妇联主席陈慕华视察了一休集团,兴致勃勃地参观了童装设计中心、样品间和生产车间,品尝了一休益智力营养奶,对我们取得的成绩作了热情赞扬,并勉励我们要把一休集团办成大型儿童用品集团。一休饮品有限公司的创办标志着我们已经在多元化发展方面迈出了一大步。近期还将推出一休童鞋、一休智力玩具、一休儿童文化用品等新产品,以16周岁以下儿童为目标,把企业办成一个集吃、穿、玩、用于一休的大型儿童用品集团公司。计划今年销售比去年翻一番,争取达到4亿元。

中国有首流行歌曲名叫《月亮走我也走》,一休集团的职工取其韵而用之,改为“企业走我也走”。这是一休集团的职工随着企业发展、加强自我发展的真实写照。一休集团从一般职工到中层管理型干部、上层决策型干部93%是女性。在参与经济发展的过程中,姐妹们用自己的智慧和才能描写了企业的辉煌历史,不仅创造了优秀的物质文明,还创造了“精明强干、勇创一流”的企业文化和一休风格。

市场经济孕育了一休集团,更磨炼培育了广大农村妇女,她们不仅在经济舞台上有了妇女的平等参与权,而且在政治舞台上也有平等参与权。在全国人大代表会的讨论中,我就中国税制改革问题与国家税务局金鑫局长商榷,受到了他的赞赏;我被聘为本县的经济顾问后,对本县工业发展及存在问题,提出了自己的建议与看法,得到县政府的重视。

值得一提的是,近年来,在市场经济的培育下,我县乡镇企业、民营企业飞速发展,已成为当地国民经济的“半壁江山”。在这一片土壤里,不仅是一休集团冒出了50几位企业管理者、决策者,而且在一休集团以外又涌现了23位女企业家,创办了生产时装、童装、鞋帽、被服、袜子等产品的厂家,解决了8000多名农村妇女的就业问题。其中有勇敢者已提出口号:“向一休看齐”。她们不但勇于创业,与男性一起平等参与经济发展,还励精图治,超过男士。这些女企业家所办的企业还没有发现一家亏损、倒闭的。这可是市场经济下中国农村妇女的新写照!

说到这里,我还得说说我的家,我的丈夫。女人事业的成功离不开家庭那坚实的后盾,在参与艰苦创业时首先需要的是亲人的理解和支持。我有一个温馨安宁的家。丈夫师范学校毕业,现在县老干部局工作,诚诚恳恳,任劳任怨,为了使我有更多的精力搞好企业,他不得不承担大量的家务,还时时惦记着我的健康与安全。每当出差回家,不管多晚他都出门去接。创业初期,每次出差回来,他都到车站等候几个小时把我接回家。我有一双女儿尚在求学,有时候,我真想歇下来,为丈夫爱女炒几个可口的菜,过过家庭主妇的瘾,可是十年来我没有一个星期天,事业容不得半点松懈。逆水行舟,不进则退。就象世界神话中所说的,穿上那双“红舞鞋”,就得一直跳下去。

经过十年商海遨游观察,我发现一个事实:今天中国农村妇女,已在市场经济的海洋里,乡镇企业的广阔天地里,学会运用中国法律赋予的种种平等权利,以行动谋平等,以自强求发展,逐步走向与男性并驾齐驱、自由发展的辉煌明天。

How the Market Economy Bred the Group

by Chen Huajiao, President of the Zhejiang Ningbo Yixiu Group Holdings Co. Ltd.

Chen Huajiao was born on October 16, 1950, in Ninghai County, Zhejiang Province. Professional title: economist. From 1969-1973, she worked on the farm after graduation from junior middle school. She worked as a primary school teacher from 1973-1984. She was appointed as president of Ningbo Yixiu Children's Clothes Factory 1984-1993, and was promoted to be general manager of Ningbo Yixiu Children's Clothes Company (group) 1993-1994. She has been president of Ningbo Yixiu Children's Clothes Group Co. Ltd. since July of 1994.

Chen is deputy to the 8th National People's Congress and "National Model Worker" for 1995. She is also the advisor to Ninghai County Government on economic affairs. She has been conferred on the title of honor "Outstanding Rural Entrepreneur" by the central, provincial and city authorities.

The Ningbo Yixiu Group Holdings Co. Ltd. has 50 million yuan of registered capital and 30 million yuan of net asset value. It won the "Gold Bridge Award" for three successive years for selling the largest amount of leading brand products in China. This is a quality certificate issued by a special committee representing China's largest department stores. The group is ranked 407th among township enterprises that have achieved the best economic results. It operates more than ten companies that sell Yixiu products all over China, with some 40 000 square metres of floor space, and its main target market is children under 16 years old. The group is aiming to become a national large-scale enterprise involved in clothing, toys and foodstuffs for children.

My name is Chen Huajiao, president of the Zhejiang Ningbo Yixiu Group Holdings Co. Ltd. Speaking here gives me a feeling similar to the one I had when accepting an award at a national conference of township entrepreneurs. I'm proud of having equal rights with men in this challenging world.

I am a daughter of a farmer, and used to be an ordinary farmer myself. After graduating from middle school, I became a local teacher. Ten years ago, I took over a small township enterprise with 30 workers and fixed assets of 20 000 yuan and 8 000 of debts. Today, my colleagues and I, through hard struggle, have transformed that small enterprise into a group that has a net asset value of 30 million yuan.

In 1994, its output value reached 170 million yuan, and tax and profits hit 30 million yuan, making it the top manufacturer of products for children in China compared with similar enterprises. The group was approved as a medium-sized enterprise by the State Township Enterprise Bureau and has become the largest children's clothing supplier in the country. The Yixiu brand children's clothing now sells in 29 provinces, municipalities and autonomous regions and, is exported to more than 10 countries and regions including Japan, Russia, Poland, Australia, Hong Kong and Taiwan. For three successive years it won the "Gold Bridge Award" for the best selling products in China.

It is the market economy that has helped develop the Yixiu group and also myself, a rural woman. I made such progress because of a system of participatory economic management. The government and the people have given me a lot of honors and power by appointing me as a purified township entrepreneur, a deputy to the Eighth National People's Congress, a provincial model worker during the seventh Five-Year period, and a member of the Executive Committee of the Provincial Women's Federation.

In the following I would like to present my views about the participation of women in economic development and the management of enterprises.

Confidence and a Frontier Spirit

During the years of the planned economy, state-owned enterprises, light industrial enterprises and township enterprises were nick-named respectively “iron bowl”, “china bowl” and “mud bowl”. In 1975, I was an accountant in a small factory that produced thread for garments. The factory’s development was restricted because of the system, which made me downhearted. I had dreamed of becoming a worker with an iron bowl or a china bowl. Then in March 1984 I got two opportunities: one was to be an accountant in a light industrial enterprise, and the other to be the head of the thread factory. The former was the easiest option for me. But looking at the 20-odd woman workers who hoped I would become their boss and realizing that rural women had difficulty in finding jobs, I chose the latter. I was aware that although the state’s law gives women equal rights with men in political and economic terms, the reality is a different matter. I, therefore, made clear that I was ambitious and wanted equal rights with men and also wanted to try and solve the problem of unemployment among women.

The first problem I faced was that the factory’s products were not selling well and I had to find markets myself. Although western style suits were popular at that time, I chose to concentrate our efforts on children’s clothes. In the beginning, we suffered from lack of funds. We needed new buildings, workshops and equipment. With painstaking efforts, I managed to borrow 50 000 yuan and built 16 workshops for 30 workers within 45 days, a feat of efficiency which some people said could only be matched by the Japanese. In order to find markets, I set out with our designers to visit the shops with samples. When we first went to Shanghai, we were given the cold shoulder and people were critical of our small township enterprise. Then, after we had persevered, a shop finally signed a contract with us worth 20 000 yuan, our first big deal. Since then, the factory has expanded rapidly.

But in July 1988, just as our factory was flourishing, the county was struck by the worst flood in 100 years and we suffered a great loss. Water four metres deep inundated the factory and equipment so that all the raw materials and products on the first floor were ruined. The damage was hard to cope with, but I was determined that this setback would not thwart me. I would overcome the difficulties. We started to build up the factory again through hard work and thrift and eventually our endeavor was rewarding. In 1984 our annual sales reached 270 000 yuan and in 1994 we hit 170 million yuan; annual profits have increased from 8,000 yuan to 20 million yuan and fixed assets risen from 20 000 to 30 million yuan.

The clothing industry is quite changeable and fiercely competitive. The principle of “lady first” does not apply here. Success depends on who understands the marketplace, has effective information and is aware of trends. In 1989, we made a new cloth—bulked wool out of cashmere. With a bright color and soft fabric, it is suitable for making children’s clothing. We manufactured with it winter and autumn clothes and they sold well despite there being a slump in the market. At the Qiulin Company, the largest in Harbin, the city’s mayor was so amazed to see people queuing for the clothes because they were so popular that he instructed the company to put more goods on sale. This indicated that there is tremendous potential for such products.

We branded our popular children’s products as Yixiu and then set up the Yixiu group. At one point we discovered that some rivals were copying our patterns and so we changed designs regularly to maintain our leading place in the market.

Reviewing my career, I believe that the success of the Yixiu group is because we attacked the market place and found a niche early. My success in securing equal rights in the business place was because of my determination to be a pioneer and my confidence that I could achieve my goals.

Tricks of the Trade

Managing an enterprise requires not just boldness but also astuteness and adequate resources. The transformation of a small factory into one of the country's top enterprises comes as a result of our concentrating on three specific concepts:

First, novelty of designs and styles. Taking into account children's different ages, we design modern or sporting styles, outfits for playtime, school uniforms and formal suiting. We mark our clothes with motifs such as a little yawning squirrel, a dancing dandelion, a panda working on math problems with the logo "a wonderful calculator" or a little story-telling cartoon deer. Every year more than 1,000 new designs are introduced, something like three a day, which meet the children's needs and please parents.

Second, be honest when dealing with people. Being kind, gentle and amiable are traits particularly displayed by women entrepreneurs and are also the strategies adopted by the Yixiu group. Being successful in business requires a good reputation and loyal friends and colleagues. When clients from north China visit us, we never forget to offer a dish of garlic and hot pepper, and send them a bottle of Ningbo pickles after they return home if they have a long journey. Most buyers are satisfied with the Yixiu group's goods, but they often say that the attitude of the staff is actually even better than what they produce.

I remember once when we changed a line of our products, we were not able to fulfil in time a contract with a company in Panzhihua in Sichuan Province. Since it was difficult to explain through telephone, I made a three day train journey to Panzhihua to give my regret, even though it was near the Spring Festival. My visit impressed the client considerably. Instead of complaint about the situation they expressed their willingness to cooperate with us better, and that working relationship is still going strong. The story spread throughout the industry and attracted more businesses to come to us for our clothes.

I believe that our business plan should be to make children and their parents happy rather than managing to sell the products and making huge profits. When signing contracts with big or familiar clients, we always tell them that clothing which has overstayed the season can be returned. This has given us a good reputation with clients. We have also withdrawn several batches of products which were not selling in a particular store and used our extensive nationwide sales network to redirect the goods.

Third, creating a well known brand name. A trademark is the symbol of any enterprise. Yixiu is a very good trademark and we make use of it to increase our products' profile to reach more markets.

In order to boost our image and meet our expanding sales demands, we invested 1 million yuan to set up special Yixiu brand counters in more than 20 big department stores throughout the country, including the People's Department Store in Lanzhou and the Qiulin Company in Harbin. We also opened shops that only sell Yixiu products.

We designed a special Yixiu bag for our padded skiing jacket which is difficult to pack in ordinary cardboard boxes. Children wear the clothes and their parents use the bags, which is also a form of advertising.

We spent a huge amount of money to bring in the best advertising company—the Guangzhou New Realm Ad. Co.—to the CI for the Yixiu Group. They bought time and space on television and radio, in newspapers, and on buses in many Chinese cities to boost the awareness of the group's products.

Yixiu children's clothing has become the best brand in the trade as a result of these efforts. Other products that enjoy good fame in east China include a nutritious milk drink that is said to enhance intelligence and the Yunsi quilt. It is now estimated that the Yixiu trademark is valued at 30-50 million yuan at least. We have no intention of selling it off, even for an offer of 100 million yuan, it is our lifeline.

In China an increasing number of goods have brand names which symbolize quality, value and wealth. According to expert observers, the market economy is becoming more international and as a result, trademarks and brand names will have to compete beyond national boundaries. It is necessary for us to give several international level brands, and we should increase the publicity of our of brand as we make efforts to enter the world market with Yixiu products.

Our experience with the Yixiu group indicates that mastering the market economy is an art and a new management science which encompasses philosophy, aesthetics and psychology. I believe that women entrepreneurs find it easier to control the market because of their particular characteristics, their loving and considerate manner.

Equal Participation for a Bright Future

China's economy has embarked on a fast-track, and entrepreneurs are competing with one another. Those with the most courage and determination will lead thousands of other rivals in business. The question is: should we be satisfied with the existing achievements or grasp even further opportunities? We chose the latter path. It was obvious to us that extra effort will ensure our future, otherwise we will lag behind our rivals. Last July, our firm was changed into a limited company. In conjunction with seven legal entities, including the Taishan Nuclear Power Company, Lanzhou People's Department Store and the Zhejiang Commercial Bank, we successfully issued 20 million yuan of shares. Our business plan is to still focus on children's clothing, creating more famous-brand products and raising our economic efficiency. However, after operating two Sino-foreign joint ventures, the Ningbo Saiyun Quilt Co. Ltd. and Ningbo Leinuoshi Garment Co. Ltd. We then established, with an investment of 10 million yuan, the Yixiu Beverage Co. Ltd. which produces nutritious milk, a step we believe will transform our group into a multi-functional operation.

On October 11, 1994, Chen Muhua, vice chairwoman of the standing committee of the National People's Congress, visited our garment design center, sample room and workshops, and tasted the milk. she complimented us on our achievements and encouraged us to turn the Yixiu group into a large-scale organization providing children's daily necessities. In the future we will produce children's shoes, Yixiu toys and stationary and continue to target children under 16. Total sales this year are expected to reach 400 million yuan, double that of last year.

A popular song in China is: "The moon goes and I follow". Workers in the Yixiu group sing: "The enterprise goes and we follow". Among the high-level leaders, 93 percent of our executives are women. Women in the group have not only created a civilized way of life but also its culture and the Yixiu style.

Our country women are now beginning to enjoy equal rights with men on the economic and political stages. During discussions at the People's Congress, I expressed my opinion on tax reform to the head of the State Administration of Taxation and received appreciation. After I was appointed as the economic consultant of our county, I have been able to submit my suggestions on the industrial development.

The Yixiu group and 23 other like-minded female entrepreneurs in our county operate factories making fashion dresses, children's clothes, shoes, caps, quilts and socks, employing more than 8,000 women. None have been threatened with closedowns or got into debt, These women vowed to take an equal part in China's economic development, claiming they could do better than the men.

Here, I would like to say something about my family and my husband, because I do not believe a woman can succeed without the help of her family, I need their support and understanding. I have a sweet and serene family. My husband, a graduate from normal school, works in a veteran cadre bureau. He

meets me no matter how late I return home, and has even been known to wait for hours at railway stations for my arrival. I have two daughters who are students. I sometimes really want to have a rest from my demanding entrepreneur and cook for my family. But I can not as I have no Sundays. I have to work hard in case our organization begins to lag behind its rivals.

This ten-year experience shows me that rural women have learnt to pursue equal rights with men with the help of China's legislation. They have self-respect, are self-possessed and are ready and willing to create a new future together with men.

成功路上无性别

高颖维 北京贵友大厦总经理



高颖维,1953年出生,1969—1974年在内蒙古生产建设兵团工作,1974—1979年在天津郊区一绣花厂任厂长,1979年考入北京百货大楼,历任售货员、部门经理,1986年任百货大楼副总经理,1991年至今任北京贵友大厦有限公司总经理。

高颖维为经济学硕士,高级经济师。曾荣获全国优秀女企业家及北京市劳动模范称号。为全国政协委员。高颖维曾发表《柜台艺术》、《商业营销学》等多部著作及论文。

北京贵友大厦有限公司于1990年9月开业,是以经营中高档国内外名牌商品为主的涉外旅游定点零售商业企业。经营面积8000平方米,设有七个商品部及写字间、卡拉OK不夜城歌厅等服务设施。现有职工1000余名,主要服务于外宾、旅游团体和国内消费者。

大厦推崇“把顾客购物风险降低为零”的经营理念。“贵友”寓意为“天下诚为贵”、“四海皆为友”。自1990年开业以来,坚持“售华夏精品、卖世界名牌”,并凭借优秀服务赢得了广大消费者的信赖。

开业近五年来,贵友大厦在日益激烈的市场竞争中获得了一定的经济效益和社会效益,营业额平均每年以98.6%的比例递增,连续三年进入北京商业跨亿元企业。贵友大厦先后荣获北京市商委“模范合格单位”、中国社会服务促进会“服务质量保障单位”、北京市“计量物价先进单位”、“北京市先进服务集体”、“首都文明单位”、“北京市商业优质服务十佳企业”等荣获荣誉称号。

我能作为中国企业界的一名妇女代表,在世界妇女大会自由论坛发言感到十分荣幸。出席这次会议,使我第一次从性别角度回首自己的人生。我得出的结论是:在现代,通往成功的路上无性别差异。

我出生在一个世代书香的家庭。正当我以全优的成绩毕业,准备到中学读书时,震惊世界的“十年浩劫”开始了。很快,我就被这特定历史时期的大潮冲到中国北部边疆内蒙古乌兰察布大沙漠的边缘上,成为一名亦农亦兵、屯垦戍边的女兵团战士。当时,我只有十六岁。

我别无选择,被迫虚掷了我宝贵的青春年华,不能再读书求学,扭断了传统中国家庭与子女之间紧密的依赖关系。若是从积极的意义上讲,这段蹉跎岁月使我学会了生活,懂得了社会,吸取了现在中国青年普遍缺乏的营养——吃苦自强和忍耐精神,克服了大多数女性特有的依附心里,激发和催化了我做为一个女性的优势和特点。这些对我一生的成长都具有决定性的意义。当然,也给我留下了知识结构不尽合理、发展后劲不足的缺憾。

在内蒙古的荒漠上,无论男女都是手执原始的农具,凭借自身体力谋生的。显然,那些肌肉发达的男性占了优势。这里的现实告诉我,在以生理力量做谋生手段时,女人不可能与男人享有平等的地位。这里达尔文“适者生存”学说的真实含义,表现为以生理意义决定社会意义的男女地位。

当我结束这段生活时,我感觉我已经过早地成熟了。北国的风雪冰霜和独立生活中难以尽述的坎坷波折给我的个性镀上了钢的色彩,这也许是日后很多人称我为“女强人”的原因吧。但我不喜欢这个称呼,因为钢的这种凛然寒冷之色只是表现在我的外表,使我能够在众多男性的同事中一度忘掉自己的性别特征,而深沉于内的“柔韧”才是我的本色。这种女人的本色潜移默化地浸透到我日后的管理哲学中,发挥了独到的功能。

在这里,我还“收获”了我的丈夫贾先生,并且随他到他的家乡天津郊区继续当农民。在我丈夫的家乡里,我们之间却颠倒了“乾坤”。我不但凭借着文化优势担任这个村里绣花厂的副厂长兼会计,还成了我们简陋农家小院的“三军司令”。我饲养的鸡兔猪狗为我赢得了比我丈夫多得多的收入,并由于我领导的绣花厂的兴旺,使我获得了全村人的尊敬和信赖。

这个小村使我深刻地懂得了社会发展史上为什么会出现母系氏族社会，在适合女性特点的生产中女性确实优于男性，另外的收获就是我从这个产、供、销一体的小企业中学到了我的工商管理的初步。

四年后，我们全家返回北京。这时我已是两个孩子的母亲，我与丈夫都平等地“待业”，这是一个中国式的说法，是“失业”的委婉表达方式。所幸的是不久后我和我的丈夫先后考入北京市王府井百货大楼，这个中国赫赫有名的国营百货零售店。

我是从北京城里走出去的知识青年，虽然当了十年农民，但并不感到这个人生角色的转变有什么不适应，只是一种回归的欣喜。同时又有一种失落感，我从一个有成就的领导，一百六十多人的副厂长贬为一名从零开始的售货员，总是心理不那么平衡。但我还是满怀自信地从容走进了柜台。过去十年的艰苦生活积累的坚韧，自强吃苦精神，特别是在这段生活中激发我催化的女性特点和优势在售货员的工作中发挥得淋漓尽致。三个月后我就取得令人惊异的成绩，既得到领导的重视，又得到了顾客的赞扬。我一度成为百货大楼得到顾客表扬最多的售货员，当然也是完成交易最多的售货员。当时，我对自己所取得的成绩总结得很简单，我觉得只不过比别人更努力而已。

出于尽快地做好售货员的愿望，我下意识地记下每天的工作感受，对顾客的观察，顾客心理状况，琢磨应对的语言和接待的方式等等。半年后当我整理这些已经积累成厚厚一大本的原始材料时，突然想到，售货员的每天劳动不就是几十笔交易构成的吗？剖析其中每笔交易的成败得失不就可以抽象出有共性的、规律性的售货方法来吗？一年后我终于总结出我的售货方式“售货方法五环节”。这个方法曾经被领导充分肯定，推选我和来自全国各地的十名优秀售货员到全国几个最大的城市的大商场交流和推广。这里要特别指出的是：这十名优秀售货员中就有八名是女性。

不久，我便获得了北京市劳动模范的光荣称号。在中国，这是一项政府颁发的很高的荣誉。

从此，我更加认真地记录和总结我的售货员工作，从1980年到1983年的四年间，我只有我的工作记录而没有我的生活日记。我从中选出了500篇共20万字的柜台日记，准备写成一本书，送给我的同事和这个时代。

可当我拿起笔的时候，才感到笔的沉重，我受的教育太少，知识储备太贫乏。我开始顽强地为自己输血。我在繁重的八小时工作之余，在做完家务安顿两个孩子睡熟之后，在拥挤的居室里，我阅读了上百本相关的大部头书籍。我寻求一切机会去教别人，登门拜访，苦思冥想，历时三年，十易其稿，终于出版了一本由售货员自己写的书——《柜台艺术》。

现在，回想这段经历，从性别特征考虑，我有了新的认识。诚然我的成功得益于十年农民生活磨练的坚韧、自强与吃苦精神，但不容忽略还得益于我一直没有意识到、却被一直强化的女性特点，即直觉敏锐，善解人意，富于形象感觉世界，易于接近工作对象，长于表达，细致入微等等，在售货员这种女性职业中如鱼得水，得到了充分施展。显然，这不仅仅是用“我比别人更努力”可以概括得了的。

当我走向更高的人生目标时，单凭这些能够实现吗？

我已深深地感到自己受教育不足的困窘。只是拼命地挤那些已经没有余地的业余时间远远不够的，自学也觉得盲目，我需要接受高层次的系统教育。这既需要社会给予女性以平等接受教育的机会，又需要家庭的理解和支持，更重要的是女性自觉地争取自我解放。遗憾的是很多女性，即使是受过高等教育的女性，一旦走向家庭后便自动放弃了社会角色，只是服膺传统的“相夫教子”的生理角色，过早地放弃更高的人生目标。当年与我同时起步的那八位优秀女售货员的先后“凋谢”不是她们缺少能力，而是被传统习惯所窒息。

我有幸被百货大楼选送到北京市财贸干部管理学院学习，续接上中断十年之久的学业。

这次学习梳理了我的实践，开启了我的智慧，拓宽了我的视野，再次开发了我女性的优势和特点。更荣幸的是，我得到了丈夫的理解和支持，而且一直持续到今天。他承认了我，尊重我的选择。

毕业后，我走上了领导岗位，从部门经理到百货大楼副总经理，一直到担任贵友大厦总经理，独当一面地管理一家中外合资的大型商场。与此同时，还当选为北京市和全国政协委员，参加对国事建议和咨询。我在这段人生道路上攀登时，社会始终以怀疑的眼光注视着我，这个目光的含义被读出来就是：一个女人能当好一个售货员，还能当好一个经理吗？

我以实实在在的工作成绩变社会眼光中的问号为惊叹号。仅在贵友大厦的短短四年中，这家营业面积只有6500平方米，员工千人的商场，连续四年营业额以98%的速度递增，94年达到年营业额5亿元，综合效益跻身于北京市第三名。企业的声誉与日俱增，引起中外公众的瞩目。但是我觉得值得回顾的不是这些数字与成就，而是作为女企业家共性的管理特点和优势的总结。我感觉，除了一般的企业管理常规之外，成功的女企业家最突出的特点就是“善解人意”。

在传统文化中，女性是作为社会中的依附状态生存的。因此，她必须极善于揣摸别人的心理。从一定意义上讲，掌握了别人的心理状态也就把握了自己在所处环境中的位置，也就是从本质上把握了人。这种女性特有的心理素质，久而久之便植入了女性的遗传基因之中，代代相传，便形成了女性特点的生活与工作特征。

在管理中，善解人意，对内，团结了同事，吸引了员工；对外，掌握和招徕了顾客。贵友这几年名声鹊起的原因就是因为企业有强大的凝聚力。在经营上，年年有新招，比如我们举行“春节献上帝”活动，提出的“把购物风险化为零”的口号就

是针对广大顾客的心理需求提出来的;不厌其烦地把年货送到员工家里,从米、面、肉、油到咸菜,一件件交到员工的亲手中,得到员工家属衷心的支持。同样我们教育员工在服务中注重以真情待客,以商德取信,时时刻刻注意倾听顾客的需求,以有奖征求意见的形式发现顾客潜在、以致未来的需求,与顾客建立情感上的联系,正是针对员工和顾客的普遍心理而提出的。有人说这是大手笔,其实这些正是“善解人意”女性管理特征的具体化。这些成功是女性管理者直觉地、适时地操作的结果。

女性管理的另一个特点就是“柔”。这个“柔”指的是中国古代哲学意义上的“柔”。体现在管理上就是有张有弛的、迂回的、充满人情味的、被我称之为“亲情管理”的模式。具体表现为说服人的、以提高对方素质为目的的持续不断的教育,以开启别人智慧为结果的授权方式,以平等的、温情的、协商的办事态度,以灵活的、开放的、乐于接受的方式,使企业上下产生亲和力和凝聚力。

与男性往往容易表现出来的那种刚性的、生硬的、全理性化的管理方法相比,女性管理显得富于弹性,富有活力。女性这种管理方式似乎是自然而然的,不学而能的。这种天赐的直觉感悟能力与科学理性的管理模式相结合,就合成为一种刚柔相济的更谐调的管理模式。

在女性管理的企业中,女性管理者一般不是居高临下地行使权力,而是把自己置于群众之中辐射式地发挥作用。由于这种辐射力的穿透力量,使被管理者象“被点燃似的”自动工作而不脱离轨道,不感受来自上方的压力而乐于接受。

美国人约翰·斯奈比特的统计材料更鼓舞人心。据他的调查,在美国女性经营的企业成功率为75%,而男人只有20%,因为女人不会让自己生养的孩子轻易地死掉,她会象尽职母亲那样细心照料她的企业,细致、周到、耐心。

综上所述,我认为女性管理者取得成绩的大小,是与受教育程度相对应的。在这一点上并无性别差异。女人之所以在高级管理层上比例少得可怜并不是因为女人不具备管理才能,而是因为屈从社会传统文化的压力,放弃自己继续受教育的权利,不再设置更大的人生目标所致。根据我这段经历是否可以说,女性在管理上至少可以说是独具特色的、有优势的,是与男性各有千秋的。

在我这段人生道路上,一个更有意义的抉择是我被调到北京市政府商业部门工作时,毅然决然地选择了投考中国人民大学经济贸易系研究生的又一个人生制高点。为此,我付出了痛苦的代价。作为母亲,我被迫把对孩子的教育与照顾降低到不能再降低的程度;作为妻子,我基本不能履行做妻子的义务。我象修女一样自己封闭自己,和世界商业大师的著作及大学教授们虔诚地对话。经过三年炼狱般苦行,我以优良的成绩擷取了硕士学位证书,不久又被评为高级经济师。

在我的感觉中,女人的成长高度极大地受制于受教育的程度。但这些并未被人所认识,召唤女性回到家庭的口号和作法仍具有很大影响。尽管人类马上就要进入二十一世纪,但作为女性仍然处于争取平等发展的努力之中。这种性别之战,只有程度的不同并无质的区别。

我国是一个发展中国家,政府十分重视妇女地位的改变。我国是世界上第一个把男女平等、同工同酬的原则写入宪法的国家,并且率先把《内罗毕宣言》的战略目标写入《中华人民共和国妇女法》,在这里规定了妇女和男人一样享有从政治到经济一切平等的权利。但是中国毕竟是一个封建传统文化十分深厚的国家。这种传统文化的积淀仍然在强烈地影响整个中国社会。在我国仍然存在歧视、压迫、甚至残害妇女的丑恶现象。毫无疑问,这种文化传统的消极成分是建立在我国经济发展不充分、不平衡的温床上的。

在我国,杰出女性的成就并没有当做普遍性的东西上升为理论并用于指导妇女解放的实践。她们仍停留在个别人的具体形象和个人行为上,远远没有得到社会上的认同和两性的共识。在我国,整理研究女性发展的理论几乎是一片空白。这势必成为妇女解放和发展的巨大障碍。我们有勇气承认,在这点上我们确实落后了。

在回顾我自己这段人生经历的时候,受到最大的启发是应当以自己的性别角色来总结女性的成败得失。我感觉我应该再写一本书,这本书的中心主旨应该是女性用理论来证实自己,不仅在社会所有领域内可以成为男性平起平坐的事业伙伴,而且在适合发展的领域中可以做得比男性更好,至少可以说,独具特色。

女人有女人的特点。女人的成长、心理、生理、思维方式和情感智慧都有自身的特点和优势,特别是科学技术发展到信息时代的今天,这些优点和长处更具有挑战性。我们必须加强关于女人学的研究,要从理论上证明歧视、漠视或者忽视女性能力和智慧的偏见是多么愚昧。已有无数的事实证明女人早已在人类的多个领域中登上珠穆朗玛峰,一再被证明的问题并不是女人不能做,而是女人没有去做。

我还希望从法律上规定妇女在社会上的参与比例,为妇女创造表现自己的机会。

我更期盼女人有自己的理论家,特别期盼发展中国家的女性理论家、“女人学”的专家和学者,因为这更具有质量上的直接意义。我期盼在全世界每个国家、每个种族的妇女都在各自领域中发现自己,认识自己,开掘自己,促进世界妇女的进步。

“和平、发展、进步!”将永远是人类追求的目标,特别是妇女心中热切的期盼。我愿为此贡献我的终生。

No Gender Difference On the Way to Success

by Gao Yinwei, General Manager of Mansion Guiyou Co. Ltd.

Gao Yinwei, born in 1953, worked with the Production and Construction Corps in Inner Mongolia from 1969 to 1974. She was the director of an embroidery factory in Tianjin suburb from 1974 to 1979. In 1979 she passed the examination and became an employee of Wangfujing Department Store. She used to work as a saleswoman, later the sector manager. In 1986 she became the vice general manager of Wangfujing Department Store. From 1991 on she is the General Manager of Beijing Mansion Guiyou Co. Ltd.

Gao Yinwei is a M. B. A. holder and senior economist. She was conferred with the titles of "National Outstanding Female Entrepreneur" and "Beijing Model Laborer". She is also the deputy to Beijing Peoples' Political Consultative Conference. She has published The Arts behind Counters, The Five Links in Vending Method, and several other treatises.

Beijing Mansion Guiyou Co. Ltd. started business in September, 1990. It is a designated retail commercial enterprise for foreign tourists, selling domestic and foreign high-grade and famous-brand goods. It boasts a business area of 8,000 square metres and consists of 7 commodity departments as well as service facilities such as offices and a Karaoke hall. It now has over 1,000 employees who wholeheartedly serve foreign guests, tourist groups and domestic customers.

Beijing Mansion Guiyou Co. Ltd. pursues the notion of "Reduce to zero the customers' risks in purchase." The name "Guiyou" has the implied meaning of "Sincerity is the most precious thing in the world" and "People from all over the world are our friends." Since its opening in 1990, Guiyou has stuck to the principle of selling high-grade domestic and foreign goods, and has secured the trust of customers with its excellent services.

During the past 5 years, Beijing Mansion Guiyou Co. Ltd. has made considerable economic profits and social benefits in the more and more intense market competition. Its turnover has increased at an average annual rate of 98.6%, making it, for 3 years in succession, one of the commercial enterprises in Beijing which have a turnover of over 100 million yuan. It has been rewarded the honors as "Model Qualified Unit" by the Beijing Municipal Commission of Commerce, "Unit with Reliable Service Quality" by the China Social Service Promoting Association, "Advanced Unit in Measure and Price," "Advanced Service Group of Beijing," "Civilized Unit in the Capital," and one of "Beijing's Top Ten Commercial Enterprises in Service Quality" by the Beijing Municipality.

I am honored to give my presentation as a female representative of Chinese entrepreneurs on the NGO forum of the Fourth World Conference on Women. The forum provoked me to look at my life in retrospect from a gender perspective for the first time. Such a review only assures me of my belief; In modern times, there is no gender difference on the way to success.

I was born into a family of intellectuals. When I graduated with all "A"s and was ready to continue my study in the high school, the Cultural Revolution, now referred to as the "Decade-Long Havoc", broke out. Soon I was swept, by the tide of that special historical period, to the edge of Wuliangshuai Desert in Inner Mongolia on the northern border of China. Only 16, I became a female soldier of the Production and Construction Corps whose task was to open up the wasteland and garrison the frontiers.

Without any choice, I was constrained to waste my precious golden youth in the wilderness. I could not go on with my study; nor could I depend on my family—such dependence used to be typical in traditional Chinese families. In a positive sense, it was those years that taught me how to live, that let me understand the society, that imbued me with industry, endurance and self-reliance—the qualities of which are commonly wanting among today's youngsters, and that aroused my femininity and brought

women's advantages out of me.

These qualities became decisive in my growth and maturity in later years. Certainly, on the other hand, this period of setbacks left me a sorry consequence — an improper knowledge structure and the lack of staying momentum for further advance.

On the frontiers of Inner Mongolia, people, no matter male or female, had to use primitive farming tools and survive on their own physical strength. Those muscular men had obvious advantages. The reality told me that when physical strength was the means of survival, women would be impossible to be men's equals. There, the true connotation of Darwin's theory of "survival of the fittest" was that the physical build determined the social status of men and women.

While this period was ended, I felt I had become mature beyond my years. The hardship of an independent subsistence in Northern China's rugged environment has plated a strength of steel on my character. That might be why I became named as "iron woman" in later days. But I do not like the appellation. The sternness and coldness of steel is only my cover, which makes me forget my gender when working with many male colleagues. It is the feminine tenacity that is my sterling quality. The femininity has been incorporated into my philosophy of administration and has exerted a subtle, unique influence.

It was also there that I "harvested" my husband, Mr Jia. I followed him to his hometown, Tianjin suburb, and went on to be a farmer. Yet in my husband's hometown, my husband and I changed positions and the disparity in our status was reversed. Not only did I become the vice head and accountant of the village's embroidery factory, but I raised a lot of chicken, rabbits, swine and dogs, with which I earned much more money than my husband got. Thanks to the booming of the embroidery factory under my leadership, I won the respect and trust of all villagers.

This little village gave me insights into the basis of formation of a matrilineal society. In the production which fits women, females are really superior to their male counterparts. Another gain from my experience with this small enterprise, which conducted manufacturing, supplying and marketing, was that I learned the ABCs of business management.

Four years later, our entire family returned to Beijing. At that time, I was a mother of two, and my husband and I were equally "waiting for employment" — a Chinese euphemism for unemployment. Luckily, before long first I, then my husband, passed the examinations to work with Beijing Wangfujing Department Store, a well-known state-owned shopping center in China.

For this change, I did not feel unaccommodated, since I went out from Beijing ten years ago as an "intellectual youth" — a school leaver, though I used to be a farmer for ten years. As a matter of fact, I had a sense of happiness in returning. In the meantime, I also had a sense of being lost. I used to be a leader with accomplishments. Now I declined from the vice head of a factory with 160 employees to a saleswoman starting anew. That did not give me a psychological balance. However, that did not prevent me from working behind the counter with confidence, either. Actually, the perseverance, the endurance and the desire to be strong distilled from the past years of hardship, especially the feminine advantages brought out and catalyzed by that part of my life, were given full play in my job as a saleswoman. Three months later, I made my work a remarkable success. I made the most sales, was praised by my customers and was regarded highly by my bosses. At that time, I gave a simple explanation for my success: it was the result of harder work and more efforts.

Out of my desire to become a good saleswoman, in a short period of time, I recorded my daily work and reflections, observations of customers and their psyches, the sales language and sales manners which I thought to be proper.

Half a year later, when I tried to collate such first-hand materials, which had filled a thick notebook, I was struck by an idea. Was not the daily work of a salesclerk the aggregation of scores of sales? Would not the analyses of the successes and failures of each deal reveal the common rule for retailing?

After a year out came the book of summary of my sales technique: *The Five Links in Vending Method*. The method was fully affirmed by my leaders. They recommended me to, with the other nine national excellent salesclerks, exchange and spread our experience at the big stores and shopping centers in China's major cities. One thing is worth mentioning: Among the ten salesclerks, eight were female. I was also conferred with the title of "Beijing Laborers' Model", which was a high honor granted by the government.

From then on, I recorded and summarized my work more carefully. During the 4-year time from 1980 to 1983, I kept only work records instead of my diary. From those written materials I selected 500 articles of 200,000 words to compile a book for my colleagues and for our time.

When I picked up my pen, however, I found that it was too heavy. I had only very limited schooling which left me with poor knowledge. I began to infuse myself with books. After I busily worked for eight hours, after I finished my household chores, and after my children fell asleep, I started to, in a crowded little room, read over 100 relevant thick books. I sought every opportunity to consult other knowledgeable people, went to visit them and asked for their advice. I crudged my brain and rewrote the drafts 9 times. Three years passed, eventually a book by a saleswoman—*The Art behind Counters*—came into publication.

Now when I look back at that period and think about it from the angle of gender disparities, I acquire a new understanding. Although my success indeed benefitted from my ten years of farming and hardship, there is still another aspect that cannot be overlooked: The feminine qualities that I had not realized for such a long time, but that had been intensified over the years, have also been very helpful. Those traits include sharp intuitions, keen sensitivity, good understanding of others, ways of thinking in images, easy access to people, and skillful expression of my thoughts. It was in my nature to be an able saleswoman. Clearly, these advantages cannot simply be categorized as "I made more efforts than the others."

When I started to pursue higher goals, would these points be enough?

I had already felt straitened by my lack of education. It was far from enough to squeeze my limited spare time to study. Moreover, I was not sure exactly what to learn. What I needed was systematic, advanced education. This not only required the society to give females equal opportunity for education, and the family to understand women's needs and support their pursuits, but also demanded women to raise their own self-consciousness and desire improvements. It is a pity that many women, even some of those who have received higher education, have quit their social role after they have started their own families. They give up their career ambitions and retire into the traditional role of "helping the husband and teaching the son". The other seven saleswomen who succeeded at the same time as I did "withered" one after another. It was not because they lacked capability; it was because the tradition stifled them.

Fortunately, I was sent to Beijing College of Finance and Commerce Management Staff for further study, and there I was able to continue my education, which had once been interrupted for a decade.

The study summarized my practices, enlightened my intelligence, opened my eyes, and re-exploited my feminine advantages. What was even more fortuitous, I gained my husband's understanding and support, which has lasted ever since. He recognized/accepted me and respected my choice.

After graduation, I became one of the management staff, first as a department manager, then the deputy general manager of Wangfuijing Department Store, now the general manager of Beijing Mansion

Guiyou Co. Ltd. , taking charge of the entire store, which is a joint venture. I have also been elected to be a member of Beijing Chinese People's Political Consultative Conference (C. P. P. C. C) and that of National C. P. P. C. C. , make suggestions and provide consultative advice to the state affairs. When I scaled new heights in my life, the society gave me looks of doubts and distrust. Their looks could be read as: A woman can be a good salesclerk, but can she also be a capable manager?

With my solid achievements, I have changed the question mark in peoples's eyes into an exclamation mark. Within a short period of four years, Guiyou, the store with only 6,500 square meters of business space and 1,000 employees, has yielded a turnover increasing at an annual rate of 98% for four years in succession. In 1994, the year's sales volume amounted to 500 million yuan, and its comprehensive economic results ranked third among all department stores in Beijing. The fame of Guiyou is steadily on the increase, and the store has become the focus of attention of both the Chinese and foreign public.

What is worth reviewing, I think, is not the figures and the success itself. Instead, it is the generalization and analysis of the qualities and advantages common in women in business administration. In addition to the ordinary, conventional practices in management, the most conspicuous characteristic that those successful businesswomen possess is their "understanding of others".

Chinese women survived in the traditional society as dependents in the society. As a result, a woman in the old time had to be good at pleasing people and figuring out their feelings and intentions. To a certain extent, her power to command people's psyche meant her power to comprehend those people's nature and thus to secure her place in such an environment. Over time this psychological feature evolved into a hereditary one and has been passed down from generation to generation. Women's life and work are stamped with this trait.

With regard to management, women's ability to comprehend others means, internally, a female boss is able to work with her team and employees in harmony; and externally, she is able to understand and draw customers. The rising reputation that Guiyou is able to claim is exactly due to its power to attract consumers and employees. Each year we present a new way of sales promotion. For example, we started the campaign to "Give the Spring Festival to Our God", and adopted a policy of "minimizing the purchasing risk to 0". Those were designed to satisfy the requirements of our customers. We also took the trouble to send the special goods for Spring Festival to the homes of our employees; we gave things like rice, meat, oil and even pickles to their family members and managed to win their cordial support. We also train the salesclerks, teaching them how to serve our customers warmly and how to gain their trust with our business codes. I ask our salespersons to always listen to consumers' requests attentively. I have made it a practice to reward the customers who have given replies to our questions and surveys, which are designed to discover people's potential and future demands. Our aim behind the sort of practices is to establish intimate emotional ties with our customers. All these measures, the manifestation of women's quality of "understanding others", have been taken for the sake of the common mentality of employees and consumers. I believe my success came from the intuitions and timely operations of a female manager.

Another characteristic of females in management is "gentleness". The "gentleness" refers to its connotation in the ancient Chinese philosophical sense. Its embodiment in administration is what I call the "affinity management" model. The managing means are characterized by both tension and relaxation, indirectness, mildness and humanity. The specific expressions of such means include continuous education for the persuasion and improvement of the target, appointments made for the enlightenment of the target's wisdom, attitudes that are equal, tender, and consultative, and working manners that are flexible, open and easy to accept—all of which leads to the harmony and affinity within the staff of the enterprise.

Compared with the male-style administration of harshness, rigidity and rationalism, women's ways of management show their flexibility and vigor. Their ways seem to be natural and inherent. The gifted power of intuition and understanding, when combined with the scientific and rational administration model, is able to constitute a more harmonious administrative model of both firmness and gentleness.

In the firms managed by women, the female supervisor in general does not exercise her power from upside down; instead, she prefers to put herself inside the working team, and "radiate" her influence. Thanks to the penetrating power of such radiation, the employed are "galvanized"; they will automatically move in their orbit, and they are ready to accept administrative orders, as they feel they are acting out of their own will rather than the pressure from the superior.

The statistics given by an American scholar, John Naisditt, in his book *Megatrends for Women* is even more inspiring. His research reveals that in the United States, 75% of the business run by women are successful, while the proportion for men is only 20%. His explanation to this phenomenon is that since a woman will not easily let her children die, she probably will nurture and attend her business as patiently and painstakingly as a caring mother will do to her children.

In summary, in my opinion, the accomplishments of a female is related with her education. There is no gender difference on this point. The reason why the proportion of women in senior management is so small is not that women lack abilities to administrate, but that they are likely to give up their rights to higher education and to stop setting new, higher objectives when pressured by the traditional culture. Will it be safe to say, with regard to my personal experience, that women have unique features and even some advantages in administration? At least, both men and women have their strong points.

There is a more significant choice in my life. When I was transferred to the commercial section of Beijing Municipal Government, I resolutely chose to take the entrance examinations to the graduate program in the Economics & Trade Department of People's University of China. The price to pursue learning was high and bitter. Being a mother, I only gave my children little care and education; being awife, I could hardly fulfill the duties of a wife. I closed myself to the outside world like a nun; I only piously adhered to the works of the world masters of commerce theories and the university professors. After three years of ascetic practices, I eventually got my M. B. A. with high marks. Soon, I was qualified and graded as Senior Economist.

The rise of women, I think, has close connections with the education they have. But this has not come to the home of most people; the call for women to go home is still influential. Although the world is to enter the 21st century in a few years, women are still staying at the stage of striving for equality and development. There is only quantitative difference, no qualitative disparity, in the wars between sexes.

China is a developing country; our government has been attaching great importance to the changes of women's status. China is the first nation which has written into its Constitution such provisions as "equality between men and women" and "same work, same pay". It is also the first nation which has written the Nairobi Strategies into its law—*The Law on the Protection of the Rights and Interest of Women*, which stipulates that women equally enjoy the same political and economic rights as men do.

However, China is, after all, a country with deep roots of feudal traditions and culture. The sediments and remnants of such culture is still affecting the whole Chinese society powerfully. Discrimination, oppression, and even violence against women have not disappeared. Undoubtedly, the negative elements of the Chinese tradition are living in the hotbed of underdevelopment of our economy and imbalances of economic developments.

In China, there are few researches that discover the universal law in the achievements of prominent

women, let alone using such rules to guide our practices. The successes of those women remain connected only with their specific images and the individual experience. The rules underlying their achievements have hardly been acknowledged by the society or by both sexes. There is almost a blank in the theoretical researches of women's development and improvement in our country. Needless to say, the blank will constitute an enormous barrier in the way of the emancipation and development of women. We have to have the courage to admit that we are backward in this aspect.

When looking back on the past, I believe my greatest gain in so doing is my decision to view my successes and failures from the angle of gender roles. I think it is necessary for me to write another book, one that proves with theories that females not only can be equal partners with males in careers, but can do better than their male counterparts, or at least have unique features, in fields that are suitable for women's development.

Females have feminine characteristics. There are indeed strong points in women's psyche, physical build-up, ways of thinking, emotions, intelligence and maturity. Now that the world has evolved into the information age, such strong points and advantages become conspicuous and challenging. What we need is more in-depth researches on feminology. What we need is to prove theoretically the ignorance in the discrimination against women, the neglect, and the prejudices that deny the abilities and intelligence of women.

Numerous facts have demonstrated that females have climbed to the top in many fields. It has been proven time and time again that the problem is not that the female sex is not able to do it, but that she has not done it.

I hope the legislation will provide a ratio for women's participation in the society, a ratio of which will guarantee the opportunities for women to assert themselves.

I hope someday women will have their own theorists, especially those female theorists, experts, scholars and femininologists in the developing countries.

I hope women in all countries on the globe and women of all races and nationalities will manage to discover themselves, understand themselves and develop themselves in their respective areas, and they will promote the progress of females in the entire world.

"Peace, Development and Progress" will forever be the goals pursued by human beings and particularly the expectation of women. I am ready to devote my whole life to them.

创企业自己的路

韩履祥 太原电焊机厂厂长



韩履祥,女,49岁,1969年毕业于太原重型机械学院,同年7月参加工作,1989年获高级经济师职称。现任太原市电焊机厂厂长,市八届政协委员,省、市女企业家协会副会长,中国女企业家协会副理事长。

韩履祥1970年至1974年在太原市阳曲县农机厂任技术员;1978年至1983年在太原东风机械厂任技术员;1984年任太原市电焊机厂生产技术副厂长;1985年起任太原市电焊机厂长。

韩履祥自1986年起,历年被评为省、市劳模,市“三八”红旗手,近年又荣获市女职工十大标兵之一,市“巾帼建功”十佳之一,全国优秀女企业家等称号。

太原市电焊机厂是国家机电部电焊机行业定点企业,具有20多年生产电焊机的历史。工厂设备齐全、工艺先进,有经国家认证的成套测试设备,产品畅销于省内各地市,是太原市首家试行股份制经营单位,目前生产9个系列15个品种的新型节能焊机。

近年内,工厂的标准化工作、计量工作、全面质量管理工作、产品认证等工作均得到上级部门的验收,达到合格。所生产的电焊机曾多次荣获省、市优质产品称号,企业荣获省级先进企业。

1985年2月我被任命为太原市电焊机厂厂长,我受命于企业危难之时,当时,唯一的产品被国家列为淘汰产品,企业濒临停产,作为第一任女厂长,我感到自己肩上担子的沉重,然而,我认为,国家把我培养成一名大学生,我要担起历史赋予我的这一使命,只要自己肯努力,世上无难事。

创企业自己的路——这是我上任后遵循的办厂原则。我们太原市电焊机厂是一个集体企业,工人们一直吃“大锅饭”,对企业的兴衰关心甚微,这样的企业如何才能兴旺呢?我认为主要原因在于企业长期套用全民管理模式,模糊了两种所有制的界限,挫伤了广大职工的积极性和创造性。我通过对兄弟省、市学习经验,于1986年7月率先在太原市集体企业中试行股份制,并针对本厂实际情况,制订了一系列股份制实施细则和章程。股份制的推行,给企业注入了新的活力,大大增强了企业职工的凝聚力。

在试行股份制中,我做到四个坚持:

- 一是坚持公有制的方向,规定职工离厂时,集体股不能带去或转让、继承;
- 二是坚持国家、集体、个人三者利益兼顾的原则;
- 三是坚持按劳分配为主与按股分红相结合的分配办法;四是坚持风险共担。

股份制的试行,使企业所有者、经营者、生产者关系开始理顺,使企业真正成为自主经营,自负盈亏的经济实体。股份制经营制把国家、企业和个人的三者利益紧密联系在一起,从而促使企业和职工按三者利益的共同要求办事,强化了企业自主经营活动,千方百计提高经济效益。职工更加关心企业的生产发展,生产积极性、主动性、创造性得到了较为充分的发挥。

股份制的试行,得到了太原市政府、市体改委、市机械局有关领导及专家的支持和关注,一致认为这是经济体制改革中迈出的新的一步,为太原市试行股份制树立了一个样板。

“千当年,想三年”——这是企业的经营战略方针。当新产品闯开销路,企业经济效益明显好转时,我通过仔细研究电焊机销售市场和我国工业发展状况,观察电焊机将向高效节能方向发展,于是就组织厂领导研究对策,进攻新的市场,并广罗信息,收集有关资料,先后与成都电焊机研究所、清华大学、太原工业大学等开展了横向联合。十年间,共研制开发出九个系列十五个品种的新型节能电焊机,每项产品均填补了山西省电焊机制造的空白。其中BX3—250型交流弧焊机、ZX5—400型可控硅弧焊机分别荣获省、市优秀新产品奖。电焊机厂的生产走上了研制一代、生产一代、开发一代的新轨

道。

加快企业技术改造——一个企业是否能够生存发展,是否能够开发新产品增强企业后劲,则要看企业技术力量及技术装备。1984年的电焊机厂,已处于必须进行技术改造的境况,倘若不进行改造,企业无法继续生存发展下去。于是,1986年,在太原市经委、市机械局及有关领导的支持下,我厂果断决策投资65万元,进行大规模的技术改造,扩大再生产,厂内三分之二的厂房被拆除。在改造旧厂房工程进行中,我由于疲劳过度,患了左眼视网膜中心炎,但我硬是谢绝了医生让住院的要求,边治疗,边上班。后来我又患上了左臂静脉炎,左胳膊疼痛红肿,不能活动,医生一再要求我住院治疗,但我想到厂里的技术改造正紧张地进行,怎能下火线呢?于是我坚持上午输液,下午上班。硬是挺了过来。风险的决策,艰苦的努力,取得了惊人的效益:1987年企业在半生产、半施工的情况下,不仅提前完成了产值利润计划,而且使多年来电焊机厂想都不敢想的事情变成了现实——3000余平方米的宽敞明亮的生产大楼拔地而起了。

治厂之道、用人之道——我厂现有职工中女职工占全厂职工总数的70%,女职工不仅是企业生产的主力军,而且在各项工作中都起着举足轻重的决定性作用。为了使一些女工摒弃安于现状,顺其自然的意识,几年来,我大胆启用有能力,有干劲,开拓进取的八名女同志提任了中层领导,占全厂十四名中层领导的57%。在干部使用上引入竞争机制和风险机制:首先,打破了干部终身制,采用民主评议,厂长聘用和招标相结合的方法。在厂承包组成员分工的基础上,对承包指标进一步分解落实到各生产车间和科室,各车间、科室的负责人均与厂长签订了承包合同。组长以上的干部均投入现金抵押,并对车间主任实行公开招标,彻底根除了当太平官、吃太平饭的思想,促进各级领导提高业务水平和办事效率,保证各项经济指标的顺利完成。

抓管理,增效益——在不断完善企业各种经营机制的同时,我对企业的各项基础管理工作始终做到常抓不懈,将企业管理变经验型为科学型,设立了厂内银行,运用了量本利分析法、ABC分析法、目标管理、看板管理等新型的科学管理手段,并在厂内建立起了自上而下的目标管理体系和自下而上的达标保证体系。一是建立健全以技术副厂长为首的、坚持质量第一、继续推行全面质量管理、力争产品创优的质量保证体系,将工艺突破口工作进一步推向深入,狠抓生产过程中的质量管理。从完善现场体系着手,理顺关系,协调工作,把产品的量标工作与产品质量改进结合起来,抓产品质量;二是建立起以经营副厂长为首的节能降耗保证体系,并将具体考核要求分解落实到部门、车间、班组,实行节奖超罚;三是建立起以生产副厂长为首的安全生产保证体系,无论从作业环境、照明到生产安全防护,还是从职工安全意识到文明生产建设,都加强了管理;四是建立了以总会计师为首的在纵向上由利润资金、产品成本二项指标构成,横向由各科室车间参加的严密的经济效益达标保证体系,坚持精打细算、严格控制费用开支,加强资金管理和调度,实行目标管理,保证实现经营承包目标;五是建立了以厂办主任为首的基础工作达标体系,重点抓好厂内外信息管理、车间班组管理及基层记录、原始数据、统计台帐等资料,达到齐全、准确可靠、传递及时的目的。五个保证体系的建立,使全厂形成了一个高效运转协调的有机整体。在近几年里,企业的标准化工作、计量工作、全面质量管理工作、产品认证及企业素质评价等基础工作均得到上级有关部门的认可,登上了一个新的台阶。

从1985年到1995年,整整十个年头过去了,太原电焊机厂之所以一年一个台阶快步进入先进行列,由一个仅有一千多平方米的矮小厂房、产值不到几十万元的濒临破产状态的落后企业,迅速发展和转变成为现有厂房三千余平方米,产值、利润翻一番,职工收入翻两番的充满活力的企业;成为一颗机械行业冉冉上升的明星,靠的是政策好、靠的是企业领导班子及全厂职工不畏艰难、勇于改革、永不满足的开拓精神。

在企业获得荣誉的同时,国家和人民也给予了我极大的荣誉。自1986年起,曾多次被评为山西省劳动模范、太原市劳动模范,并多次荣获太原市“三八”红旗手、山西省优秀企业家、全国优秀女企业家等称号。

在厂长岗位奋斗的十个春秋,我深深体会到当一名厂长不容易。当一名女厂长更不容易,但只要我们有自信、自尊、自强,把身心倾注到自己一定要干的事业上,事实证明,女同志是不会比男同志差的。目前,中国已经是女企业家成长,发挥其才能、作用的大家庭。1988年和1992年全国共有107名女厂长、女经理当选为全国优秀女企业家。随着更多的一般女职工成为企业的管理者和领导者,她们在各自的领域发挥的作用也越来越大。就中国乡镇企业而言,目前,中国有4000万女性劳动者(总数为一亿)、尤其在食品、服装、纺织、玩具、电子产品、传统工艺和服务等行业,女性从业人数更多,创造的产值占总产值的65%左右。女职工为主体的纺织、丝绸、茶叶、编织、刺绣、玩具等行业的乡镇企业是中国出口创汇最多的企业,不少女性担任了企业的领导职务,如江苏、广东、安徽、福建、河南的乡镇企业中各有2000—3000名女厂长、女经理、女企业家,她们的作用也是有目共睹的。女企业家在中国经济领域的作用由此可见一斑。

女企业家由于在企业管理中的辉煌建树,她们中间已有许多人走上参政议政的道路,在政府中争得了更多的发言权。这不仅提高了女企业家的政治、社会地位,也为广大女职工自尊、自信、自强作出了楷模。在全国各地的女企业家还成立了女企业家协会、理事会,定期研讨女企业家的生活、工作中遇到的各类问题及对策。

尽管女企业家在中国已经有了长足的发展,但由于社会、文化差异等原因,她们在参与高层次管理过程中还需获得:

一、法律的保证

尽管政府已颁布有关保护妇女的法律、法规,但由于有的还不配套,有的可操作性不强,致使女企业家经常面临立法不完善带来的困境。法律的不完善常常置这些女企业家于法律之外。这正是影响女企业家开拓创新、大胆改革的一个弱点。

二、政府的支持

可以说,中国的女企业家正是在政府的大力支持下成长起来的。比如,1992年辽宁省28个改革试点企业中有97名女职工通过竞争由一般职工成为企业的管理者和领导者。目前,女企业家需要政府的大力支持,为女企业家提供更多的优惠政策,比如资金、人才、权利等;同时政府还应有目标地培养和扶持更多的女职工成为企业的领导者,以壮大女企业家的队伍。

三、继续教育和提高自身素质

在社会日益竞争激烈的现在和未来,妇女欲进入高层次管理,必须具备相应的素质。已经进入领导阶层和即将进入领导阶层的女企业家都迫切需要接受新的知识和技能,学习更深更高的管理知识,以适应新形势的需要。

四、社会舆论和家庭支持

上下几千年,中国女性走过的道路可谓风风雨雨,妇女所获得的更多的与男人平等的权利,离不开社会舆论和家庭的支持,今天仍然一如既往。然而女企业家的不断增加仍是社会较关注的事情,受习惯势力和传统的影响,仍有不少人对女企业家存有偏见,而且希望妇女回到家庭的还有人在。即使许多妇女已经是企业领导人,在家庭仍须承担繁重的家务。今天,女企业家比男企业家要承受更多的心理压力,这一压力正是来自社会舆论和家庭,能否有更多人参加企业管理,社会舆论和家庭仍将是晴雨表。

鉴于上述困难和问题,建议政府有关部门:

1. 国家与政府的立法和行政措施,保证了妇女参与高层次管理与决策的平等,不仅应是立法的平等,而且应是事实上的平等,为女企业家真正营造一个法制工作生活环境。
2. 女工劳动保护权力的实施,也迫切需要可以操作的实施细则。政府应当在最低工资、劳动保护、四期保健等方面加强立法并切实实施。
3. 为提高妇女文化素质、职业技能管理水平,建议创办专门的妇女高级教育学校以培养新型的具有现代化管理水平的妇女人才和女企业家。
4. 为保证妇女更好地享有与男同志同样的平等权利,建议立一部反对妇女歧视法。

Pioneer Our Own Path

by Han Luxiang, Director of Taiyuan Electric Welding Machinery Factory

Han Luxiang, female, 49, graduated from the Taiyuan Institute of Heavy-Duty Machinery in 1969 and took up a job in July the same year. In 1989, she was qualified as a senior economist. She is now director of the Taiyuan Welding Machine Plant and serves as a member of the Eighth Taiyuan People's Political Consultative Conference, vice-president of the Provincial and City Women Entrepreneurs Association and a deputy president of the China Women Entrepreneurs' Association.

Han Luxiang worked as a technician at the Yangqu Farm Machinery Plant of Taiyuan city from 1970 to 1974 and was transferred in the same capacity to the Taiyuan Dongfeng Machinery Plant and worked there from 1975 to 1983. In 1984, she served as a deputy director in charge of production technology at the Taiyuan Welding Machine Plant and was promoted to the directorship of the plant in 1985.

Han has been honored as a model worker of Shanxi Province and Taiyuan city and a "March 8 Red Banner Pace-setter" at the level. In recent years, she has been honored as one of the ten women model workers in Taiyuan city, one of the top ten excellent women with achievements and a national outstanding women entrepreneur.

The Taiyuan Welding Machine Plant is a welding, machine producing center designated by the Ministry of Machine-Building and Electronic Industry. With a history of more than 20 years, the plant is equipped with a complete range of machines, advanced technological processes and a complete set of testing equipment certificated. Its products sell well in all parts of the country. It is also the first to be converted into a joint stock company in Taiyuan city. It is now producing 15 kinds of new types of energy-saving welding machines in 8 major series.

Over the past few years, the plant has been certified by the relevant administrative State departments to have been qualified in standardization, measurement and total quality control and product certification. The welding machine it produces has won the honor of high-quality product at the provincial and city levels on many occasions. The enterprise has been honored as an advanced enterprise in Shanxi Province.

I was appointed director of the Taiyuan Welding Machine Plant in February 1985 when the only product made by the plant was listed among those to be eliminated by the State and the enterprise was on the brink of bankruptcy. As the first female director of the plant, I felt the heavy responsibilities on my shoulders. But I felt up to the mission entrusted by history as I am a university graduate. So long as I tried, I thought, there would be no difficulty that is insurmountable.

Pioneering our own path—that is the principle I laid down after I took up the office. Our plant is a collectively owned enterprise. The workers had enjoyed the benefit of egalitarianism and showed little interest in the rise and decline of the plant. And the management followed the model of state owned enterprises, blurring the distinction between the two kinds of ownerships. That too dampened the enthusiasm of the workers and their creative power.

In July 1986, I tried the joint stock system in our plant, working out a series of rules and regulations. The introduction of the system did inject renewed vigor into the enterprise and enhance its rallying power.

In experimenting with the joint stock system, I persisted in four principles; one is to persist in the orientation of public ownership, stipulating that when a worker retires, the collective shares cannot be taken away or transferred or inherited; second is to persist in the principle of taking into consideration the interests of the State, the collective and individuals; the third is to persist in the principle of distribution according to one's work combined with dividends; and the fourth is to persist in the principle of sharing risks. The introduction of the system has made the workers owners and operators and producers of the

enterprise and the enterprise itself really became an independent economic entity responsible for its profits and losses. It bound the interests of the State, the collective and individuals, and made the enterprise and workers act according to the requirements of the common interests of the three sectors, thus helping the independent operations in pursuit of better economic efficiency. The workers began to show keen interest in the development and were willingly to display their initiatives and creativeness.

The conversion into a joint stock enterprise got the approval of the government departments of Taiyuan city and experts. They were all convinced that we were taking new step forward to the reform of the economic system and set an example for others.

“While doing the year’s work, we have to set our minds for three years beyond”—that is the strategic principle for the operation of our enterprise. When we have opened up the market for a new product and the economic performance of the plant improved, we would set out to work on still newer products toward the direction of energy saving. We sent out people to collect information and materials and established ties with the Chengdu Welding Research Institute, Qinghua University and Taiyuan University of Engineering. In ten years, we have developed nine series of products in 15 varieties, noted for their energy efficiency. Each product filled in the gap in Shanxi welding machine manufacturing. The BX3-250 AC arch welding machine and the ZX5-400 silicon controlled arch welding machine won the quality product award from Shanxi province and Taiyuan city.

Accelerating the technical transformation of the enterprise—this is strategy for survival and development. In 1984, our plant was in urgent need of technical transformation. Otherwise, it would be impossible for the survival of the plant. In 1986, with the support of the Economic Commission of Taiyuan City and the Machinery Bureau, our plant decided to invest 650,000 yuan in a large-scale technical transformation project to expand production. Two-third of the factory buildings were pulled down. In the process, due to fatigue, I suffered from retinopapilitis. I refused the request by the doctor to be hospitalized and persisted in my work. Later on, I contracted phlebitis on the left arm, which was unable to move. The doctor asked me to receive treatment at the hospital. But how could I leave the heated technical transformation project? I received transfusion in the morning and went to work in the afternoon. The risky decision and hard struggle paid off. In 1987, even when the plant was operating at half capacity, it fulfilled the profit target and at the same time an incredible thing turned into reality: a spacious production building emerged.

The key to running a factory well lies in the use of people. Women workers account for 70% of our total employment. They are not only the main force in production but also play a decisive role in other matters. Over the past few years, I promoted quite a number of woman workers with the drive and urge for progress to leading posts. Now the number of female leaders at the intermediate level accounts for 57% of the total. We have also introduced the competitive mechanism and risk mechanism in the appointment of leaders. We broke away from the system of life tenure and introduced the democratic system in which workers can submit their assessment and comment on the leaders. The factory director appointed section leaders accordingly. We also encouraged the workers to offer their talents. We then introduced the contract system in sections and right down to individual workers. All the leaders signed contracts with the director and put in their money as deposit. We also invited bidders for the posts of workshop supervisors. These methods have stimulated the improvement in work efficiency and proficiency of the leaders at all levels.

While tightening the grip on management, we have tried to increase efficiency. In management, we have introduced such scientific methods as inner factory bank, the quality, cost and profit analysis

method, ABC analysis, objective management and management by reading the newspapers. From the above right down to the shop floor, we introduced the objective management and the system of standard guarantee. One is to establish a quality guarantee system, with the deputy director in charge of production technology at the core, to promote total quality control in the whole production processes. The other is to establish the energy reduction guarantee system with the deputy director in charge of management at the core. The third is to establish a safety production guarantee system with the deputy director in charge of production at the core. The fourth is to establish a economic efficiency target guarantee system with the chief accountant at the core. The fifth is to establish the administration target guarantee system with the head of the general administrative office of the plant at the core, with focus on the collection and management of information, records on management and the original data and other materials. The five guarantee systems have made the whole plant an organic entity, thus bringing the standardization, measurement, total quality control, product certification and factory quality onto a new plane.

Since 1985, our plant has taken a new step forward each year, and we have edged our way into the most advanced in the province. The plant has developed from the original dilapidated premise worth only about several hundred thousand yuan into a modern enterprise with output value and profits doubled and the income of the workers quadrupled. It has become a star enterprise in the machinery manufacturing sector.

While our enterprise has won honors, I have also shared them. In 1986, I was twice commended as a model worker in Shanxi Province and in Taiyuan city and on many occasions I was conferred titles of March 8th Red Banner Pacesetter, an Outstanding Entrepreneur in Shanxi and a National Outstanding Woman Entrepreneur.

Over the past decade, I deeply feel that it is not easy to serve as a business executive and even more so as a woman. But facts show that so long as we are filled with confidence, respect ourselves and constantly improve ourselves, devoting all our energy to the cause, our women are in no way inferior to men. At present, China is a big family in which female entrepreneurs have their chances to display their talents. Statistics show that in 1988 and 1993, there were 107 women factory directors and managers who won the honor of Outstanding Woman Entrepreneurs. With more and more ordinary female workers becoming managers and leaders, there would be wider areas for displaying their talents. Take the township enterprises for example; there are 40 million woman workers (about 100 million in the whole country), especial in the food processing, clothing making, weaving, toy, electronic products and traditional arts and crafts and services. The output value they create accounts for about 65% of the total. There are many female leaders in such traditionally woman's areas as textiles, silk, tea, weaving, embroidery and toy making township enterprises. In the township enterprises in Jiangsu, Guangdong, Anhui, Fujian and Hunan, there are 2 000-3 000 woman factory directors or managers.

Many of them have participated in government affairs and earned more say. They have not only help raise the social position of women as a whole but also set examples in self-respect, self-confidence and self-improvement. There are many local women's entrepreneurs associations and councils where they can meet regularly to discuss work, life and social affairs.

Although there is a big progress for women to display their talents in the production areas, they still find it very difficult to participate in the management at a higher level due to social and cultural differences.

1. The legislation is still not perfect. Although the government has promulgated laws and regulations on the protection of women, they lack corresponding rules and regulations, and some of the laws are not fully feasible, thus causing great difficulties for women entrepreneurs. The imperfection of laws often

exclde woman entrepreneurs, thus impeding them from opening up new ground and taking bold measures in reform.

2. Government support. Chinese woman entrepreneurs have grown with the great support of the government. For instance, in 1992, 97 female workers became managers and leaders in 28 enterprises chosen for experiments in reforms in Liaoning province. At present, woman entrepreneurs need the great support of the government, which should provide more favorable policies, such as funds, talents and power. At the same time, the government should support more woman employees to become enterprise leaders to boost the status of women entrepreneurs.

3. Continuous education and the improvement of the educational quality of women.

As the competition is becoming more intense, women have to acquire a higher quality in order to enter into the management at a high level. Woman leaders are also in urgent need of the renewal of their knowledge and skills and increase of management knowledge in order to keep up with the fast developing situation.

4. Public opinion and family support

For thousands of years, Chinese women have been going along a zigzag road until today when they have won more and more equal rights with men. This progress is inseparable from the support of the public opinion and family. The growing number of women entrepreneurs has become a matter of great concern in the society. Due to habitual forces and traditions, many people are still biased agains female entrepreneurs and wish that women would stay at home. Even those who are holding the leading positions are still burdened with heavy household chores. Today, woman entrepreneurs have greater psychological pressure than their male counterparts, which come from public opinion and families, the attitude of which in turn serves as the barometer for women to participate in enterprise management.

In view of the above problems and difficulties, I propose:

1. The State and government should adopt legislative and administrative measures to ensure that women participate in management and policy decision making at higher levels. Equality with men should exist not only in the legal sense but in reality.

2. The protection of the rights of women needs applicable detailed rules. The government should adopt practicable measures to protect the minimum wages, labor protection and health care of women.

3. In order to improve the educational levels and the professional skills of women, the government should open schools of higher education specially for women with the aim of cultivating woman talents and woman entrepreneurs with a higher level of managerial skills.

4. The government should draft a law on countering the discrimination against women in order to ensure that women enjoy the equal rights with men.

“装扮美丽”的女企业家

郝幼菁 四川海韵健身美容中心总经理。



郝幼菁曾在蜀绣厂当刺绣工人多年。1985—1987年在四川大学外语系学习,1988年在香港姿韵美容中心学习,获专业美容师职称;1993年在美国国际皮肤研究院学习,获国际高级美容师职称。1989年创建四川海韵健身美容中心,任该中心总经理至今。

郝幼菁女士是成都市第十届妇女代表大会代表,现任省、市女企业家协会常务理事、副会长。

四川海韵健身美容中心创建于1989年,是一个综合性的美容、健身企业。海韵中心有资本数百万,面积1000余平方米。中心实行电脑管理,拥有国际新一代的健身器材和美容仪器,是西南地区最大的健身美容中心。

中心各部分分别由国内外专家和国际权威美容机构认可的合格美容师主理。中心被评为成都市十佳美容院,西南地区的100家明星企业。

随着中国改革开放的深入,越来越多的企业如雨后春笋般成长起来;越来越多的企业也逐步完善着由小到大的自我发展过程。其中,伴随着一批优秀管理人才的出现。作为一名女性管理者,我常从自身的成长过程中寻求一名中国普通女性在这种巨变中逐步走向成熟和成功的内在动力,同时我常从这些经历各异的人群中察寻理性的管理之光,并把这种揣摩溶于一体,作为发展企业、发展自我的内在动力。

过去——成长的历程

一个人的经历是他人生之树上结出的果实。当命运给每个人安排出一段段迥异的人生之时,也就有了一道道独特的人生风景线。

我属于歌唱着,憧憬着“让我们荡起双桨”的那一代,却没有幸运让自己如“小船儿轻轻,飘荡在水中”,命运安排给我绝非温柔可爱的“凉爽的风”。由于父辈的历史原因,社会当时给予的空间对我来说非常的狭窄。更为不幸的是少年丧母,少了唯一的狭缝中的阳光。回想那时,外界关闭的门和自我封闭的心,若不是还有对书籍和音乐的热爱,生活的沉痾可能早已把我摧残。读书、弹钢琴就成了一个丰富的世界。艰难的生活使我学会了咬紧牙关,吃苦耐劳。现在回想起来,这样的磨炼也是为今后生活道路奠下的一块坚韧的基石。

七十年代,我进了一家四川有名的蜀绣厂。这是我拥有的第一个可以糊口,并能倾注自己热情的事业。那时候还很少人用“投入”这个词,我却十年如一日地深埋在绣品堆里,在色彩斑斓、动感强烈的双面绣、异色绣上倾注心血,在飞针走线、粗描细染中寻求一种足以慰藉心灵的感觉——成就。当我绣出的双面绣成为精品的时候,当芙蓉鲤鱼、百蝶图蜚声中外的时候,当我的绣品陈设在人民大会堂的时候,我开始初尝人生之甘苦,也体会到生活的回报有其公正的一面。你不注意撒下的粒粒种子,也许已长成你前方道路上的一颗飞花的树。

值得一提的是,刺绣本身也为我今后从事美容打下了良好的基础。我从事刺绣时,真正把它看作一种创作,把丹青尽染的艺术氛围倾注在我的作品中,这段经历提高了自己的美学修养,对一生都受益无穷;同时,刺绣要求有平静的心,精湛的手上功夫,经长期积淀,已如静功所产生的气,使我以后在做美容时常常感到,这种“修炼”出的把持自己的定力真是妙不可言。

后来因种种原因我离开了蜀绣,洒泪而别。接着,自费读四川大学,学开车。高强度的生活压力,使我既获得了充电的机会,又使我和美容结缘。

那时,生活太紧张,一段时间下来,才发觉早上起来一梳头,头发掉一地;原来光洁白皙的皮肤隐隐有了黑斑。七十年的中国,尚无美容院可言,找本美容方面的书都极其不易。好在中医本身就是个聚宝盆“伤其体、现其表”的道理几乎人人皆知,于是我翻医书、查资料、按摩、配药、上面膜,现学现用。当黑斑消退,青春重现时,我对美容之道却产生了难以遏制的强大兴趣。

当时在四川,美容还是一件稀奇事。我直奔深圳、珠海,又在兄嫂帮助下到香港学习。外面的世界很精彩,我却心平如水,半年的时间,住在简陋的房子里,就着包子、馒头、盒饭,一头扎在美容知识的海洋,恶补着每一项所需的知识:医学、化学、心理学……。在所有美容学员,甚至教员中,我心中最为保密的是我超强的纹制技术:纹眉针一拿在手,感觉就上来了,龙飞凤舞描出一对对生动的眉形。十年练一针,绣出了蜀绣精品,如今无非是把这种美创造于人的面部。

当获得当时内地还少见的国际美容师证书后,1989年我借款自办了一家美容院。从筹划、设计到美容院每一个角落我都亲力亲为,短短时间,形成了独树一帜的“海韵”美容风格。看着一批批蜀中佳丽焕然一新,更添秀色,我心里越来越少的商业冲动,越来越感到美容这一集知识、科学、技术、艺术于一体的综合文化和我割舍不开。很快,一批专家、学者、技师聚集在海韵,发展成从生活美容到包括医学美容、健身等系列的中型美容院。在这一过程中,我也从一名美容初学者成长成一名能全面管理、经营美容院的美容专业工作者。1992年,美国亚洲商联副总裁胡幼均先生来蓉,他以远见的目光预计到美容业将在中国有较大发展,并与我一谈即合,创办了西南第一家外资美容机构——四川海韵健身美容中心,并委以我总经理的重任。从此我在美容业中孜孜以求——为了明天更美好。

现在——管理的风范

作为一名女性管理者,要善于感悟。

现代企业是工业社会的产物,企业的发展遵循其自身的规律。一个成功的管理者所要做到的,无外乎察其外,体其内,顺应或曰体察这一规律,并在管理中贯彻你的理解。因而,就大的方面来讲,企业无性别,管理无性别。女性一旦作为一名管理者出现,企业对她的要求就变得通透而明晰:和男性管理者一样,具备踏实工作的作风,大胆创新的风格,高瞻远瞩的目光,知人善用的气度……,我想,这应是所有女性要跨入管理行列前必须明白的道理。这里我想多讲两句:中国是一个文化积淀异常丰富的国家,传统带给现代人的既有广阔的回响空间,又有狭隘的制约。中国妇女长期受“无才便是德”,“男主外,女主内”等观念的影响,因而在走向社会活动频繁的管理舞台时,顶住社会和来自自身的压力的最好法宝,便是明确自己的社会角色的要求,刻苦磨砺自己,在拥有管理者的基本素质后,明确这样一个信条:管理无性别。

然而,没有性别的企业却也是一个活生生的构成,它有经脉,有血络,不同行业对管理者有着不同的要求。我很庆幸自己能够选择一个“装扮美丽”的职业,它为我开辟了一个认识世界和感悟人生的新角度。

就行业而言,美容在中国不过是八十年代后才出现的。在古老的国家发展这一新兴行业,我们借鉴了大量国外现成的管理经验和技巧,并溶和东方文化的色彩。在这一过程中,女性的性别魅力体现得十分充分。

从事美容业的大多是女性,她们心慧手巧,带给顾客以安全、温馨的服务,在装扮顾客美丽面孔的同时,给顾客心灵以溶溶抚慰;而我们的顾客也大多是女性。她们的要求、愿望在我们这样一个女性世界里更容易表达和被理解。因而,在这个以女性为主的行业里,管理启用女性,是企业的特质所决定的。

一个女性在适合于她的企业中作管理者,其特长和优势则是男性所不及的。在我们企业,服务便是产品,便是代表企业形象的语言。因而无论是目标管理、内部管理,目的都只有一个——外部认可我们的形象,肯定我们的服务。而服务的细致、周到、高超、可亲都源于女职员直接劳动。如何调动她们,是企业能否成功的关键。作为一名女性管理者,一方面我可以体察女职员身上所具备的东方女性的温良恭谦让的传统美德,去激励和发展她们的这些特质;另一方面,我吸收并运用现代管理技巧,为女职员创造一个激励良好发展的心理愿望和实现环境。在我们企业,我经常与女职员交谈,用我自身的经历告诉她们机会的可贵,鼓励她们多学习,学习技术、知识、生活。所幸的是,所有这一切的付出都有一份回报:一批批视美容为终身事业的人才成长起来,我们的企业也在一天天壮大。

与企业发展相适应,在以美容为基础的企业构建上,我们相继开设了健身、教学、商贸、整形医学等一批新部门。我们健身部的硬件设施堪称中国西南第一。我们还按美国最先进的俱乐部方式设置了会员制管理。

随着人们富裕程度的提高,中国人对生活有了更新的要求。他们希望更美丽、更健康,希望学习新知识。为适应社会的飞速发展,满足这一要求,我们向社会提供“服务”这一产品。我们的健身俱乐部成为人们社交、商谈业务和发展友谊的场所。

看着一张张修饰美丽的脸庞,一个个健康愉快的会员,还有从学校毕业后自己开业的年轻的美容院院长们,我感到从未有过的喜悦与满足。我为自己成为一名女性管理者而自豪。

将来——理性的思考

谈到妇女参与企业管理,除了我自身的经历和正在实践的事例所开发的观点外,我还想就一些值得重视的问题,发表一点浅见。

中国经济的发展和信息时代的来临,为女性参与经济管理带来了机遇。从1982年到1990年仅11年时间,中国各级政治、文化与经济管理负责人中女性增长63.5%,全国净增女性负责人48万多人。四川企事业单位及其工作机构负责人中,1982年仅有18000多名女性,1990年上升到35000人,增长近一倍。

随之,一些新的问题也在出现。首先女性登上管理舞台压力较大,经济管理领域中很多妇女还只能从事一些管理辅助工作。这就需要有进一步良好的社会环境和女性自身更成熟的心理。其次,女性参与经济管理的人仍然很少。全国的女企业家仅占企业总数的10%左右,四川企事业单位及其工作机构的专职负责人中女性仅占9.7%。第三,女性管理者处于较低层的多,权力较小。据1990年普查统计,四川在中央级企事业单位的负责人中女性仅占7.8%;在省级企业管理部门中女性负责人占15%;在地师级单位中女性负责人占9.4%;在县级中占10.8%;在县以下的小企业中,占8.8%,而在私营企业中女性经理、厂长占总数的19.2%。这一点也说明,女性经济管理负责人主要分布于她们自创行业之中。

上述情况,一和中国传统文化中的“大男子主义”有关,二和中国传统的社会分工有关。总体上形成女性依附、胆怯、懦弱、贪闲的心理障碍,这些都制约着妇女登上管理舞台。

当今社会是经济大发展、大竞争的社会,女性不登上经济管理活动舞台就很难取得与男性平等的社会政治与经济地位。在激烈的经济竞争中自身权益就很难得到保护;没有经济后盾,也很难实现和平与发展的目标。由此,建议各国政府切实保护妇女的经济管理权益,与经济参与权益:

- 1、对女性实行经济活动保护。在女职工比较多的部门,必须配备一定数量的女性管理负责人,以监督企业主保护女职工在经济活动中的合法权益。
- 2、女职工集中的企事业应以女性管理者为主,并聘用一定数量男性作参谋、顾问。
- 3、制定相应的政策、法律,保护经济部门的女职工的合法权益。
- 4、制定女性经济、社会管理人才保护法。
- 5、建立女子管理学院,培养女性人才。
- 6、加强国际间妇女交流,促进妇女管理知识、技能现代化。

The Beauty Maker

by Hao Youjing, General Manager of Sichuan Haiyun Health and Beauty Centre

Hao Youjing worked in the Shu Embroidery Plant for many years. From 1985-1987 she studied in the Department of Foreign Languages of Sichuan University. In 1988 she studied in Hong Kong Ziyun Beauty Center and got the title of professional beautician. In 1993 she studied in the US Skin Research Institute and got the title of senior international beautician. In 1989 she set up Sichuan Haiyun Health and Beauty Center and since then has been the General manager.

Hao Youjing is representative of the 10th Session of Women's Conference of Chengdu and now she is a permanent member and Vice-President of the Provincial and Municipal Women Entrepreneurs' Association.

Sichuan Haiyun Health and Beauty Center, the largest in southwestern China, was set up in 1989 as a comprehensive health and beauty enterprise with millions of yuan in capital and an area of more than 1,000 square meters. The center is computer-operated and it has new international health and beauty equipment.

The sectors of the center are run by domestic and foreign experts and qualified beauticians who are recognized by international beauty organizations. The center has become one of the 10 good beauty parlors of Chengdu, capital of Sichuan, and one of 100 star enterprises in southwestern China.

With the deepening of China's reform and opening to the outside world, more and more enterprises have mushroomed, growing from cottage industries to major endeavours. During this process a number of excellent managers have appeared. From my own experience as a woman manager, I have an internal motivation akin to that of any ordinary Chinese woman. At the same time, I seek management experience from various sources, and integrate my own experience with what I learn.

Past History

Any individual's history is the fruit of the tree of his life. Destiny takes us along different roads.

I belong to the generation who sings the old song and looks forward to "pulling on both oars," but unfortunately I could not "swim in the water lightly like a small boat." Destiny did not provide me with a gentle, cool breeze. Thanks to my father's generation, society gave me a very small space in which to move. My mother died when I was very young, so the only sunlight in my life came through a narrow crack. In those days, my doors to the outside were as closed as my heart. Were it not for my love of books and music, this burdensome life could have destroyed me early on. Still, my difficult life enabled me to bear hardships and the tests laid a solid foundation for my future.

In the 1970s I entered into the famous Shu embroidery factory in Sichuan Province. This was my first attempt to earn a living through my own efforts. At that time the word "input" was not used by many people. For 10 years I devoted my attention to embroidery products and put all my efforts into colorful and moving double-sided embroidery, seeking a sense of achievement. My double-sided embroidery became a fine product. My embroidery of the lotus carp and one hundred butterflies became well-known at home and abroad, and my embroidery work was even displayed in the Great Hall of the People. Life has repaid me well, despite my bitter-sweet years. I know that when you sow seeds, they can grow into tall trees lining the road of life.

It is worth mentioning that my embroidery itself laid the foundation for my future undertakings in the beauty field. While engaging in embroidery, I really considered it as an art and I infused artistic meaning

into my work. This period enhanced my own aesthetic accomplishment and benefitted my whole life. Embroidery requires both a quiet mind and fine manual skills. Over time, my accumulation of *qi* from this quiet skill transferred to my ability to improve a woman's looks.

Eventually I left Shu embroidery to undertake studies at my own expense at Sichuan University. I also learned to drive a car. The pressures of life provided me with opportunities of recharging myself and involved me with the beauty industry.

At that time my schedule was too busy and my life was tense. I began to notice when I combed my hair that clumps of it were falling out and that my white skin was speckled with black spots. In the 1970s China had no beauty parlors and it was difficult to find any books on cosmetology. Chinese traditional medicine is a treasure trove, however. The idea that "harm to the body is reflected in appearance" is known to everyone, Chinese and Western alike. I began to consult medical books and technical data, developed some prescriptions and started coating my face with oil. I learned what I needed. By the time the black marks disappeared and my youth returned, I had become extremely interested in beauty making.

At that time the idea of beauty care was odd in Sichuan. I directly went to Shenzhen, Zhuhai and then to Hong Kong to study with the help of my elder brother and sister-in-law. Although the outside world was splendid, my mind remained calm and determined. For six months I lived in a simple and shabby room eating mostly steamed stuffed buns (baozi) and steamed bread, burying myself in the sea of cosmetic knowledge, trying to make up for all that I lacked in knowledge: medical science, chemistry and psychology. . . .

Among cosmetic students and even teachers I was well-known for my make-up skill; Once I took up the eyebrow pencil, I could quickly depict a vivid eye shape. For 10 years I trained with the needle and embroidery, and now I began to apply those same skills to the human face.

After I earned a certificate in cosmetology, something rarely seen at home, in 1989 I borrowed money to start a beauty parlor. I did everything myself, from preparation and design to arranging every corner of the parlor. Soon, the beauty style of Haiyun began to catch on. One group after another of women came to me and they were beautified when they went out. I felt less and less the commercial impulse but more and more that cosmetics comprised knowledge, science, technology and art. Before long a group of experts, scholars and technicians got together in Haiyun and developed a medium-sized beauty parlor which included medical beauty and health improvement. During this period I went from beginner to professional beautician, now managing and running the beauty parlor.

In 1992, the Vice-President of US Asian Commercial Federation Hu Youjun arrived in Sichuan with the prediction that the beauty industry would develop in China. He met me and we decided to establish the first foreign-capital funded beauty institute — Sichuan Haiyun Health and Beauty Center — and he appointed me as general manager. Since then I have continued to assiduously study beauty care for a beautiful tomorrow.

Present — Management

As a woman manager, I am intuitive.

Modern business is a product of our industrial society. Business development follows its own law. What a successful manager should do is to observe and understand the internal, adapt to current situation, and implement what he or she has understood in the management process. Therefore, generally speaking, it does not matter whether a business manager is a man or a woman. Once a woman becomes a manager,

the business requirement for her is transparent and clear. Women can be as determined as men, display bold innovative style and great foresight and understanding. I think it is thus reasonable for women to assume that they will succeed when they come to the management forefront. I want to add a few more words: China is rich in culture and its tradition has opened broad avenues for movement to the modern generation, but this generation has been constrained by parochialism. The Chinese women have been under the influence of ideas of women as "being virtuous without ability" and that "men run external affairs and women do housework."

When women enter into management posts requiring frequent social activities, the best method for them to withstand pressure from society and themselves is to understand the requirements for their own social roles and to temper themselves. Once they learn basic management techniques, they should then understand such a creed: management is sexless.

However, the enterprise without sex difference is a living structure and has different requirements for its managers. Happily, I have chosen a profession which has opened a new channel for me to know the world and understand another facet of human life.

As for the profession, the beauty industry has emerged in China only since the 1980s. We have drawn on many foreign experiences and skills in order to develop this new trade in our ancient country. At the same time I have added oriental cultural features to these skills. During this process feminine glamor has crystallized.

Most women are interested in beauty. In addition, they are clever and deft. Beauticians provide safe and tender service to their customers. While applying make-up to their customers' beautiful faces, they also comfort their souls. Our customers are the mainstream of women. Their demands and desires can be easily revealed and understood in the female world. Therefore, in any undertaking which has mainly women clients, women management is decided by the nature of the enterprise.

A woman has some qualities of management that are superior to those of men. In our enterprise, service is a product and a language that speaks for the image of the parlor. Therefore, the purpose of goal management and internal management unite in one — customers recognize our image and affirm our service. The careful, good, superb and cordial services come from the direct labor of woman staff members. Their enthusiasm is the key to their success. As a woman manager, on the one hand I can experience and observe the traditional virtue of female gentleness and modesty and encourage and develop these characteristics and, on the other hand, I can draw on and use modern management skills to create an environment for the women employees to realize their goals. In our enterprise, I often talk with them, telling them that from my own experience I find opportunity is valuable. I have encouraged them to learn about life as well as gathering general and technological knowledge. It is fortunate that all these efforts have paid off: One group after another considers beauty culture as their life's work and our business develops with each passing day.

We have successively opened new health, teaching, commercial, trade and surgical cosmetic sectors in order to diversify our enterprise. Our hardware facilities of health are No. 1 in southwestern China. We have also set up a system of membership management following the pattern of the US most advanced clubs.

With the raising of people's living standards, Chinese people have new demands. They wish to be healthier and more beautiful and to learn new things. To meet these new requirements, we provided society with a product; service. Our health club has become a place for people to talk with each other about business and to develop friendships.

Seeing the beautiful faces of our woman customers, the healthy and happy members and young presidents of beauty parlors who have just opened their shops after graduation, I feel unprecedented

happiness and contentment. I am proud to be a woman manager.

Future — Ideals

Speaking of women's participation in business management, I want to air my views on some worthwhile issues outside those relating to my own experience and examples from my business:

The merging of China's economic development and information epoch provides women with opportunities to participate in economic management. According to the analysis of the 10% samples from national population census conducted in 1992, women in management positions have increased by 63.5 percent in political, cultural and economic fields at all levels in China, now numbering more than 480,000. The women responsible in business and entrepreneurial units and other sectors in Sichuan increased from 18,000 in 1982 to 35,000 in 1990.

During this period new questions have emerged. First, women in management experience great pressure. Many women can only engage in some auxiliary management jobs. This problem needs a good social environment and should be addressed from a woman's perspective. Second, women in management are still few. Female entrepreneurs in the whole country, according to the 1990 statistics of population census conducted by Sichuan account for about 10 percent of all workers, and professional women in Sichuan businesses, entrepreneurial units and other sectors total 9.7 percent of all the women in the province. Third, women managers are at a low level and their rights are comparatively limited. According to the census of 1990, women made up only 7.8 percent of the executives in national enterprises and undertakings in Sichuan and comprised 15 percent of those at the provincial level; women were 9.4 percent at the prefectural and divisional level; women were 10.8 percent at the county level; 8.8 percent in medium- and small-sized county enterprises; and women managers and directors in private enterprises and factories reached 19.2 percent. These figures show that women managers have mainly been distributed throughout their own undertakings.

The above phenomenon is relevant to the "big man doctrine" of Chinese traditional culture and affected by traditional division of labor in society. Thus women have traditionally been thought of as dependent, timid and weak. These constraints operate against women entering into the management arena.

Today's society is economically developed and sharply competitive. If women cannot enter the economic management arena, they will not win equal social, political and economic status with men. With intense competition it is difficult to safeguard women's interests, and without economic support it is difficult to realize the dual goals of peace and development. Therefore, I suggest that all the state governments work to sincerely safeguard women's rights and interests to management and participation in the economy:

1. Safeguard women's economic activities. In the departments having many women, there should be women placed in positions of responsibility to ensure that their legitimate right and interests are protected.
2. In those business firms where women are concentrated, women managers should be a majority and a certain number of men hired as consultants and advisers.
3. Work out relevant policies, laws and regulations to protect legitimate rights and interests of women employees in various economic sectors.
4. Work out a protective law for female managers in economic and social fields.
5. Establish a management institute for training of women.
6. Strengthen international exchanges between women for promoting women's management technology and skills.

个体私营经济的发展是中国妇女解放与发展的一条重要途径

惠鲁生 中国个体劳动者协会副会长兼秘书长



惠鲁生,汉族,原籍江苏省灌云县,生于1947年3月。50年代在湖南长沙上小学,60年代在北京上中学,曾多次获得北京市教育局颁发的优良奖章及金质奖章。1970年5月参加工作,70年代在北京东城区的中学,先后任教师、副校长等职。1982年在北京大学国际政治系政治学专业学习,毕业后在北京东城区担任领导工作。1993年4月调入中华人民共和国国家工商行政管理局,任个体私营经济监督管理司司长、中国个体劳动者协会副会长兼秘书长,同时担任中国私营经济研究会第一届理事会副会长、全国工商联特邀顾问。她经常深入基层调查研究,思想敏锐,注重理性思考,有较好的宏观意识,对特色的社会主义理论与个体、私营经济有较深刻的认识,先后多次在报刊和杂志上发表关

于中国个体、私营经济政策理论、发展趋势、监督管理等方面的论述或文章。

中国个体劳动者协会是由全国城乡个体工商业者组成的具有社团法人地位的群众团体,成立于1986年12月5日。该会聘请原国家领导人、德高望重的薄一波为名誉会长。该会现任会长为甘国屏,副会长兼秘书长为惠鲁生。

该会的主要任务是:对个体劳动者进行思想政治教育、法制教育和职业道德教育,开展文明经营、优质服务活动;维护个体劳动者的合法权益;进行生产经营指导,提供信息服务,为个体劳动者排忧解难;开展业务技术培训,协助有关部门做好个体劳动者技术职称评定工作;协助政府做好管理工作,反映个体劳动者的合理意见和要求,提出政策和立法建议;兴办个体劳动者的福利事业,关心个体劳动者的生活;开展国际交往与合作。

1992年7月31日,该会正式加入世界中小企业协会,并被选为该协会理事。该会愿意在平等互利的基础上,加强同世界各国和台港澳地区各中小企业协会、行业协会之间的联系,开展广泛的交流与合作。

中国的个体私营经济是伴随着改革开放的进程而逐步恢复和发展的。由于它适合中国的国情,从它产生的那一天起就具有顽强的生命力和发展潜力。经过十六年的发展,中国个体私营经济已成为我国社会主义市场经济体制中不可缺少的的重要组成部分,为生产力的发展做出了积极的贡献。到1994年底,全国登记注册的个体工商户为2187万户,私营企业43.2万户;从业人员共计4424万人;总注册资金为2767亿元。

在个体私营经济恢复和发展的进程中,许多妇女加入了个体私营经济行列,她们或从事个体经营或创办私营企业或在个体工商户和私营企业中就业。她们为中国个体私营经济的发展,为国家和社会的进步与发展做出了积极的贡献。但是,更为重要的是,妇女参与个体私营经济的发展,对妇女自身的解放与发展,对其经济地位、社会地位、政治地位的提高具有重大的现实意义和深远的历史意义。

一、个体私营经济的存在与发展为妇女平等地参与经济发展提供了机会,妇女就业面大大拓宽

中国人口众多世所皆知,劳动力就业问题不仅是一个经济问题,而且是一个社会问题、政治问题。虽然国家下大力气着力解决这个问题,但由于国力、财力所限,就业压力依然存在。个体私营经济的存在与发展为劳动力就业敞开了大门。只要符合国家规定的条件,无论你是男是女,无论你是来自城镇或农村,个体私营经济的大门总是平等的敞开,没有歧视,一视同仁。你可以从事个体经营,也可以创办私营企业,也可以到个体工商户和私营企业就业;你可以从事工业、建筑业、交通运输业,也可以从事商业、饮食业、服务业、修理业及文化、科技、艺术事业。在这里,妇女与男子一样,获得了或享

受着平等参与经济发展的权利,就业机会大大增加。据统计,截止 1993 年底,全国 2649 万个协会会员中,女性会员 971 万人,比 1992 年净增 117 万,占会员总人数的 36.7%。另据我们 1992 年抽样调查统计,在个体工商户经营的八大行业中,各个行业都有妇女活动的身影,都能听到妇女的声音。(参见表)

%	工业	建筑	运输	商业	饮食	服务	修理	文化科技	平均
男	75.5	91.4	95.3	62.1	63.5	59.1	92.0	65.5	68
女	24.5	8.6	4.7	37.9	36.5	40.9	8.0	34.5	32

二、从事个体私营经济提高了妇女的收入水平,增强了其经济上自强、自立的能力,为妇女今后各方面的进一步发展创造了条件

中国个体工商户和私营企业经营者通过诚实劳动、合法经营,收入水平不断提高,已成为先富起来的一部分人。虽然妇女从事生产经营的纯收入要低于男性,但与全社会相比,与同行业其他经济成份的妇女年纯收入相比较,仍然较高。据 1992 年抽样调查统计推算,1993 年全国个体工商户年均纯收入约为 9700 元,其中男性为 10224 元,女性为 8420 元;全国私营企业年均纯收入为 9.9 万元,其中经营者为男性的企业纯收入为 9.5 万元,经营者为女性的企业的纯收入为 13.6 万元。而同期全国职工的年平均收入为 3371 元。

三、个体私营经济的发展为中国农村妇女脱贫致富作出了积极的贡献

十六年来中国个体私营经济发展的充分证明:发展一个个体户,减少一个贫困户;创办一家私营企业,减少一批贫困户。这一结论在中国西部贫困地区及广大农村地区更能得到证实。农村妇女从家务劳动中、从单纯从事农业生产中解放出来,投身于商品经济大潮,利用本地资源和女性特长,经商办企业,不仅打碎了几千年来压在中国妇女身上的封建枷锁,推动了社会的进步,而且实现了脱贫致富的目标。这对中国农村妇女经济地位的提高和社会地位的提高具有深远的历史意义。目前,在全国农村的许多地方还形成了以女性劳动为主的专业村、专业乡。如内蒙古赤峰市的刺绣专业村;湖南益阳的蚊帐村、肠衣村;浙江东阳的针织村等等。据我们调查统计:1993 年从事个体经营的农村妇女的年均生产经营纯收入(不包括其他收入如农业收入等)约在 2500 元左右,比同期全国农民人均年总收入 1336 元高 87%。中国妇女正朝着富裕的目标迈进。

四、个体私营经济的发展提高了中国妇女的素质,培养了一批高层次的女性管理人才,涌现了一批优秀的女私营企业家

1. 从事个体私营经济,可以增强商品经济意识和观念,学习和掌握生产经营技能,提高管理水平,实现提高自身素质的目标。
2. 劳动由农村向城镇、由内地向沿海、由不发达地区向发达地区的流动,开拓了妇女的视野,增长了知识,有利于素质的提高。
3. 个体私营经济天生就是市场经济,市场竞争的存在和不断加剧,使得文化素质的高低对竞争成败起到越来越重要的作用。这又迫使经营者有意识地或自觉地加强学习和增加教育上的投资,以提高自身的文化素质。据调查统计,全国女性个体工商户中具有中学文化程度的占 55%,而全国女性人口中具有中学文化程度的仅为 33%;女性个体工商户中文盲、半文盲占 16.2%,大大低于全国女性人口的这一比例。(参见下表)

15 岁及 15 岁以上人口中不同文化程度构成

%	文盲半文盲	小学	初中	高中	大专以上
女性人口★	31.9	33.8	24.3	8.8	1.2
女性个体户	16.2	28.3	42.1	12.9	0.44

注★:根据《中国统计年鉴 1994》表 3-7 整理

4. 随着个体私营经济的发展,一批有学历、有技术、有专长的知识女性加入了个体私营经济的行列,使得这个群体的整体素质得到提高。

5. 一批优秀女企业家艰苦创业,依靠高科技、新技术及先进的管理手段,发展出口型、科技型、生产型企业,经济效益不断提高,企业规模不断扩大。据最新统计:全国注册资金超过500万元或雇工超过500人的私营企业中,经营者为女性的有32家。

五、妇女社会地位、政治地位不断提高

经济发展或者说经济上自强、自立是妇女解放和全面发展的前提。中国妇女通过从事个体经营和创办私营企业,在摆脱贫困,实现经济上独立自强的同时,其对国家、对社会的贡献已被越来越多的人所认识,社会和人们对妇女的偏见歧视越来越少,妇女社会地位逐步提高。不少妇女被评为“三八”红旗手、劳模和先进个体工商户;一些妇女通过自身努力,在个协、私协或妇联等社会团体中任职;一些妇女被选为各级人大代表、政协委员,参政议政,政治地位逐步提高。据统计:1993年全国个体劳动者协会会员中,参加妇联的代表有2870人,其中全国15人,省40人,地(市)291人,县(市)2524人;当选为县级以上人大代表、政协委员的分别有6564人和10868人;评选为先进个体工商户的会员有455920人;各级劳模中个协会会员有11760人。在上述各项统计中,女性会员均占有一定的比例。

综上所述,中国个体私营经济的存在和发展,中国妇女从事个体经营或创办私营企业或在其中就业,是提高妇女经济地位进而提高其社会地位、政治地位,最终实现妇女自身解放与发展的一条重要途径。

九十年代是中国个体私营经济发展的又一个历史时期。随着改革开放的深入以及社会主义市场经济体制的逐步建立,经济环境、社会环境、政治环境将会越来越有利于个体私营经济的发展。从九十年代初期个体私营经济发展的情况来看,中国个体私营经济已进入快速发展轨道。据统计:1990年至1994年,全国个体工商户以年均14%的速度发展,私营企业户数以年均44%的速度发展,个体私营经济从业人员和注册资金分别以年平均17.6%和52.5%的速度递增。预计九十年代后半期,中国个体私营经济将继续保持这种高速发展势头。随着个体私营经济的快速发展,将会有越来越多的妇女加入它的行列。依据目前个体私营经济从业人员平均发展速度测算,到2000年,全国个体私营经济从业人员将达7000万人左右,其中女性从业人员约有2500万人。这些妇女的解放和发展与中国个体私营经济的发展紧紧地联在一起。希望世界上一切致力于或关心妇女解放和发展的国家或机构,支持中国个体私营经济的发展,为中国妇女从事个体经营和创办私营企业提供资金、技术和信息等方面的帮助和援助,为中国妇女在其他方面的发展提供支持,以更好地实现《内罗毕战略》所制定的“平等、发展与和平”的目标。

Growth of China's Individual & Private Economy: An Important Way for Chinese Women's Emancipation and Development

by Hui Lusheng, Deputy President and Secretary General of
the Chinese Self-employed Laborers Association

Hui Lusheng, of Han ethnic group, is the native of Guanyun County of Jiangsu Province. Born in March of 1947, she attended a primary school in Changsha, Hunan Province, during the 1950s. While a middle school student in Beijing during the 1960s, she was winner of medals including golden medals for excellence in study from the Beijing Municipal Bureau of Education. Beginning working in May of 1970, she first served as middle school teacher and then principal in Dongcheng District of Beijing during the 1970s. In 1982, she began studying political science at the International Politics Department of Beijing University, and held leading posts in Dongcheng District after graduation. She was transferred to the State Administration of Industry and Commerce in April of 1993, serving as Director of its Individual and Private Economies Supervision and Administration Department and concurrently Vice-President and Secretary General of the Chinese Individual Laborers' Association, as well as Vice-chairperson of the First Council of the China Private Economy Society and special advisor to the All-China Federation of Industry and Commerce.

Hui Lusheng is noted for her style of work characterized by frequent study and investigation tours of grass-root units and as a keen thinker. She is well-acquainted with the overall situation in China, and has a good command of the theory of socialism with Chinese characteristics and a profound understanding of the country's individual and private economies. She has published a large number of theoretical articles on China's policies toward the individual and private economies, the trend of their development and their administration and management.

The Chinese Individual Laborers' Association (CILA) was inaugurated on December 5, 1986. It is a mass organization of urban and rural individual laborers in industry and commerce, and has the legal status of aggregated corporation.

CILA's honorary chairman is Mr. Bo Yibo. The current president of CILA is Mr. Gan Guoping, and Mme, Hui Lusheng serves as its Vice-President and concurrently Secretary General.

The association sets for itself the following tasks; conducting ideological and political education among individual laborers, helping them enhance their understanding of the need to be law-abiding and honor their professional ethics, and organizing them in activities designed to promote better services; upholding the legitimate rights and interests of individual laborers; providing individual laborers with guidance in production and business operations as well as information services, and helping them tackle difficulties and problems; organizing professional and technical training for individual laborers and assisting the relevant departments in the work to assess their job competence and professional knowledge and issue to them technical grades accordingly; assisting the Government in administering the individual economy, reporting to authorities their criticisms and demands which are deemed as reasonable, and raising proposals and suggestions concerning policies and legislation; starting welfare undertakings for individual laborers and paying attention to their livelihood; undertaking international exchanges and cooperation.

On July 31, 1992, CILA officially joined the World Association of Medium- and Small-Sized Enterprises and was elected a council member. It is ready, on the basis of equality and mutual benefit, to strengthen its links and increase its exchanges and cooperation with medium- and small-sized enterprises and industrial councils in foreign countries and the regions of Taiwan, Hong Kong and Macao.

The individual and private economy in China has gradually recovered and grown along with the progress of reform and opening. By the end of 1994, China had registered 21.87 million individual industrial and commercial businesses and 432,000 private enterprises, with a total employment of 44.24 million people. The private economic sectors have become an indispensable component part of China's socialist market economy.

Many women have been involved in the individual and private economic sectors during the process of their recovery and growth, either running their own individual businesses or private enterprises, or employed by others. They have made positive contributions to the national and social progress and development, while promoting the emancipation and development of women themselves. I would like to elaborate my subject from the following five points:

1. The existence and development of the individual and private economic sectors have provided opportunities for women to get involved in the economic development on an equal basis with men, and they thus gain more job opportunities. According to the statistics, by the end of 1993, there had been 9.71 million women among the 26.49 million members of the Individual Laborers' Association across the country, which accounted for 36.7 percent of the total. Women can be seen and their voices can be heard in individual industrial and commercial businesses and private enterprises in all walks of life, ranging from industry, construction, communications and transportation, commerce, catering trade, services to repairing trade.

2. Engagement in the individual and private businesses has improved women's income level and enhanced their economic independence, which makes it possible for women to further advance. According to a sample survey conducted in 1992, the net annual income for an average woman individual business owner nationwide was 8,420 yuan in 1993, 1.5 times over the average wage earner's net annual income of 3,371 yuan at the same time.

3. The development of the private economic sectors has positively helped the rural women in China to eliminate poverty and get prosperous. The development of China's individual economic sectors in the past 16 years has proved that wherever an individual business owner emerges, there disappears one impoverished household; wherever a private enterprise is set up, a number of impoverished households will get rid of poverty. This is especially true in the poverty-stricken areas in mid-west China and in vast rural areas. According to our investigations, in 1993, rural women engaged in individual businesses made an average per capita net annual income of about 2,500 yuan from their business operations (not including the incomes from other operations, such as agriculture), 87 percent more than the nationwide average farmer's per capita annual income of 1,336 yuan in the same year.

4. The development of the private and individual economic sectors has improved Chinese women's quality. From their engagement in business operations, women have gained a lot of knowledge and techniques which are not available in books; and the risks and pressure in the market competition have urged the business owners to consciously increase their investment in education so that they may become better educated and prepared for their business expansions. According to our investigations, 55 percent of the women individual business owners across the country have had high school education, while nationwide only 33 percent of the women population has reached that level. Among the women individual business owners, 16.2 percent were illiterate or functional literate, against 32 percent of the women population.

5. Women's social and political status has constantly been advanced. While they get rid of poverty and gain their economic independence by running individual businesses and private enterprises, the Chinese

women's contributions to the State and society are more and more recognized, which has reduced the social prejudice and discrimination against women and gradually advanced women's social and political status. According to the statistics, in 1993, 2,870 of the women members of the Individual Laborers' Association across the country were deputies to conferences of Women's Federations; 6,564 and 10,868 ILA members were respectively elected deputies to the People's Congresses and members of the People's Political Consultative Conferences above the county level; 455,928 ILA members were conferred the title of model individual business owners; and 11,760 ILA members were named model workers at various levels. Women accounted for a considerable proportion in each of the above categories.

In general, the existence and development of China's individual and private economic sectors have become an important way for women to advance their economic, social and political status and realize their own emancipation and development.

With the deepening of China's reform and opening and with the establishment of the socialist market economic system step by step, the economic, social and political environment will favor the growth of the private and individual economic sectors more and more. According to the average growth rate of the personnel engaged in the private economic sectors at present, by the year 2000 there will be 70 million people involved in individual and private businesses throughout the country, of whom about 25 million will be women. The emancipation and development of these women will be closely linked to the growth of China's individual and private economy. We hope that every nation or agency involved in or concerned with women's emancipation and development in the world would support the growth of China's individual and private economic sectors, providing funds, technologies and information or other forms of help and assistance to Chinese women engaged in running individual businesses or private enterprises, and to the development of Chinese women in other aspects, so as to better realize in China the goals of "equality, development and peace" put forward in the "Nairobi Forward-Looking Strategy."

让平凡的人生书写出充满活力的篇章

姜丽华 大连商品交易所总裁



姜丽华,1953年6月生,经济师。

1968年,作为知青下乡,1971年返城。1975年至1977年就读于吉林邮电大学电子交换专业,毕业后,工作期间又先后在东北师范大学、长春财贸学院、中国社会科学院研究生院等高等院校专修过中文、财会、企业管理、英语等学科。1986年至1990年9月任大连市物资局财务物价处处长,1990年9月任大连金属材料公司经理。1992年初任大连市物资局副局长兼大连金属材料总公司总经理,同年12月建立以该公司为核心层的大连物产集团,任董事长、总经理。1993年初筹备大连商品交易所,年末创建该所并任总裁。1992年考入东北财经学院硕士研究生班作为在职学员学习。

1991年以来先后被授予全国优秀女企业家、省

特等劳动模范、市劳动模范、省市十大杰出女性、省市三八红旗手、大连市优秀女干部等光荣称号。

1990年撰写的《物资资金面临的困难与对策》获大连经济学会优秀论文奖,1994年主编的《期货交易理论与实务》一书作为教科书出版发行。

大连商品交易所(DCE)于1993年11月18日正式运营,主要从事玉米、大豆、大米、绿豆、小麦、大豆油等粮食类期货交易。

DCE始终坚持规范化管理,以不凡业绩立于中国期货界,成为国家首批11家试点期货交易所之一。

面对试点的历史机遇与挑战,DCE仍秉承创办初期所坚持的信念:规范化、现代化、国际化、综合性。

DCE将高扬天时、地利、人和之优势,力求扮演在全国乃至远东地区颇具影响的国际化期货交易中心的角色。

作为大连商品交易所第一位总裁、大连市物资局副局长、大连物产集团董事长兼总经理,好多人对我表示惊讶:哇,女强人,受命运垂青的女老板!其实,我不是什么女强人,只不过是位高层管理者罢了,和常人一样,有肉有血。

在我们的社会里,女人要获得和男人同等的成就,往往要支付双倍以至于数倍的努力与辛劳。她既要在她所执著的事业与所挚爱的家庭两极间思虑万端,疲于奔波,还要时时反抗社会的偏见。事实上,如若社会给她们充分施展才能的空间,以她们积极肯干、讲求效率、吃苦耐劳的精神,以及和风细雨般的独特方式,同样能创造出被社会认可的业绩。

我是幸运的,中国已不再是男尊女卑的封建社会,时下的中国“妇女能顶半边天”,有目共睹的改革大潮为妇女参与政治经济活动提供了历史契机。我永远无法忘怀那最初的日子,我选择了荆棘丛生的路。这是我的性格吧,心甘情愿接受挑战。

那是怎样的一片废墟啊

1990年9月4日无法不深深地烙印在我的记忆中,当时我耳闻目睹的至今仍存贮于脑际。我这位大连市物资局财务处处长,忧心不多,烦恼甚少,作为预备提拔的干部,在选择挂职单位时,着实让众人吃了一惊。我“弃明投暗”,放着条件优越的公司不去,却出人意料地去了曾参与倒卖近万吨热轧卷板特大违纪案的大连金属材料公司。作为当时违纪经营的典型,对其报道见诸全国数十家新闻单位。这个具有30多年历史的老牌全民企业受到有史以来最严重的处罚。沉重的包袱使职工萎靡不振,有人出走了,另寻栖枝。没有走的,或者闲在家里,或者替别人忙生意。更多的人望着四周黯淡,在心底疑问:公司真的就此深渊难拔了吗?

担忧不是没有道理的。企业内外债累累,压库2.3万吨物资,外欠千万元之多,亏损400万元,万吨卷板案违纪罚款350万元。企业原经理被免职,18名党员干部受到党纪、政纪处分。有的职工袖手旁观,更有男士窃窃私语:“大老爷们死

光了,来个女的当经理”。要调走的、为房子打架的、找职称的、干群矛盾激化到经理这里评理的,应接不暇。公司帐号被封、万吨卷板案罚款没交……,这杂乱无章的废墟啊!

你看弱女子的回天术

我来了,37岁的女经理走马上任了。满目的乱摊子和职工满脸的不信任让我思量了许久。我想:逆境使人有所建树,有时环境很恶劣,你必须靠自己掌握命运,改变处境,不能退却是我唯一的选择。记得雨果曾说过“当命运递给我一个酸柠檬时,让我们设法把它制造成甜的柠檬汁”。我接过一个柠檬,我有信心实现它由酸到甜的转变;我要变赤字巨大的公司为盈利大户。我把每天早晨跟职工们同坐车听到的、看到的、想到的做了归纳,觉得企业的根本症结还是在于“人”。其实,企业管理首先是人的管理,公司的成功依赖于每个员工的共同努力,“尊重每一个人”是我工作的原则。基于这一原则,经过反复探讨,我先是推出机构改革方案,优胜劣汰,一专多能,行政管理人员由124人精简至39人,仓库由200人减到100人,一下子砍下185人,真有血淋淋的感觉。可要使公司绝处逢生,阵痛是在所难免的,这正如分娩一样。方案是出台了,却也引发了一场大“戏”,这“戏”在班上、在我家里同时上演,好不热闹。哭骂叫闹,示威恐吓……,尽在其中。我告诉他们:机构改革是谁也挡不住的,但只要努力工作,每个人都会有自己施展才华的机会。一名业务员因万吨卷板案被拘留,考虑其有过为公司年创利百万元的贡献,我亲自到检察院把他保了出来,让他带罪立功,他激动得泪流满面:经理呀,你就看我的行动吧!现在他已是我们二级公司的法人,同时被保的另外四个人也都有出色的工作表现。任人为贤,委以重任,就是这样教育了一批人,培养了一批人,锻炼了一批人。接着我又推出了资金分配改革制度,明码实价,搞单人核算。对此,财务人员议论开了:这种模式咱从来没搞过,能行吗?我就坚持下硬指标,一定要奖勤罚懒,必须搞!同时进行的还有财务改革,建立内部银行,把分散资金统一调控使用,仅1991年一年就为公司节约利息支出102万元。改革给大家带来了振奋人心的希望,充分激发了员工的积极性和创造精神。但改革施行谈何容易,我感触最深的、使我耗费精力最大的,不是方案的制定而是新观念冲击旧观念时遇到的强烈的反作用力:那种对新生事物的恐惧,对安逸现状的固守,对陌生领域的排斥、不愿问津。在率先推出按岗论酬方案时,曾引发了职工对劳动工资改革的不理解,结果一些职工代表跟我争得面红耳赤。我连着两天发高烧,粒米不进,争执到最后,几个职工代表以沙哑的嗓子笑着对我说:服了,经理,咱以后闹不明白的新事儿,就先跟你干,干了就知道你为什么这么做。劳动工资改革为职工平均增加了120元收入,大家乐了。就是靠着这股知难而进的改革精神,我和职工们手拉手把企业从亏损的阴影中拉了出来,销售效益在东北三省计划单列市同行业中名列第一,在全国物资百强企业中占有了一席之地。当市场上下反复出现供求矛盾、疲软,经营不景气的时候,当资金回笼不了影响业务进展的时候,当企业为争得经营场所费尽心机打官司的时候,当集团成立受阻而成立的广告已经排版的时候,当白手起家的时候,在艰难的日子到来之时,你毫无退路,只有深深吸口气,咬紧牙关继续干下去,调动你的智慧和潜能迎难而上,才会迎接“柳暗花明又一村”的无限美景。改革骤起之日也是机遇频来之时,把握机遇,便有希望走向成功。因为我们有充分选择的自由,可以按照自己的能力、兴趣、理想去选择自己的生活方式,去追求事业,发展兴趣,有所作为。我知道市场永远不变的法则就是它永远变化,必须适时调整经营战略方能立于不败之地。大连物产集团的诞生是在企业取得一定成绩之后,我深感单一经营势单力薄的情况下,在尝试了半年股份制觉得不适时萌发的。现集团已发展成为集经贸、仓储、娱乐、广告、房地产开发、工业园区、海水养殖、客运旅游业为一体的拥有60个二级法人单位、年创利税2420万元的大型综合性经济联合体,走上了规模化经营的轨道。曾有记者先生们问我:你不要命啦?干嘛这么累自己?我说:我是很累,可我是紧迫感和危机感很强的人,在企业必须预想3个月到3年该做的事。尚未来得及享受成功的喜悦与欢乐,命运之舟又送我去迎接新的挑战,在磨炼中使自己愈加成熟。

有翅膀,我岂能不高飞

人说“高处不胜寒”,身居高位是很累的。可无论如何我仍要借助知识这一强有力的翅膀永不停息地飞向高处,飞向远方。说到知识,我似乎属于那“生不逢时”的一代。1969年,16岁的我随着上山下乡的大军,来到了农村,在广阔天地里开始了日出而作,日落而归的循环劳作。书是没的啃了,大地和泥土取代了教科书,在这厚重的历史书页上,我读懂了坚韧不拔,咀嚼了与命运抗争的甘苦。当告别这段独特的历史时,我感到了薄知的力不从心,就象一个贫血的病人需补充营养一样,我需要知识来充饥。凭着强烈的求知欲和百折不挠的毅力,我考入了吉林邮电大学攻读电子专业。在以后的十年里,也是抱定书本不肯放弃,曾在吉林财贸学院学财会专业,在中国社会科学院研究生院等高校学企业管理、中文、英文等专业。这些知识的积累是我开拓进取的资本积累。我深知,现代企业管理,是涉及政治、经济、法律、金融、工程技术、涉外业务等诸多方面知识的高层次管理。一位女性能驾驭时势推进事业发展,需要高指数的文化素养,追求知识、追求卓越是成功女管理者重要的性格特质。在实践中,我始终注意借助新老知识去实现陌生领域的零突破,去撷取一个又一个“第一”:1991年初研究保税业务,利用原有仓库与海关建起全国物资系统第一个保税库;通过竞争包揽沈大高速公路5

条客运专线,开发客运业务,成为全国物资行业第一家涉猎客运业的专业公司;在石岛开发区海边征地 118 亩,开展旅游服务业,其规模之大,在全国物资系统属首家;率先在东北地区建立了全国第一家股份制、东北地区规模最大的期货市场——大连商品交易所。

还记得初“入道”时一些先生们的调侃,“那个第一位玩钢的娘子,如今又第一个闯入期货迷宫,玩起了咱男人玩都觉心跳的把戏”,似乎,期货是女人的禁地。我心里暗想:谢你们了,男士们,我尚懂起码的游戏规则,看我们谁先游到彼岸吧?

想是这么想了,可毕竟期货于中国的老百姓而言,还是太神秘太陌生了。我出任交易所总裁,再一次刷新纪录:全国期货交易所诸老总中唯一的 LADY。“期货不比现货呀”,年长者的叮咛犹在耳畔。看来我干总裁的冒险系数比期货交易的风险来得更大。

虽说当初在大连建立期货市场是我的创意,可是任何莽然盲目的行动注定是要失败的。论起步,较南方一些城市,我们迟行了一步,那么我们的优势在哪里?

大连作为东北亚经济圈的核心,是对外贸易的重要口岸和天然的粮食集散地,其巨大的仓储群,发达的水、陆、空、管道运输,健全的通讯网络,使建立期货市场具有得天独厚的经济地理优势。基于这一优势,得力于市政府的大力支持,我铺开摊子,开始奔走呼号于筹备工作中了。

先是联合组建单位,以国内十家知名企业公司为发起者建成股份制交易所。之后,南下上海等兄弟交易所考察,我日夜兼程,虚心求教,回来后潜心研讨,参照国际惯例,反复论证,最后确定以玉米、大豆等粮食类为主要交易品种。

紧接着一系列问题纷至沓来,交易场地问题、资金问题、人才招聘问题,交易系统的开发研制、电脑及配套设施的购置安装、信息网络的开通等等诸多事宜,毫不留情地摆在了面前,让人透不过气来。

在那些日子里,我常常是彻夜不眠,日以继夜地旋转。我多么希望自己是一台永动机,可以不吃饭,不休息,永不疲倦。没有办法,面对期货这一高层次市场的挑战,需要引进全新的管理机制和高度现代化的系统设备,负荷之重、压力之大,可想而知。当其时,物产集团因 1993 年钢材价格剧涨剧跌,面临的形势颇为严峻。作为董事长、总经理的我不能视而不见,我每天往返于交易所、物产集团之间,两边工作交叉进行,从早到晚情绪由兴奋到苦闷波动频繁,体力不支,心理尤其疲惫。交易所司机累倒了两个,筹建人员累跑了三个,更糟的是,历经三个月委托研制的交易系统不尽如人意。面对这一事与愿违的事实,这几年来来的坎坷与磨难,苦水与辛酸交织袭来,几乎击倒了我。我实在支持不住了,硬是被送进了医院,挂了吊瓶。这期间,我甚至流过泪,只是悄悄地,不为人所发觉。

可是,无论如何我都不能倒下,我要用心力和体力承载交易所的命运!我去北京,请有关领导和专家来大连指导工作。交易所终于于 1993 年 9 月 24 日试运行,开始了粮食的中远期合同交易。与此同时,组织北京有关方面的专家与交易所高级专业技术人员联合开发新的交易系统,不到两个月后的 11 月 18 日,正式推出了标准期货合约交易,实现了由中远期合同向标准期货合约的切换,其速度之快引起了大洋彼岸的关注。美国期货专家罗伯特·贝勒这般说道:“你们的速度如闪电一般,令我震惊”,“美国之音”也曾报道说“我们欣喜地看到,在中国期货界出现了一颗新星,它就是位于海滨的大连商品交易所”。

到 1995 年 3 月末,交易所会员已由开业初的二十几家发展到 88 家,累计成交额已达 3000 多亿元,日最高成交额高达 66 亿元,其玉米成交量为全国之最高,所形成的价格成为国内指导性价格,在中国期货界占有举足轻重的地位,成为国家首批试点 11 家期货交易所之一。伴随着交易所国际间交流的日益加深,大商所也必将走向世界著名交易所的行列。

在高旋律的工作之余,我也愿将实践经验与体会付诸笔端。由我执笔主编的《期货交易理论与实务》作为期货教科书已出版发行,并发表过《发展完善大连期货市场》、《期货交易风险浅析》等文章。如今,我正在攻读经济学硕士学位,以适应时代对高层管理者的要求:懂经营,是精明的商人;会管理,是理财的能手;会工作,是高明的领导者。

价值尺度

鲜花和荣誉接踵而至了,我方意识到,我似乎是成功的。全国优秀女企业家、辽宁省十大杰出女性、辽宁省巾帼建功标兵……。中央电视台《东方之子》节目,辽宁电视台,大连电视台曾多次对我们单位和我本人进行了报道。《中华工商时报》、《经济日报》、《中国妇女报》、《辽宁日报》等新闻媒体也有过大篇幅的报道。应该说,这些都只是我奋斗历程的小小标记。

一个新时代的知识女性,在她寻求最佳展示才华方式的同时,她所承受的还是多重角色集一身的矛盾冲突。几年来,是工作上胆大不狂妄,谦虚不怯懦,自信不专横,果断不盲目,始终保持一名坚强女性临危不惧、迎难而上的风范和一个普通女性融雪化冰的柔性,才使我的事业有了如愿的发展。无数个星期日、节假日,对我都是日程满满的工作日,我生命的每一天似乎都在超负荷运转,有许多事都在等我去做,而在金属公司业务人员每月拿上千甚至上万元奖金的时候,我

和管理人员却一直拿百元的平均奖。与业务人员高达三套住房相对应的是我一直住在爱人分的 36.5 平方米的阴暗小房里。

要说事业的成功,同志们的支持与理解是基础,那么温暖和谐的家庭就是我萌发事业畅想的温室。我和爱人各有事业,但我们始终相辅相携。公司的同志们评价我爱人是我 8 小时之外的“办公室主任”,为公司的事,为职工的事他跑里跑外从无怨言。一个女性如果仅仅是个脱离生活的“事业狂”,那么她起码是个心理不健全的人,没有归宿的人。家庭永远是我休息的港湾,在感情上我对家庭的倾注不亚于对事业的痴情,虽然在家庭与事业的天平上,有时我会在事业一边多加一个砝码,但维系家庭,维系家人温情的努力我从不怠弃,乐此不疲。我有理解我的爱人,理解我的女儿。我是非常幸福的人,非常富有的人。名气对我并不重要,金钱我把它看得很淡。我身兼数职,只拿每月 300 多元的工资。我是为了实现知识女性自身的价值和社会价值才追求我的事业的。按说,事业有成的女人更有机会和可能找到一个安乐窝,在一个辉煌段落之后画上休止符,更有理由依靠有力的臂膀,去享受盛名隐退的令人难忘,可这并非人生的极致。当领略狂风暴雨后的艳阳时,方会感到无比的惬意,感到无愧时代。

共同的期待

我是一位企业管理者,同时也是一位母亲。当两个领养的 10 多岁的孤儿流着泪水喊我妈妈时,当她们重新步入期盼已久的校园时,当她们纯真的脸上绽开笑容时,我仿佛看到了由一颗颗挚爱的心,一双手温暖的手托起的明天的太阳。尽管现实情形下的妇女地位与《内罗毕战略》的目标相去甚远,我仍有一个美好的期待,相信这也是人类共同的期待。

我期等着 2000 年前的某一天,任何种族和民族的男女同胞都拥有平等的尊严、价值以及权利、机会和责任。

我期待着任何一个国度的我的同性朋友们自尊、自强、自立,不要小觑自己,设计好自我,献身于社会。

我期待着我的异性朋友支们不要将歧视的目光投向你们的母亲、妻子、姐妹、女儿们,让她们和你们一样享受生活的愉快与工作的乐趣。

这里用美国克莱斯勒公司前总裁艾柯卡的一段话与大家共勉:我懂得了一个亲密无间的家庭可以给人以力量;我懂得了奋斗,即使时运不济;我懂得了不可绝望,哪怕天崩地裂;我懂得了世上没有免费的午餐;我懂得了辛勤工作的价值。

最后,你会大有作为,这是力量之源泉。

Always Ready for a New Challenge

by Jiang Lihua, President of the Dalian Commodities Exchange

Ms. Jiang Lihua, born in June 1953, is currently the President of the Dalian Commodities Exchange (DCE).

In 1968, Jiang went to rural villages due to the trend set by the Cultural Revolution, and returned to city in 1971. Jiang completed her college courses majoring in electronics in Jilin Posts and Telecommunications University in 1977. Then she studied Chinese, accounting, business administration and English in the Northeast Normal University, Changchun Financial and Economic College and Graduate School under the China Academy of Social Sciences at her spare time.

From 1986-1990, Jiang was the director of the accounting department at the Dalian Materials Bureau (DMB). In September 1990 she worked as the manager of the Dalian Metal Materials Co. (DMM). At the beginning of 1992, she was appointed vice Director of DMB and General Manager of DMM. In December that year, she initiated the Dalian Materials Group and worked as Chairwoman of the board and General Manager. In early 1993 she began the preparatory work for the establishment of the DCE and at the end of the year, the DCE was set up and Jiang worked as President. In 1992 Jiang was admitted to Northeast Financial and Economic University to pursue her Master's degree.

Since 1991, Jiang has been awarded as National Excellent Woman Entrepreneur, Provincial Special-Class Model Worker, provincial March 8 Red Banner Pacesetter and one of the Provincial Ten Outstanding Women.

In 1990, Jiang's paper "Difficulties and Counter-Measures in the Materials Funds" was prized by the Dalian Economic Association. In 1994, she organized the compilation of the book "Theory and Practices of Futures Business", which was published as an academic textbook.

Dalian Commodities Exchange (DCE)

The DCE, founded on November 18, 1993, deals mainly with grain futures including corn, soybean, rice, mung beans, wheat and soybean oil.

As one of China's experimental 11 futures business markets, the DCE conducts standard management practices and takes a leading position in China's futures business.

Facing the current historical opportunity and challenges, the DCE pursues the following: standardization, modernization, internationalization and comprehensiveness.

Making use of ready advantages, the DCE is working to become China's, or even the Far East's, foremost futures business center.

Always Ready for a New Challenge by Jiang Lihua

People might be surprised to find that as a woman I am President of the DCE, Deputy Director of the Dalian Materials Bureau (DMB), and Chairwoman of the board and General Manager of the Dalian Materials Group (DMG). In their mind, I am a very lucky superwoman. In fact, I am just a senior manager, and like everyone, am a human being composed of blood and muscles.

When a woman wants to make the same success as a man, she must make double, or even many times, the efforts a man makes to attain the same position. Sometimes she has to make a choice between her career and family, and she must also cope with various social prejudices. If women were given more chances to display their talents and to show their positive, efficient and assiduous attitude and their special tenderness, they would be able to demonstrate that they are capable of great brilliance.

I am indeed lucky that I was born into a society which is no longer a feudal one. At present, Chinese women can hold up the half of the sky. The country's reform has given more and more chances for women to participate in economic and political activities. However, I will never forget those early days when I took

a thorny path. Perhaps it is in my nature—I am a woman always longing for adventure.

Stepping out of the Ruins

The date September 4, 1990, is engraved in my mind. Each part of the memory is vivid. At that time, I was the director of the accounting department under the Dalian Materials Bureau and I was seldom troubled by anything. Since I was a candidate for a senior management vacancy, I could choose a new company to work with. However, my choice confounded everyone when I gave up the profitable companies and instead joined the Dalian Metal Materials Co. (DMMC), which was embroiled in a dispute involving the illegal resale of 10,000-ton hot-roll coiled boards.

Detailed reports on the case could be found in scores of media reports nationwide. The 30-year-old state-owned enterprise was then experiencing its most difficult time. Employees were disheartened, some had left the firm, and some stayed at home or joined other businesses. Most of them were puzzled as how their company had become so deeply enmeshed in the controversy.

The worries are understandable—the company had accrued more than 10 million yuan in debt, a 23,000-ton overstock of materials, a 4 million yuan deficit, plus a 3.5 million yuan fine. The former manager had resigned, and 18 other major leaders were disciplined. But I was unconcerned, and my male employees could not understand why a woman would take over the position where men had failed. In a word, the company was in ruins, in total disarray. Some people applied for leave and resignation, some quarrelled about their housing assignment, and some asked for my resolution for various problems. The company's bank accounts were frozen then and the fine was still outstanding—I really had more than I could handle.

Working Magic

I, a 37-year-old female manager, arrived. The mess the company was in and the distrust from my colleagues set me thinking deeply. This adversity would challenge the creativity of anyone, since each of us must struggle alone, in the final analysis, to survive. My only choice was to carry on. I remembered the famous saying that “when life gives you sour lemons, make lemonade.” I decided I was going to make it; I was going to succeed.

From what I had heard and seen on the bus every morning, I soon concluded that the fundamental problem was the people themselves. Business management is first a question of personnel administration. The success of an enterprise depends on the effort of each and every employee. Therefore, to respect every person became my principle. After repeated studies, I worked out a reform program to reduce the number of administrative personnel from 124 to 39, and storage and warehouse personnel from the former 200 to 100. Although it was cruel to fire a total of 185 employees, it was the only way out for the survival of the company. It was as if the company were in the throes of childbirth.

The shake-up program, naturally, was loudly protested. Many people came to my home and office to scream, abuse, and even threaten. Every day became a farce. I told them all that reform is the trend of the time, and that everyone would have a chance as long as he or she worked hard. I went to the police to ask for a bail for a business clerk who was charged in the fraud case, because I wanted to give him a chance to recover, as he had earned millions in profits for the company. He was moved to tears and promised that he would earn my trust with his future actions. At present, he is the manager of a branch company. In addition, another four clerks whose release I obtained have scored excellent work records. In this way, many people began to understand my methods, and those problematic or troublesome employees were

completely convinced that I had the best interests of them and the company at heart.

After that I launched a reform program on fund distribution. Accountants doubted the innovation, saying that the measures were unprecedented. I had to force them to implement in a hope to encourage excellence and alarm the slacks. At the same time, financial reform was carried out, establishing an internal bank, making a good control over the dispersed funds. Due to these measures, the company saved 1.02 million yuan of interests in 1991.

Reforms brought new hopes and the employees' enthusiasm and creativity were aroused. However, creating and implementing a new program are two different things. The clash between new and old concepts made the job more and more difficult. Many people fear new things and would rather stick with the familiar.

The new wage system smashed egalitarianism, and when it went into operation, many employees quarrelled with me. Even though in high fever for two days and going without meals, I kept on trying to persuade them. Finally, some gave in, smiled, and reluctantly said they would follow me forever, whether they really understood the detailed measures or not. In fact, the wage system brought an additional 120 yuan income per month for everyone.

With this determined spirit, my colleagues and I pulled the company out of the demise of deficit. The company's profits ranked among the tops in the three northeast provinces, and it became one of the 100 top national materials enterprises.

I knew by that enduring with the will power, taking a deep breath and carrying on, any difficulty would be solved, and one would be able to enjoy the sweet fruit, despite the repeated discrepancy between supply and demand, economic weakness, unsatisfactory capital returns, legal problems, even when advertisements were ready to be printed and had to be postponed, and despite all those initial difficult days. Since I could not turn back, I had to rely on my own wits and business instincts. Grabbing the opportunities brought about by reforms, one can succeed because of the great freedom to choose according to one's own abilities, interests and ideals. I understand that the only unchangeable rule of the market is that the market keeps changing; we must adjust operational strategies as well.

After six months of the stock company experiment, I found it was not suitable for the enterprise to deal with a narrow scope of business. Hence the birth of DMG, a large-scale comprehensive economic entity dealing with trade, storage, entertainment, advertising, real estate, aquatic breeding, passenger transportation and tourism. The group has altogether 60 branch companies and makes an annual profit of 242 million yuan. A reporter asked me why I took on such a huge burden. I answered that I was very tired but I was ambitious, and wanted to succeed. I knew well in advance that I would not have the time to enjoy my success and that new challenges constantly await me.

Why not fly, if I have wings?

Occupying a high position is not easy, but I must climb higher and higher with what I have learned. I belong to the unfortunate generation. In 1969, I went off to villages to work as a farmer, working each day from sunrise and returning at sunset. I had no books to read other than the soil. I developed an indomitable spirit and confidence to face my fate. Day after day, I became more aware of the importance of knowledge; like an anemic patient who needs nutrition, I needed knowledge. With assiduous efforts and firm willpower, I was finally admitted to Jilin Posts and Telecommunications University in northeast China, majoring in electronics. Over the course of the next ten years, I studied accounting and business administration in Jilin Finance and Trade College, and Chinese and English in the graduate school under

the China Academy of Social Sciences. I accumulated much information from these studies. Modern business administration requires knowledge of politics, economy, law, finance, technology and international business.

As a successful senior female manager, I must constantly pursue advanced education. I like being the first one to try any new endeavour, and as a result, I have broken many records. In early 1991, I played a major role in setting up the first bond house after studying the bond business; I contracted for the construction of part of the Shenyang-Dalian Expressway to test passenger transportation; I bought nearly eight hectares of coastal land in the Shidao Developing Zone to develop tourism business; I established the first stock futures market—the DCE—in the northeast regions.

At the beginning, some men were amused at me, the first woman to deal with steel and then the first to set her feet into the futures maze, which most men could not understand. Indeed, the futures business was taboo for women. However, I was confident about my abilities, for I knew the rules of the game. Why not wait and see who would win first?

Nonetheless, for most Chinese people, the futures market is simply too mysterious. As the President of the DCE and the only woman manager in China's futures business, I set a new record again. Warnings from elders telling me that I was venturing into unknown waters, that the futures business was far from manufactured products, rang in my ears, but I decided to have another adventure.

Any presumptuous action is doomed to fail. The establishment of the DCE took place later than similar ventures in southern cities, but the exchange had its own advantages.

Dalian, center of the Northeast Economic Rim, is an important export harbor and natural grain terminal. The large groups of grain silos, plus advanced communications and water, land, air and pipe transportation facilities, provide advantageous geographic and infrastructural conditions. With the help from the municipal government, I started the preliminary work.

The first job was to request for cooperation in establishing a nationwide stock exchange network including 10 domestic enterprises. After that, I visited Shanghai's futures business, and decided to engage in corn and soybean exchanges.

The next problems included locating a site for the exchange, funding, hiring personnel, establishing the exchange system, assembling computer facilities and establishing a communications system—all of which kept me breathlessly busy.

In those days, I could scarcely sleep at night as my brain kept on working on problems and possibilities day and night. I wished I could be a machine, needing no food or rest and never feeling tired. There was no way. Facing these endless challenges, I had to set up a state-of-the-art management system.

In 1993, the DMG was in difficulties caused by the great ups and downs of steel prices. As the manager, I had to pay close attention to the DCE and the DMG. As a result, I worked from sunrise to midnight. Sometimes I was excited and sometimes crestfallen. I was always overly tired. Due to fatigue, two drivers at the DCE were ill, clerks at the preliminary group left, and, even worse, the trading system, even after three months of testing, was not satisfactory. For some time, I was really consumed by the troubles, and, added to memories of the past, I was almost defeated. Finally I was hospitalized. I wept, secretly.

However, how could I admit defeat? I must, with all my might and wisdom, revitalize the DCE. I invited experts from Beijing to work with the DCE senior technicians on a new trading system. After two months, on November 18, the standard contract futures business was initiated, thus promoting the contract period from middle- and long-term to standard. The rapid progress astonished the world. An

American expert said that he was intimidated by the thunderstorm-like achievements. As Voice of America reported: "A new futures business star has risen in China, the DCE."

Up to the end of March 1995, the members of the DCE had increased from the former 20 to 88, with a total business volume of 300 billion yuan, the highest daily volume amounting to 6.6 billion yuan. The volume of corn exchange ranked as the nation's top, and corn prices led domestic markets. The DCE took a key position in China's futures business, as one of the first 11 experimental futures markets in China. With the gradual development of international exchanges, the DCE will be on the list of the famous futures exchange businesses on the globe.

I enjoy writing. I organized the compiling of a book *Theory and Practices of Futures Market* as an academic textbook. In addition, I published many papers, including "Perfecting the DCE" and "the Adventures in Futures Business". At present, I am pursuing a master's degree in economics in order to be more competent; I want to be all of these——an excellent technological expert, a smart businesswoman, a senior accountant and a successful executive.

Measure of Value

When flowers and honor came to me, I began to feel the success; the National Excellent Woman Entrepreneur, one of the Ten Outstanding Women in Liaoning Province... The CCTV's "Oriental Talents" program, Liaoning TV, and Dalian TV made specific reports on me and on the DCE. The "China Industrial and Business Journal", "Economic Daily", "Chinese Women's News" and "Liaoning Daily" and other media also reported on the success of DCE. All these honors reflect traces of my efforts.

As an intellectual in the new age, when she wishes to be successful, she must play well her various roles in life. Looking back on these years, my success was due to my bravery without arrogance, modesty without being overly cautious, resolution combined with realism, and confidence without being domineering. I always asked myself to be both psychologically strong and tender. Countless Sundays and holidays, for me, are filled with working agendas. Each day in my life seems to run on overloaded as so many things wait for me. While employees in the DMMC earned a monthly bonus of 10,000 yuan, I and other managers only earned an average bonus of 100 yuan. While they enjoyed three apartments, my family lived in a room of 36.5 square meters.

My success is based on the support and understanding of colleagues, and my warm and harmonious family. My husband and I have different jobs, but we help each other. My colleagues said that my husband was my personal secretary. Sometimes he was even involved in my work. If a woman is only career-driven and workaholic, isolated from home and family, she cannot be a psychologically healthy person and will never find herself. I have equal feelings of love and devotion toward my family and my work, although in the balance between family and job, the scales weigh a little more on the career side. However, I am a rich person, for I have both a good husband and a cute daughter who really understand and support me. Fame, money and power, in fact, are not important to me. I have several business positions, but my monthly wage is only 300 yuan. I have been dreaming of pursuing my own value and my value to society.

It is said that a successful woman should seek a warmer place, a pair of stronger wings to rely on, or even settle for a warm home life, but I do not think this is the paradise of life. Only when we enjoy the bright sunshine after a violent storm can we feel genuine happiness with no regret.

Mutual Expectation

I am a manager and a mother. As part of the "Project of Hope," I have adopted two teenagers. When

they call me "mama" with tears in their eyes, when I see them able to resume their schooling, or see them smile, I am happy just to be a loving heart and a pair of warm hands keeping them out of trouble. Children are "the sun of tomorrow". Although currently the status of women is still far from the goal set by the Nairobi Women's Conference, I have a dream and believe that it should belong to every woman.

I hope that someday before the year 2000, men and women of all races and ethnic groups enjoy equal esteem, value, rights, opportunities and responsibilities.

I hope that women in all countries have self-esteem, be able to improve their status, be independent, and able to choose their own way of contributing to society.

I wish that all men would not look down on their mothers, wives, sisters and daughters, and instead would support them and enjoy life together.

And finally, I would like to cite for encouragement of all people the words of Lee Iacocca, the Vice-president of Chrysler: I learned that a very intimate family could give people strength; I learned to make an effort, even when I was unlucky; I learned that I could not be in despair, even till the end of the world; I learned there was no free lunch in the world; I learned the value of hard work.

Everyone can be successful, for your efforts are the fountain of your strength.

人人都有一泓清水

蒋秋霞 奥丽斯企业集团董事长



蒋秋霞，浙江省奉化溪口镇人，1953年出生于上海，1985年起担任电影《地狱天堂》、《山神》及多部电视剧的独立制片人，1990年3月受台湾著名人士张家俊先生委托，创办台商独资奥丽斯化妆品（珠海）有限公司，并任董事长、总经理。1988年至1995年期间，她先后在同济大学、华东理工大学攻读社会科学和法学，并于1992年获华东理工大学社科系本科学历，1995年获法学硕士学位。

奥丽斯化妆品有限公司成立于1990年，现已发展成为拥有香港奥丽斯影业有限公司、保健品有限公司、广告有限公司，上海奥丽斯包装有限公司，上海奥丽斯食品有限公司等多家合资公司组成的大型企业集团，从事以化妆品为主、食品保健品等多领域的生产经营活动。

奥丽斯化妆品有限公司，生产“奥丽斯”品牌的各种护肤、美容、美发化妆品。到1995年，固定资金已达伍仟万元，年产值三亿元。1992年被评为全国十大外商投资人均高利税企业。奥丽斯护肤系列荣获1992年最畅销国产商品金桥奖。1994年“奥丽斯”被评为十佳上海市民最满意的商品。

在我还很小的时候，就期待着机遇了。我所期待的机遇当然不是通常小女孩渴望的一个玩具娃娃，也不是一套漂亮的衣裳。虽然那时我的向往还是模糊的，但它非常美丽。而且我相信它的存在，总有一天，它会到来。因为我象所有的人一样，需要机遇。众所周知，出生于五、六十年代的中国男孩和女孩，遇到的不是幸运的机遇，而是严峻的年代。在大动乱中，在失望——甚至绝望中，还要不要期待呢？要！但在期待中要有自己的准备，要有思想观念的准备，要有文化知识的准备，就象寒冬的小树一样，它不是在寒风中承受痛苦，而是在默默地加强自己。文化知识的积累并非一定要在学校里才能做到。在没有课堂的年代，我尽可能阅读我所能够找到的书籍，虽然那时候寻找一般文化科学范畴的书籍比寻找食物还要困难。在寻找书籍的过程中，我恍然大悟，我渴望并爱上书籍的本身，不就是一种机遇吗？同时也懂得了一个道理：原来有些机遇不用等待，是可以自己去寻找的呀！我从不抱怨动乱年代客观上强加给我的压抑，我把一切磨难都当做对意志的锻炼。当别人埋怨晴空万里、酷热难当的时候，我却为阳光灿烂而满心欢愉。当别人埋怨连绵阴雨、道路泥泞的时候，我的心却为大地的一片新绿感到由衷的欣慰。如果既埋怨晴天，又埋怨阴雨，人的一生岂不是全都在埋怨之中度过了么？那太可怕了！也太不值得了！

机遇终于来到了！从八十年代在中国开始的改革开放，可以说是整个中国人所殷切期待的，机遇并非天上掉馅饼。即使是天上掉馅饼，也要看你有没有接馅饼的本领！在机遇面前，可我没有眼花撩乱，没有目瞪口呆，没有惊慌失措，……。我做到了清醒地审时度势，脚踏实地地积极面对迅速变革中的现实。我曾经作过中国改革开放后最早的电影和电视的独立制片人。众所周知，电影电视都是综合性的艺术与技术创作，需要懂得很多知识，才能驾驭一个人才济济的摄制组。我没有胆怯，在工作中向他们学习，同时又要使他们信服我。我有一种审慎走向战场的感觉，最重要的是：我有必胜的信念！我有足够的冷静！难吗？很难很难！但我从来没有流过眼泪。因为我从小就观察到大多数女人由于泪水模糊而看不见的一种现象，那就是：女人的眼泪换来的从来都不是男人的尊重和支持，顶多是同情，更多的是轻蔑。经历了一段艰难的历程以后，我有了一个自己的想法：女人如果能够忍住眼泪，就能够指挥战争！而且一定能够胜利！我觉得，似乎没有我想解决而又解决不了的难题。中国有一句成语，叫做：迎刃而解。问题在于主客双方，哪一方是刃锋！我就是刃锋（THE RAZOR'S EDGE）！我相信我的坚硬和锋利！在我的影响下，我们公司女职工们的人生态度又是怎样的呢？我可以举一个小小的例子：今年的国际妇女节，我们公司的女职工举行过一个节日集会，在集会上，每人都要抽签儿回答一个问题。其中有一个问题是：如果在你们夫妻中间因为有了第三者，你的丈夫不再爱你了，你该怎么办？抽到这个问题的是一位忠厚、贤慧的中年女士，这位女士一语惊四座，脱口而出的是“散伙”二字。接着所有的与会者都异口同声地喊着：“散伙！散伙！”她们所以能够这样明快，这样断然，难道不正因为她们自己已经有了独立的社会、经济地位和独立的人格么！至于她们真的遇到这个问题的时候，会不会散伙，那就不一定了。但她们能够旗帜鲜明的喊出来，就很不起了！当然，我并不是在

这里提倡散伙。

海峡两岸的沟通和开放,使多年分离的亲友得以团聚。长辈们向我伸出亲切的手,将在大陆投资断然创办奥丽斯企业的重任托付于我。我感到我对自己的国家和企业的发展以及全体职工的责任重大,已经远远不是一个个人的行为了。我们公司所经营的主要是化妆品,我们在为中国妇女美化生活、提高自身素质方面,做出了一定的贡献。在短短的几年内,经过全公司员工的勤奋努力,发挥了每一个人的聪明才智,使奥丽斯一跃而成为中国十佳高利税的外商及台商投资企业之一。奥丽斯赢得了消费者的信任,成为名扬海内外的著名品牌。在企业的开拓方面,我是一个永不满足的人。虽然收获的季节还远远没有到来,我已经开始怀着感恩的心情回馈社会。我们除了把历年的利润投入扩大再生产之外,我们对在中国的国际 SOS 儿童村、中国福利会少年宫奥丽斯舞蹈团、中国扶贫事业、上海市慈善基金会、上海市教育发展基金会等社会福利事业提供长期的赞助。在我们公司内部,设立了职工子女教育基金会,用于奖励孩子们在各方面的优秀表现。我记得第一学期得到奖励的孩子是十一名,第二学期就是二十六名了。孩子们很神气地向自己的家长宣布,董事长表扬我们了,说奥丽斯的孩子比大人的进步还要快。第二天职工们见到我纷纷表示:惭愧!惭愧!我们理当加倍努力。

我牺牲了很多属于一般妇女所应该拥有的快乐,可我却得到了一般妇女所没有的的快乐,那就是在严峻挑战中取得成功的快乐。不管男人或是女人,对于这个世界,对于自己的国家,和这块养育自己的土地,难道仅仅是索取吗?必要的克制和付出是绝对的,上帝不是也要求世人更多地克制和付出吗?我并不拒绝一般妇女观念中的幸福,我也有我自己的快乐。我有一个男孩,一个很乖的男孩。我很爱他。但我首先给他的是自信,像我一样自信。在他只有九岁的时候,我就按照他个人的意愿和选择,让他独自一人远涉重洋,到一个陌生的国家去住寄宿学校,让他学会独立自主地生活和思考,鼓励他全面吸收世界上最先进的知识。我和他每周都通一次电话,我们双方从不说:你想不想我?我想不想你?你想不想家?其实我们心里都明白:我们都想,我们很想。在他第一次回来度假的时候,他告诉我说:妈妈!全校我最小,可只有我没有哭过,一次也没哭过。听了这句话,我很快乐,儿子把他最好的成绩单给了我。我更加快乐的是:我把我童年所梦寐以求而无法得到的东西给了他。

今年二月,我应邀在美国华盛顿出席总统早餐会期间,有幸在一位议员夫人的家里参加一个集会。与会者名符其实都是来自全球的、神采飞扬、仪态万千的贵夫人。大家在一起自由地交谈幸福、爱情和基督精神。一位参议员夫人为大家唱了一支美丽动人的歌,那支歌名叫《永远不会感到饥渴》。大意是:

当我坐在井边,
啜饮流动着的泉水,
我永远不会饥渴,
我永远不会饥渴,……。

这位夫人的眼睛里闪着泪光。她是那样喜爱并理解这支民谣式的歌曲。这支歌曲道出了一个朴素的生活真理。象每个人头顶上都有一颗太阳,每个人脚下都有一片月光那样,每个人身边都有一泓清水。机遇对于男人和女人都是一样的,问题是怎样去寻找和迎接机遇并把握机遇。非常可惜的是,我不会唱那支英文歌曲,如果会,该有多好!我一定会在这儿给姐妹们唱出来:

当我坐在井边,
啜饮流动着的泉水,
我永远不会饥渴,
我永远不会饥渴,……。

Everybody Has a Spring of Clear Water

by Jiang Qiuxia, President of Olice Cosmetics (Zhuhai) Co. Ltd.

JIANG QIUXIA, born in Shanghai in 1953, is a native of Xikou Township, Fenghua County, Zhejiang Province. Beginning in 1985, she became the independent producer of many TV programs and movies including the "Hell and Heaven" and the "God of the Mountain." In March of 1993, she established, at the request of Taiwan industrialist Chang Chia-chun (Zhang Jiajun), Olice Cosmetics (Zhuhai) Co. Ltd., a company using exclusively Taiwan capital, and was made the President of the board and General Manager.

Jiang studied social sciences and law at Tongji University and East China University of Sciences and Engineering from 1988-1995. She graduated from the Social Sciences Department of ECUSE in 1992 and obtained her master degree in law in 1995.

Inaugurated in 1990, Olice Cosmetics (Zhuhai) Co. Ltd. is now a large-sized enterprise group of Sino-foreign joint ventures including Hong Kong Olice Film Industry Co. Ltd., Olice Health Products Co. Ltd., Olice Advertising Co. Ltd., Shanghai Olice Packaging Co. Ltd., and Shanghai Olice Food Co. Ltd. The group engages itself mainly in production and marketing of cosmetics, as well as food and health products.

Cosmetics of the "Olice" brand include a wide range of skin care creams, shampoos and hair-dressing creams and sprays. By 1995, the group has been able to yield 300 million yuan in annual output value, and the value of its fixed assets has snowballed to 55 million yuan. In 1992, it was listed by the central authorities as one of the ten most profitable foreign-funded enterprises operating in China, and the Olice series skin care products won the "Golden Bridge" prize as a nationwide best seller. In 1994, Olice products were rated in Shanghai as an item most favored by consumers.

I yearned for an opportunity even when I was a small child. In my mind, it was neither a doll nor a beautiful dress which was liked by girls of my age. Though I was not clear about what the opportunity should be, it shone brightly in my heart. Moreover, I believed that the thing called "opportunity" would come some day, sooner or later.

Like all human beings, whether old or young, I need an opportunity. But, like men and women born in China of the 1950s and 1960s, what awaited me was not opportunity, but misfortune. Was it necessary to hold high aspirations amidst nationwide chaos and in disappointment and even despair? My answer was yes. While expecting a change, I told myself that one must get prepared for it, both mentally and intellectually, like a small tree which, defying the biting winter winds, strives to make itself stronger in silence. Schools are not the only place to learn. When schools were closed down during those years, I devoted myself to study, reading whatever books I got hold of, even though to find books of the average learning often turned out to be more difficult than to find food. In my search for knowledge, I suddenly came to this realization: Couldn't my love of books some day usher in an opportunity for me? I concluded that one must not wait and, instead, must try to seek opportunities of one's own accord. I have never complained about the pressure brought to bear upon me by the hard times, as I see the hardships as an opportunity to get myself tempered. While others are complaining about the scorching sun, I am happy with the sunshine. While others are fed up with continuous rains and muddy roads, the sight of fields fresh and green gives me comfort. If one keeps complaining whether it is fine or rainy, one is actually wasting his or her life. That is indeed terrible and worthless.

The opportunity finally arrived. The reform-and-opening drive, which began in the early 1980s, is the opportunity the entire Chinese nation had long been awaiting. An opportunity is never something that

falls from the blue sky, and even it were, one would need to have the ability to seize it. Now that the opportunity did come, neither was I caught unprepared nor did I lose my control. Basing myself on a clear-headed appraisal of the situation, I have been working energetically but in a down-to-the-earth manner to cope with the changing realities. I was the first independent TV and film producer in China. As everybody knows, one needs to be very knowledgeable to do a good job of directing a group of actors, actresses and specialists for making a film or TV program, as this task involves employment of arts of different kinds. But I was not daunted. While learning from these people, I managed to convince them that I was the person who should be at the helm. I had the feeling of caution typical of a soldier before going to war, but I was also full of confidence in myself and had enough cool-headedness. Surely it was difficult for me to do the job, but never did I cry. I had noticed since childhood that many women had their visions blurred by their own tears. Tears can never help these women win the respect and support; instead, what they often get is scorn, and sympathy at the best. After going through a difficult period, I came to the conclusion that a woman can even command a war — and — win — if only she refuses to shed tears. I feel that I can resolve any problem so long as I am determined to resolve it. Here is the Chinese saying: "If a razor has a sharp blade, it can be used to cut open anything." I am just that sharp edge. What is the attitude towards life adopted by my female employees under my influence? Let me cite a small example: At a get-together of our company's female employees to mark this year's International Women's Day, each participant answered a question she drew in a lottery. One question went like this: What will you do if your husband no longer loves you because he is involved with another woman? A woman, noted for her tolerance and kind-heartedness towards others, answered the question with just one word: divorce. As she uttered the word, all other participants shouted in unison: "divorce, divorce him." Their attitude was so clear-cut, and so firm. Has the resolution not come from the independent social and economic status they enjoy? Of course nobody knows whether a woman of ours will actually divorce her husband if he is truly unfaithful, and I do not mean to encourage couples to divorce by citing this episode. Nevertheless, the fact that women are courageous enough to speak out the word is something important in itself.

People living on both sides of the Taiwan Strait are restoring their links. At the request of my elders in Taiwan, I became the General Manager of the Olice Cosmetics Company on the Chinese Mainland started with their investment. I do know the weight of the responsibility on my shoulders for the development of the company and the men and women it employs, a responsibility that is not only something personal. This is because our company is helping Chinese women in their effort to beautify life and improve their own qualities. A few years after its founding, Olice has distinguished itself for its contributions of tax and profits to the state coffer. The Olice products now enjoy ready sales in China and abroad. I am never satisfied with myself in my work to seek a constant development of the company. Though the harvest season is yet to come, I am already paying the society in return for its kindness shown to me. After deducting a portion of the profits for expanded production, we use what is left for the benefit of society by acting as the long-term sponsor of some SOS villages, the Olice Dance Troupe of the Children's Palace under the China Welfare Fund, projects designed to assist poverty-stricken areas in development, and the Shanghai Educational Development Fund. We have also established a special prize for children of our own employees who excel in studies. The first group to win the prize numbered 11 and the second, 26. These children happily told us that the company's president had praised them, saying that they had been making faster progress than their parents. These parents, on their part, told me that they must work harder to catch up.

I have given up some pleasures that other women enjoy. Nevertheless, I have my own pleasure——

that pleasure goes beyond their reach, that is, the pleasure that stems from a sense of satisfaction with success attained through hard struggle. Is it justified for a person, be it a man or a woman, to only gain from the country and the land on which he or she has grown? It is an absolute must for people to exercise self-restraint and make self-sacrifices-Does God not teach us to do so? I do not reject the kind of happiness regarded by the average woman as such, but I have my own ideas about what happiness should be. I have a son, clever and cute, and I love him. But I have decided to help foster in him the concept of independence, so that he will become as self-confident as I. When he was nine years old, I sent him to a boarding school in a foreign country to make him learn how to think and act independently and learn the most up-to-date knowledge of the world. We talk with each other over telephone once a week, and we never mention words like "I miss you" although we do miss each other. When he came back for his holidays for the first time, he told me he was the youngest in the school but he had never cried. I was pleased to hear this, thinking that this was the best of what my son gave me back. What makes me even more happier is that I have given him the thing I dreamed of as a child but never got.

During my stay in Washington D. C. of the U. S. for a presidential breakfast in February of this year, I attended a party hosted by the wife of a senator at her home. The guests were all women, and they were talking about happiness, love and Christianity. The hostess sang a folk song for the guests, which went something like this:

*Sitting at the side of a well and
Drinking from it
Never shall I be thirsty
Never shall I be thirsty*

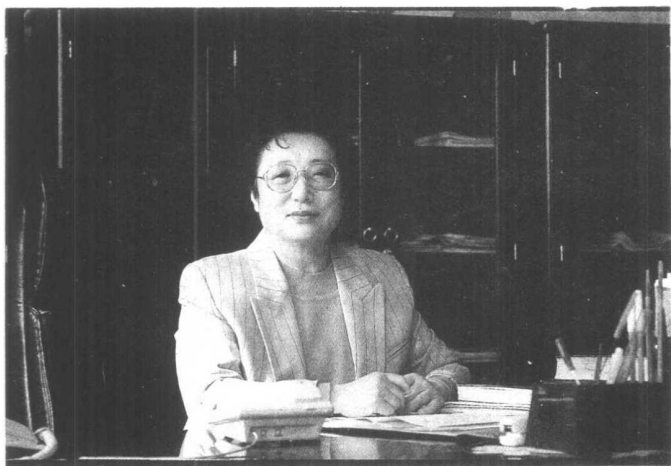
The lady was singing, her eyes glistening with tears. Surely she knew the message carried by the song: There is a spring of clear water for everybody to quench his or her thirst for opportunities, just as the sun and the moon light the paths for all people. For men and women, opportunities mean the same thing, and the question is how to greet and seize them. It is a pity that I do not know how to sing the song in English. If I did, I would sing it for you right now:

*Sitting at the side of a well and
Drinking from it
Never shall I be thirsty
Never shall I be thirsty*

走向飞翔

——一个航空公司女总经理的理想和追求

李大立



李大立于1962年从北京航空学院毕业后，一直在航空领域工作。1963年起在中国航空研究院的一个研究所工作，先后任研究组长、研究室主任、和副总工程师等职。1979年作为访问学者在英国进修航空管理和论证两年半时间。李在航空工业发展战略研究上有一定建树，曾获航空部科技进步一、二、三等奖及国家三等奖，并立二等功。李曾多次参加国际学术会议并发表论文。技术职称为研究员。

1988年调往中国民用飞机开发公司任牵头副总经理，从事国产民用飞机的销售和使用工作，并负责组建使用国产飞机的航空公司。李大立于1992—1993年任长安航空公司总经理，1994年到老挝，任老挝国际航空公司副总经理。

一、机遇

两年前，我任中国长安航空公司的总经理时，一次会见某国外著名飞机制造公司的代表。他见到我后吃惊地说：搞了多年的飞机销售，跑了世界许多地方，却从未见过女士作航空公司的总经理，连副的也没见过。他说：“你是中国、恐怕也是全世界唯一的一个航空公司女总经理”。他好奇地问我：“你是怎样当上航空公司的总经理的？”

他的吃惊，使我感到作为一个中国女性的骄傲和自豪，同时也使我陷入了回忆。我说，是中国的改革开放政策，是中国航空工业走向市场经济，给我创造了这个机遇。

我国航空工业创立于五十年代，四十多年来，已发展成技术先进、设备齐全，具有很大的批量生产能力的集团，特别是具有研制军用飞机、发动机的能力。八十年代以来，国家号召军用航空技术转民用。航空工业自行研制生产的运八运输机是一个工作可靠的中型中程运输机，但是它投产多年来，却还没有作为民用运输机而投入市场使用。另一方面，我国当时又没有专门的民用运输飞机，航空货运也一直没能很好地开展起来。比如新疆维吾尔自治区多年来想将其活羊出口到中东国家，因解决不了运输工具问题而一直未能实现。航空工业有潜力，新疆有需要，就这样，1988年，国务院领导同志便将运八飞机给新疆运出口活羊的工作交给航空部去办，并要航空部与新疆合作试办航空货运公司。

这个工作需要找一个组织、牵头的人，找一个志愿工作者。当时我正在组织进行航空工业发展战略的研究工作，探讨民用航空工业的发展道路，并提出了研究报告。我们知道，中国航空工业如果不能军转民，不能开发出自己民用飞机的市场，中国航空工业将难以生存。我们的研究成果得了奖，我很想通过实践来检验这些研究报告的可行性，也正想到开发国产民用飞机市场的领域去工作。于是部领导便立刻把我从航空研究院直接调到了中国民用飞机开发公司，来具体负责组织这个用国产运八飞机运新疆出口活羊的工作。

我们面临许多困难，很多人认为此事不成。我不能不从头做起，也从头学起。要解决的首要问题，是羊的高空生存能力。大英百科全书上记载，羊在高空的生存极限是5500米，而出口活羊要飞越中巴接壤的喀拉昆仑高山地区，需飞行8500—9000米的高度，这时羊能活得了吗？

难道还没迈步就停止吗？不，我不想轻信和盲从，这不是我的性格，也不是我承担这个任务所应该采取的态度。我自己作试验验证。在部和新疆自治区领导的关怀、支持下，在畜牧界同志的紧密配合支持下，从1988年10月开始，我们花了整整三年时间，来弄清这个问题和解决飞机适航及人员培训等一系列有关问题。先后有一、二百人参与了我们的工作。为使工作具有充分的科学依据，我们对羊作了所有需要的和可以想得出的试验，包括羊的地面高空仓模拟试验、小批

量中空运羊飞行试验、大批量高空运羊飞行试验、国内模拟全航程运羊飞行试验等等一系列预先试验,连羊在高空时的心电图和肺部解剖都作了。我们通过试验回答了所有的疑问。

1991年11月16日是一个值得纪念的日子,新疆的活羊羔第一次用国产运输机装载着运向中东。清晨,满载活羊羔的运八飞机从南疆阿克苏起飞,飞越红旗拉甫山口出境后,经巴基斯坦拉合尔,飞越伊朗和阿曼,当日下午平安降落在阿联酋沙迦国际机场。300多只小山羊欢蹦乱跳地从飞机上跑下来,当地客商十分喜爱。

这是国产运八飞机第一次在中东亮相,受到各方面的注意和好评。这次飞行至少创造了两项新记录:第一,打破了大英百科全书关于羊的生存高度极限为5500米的记录。我们的飞行实践证明,新疆活羊在8000米高度可以安全生存,在9500米度可以在一定时间内生存;第二,创造了国产运八飞机飞行高度、连续飞行时间及飞行距离的新纪录。

运八飞机运载新疆活羊安抵沙迦后,我国驻迪拜商务参赞说:“这是一次历史性飞行,使人们看到了开辟空中丝绸之路的新曙光”,对这次飞行给予很高的评价。试飞队伍回国后,新疆自治区和航空航天部领导共同向国务院报告了这一喜讯,国务院领导批示要我们“继续努力”。部还作为“航空航天重大情况”上报党中央、中央军委、人大常委会和国务院。

在1988—1991年三年的试验和飞行工作中,我始终是总负责人和现场总指挥,也是筹建大鹏航空货运公司领导小组的组长。1991年,陕西省决定与我部合办这个航空公司,改名为长安航空公司,客货兼营。这样,我便被部省共同任命为长安航空公司总经理。所以,没有我国的改革开放,没有中国航空工业走向市场,就没有我这个航空公司的女总经理。

从我自己的这段经历也可以看出,经济发展是妇女一切发展的前提。中国的改革开放使中国经济充满活力,中国成了世界上经济发展最有生气的国家之一。市场经济给中国妇女平等参与经济发展提供了难得的机遇。特别是企业选择管理者的标准发生了变化。虽然“阻碍妇女向上升迁的玻璃屋顶还没有完全拆除,根深蒂固的性别歧视也还没有完全消除”,但毕竟能否改善企业的经济效益成了选择企业管理者的更为重要的标准,这样,就使得一些优秀的、有能力的妇女得以进入企业管理层和决策层,从而造就了一批中国的女企业家。

二、管理特点

我在长安航空公司当总经理以后,又在老挝国际航空公司作了一段时间的副总经理。在国内外这些年的航空公司管理工作中,我体会到,作为女性管理人员,既有向男性管理者学习的一面,又有发挥自身管理特点和优势的一面。除一般女性特征外,我认为女性管理者还具有下述几个管理特点:

感召力 女性多数是热情的,当她们用自己的热情追求去宣传别人时,往往具有巨大的说服力量和感染力量。这力量常能解决关系协调中的困难问题。就拿我自己的经历来说,现在回想新疆活羊出口工作,确实缺少许多必备的条件,不少事我们不得不四方求援。每当这时,我使用自己的感受去宣传别人,感染别人。我总是给他们说,新疆的领导和牧民是如何期盼的,国务院和我部领导是如何要求的,我又是如何在新疆亲眼看见的,等等,等等。就这么三说两说,到处宣传,我们得到了越来越多的热心支持者。参试人员来自四面八方,多是过去素不相识,却很快都成了我们事业的志同道合者。我到空军去请求支援飞行人员,他们本已内定不给的,听我三说两说后,便说“给你两个机组吧”,事后这个领导连同他的部下都奇怪“是怎么改变了主意的”。在全国各航空公司招收飞行员的大会上,有的开放地区来的航空公司说他们可以给飞行员几室几厅,给多少钱,甚至汽车……。面对这些,我这个地处贫困地区陕西的总经理能说什么呢?我只能说我们的精神,我们的追求。我说:“我们长安正起步,暂时还比较困难,但我们是有发展前途的。我们就是要用自己的力量,在这黄土高坡上去改变落后和贫困。年青人,如果你们要创立自己的事业,实现自己的人生价值,那就欢迎你们到长安来,让我们一起奋斗吧……”。结果我的讲话反而得到了热烈掌声,会后,有更多的飞行员到长安公司报名。他们说我的讲话实在,使他们心里热乎乎的,还说“不是要双向选择吗?你们选飞行员,我们飞行员还选你们领导呢……”就这样,几年来长安航空公司聚集了一大批优秀飞行人员,这是长安航空公司最大的财富。

带动力 女性下决心投入自己所追求的事业后,往往十分投入,具有忘我的献身精神,而这种献身精神是会产生很大的带动力量的。三年的试验飞行,每次飞行我都在飞机上,我想只有这样才能使参试人员心里踏实,充满信心。另外,我也才能获得第一手试验资料。运羊出国飞行时,运八飞机尚未进行一台发动机停车高空重新起动的飞行试验,虽然我们作了万一发生危险的多种预案和计算,但长时间满载飞越高山地区仍然具有一定的风险。虽知如此,我还是带着三十来个参试人员义无反顾地起飞了。当飞机飞临国境线附近的红旗拉甫山口上空时,我们看到了下面仅几个厘米大小的营房。这就是祖国人民经常说到的红旗拉甫导航站。这使我们激动万分。这时飞机已进入高山地区飞行,按说试飞人员会更多地考虑自身安全,可坐在我身边的一个机械师说:“当年周总理在世的时候,每次出国飞临红旗拉甫导航站,都给这里的战士们发电报。今天我们执行用国产飞机运出口新疆活羊的任务,也应该给他们发个致敬电报。”他的建议立即得到大家的热烈响应。我当时和机械师们一起挤坐在小马扎上,便在腿上匆匆起草了下面这个电报:

红旗拉甫导航站，

亲爱的同志：

国产运八B-3105飞机执行运载新疆阿克苏山羊到阿联酋沙迦的试验飞行任务，正在飞离祖国边境。全体参试人员向长期战斗在祖国高山边境的红旗拉甫导航站的指战员表示我们最衷心的感谢和最诚挚的问候。让我们共同为用国产飞机铺设空中丝绸之路作贡献。

写好后我给大家念这个电报时，许多同志眼圈湿润了。我们有多好的试飞队伍啊，他们发自内心地把祖国、领袖和自己联系在一起，对自己所从事的工作具有神圣使命感，这样，这个队伍就具有了巨大的献身精神和克服一切困难、胜利完成任务的坚定意志。

凝聚力 在陕西筹备和经营航空公司的几年间，我把家留在北京，在西安住宿舍、吃食堂。有一年冬天西安零下十几度，我的住房没有暖气，也没有炉子，冻得晚上睡不着觉，还是一个飞行员送了我一件厚毛衣以御寒。过元旦我不回北京，却到汉中去看望训练中的飞行员。我的一个老同学到西安出差看到我这样，说“没想到你这样投入！”是的，我把这种投入视若机遇，当作幸福。作为总经理，我的收入不但比飞行员低，比许多机务和技术人员低，还比在北京工作时低。榜样的力量是无穷的。就这样，公司上下形成了不计报酬、团结一致、艰苦奋斗的作风，大家一起住宿舍，吃食堂，不讲名，不讲利，彼此亲密无间。我们的工作受到民航机关和兄弟航空公司的好评，说长安航空公司的工作是“认真、踏实、细致”的，说“多年来，没见过一个航空公司在筹建时就能这样好地工作”，给我们以很大鼓励。经过这个集体的共同努力，运羊成功后，我们用不到一年的时间，就拿到了中国民航的正式经营执照，开始了客运飞行。

三、动力和追求

50年代当我上中学的时候，正是祖国开始轰轰烈烈建设的时代，国家号召年青人向科学进军。我迷上了航空，先是想当女飞行员，后来又学习制作航空模型，中学毕业后，如愿以偿地进入了北京航空学院。毕业后，我一直都在航空领域工作，虽有几次改行的机会，却始终舍不得离开。对航空的执着的爱在我一生的关键时刻始终是决策的指导原则和力量。

一次我到欧洲参加国际学术会议，一位拉美国家驻联合国的代表和我交谈后说：“怪不得你有这样好的素养，原来是中国的传统文化和现代化教育的结合造就了你……”。应该说他的分析不是没有道理的。我的理想、追求和动力来源于我成长的环境和受到的教育，这包括学校教育、社会教育和家庭教育。我的家庭，我的父母亲 and 丈夫都是热爱祖国并且具有献身精神的人，他们在我一生的成长中给了我很深的影响，也给了我很大的支持和力量，特别是我的母亲。

我的母亲在她八、九岁时就跟随其父辈参加辛亥革命的反清活动。母亲常常给我讲当时反清的故事，讲秋瑾，还唱当时反清的歌给我听。母亲积极参加了“五·四”运动，后来又投身北伐战争、土地革命、抗日战争、解放战争和社会主义建设事业中，一生不讲名利，为国为民。不但如此，她还再三叮嘱我们她死后要把遗体捐献给医学事业。母亲突然病逝后，我根据她的遗愿，将她的眼球献给了同仁医院，使她实现了最后一次为社会、为人民服务的愿望。母亲就是我身旁活生生的榜样，她总是给我鼓励，给我力量，我在最困难时候，想到的是母亲的教诲和希望。

在执行运羊试验飞行时，我母亲已近90高龄，体弱多病。我父亲早逝，我又无兄弟姐妹，按说我应该更多地留在她身边以陪伴她。但他并不这样要求我，反而总是鼓励我更多地工作。她的这种心情，充分表露在她以“喜女儿工作向上”为副标题的诗中：

海自虚涵山自宏，桃李无言蹊径成。

疾风何必偃劲草，万里鹏搏御长空。

每当读此，我总是禁不住热泪流淌。我深深感谢母亲的理解和支持。我知道，我永远回报不了母亲的爱和她为支持我的工作而作出的自我牺牲。在我很小的时候，母亲把我带到陕北，陕北也是母亲最难忘的地方。母亲突然去世后，我便发誓要到陕西去工作，把活羊出口搞成，把陕西的航空公司办起来，给陕西人民插上翅膀，以报答陕北人民的养育之恩，并多少弥补一点我欠母亲的情。这就是我的动力，我的追求，正是祖国、母亲和航空事业，给了我克服一切困难的力量。

四、迎接挑战

1988年以来，在我开始进入国产民用飞机的市场开发和民用航空运输领域工作以后，我主要作了三件事：第一，完成了新疆活羊出口中东的试验飞行，或者是准商业飞行；第二，创办了长安航空公司；第三，发起和协助完成了老挝航空公司向中国民航（云南航空公司）的股份转移。现在，我是否可以对自己说，为祖国，为我热爱的航空事业，我已尽了最大的努力。

现在，我又面临新的任务，要迎接新的挑战。我感到热血又在我的胸中沸腾，身上又充满着激情和力量。我又在脑中勾画一个新蓝图，又要从头开始去创业，去重新学习，去适应新环境，重新调整自己的工作方式和方法。又可能遇到很多困难，特别是世俗的恶习和狭隘的偏见。“苟利国家生死以，岂因祸福避趋之”，只要心中长有祖国，长有母亲，就会具有克服困难的决心和力量。作为已从中国改革开放获取了机遇的幸运女性，我相信我将能够再次抓住机遇，迎接新的挑战。

Soaring High

—The Ideals and Pursuit of Excellence by an Airline Female General Manager

Li Dali

Since Li Dali graduated from the Beijing Institute of Aviation Industry in 1962, she has been working in the aeronautical field. From 1963 she worked in a research institute of the Chinese Aeronautical Research Institute. She was successively appointed as the team leader and deputy head of the research office and deputy chief engineer. In 1979 Li as a visiting scholar studied Aeronautical Management and Practice in Britain for two and a half years. Li has made certain contributions to the development strategy of China's aviation industry and taken part in many international academic conferences, and published several theses. Her professional title is research fellow.

In 1988 Li Dali was assigned to the development company of the China Civil Airline Company as Deputy General Manager, engaging in sales and usage of China-made civil aircraft and in charge of organizing and establishing an airline company. Li Dali was General Manager of Chang'an Airline Company from 1992 to 1993. In 1994 she went to Laos to serve as Deputy General Manager of the Laos International Airline Corporation.

1. Opportunity

Two years ago when I became General Manager of the Chang'an Airline Company, I met with a representative of a famous airline company of a foreign country. He was amazed at meeting me and said that for many years he had worked on the sales side of the industry and visited many countries but never come across another female General Manager or even a Deputy of an airline. He added, "You are the only one in China and even the world." He asked me curiously, "How did you become General Manager of the airline company?"

His startled attitude made me feel proud of being a Chinese female and I told him that China's reform and opening to the outside world, which has resulted in the aviation industry adopting a market economy, created this opportunity for me.

China's aviation industry was set up in the 1950s, developing into an advanced technological sector with the capability of producing military aircraft and engines in great numbers, the emphasis being on research and manufacture. From the 1980s the state called for the aviation industry to change its emphasis from military products into serving the civilian market. However, at that time China had no civil air freighter and the medium-sized and reliable military transport plane 8 was eventually hauled into service for such use. Airfreight was then in its infancy and even though, for example, the Xinjiang Uygur Autonomous Region had wanted to transport live goats to Middle Eastern countries, there were no civilian facilities. So, in 1988, the leaders of the State Council gave permission to the Ministry of Aviation Industry to use the transport plane 8 to export live goats from Xinjiang and requested that it cooperate with Xinjiang in setting up an airfreight company.

The new fledgeling organization needed a volunteer leader. At that time I was involved in research work on the development strategy of aviation, industry, in particular looking at the potential of the civil side of the industry. I published a research report which revealed that if China's aviation industry could not switch its main focus onto the civil sector and develop a market, the aviation industry would barely exist. Then the leaders of the Ministry of Aviation Industry immediately transferred me out of the Aviation Research Institute to the new company set up to develop China's civil aircraft. I was given total

responsibility for the project of transporting live goats from Xinjiang with the transport plane 8.

There were considerable difficulties and many people reckoned it would not work. So, I had to start from the very beginning and learn from the mistakes. We did not know if goats could withstand the flight. The Encyclopaedia Britannia recorded that the upper limit for goats to stay alive in the air was 5,500 meters. But this particular flight must cross the Karakorum Mountain adjacent to Pakistan where the flying ceiling height is 8,500 to 9,000 meters. Would the goats live under such circumstances?

With the support of the Ministry of Aviation Industry and Xinjiang Uygur Autonomous Region and the close cooperation of colleagues engaged in animal husbandry, we spent the three years between October 1988 and 1991 solving this vexing problem and training the personnel, with up to 200 people involved. We carried out a series of tests and experiments both with the aircraft and by medical examination of goats and finally agreed that the project was feasible.

Then on November 16, 1991, a most memorable day, the first ever live Xinjiang goats were flown to the Middle East by a Chinese transport plane. The transport 8 plane set off in the early morning from Aksu of southern Xinjiang, full of live goats, across the Khunjerab Pass, over Lahore in Pakistan, Iran and Oman and arrived at the International Airport of Sharjah, United Arab Emirates in the afternoon. More than 300 small, healthy looking goats ran out from the plane, watched happily by local guests and business people.

This was the first time that the Chinese transport 8 aircraft had landed on the Middle East and it was highly praised by all who saw it. The flight made two new records: Firstly, it broke the altitude limit for goats to live as published by the Encyclopaedia Britannia - 5,500 meters - as our trial flight proved that Xinjiang's goats could safely live even at an altitude of 8,000 meters and in some cases even as high as 9,500 meters; secondly, it broke new records in altitude, continuous flight time and distance.

After our transport plane packed with live goats arrived at Sharjah Airport, the Chinese Commercial Counsellor in Dubai said: "This is an historic flight which marks the new opening of the Silk Road." After the trial team returned home, the leaders of the Xinjiang Uygur Autonomous Region and Ministry of Aviation Industry jointly reported the good news to the State Council which instructed us to continue our efforts. The leaders of the Ministry of Aviation Industry reported this as the major event in aviation and spaceflight history to the Central Committee of the Communist Party, the Central Military Commission, the Standing Committee of the National People's Congress and State Council.

During the whole period I was always the chief and general commander on the spot and also leader of the group preparing to develop the Dapeng Airfreight Company. In 1991 Shaanxi Province decided to run this airline company in conjunction with the Ministry of Aviation Industry to carry passengers and goods and changed its name to the Changan Airline Company. I was appointed as General Manager of the company by the Ministry of Aviation Industry and Shaanxi Province.

From my own experience one can see that involvement in economic development is a prerequisite for all women. China's reform and opening to the outside world have made it one of the world's most vigorous economies. Meanwhile, the market economy has provided a hard-won opportunity for Chinese women's equal participation in economic development. In particular, the principles applied to when choosing enterprise executives have undergone a substantial change. Although the "glass roofs" to prevent women from being promoted to leading posts have not been completely dismantled and deeply rooted sexual discrimination not entirely removed, the question of the candidates' ability to increase economic benefits has become an important standard in choosing enterprise managers. Thus some excellent and capable women are able to enter into management and decision-making circles and a number of woman

entrepreneurs have been able to rise.

2. Management Characteristics

After my time as General Manager of Chang'an Airline Company, I have taken the post of Deputy General Manager of the Laos International Airline Corporation. During my years in and outside China doing managerial work with airline companies, I have realized that while female managers can learn from male managers, they can also develop their own characteristics and skills. I conceive that female managers have the following management characteristics:

Inspiration. Most women are enthusiastic. When they use such attributes to encourage others, they have considerable influence. This power can often solve difficult problems in working relations. Take myself for example; I remember the hard work of exporting the Xinjiang live goats with fondness. At that time I had to ask for help from all quarters because the transport had never been done before. I used what I had seen and experienced to persuade and influence others. I repeatedly told them how Xinjiang leaders and herdsmen were looking forward to exporting goats to other countries, how leaders of the State Council and Ministry of Aviation Industry required it. Because I repeatedly provided explanations, there were more and more enthusiastic supporters. Those who took part in the trial flight came from all different sectors and had hardly known each other in the past. I went to the air force seeking pilots and although it initially refused, it sent along after my persuasion, more than what I had expected, two air crews.

Meanwhile, at a convention of national airline companies aimed at recruiting pilots, some companies from wealthier areas already opening up said that they would provide pilots with accommodation, high salaries and even cars. As a general manager of the poverty stricken Shaanxi, I could only talk about our spirit and pursuit. I told them: "Chang'an is just starting off and there exist difficulties in our region for the time being. However, we have enormous development potential. Young people, if you want to pursue a career and understand the meaning and value of your life, you are welcome to Chang'an. Let us come together to strive for our ideals. . . ." My speech was well appreciated and later a number of pilots applied for work with Chang'an. They said my words had moved them, and also added: "There is a two-way selection here. You choose pilots and we pilots choose you leaders. . . ." Thus in recent years the Chang'an Airline Company has recruited a large number of excellent pilots, who are the real wealth of the company.

Motivating Ability. When women are committed to a cause they demonstrate devotion and enthusiasm, which can motivate the enthusiasm of other people.

During the three-year experiment, I flew in the aircraft as much as I could to encourage the pilots. It also meant I could gain first-hand experience. Although we carefully worked out strategies for long-haul and fully-loaded flights, there were still some risks involved in flying over high mountainous areas. Once when we flew a trial flight over Khunjerab Pass near the border we caught sight of army barracks below us. We were extremely excited at this. A team member said to me, "When Premier Zhou was alive, every time he flew across the guidance station of Khunjerab Pass, he sent a telegram to soldiers there. Today we are carrying out the important task of transporting Xinjiang's live goats by a China-made plane and should also send a telegram of greetings to them." His proposal was immediately acted upon. We hurriedly drafted the following telegram:

'Guidance Station of Khunjerab Pass,

Dear friends:

Our China-made Transport 8 B-3105 plane is on a trial flight to Sharjah, United Arab Emirates, with goats from Aksu of Xinjiang. All those taking part in the trial would like to express our sincere thanks and

extend greetings to the officers and soldiers at the guidance station of Khunjerab Pass. Let us jointly make contributions to the construction of the Silk Road for China-made planes.

I then read the telegram to all of the team and many were in tears. We had a wonderful trial flight team. They voluntarily took part in this project. With their sense of mission, they were determined to fulfill the necessary tasks.

Gravitational force. For years, in preparation for my management of the airline company in Shaanxi, I left my home in Beijing, living in a boarding house. One year it was dozens of degrees below zero in winter in Xi'an. There was no central heating or even a stove in my room. I could not sleep because of the cold in the night. Then a pilot gave me a thick woolen sweater for warmth. I did not return to Beijing to spend the New Year's Day, but I came to the middle of Shaanxi to visit pilots in training. When my old schoolmate came to Xi'an on business, he saw my situation, saying, "I could not believe that you are so immersed in your work!" Yet, I considered my devotion as an opportunity and I was happy. Even as General Manager, my income was not only lower than those of pilots, many ground workers and technicians, but also lower than what I had earned in Beijing. All staff members of the company hardly ever thought about working conditions and pay, united as they were in the difficult time. All of us lived in boarding houses and did not sought fame and profits. We established close relations with each other. Our work was highly praised by the airline institutions and rival airline companies. They said that Chang'an Airline Company's work was "serious, steady and painstaking" and "for many years we haven't seen any other airline company that has done a better job of preparation than yours." This has encouraged us and after we succeeded in transporting the goats, we were awarded our civil airline license in less than one year and started passenger flights.

3. Motivations and Pursuits

In the 1950s when I studied in the middle school, China began large-scale construction, calling upon the young people to study science subjects. I was fascinated by the aeronautical industry and at the beginning I wanted to be a pilot. Upon graduation from the middle school, I entered the Beijing Institute of Aeronautical Industry. After graduation, I began working in the aeronautical field and although I have had several opportunities to do other jobs, I have never attempted to leave it. My love for aeronautical industry has guided my life and given me strength.

When I went to Europe to participate in an academic conference, a representative from a Latin American country talked with me and said, "It is no wonder that you have accomplished much, because the combination of Chinese traditional culture with modern education has trained you. . . ." It should be said that his analysis was not unreasonable. My ideal, my pursuit of excellence and my motivation come from the environment in which I grew up and my education which was influenced by school, society and my family. My family, my parents and husband all love our motherland and made a deep impression on me during the period of my growth while giving me great support and strength as well, my mother in particular.

At the age of eight or nine, my mother followed her father's generation by joining in the Revolution of 1911 against the Qing Dynasty. My mother often told me stories of that time, about such women as the heroine Chu Jin, and she sang songs of the anti-Qing Dynasty period. My mother actively took part in the May 4th Movement, and then joined in the Northern Expedition (1926—1927), Agrarian Revolution, the War of Resistance Against Japan, the Liberation War and the socialist construction. In her whole life she did not seek fame or fortune but devotedly served our country and people. She enjoined us that after

her death, her remains should be devoted to the medical cause. After my mother suddenly died, we gave her eyes to the Beijing Tongren Hospital according to her behest. Her last wish to serve society and the people was realized. My mother was - and is - an example to my own life. She always encouraged me and gave me strength. During my most difficult time I always remembered the teachings and expectations of my mother.

When I carried out the trial flight of transporting goats, my mother was 90 years old, weak and riddled with many diseases. My father died long ago and I have no brothers or sisters. It was reasonable that I should stay with her. But she did not ask me to do so, encouraging me to do my job. Her wishes are contained in a poem to me called: "Happy for My Daughter's Progress in Work":

The ocean is vast and the mountain is grand,
The path is smoothed without the flowers' urge,
Why should the wind attempt to pressure the sturdy pine,
You are soaring high all by yourself, like an eagle in the sky.

Whenever I read this poem, I couldn't help but cry. I expressed many thanks to my mother for her understanding and support. I know that I will never have the chance to repay her love and self-sacrifice. When I was very young, my mother brought me to northern Shaanxi and she couldn't forget this place. I fulfilled the task of transporting goats by airplane, set up the Airline Company of Shaanxi to repay her for bringing me up with the people of northern Shaanxi. I am grateful that our motherland, my mother and the aeronautical cause have given me strength to overcome all the difficulties.

4. Meeting the Challenge

Since 1988 when I began to work in the field of civil development of China-made aircraft, I have mainly done three things: Firstly, I have finished the trial-flight of transporting goats alive from Xinjiang to the Middle East; secondly, I have set up the Chang'an Airline Company; thirdly, I started and helped transfer the shareholding of the Laos Airline Corporation into the China Civil Airline Company (Yunnan Airline Company). May I say to myself that I have done my best for my country and my beloved cause; that I am worthy of the education and fostering given by my family, my leaders and the society.

Now I am ready to face new tasks and meet new challenges with enthusiasm and strength. I have drawn up a blue print and shall start a new undertaking, study new knowledge, adapt to the new environment and readjust my own working style and methods. I shall probably meet with many difficulties especially the prejudices and narrow-mindedness of some people. "If one could die for his country, how could he choose to seek happiness and evade difficulties?" If I keep our motherland and my own mother in my mind, I will have the determination to overcome these difficulties. As a fortunate woman who has benefited from China's reform and opening to the outside world, I believe I can seize the opportunity to face more challenges.

“平等、发展、和平”需要女性介入企业的高层领导和决策

李德芳 中国耀华玻璃集团公司总经理



李德芳,1941年生,高级工程师。全国“三八”红旗手,全国劳动模范,河北省优秀企业家。1961年上海建材学院毕业,迄今已在中国耀华玻璃集团公司工作三十余年。1983年以前,她一直在生产第一线工作,积累了广博的专业知识,也与耀华万名职工及玻璃事业结下深厚感情。1983年至1993年,出任耀华厂副厂长,分工管计划、技术、外贸、外事等工作。1993年11月,出任中国耀华玻璃集团公司总经理。

中国耀华玻璃集团的核心企业中国耀华玻璃集团公司,始建于1922年,是“中国玻璃工业的摇篮”,下设七厂一矿六大公司,现有职工12000余名,资产净值4.3亿元,1994年实现销售收入10.9亿元,实现利税2.8亿元,出口创汇1000多万美元。主导产品平板玻璃年产量达850多万重箱,占全国总产量近十分之一。是全国500家大型企业之一。

主要产品包括:平板玻璃、彩色吸热玻璃、平弯钢化玻璃、夹层玻璃、中空玻璃、防弹防爆玻璃等近百种产品。其中26种产品为省级以上优质产品,普通平板玻璃质量连续12次获全国行评第一名,特选品获国家质量最高奖——银质奖。产品畅销国内,远销世界六十多个国家和地区。企业荣获全国百家知名企业、全国“五一”劳动奖状、全国企业管理优秀奖等多种荣誉称号。

“平等、发展、和平”是《内罗毕战略》的主题。从实现这一目标的角度看,经济发展是妇女一切发展的前提。因此,历史的发展需要女性从要求“男女平等”的初级阶段,进入女性参与经济活动乃至介入企业高层领导和决策的时代。我国把“妇女参与经济活动”列为执行内罗毕战略报告的第五章;第七次中国妇女代表大会也明确指出,当前一场中国改革开放的大潮使中国经济充满了活力,“已经把我国广大妇女的前途和命运紧紧联在一起”,这正说明中华人民共和国对广大妇女达到真正意义的“平等、发展、和平”的关注与支持。

从女性自身特点看,女性一旦介入企业的高层领导和决策,蕴藏的优势就会迸发出来。

首先,“博大”是女性天然的母亲情怀。这个特点使得女性在企业的高层领导和决策时,容易把一个大志向建立在感情基础上。回想自己20岁大学毕业离开繁华的大上海,迄今在中国耀华玻璃集团公司工作已30多年,几次放弃调动机会没离开,是因为我把在耀华30多年的成长视同母亲的养育之恩。在我走向领导岗位进而成为七厂一矿、六大公司、12000人的总经理时,我所感受的就是一种祖国和我、我和耀华的关系(是否可以说这是一种母亲—女儿—父母官—12000名职工的维系)。有人说“女人是一条河”,那么走向决策层的女人就最关注历史这条长河。我首先注意耀华74年的历史沿革,注意它几经沧桑、几经崛起,之所以能在每次大的时期风雨不动、一路领先,产量、质量、品种、出口创汇等成为建材行业排头的合理内核,这个内核是“自强自立、光耀中华”。一个女人领导的企业决不仅仅是女人的自强自立,而是一个企业在世界上必须树起的民族形象。在这个感情基础上,在耀华牌产品获全国行业最高银质奖的基础上,在制订1994—2000年规划的过程中,我们提出了创世界名牌的战略口号:科技先导、科学管理、质量兴企、创造名牌、国内领先、走向世界”。由此把质量兴企的全员活动升华到“名牌贵如国格、国格无价、名牌是无价之宝”的高度,12000名职工进入自强、自立、创造世界名牌的实施阶段。1994年,主导产品平板玻璃、浮法玻璃再次被评为河北省唯一的质量监督免检产品。同时,实现销售收入10.8亿元,实现利税2.8亿元,出口创汇1008万美元,主要经济指标均创历史最高水平。

第二,与“博大”可以组成一个词的是“精深”,那么女性管理的第二个特点是“精深”。居家过日子,比起男同志,女性

更富于“精打细算”，办企业也是这样。耀华在上级部门和国家领导眼里是“老厂、大厂、好厂”，它年产 854 万重箱玻璃，有 4.3 亿固定资产，这仅反映耀华是国家支柱型企业的经济实力。而耀华得以持家良久、不断发展的根本是具有充分实力的技术，技术实力才使耀华牌不断发展，资本不断雄厚。《红楼梦》中尽管有滴水不漏的王熙凤、惩罚严明的探春理财，偌大个贾府最后不也是落得个白茫茫大地、坐吃山空了吗？因此，一个企业，特别是设备老化、技改任务重的老企业，要靠技术创新自己的名牌。1986 年，在国外著名玻璃公司合资兴建浮法生产线和国内浮法生产厂家的严峻挑战之下，我们不仅建成了耀华 500 吨浮法线，而且时隔半年，我们又在这线上、在中国玻璃工业史上填一笔辉煌——国内首次成功拉引出本体着色高级茶色玻璃，结束了“茶玻”全部靠进口的历史，并开始了中国“茶玻”由进口到出口的历史。同时耀华茶玻这一新品种也使耀华的经济效益迈上新台阶！我想可以告诉各位姐妹的是，当年出任 500 吨浮法线建设总指挥和 500 吨浮法线上改产茶玻的总指挥是我；但当时的总经理是一位同我一样大学毕业后来到耀华三十多年的男同志。可以说，是有着很多男同志的耀华领导班子和包括 4300 名女同胞的万名职工一起，把我这个江南女子扶上战马的！这里也反映了女性得以介入企业高层领导和决策，除了自身条件，还有一个非常重要的外围条件，那就是需有一个允许女性与男性一样学习、就业、发展的国度。

“精深”还表现在女性沉着、心细的气质和联想能力上。就拿 500 吨浮法线上攻关“茶玻”来说，由于当时白玻饱和，加上双轨制的价差，花了那么多心血投产的新工艺却亏损，谁不急呢！耀华一贯的思路是“创新”，我便从 20 吨/日无槽小窑改产茶玻中得到启示。创新和实践、试验和周密的组织把两种工艺、不同吨位联到了一起。1984 年的 2 号球窑改建也是这样，整个工程要建立在拆除旧厂房上，给的时间是 100 天，而这旧厂房是个 1958 年大跃进中用两年时间建成的庞然大物。我想到了葛洲坝膨胀爆破成功的事例，可不可以借鉴呢？“庞然大物”前靠变电所、后靠大油罐、左靠办公楼、右靠煤气炉，风险可想而知，提出来容易，承担起来难。“就坡下驴”是句古话，“时间就是效益”是句新词，取与舍，关系到取私念还是舍进度。公安局让我签字，我又推敲了每一个程序，就落下了笔。“庞然大物”规规矩矩地倒下了！我想，同时倒下的还应该有许多旧观念吧？

总之，“博大精深”是女性最本质的特点，它延伸出来的是母亲般的博爱、平等、幸福，与为了博爱、平等、幸福而富有的献身精神。因此，女人往往和“美”联在一起，女性一旦介入企业的高层领导和决策，将浓彩重墨绘写未来的“美景”，其思维也往往来自于男性总结出来的名言，又往往比男性更活跃。

比如，目前的耀华正把原片生产的目标由过去的建筑领域拓展到为各种汽车配套的名牌风档玻璃，让名牌延伸。用男性维新变法的一句谏言叫“若无新变，不能代雄”。

比如，耀华要向现代企业迈进，与国际惯例接轨，就要从股份合作中来，再到股份制改造中去，以科学效能的机制形成一个多功能的融资中心以图发展。用中国渔夫的一句经验之谈叫“船小好掉头，船大好顶浪”。

比如，耀华有悠久的出口历史，目前已经向全国乃至 70 多个国家输出了技术与近百种玻璃产品，未来的第三产业的相关产品也将打入全国，走向世界，用外国商人的一句哲理叫“东方不亮西方亮”。

甚至，“绿色组织”的《绿色宣言》，在女性的企业决策中也倍受重视，“绿化耀华，创造环境”与“高科技、高质量、多功能、多品种、立足国内、走向世界”的前景，并举在我们 1994—2000 年发展规划中。女性介入企业高层管理和决策，既是男性管理的补充，又有所发展，它对实现全人类的“平等、发展、和平”具有重要意义——这就是我要阐述的最后观点。

愿世界上更多的国家为了“平等、发展、和平”让女性介入企业的高层领导和决策。

愿更多的女性在内罗毕世界性战略的实施中，在企业的高层领导和决策中大放异彩！

Involvement of Women in High-level Leadership and Management—A Must for Achieving “Equality, Development and Peace”

by Li Defang, General Manager of China Yaohua Glass Corp. (Group)

Li Defang, born in 1941, is a senior engineer, and winner of the titles of honor “National March 8 Red-Banner Pacesetter” and “Outstanding Entrepreneur in Hebei Province.” She has been working with China Yaohua Glass Corporation since graduation in 1961 from Shanghai Institute of Building Materials. As the Deputy Director of Yaohua Glass Factory 1989-1993, she took in charge of the factory's planning, technological, foreign trade, foreign affairs and other work. she became General Manager of China Yaohua Glass Corporation (group) in November of 1993.

The core of the group is China Yaohua Glass Corporation which, built in 1922, is seen as the “cradle of China's glass industry.” Operating under the group are seven factories, one headquarter and six subsidiary companies, which altogether employ 12, 000 people and own 430 million yuan in fixed assets. In 1994, the group yielded 1. 09 billion yuan in sales income, 280 million yuan in profits and taxes paid to the state, and more than US \$ 10 million in foreign exchange earnings through export. The output of its main product, plate glass, came to 8. 5 million heavy cases, and this was nearly one tenth of China's total plate glass production. The group is on the list of the 500 largest industrial enterprises in China.

The group's products fall into more than 100 varieties and specifications, including plate glass, heat-absorbing color glass, toughened glass, hollow glass and bullet-and explosion-proof glass. Of these, 26 have been commended by provincial and higher authorities as of superb quality. For 12 years in a row, ordinary plate glass of “Yaohua” brand has been rated as the nationally best in quality. Special plate glass of the same brand is the winner of china's highest quality metal for industrial products. On numerous occasions, the enterprise has been commended by central authorities.

“Equality, development and peace” — This is the theme of the “Forward-looking strategy of Nairobi.” This objective, if viewed from the angle of its attainment, means that economic development is the pre-condition for the development of women in all its aspects. Therefore, the development of history necessitates women to enter an era of involvement in economic activities including high-level leadership and management of enterprises, in the wake of an initial stage of their development characterized by a demand for gender equality. “Involvement of women in economic activities,” as a matter of fact, is listed in chapter 5 of China's state report on the implementation of the strategy. The 7th National Congress of Women noted in explicit terms that the surging drive of reform and opening China to the world, which has imbued the national economy with vigor, “is tightly linked to the future and destiny of all Chinese women.” This fact, on its own, testifies to the attention and support given women by the People's Republic of China in their effort to achieve the objective of “equality, development and peace” in its true sense.

Once getting themselves involved in high-level leadership and decision-making in enterprises, women will be able to bring into full play the advantages intrinsic in them.

First of all, women are born with a great maternal affection. This explains why a woman, in exercising leadership and making decisions at a high level, is likely to be full of emotions in achieving her lofty aspirations. I have been working with the China Yaohua Glass Corporation (Group) for more than 30 years since I left Shanghai as a college graduate at the age of 20. More than once did I decline invitations to work elsewhere. This is because I am grateful to Yaohua for its help in my development, as much as I am

grateful to my mother for the care and attention she has given me. I am the General Manager of the Yaohua group company which operates seven factories, one mine, six subsidiary companies and employs 12, 000 people. Holding that post, I feel that I am cemented with the company and, through it, with the country. (May I say that I am bound with the company like daughter with mother, with the company's 12, 000 employees like flesh with flood although I am their leader.) Women are often compared to a stream, and may I say that those women involved in decision-making invariably pay attention to how the "stream" flows into the big river of history. I have paid great attention to Yaohua's history, the ups and downs and the twists and turns the company has experienced over the past 74 years, and why it has always topped China's building materials industry in output, product quality and variety of products and profitability in terms of foreign exchange earnings through export. And I have concluded that lying in the heart of its success is a determination to "bring honor to China by invigorating the company. " An enterprise led by a woman not only serves to demonstrate the woman's own strength and independence; her leadership, in itself, represents the national image which the enterprise must establish before the world. It is with this kind of sentiments that we have set for ourselves the goal of making Yaohua products popular throughout the world by using up-to-date technologies and adopting scientific managerial methods. The entire staff has been aroused to achieve the goal under the slogan "creating world-famous products to enhance the dignity of the country. " In 1994, our major products, plate and float glass of Yaohua brand, were again designated by the Hebei provincial authorities as the only products produced in the province to enjoy exempt from quality inspection. The company had annual sales amounting to 1. 08 billion yuan, turned over to the state 280 million yuan in taxes and profits, and earned 10. 08 million U. S. dollars in foreign exchange through export. These and other major economic indexes were better than any previous year.

Secondly, the greatness of the maternal love intrinsic in women is accompanied by another fine quality of theirs, namely, their assiduity in doing things. Women tend to be more frugal and careful than men in running families, and so do they in running enterprises. With an annual output of 8. 54 million heavy cases of glass and fixed assets valued at 430 million yuan, Yaohua is seen by its higher-up authorities and state leaders as powerful and well-managed. In our opinion, however, this only shows our existing economic strength. To sustain its development, what is essential for us is to work hard and make it technologically powerful as well, for sustained development and increases in economic strength stem from constant improvement of technology. To build up its reputation as a producer of famous brand products, an old enterprise has the heavy task of replacing its out-dated equipment and to achieve the purpose, and it has to rely on scientific and technological progress. With this understanding, we raced against time for half a year in 1988 to build a 500-ton float glass production line, thus making ourselves capable of confronting the challenges from joint-venture float glass factories started with foreign capital and China's existing factories of the kind. It is on this new production line that we turned out, for the first time in China, dark brown glass. We are now exporting dark brown glass. In the past, however, the country had to depend on foreign markets for the supply of the product. I need to tell you that I was responsible for the building of the float glass line and the production of dark brown glass with it. The company's General Manager, a man who had worked with Yaohua for over 30 years like me, put me in charge of the projects. That is to say it was the General Manager and other male colleagues of mine—the 4,300 female colleagues as well—who helped me through with the tasks. My personal experiences show that for a woman to get herself involved in high-level leadership and management of an enterprise, what is vital is not only her own qualities but also "favorable external conditions" — state policies that allow her the same right to

education, employment and development as her male counterparts.

The painstaking ways of doing things characteristic of women also manifest themselves in their calmness and imagination. The 500 ton-float glass line initially ran at a loss because of the poor sales of ordinary glass it produced. Everybody was anxious, fearing that our money and sweat on the line would be wasted. Inspired by our success in producing brown glass with a renovated small kiln, I devised ways of incorporating the two different technologies and as expected, we quickly began producing brown glass with the line. Here is another example; in 1984, we started rebuilding No. 2 ball kiln and an old building had to be dismantled for space needed by the project. We were given only 100 days to do the job. I racked my brains to find "unconventional" ways to do it and it occurred to me that explosion might work well as a dike in Hebei Province, a gigantic structure of concrete and steel, had been pulled down in that way. But it would be dangerous to dismantle the old building by explosion, as there were oil tanks, office buildings, gas stoves and electric power facilities all around. I discussed every detail with the technicians and saw to it that safety would be guaranteed. Then, as required, I signed an official paper prepared by the local police bureau to assume personal responsibility for any mishap. The old building collapsed with a bang. I think old ideas of discrimination against women should have collapsed as well.

In short, the greatness of maternal love and the assiduity are the essential qualities of women. In an expanded form, these manifest themselves in women's tireless pursuit of universal fraternity equality and happiness and willingness to make self-sacrifice to realize all these. Because of this, women are invariably linked to "beauty". Once getting themselves involved in high-level leadership and management, women are likely to plan and usher in a beautiful future for the enterprises because they tend to place their thinking on a higher plane even though it often stems from what is summarized from men's experiences.

Yaohua is one example in this regard. It is now producing glass for wind shields of high-class motor vehicles while in the past, its products were meant exclusively for the building industry. This testifies to this old saying: "A woman cannot take over a man's place unless she tries to be different from men."

Yaohua is now striving to become a modern industrial enterprise operating according to international practices. It is being re-organized into a stockholding company and, for that purpose, we are setting up a multi-function financing center. As the Chinese proverb goes, "it's easy for a small boat to change its course but a large ship can better withstand wind and storms."

Yaohua sells its products throughout China and to well over 70 countries and regions in the world. It is diversifying its undertakings by developing third industries which, likewise, are to enter the domestic and world markets. "When the east is dark, the west however is under bright daylight" — that is what we actually mean to achieve.

Moreover, an enterprise under the leadership of a woman tend to pay still greater attention to environment. "Cover our factories with greenness" this is part of our development program for the 1994-2000 period, which aims at "adopting high technologies to ensure the quality of our products and increase their variety, diversifying our operations, and enabling ourselves to march onto the world market while taking a still more solid ground in China." Involvement of women in high-level leadership and management of enterprises, while supplementing leadership and management by men, is of great importance to the attainment of the goal of "equality, development and peace" for the human race. This is the final conclusion I want to share with my sisters present here.

Let us hope that more countries will work towards getting women involved in high-level leadership and management of enterprises to facilitate the attainment of such a goal.

Let us hope that more women will contribute to the implementation of the "Forward-looking strategy of Nairobi" and display their talent to the full in high-level leadership management of enterprises.

妇女在科技领域中成果倍出

李建昭 华北制药股份有限公司副总经理



李建昭,1945年9月14日生于河北省清苑县。现任华北制药厂副厂长,华北制药股份有限公司董事、副总经理。

1969年,李建昭毕业于北京化工学院,分配到华北制药厂。先后在四环素、土霉素车间、厂技术开发处和青霉素车间从事技术和领导工作。

李建昭同志从事抗生素生产、研究和管理二十多年来,为我国医药事业的发展做出了卓越的贡献。先后荣获国家科技进步二等奖、省三八红旗手、国家级有突出贡献的中青年专家等。

华北制药厂筹建于1953年,1958年竣工投入生产。华北制药厂的建成投产,结束了中国抗生素依赖进口的历史。

经过37年的建设和发展,华北制药厂已成为具有现代化的优质高产的先进企业。

华北制药厂于1992年8月,以其全部生产经营资产组建了华北制药股份有限公司。现有职工12000多人,固定资产原值13.1亿元。拥有科研、检测、教育、计算机四个中心,14个生产及辅助车间,4个分厂、两个研究所、9个中外合资、合作企业。主要生产青霉素、链霉素等抗生素原药和制剂;另外还有维生素、葡萄糖、有机溶剂、生化制剂、药用玻璃制品、半合成抗生素等产品。抗生素总产量占全国的1/7,青霉素、链霉素的产量各占全国年总产量的50%。产品远销世界30多个国家和地区。1994年销售收入12.7亿元,实现利税3.66亿元,创汇1900多万美元。

糖、有机溶剂、生化制剂、药用玻璃制品、半合成抗生素等产品。抗生素总产量占全国的1/7,青霉素、链霉素的产量各占全国年总产量的50%。产品远销世界30多个国家和地区。1994年销售收入12.7亿元,实现利税3.66亿元,创汇1900多万美元。

我叫李建昭,现任中国特大型企业、亚洲最大的生产抗生素原料药生产基地——华北制药厂的副厂长。今天,我所说的题目是《妇女在科技领域中成果倍出》。

下面,结合中国的国情,就第三次世界妇女大会制定的《内罗毕战略》,围绕“平等、发展、和平”的主题,对我国妇女参与企业管理阐述自己的观点。

一、平等,为妇女的进步与发展奠定了坚实的基础

中国地大物博,幅员辽阔,在九百六十万平方公里土地上生活的12亿人口中,女性约占1/2,俗称“半边天”。

旧中国,由于三座大山的压迫和封建思想的统治,妇女根本没有任何的权利和自由。毛泽东主席在1949年3月召开的中国妇女第一次全国代表大会上,向新中国妇女发出了“团结起来,参加生产和政治活动,改善妇女的经济地位和政治地位”的伟大号召。从此,新中国的妇女姐妹们在各条战线上,自尊、自信、自立、自强,胸怀大志,拼搏奉献。

优越的社会主义制度为实现真正的男女平等和妇女的进步与发展提供了保证。时代不同了,男女都一样。妇女与男子并驾齐驱,涉足政治、经济、文化、教育、法律等各个领域。

男人能做到的事,女人也能做到。巾帼不让须眉,各条战线涌现出数不胜数的女强人。优越的社会主义制度,为妇女的彻底解放,为妇女就业,参政议政和聪明才智的发挥开创了一片沃土。女性的政治地位,经济地位和社会地位日益提高。在高层政坛中,女性的比例正在逐步扩大。

二、发展,为妇女参与企业管理提供了良好的机遇

中国的改革开放,为妇女成才创造了良好的条件,提供了广阔的大舞台。一大批具有开拓精神和才华的女性脱颖而出。女性参与企业管理由低层次向高层次发展,由生产型向管理、技术、决策型发展,广大妇女在企业管理中发挥了重要的作用。

1. 妇女参与企业管理的比例增大

在我国医药行业的 162 万职工中,女职工有 80.8 万人,占 49.67%。

我们华北制药厂有职工 12557 人,女职工 6107 人,占总人数的 48.7%。在妇女干部中,厂级 1 人,处级 34 人,科级 61 人。在女科技人员中,研究生 10 人,大学本科 434 人,大专 518 人,中专 327 人,中技 958 人,女知识份子联谊会会员 700 多人。全厂高级职称 317 人,女性 134 人;中级职称 912 人,女性有 422 人;参与企业管理的妇女有 1067 人。

2. 妇女在科学技术领域中成果倍出

经济发展推动科技向高、精、尖发展,女科学家也层出不穷。如世界著名的女地质学家金庆民对南极科学事业的突出贡献,著名微循环专家修瑞娟等等。在华北制药厂 36 年的发展中,“菌种皇后”王蓉贞、女科技工作者李艳平、陈静等都曾有过辉煌的成就。

我们华北制药厂是中国第一个五年计划期间建成投产的国内最大的以生产抗生素原料药为主的特大型制药联合企业。投产 30 多年来,我厂以技术进步为先导,以科学管理为动力,以质量求发展、求效益,优质适销的产品远销世界三十多个国家和地区。青霉素是我厂的拳头产品。目前,该产品生产水平位居国内同行业之首,并已达到国际先进水平。但是,在 80 年代中期我厂的青霉素生产水平,却以低于行业水平的指标先后徘徊了十个年头。1986 年,做为生产青霉素第一大厂的华北制药厂,引进高单位菌种为基础,打一场提高青霉素生产水平的翻身仗,摘掉落后帽子,向国内先进和世界水平冲击的艰巨而又光荣的任务压在了我的肩上。当时,我大病初愈,接受这一任务有很多困难。但是,一个女科技工作者的责任心使我毫不犹豫地挑起了这一重担。

在青霉素翻身仗中,我带领青霉素车间的技术人员和职工群众,积极采用新菌种、新工艺、新技术、新设备、新材料,经过对原材料代用、培养基配比、电动机功率、搅拌形式、工艺控制点等方面的大量试验,一期工程于 1987 年 6 月取得了突破性进展,青霉素发酵单位月平均超过了三万大关,跃居全国榜首。

初战告捷后,我又带领攻关组的同事门立即投入了运用电子计算机技术对车间设备进行全面更新改造的二期工程。

我带领车间科技人员,以“献身、创新、求实、协作”的科学精神,把提高青霉素发酵水平作为一个目标,组织攻关,进行艰苦的科学试验。在不停产的情况下,对车间所有工艺管线进行了更新,对电机、搅拌、物料泵等重新安装。同时,还有微机控制和加料系统上马、半连续发酵管道施工等。经过四个多月艰苦奋战,技术改造工程提前胜利竣工。1989 年,“青霉素技术改造工程”作为国家“七五”重点攻关项目,获国家科技进步二等奖。同时,被授予国家级金融与科技金奖。

攀登无止境

不断进取,是华药人的性格。1987 年以来,青霉素车间年年有新菌种、新工艺、新设备推上生产。生产水平年年迈上新台阶。四年间,青霉素发酵单位提高了三倍,各项技术经济指标领先于国内同行,达到世界先进水平。

1992 年,为扩大青霉素生产能力,华药决定配合青霉素停产大修,新上两个 60 立方米的发酵罐。在时间紧,任务重的情况下,我坚持身先士卒,坚守在施工现场。同时,紧紧依靠科技人员,充分调动广大职工的积极性。在大家的通力合作下,使工程提前竣工。

技术改造的成功,为我厂攀登青霉素生产的新高峰奠定了坚实的基础。1992 年,青霉素发酵单位月均突破了五万大关,单罐批最高发酵单位达到了 60480,居世界先进水平。

功夫不负有心人

靠着科技人员和广大职工的辛勤努力及奋力拼搏,我厂青霉素的生产水平已经跨入了世界先进行列,开创了我国抗生素生产的新纪元。

在我国第一个五年计划期间,华北制药厂作为国家重点工程项目顺利投产,宣告了青霉素依赖进口局面的结束。今天,我们又把结束我国半合成青霉素依赖进口的局面作为历史赋予的光荣使命。目前正在抓紧组织新产品的开发、研制和生产,努力开创我国半合成青霉素发展的新纪元,向着新的、更高的世界先进水平奋进,冲击!

青霉素翻身仗的实践使我认识到:

(1) “科技是第一生产力”。企业的发展必须以科学技术为先导。没有科技进步,就没有企业的发展,就没有国家的富强。

(2) 人,是事业成败的决定性因素。掌握了现代先进技术,又有献身精神的人(男人和女人)是社会的宝贵财富,他们可以创造世间的一切奇迹。

(3) 在青霉素技术改造中,我是技术负责人。攻关组的成员中,女性占一半以上,这说明我们女人同样可以做大事。我们承受了比男人更大的困难,我们不比他们差。

3. 妇女参与管理对企业发展的作用

妇女参与企业高层管理,促进了社会和妇女自身的发展,也促进了企业的发展。1992 年,我走上了华北制药厂厂级

领导的岗位,主管生产和工艺技术。我体会到:妇女参与企业高层管理,能够以其特有的细腻、认真和灵活的特性,促进企业决策的完善。

计划经济体制下的华北制药厂,原料包供,产品包销,企业享受着五保户的待遇,机制不活,效益低下。市场经济的大潮为企业带来了考验,也提供了机遇。在激烈的市场竞争中,身为企业生产管理的决策者,我决定以市场为导向,适时调整产品结构,增加适销对路产品,以销售定产品,以生产促进销售。同时,狠抓科学管理与科技进步,及时协调生产中出现的原材料短缺,动力不足等各种问题,使企业经济效益大幅度提高。1994年,我厂工业总产值、抗生素总产量、销售收入,实现利税、出口创汇等指标,均刷新了投产以来的历史最高纪录。其中,工业总产值完成12.0983亿元,比上年同期提高32.85%;销售收入11.7341亿元,比上年提高48.02%;实现利税36088万元,比上年提高59.2%。企业经济效益的增长,大大超过了发展速度的增长。

三、妇女参与企业管理的问题与建议

1. 问题:

(1) 歧视妇女的现象依然存在

妇女就业难、就业领域仍受性别的限制。

(2) 高层管理中妇女较少且常处于从属地位

由于重男轻女的文化潜在影响,目前,尽管我们主张男女在政治上平等,但是在高层领导者中出类拔萃的女政治家仍是凤毛麟角。中国妇女在政治参与中仍存在金字塔现象,越到上层女性越少。在经济建设中,妇女在管理层的比例也低于男性,且多为副职。河北省女企业家的比例只占3%。

(3) 女职工负担过重

在家庭中,集女儿、妻子、母亲三种角色于一身的不少女职工,工作之余被繁重的家务缠身,失去了学习、进修、提高和竞争的机会。妇女与男子同样参政,需要付出更重大的努力。

2. 建议:

(1) 加快提高妇女地位,实现真正的男女平等。消除歧视妇女的现象,首先需要整个社会文化观念的改变,需要男性与女性共同的努力。其次要靠妇女自身的拼搏。男女平等,在很大程度上有赖于妇女自身素质提高,女性要有竞争的勇气和奋斗的精神,要增强成就动机和社会参与意识,使自身的能力得到男性及社会的认可。在经济发展的过程中,妇女要与男子一样,共同参与决策,而不是仅仅作为普通的劳动者。

(2) 建立社会保障体系,开展各项福利事业,使妇女从繁重的家务中解脱出来。

(3) 必须下大力气发展妇女教育,开发妇女智力,培养妇女人才,提高妇女素质。只有提高妇女素质,才能实现妇女在高层次中的参与。同时,妇女只有在各个层次中参与决策,才能更好地代表和维护妇女的权益。

Women Can Make Great Achievements in Scientific & Technological Field

by Li Jianzhao, Vice Director of the North China Pharmaceutical Factory.

Born on September 14, 1945 in Qingyuan County, Hebei Province, Li Jianzhao, a female graduate from the Beijing Chemical Engineering Institute, was allocated to the North China Pharmaceutical Factory in 1969. She worked as a technician and a leader successively in the technological division, and the workshops of cyclomycin, terramycin and penicillin. She is now Deputy Head of the factory, a Director of Board and Deputy General Manager of the North China Pharmaceutical Co. Ltd.

Comrade Li has devoted a lot to China's medical sector during the past 20 years after she went in for antibiotic research, production and management. She won the Second Award of the National Science and Technology Progress, the Special Award Granted by Hebei provincial governor, the "March-8th" Red-banner Holder and the State-level Expert with Prominent Contributions.

Since it went into production in 1958, five years after the construction began, the North China Pharmaceutical Factory has become a modern advanced enterprise and its establishment ended the importing of antibiotics from abroad.

In August 1992, the factory set up the North China Pharmaceutical Co. Ltd. Now the company has 12,000 workers, 1.31 billion yuan of original value of fixed assets, four centers involved in scientific research, detection, education and computers, 14 production and accessory workshops, four branches, two institutes and nine Sino-foreign joint ventures and cooperative enterprises. The main products include basic medicines, and penicillin and streptomycin; vitamins, amylaceum, organic solvents, biological preparations, for glassware and half-synthetic antibiotics. The antibiotic output accounts for one-seventh of the nation's total, and the output of penicillin and streptomycin stand at 50 percent of China's total, and these products sell in more than 30 countries and regions. In 1994, its sales volume reached 1.27 billion yuan, tax and profits hit 366 million yuan with foreign exchange earnings standing at US \$ 19 million.

My name is Li Jianzhao, Deputy Head of the North China Pharmaceutical factory, the largest antibiotic production base in Asia. I would like to express my view on women's participation in enterprise management with the goals of equality, development and peace.

1. Equality Leads to Women's Progress

China has an area of 9.6 million square kms with 1.2 billion population, half of whom are women.

Before 1949, Chinese women, under the oppression of the three mountains — imperialism, feudalism and bureaucrat-capitalism and feudal ideology — did not enjoy any rights or freedoms. In May 1949, Chairman Mao Zedong called on women at the First Women's Congress to unite and take part in economic and political activities so as to change their economic and political status. Since then, Chinese women have involved themselves in every walk of life with self-respect, confidence and supported each other for self improvement.

The superior socialist system has ensured the real equality of women with men and provided the base for women's thorough emancipation, employment and participation in politics. Women are now well entrenched in political, economic, cultural, educational and legal sectors. Capable women appear in every field. They have fully exploited their intelligence. Women's political, economic and social positions are improved day by day and the proportion of women leaders in the political forum is expanding.

2. Economic Development Provides Opportunities for Women.

China's reform and opening up created a sound environment for women to play their role in society. A number of women with frontier spirits and management talents have emerged. Women now take part in enterprise management from the lowest to the highest level, from production to management, technology and in the decision making process.

In China, 1.62 million people are engaged in the medical sector, including 808,000 women, which accounts for 49.67 percent of the total.

Our factory has 12,557 workers, including 6,107 women, representing 48.7 percent of the total. We have some 61 women cadres at office level, 34 at department level and one at factory level. Among women technicians, 10 are postgraduates, 434 vocational graduates, 518 graduates of higher learning, 327 come from vocational professional schools and 958 from technological schools. There are 317 working at senior professional posts, including 134 females, those who have titles of a semi-senior professional post number 912, involving 422 women, and there are 1,067 women participating in the enterprise's management.

Women have also achieved great scientific advances.

Economic development is pushing science and technology toward a high-grade and sophisticated level. One after another women scientists have emerged, such as Jin Qingmin, a geologist who has devoted a lot to scientific experiments at the South Pole; Xiu Ruijuan, a famous microcirculation expert, as well as Wang Rongzhen, Li Yanping and Chen Jing based in our factory who have made great achievements over the past 36 years.

As a large-scale united enterprise, over the last 30 years or more our factory has put great emphasis on technology, scientific management and quality, producing mainly antibiotic medicines and boasting marketable products that are exported to more than 30 countries and regions.

The most competitive product of the factory is penicillin, which is of the best quality in China and is claimed to have reached an international standard. However, during the 1980s, the production level for penicillin was much lower than the targeted level.

In 1986, the factory introduced a high-unit culture in order to raise penicillin's production level and catch up with the advanced enterprises in China and the world. I was allocated that task though I had many difficulties after just recovering from an illness.

I, with other technicians and workers, began to work on the penicillin project and we introduced a new kind of culture, technology, equipment and materials, and carried out a great number of experiments. In June 1987, the units of penicillin produced surpassed 30,000, a record figure in China.

Having finished the first phase of renovation, we plunged into the second phase, revamping all the equipment in workshops by using computer technology.

Guided by the principles of devotion, seeking truth, inventiveness and coordination, we made great efforts to raise penicillin's fermentation standard through difficult scientific tests. Meanwhile, we updated all technological pipelines and adjusted engines, mixers and materials pumps. Four months of hard work enabled us to finish the technological renovation project ahead of time. In 1989, the project, a state key undertaking during the Seventh Five-Year Period, won the Second Award of the State Science and Technology Program and the Gold Medal of State-level Finance and Science and Technology.

Scaling new heights of science and technology is endless.

The staff members of our factory are known for making instant progress. Since 1987, the penicillin workshop claimed to have a new type of bacteria, technology and equipment every year and its production

has broken records annually. Within the past four years, the penicillin fermentation unit increased three times. The factory's technological and economic standards, which have now reached the advanced level of the world, are much higher than similar operations in China.

In 1992, our factory decided to have the penicillin equipment overhauled and fixed two 60-cubic-meter fermentation tanks in order to expand penicillin production capacity. The task was difficult and urgent. I spent much time on site, and encouraged the enthusiasm of the technicians by giving them the authority to carry out the work. We eventually finished the project ahead of the schedule.

The successful renovation has laid a solid foundation for a higher output of penicillin which resulted in the penicillin fermentation unit hitting 50,000 tons and the single fermenter topping 60,480 tons, the record of which is among the highest in the world.

Our efforts are rewarding.

Our production of penicillin, now one of the most advanced in the world, has marked a new era of China's antibiotics production.

The establishment of the North China Pharmaceutical Factory during the first Five-Year Plan period has become the milestone of the end of penicillin imports. Now, efforts have been made to develop, research into and produce new products in line with the mission of ending import of half-composed penicillin. We will make more endeavors to create new production records and catch up with the best production standards in the world.

From my experiences in producing penicillin I drew the following conclusions:

— Science and technology are the first production force. Enterprise development and a country's prosperity and strength are out of the question without scientific progress.

— People are the decisive factor for the success of a business. Men and women are society's real treasure and they are able to create marvelous miracles in the world as soon as they master modern advanced technology and are topped up with devoted spirits.

— Women are not inferior to men. During the penicillin technological renovation project, I was appointed as a responsible person and half of my teams were women, which indicated that women can do important things and can bear more difficulties than men.

Women's participation at a high management level in enterprises has fostered their self-development and the development of enterprises. In 1992, I took a leading post in the factory and was in charge of production and technology. I found that women leaders displayed amiable, earnest and flexible traits, which are helpful for making perfect decisions.

Under the planned economic system, the factory's supply and sales were restricted, which resulted in bad economic returns. The market economy has brought the enterprise trials and yet opportunities. To face the fierce competitive market, I, as a decision-maker in production management, decided to turn the factory into a market-oriented one by increasing the number of products, allowing sales to dictate how many products should be manufactured and promoting our goods. Meanwhile, great emphasis was put on scientific management and scientific and technological progress, and we tried to solve the problems of insufficient raw materials and power during production. Thus, the economic results increased faster than the development speed. In 1994, we achieved record figures in industrial output value, antibiotic output, sales volume, tax and profits and foreign exchange earnings. The total industrial output value hit 1.20983 billion yuan, or a 32.85 percent increase of last year, the sales volume reached 1.17341 billion yuan, 48.02 percent higher than last year's figure, and tax and profits topped 360.88 million yuan, a 59.2 percent increase over last year.

3. Problems and Suggestions

Women do have the following problems in participating in enterprise management:

First, women are discriminated against in employment.

Second, fewer women are appointed to high-level positions, if they are, it is usually in a subordinate position. Influenced by the outmoded idea that women are less important than men, brilliant women politicians are very few at the top. Women's involvement in politics is like a pyramid. In economic construction, the numbers of women at management level are much fewer than men. In Hebei Province, for example, women entrepreneurs account for only 3 percent of the total management team.

Third, women workers have a heavy burden in looking after families and many of them are daughters, wives, and mothers at the same time. Boggled down with family chores, women have lost opportunities to study or take advanced courses. They have to work harder when they take part in politics.

My suggestions are:

— Speed up the improvement of women's social status and truly realize equal rights for men and women. Efforts should be made by men and women to eliminate the outmoded ideas about discrimination against women. Women themselves should fight for equal rights which rely on their courage and ability to maneuver. Women should be more aware that they need to participate in all aspects of society and insist that their abilities be acknowledged by men. In economic development, women should make policies, not just follow the policies as a common laborer.

— There should be a social service system and welfare network to free women from heavy household chores.

— Making great efforts to develop women's education, exploit their intelligence, and raise their skill levels. Only in this way can women become part of the top-level leadership, which in its own way will ensure that women's rights and interests are fully represented.

中国妇女参与高层次决策现状探讨

刘嘉琴 四川川化集团公司高级工程师



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四川川化集团公司创建于1956年,是全国最大的合成氨、氮肥和三聚氰胺生产企业。全公司共有各类化工产品59种106个型号。现有职工1.2万名,公司占地180公顷,资产总额10亿余元。拥有化工生产、供销储运、设备修造、工程设计、建筑

安装、研究开发、教育培训、商贸旅游、自产商品及相关技术进出口贸易的配套队伍和技术装备。具有年产值7亿元、年销售收入7.5亿元、年创汇700万美元的生产经营能力,是中国最大500家工业企业之一。目前,该公司正与日本味之素株式会社合资建设中国最大的赖氨酸生产装置。

我国妇女参与高层次决策是一个艰难的历史过程。这不仅因为妇女参政要直接受制于社会生产力发展水平,而且也受制于传统文化的巨大惯性,受制于仍处于被动状态的妇女参政意识和自身素质。这种局面不可能在一个早晨得到根本的改变。

在过去几千年中,中国妇女带着重重桎梏被压在社会的最底层,她们内心的追求被扼杀了。为了一种社会理想而奋斗的女性,只是到了近代才出现。秋瑾等觉醒了的女性在妇女解放的道路上迈出了最初的步子,而到“五四”时期,则有更多的妇女投身于波澜壮阔的社会运动。在人民共和国的创立过程中,无数优秀的中国妇女参与了艰苦卓绝的奋斗。今天,中国妇女在参与竞争,在推动社会前进的同时,也在追求自身的进一步解放。

占人口一半的中国妇女应该有相应的社会地位,但在事实上并非完全如此。各种庸俗的观念的存在致使部分妇女不思竞争;而一部分致力于社会竞争的女性,亦因缺乏科学的竞争观而在竞争中失利,导致妇女难以进入高层次决策。要想从根本上改变目前我国女干部低职务多、高职务少、副职多、正职少的局面,需要做长期的、艰苦的、细致的工作。我想对中国妇女如何进入高层次决策谈以下几点看法:

一、科学地把握妇女竞争观

我认为,妇女竞争观有妇女自身的竞争观、男性的妇女竞争观和社会的妇女竞争观三种。如何正确认识并把握妇女竞争观,使妇女步入高层次决策并少走弯路,是当代女性在竞争中必需考虑的问题。

妇女自身竞争观的价值取向比较朴实,主要目标属于工作和业务范畴,不企求得到领导职务,政治抱负趋低。1992年对全国城乡千万余份个人问卷调查表明,有67%的女性追求目标偏向于个人幸福,而在有限的事业型女性中,只有17%的向往政治理想。在竞争态度上,退缩倾向明显,特别是当有男性介入时,女性的竞争性急剧减弱,并过低估计自己的竞争能力。

男性的妇女竞争观虽然也赞同女性参加竞争,赞成妇女改变自己社会角色的各种努力,但不希望女性参加政治性竞争。有些男性担心,女性通过竞争,肯定会在更多的领域中发挥作用,这样,自己的传统优势地位受到威胁,对于一个丈夫来说,很可能害怕从家庭中的主导关系变成从属关系。

社会的妇女竞争观,在价值取向上认为女性在重大问题上的思维能力和处理事务能力不如男性,但是肯定女性在其

业务领域内的竞争。社会认为女性进取精神较弱,有待于强化。调查中有42%的男性认为“许多妇女对工作没有男性那样艰苦努力”,并有25%的女性支持这一看法。而且年青男性较年龄大的男性,对妇女竞争持更多的否定态度。也就是说,女性较为容易在年龄较大的男性领导中争取到竞争机会。

研究了上述三种情况后,可知女性应正确地把握妇女竞争观,以便在竞争中获胜。如在价值取向上,可以分步走,先在业务上取胜,再以此为中介向政治领域渗透。在竞争态度上,不宜带着明显的锐气,而可在较长时间的竞争中来显示自己的实力,以免造成社会的对立态度,增加竞争阻力。

二、加速改变女干部喜忧相伴的现状

自古以来,女性备受政权、族权、神权、夫权的奴役,而政权则是四权的基干。争取在政权领域里参与和决策的权利,历来是妇女解放运动者为之奋斗的主要目标。1990年中组部公布的调查资料表明,我国各级各类女干部965.2万人,占干部总人数的30%,比建国初期增加了60余倍。由此可见,妇女干部是我国干部队伍中不可缺少的力量。事实上,广大妇女干部在社会主义革命和建设确实发挥了重要作用,并作出了卓越贡献。但必须看到,女干部的使用状况与我国妇女在社会主义建设事业中的地位和作用还不相适应,女干部在各级领导班子中人数较少的状况尚未得到根本改变,特别是参与高层次决策的女领导干部后继乏人、青黄不接的问题十分突出。近年来随着改革开放的全面深入和我国干部人事制度改革逐步深化的同时,却出现了女干部在选举中落选较多、女领导干部数量一度下降的现象,这些问题需要引起足够的重视。

首先要提高认识。要充分认识到女干部在组织带动广大妇女积极参加两个文明建设方面所起的特殊作用;充分认识到女干部是整个干部队伍中的宝贵财富;充分认识到女干部进入领导班子后,有利于优化班子结构,密切干群关系,更好地贯彻国家的方针政策;充分认识到女性在一些领导班子所占比例呈下降趋势是不容忽视的政治问题。

随着认识的提高,各级组织要把培养选拔女干部工作列入议事日程,并建立相应的制度,有计划、有重点、有措施地逐步提高进入决策层的女性比例。这项工作不是一个单位、一个部门的事情,它是一项系统工程。如组织部门和妇联是两家工作性质不同的部门,前者是国家选拔任用人才的部门,后者是团结、组织、教育妇女、维护妇女合法权益的非政府组织,但在发现、推荐、培养女干部及让更多的优秀女性参政方面,则负有共同的责任。

一些地区成功的经验表明,任用女干部要坚持掌握两个原则。一是一视同仁的原则。严格按照德才标准,注重政绩,提供平等的选拔机会,既不忽视、不轻视女干部,真正把在实际工作中表现突出的女性起用到合适的领导岗位上,又要坚持标准,严格考察,注重本人的政绩和素质,不超越客观条件硬性提拔。这样选拔的女干部是凭真本事上来的,能够站得住脚。

二是对女职工较多的行业一般都要有配备女领导干部的原则,如在商业、文教、纺织等女职工居多的行业或群体、协调部门等,在配备领导班子时,都要尽可能选配女干部担任领导工作。

各级组织部门要解放思想,给予妇女平等的参政议政及培训教育的机会和条件。

组织上选拔女干部应“放松条件”。所谓“放松条件”并不是说降低标准,而是针对对女干部要求偏高而言的。要改变一般女干部干得和男性一样好也不易被提拔,而要干得比男性好出一截才会被承认的传统做法。应看到,女性一人身肩家庭、工作、生育几副重担,她们的成长需付出比男性多得多的代价,所以应给她们与男性平等甚至优先的竞争机会。

在培训提高上,也要做到两性机遇相等。男性往往以女性作为事业与家庭矛盾冲突的缓冲带,而女性却没有这样一个缓冲。沉重的家务劳动,使女性在婚后几年及满负荷的中年,处于最艰难时期,事业上难以继续冲刺,层次越高越难冒尖。因此,对女性人才的培养,除了做一般性呼吁外,还应针对女性培训有干预性措施和制度的保证,以确保其在业务生涯中享有再提高的机会。

三、提高素质,适应新形势的需求

妇女要有作为才有地位。上海市妇联最近调查表明:“炒鱿鱼”正威胁着处于竞争中的上海职业妇女。调查发现,上海有6家合资企业的35个厂(公司)经理职位及高级技术职称,因为女性适应不了日益竞争的环境和现代化的企业管理,而全部被男性占领。一位60年代交通大学毕业的女性,未能跟上知识更新步伐被无情淘汰。一些女性,她们在学生时代壮志凌云,一旦结了婚,有了孩子就无心进取了。有的在事业上初冒小尖,一旦遇到磨难就望而怯步了。有的心眼偏小,雄心常被飞来的污言秽语所淹没。诚然由于封建传统的束缚,社会世俗的偏见和女性生理上的因素等,使得女性参与竞争的障碍确比男性多得多,但这决不是不可逾越的。“弱者,你的名字是女人”这个说法正受到挑战和被否定。社会主义的法制为女性撑腰,国家的舆论也为女性壮胆,成功的关键取决于女性的“自尊、自信、自立、自强”精神和竞争意识。国家规定女干部比例客观上为女性高层次决策创造了条件,但并不是说非得按比例硬把女性凑进领导班子,水平不高拼进去也

不光彩,效果会适得其反。因此女性要在提高自身素质基础上,靠自身能力立足于社会,要干得与男性一样好,甚至比他们更好,才能在竞争中取胜

四、宣传应准确,要为“女强人”正名

当前,一个很重要的问题,就是要克服舆论宣传上给女干部带来的压力。“女强人不可爱”几乎成了众口一词的抨击。传统的女人形象,是从妇女长期为人妻、为人母的角色经历中形成的。其重要的一点就是“柔顺牺牲”。而“女强人”的突出特征在于她们一扫传统的柔顺牺牲,而重视自己的生命价值,重视自我意识与自我实现。往日低眉顺眼的女人,今天也理直气壮地发号施令,特别是还向男人发号施令,背离超越了传统的女性精神,这就使得许多僵化的头脑判定“女强人”背判了自己的性别,丧失了女性特点。

几千年来,男子汉总放不下高高在上的统帅架式,他们希望女人弱一些,再弱一些,从而使得男人倍觉雄壮。

有的女人同样排斥“女强人”,我们都这样生活,你为什么那样生活,具有敢作敢为的魄力和能力。

这种自觉不自觉的对“女强人”的文化围剿,反映的是一种相当陈旧的社会心态。传统的男人和女人,一心想把她们重新圈到过去的女人堆里去。当女性们从家庭里走出,实现了传统角色到新角色的转换之后,社会应该充分肯定这种脱胎换骨。应该看到,“女强人”赖以立身的是知识、是能力。“女强人”精神是女性进一步摆脱男人意志的控制,为自己性别的发展开拓新的空间的努力,是女性在精神上不依赖男性的可贵突破。她们是女性中一个全新的群体,代表着中国妇女未来的方向。“女强人”应该得到鲜花和掌声,特别是应当首先得到女性群体的支持和理解。

在舆论宣传上,要为“女强人”正名,宣传要准确。女性本来就具有比男性更富于人性的某些原始品质,例如情感,直觉和合理性。事实上,现在许多女干部工作生活处理得都好,为人处事又有原则,又有感情。媒体宣传应更好地让人们了解她们,通过客观公正的舆论导向,形成良好的社会气氛,为她们创造施展才华的舞台。

中国妇女的奋斗目标是建立一个人人都能全面、充分发展的社会,为自己,也为人类。

我们坚信,在走向未来的历程中,中国妇女会用丰硕的成果在新时代的交响乐中奏出自己那动人的乐章。

On the Situation of Chinese Women's Participation in High-Level Decision-Making Process

by Liu Jiaqin, Senior Engineer of Sichuan Chuanhua Chemical Group Corp.

Liu Jiaqin, female, was born in 1946. She graduated from East-China Chemical Engineering College in 1969. Now she engages in researches and works on worksite safety technology as a senior engineer. From 1978 to 1995, she published treatises and books and made achievements in technological and managerial field every year.

Liu is the member of American Chemical Engineers Association, member of Chemical Industry Safety Committee of Chinese Chemical Industry Institute, and member of the Science Management Committee of National Chemical Industry Safety Technology Association. She has been awarded "Advanced Worker in Safety and Hygiene Field of National Chemical Industry" for ten years. In 1994, she was conferred the titles of "Advanced Worker in Science and Technology of National Chemical Industry" and "Outstanding Woman of Rong City".

Sichuan Chuanhua Chemical Group Corp is the largest corporation in China which produces ammonia, nitrogenous fertilizer and melamine. It is able to manufacture 106 types of 59 categories of chemical products. With 12,000 employees, an area of 180 hectares and 1 billion yuan of assets, it engages in chemical production, supplying and marketing, transportation and storage, equipment maintenance and production, project engineering, construction and installation, research and development, education and technical training, tourism, and export and import business. Its annual gross turnover reaches 700 million yuan; annual sales income, 750 million yuan; and export volume, U. S. \$7 million. It ranks one of the 500 largest industrial enterprises in China. Now the corporation is co-investing with the Ajinomoto Ltd. of Japan to set up the biggest lysine production device in China.

The history of Chinese women's involvement in high-level decision-making process has been one of difficulties and setbacks. This is not only because women's participation in policy-making has been confined by the development level of social productive forces, or because it has been handicapped by the enormous inertia of traditional culture, but also because it has been restrained by women's passivity, their lack of consciousness of participation and the limitations of their qualities. Such a situation cannot be changed overnight.

During the past thousands of years, Chinese women fettered by feudal traditions remained at the bottom of society; their pursuits were strangled. Only in modern history did women arise who struggled for their ideals and social progress. The awakened females like Qiu Jin, a revolutionary who strived to overturn the feudal system and died for her democratic ideal, inaugurated and explored the way of women's emancipation. Since the May Fourth Movement of 1919, many females had dedicated themselves to the social movements of the time. Later, numerous outstanding Chinese women joined the arduous struggle for the founding of People's Republic of China. Today, when they are participating in competitions with men, when they are promoting the progress of our society, Chinese women are seeking further liberalization and expression of themselves.

Chinese women, who account for half of China's population, should have their corresponding social status, but the reality is not exactly as expected. The existence of all kinds of mediocre and unambitious thinking alienates some women's interest in emulation; as to some others who actually desire competition, the lack of a scientific concept of contesting in society fails them in their endeavors to enter the high-level decision-making process. It is common to see that many women assume lower positions, yet few can reach higher ones; many work as vice presidents or deputy directors, but few can be the No. 1 leaders. There is

a long and hard way to go before the situation can be fundamentally converted. How can the female become a senior decision maker? In the following , I would like to elaborate on my perspectives.

I. Adopting a Scientific View of Women in competition

In my opinion, there are three categories of views about women's participation in competition, namely, women's, men's and the society's understanding of females' involvement in competition. What concepts should we adopt? How should women avoid detours when attempting to enter the policy-making level? These questions need careful consideration of contemporary women.

Chinese women tend to show humble aspirations. Their pursuits are generally aimed at the progress in their professional work, not a leadership position. A 1992 national survey of 40, 000 urban and rural individuals shows that 67% of the females incline to concentrate their pursuits on the happiness of family life; among the limited group of those career-oriented women, only 17% aspire to be policy makers. With respect to their attitude toward tough contest, women display a disposition to retreat, particularly when their male counterparts join in the rivaling. Their competitiveness would decrease drastically as they tend to underestimate their own abilities.

Although Chinese men generally agree to let women vie with men and to approve females' application to change their social roles, it does not necessarily suggest that such males hope to see women gain the power of decision making . Women are becoming more influential in various fields. Some men fear that such a case would dwarf men themselves and threaten their conventional superiority. A husband may be afraid of his possible declination from a dominant position to a subordinant one.

The society commonly assumes that (a) women are inferior to men in their capability to handle matters of great importance; (b) women may have a professional career; (c) women's desire to progress and move up the ladder is not satisfactorily strong and needs further intensification. According to the statistics of the aforementioned survey, 42% of the males believe "many women do not work as hard as men", and 25% females support this view. It is also found that the younger males tend to have more negative opinions about women in emulation than older men. That is to say, females may have easier access to decision making process if working with older males.

The analyses of the three ideas about women and competition may be able to indicate an easier approach to a successful end for women. For example, the female can make achievements first in their professional field; with those as her basis, she can then move to policy making arena. They had better not be too sharp and pushing, as it may evoke antagonism and resistance from the society. They can demonstrate their calibre and power in a relatively longer period of time.

I . Speeding Up the Improvement of Female Leaders' Situation of Both Positives & Negatives

Chinese women have traditionally been oppressed and bounded by political power , religious rule, clan power and the husband's authority, among which political power is the essential element. The target of women's movement has long been leveled at more political power for women. According to the statistics published by China's Organization Department in 1990 , China has 9, 652, 000 female leaders, who take up 30% of the leading posts at various levels. The number of today's woman leaders is 60 times greater than that of the beginning of People's Republic of China. Undoubtedly, these females have constituted an indispensable force in our country's development. However, the situation is not always satisfactory. The appointments and utilization of woman leaders do not comply with the should-be part Chinese women are able to play; the comparatively small percentage of women in power has not been fundamentally altered for

the better; the problem of shortage of eligible woman leaders is especially serious with high-level decision making process. In recent years, with the deepening of our reform and the modification of our personnel system, many a female leader fails to be elected; the number of woman leaders is on the decrease. Such phenomena demand our serious concern and attention.

What are the ways to solve the problem? Firstly, I think, women should raise their own consciousness. It ought to be brought home that female leaders play a crucial role in organizing and galvanizing common women into action; they are valuable treasure of the leaders team; females' presence in such a team can optimize its structure and facilitate and harmonize the leader-mass relations; the reduction of the number of women at the policy-making level is a matter of political concern.

Secondly, the units at all levels must include into their agenda such issues as the education and promotion of woman leaders, the setting up of relevant systems to facilitate such empowerment, and the gradual increase of the percentage of females in decision-making group on a planned basis with particular emphases and measures. This cannot be finished by any single, particular unit or department; it is a systematic project. The Organization Department and the All China Women's Federation, for instance, are two agencies of different nature. The former is the governmental agency for candidate selecting and appointing while the latter is an NGO whose task is to unite, organize, educate women and protect their legal rights. Yet they share the same responsibility of discovering eligible candidates, and they are both committed to the recommending and fostering of more females to be leaders and policy makers.

The successes in bolstering female leaders of some areas suggest that two principles should be applied to the selecting and appointing of women as leaders. One is to treat all candidates equally without discrimination. We need to resort to our requirements of virtue and capability, place the stress on the candidates' accomplishments and offer them equal opportunities. We must not neglect or underestimate women; we should promote to proper positions those who have demonstrated their competence with impressive successes. On the other hand, we must adhere to our standard for leaders, inspect the candidates' qualities and achievements carefully; we cannot go beyond the objective conditions to promote unqualified females just to make up a certain number inflexibly. Women promoted through such procedures will have the required capabilities and be able to perform their duties well.

The other principle is to allocate female leaders to industries with relatively large numbers of female employees. For example, in fields with a female majority like commerce, education, health and textiles, it is necessary to appoint women as part of the leading teams.

The personnel sections should open their mind and offer women equal opportunities for vocational education and decision making posts. Actually, they ought to "loosen their requirements". To "loosen the requirements" does not mean to lower the standard; instead, it is an adjustment made to modify the comparatively stricter requirements for women. It is recognized that the traditional practice is that women cannot be promoted when they do as well as men; they are recognized only when they do much better than their male counterparts. We must admit that a female has to shoulder the responsibilities of family, work and reproduction. Her progress in career costs her much more than that would do to a male. She deserves equality, if not priority, of opportunities in competition.

There should also be equality for both sexes in the opportunities for their training and improvement of themselves. Men usually leave women as the buffer between the conflicts of work and family; but women do not have such a buffer. Heavy burdens of family chores put the female in an unfavorable position after her marriage and in her full-loaded middle age. Therefore, it is hard for them to climb higher in their career, and the higher, the harder. To secure women's accesses to education and promotion needs not only

strong appeals to the society, but also the interfering measures and regulations to guarantee women's opportunities of advancing and empowering themselves.

I. Preparing & Empower Women for the Demands of Our New Time

Women with accomplishments will be able to enjoy high social status. A recent survey conducted by Shanghai Women's Federation has shown that dismissals are threatening Shanghai female professionals in intense competition. It is discovered that the 35 managerial jobs and senior technical positions in 6 joint-ventures have all been taken by men, for the female employees there have failed to adapt themselves to the modern management and competition. A 1960's graduate from a famous university was removed as she could not update her knowledge for the near time. Some women used to have soaring aspirations; but once they get married and have children, their ambitions terminate. There are some others who would choose to quit before difficulties after they have attained only small successes. Still some others who are narrow-minded are overwhelmed by slanders. Certainly, the trammels of traditional codes, the prejudice of the society and female's physiological factor have all made it harder for women to contend with men. But the difficulties are not insurmountable. "Frailty, the name is woman"—the famous epigram is now being challenged and refuted. While the socialist legislation is supporting women, and the government's propagation is trying to boost women's courage, the key to success lies in women's own consciousness of competition and their spirit of self-respect, self-confidence, self-reliance and self-improvement. Our government's policy has provided that a certain quota is established for women's participation in leadership positions. Yet it does not necessarily mean that to fill the number, women should be appointed as leaders despite their inadequate abilities. It will not be honorable for a woman to be appointed if she is not competent enough. So doing will simply lead to an opposite effect. Consequently, women ought to depend on their self-improvement and self-empowerment and engage themselves in working for the society. They do not advance relying on quotas; they will be able to succeed only when they can do as well as, if not better than, their male counterparts.

IV. Correcting the Image of an "Iron Woman"

At present, a very important thing is to relieve the pressure from public opinions on female leaders. The comment that "Iron women are not likeable" seems to be the unanimous assail those leaders could expect. The tradition portrays a woman as a meek and obedient female who is always willing to sacrifice herself, the image of whom is carved from the traditional gender role of a woman as only wife and mother. An iron woman, on the contrary, clears off herself the feature of meek and submissive sacrifice. She values her own existence, displays the consciousness of herself, and demands herself-fulfillment. The humble women of the past now start to lead others, including men, with perfect assurance and confidence.

They have departed from and transcended the traditional codes for females, the action of which is judged by those rigid and ossified minds as betrayal of women's own gender and losing of their own traits.

Over centuries, men have assumed a posture of the superior commander and are reluctant to give it up. They wish women to be weaker and weaker, so as to make themselves feel stronger and stronger.

Some women also repel the "iron women". "We all live this way, why do you live differently? Why are you so courageous and resolute and capable?"

All these conscious and unconscious sieges to "iron women" mirror a rather old-fashioned social norm. The traditional people are wishfully attempting to shut the "iron women" back in the old pen. What the society should affirm, therefore, is the remolding of women, when they manage to walk out of their

kitchen into the society and transform their roles. It should be pointed out that what the "iron women" rely on is their knowledge and caliber. The "iron" spirit is the reflection of females' effort to further release themselves from the control of males' will and augment the space for women's improvement. It is a particularly commendable breakthrough in the sense that women are able to rid their psychological dependence on men. These so-called "iron women" constitute a new group and represent the future orientation of Chinese women. They deserve flowers and applause, especially the understanding and support of women themselves.

The public opinion should correct the distorted image of "iron women" and the media ought to delineate an exact and all-sided picture. The nature of the female has some characteristics that are even more humane than those of the male, such as sensitive emotions, intuition and fairness. As a matter of fact, many woman leaders and bosses are able to have both a career and a happy family; they can be both fair and sensible. The media should be committed to letting people know and understand them, and to compose, through objective and impartial reports, an atmosphere for the free play of those females' talents.

The goal of Chinese women will be the establishment of a society where everybody, no matter male or female, has equal opportunities to develop himself or herself. Such a society will benefit and better the individuals as well as the human beings as a whole.

It is my sincere belief that Chinese women will be able to write their own movement in the symphony of the society's future development with their fruitful efforts.

一个民营女企业家的成就

刘淑兰 大连华丰企业集团总经理



刘淑兰女士 1949年12月生。1962年小学毕业后，曾长期在丹东农村及市里的机械厂工作，1985年到1991年任丹东友谊商场总经理、深圳日月花酒家总经理。

1992年以后至今任大连华丰及丹东友谊企业集团总经理，曾获中国优秀企业家、全国三八红旗手等多种荣誉称号。

华丰、友谊两大集团公司是刘淑兰女士和爱人任运良先生亲手创建起来的。是容科、工、贸、旅游、服务为一体的大型跨国企业集团，拥有经营面积380万平方米，紧密层企业24家，其中中外合资8家，境外注册4家。经营36洞国际高标准高尔夫球场、房地产开发、环保工程开发、港务海运、货物仓储、国内外贸易、餐饮服务、海产品加工、机

械化施工、压力容器验制，科技服务等。已形成固定资产16.45亿元人民币，现有员工1900多人。

我是中国大连华丰企业集团公司的总经理，曾获得“全国三八红旗手”、“中华女英才”、“中国妇女500杰”、“中国优秀企业家”等荣誉。1992年我和丈夫任运良先生共同应邀参加了美国总统克林顿的就职典礼，同时接受美国国务卿的接见和宴请，还接受了美国拉斯维加斯市市长赠送的金钥匙。在国内受到国家领导人的接见。我的成长和进步，是和世界妇女的解放运动、中国的改革开放、经济发展分不开的。下面我想从一个新兴的民营企业女企业家的角度，来谈谈女性参与社会与企业经营管理的几点体会：

一、女性参与社会与企业的经营管理，是争取自身解放、发挥才能的有效途径

中国的改革开放、市场经济，不仅是一场伟大的经济解放运动，同时也是一场妇女解放运动。改革开放给妇女创造了一个巨大的就业机会，使妇女获得了较大的选择职业的自由度，一支强大的女企业家队伍，在市场经济的大潮中应运而生。

我出生在辽宁丹东的一个农民家庭，曾当过工人、做过妇女工作。改革开放给我创造了参与社会和市场经济的机会。1983年我和丈夫用落实政策的几万元钱开始从事个体运输经营。挣钱后首先在丹东市承包租赁了一个商场，后来又自己购买和创建了一个商场、一个饭店和一个冷冻加工厂。1987年我们用获得的利润在大连经济技术开发区投资创办了华丰经贸总公司。此时正值中国市场经济最繁荣时期，我和丈夫既当经理又当业务员和装卸工，从南方到北方大做家电生意，两年时间创利几千万元。为了把生意做到国外去，1989年我们在深圳市投资开办了深圳日月花酒家，以此为窗口，广交国内外朋友，结识了不少港台同胞，国外华侨和一些有知名度的外国朋友。有位泰国商人莱克在深圳投资建钢瓶厂失败，我把他引到大连523军工厂考察，使他下决心投资，我们入股，利用523厂军转民以后可利用的厂房、设备、技术和人才，合资开办了连泰压力容器有限公司，年生产液化气罐和各种压力容器20多万只，使老厂焕发了青春，我们也共同获得了经济效益。我集团的马得利房地产开发公司、机械化工程公司、环保公司和港务公司、高尔夫俱乐部，以及在香港、泰国、美国注册的公司，都是通过深圳这个窗口，广交国内外朋友建立和发展起来的。

我和丈夫现在领导和经营的两大集团公司（大连华丰、丹东友谊集团），目前共有24个企业，其中合资企业8个，在国外注册的4个，共有经营面积380多万平方米，总资产为16.45亿元人民币，共有1900多名职工。其中女职工700名，女干部占中层以上领导干部的40%。经营项目包括高尔夫球、港务海运、货物仓储、房屋开发、环境保护、压力容器、物业投资、劳务输出、餐饮客房、科技成果、物资经销等各个领域。两个集团已成为容科、工、贸、旅游、体育为一体的大型跨国联合企业集团。

实践证明,妇女有能力参与社会各个领域和企业的经营管理,这是社会进步的标志,经济发展的需要,是人类发展的必然,是妇女发展到一定层次的结果。

二、妇女参与社会与企业经营管理,是选好项目和目标,搞好企业管理的重要因素。

记得英国文学家狄更斯说过:“妇女是伟大的观察家”。在企业管理上同男性比较更为细致入微,其思维更加缜密,因而更能严密地制定出可行的策略,更能在参与社会和企业的经营管理中发挥其女性的特有优势。我在创业过程中,选择项目和目标的原则是:

- 第一、必须同国家发展的大目标相吻合,与政府和人民的利益相一致;
- 第二、必须走多种经营的路子,充分利用一切可以利用的有利条件;
- 第三、必须依法经营,按章办事,严格管理;
- 第四、必须以实为本,艰苦创业,五湖四海广交朋友;
- 第五、必须依靠政府的领导,充分发挥广大员工的积极性和创造性。

我认为建立一个企业的目标,能汇入国家和政府的大目标中,就等于获得成功的金钥匙。中国要在大连建设北方香港,对外开放城市必须有高尔夫球场,一些外商多次考察都下不了决心投资。我在国内外几经考察认为,虽然这个项目大,投资多(需两亿多美元),但回报也大。它是建设北方香港十六个基础项目之一,我们能上必定会得到政府及有关部门的大力支持。于是我们毅然拿出一千万元保证金与政府签订了土地转让合同,在大连金石滩国家旅游度假区成立了大连石滩友谊高尔夫俱乐部。该球场将要建成中国最大、世界前十名的环场,俱乐部的会员证已成为世界高尔夫界的抢手货,一些国家领导人也接受了名誉会员的邀请。大连市要以该球场为基地建设绿色中心,要把金石滩建成北方香港的大花园。由于我们栽了这片“梧桐林”,引来了许多的金凤凰,一些日本、美国、加拿大、韩国和港台同胞争相要求购买会员证,要求投资到球场建会馆、高级别墅和五星级康乐中心。国内外舆论界以惊奇的眼光赞叹地说:“设想到个体户能建高尔夫球场,真了不起!”

1992年我在美国意外地结识一个伙伴,正在同日本、台湾洽谈利用微生物治理污水的项目,我马上想到大连市不仅缺水,而且存在水的污染问题。于是我请来国内外环保专家参与考察研究,最后确认这个项目完全适合大连市情况,是造福社会和子孙后代的好项目。1993年就在大连高新园区成立了中外合资华利环保工程有限公司。目前这个公司对生物治理污染,研究制造环保设备,已取得了初步成果,适当时候即可发布专利。由于我们准确地把握了选择项目的目标和方向,目前我们经营的24个企业都比较有前途和生命力。

由于女性有机会参与社会和企业经营管理,就有了发挥女人特点及优势的舞台。我经营的企业虽然摊子大、战线长、范围广,但是我们紧紧抓住了用人和制定政策两大核心职能,选择了一大批有德有才、忠于事业、勤奋肯干的领导干部,把他们放在关键岗位上运筹领导,开拓事业。为了搞好企业管理,我领导大家制定了上百套行之有效的规章制度。如:企业精神是:忠诚、团结、勤奋、奉献;企业宗旨是:为企业创效益,为社会做贡献,为职工谋福利;管理原则是:严格管理,依法经营,按章办事,奖惩严明;领导要素是:依靠群众,决策高明;勤俭务实、核算精神、勇于开拓、经营开明;人才素质是,品行兼优,政治素质好,善于开拓,业务素质好,勇于拼搏,身体素质好。我们提倡制度面前人人平等,不仅员工要遵守,老板也要带头遵守,因而使大家办事有方向,行动有准则,保证了企业沿着正确道路不断前进。

很多人把谨小慎微、缺乏开拓精神做为女性的特点,实践证明这种认识是片面的。我认为女性参与社会管理,更能适合自己的性格,增强自己的胆略,从而会减少处理问题的冒险性,增加务实性,更有获得成功的可能性。

三、女性参与社会与企业的经营管理,是以实际行动回报社会和人民的良好时机

我们都是炎黄子孙,勤劳和善良是中国女性的美德。由于多年来受封建社会男尊女卑封建礼教的束缚,中国妇女没有经济权力和地位,只能作为丈夫的附属品,因而就没有回报社会和人民的伟大抱负和机遇。中国改革开放为妇女带来了参与社会和管理经营的时机。我们把“取之社会,造福人民”作为办事业的唯一宗旨,几年来把挣来的钱拿出300多万元资助教育事业和公用事业。

在丹东,我们成立了任运良教育基金会,每年拿出10万元奖励优秀教师;在大连,捐款成立了社会治安基金会;在深圳,举办“祖国颂”等专题电视日活动;在北京,赞助中央电视台拍摄少年电视片,举办94华丰杯名人桥牌,网球邀请赛。新疆和平县吃水困难,我们出资30万元,打15口井。为响应“光彩事业”的倡议,我和先生商定,准备出资在云贵高原选送5名青年上大学,学成后回原地工作。

社会在发展,人类在进步。妇女是人类的母亲,然而祖国又是养育妇女的母亲,国家和人民给予了妇女走向社会,参与企业经营管理的权利,妇女就应利用这个权利去尽回报社会、国家和人民的义务。

四、妇女参与社会与企业经营管理,只有善于学习,自立自强才能不辜负时代的重托

在参与社会和企业经营管理的十年生涯中,我感到最痛苦的是知识的不足和能力的有限。为了解决这个问题,我认为有几个途径:

第一,要善于向社会和他人学习。“三人行必有我师”。要利用自己已有的文化基础向社会学习,向企业家、工程师、向广大职工学习。要不断总结经验教训,克服自己的短处和不足,学习他人的长处。

第二,要善于在实践中学习,边学边干,边干边学,干就是学。亲自去制定企业计划,参与制定各项规章制度,学习和掌握国家的方针政策,在实践中不断充实自己,提高自己,完善自己。

第三,要搞好经验交流。任何一个企业家都有一本苦乐经,一本成功与失败经。我建议成立“女企业家联谊会”、“女经理俱乐部”等自立组织。有组织、有领导地进行经验交流,从根本上提高女企业家的政治思想水平和经营管理能力。

第四,要清除社会上对妇女不能参与社会和企业经营管理的种种偏见。所谓“头发长,见识短”的错误认识应从根本上予以平反。中国妇女是参与经济发展和企业管理的一支重要方面军,特别是在民营企业经济发展中,妇女是一支重要力量。因此希望政府能给民营企业发展创造一个良好的社会环境,给广大中国妇女创造一个发挥才干,贡献力量,大显身手的广阔天地。

Achievements of a Female Private Enterpriser

by Liu Shulan, General Manager of Dalian Huafeng Enterprises Group Corp.

Liu Shulan, born in December 1949, worked as a peasant in the Dandong countryside and in a machinery plant in Dandong City for a quite a long time after she graduated from primary school in 1962. Between 1985 and 1991, she was the General Manager of the Dandong Friendship Department Store and Shenzhen Sun and Moon Flower Restaurant. Since 1992, Liu has been General Manager of the Dalian Huafeng Enterprise Group Corporation and Dandong Friendship Enterprise Group Corporation. She has won many awards, including the "Chinese Excellent Entrepreneur" and the "National March 8 red-banner Pacesetter".

The two big corporations — Huafeng and Friendship — are large transnational conglomerates integrating science and technology, industry, trade, tourism, sports and the service sector, which were founded by Liu Shulan and her husband Ren Yunliang. They boast floor space of 3.8 million square meters, have 24 closely associated enterprises, of which 8 are Sino-foreign joint ventures and 4 registered in overseas countries. They are engaged in a 36-hole golf course of international standard, real estate development, development of environmental protection engineering, port administrative affairs and shipping, goods warehousing, domestic and foreign trade, the catering trade, processing of marine products, mechanization construction, development of pressure-vessels and scientific and technological services. The two groups have a total fixed asset of 1.645 billion yuan and a work force of 1,900 people.

I am the General Manager of Dalian Huafeng Enterprise Group and have been honored with many awards including "National March 8 Red-banner Pacesetter", "Female Talent of China" and "Chinese Excellent Entrepreneur". I am among the top 500 noted Chinese women. In 1992, my husband Ren Yunliang and I had the honor of attending the inaugural ceremony of US President Bill Clinton and had a meeting with the US Secretary of State Warren Christopher. We were also presented with the Golden Key by the mayor of Las Vegas. At home I have also enjoyed the honor of interviews with many Chinese state leaders. My growth and progress are closely associated with the international women's liberation movement as well as the introduction of reforms and opening-up policies and resultant economic development in China. Here I will say a few words about my personal experience and understanding of women's participation in social and business management from the perspective of a female entrepreneur from the non-state economic sector:

I. Participation in Social and Enterprise Management is an Effective Means for Women to Win Emancipation and Give Play to Their Ability.

China's reform and opening drive is great in both economic terms and for the women's liberation movement. It has provided women with a grand employment opportunity. Women have now more freedom as to what career they think is best to pursue.

I was born in a peasant family in Dandong, Liaoning Province. I used to work in a factory and dealt with women's affairs. With the introduction of reforms and opening-up policies in China, my husband and I began to engage in transportation in 1983. With money we had earned we signed a contract to run a department store in Dandong City. Later we bought and set up a department store, a restaurant and a cold

storage processing plant. In 1987, we established the Huafeng Economic and Trade Company in the Dalian Economic and Technological Development Zone. My husband and I conducted business in household electric appliances from south to north. Within two years, we made eight-digit profits. In order to open a window to the outside world, we founded the Shenzhen Sun and Moon Flower Restaurant in 1989. As a result, we made the acquaintance with many compatriots from Hong Kong and Taiwan, overseas Chinese and noted foreign friends. After a Thailand businessman failed in his plan to set up a steel cylinder plant in Shenzhen, I introduced the No. 523 Military Factory in Dalian to him. An inspection tour of the factory led to his investing in it. We jointly funded the Lianhai Pressure-vessel Co., Ltd., making use of the original workshops, equipment, technology and the factory's work force. Both sides reaped financial benefits from an annual production capacity of over 200,000 liquid gas storage tanks and various types of pressure-vessels. Other companies in my group, including the Madeli Real Estate Development Corporation, the Mechanization Engineering Corporation, the Environmental Protection Company, a port company and golf club as well as the companies registered in Hong Kong, Thailand and the United States, were established and developed through this window.

The two group corporations, Dalian Huafeng and Dandong Friendship, under the leadership of my husband and me, consist of 24 enterprises of which eight are joint ventures and four registered in foreign countries. The total business area covers more than 3.8 million square meters, and the total assets amount to 1.645 billion yuan. With a work force of about 1,900 including 700 females, we engage in such economic sectors as golf, port and shipping, goods warehousing, housing development, environmental protection, production of pressure-vessels, investment in properties, labor export, the catering and hotel trade, scientific research and marketing of goods and materials.

It is a proven fact that women have the ability to participate in social affairs, business operations and management. It is a sign of social progress, meets the need of social development and is an inevitable outcome of human advancement.

II. Women's Involvement in Social and Business Management is a Crucial Element in Good Choices of Projects and Goals and in Sound Business Management.

I remember that Charles Dickens, a British writer, once described women as great observers. In respect of business management, women are more careful and prudent than men. They usually adopt a stratagem after careful consideration. During my career, I have observed the following principles while choosing projects and setting up targets: (a) giving adequate consideration to the state's goal of overall development as well as to the interests of both government and people; (b) developing a diversified economy to make full use of every favorable condition available; (c) doing business according to laws and exercising strict management; (d) working diligently and at the same time making friends over a wide scope; (e) relying on the leadership and support of the government and giving full play to the enthusiasm and initiative of workers and staff.

I believe that to channel the objectives of an enterprise into state's overall goal is the key to success. For instance, when it was decided that Dalian should be transformed into a Hong Kong style garden city, some foreign businessmen could not firmly determine on investing in a golf course there. After close investigation both at home and abroad, I decided that the project, although calling for a huge investment, would pay off. As one of the 16 basic projects for municipal construction, I believed that our decision to undertake this project would be supported by local government and the relevant authorities. With a cash

deposit of 10 million yuan, we signed a land transfer contract with the municipal government and set up the Dalian Jinshitan Friendship Golf Club at the Dalian Jinshitan State Tourist Resort. Once completed, the course will be the largest in China, and among the top 10 in the world. Membership is already selling well in world golf circles and some state leaders have been given honorary membership. With the municipal government's decision to build a green center based on the golf course, a large number of investors from Japan, the United States, Canada, the Republic of Korea, Hong Kong and Taiwan have shown interest in funding gymnasiums, high-grade villas and a five star health and entertainment center at the golf course. "It is amazing that a self-employed individual in China could build a golf course," commented the media both at home and abroad.

In 1992, I obtained an unexpected business partner from the United States. When I was talking with Japanese and Taiwan businessmen about a project for using micro-organisms to treat sewage it struck me that Dalian not only suffers from a water shortage but also from polluted water. I invited both domestic and foreign experts in environmental protection to make studies into this issue. Thus, in 1993, the Sino-foreign joint Huali Environmental Protection Engineering Co., Ltd. was established in Dalian Hi-tech Park. The company has now made some progress in using micro-organism to treat pollution and in developing environmental protection equipment and will apply for a patent in due course.

Now, because we have specific business goals, our 24 enterprises are full of vitality and have a promising future.

Participation in social and business management provide women with an opportunity to give free rein to their specialties and advantages. As I manage my business on a very large scale, I have paid particular attention to policy-making and proper use of personnel, selecting a great number of talented, diligent and devoted people for key posts to advance our business. In order to achieve the sound management of our enterprises, we drew up a series of rules and regulations which have proved effective. We consider loyalty, unity, diligence and devotion as our business mottos. Our main aim is to make profits for the enterprises, make contributions to society, and bring benefits to our workers and staff. We exercise strict management control, do business according to the laws and strictly impose a system of rewards and penalties. We expect our top managers to rely on their workers, to make wise decisions, be industrious, practical and enterprising, and be shrewd at business accounting and democratic in the actual operation of the business and management. We employ people who are well-behaved, professionally reliable, and enterprising and ambitious as well as in good health. We advocate the rights of equality before rules and regulations and as a result, our enterprises have proceeded along the right road to success.

Some people consider that women are too cautious and lack a pioneering spirit. Numerous facts have proved this view erroneous. In my opinion, women's involvement in social management can improve their own courage and resourcefulness and also help diminish the risk in settling problems and can enhance the possibility of success.

III. Participation in Social and Business Management Makes it Possible for Women to Repay the Society and People with Their Deeds.

Diligence and kindheartedness are virtues displayed by many Chinese women. Submitted to the yoke of the feudal ethical code for centuries, Chinese women did not enjoy economic rights and were obliged to depend on their husbands. As a result, they had neither high aspirations nor opportunities to repay the society and people. Now we have been given the opportunity to participate in social and business

management. Over the last couple of years, my husband and I have donated more than 3 million yuan to support education and public utilities.

We set up the Ren Yunliang Educational Foundation in Dandong to award excellent teachers with 100,000 yuan a year. We also funded a social security foundation in Dalian. In Shenzhen we sponsored a special TV program titled Ode to Motherland. We supported China Central TV Station in televising children's programs. In 1994, we sponsored the Huafeng Cup Celebrities Bridge and Tennis Invitational Tournaments.

When learning that Heping County in Xinjiang Uygur Autonomous Region was suffering from a shortage of drinkable water, we donated 300,000 yuan to the county for the digging of 15 wells. My husband and I have also agreed to support five youths from the Yunnan-Guizhou Plateau to study in universities who will go back to work in their hometown after graduation.

Since women now have the right to participate in business and management they should exercise this right to serve the society, the nation and the people.

IV. Only by Studying Diligently and Making Unremitting Efforts to Improve Themselves Can Women Justify the Great Trust of the Times Placed in Them.

During my career as a business manager over the past decade, I suffered from a lack of knowledge and limited capacity. I suggest using the following guidelines as a means of solving those problems:

In the first place, we should be good at learning from society and other entrepreneurs, engineers and a wide range of workers and staff. We should be willing to learn from other people's strong points.

In the second place, we should learn by practice. Attentions should be paid to draw up business plans personally. We should play an active part in the formulation of rules and regulations for managing an enterprise and study and understand state policies to enrich and improve ourselves.

In the third place, we should encourage an exchange of experiences. Every entrepreneur has experienced difficulties, failure and success. I propose the establishment of organizations such as a female entrepreneurs' entertainment circle and a female managers' club so as to help raise people's political and ideological standards and increase business capacity.

Finally, we should counteract the existing prejudice against women's involvement in social affairs and business operations. There is also the mistaken view that women are short-sighted about business issues with little knowledge. This should be fundamentally corrected. Chinese women are an important force in promoting the country's social and economic development, especially the development of the non-state economic sector. I hope that the government will create a more favorable social environment for the development of non-state enterprises and offer Chinese women the opportunity to make full use of their talents and contribute their share to society.

一座“乡村都市”在这里诞生

刘志华 河南省京华实业公司总经理



刘志华于1939年出生于河南省新乡县小冀镇,1959年高中毕业,1972年当选为小冀镇东街生产队长,开始带领乡亲们走共同富裕的道路。1986年任河南省京华实业公司总经理,1994年任河南省京华实业公司董事长兼总经理,高级经济师。刘志华先后获得了全国劳动模范、中国十大女杰、全国优秀乡镇企业家、全国“五一”奖章获得者、全国“三八”红旗手等各种荣誉称号。

河南省京华实业公司的前身是河南省新乡县小冀镇东街村第五村民小组,72户,363人。1972年刘志华当选为生产队长,开始带领乡亲们走共同富裕之路。1986年成立河南省京华实业公司。公司1994年社会总产值8400万元,人均产值23.3万元,实现利税756万元,固定资产1.4亿元,人均收入5000元。京华实业公司现为国家二级企业,全国乡镇系统先进企业。

我是河南省新乡县小冀镇人,我所在的生产小队穷得出名,吃粮靠返销,花钱靠贷款。1972年全队所有的男同志能当队长的基本上轮了一遍,还是照样穷。当时仅有的家产是三间破草房,四头瘦牛,一辆破马车,还有8000元的外债,人心涣散如同一盘散沙。1972年选队长时大家坐了两天也没选出来。大队原领导想了一个破罐破摔的办法,选一班妇女当干部。在这种情况下,我当选了队长。当时心里很乱,不知道自己能不能支撑这个烂摊子。男人都干

不好,我能干好吗?可是当我看到全队60多户穷困潦倒的家庭,2000多口饥肠辘辘的乡亲时,我的心碎了!我要干,要让大家吃顿饭,要带领乡亲走出一条富裕之路。

我们走的第一步,就是解决粮食问题。俗话说抓粮先抓肥。我们没钱买化肥,就到化肥厂水池里拉废氨水。那是个冬天,下着大雪,我们天不亮就拉着驾子车一直干到深夜才回来。大家手冻烂了,棉裤结成了冰块,可是谁也没叫一声苦。起早贪黑,汗水没白流,终于换来了1973年麦季大丰收。1974年我们开始向国家交售余粮。

吃饱了,还是没有钱。我们想:要想富靠单一的农业是不行的。第二步我们就贷了五百元的款,买了五台草绳机,开始了纺草绳加工业。它投资少,见效快,技术性能低。这是非常辛苦的活,粗硬的稻草洒上了水结成了冰,大家的手都磨出了红肉芽,只好缠上一圈圈的胶布。手上的白胶布成了我们队的标志,姑娘们举起手说:“你们瞧,这就是我们队长发给我们的银戒指。”我听了一阵难受,心象针刺一样,我暗暗下了决心,等吧!将来让你们都戴上金戒指。

当年我们就发了一笔“大财”,卖草绳赚了七百元钱,大家你数一遍我数一遍,数钱手在发抖,数边流泪。700元钱现在看来不算什么,可当时对我们一个要饭的生产队来说,这700元太贵重了,它凝聚着全队男女老少多少心血呀!也是我们走上富裕道路的奠基石。

三中全会以后,我们搞集体经济的胆子更大了。一个偶然的机,我听说一种食品叫腐竹,很受群众的欢迎,销路好,原料是大豆,农村到处都是,于是我们开办了腐竹厂。1981年腐竹的第一个市场就是北京。当时我心里没有底,就和另一位妇女来到北京找市场。到北京以后,人生地不熟,找谁呢?于是就在旅社翻电话本。第一个找到了崇文副食供应站,一打电话,人家同意看货,按着人家说的路线来到了采购站,没想到人家一看样品,立即拍板定合同,前后不到半个小时。我们回到旅社蹦呀跳呀!最后我们俩抱头哭了。我们是世代在土里刨食不得温饱的农民,今天我们的产品却走进了北京市场,我们怎么不高兴呢?从1981年到现在北京一直是我们的销路基地,并进入了中南海。

1992年以前,以腐竹为龙头又创办了罐头厂、豆制品厂、日化厂、纸箱厂、机械厂、集贸市场。1992年以后,开始由产值型产业结构向效益型产业结构发展,投资了三千万元创办了以旅游业为中心的京华园旅游区、矿泉疗养度假村、京华园宾馆、商业、房地产、购物,形成了一个多种经营的京华集团公司,现在拥有固定资产1.2亿元,人均占有31万元。1994年总产值8400万元,人均22.1万元,人均利税21万多元,人均收入5000元。

22年来,我们始终坚持了一不等、二不靠、三不伸手向上要,一切靠自己来创造的原则,从来没有买过国家计划内物资,没买过一辆平价汽车,没用过国家一分钱的扶持款和无息、低息贷款,一切按市场规律办事,全部按市场价格交易。我们靠的是自我发展和自身的优势,这是最有力的竞争。在经营管理上,我们不仅坚持了多劳多得的经济岗位责任制,又创造了“感情管理学”。感情管理学就是以感情为主,在制度面前人人平等,“奖不忘职工,罚不避将帅”。成品科长发错一件货罚款30元,我的孩子因喝酒脱岗罚款30元。干部一人兼数职,义务装卸车已成为干部的习惯。我们这里没有特权,没有干群危机,没有打架斗殴的,没有违犯计划生育的,这里是一片乐土。1990年公司晋升为省一级企业,1991年被农业部评为国家二级企业。

京华富了,但经济的进一步发展要靠后劲。农民祖祖辈辈穷,不懂科学,没文化,所以我们十分重视教育。公司建有托儿所、幼儿园、学前班,一日三餐全免费。一年级到高中的学生全到新乡市学习,为学生专门购置了一部大轿车,每天接送。又聘请了一位全国特级教师来辅导学生的课外学习。每年投入教育资金20万—30万元,这样使孩子们受到了良好教育,为祖国为公司培养后代。农民愚昧无知的历史在京华已经不存在了。我们还和大专院校联合举办培训班,每年有计划的请进来讲课、派出去学习,进行专业对口培养,并在社会上招聘了一些工程技术人员,来充实科技队伍。目前,我公司高工两人,中级职称41人,初级职称72人,技术员25人。一支农民科技队伍正在崛起,它将是乡镇企业的中流砥柱,是京华经济腾飞的中坚力量。有了这支队伍我们才能适应经济改革和发展的需要,才能在市场经济竞争的大潮中稳步前进。

京华富了,但我们没有满足。我们提出在1995年要赶上世界中等国家生活水平,在2000年赶上世界发达国家生活水平。这种赶超不仅是物质上的而且是精神上的、文化上的、观念上的,是全方位的。我们最终的目标是建设乡村都市,用我们自己的双手和智慧把我们的农村变成城市,甚至比城市更要美好,使原来愚昧无知的农民,成为有文化、有纪律、懂科技、能够创造、能够主宰自己命运的一代新型农民。我认为房屋的建筑结构,不仅反应了人们的物质生活水平,也反应了人们的文化意识。中国北方的农民自古以来都住在一通到底的大排房里,虽然建筑材料由土坯发展到砖瓦,但建筑格局、卫生习惯还有许多不合理的。为了改变农民的生活环境,增加新的意识,我们建设了一组具有各国风格的农民公寓。现村民家家都住上了人均30平方米的有美国式、意大利式、加拿大式、俄罗斯式、西班牙式等多种风格的农民公寓,室内有现代化的卫生间、暖气。公司给每户配备了组合柜、五座沙发、一套煤气灶,食品柜,免费供应热水和暖气。粮食集体供应,婚丧嫁娶,生老病残都由集体操办。英国《南华早报》赞扬京华公司象迪斯尼乐园,农民住在仿西方建筑的公寓里,标志着集体的成就。

在我们这里,基本上做到了老有所养,少有所教。六十岁以上的老人,每月40元的零花钱,每年四套衣服,每年组织他们坐上公司的旅行轿车,到全国各地观光疗养,全部免费。逢年过节,给老人备一份礼物,开一个茶话座谈会,让老人为公司出谋献策,并根据他们的身体情况安排一些力所能及的工作,每月还发100元工资。老人们的晚年过得既充实又愉快,在集体经济不断壮大的情况下,他们会受到更优厚的待遇。为了使农民改变旧的思想意识,不仅使他们有舒适优美的生活和工作环境,还要有充实的文化生活,为此我们公司组织有管乐队、艺术团、篮球队、体操队、乒乓球队,有文化宫、舞厅、阅览室、老年人活动室,每天早晨优美的音乐唤来了男女老少,有做操的、跳舞的,有做气功的,他们都象城里人一样懂得了“生命在于运动”的道理。每年七月份是我们的旅游月,几年来,组织了30批一千多人次的旅游队伍,先后到过北京、南京、苏州、杭州、北戴河等地观光疗养。从去年开始,分批组织出国考察学习,使大家开阔了眼界、增长知识,转变观念。现在我们京华成了河南省令人瞩目的地方,被省政府命名为“农业战线上的十面红旗”之一,我也被评为全国劳动模范,全国“三八”红旗手,全国优秀乡镇企业家、全国农村“十大”新闻人物之首,并当选为全国人大代表。

1991年2月6日是我们公司最难忘的一天,我们的国家主席江泽民来到了京华与我们合了影,并挥笔题辞:“努力提高农民素质,建设社会主义新农村。”他高兴地说:“你们的衣服真漂亮,你们的建筑真美,是谁设计的?”当江主席得知是我丈夫黄占山设计的时候,他笑着拍着老黄的肩膀问:“你不是学文的吗?”这不由激起了我对丈夫的感激之情。我爱人和我同村,在一个学校高中毕业,后来他考上了北京大学。1965年毕业分配到文化部,1971年回乡落队锻炼,1976年被批准带家属进京,我们没来。我的三个孩子和媳妇都是农业户口,我们立志为改变家乡共同奋斗,为农民争气,为农村争气,为妇女争口气,这样才不愧对我们的祖先,不愧是农民的儿女。

我爱人在事业上给了我极大支持,在家庭给了我无微不至的关怀,才使我有今天。他现在是我们的总顾问。

我们县多次让我转户口,并转干,我都婉言谢绝了。我离不开乡亲,离不开这块黄土地,它养育造就了我,我愿为它付出一切,把它建设成具有中国特色的新农村,象城市一样美好,和乡亲们共享家园的城市生活,这样更甜蜜,更幸福。

二十多年来,我为乡亲们付出了很多,但我得到的要比付出的更宝贵,那就是乡亲们的情和爱。

由于长年累月的超负荷工作,我身体患有多种疾病,特别是心脏病,犯病时非常危险,每当这时候,男女老少,床前床后、屋里屋外,半夜守着。一些老人哭着说:“志华呀!你可不能死,让我替你吧!”还有什么比这更宝贵的呢?这些情是无价的,是金钱买不到的,所以我活得高兴,活得值得,活得充实。人生的价值在于奉献,让我们永远记住这个真理吧!

Here Emerges a "Rural City"

by Liu Zhihua, General Manager of Henan Jinghua Industry Co. Ltd.

Liu Zhihua, born in 1939 at Xiaoji Town, Xinxiang County, Henan Province, graduated from high school in 1959. She was elected Production Team Leader in 1972 when she started to lead her villagers to common wealth and prosperity. In 1986, she became the General Manager of Henan Jinghua Industrial Corp. (HJIC) In 1994, Liu Zhihua was elected the Chairperson of the board and the General Manager of HJIC. She is now a senior economist. She has been conferred with honoring titles of "National Model Laborer", "Top Ten Outstanding Women in China", "National Excellent Township Entrepreneur", "National May 1st Laborer's Medal", "National March 8th Female Model", etc.

Henan Jinghua Industrail Corp. evolved from the Fifth Villagers Group of Gong Jie Village, Xiao Ji Town, Xinxiang County, Henan Province. It has 72 households with 363 villagers. In 1972, Liu Zhihua was elected production team leader and began to lead her village fellows to wealth and prosperity. In 1986 Henan Jinghua Industrial Corp. was established. Now it has a fixed asset of 1,400 million yuan. In 1994 the overall output value amounted to 84 million yuan yielding 7.56 million yuan of tax and profits. The per capita output reached 233,000 yuan, while the per capita income was 5,000 yuan.

Jinghua Industrial Corp. is a national second-class enterprise and the outstanding enterprise in the system of national township- and village owned-enterprises.

I come from the town of Xiaoji in Xinxiang County, Henan Province. Depending completely on the grain allocated by the state for food and governmental loans for spending, the production team to which I belonged used to be widely known for its poverty. By 1972, almost every man possible had been made the head of the production team in shifts, only to give no signs of improvement. Three dilapidated thatched cottages, four emaciated oxen, a badly damaged cart, and a debt of 8,000 yuan were all that the team had at that time.

Two day's discussion resulted in no result when again it was time to elect the head of the production team in 1972. Under such circumstances, the last way available was decided on—to have a woman as the head. And I was chosen as the woman. I felt very anxious at the decision. Would I be able to handle this awful mess where no man had succeeded? However, at the sight of the 60 impoverished families and the 200 starving folks, my broken heart urged me to make up my mind. I would do it. I would give them food as well as the hope of prosperity.

Our first task was to feed ourselves. To have sufficient grain, we needed to have sufficient fertilizer first. Having no money to purchase fertilizer, we went to the fertilizer factory to haul the ammonia water from the cistern there. It was a snowing winter day. We started out with our cart before daybreak, and did not return home until late into the night. Our hands were frostbitten, our cotton-padded trousers were wetted and frozen, but no one complained. Our painstaking efforts were rewarded with a good harvest of wheat in 1973. In 1974, we began to sell surplus grain to the state.

We were no longer starving, but were still short of cash. We realized that farming was not enough to make us rich. So next we bought five straw rope machines with a loan of five hundred yuan and started our own straw rope processing industry. We chose this industry because it demanded low input and no technology, but made quick profit. The work was very hard. Rubbing the thick and tough ropes, which were sprayed with water and frozen into ice, caused red granulations on the hands of the workers. For

protection, the workers had to bound their hands with adhesive plasters, and the white plasters became a symbol of our team. Girls would raise their hands and say: "Look, these are the silver rings the head of our team gave us." I felt bitterly hurt at such moments. "You wait and see, girls. Someday, I will make every one of you have gold rings to wear." I said to myself.

We made a fortune that year. The straw ropes earned us seven hundred yuan. The cash was counted by our team members, one after another, our hands trembling, our eyes filled with tears. Negligible as it may sound today, the seven hundred yuan was the fruit of a year's toiling and moiling of the whole production team and served as the foundation stone of our later prosperity.

The Third Plenary Session of the Eleventh Central Committee greatly encouraged us to further develop the collective economy.

Once, I happened to hear of some kind of food called "fuzhu" (dried bean milk cream in tight rolls), which was said to be liked by many people and have a good market. We decided to set up a fuzhu factory when we learned that soybean, which could be found everywhere in our countryside, was the major raw material of fuzhu.

In 1981, feeling quite unsure, we came to Beijing to open up our first fuzhu market. Having no acquaintance in Beijing and no idea where to start, we had to turn to the telephone directory in the hotel for help. Chongwen Foodstuffs Supply Center was the first one we spotted. We made a phone call and was glad to hear that they agreed to see our products. We went to the purchasing station according to the address given. Unexpectedly, they decided to sign the contract immediately after seeing our sample products and within half an hour, everything was settled.

Upon returning to the hotel, we were so beside ourselves with joy that we jumped, laughed, and wept. As farmers who had been struggling with the soil for generations to fill our own stomach, how could we contain ourselves when our products finally entered the market of the capital of our country?

Beijing has been the base of our fuzhu sales since 1981. Our products have served the dining table of Zhongnaihui.

Between 1981 and 1992, starting with fuzhu factory, we established several other factories, processing canned food, crystalized soya-bean milk, everyday chemical products, paper boxes, and machinery. We also set up a country fair.

Since 1992, we have shifted our guiding principle from concentrating on high output value to striving for high benefits. We invested 30 million yuan in creating a tourist center that include Jinghua Tourist District, a mineral spring sanatorium, and Jinghuayuan Hotel. Today, with fixed assets of 120 million yuan (310,000 yuan per capita), we have become a diversified Jinghua Group Corporation engaged in industry, commerce, and real estate. Our total output value topped 84 million yuan (221,000 yuan per capita) in 1994. Tax per capita and income per capita reached 210,000 yuan and 5,000 yuan respectively.

Self-reliance is the principle that we have been sticking to over the past 22 years. We have never purchased any materials or a single motor car at privileged prices. We have never received any governmental grants or used any interest-free or low-interest loans. We have made each deal at market prices and according to marketing rules. It is self-development and our merits that make us highly competitive.

While insisting on the post responsibility system, we also apply an "attachment management" in administration. "Attachment management" is a managing pattern in which all workers and staff members become closely attached to the corporation, out of the sense of equality they feel before regulations.

From workers to managers, no one who has made contributions will be denied rewards; neither will

anyone get away with the wrong he has done. Once, a section chief of end products was fined 30 yuan for sending a wrong product. At another time, my son, having drunk too much, did not turn up at his post. He was also fined 30 yuan. The leaders are equal to common workers when working. To hold several positions concurrently and to load and unload trucks voluntarily have become something people at the administrative level are used to. In our corporation, there is no special privilege, no tension between workers and the authority, no scuffles, and no births that violate the family planning policy. In 1990, we were promoted as a first-grade enterprise at the provincial level, and in 1991, the Ministry of Agriculture chose us as a second-grade enterprise of the state.

Jinghua is prospering. But we are fully aware that further economic development demands staying power. As poor farmers for generations who have had no opportunity for good education, we are now making every effort to make it up. We established a nursery, a kindergarten, and a pre-school class. Meals are free at these places. With a bus particularly purchased, we send all of our kids to be educated in elementary and secondary schools in the city of Xixiang. We have even invited a top-grade teacher in the country to give the children guidance in studying. Approximately 200,000 to 300,000 yuan is allotted to education each year, so that our next generation will be knowledgeable and make contributions to our country as well as to Jinghua. Illiterate farmers can no longer be found in Jinghua now.

In addition, we have run some programs specially catering to the needs of our corporation in cooperation with some colleges and universities, either getting teachers to our company to give lectures, or sending our staff members to study in these institutes. Meanwhile, we have invited some engineering and technical personnel from outside Jinghua to strengthen our scientific group. Today, we have two senior engineers and 138 lower-ranking engineers and technicians. A scientific group made up of farmers is emerging to become the mainstream of township enterprises and the nucleus of Jinghua's take-off. It is this group that enables us to meet the demand of the economic reform and development and to maintain a steady progress in the overwhelming market economy.

Richer now as Jinghua is, we are not satisfied. We set our goals at catching up with the medium living standard of the world in 1995 and with the living standard of developed countries in the year 2000. It will not be a mere material overtake, but an overall one including development in every aspect of spirit, culture, and values. Our final ideal is to use our own hands and wisdom to turn our hometown into a rural metropolis, a place even better than cities. We will get rid of ignorance and become new farmers who, with knowledge and discipline, will be able to create and control our destiny.

In my opinion, the structure of buildings can reflect not only people's material life but their cultural outlook. For thousands of years, farmers in North China have lived in straight-lined single-storey houses. While bricks and tiles have taken the place of adobes, the setup and sanitary customs have more or less remained irrational. To improve the farmers' living environment and refresh their mental outlook, we constructed a series of new farm houses with exotic styles, such as the styles of America, Italy, Canada, Russia, and Spain. Today, all the villagers have moved into these farm houses, which are furnished with advanced sanitary facilities, furniture, gas, hot water, and heating system. Almost everything in Jinghua, from food supply, wedding ceremony to medical care, is managed by the collective. South China Morning Post, a British newspaper, describes Jinghua Corporation as a Disney Land, where farmers live in western houses, symbolizing the achievements of the collective.

In Jinghua, both a good life of the aged and a good education of the young are guaranteed. The aged above 60 years old can get 40 yuan for incidental expenses each month and four suits of new clothes each year. The corporation provides them with an annual free travel to various scenic spots in the country. The

aged receive gifts on holidays and have opportunity to give counsel on the work of the corporation on the informal discussions held for them. With regards to their physical condition, they are also given some work within their power, with a monthly salary of 100 yuan. The elderly all have a rich and happy life in Jinghua. As the collective's economic strength grows, their life will surely get even better.

To change the farmers's outdated ideas, we need not only a comfortable living and working environment but also a rich cultural life. For this purpose, we have organized a band, an art ensemble, a basketball team, a gymnastics team, and a table-tennis team. We have also built a cultural palace, a dancing hall, some reading rooms, and a place for the elderly's activities.

Like townspeople, our villagers have learned the truth that healthy life depends on exercises. Every morning, they go outdoors, following beautiful music, to do exercises, Qigong and dance.

July is our "travel month". In the past few years, we have organized 30 tourist groups for 1,000 people to Beijing, Nanjing, Suzhou, Hangzhou, and Beidaihe, for visit and convalescence. We have also sent people abroad since last year to broaden their horizons, improve their knowledge and open their mind.

Today, Jinghua has become a focus of attention in Henan Province. We have been honored with the title of one of the "Ten Red Banners on the Agricultural Front". I myself, too, have been given many titles of national honor and have been elected a deputy to the National People's Congress.

We will never forget the day of February 6, 1991, when President Jiang Zemin came to visit Jinghua and took a picture with us. He encouraged us to "strive for the improvement of farmers' quality" and to "construct a new socialist village". "Your clothes and houses look so nice! Who is the designer?" asked President Jiang. When he was told that the designer was my husband, Huang Zhanshan, the President patted him on the shoulder smilingly and said, "You majored in literature in college, didn't you?" The President's words stirred up my deep gratitude toward my husband.

My husband and I were born in the same village. In the early 1960s, he gained the opportunity to pursue study in Beijing University, while I stayed at home after graduating from high school. He was assigned to the Ministry of Culture after graduation in 1965 and returned home for self-improvement in 1971. In 1976, he was allowed to go back to Beijing with the family. However, we gave up the chance, determined to devote ourselves to eradicating poverty in our hometown. My three children and their wives all hold rural residences. They are now working in our corporation. My husband has given great support to my work and taken every care of me at home. Without him, I would never have achieved such success. He is now the general advisor of Jinghua Corporation.

For more than once I have refused the opportunity to change for an urban residence. I can not separate from my folks. I can not separate from the land on which I was brought up and on which I have succeeded. I am always ready to give everything to build my hometown into a modern village with Chinese characteristics, a village as good as, or even better than, cities. I will enjoy a sweet and happy urban life together with my folks in my hometown.

Over the past 20 years, I have given a lot to my folks, but have got something more precious from them in return, that is, their love.

As a result of years' overloaded work. I have been afflicted with quite a few diseases, and my heart disease often endangers my life. At such moments, many anxious villagers would gather around my house praying for my recovery. Some aged people would say: "You can not die, Zihua! If only I could die for you!" Is there anything more precious than these words? This love is invaluable. It is not what can be bought with money. It makes my life happy, rich, and worthwhile. The value of one's life lies in giving. Let us keep this truth in mind forever!

一个维族女企业家的成长

热比娅·卡德尔 新疆阿克苏达工贸有限公司董事长



热比娅·卡德尔 1948年生,新疆维吾尔族人。1976年起开始个体经营。1980年后在新疆境内外开始个体经营,1987年组建“三八商场”。1992年10月建起热比娅大厦。1992年组建成立新疆第一家私营企业阿克苏达工贸有限公司。1993年前后与哈萨克斯坦、原苏联各国做易货贸易。

热比娅·卡德尔女士现为阿克苏达工贸公司董事长,全国政协委员,新疆维吾尔自治区政协委员,自治区工商联副主任委员,全国优秀女企业家,自治区女企业家协会副会长。

阿克苏达工贸有限公司成立于1992年,热比娅·卡德尔是新疆最早富起来的私营女企业家。公司固定资产达1亿多元,现有职工200多名。公司所属分支机构有热比娅房地产开发公司、热比娅大厦、明星时装厂、电脑排版系统等等。公司成立后业务范围不断扩大,现已与哈萨克斯坦合资成立了“莫利其力克有限公司、皮革厂、商场等,1993年后又与原苏联各国做易货贸易,开始逐步走上跨国经营通路。

我叫热比娅·卡德尔,是中国新疆维吾尔自治区首府乌鲁木齐市的一个维吾尔族女私营企业家。我于1948年生于新疆维吾尔自治区北部美丽的草原城市阿勒泰。我的父亲卡德尔是个以经营饭馆,浴池,理发馆为生的勤劳的维吾尔族市民。我共有6个兄弟姐妹,我排行老三,13岁以前,我一直在

阿勒泰读书。1960年举家迁往位于天山南部的阿克苏地区。没过多久,就和千千万万个维吾尔族同龄少女一样,开始扮演贤妻良母的角色,失去了上大学,学文化,走向社会工作的机会。究其原因就是一个“穷”字。

我和众多的维吾尔族妇女一样,围着锅台转,伺候老人,带孩子,做家务,靠丈夫70余元的工资艰难地撑着一个几口之家。随着时光的流逝,孩子们的成长,我开始为孩子们的前途着想。我想决不能让孩子们也和自己一样,应该让他们学习,把他们培养成有用之才。我也不能一辈子受穷,应该闯一闯,干一点事情,为社会做些贡献。于是开始在家试制童装,布娃娃拿到街上偷偷地卖,没有想到效果非常好,于是激发了我的积极性,接着开始出售自己制作的绣花枕套,台布等。这样一个月能有150余元的收入。这在当时的条件下对我来说是个不小的数字。

胜利往往属于那些敢为人先,勇于开拓前进的人。当时我已经是年过三十、六个孩子的母亲。我最初的尝试不但给我带来可观的经济收入,使得我能减轻家里的负担,改善生活条件,更重要的是给我带来希望和信心,以及不断开拓的决心。但是,当时,不允许有除了公有经济以外的其他经济成份的存在,不能公开进行。于是我就走出家门,到新疆各地了解情况,掌握信息。当我发现和田人特别喜欢阿克苏地产的“三北羊羔皮”,就在阿克苏地区所属各县的农牧区大量收购贩运到和田,再把和田的纯毛地毯和丝绸运到阿克苏地区。根据当时的市场情况,南疆各族人民非常喜欢上海、广州等地的针纺织品和服装。于是在积累了部份资金后,就开始跑上海、广州等地,把新疆少数民族喜欢的工业品贩运到新疆出售。在这期间,由于政策所限,遭到过不少次的挫折,货被没收,上当受骗,但我并没有灰心,而是本着“在哪里跌倒,就从哪里爬起来”的精神,从最小的生意做起。经历了很多次的失败和成功以后,我认识到要想办成一件事就必须有百折不挠,顽强拼搏和不怕累,不怕苦的精神。这些失败和挫折增强了我的毅力和决心。

1980年,我们一家来到乌鲁木齐定居以后,用仅有的60元钱在少数民族聚居的二道桥摆了一个摊,主要帮别人代销。当时人们开始注意穿着打扮,但是由于新疆地处边远地区,市场上的商品非常短缺,这就给我创造了一个难得的机会。再加上我国的改革、开放搞活经济的政策也为新疆的个体、私营经济的发展提供了一个非常好的环境。于是我们生意就越做越大,就好像是滚雪球似的,我的利润也成倍增加。

不管干什么事,都应该有敢于竞争,敢于创新,勇于开拓的胆略。所以我给自己定了一个敢想大事业,谋求大发展的目标。手里有一千元资金就去做一万元的生意,手里有十万元就去做百万元的生意。如果说我能在较短的时间里,投入非常少的资金而取得目前的成绩有什么秘诀的话,那么最重要的一条就是要善于抓住机遇,看准了的事就速战速决,薄利多销,决不拖泥带水,想方设法提高资金的周转率和回报率。另一方面虚心听取有识之士的意见和建议,把信誉放在首

位。在业务往来中,不管是借别人的钱,或者是给其他人代销产品,只要到期我都千方百计把钱结清,取得广大客户的信任,提高自己的知名度。另一方面,我能把自己的商业活动和当时的政策联系起来,把经营活动与当时多变的市场结合起来,使自己始终都处于良好的经营状态,取得事半功倍的效果。

我非常热爱我现在所从事的事业,不怕苦,不怕累,不断进取,这是为什么呢?也许你们不会相信,站在你们面前的这个新疆的“首富”,曾经是给别人当过保姆,洗过衣服的家庭妇女。但是不管干什么我都力争把它干好,干精,只要是正当的劳动,就不怕脏,不怕累,不怕别人瞧不起,从小做起,所以在短短的十三年时间里,把梦幻变成了现实。

1987年,我在乌鲁木齐解放南路租下一块地,创建了一个“三八商场”,专门给生活有困难的家庭妇女提供货源,引导她们通过自己的劳动走上富裕的道路。1990年我修建了一栋六层54户的商品住宅楼,成为新疆第一个由私人投资开发商品房的维吾尔族私营企业家。1990年“三八商场”投资修建了具有民族建筑风格、设施与功能齐全的现代化商厦“热比娅商贸大厦”。商贸大厦于1992年10月建成以后,500余户个体工商业者在此经商。

我不管做小本生意,还是管理私营公司,都非常注意商业道德。这是一个非常重要而严肃的问题。这种职业道德在我刚开始做小本生意的时候就开始培养。虽然我是一个普通的家庭妇女,没有多少文化,但在发现了自身潜在的做生意的天赋以后,就立志为社会做些事情,为妇女,特别是为维吾尔族妇女做个榜样。所以,就把买卖公平,互惠互利,互相帮助,互相信任作为自己的职业道德标准,无论做什么,无论与谁合作我都能以诚相待,取信于人。

1992年,随着欧亚大陆桥的开通,新疆变为我国对外开放的前沿。邓小平同志南巡谈话发表以后,我国的改革开放步伐加快,我国与原苏联之间的民间交往与日增多。我认为这是加快发展私营经济的难得机遇。于是在原有的基础上成立了第一家由维吾尔族妇女经营的私营企业——阿克达工贸有限公司,并且把经营的的重点移到与独联体各国进行易货贸易上。当时,原苏联解体,独联体各国的经济情况恶化,市场商品,特别是日常生活品极其缺乏。我国的轻工产品,特别是针纺织品,服装在这些国家非常受欢迎。另一方面,这些国家的重工业产品也是我国经济建设所需要的。我紧紧抓住这一时机,走出国门,与外商做易货贸易,第一批进口十几部汽车,然后根据国内市场的需要进口钢材,废铜等,取得很好的经济效益。与此同时抓住时机,在哈萨克斯坦与外商合资创建皮革厂,工贸公司,独资组建“热比娅商场”等企业,把公司的业务扩大到国外。

1994年,根据国内市场的需要,相继办起小型的服装厂、针织厂和电脑排版系统,为企业的发展奠定了基础。阿克达工贸公司设在热比娅商贸大厦的六楼,设有业务部,财务部,办公室,保卫科,后勤总务科等部门,有200多人在公司工作。1994年7—8月间,我应邀去英国,土耳其进行业务考察,与外商探讨成立跨国公司的可能性。到目前,阿克达工贸有限公司的固定资产达一亿多元,另外还在乌鲁木齐市黄金地段投资二千多万元,购置了八千平方米的土地准备开发,今年又盖起了一栋85户的住宅楼。

任何时候,我都认为我是属于人民的。如果一个人不为人民着想,不为自己的民族办点实事,那么这会失去存在的价值。我曾经帮助过无数的人,带着他们走上富裕之路,因而深受大家的尊敬。有很多个体工商户和私营企业家都称我为“老师”。群众则称我是女强人、千里马,为自己的民族有个热比娅而自豪。我每天都能收到上百封来自祖国各地,乃至世界各地的来信。其中有很多信,来自新疆各地,有愿意与我联营的,也有向我诉说自己的喜、怒、哀、乐,也有的要求我给予帮助,每天在办公室里都要接待很多人。

我从小没有受过高等教育,但在实践中学到了书本上学不到的许多东西。我希望广大妇女也像我一样不断学习,充实自己,不断提高自己的素质,参与企业的高层管理和决策。最近几年来,随着我知名度的提高,很多大专院校来请我去作报告。我根据自己的亲身经历给学生们讲我的过去,所经历的磨难,创业艰辛,收获的喜悦,今后的打算,用最简朴语言给他们讲企业管理,职业道德,讲人生观,受到热烈欢迎。许多师生听完报告后说:“热比娅给了我们从书本上学不到的知识,使我们受到深刻教育”,有些大专院校还聘我为“兼职教授”。为发展我国的教育事业,在我力所能及的情况下给各学校,幼儿园,福利院捐资,尽自己一点微薄力量。

我的家庭是个非常和睦、幸福的大家庭,共有13口人。我的丈夫司迪克阿吉把自己毕生的精力都奉献给了教育事业,现在新疆教育学院任教授。他热爱自己的事业,也热爱家庭,非常关心、支持我的事业。在我遇到困难,受到挫折,需要理解和帮助的时候,他总是安慰我,鼓励我。大儿子叫卡哈尔,今年三十岁,现在是“热比娅商贸大厦”的经理。其他子女中有教师,有文艺工作者,大专院校的学生。最小一个女儿今年五岁,非常可爱活泼。总之我认为我是一个生活充实,家庭幸福的幸运儿。政府非常重视发展私营经济,给我们创造了一个展示自己才能的宽松环境,不但在政策上支持我们,而且也非常关心我们。我现在是自治区政协委员,全国政协委员,自治区工商联副主任,自治区女企业家协会副会长。我认为发展中国的女企业家们应该和发达国家的女企业家广泛建立起联系,加强友好往来和合作。我愿意为此做出努力。

我坚信,在政府的关心和支持下,凭着在实践中积累起来的经验,再经过几年的艰苦奋斗,我创建和领导的这个私营企业将会成为中亚地区知名度很高的私营企业之一。

The Growth of a Uygurian Female Enterpriser

by Rabiye Khadir, Chairman of Ekhide Trade Co., Ltd.

Rabiye Khadir was born in 1948 of Uygur nationality and began her own business in 1976. After 1980, her private business was expanded in and outside Xinjiang Autonomous Region. In 1987, she initiated the "March 8th Store," and in October 1992 built the Rabiye's Trade mansion. In the same year, she established the Ekhide Industrial and Trade Corp., which is the province's first private enterprise run by a Uygurian woman. Around 1993, she began to engage in barter trade with Kazakhstan and other countries of the former Soviet Union.

Ms. Rabiye is currently chairwoman of the Board of the Ekhide Corp., a national and regional CPPCC member and Deputy Director of the Xinjiang Industrial & Commerce Association. She is also one of the "National Excellent Woman Entrepreneurs" and Vice Chairwoman of the Chinese Women Entrepreneurs Association.

The Ekhide Industrial and Trade Corp. was founded in 1992. Ms. Rabiye Khadir, chairwoman of the Board of the company, is one of the earliest wealthy private woman entrepreneurs in Xinjiang Uygur Autonomous Region. The company has fixed assets of more than 100 million yuan, and more than 200 employees. Its branch companies include the Rabiye Real Estate Co., the Rabiye Building, the Star Fashion Inc, and a computer composing system. Having gradually expanded its scope of business, the company has established jointly with Kazakhstan Morichilick Inc., a leather factory, and a department store. Since 1993, the company has operated a system of barter trade with commonwealths of the former Soviet Union. Thereafter, the company has established multinational business entity.

My name is Rabiye Khadir. I am a private entrepreneur from Urumqi, capital of China's northwest province—Xinjiang Uygur Autonomous Region. I was born in 1948 in a beautiful city called Aletai in the north of the Region. My father is a Uygur industrious businessman running a restaurant and a barbershop. There are six children in my family, and I am the third. Before I was 13, I went to school in my hometown. In 1960 my family moved to south of the Tianshan Mountain—the Aksu Prefecture. Then, just like thousands of Uygur women, I married and began my own family life, assuming my roles of both a good mother and wife. As a result, I lost the opportunity to go to college or any other channels for study, and could not get a job. Lying behind all these is one word—poverty.

Like many other Uygur women, I was tied to the kitchen sink each day, and I also needed to take care of the elders and the young, plus there were endless house chores. The whole family just depended on my husband's 70-yuan monthly salary, and life was indeed difficult.

As time went by, my children grew up and I began to worry about their future. They must study and be useful to the society. They should rid themselves of poverty by their own efforts. I also wanted to do something for them. So I began to make children's clothes and shoes at home and sold them in the streets secretly. Unexpectedly, my products were so popular that my enthusiasm was aroused. I began to sell pillow cases and table cloth. In that way, I could earn at least 150 yuan each month. That was a handsome amount for me at that time.

Success usually belongs to brave and challenging people. At that time, I was over 30 and had six children. My initial experimentation brought about more and more economic benefits, so that the life burden was greatly eased. In addition, the small business gave me much encouragement, hope and confidence. However, private business was not legal then, so my business had to be underground.

I journeyed to other places in Xinjiang to collect information. When I found people in Hetian preferred

the "Sanbei lamb skin" produced in Aksu, I bought many from Aksu and then sold them in Hetian, then carried the pure-wool carpet and silk produced in Hetian to Aksu. Through investigations, I also learned that the southern Xinjiang residents enjoyed cotton knitwear and fashion clothes produced in Shanghai and Guangzhou. When I had enough money, I left for Shanghai and Guangzhou to bring them back.

During this period, I experienced many setbacks such as the goods being confiscated or being cheated due to the prohibition policies. But I did not give in. After much failure and success, I realized that I must be strong, tenacious, indomitable and optimistic. From those setbacks, I got what I really needed: willpower and determination.

In 1980, my family settled down in Urumqi and with only 60 yuan we started a stall in Erdaoqiao—the more populated place. At that time, people began to pay attention to their looks, but they could hardly find the commodities from local markets for the Region is too remote. That might be a pity, but for me, it was a great opportunity. China's overall reform and opening-up drive had brought hope for private businesses in Xinjiang. My business, therefore, was snowballing and becoming more and more profitable and famous.

No matter what you do, you must be brave and creative enough to face competition and challenges. I set a goal for myself to do more business and achieve greater and greater success. If I had 1 000 yuan, I would do 10 000-yuan business, and if I had 100 000 I would do millions or more. If there is a magic that works me rich within such a short time and with so little money, it is that I grasped the opportunity and did the business swiftly, only taking tiny profits, to speed up the turnover rate.

On the other hand, paying sufficient attention to constructive information and suggestions and guaranteeing our credit are also key factors. When I borrowed money from others or sold on a commission basis, when the payment date was due I always tried to settle accounts. Day after day, I became more and more famous because they trusted me. I usually ponder over my business activities, linking it with policies and the market situation, so that I will always be informed and ready for changes.

I love my job, and I do not care about difficulties and fatigue. Perhaps you do not believe that I, one of the richest women in Xinjiang, used to be a housekeeper and baby-sitter. But no matter what I did, I must try my best. I did not care about contempt or hardship, so gradually, my dream came true.

In 1987, I rented some land in South Jiefang Road in Urumqi to establish a "March 8th Store", providing goods for housewives in straitened circumstances, helping them to get rich through their own efforts. In 1990, I built a six-storey apartment building, which was the first private funded residential building in Xinjiang. In 1990, with much support from various government authorities, the "March 8th Store" was replaced by a modern Rabiye Building, a typical Uygur style architecture completed in October 1992. Currently, there are 500 private businesses operating in it.

Business morality was deep in my mind since the first day I began my career. Although I am a common family woman without much educational background, I discovered my business potential and talent, and decided to do something for the society and women, setting an example for the Uygur women. Fair bargaining, mutual benefits and helping each other are included in my morality code. Now matter what I do, and with whom I cooperate, I must do it with sincerity.

Since the Euro-Asian bridge was opened to traffic in 1992, Xinjiang became one of the forward positions of the country's reform and opening-up drive. After Deng Xiaoping's speech on further reform and opening, China's economic construction was geared up, and people-to-people exchanges between China and the former Soviet Union countries developed significantly. It was another chance to make money. Based on my former achievements, I established the first private enterprise run by a Uygurian

woman—the Ekhide Industrial and Trade Corp. The business focused on economic and trade relations with the former Soviet Union.

The disintegration of the former republic made the economic situation in those currently independent countries a mess, especially the lack of daily necessities. China's light industrial products, especially cotton textile products and garments were very popular. At the same time those countries' heavy industrial products were needed for China's economic construction.

Grasping the opportunity again, I expanded my business abroad, engaging in barter trade with foreign businessmen. At first I imported a number of automobiles, then steel materials and waste copper according to the requirements of domestic markets, all of which were popular. At the same time, I established a leather factory, an industrial and trade company with local businessmen, and founded a "Rabiye Store" in Kazakhstan.

In 1994, according to the requirements of the domestic market, I established a small-scale garment factory, a knitting mill and a computer composing system. The Ekhide Corp. is located in the sixth storey of the Rabiye Building including departments of business, accounting, logistics and public security, with more than 200 employees. From July to August 1994, I was invited to Great Britain and Turkey for business visits, and attended the talks on establishing a cooperative company with foreign business people. So far, the Ekhide Corp. has more than 100 million yuan of fixed assets. It has invested 20 million yuan on an 8,000 square meters downtown patch of land for establishing a new dwelling building with 85 apartments this year.

At any time, I am aware that I belong to the people. If a person does not think about the people, she loses her values. I have helped many people out of poverty, so they respect me. Many private business people call me teacher, while ordinary people call me superwoman. They are proud of me. Everyday I receive hundreds of letters from all over the country, even the world. Some people want to cooperate with me, some tell me about their sorrow and happiness, and others ask for my help. Everyday visitors drop into my office.

I have not much schooling but I have learned much from practice. Since more and more people got to know me, I was invited to give lectures by many colleges and universities. Based on my real experiences, I told the students about my past, those uneasy days and happy moments, as well as my future plans. In simple language, I talked to them about business administration and morality and life itself. My lectures are welcomed. Many teachers and students said that they got precious information that textbooks did not have. I was invited to become a part-time professor. I am eager to do something for education, and I have made many donations to schools, kindergartens and welfare institutes.

My family is big and harmonious and numbers 13. My husband Stick Aji has devoted himself to education. He is now a professor at the Xinjiang Educational College. He loves his job and our family and supports my career too. When I meet difficulties or setbacks, he always give me understanding and encouragement. My eldest son Kahar, 30, is now the manager of the Rabiye Building. My other children are teachers, actors and students. My youngest daughter is only five, and is really cute.

All in all, I am a happy and lucky woman. The government set great store by developing the private economy, which gave me a favorable environment to make use of my talents. Now I am both a regional and national CPPCC member, deputy director of the Xinjiang Industrial and Business Union and Vice Chairwoman of the Xinjiang Women Entrepreneurs Association. I think women entrepreneurs in developing countries should promote exchanges with developed countries.

I believe that under the support of our government and after several years of further efforts, my company is likely to be one of the most well known private enterprises in Central Asia.

乡镇妇女与中国经济的发展

任荣华 青岛成富工艺品(集团)有限责任公司董事长兼总经理



任荣华,一九五二年六月生,汉族,大专学历,高级经济师。一九六九年参加工作。一九六九年八月至一九七六年十二月,在青岛市崂山县城阳公社京口大队作青年组织领导工作。一九七六年十二月至一九七八年十二月在城阳建筑工程公司作领导工作。一九七九年一月至今,任青岛城阳鞋厂厂长。现任青岛成富工艺品(集团)有限责任公司董事长兼总经理。

十多年来,为乡镇企业的发展与壮大,做出了突出贡献。使企业从一个濒临倒闭的小厂,发展成为以出口布拖鞋、胶鞋、长毛绒及布绒玩具四大系列出口产品及玻璃钢制品、彩带两大系列内销产品的多元化集团企业,为国家创收了大量的外汇。

曾连续四年荣获“青岛市优秀女企业家”,“山东省农业劳动模范”,“山东省优秀企业家”和“全

国优秀女企业家”等二十余项荣誉称号。两次当选为青岛市人大代表,并光荣地参加了全国首届女企业家经营成果博览会。

青岛成富工艺品(集团)有限责任公司,坐落在闻名遐迩的崂山脚下,地处风景秀丽、气候宜人的青岛市近郊。陆、海、空交通十分方便,是经济开发、建设投资的理想宝地。

多年来,公司始终把握科技、管理、人才三大“法宝”,坚定不移地走质量效益型道路,内外并举,扩大规模效益,形成了以青岛城阳鞋厂为核心,由十三个紧密层企业组成的集工、贸、产、销于一体的多元化、多产业、多层次、多结构的综合性集团公司。现拥有职工1600人,固定资产3000万元,占地面积5.2万平方米,其中:建筑面积2万平方米。主要生产布拖鞋、胶鞋,长毛绒及布绒玩具四大系列出口产品和玻璃钢制品、彩带两大系列内销产品,深受国内外用户青睐,畅销五大洲三十多个国家和地区,跻身成为山东省重要的出口基地。年可实现工业总产值8000万元,实现销售收入7600万元,利税800万元,出口创汇820万美元。

企业曾连续多年荣获省级“先进三资企业”、“出口创汇先进企业”,青岛市“百强乡镇企业”和“出口创汇先进企业”。

我要谈的题目是《乡镇妇女与中国经济的发展》。中国拥有八亿农民,其中农村妇女达四点五亿人,这无疑关系到中国经济发展前途的重要课题。我们可以这样说:改变了占人口80%的农民,就是改变了整个中国。

一、乡镇企业的崛起,为妇女营造了广阔的天地

回首往昔,计划经济的年代,八亿农民,背朝青天,脸朝黄土,长年累月,辛勤耕耘,终难达到“温”、“饱”。博大的中国,经济萧条,长期徘徊不能复苏。特别是乡镇妇女,一部分以土地为生产资料,靠挣工分谋生,年收入不足百元,另一部分则生儿育女,操持家务,是地地道道的家庭主妇。中国经济的停滞不前,使她们没有择业出头的机会。乡镇庞大的妇女群体,只能是生产资料的消费者,而不能成为生产资料的创造者。

改革开放,使广大的乡镇妇女不再甘受疾苦,脱贫致富是每个人的共同心愿。他们不愿在家庭、社会双重地位低下的环境中生存。这种压抑越强,她们摆脱枷锁、争向社会的力量也就越大。所以,当她们投身资源丰富、机制灵活、产业门类众多的乡镇企业时,女性的优势和“半边天”的作用便能发挥得淋漓尽致。她们用自己的行动实现了人生的价值,标树了当代妇女的新形象。

这是一支浩浩荡荡的妇女大军,特别在中国目前还不富裕的状况下,她们睡狮般的觉醒,大潮般地涌向社会,成为社

会财富的创造者,便再造了中国经济的辉煌。

中国社会秩序的安定团结是广大妇女参与经济建设的重要前提和可靠保障。我们可以这样说:中国经济的发展,促进了广大妇女全方位的发展;妇女队伍的壮大,是中国经济的中流砥柱,是人类社会进步的重要标志。

我们可以想象:有了走向成熟的乡镇妇女自强不息和艰苦拼搏的全力投入,二十一世纪的中国一定会巨龙般的腾飞,成为世界之林的强国之一。因为我们已经看到——

经济改革给中国大地注入了新的活力和生命力,大量的农村劳动力从封闭状态下解放出来,中国农民用自己的智慧,创造了令世人刮目相看的新生事物——乡镇企业。经济改革使乡镇企业如雨后春笋,逐步成为国民经济的主要力量。

经济改革给广大的妇女提供了更多的机遇,她们纷纷抛开锅、碗、瓢、盆走向工厂,从事多种经济成分并存的行业选择。在纺织、轻工、化工及商业饮食服务和金融、保险、邮电等行业,目前20—45岁的妇女就业率达90%以上。经济改革使广大妇女参与经济发展,改善了妇女的收入状况和经济地位。

令我感到自豪的是,我所在的青岛成富工艺品(集团)有限责任公司就是乡镇企业。我们集团的前身是青岛城阳鞋厂,1979年我担任该厂的厂长,至今已有十年之久。我刚上任时,该厂还是一个厂房简陋、设备陈旧、很不景气的小厂,管理水平、产品质量、职工素质的“三差”问题十分严重,发展后劲不足,企业前景暗淡。十多年来,我们经历了兴与衰的严峻考验。目前企业已发生了翻天覆地的变化,政通人和,呈现出一派勃勃生机:

- 企业规模不断壮大,产值利税成倍增长。目前,我公司已下设13个独立核算承包经营的分厂,拥有职工1600人,是1979年的40倍;固定资产3000万元,是1979年的78倍;生产经营形式从单纯的服装、布鞋加工发展成为以出口布拖鞋、胶鞋、长毛绒、布绒玩具及玻璃钢制品、彩带两大系列内销产品的内外并举的集团化经营方式。年可实现工业总产值8000万元,销售收入7600万元,利税800万元,出口创汇820多万美元。

- 企业产品质量稳步提高,自营出口逐步完善。先前我们是依赖性加工,单纯依靠外贸收购,目前已被自行设计、自行生产,自营出口所取代,瞄准国际市场推出上千个品种。产品远销日本、美国、英国、德国、新加坡、智利、阿根廷、香港等三十多个国家和地区,深受外商的欢迎。

- 企业技术进步发展迅速,工艺装备日臻完善。昔日是地地道道的手工生产,效率低,工人劳动强度大。现在从西德、台湾和日本引进先进的流水线和关键设备。我们采用请进来、走出去的方法培养技术人员。我们在技术和设备方面已可以与一些国营大企业相媲美。

- 现代化管理有条不紊,成绩显著。过去是“一人说了算,全厂大锅饭”,现在是“民主集中,授权分治,承包经营,多劳多得”,并采用国际标准ISO9000系列建立健全了企业质量保证体系,结合企业实际探索出了一条“以从严治厂为基础,以双文明建设为主导,以经济效益为中心,以承包经营为手段,以技术进步为保证,以外向型经济求发展,内外并举争市场”的新路子。工厂连年被评为省级“先进三资企业”、“出口创汇先进企业”、青岛市“百强乡镇企业”和“出口创汇先进企业”,以及“重合同、守信用企业”。我本人也连续四年荣获“青岛市优秀女企业家”、“山东省农业劳动模范”、“山东省农民优秀企业家”、“全国优秀女企业家”等二十余项荣誉称号,二次当选为青岛市人大代表,并光荣地参加了全国首届女企业家经营成果博览会。

二、妇女政治地位的提高,促进了经济的发展。

成绩和荣耀对我来说并不重要,重要的是我找到了实现人生价值的坐标。在企业由小变大、由弱变强、由土变洋的过程中,我倾注了敬业、爱业的血和泪、情和火。

我记得,城阳鞋厂始建于1976年,经营了不几年,就被人们称为“不死不活”的厂子。品种单一的塑料底工农鞋和早已大众化了的服装,同债台一样高筑,索要欠款的客户踏破门槛,领导象走马灯似的换了又换,企业分了又合,合了又分,始终没有摆脱“不景气”。职工越来越没劲,有的干脆弃工经商或另择他业,整个企业陷入了四面楚歌之中。

为了救活这个厂子,镇政府破天荒地启用女厂长,决定由我出任。上任那天,迎接我的没有隆重的场面,更没有热烈的掌声,而是人们的纷纷议论。我就是在这种“男人都救不了的企业,这女人不知天高地厚”的压力下和舆论下踏上创业之路的。因为我坚信,信心来源于对自己人生价值的肯定,艰难与曲折是通往成功之路的必经之路。为此,我组织全厂干部职工,分析本厂长期徘徊不前的原因,并邀请省外贸的有关专家和企业界同仁进厂剖析论证工厂的治理发展方案。

在总结归纳各种治厂意见和方案的基础上,针对品种少、管理差、质量低的现状,经过反复比较和优化选择,我的果断决策,确立了“人弃我取,人取我予,人争我避,人避我进”的治厂方针,在上规模和多产业上想办法、作文章。我亲自挂帅,组织了一班人马,支持边生产、边改造的方针,克服资金不足、技术缺乏等困难,建成了两条技术比较先进、工艺比较合理的流水线,开始了产品结构调整和布拖鞋的设计研究,为日后走向外向型经济的道路,奠定了牢靠的基石。

同时,我们成功地研制生产了造纸、制药、印染等行业期待已久的新型玻璃钢漂液洗鼓、冷却塔和风桶等产品,并经

鉴定为阻燃自熄型产品。我们又首家引进了外资,兴办了“青岛崂山玩具有限公司”,使企业的产品终于闯出了国门,参与了国际大市场的竞争。迄今为止,我们集团公司已拥有合资企业四家,为国家创收了大量的外汇。

走出低谷,日愈壮大繁荣的企业,几年来,招来了无数的天下客,孟加拉国家前总统穆罕默德·艾尔沙德、巴布亚新几内亚独立国总督赛雷·艾里、津巴布韦民族联盟政治局委员、外事书记斯蒂芬·恩科莫……都给企业以高度评价。优质的产品,良好的信誉,使前来看样订货的客商络绎不绝,市场占有率连年提高,出口创汇额连年翻番。

我用自己的实践,证明了男人能办到的事情,我们妇女也能办到;男人办不到的事情,我们妇女也可以办到。

三、妇女管理水平和礼仪锤炼,是经济发展的重要标志

十七个春秋的更替,使我深深认识到:乡镇企业之所以能健康发展,相当一部分取决于“兼收并蓄,博采众长,融会提炼和敢为人先。”我公司成功的经验,也莫过于四个字,就是《黄石公三略》提出的“为将八德”,即“能清”——廉洁无私;“能静”——临战沉着冷静;“能平”——处事公平合理;“能正”——严整军纪;“能进谏”——对上敢于提出不同意见;“能听讼”——善断是非曲直;“能纳人”——容纳各种性格特点的人才;“能采言”——广泛征求各种意见。

商战犹如兵战,知识在于更新。我知道气魄、举止、态度、作风、信誉诸方面,都会直接影响到自己的经营和社交活动。造就端庄大方,和蔼洽谈,微笑礼貌,而不轻浮,冶炼棉里藏针的气质就更为重要。近年来,通过开展“双学双比”、“巾帼建功”等活动涌现出来的许多“女能手”、“女标兵”、“女企业家”,就是最典型的代表,她们在为我国经济建设做出重要贡献的同时,也为我们广大女性树立了光辉的榜样。

今天是昨天的发展,我们还要预见明天。中国的经济发展,亟需一大批具有高度创造力的企业家群体。我们广大农村妇女既然已从残缺的竹篱笆后走了出来,丰满的未来也将向我们走来。我们可以骄傲地高呼:八亿农民是中国经济的希望。

四、几点体会和建议

1、要努力提高广大妇女的自身素质。这是一个复合性概念,是政治思想、文化、心理等各要素有机构成的整体。特别应提高文化素质。无论在世界范围,还是在与中国男性的比较上,女性文化素质都普遍偏低,主要表现为文盲、半文盲过多,贫困地区和少数民族更为显著。据有关资料统计:女性文盲和半文盲有2.2亿,女性识字人口集中于低文化层次,近60%只受过初等教育。由于这种现象,导致女性比男性就业早。发达国家的女性就业多数集中于服务业,其次是加工业,最少的是农业,这是与女性生理、心理特点基本相符合的。而我国确有77.97%的女劳力集中于农、林、牧、渔等技术构成低的劳动部门。这部分女性劳动力的素质也最低,对女性发挥自身优势是不利的,乡镇企业尤为突出。发展经济需要文化,市场呼唤着高层次、高水准、高技能的企业家。为此,提高妇女群体文化素质也是一项复杂的社会过程,需要长期、艰苦的努力。

2、克服心理障碍,努力进取。我认为:女性要获得成功,要付出几倍于男性的代价。特别在中国,由于受封建思想的极深影响,似乎在人们传统的意识中,妇女先天就应该比男人差。各部门往往对女性的潜质估计不足,不愿委以重任,使女性失去了许多成功的机会。虽然当今有更多的女性已在各自不同的工作岗位上,克服了重重困难,在改革的大潮中,显示出了舵手的才华和能量,但仍需不懈奋斗。

3、贤妻良母的双重十字架还捆绑着众多妇女不能从繁重的家务劳动中解脱。工作时间,她们和男性一样从事各自的专业,工作之余,却连看书学习的时间也没有,使中国妇女的健康成长缺乏必要的客观条件。

4、居里夫人说过:“人要有毅力,否则将一事无成”。当今的中国女性,由于屡受挫折,缺乏精卫填海那种顽强不息的精神。广大妇女需要牢固树立正确的人生观,争当时代的强者。

5、建议政府适时制定更多的对贫困地区的倾斜政策,促进全社会范围内经济的综合发展与提高。

我坚信,中国的农民能用自己的双手创办乡镇企业,也一定能用自己的双手把自己的家园打扮得更加美丽。同样,只要我们坚持不懈,中国的妇女就一定能在世界的前列,做出更大的贡献。

Rural Women and China's Economic Development

by Ren Ronghua, the Chairwoman of the board and General Manager of Qingdao Handicraft Company, Ltd.

Ren Ronghua, born in June, 1952, Han nationality college graduate, senior economist.

Aug. 1969—Dec. 1976 leader of a youth organization of Jingkou Production Team in Chengyang Commune, Laoshang County, Qingdao.

Dec. 1976—Dec. 1978 leader of Chengyang Construction Company.

Jan. 1979— Manager of Qingdao Chengyang Shoe Factory, Chairwoman of board and General Manager of Qingdao Chengfu Handicraft Corporation Ltd.

In the running four years, she has won more than 20 honors, such as "Qingdao Outstanding Woman Entrepreneur", "Shandong Agricultural Model Peasant", "Shandong Outstanding Entrepreneur", and "China Outstanding Woman Entrepreneur". For twice, she was elected member of Qingdao People's Congress and participated in the First Chinese Women Entrepreneur Management Achievements Exposition.

Qingdao Chengfu Handicraft Co. Ltd., situated at the foot of the famous Laoshan Mountain in the outskirts of Qingdao, is blessed with beautiful scenery and healthful climate. The land, sea, and air transportations are very convenient. It is an ideal place for economic development and construction investment.

For years, the company has insisted on attaching paramount importance to technology, management, and talented people, and develop itself along the road of promoting quality and economic benefits. On these bases, the scale of the company's economic activity has been greatly broadened in China and abroad. As a result, 13 closely-associated enterprises formed a comprehensive corporation of multi-industries, multi-products, different levels and different structures, with Qingdao Chengyang Shoe Factory as the core. Their business cover industry and trade, manufacturing and marketing. Now the corporation has a staff of 1600 and the fixed assets of RMB 30 million, it has occupied a site of 52 square kilometers with built-up area up to 20 square kilometers. The export products include cloth slippers, rubber-soled shoes, long-hair flannelette toys and cloth flannelette toys, while glass fiber reinforced plastic and colored ribbons are mainly sold in the domestic market. These products are praised and favored in more than 30 countries and regions of five continents, which enables the company to become one of the most important export-oriented centers in Shandong. The corporation's annual industrial output totals 80 million yuan, the sales income 76 million yuan, while tax paid to the government sums up the 8 million yuan and the export income reaches 8.2 million US dollars.

The company has for many years won the honors of "Outstanding Enterprise of Shandong Province", "100 Outstanding Village and Township Enterprises of Qingdao City" and "Outstanding Export Enterprises of Qingdao".

The topic I want to talk about is rural women and China's economic development. This is doubtlessly an important question, for China has 800 million peasants, of which 450 million are women. We can even say the whole China will change only after the changing of its peasants who take up 80% of its population.

I. The Quick Development of Village and Township Enterprises has Opened Vast Opportunities for Women Peasants

In the past, under planned economy, peasants had to toil on the land, year after year. Still it was

hard for them to get rid of low standard of living. China, suffering from slow growth, found it difficult to revitalize its economy. Women peasants suffered even more; some toiled on the land and made their living by a yearly income of less than 100 yuan RMB; others are occupied with bringing up kids and doing all the household chores. The stagnation of China's economy denied them job opportunities, so millions of women could only be consumers, instead of creators and producers.

After the reform and opening-up policy, women peasants could no longer stomach this style of living. To exterminate poverty and get rich became the common desire of every Chinese rural woman. They could no more live in the environment where both their statuses in the family and the society were low. The more suffocating was the sense of being oppressed, the greater they make efforts for better positions in society. So when they join the village and township enterprises which were blessed with abundant resources, flexible management system and various kinds of production, their female advantages and their role of "holding up half the sky" have been brought into full play. They can realize their self-fulfillment with their own efforts and established a new image of contemporary Chinese women.

At present, millions of woman peasants in China woke up and flooded into labor market. They became the producer of social wealth and promoted China's economy.

In China, the stability and unity of society forwarded an important prerequisite for women's participation in economic development. We can also say that the rapid economic development has promoted women's fulfillment in all aspects and that the growing number of woman workers played an important role in China's economy and can be seen as a symbol of the progress of human society.

We can imagine that with the maturing woman peasants, making efforts to improve themselves and their painstaking endeavor to participate fully in economic life, 21st century's China will certainly develop very quickly and become one of the powerful nations of the world. We have already witnessed favorable conditions provided by the economic reform to rural females, such as:

Economic reforms have enlivened and revitalized China's economy. Vast number of rural laborers were liberalized from self-enclosure and they, with their own wisdom, created a new kind of world-surprising enterprise—village and township enterprise, which mushroomed after the economic reforms and gradually became the main force of our national economy.

Economic reforms have opened vast opportunities for women who walked off from their cooking utensils and started to work in the factories, where they can get a large variety of jobs in multi-economic sectors. At present, about 90% of women between 20 and 45 years old find their jobs in the textile, light industry, chemical industry, trade catering trade, finance, insurance, and post and telecommunications industry.

Economic reforms have enabled women to participate in economic developments and improve women's income as well as social status.

I feel proud to say that Qingdao Chengfu Handicraft Co. Ltd., which I have been working for, is one of the village and township enterprises. The predecessor of our corporation was Qingdao Chengfu Shoe Factory, where I had been one of the leading members since 1970 and became the manager in 1980. When I first took over, the workshops were quite shabby, the equipment out of date, and it was not promising at all. The management, quality of products and employees were very poor; it was very weak even for survival. In ten years, we have faced severe reality of either prosperity or bankruptcy. At present, it has gone through enormous changes, after which the factory has become quite promising.

The scale of our enterprise goes on broadening and the output value and the tax have increased by times. Now, we have 13 affiliated factories. Altogether, the staff totals 1600, 40 times as many as that of

1979. The fixed assets reach 30 million yuan, 78 times as much as that in 1979. The variety of production has been increased from mere cloth shoes and clothes to cloth slippers, rubber-soled shoes, long-haired flannelette toys, cloth flannelette toys and domestic-oriented glass fiber reinforced plastic, colored ribbons. Yearly industrial output value reaches 80 million yuan, sales income 76 million yuan, tax 8 million yuan and export volume 8.2 million U. S. dollars.

The quality of our products is improving steadily, self-planned exportation is perfecting. In the past, we were mainly dependent on processing for national export corporations and waiting for foreign purchase. But now, we have introduced more than 1,000 kinds of products to the international market, which are self-designed, self-produced and self-exported. Our products are appreciated in more than 30 countries and regions, including Japan, the United States, Britain, Germany, Singapore, Chile, Argentina, Hongkong, etc.

The technology is advancing quickly, and the equipment becomes better and better. In the past all products are hand-made and the productivity was low. Now with the advanced assembly line and key equipment introduced from West Germany, Taiwan, and Japan, and the well trained technological workers, we can rival the state-owned big enterprises in technology and equipment.

The modern management has proved efficient. In the past, the system was: "one person makes decision, while the rest just follow". Now, we apply the principle of "democratic centralism, shared responsibility, constricted management and getting pay according to the work done." To set up and improve our quality-guarantee system, we introduced an internationally-standard system ISO9000. Taking the specific conditions into account, we found the best way of managing is: "strict disciplines as the basis, spiritual and material development as the main force, economic benefits as the center, contracted management as the means, advanced technology as the guarantee, export-orientation as the goal, and serving both the domestic and international markets." For years, our corporation has won the "Outstanding Export Enterprise of Shandong Province", "Qingdao 100 Outstanding Village and Township Enterprise", "Qingdao Export Enterprise", and "Keeping Contracts and Credit Enterprise". I myself was for four years granted more than 20 honors, such as "Qingdao Outstanding Woman Entrepreneur", "Shandong Agricultural Model Peasant", "Shandong Outstanding Peasant Entrepreneur", "China Outstanding Woman Entrepreneur", etc., and was for twice elected member of the Qingdao People's Congress. I also participated the First Chinese Woman Entrepreneur Management Achievement Exposition.

I. The Rise of Women's Political Status has Promoted Economic Development

Achievements and honors are not so important to me as my realization of self-fulfillment. I have put my heart, my soul in bringing the enterprise from small to big, weak to strong, backward to modern.

I always remember that Chengyang Shoe Factory was set up in 1976 and was called "half-living" factory only after a few years of its establishment. Our products—the plastic-soled shoes and the too-many-the-same clothes could not be sold and our creditors swarmed in to demand payment. Leaders were swooped and the enterprise was divided and reunited for many times. But still the depressing state could not be improved. The workers became more and more disappointed; some even quit to open a small business or choose another job. The whole enterprise was enveloped with desperation.

To save this factory, the township leaders decided to appoint me, a woman, to be the manager. On the first day I took over, there was no grand welcome scene, no warm applaud, only people's doubtful discussion. I started working under the pressure of "how can a woman do what a man cannot? She must

be crazy." I believed that confidence comes from the affirmation of one's own values and hardships and difficulties are the unavoidable obstacles to success. So I requested all the workers to analyze the causes of stagnation and invited certain experts of Shangdong Foreign Trade Company and my counterparts to visit our factory and discuss with us the management system and plan for developing.

On the basis of summarizing all kinds of ideas and plans about how to handle the factory, taking into consideration the reality of "few variety, bad management, low quality" and after careful comparison and selection, we finally made the guiding principle of "getting what others discard, giving what others avoid" and tried to find a way out in the variety of products and the seals of operation. To put these ideas into practice, I set up a group of experienced propels, and as the first step, we introduced two assembly lines with advanced technology, and overcame those difficulties like the shortage of input and lack of technology. We insisted on processing new products and improving our management simultaneously. At the same time, we started adjusting production structure, improving the design of cloth slippers so as to lay the solid foundation for the future export.

We also managed to invent and produce the new type of glass fiber-reinforced plastic washing drum, cooling tower and winding barrel which were urgently needed by paper-mills, medicine-producers, and dyeing factories. These products were certified as "fire prevention and self-extinguishing". Moreover, our enterprise was the first in our district to introduce foreign investment and established Qingdao Laoshan Mountain Toy Co. Ltd. The products were exported and took part in international competition. So far, we have already had 4 joint-ventures and made considerable foreign exchange earnings.

Our prospering enterprise has attracted many foreign customers and has been highly praised by Mr. Hussar Mohammed Ershad, former President of Bangladesh, Sir Serei Eerie, governor of Papua New Guinea and Mr. Steven Nkoma, Secretary for External Affairs and member of Political Bureau of the National Union of Zimbabwe. Our markets became larger and larger while foreign exchange earning were increasing by times.

I proved with my own experience that women can do what men can, and even what men cannot.

II. Women's Management and Manners can be Seen as Important Marks for Economic Development

Seventeen years of experience teaches me that the wholesome development of village and township enterprises were partly determined upon "learning and adopting others' good points, and taking the initiative." In addition, the success of our company also depends on the 8 qualifications as mentioned in Huang Shigong's Three Strategies, that is—be clear and unselfish, be calm before making decisions, be fair, be strict with disciplines, be daring enough to put up different ideas to your boss, be sensible in judging, be good at getting along with all kinds of people and generating different ideas.

Doing business is just like fighting a war, so my behavior, attitude, style, and credit will all affect my management and social activities. It is important to cultivate a confident, easy, amiable as well as stately manners. In recent years, many a woman entrepreneur has surged out, who has established a good image for all women.

Today evolved from yesterday and tomorrow can also be foreseen. China's economic development demands many creative entrepreneurs. We, the rural women, walked out from our homes can create a better future. We can say proudly that 800 million peasants are the hope of China.

IV. Some Ideas and Suggestions

1. Women should work hard to improve themselves in political thoughts, culture, psychology, etc. ,

especially in culture. Women's education is poorer than men in China and it is the same with the whole world. Illiterates and semi-illiterates are mostly female, especially in some poverty-stricken areas. In China, according to statistics, female illiterates and semi-illiterates total 220 million; many female literates only have low education and 60% of them only received primary education. Because of that, women tend to start to work earlier than men. In the developed countries, women mainly work in catering service sectors, processing, agriculture. This is basically in accordance with women's biological and psychological characteristics. But in our country 77.9% of woman laborers concentrate on low-technological industries, including agriculture, forestry, husbandry and fishing. These women suffer from low education and cannot bring into full play their own advantages. Economic development demands high-level, high-qualified and high-skilled entrepreneurs. So it is a complicated social process to improve women's education background as a whole. This process demands long and painstaking efforts.

2. Women have to overcome themselves. I think women have to pay much more than men to get the same success, especially in China where the feudalistic thoughts take deep roots. It is as if in tradition, women are inferior to men by nature. Women's potentiality can not be fully appreciated and tapped. So many an opportunity to success is denied to them. Although, at present, many women have overcome many difficulties and shown their talents and ability in their jobs, they still had a long way to go.

3. "Being a good wife and a loving mother"—this motto still ties women to the endless household chores. They work as much as men, but after work, they have even no time to study. The necessary conditions for women's wholesome development are lacking.

4. Madame Curie said, "He who has no strong will can achieve nothing", Women in present China, coming across many obstacles, still need more tenacious will. They should hold a correct outlook on life and be the strong ones of the time.

5. I hope that the more favorable policies to the poverty-stricken areas will be adopted, so that the economy of the whole country can be developed as a whole.

I have confidence that China peasants, who have created the village and township enterprises, can certainly make their hometown more beautiful. If we Chinese women pay tenacious efforts, we can also catch up with the world's developments and make more contributions to our country.

农村妇女平等参与经济建设的契机 ——乡镇企业的发展

任竹君 武进芙蓉电子实业总公司总经理



任竹君，江苏武进县人，1938年生，现任武进芙蓉电子实业总公司总经理，专业技术职称为经济师。

1969年起先任芙蓉乡大桥大队胶木厂厂长，后在芙蓉电子元件一厂、三厂、武进电子元件厂、武进芙蓉电子实业总公司任厂长和总经理职务。

任竹君多次被评为省、市、县、乡镇企业家，江苏省劳动模范，全国优秀女企业家，全国优秀乡镇企业家。

武进芙蓉电子实业总公司现已拥有固定资产1.1亿元，职工1200多人，工业总产值达1亿元，生产高科技电子产品。1994年完成工业总产值5亿多元，利税1028万元，自营出口创汇2094万美元。1995年进入全国电子工业百强企业第65位。

一、广大农民的支持是乡镇企业顽强生命力的源泉

中国的乡镇企业自七十年代起步，八十年代进入发展阶段，九十年代又到了普遍提高阶段。异军突起的乡镇企业现已成为中国农村经济的重要支柱，为全世界所瞩目。

中国的乡镇企业主要是依靠农民自己的力量发展起来的。农民把创办乡镇企业看作是摆脱小农经济束缚、脱贫致富的必由之路，几乎每一个企业都有一部历经曲折的艰苦奋斗史。就拿我所在的企业——武进芙蓉电子实业总公司来讲也是如此。1969年，当时农村的经济尚未复苏。我担任农村的村妇女主任，每天赤着脚，带领一帮农民在田野上战天斗地，日出而作，日落而息，仍然没能摘掉贫困的穷帽子。1969年底，我带着8个农民凭着一股敢闯天下的勇气，借用大队两间破屋，三台手动胶木压机，用养猪积蓄的300元钱创办了大队胶木厂。在无资金、无产品、无技术、无人才、无厂房、无设备的情况下，纯朴的农民们靠集资筹措资金；靠一些在大城市工作的“农民籍”领导指点寻找产品；甚至挂靠国营大中型企业来解决起码技术，经历了多次失败后终于走上了以生产电子元件为主的正常轨道。农民们看准了贫困现象要能根本解决，只有创办乡镇企业。实践证明只要按认准的路走下去，农村也能办得出工业企业。

我们江苏是乡镇企业比较发达的地区，尽管它有机制灵活、发展迅速的优势，但由于长期处于闭塞的环境，各方面都很脆弱，技术落后、管理水平和企业整体素质较差。国家的改革开放政策，使中国大地上呈现了前所未有的新气象，封闭的国门已打开，乡镇企业由内向型转为内外结合，直接参与国际竞争，在变革和开放中促进了乡镇企业的进一步稳固和发展。改革开放十多年来，我所在的企业同样经历了艰苦的磨练，在自身的发展过程中由小到大，由单一产品和品种到多产品系列化生产，由简单工艺到复杂工艺的发展、壮大、提高。我们把原来电子行业的一个小厂组建成电子实业总公司，兼科研、生产、经营为一体，下辖18个独立核算的两级法人企业。在改革开放政策指引下，先后与香港、台湾的客商合资创办了8个合资企业（其中境外企业1家），拥有固定资产1.1亿元，占地面积15万平方米，厂房4万平方米，职工1700余人，产品从电子元器件拓展到多媒体电脑、3.5英寸磁碟、排阻、汽车电子、化工等十几个大类几十种产品。1994年度完成工业产值5.1亿元，实现利税1078万元，出口创汇2094万美元。1993年度居全国电子工业百强企业第88位，居中国乡镇企业行业100家最佳经济效益评价排序第30位。

二、乡镇企业的发展为妇女参与经济建设开创了新天地

我国自1979年实行改革开放政策以来，集中力量进行经济建设，国民生产总值平均每年增长9%。经济发展为妇女

提供了广泛的就业机会。据全国乡镇企业局提供的数据,在中国农民创造的新事物——乡镇企业中,1985年有女职工2100万人,1992年为3500万人,增长66%。在农村,随着经济体制改革的深化,我国农村劳龄妇女从单一从事种植业向农、林、牧、副、渔、工、商、运、建、服全面拓展,从自给自足的小农经济向专业化、商品化、现代化的农村经济发展。劳动力的就业结构发生了变化,但首先进入国营大中型城市企业的是男性青壮年,外出搞劳务的大多是男性,所谓剩余劳力大多是妇女劳动力。正好农村工业初办时,纺织、轻工、电子、加工业的性质取决于需要大量的劳动力而且又大量需要妇女劳动力。纵观我公司十多年的发展历程,我觉得农村妇女参与乡镇企业经济建设呈现出几个明显的特点:

(一)农村妇女就业人数大幅度上升

企业初建时乡镇企业尚处于萌芽状态,农村妇女主要从事农事耕作和家庭手工业的制作,当时仅有劳龄妇女10多名,一般都是带资进厂的高中毕业生。80年代初农村实行联产承包责任制,分田到户后,剩余劳动力迅速增加,同时随着改革开放政策的不断深入,妇女的社会观念明显改变,她们的生活圈子不再局限于围着家庭锅台、孩子转,而是投身于乡镇经济建设领域。到1994年底,我公司已有女职工1630名,是建厂初期的163倍,女职工人数占全公司总人数的85%。

(二)农村妇女参与经济建设的领域不断扩大

建厂初期全厂仅有劳龄妇女几十名,随着企业的发展,一些适合女性生理特点和便于发挥女性优势的工作岗位,女性明显增加,例如我公司财务岗位现有女会计30名,占总数的90%;销售人员中女性有20名,占总数的50%;劳动密集型产品生产流水线上100%是20岁左右的农村姑娘。创办合资企业以后,我们在优先安排本地农村姑娘的同时也接收了近百名来自苏北等地区的“外来打工妹”,解决了本地乃至外地的剩余劳动力。

(三)女性在经济参与中逐步由低层次向高层次发展

“妇女是一支伟大的人力资源”提高妇女素质不仅是企业生存发展的客观要求,也是促进妇女解放的内在需要。我们的无私奉献、拼搏奋斗、大胆创业的精神启迪妇女自尊、自信、自主、自强,而且在企业引入各种激励机制,以提高妇女的思想、文化、技术素质。历年来采用请进来、派出去的方法培养妇女人才。目前中层干部中女性占45%。充分展示了妇女的领导、组织、管理和技术才能。

(四)农村妇女在参与经济建设中,能得到资源占有和使用方面的平等权利

《妇女法》规定:“农村妇女划分责任田、口粮田以及批准宅基地,妇女与男子有平等权利”。因此,中国的农村妇女在参与经济建设、完成工业生产任务的同时,还可以承包责任田,成为土地等生产资料的承包主体。

(五)妇女在参与经济建设中,女职工权益和劳动保护可依法得到保障

女职工可享受产假、计划生育假,并可享受应得的经济报酬。

三、女性更能以其特有的韧性在坎坷的道路上创出辉煌的业绩

目前,从事本公司管理工作的男性无疑占优势地位,分厂厂长中女性占的比例较少。但在处理日常事务中,男性虽有果断、刚健、粗犷、宽厚、易于偏重以理性方式解决问题,但难免有主观、武断、专制的倾向。而女性则更多一些细腻、慈爱、温和、耐心、敏感,易于偏重以感情方式解决问题。凡事有韧性,只要有坚韧不拔的毅力,相对来讲成功的可能性大于男性,对此我有亲身的经历和体会。创业初期我们怀着初生之犊不怕虎的勇气,依靠农民仅有的一点积蓄办厂搞产品。当产品一次又一次地夭折,试制费全都化为乌有时我并没有气馁;产品受国营大厂的歧视被拒之门外时我并没有止步不前,反而理直气壮地到北京“告状”;1985年本公司首次从英国、美国引进先进电子产品生产设备时,外界议论纷纷,无端指责也并未改变我的初衷;1989年开始搞中外合资企业时,压力重重仍然没有能够阻止我创业的步伐。这么多年来,我凭着不甘失败的事业心终于走过一个又一个春夏秋冬,坚持到今天,企业已逐渐发展到一定规模,在全国乡镇企业中处于前列。不管过去还是未来,我只有一个信念:女人创业总是多一份艰辛,但是女人一旦全身心地投入,她所发挥的效应是许多男子无法比拟的。

Development of Township Enterprises—Opportunity for Rural Women to Participate in Economic Development

by Ren Zhujun, Wujin Furong Electronic Industry Co.

Ren Zhujun was born in 1938 in Wujin County, Jiangsu Province. She is the General Manager of the Wujin Furong Electronic Industry Co. Her technical title is an economist.

Starting from 1969, she served as a director of the bakelite factory of the Daqiao Brigade of Furong Township and Director and General Manager of the subsequent No. 1 and No. 3 Furong Electronic Components Factories, the Wujin Electronic Component Factory and the Wujin Furong Electronic Industry Co.

On many occasions, she was commended as an outstanding township entrepreneur at the county, city and provincial levels, a model worker of Jiangsu Province, a national outstanding woman entrepreneur and national outstanding township entrepreneur.

The Furong Electronic Industry Co. has a fixed asset of 110 million yuan and employs more than 1,700 workers. It produces high-tech electronic products. Its total industrial output value has reached 100 million yuan. In 1994, the total industrial output value reached more than 500 million yuan, profits and taxes, 10.78 million yuan and export earnings, US \$ 20.94 million. In 1995 it was listed the 65th among the top 100 electronic enterprises in the country.

I. Support from the Farmers is the Source of Strong Vitality of Township Enterprises

Township industry, which started in the 1970s, which entered into the development stage in the 1980s and up to the stage of advancement in the 1990s, has become an important pillar of the rural economy and has attracted worldwide attention.

Township enterprises have developed mainly by relying on the strength of the peasants themselves, who regarded the running of township industry as an inevitable road of shaking off the yoke of petty peasant economy, ending poverty and becoming prosperous. Each enterprise has its own history of hard struggle. A case in point is our Wujin Furong Electronic Industry Co. In 1969 before the rural economy recovered, I served as a head of Village Women's Association. Every day I led a group of peasants working in the field, barefooted. We were up before the sun rose and turned in after the sun set. Still we were unable to end poverty. Toward the end of 1969, I led eight peasants in building a bakelite factory by borrowing two dilapidated rooms and three hand-driven pressing machines, using the 300 yuan from raising pigs. Without working capital, I encouraged my colleagues to pool funds. We invited our townsfolk who were working in big cities to help us with marketing and invited technicians from large and medium factories to help us with technology. After numerous failures, we at last brought our production onto the normal track. We concluded that our peasants who have come to realize that poverty can be ended only by running township enterprises can run industrial enterprises so long as we follow the road we pioneered.

Township industry in our Jiangsu Province is quite flourishing. Although with flexible operational mechanism and rapid expansion, the township enterprises have their own weak points: the foundation for development is feeble and the technical level is backward. And so is the management level and the overall quality of enterprises. Since reform and opening up, our township enterprises began to turn their eyes toward the international market and directly participated in international competition. This has enabled the

enterprises to consolidate and develop themselves in the reform and opening drive. Over the past decade since reform and opening up, my enterprises experienced a hard course, developing from small to big, from mono-product to serialized products and from simple processes to complicated processes. The small workshop gradually developed into an industrial company, taking up research and business operations apart from production. It now operates 18 enterprises practicing independent accounting. It has cooperated with business people from Hong Kong and Taiwan in launching 8 joint ventures (one outside the territory). Now the company has a fixed asset valued at 110 million yuan. It has a premise of 40,000 square meters and employs 1,700 workers. Our product has developed from electronic elements to multimedia personal computers, 3.5" floppy disks, autoelectronics and chemicals, totaling ten major categories and scores of products. Its industrial output value in 1994 was 510 million, profits and taxes generated came to 10.78 million, and export earnings, US \$20.94 million. In 1993, it was listed 88th among the top 100 electronic enterprises in the country and 33rd among the top 100 township enterprises.

I. Development of Township Enterprises has Provided the Opportunity for Women to Participate in Economic Development

Since 1979 when the country introduced the reform and opening up policy and concentrated efforts on economic development, the GNP has grown at an annual rate of 9%. The economic development has provided the employment opportunities. According to the national township enterprise bureau, China's township enterprises employed 21 million women workers in 1985 and 35 million in 1992, growing by 66%. In the rural areas, with the deepening of reforms, our rural working-age women have extended their activities from plant culture to all other undertakings, including forestry, livestock breeding, sidelines, fisheries, industry, commerce, transportation, building and services. The rural economy has begun to develop from the self-sufficient petty peasant economy toward specialization, commercialization and modernization. The employment structure has undergone tremendous changes. But the first to find their way into large and medium-sized state owned enterprises were men. Those who served as temporary workers were also men. What we called rural surplus labor are chiefly women. When the rural industry started with textiles, light industry, electronics and processing, it determined that large numbers of women workers should be employed. The course of development of our company shows the following characteristics of rural women when participating in economic development.

1. The employment of rural women has risen sharply.

At the beginning, rural women mainly engaged in agriculture and household handicraft industry. At that time, there were only about ten working-age women in our village, all senior middle-school graduates. At the beginning of the 1980s, the rural areas began to introduce the contract responsibility system. After the peasants got their own land, the surplus labor increased sharply. With the deepening of reform and opening up, the social concept of women began to change. They were no longer confined to the family kitchens. They began to walk out of their homes to work in township enterprises. By the end of 1994, our company employed 1,630 women workers, 163 times the figure at the beginning. The number of women workers accounted for 85% of the total.

2. The areas for women's participation have been extended.

On the outset, our factory had only a dozen women workers. But with the development of the enterprises, the working posts conforming to the physiological characters and best for women to display their advantages have increased. In our accounting department, there were 30 female accountants, making up 90% of the total. Among the marketing agents, 20 are women, accounting for 50%. The labor-

intensive production lines are 100% women in their 20s. After joint ventures were launched, we gave priority to rural girls in employment and at the same time hired nearly 100 woman workers from other parts of the province, thus relieving the pressure of rural surplus labor both in and outside our own area.

3. Women's participation has developed from low level to higher levels.

Women constitute a great human resource. To improve the educational quality of women is not only the objective demand of the enterprise development but also the demand for promoting women's liberation. Our selfless devotion and hard struggle in pioneering the course have inspired self-respect, self-confidence, independence and self-improvement in women. We have also introduced all kinds of incentives to encourage female workers to raise their ideological, cultural and technical levels. To train woman workers, we have adopted the method of inviting teachers in or sending woman workers out to study. At present, 45% of the leaders at the intermediate level are women, who have displayed their leading, organizational and management talents to the full.

4. Rural women can have equal access to resources by participating in economic development.

The Law on Protection of Women stipulates that rural women enjoy the equal rights with men with regard to the division of fields, food grain fields and land for constructing housing. Apart from fulfilling their industrial production tasks, rural women can also contract for the crop fields to become the subjects of contracts for land and other capital goods.

5. By participating in economic development, the right and interests of women workers can be better protected.

Women workers enjoy the maternal leaves, and family planning leaves with pay.

I. Women with their Peculiar Tenacity can Perform Outstandingly on the Uneven road of Progress

At present, male workers are still in the dominant position in the management of the company and there are virtually no women directors in the subsidiaries. But in handling routine affairs, although men show resolution strength and tolerance, although they are apt to resolve problems by reasoning, they nevertheless tend to have such weak points as subjectivity and autocracy. Women, on the contrary, are meticulous, kind and patient, but are apt to solve problems by appealing to feelings. But they show outstanding tenacity, which promise more possibility of success than men. I have the intimate experience myself. At the beginning of our launching of the factory, we relied on the peasants to pool what money they had saved to start out our production. When failure came one after another and all the money vanished for nothing, I was not downhearted. When our products were refused by large factories, I did not stop. In 1985, our company imported advanced electronic production equipment from Britain and the United States and that aroused much talk. The criticisms did not change my determination. In 1989, when we began to launch joint ventures by using foreign capital, there were enormous pressures but that did not hold me back. The sheer determination of not yielding to failure stood me in good stead, year after year, until we have achieved what we have today. I have only one thought; women would find it harder than men to pioneer a course. But once a woman devotes herself to a course, she can achieve what many men cannot.

论中国女企业家成功的条件

沈丽珍 厦门中汽摩擦密封材料有限公司总经理



沈丽珍 1950 年出生于上海,1965 年参加工作,1984—1991 年任苏州吴县石棉制品厂副厂长兼总工程师,1991 年起任中汽进出口厦门公司副总师,1994 年起兼任厦门中汽摩擦密封材料有限公司总经理。

沈丽珍为摩擦密封材料专家,曾获苏州市科技一等奖,并曾在国内外刊物上发表过 50 多篇论文。曾获得优秀企业家,苏州市“三八红旗手”和县、市劳动模范称号。

厦门中汽摩擦密封材料有限公司是中国汽车工业进出口厦门公司和 9812 工厂合资创办的企业,是中国汽车零部件工业联营公司、中国城市车辆总公司和中国汽车技术研究中心的成员单位。

该公司生产的刹车片、离合器片、刹车带、离合器钢片总成和刹车蹄片总成被广泛应用于国内外各种车辆。该公司与世界许多国家和地区厂商建立了密切业务关系,产品畅销全国各大中城市并远销欧美、东南亚等国,是中国汽车工业进出口公司的出口基地。

当前,一场改革开放的大潮使中国经济充满了活力。在中国企业如雨后春笋般欣欣向荣,全面走向市场经济的今天,占全国职工总数 1/3 以上的,富有聪明才智的企业女职工,以及一大批出类拔萃的女企业家,对中国企业的发展起着举足轻重的作用。而且,占世界 1/5 人口的中国,发挥女企业家、女职工的潜能,必然对国际女企业界产生相当的影响。

因此,关心和促进女企业家的成长,既是我国经济社会发展的需要,也是第三次“世界妇女大会”所确定的《内罗毕战略》的题中之义。作为一个多年在企业中工作的妇女,我将把我在这方面的认识和体会,从几个方面加以阐述:

一、中国女企业家在成长

中国妇女在企业界从事领域的不断扩展,使女职工的职务结构发生了明显变化,为女企业家的成长提供了技术条件。妇女在企业的高层决策、经营管理、技术开发、基础作业各层次均有分布。在企业中,除直接从事基础作业的女性工人外,已经形成了各种门类的以各级管理干部、技术科研人员、企业家为主体的职工结构特点。

如今,妇女广泛接受系统高等教育机会的日益增加,为女企业家的成长提供了技术条件。特别是改革开放以来,其中许多人还获得了出国深造的机会,她们的学科成就和做出的贡献得到举世的瞩目和公认。

市场经济的迅猛发展,为女企业家的成长提供了宽广的社会条件。中国致力于建立社会主义市场经济的伟大改革,既为企业的发展同时也为中国企业家的发展创造了空前的机遇。这种机遇集中的体现在社会经济发 展的巨大潜力和企业间竞争的自由度上,使得个人才华的发挥具有了广阔的用武之地。女企业家的日益增多,已成为当代中国企业界的一种现实趋向。

作为一名女性领导者,要获得事业的成功是极其艰难的,但成功之路就在脚下。只要有崇高的理想和执着的追求,就能适应时代的潮流;只要有强烈的事业心和工作责任感,就能在任何环境中坚韧不拔,开拓进取;只要清正廉洁,严于律己,就能赢得领导的支持和群众的拥戴,在平凡的岗位上创造出新的业绩。

二、中国女企业家特点分析

女性一旦介入企业高层领导的决策,将可以浓彩重墨般地描绘出未来企业的“美景”。她们身上蕴藏的热能和优势往往具有超越男性同胞的独到之处。凡取得成功的当代中国女企业家无一不具备遇事果敢顽强,百折不挠的精神。她们事业的成功往往同她们非凡的拼搏紧密相连。这种韧性特点正是市场经济条件下企业发展所必需的。

妇女在从事企业管理时,往往具有男性企业家所缺乏的长处。企业管理从本质上讲是对人的管理,因为经济活动本身就是人的创造活动。中国女企业家当家理财的本领可以说是“与生俱来”的,这两个方面的特点结合起来,就使得女性在企业决策中能够具有良好的预见性,并在决策的实施中做得更加细致周全,减少失误。

中国女性在传统观念支配下要想做个成功的企业家,需要比男性付出更多的努力,由此产生难以诉说的心理矛盾。可以说面对家庭和事业这种两难选择,绝大多数中国女企业家们都会做出一致的回答:我两者都要。但事实上,我们受到来自现实生活各方面的种种阻力和压力,这既来自于我们周围,也来自于我们的内心深处。当你为企业的某项决策苦费心机之余,却又不得不同时为子女的升学择业而苦恼;当你为推销自己的产品东奔西走之时,却又不得不时刻惦记远离自己的父母;当你在苦心筹划企业财务的收支平衡之时,却又不得不为自家的柴米油盐而牵肠挂肚;几乎所有的中国女企业家在为事业奋斗的同时都伴随着对家庭失责的深深的内疚和痛苦;几乎所有的中国女企业家,在其成功的道路上无处不填满了这种记录。如同负重的登山者,中国的女企业家走的是充满艰辛的坎坷之路。

三、本人成长中的几点体会

回顾自己15岁远离繁华的大上海,经过30年不平凡的历程,边工作,边求学,拿下二门大专文凭。我一直在企业工作,当过质量管理科长、车间主任、副厂长、副总、董事长、总经理等多种工作。多年来我从事技术工作,从技术员、工程师到高级工程师,拿到二份部级专家证,一是国家建材局石棉制品专家,二是机械工业部专家。多次立功被评为劳动模范、“三八红旗手”,巾帼标兵、优秀女企业家、突出贡献者、优秀发明家。研制的产品被评为国家银质奖,部级、省、市一等奖、二等奖。我做了一点工作,是国家把我这个上海女子扶上战马,走向领导岗位。从我自身经历来看,除了自身条件,还有一个非常重要的外围条件,那就是有一个允许女性与男性一样学习、就业、公平竞争发展的国度。我所感受的就是一种祖国和我、我和企业息息相关的关系。当然,自强自立是女企业英才成材的基础条件,也只有如此才能创造出辉煌业绩。

一个企业要靠技术不断创新,要提出创世界名牌战略口号。“科技先导,科学管理,质量兴企,创造名牌,国内领先,走向世界”,由此把质量兴企的全员活动升到“名牌贵如国格,国格无价,名牌是无价之宝”的高度,使职工自强自立,使企业立足国内,走向世界的前列。我现在厦门中汽摩擦密封材料联合公司担任总经理,我公司是中国汽车工业进出口厦门公司与九八一二工厂合资创办的。在企业实践中,我感到当前在中国管理一个企业是比较复杂的,除常规的生产经营外,还需要考虑许多其他的问题。比如在中国市场经济形成过程中如何使企业尽快摆脱旧体制遗留的影响;老企业的改造、更新和发展问题;由于社会配套体系不健全带来的职工生活福利等社会问题等等。所有这些都是现阶段中国企业的决策者们无法回避的现实问题。作为女性,难度要更大一点。因而从某种意义上讲,我们这一代中国企业女性,从事的是一项艰难的开拓奠基工作,需要有更多的韧性、勇气和创业精神,需要社会更多的理解和支持。我感到当前重要的是应当做好以下几点:

作为一个女企业家,要有充分的自信心和自强不息精神,这是一种必要的心理素质。在许多事业有成的女性背后,我们常常会听到这样的议论“某人不象个女人”,言外之意,女人就应当是“温、良、恭、俭、让”,而不能是顽强、果断、干练,连许多女性自己也有这种意识。我认为这是在社会责任感面前,缺乏心理适应能力的表现。顽强、果断、干练不是男性的专利,许多成功女性的事迹已充分说明了这一点。关键是我们自己要有自信心,相信自身的能力,经过努力,完全可以履行好自己的职责,可以干得和男性一样好,甚至更好。只有树立起自信心,我们才能真正做到自强不息。

作为一个女企业家,要在实践中不断提高自身的素质。人的才能不是与生俱来的,凡是走上企业家岗位的女性,以前都是从事各种工作的。例如我自己在企业中工作30年,2/3的时间从事专业技术工作,搞课题,从比较单一的岗位到管理整个企业,期间跨度比较大,面临许多新的课题,这就要求我们不能局限于已有的能力和知识范围,必须要不断地拓宽自己的知识视野,努力提高自身素质。同时,社会经济的发展,也要求我们的素质不能停留在一个水平上,而只有在不断提高素质的前提下,女性本身的长处才可能得到有效的发挥。

四、建议

国家应当为女企业家的成长提供更多的政策保障,创造平等竞争的社会条件。从整体来看,虽然女企业家呈一种上升趋向,但所占比例仍然偏低,特别在一些大中型企业领导层中如此。这对女企业家队伍的发展是不利的。在对女性的评分上,衡量标准往往比男性偏高偏严。这往往表现在思想观念上和具体作法上。女性只有确实比男性干得好,才会得到承认。为什么要这样呢?为什么不能作到不仅在法律上,而且在思想观念上都把女性放在平等竞争的位置上?我认为如果不能在中国的大中型企业中产生相当数量的女企业家,则中国女企业家队伍的素质就很难提高到一个应有的高度。参与经济发展是妇女发展的一个重要组成部分,同时妇女发展又是国家、社会经济发展的一个必要前提。从这个意义上说,国家应把培养、扶持、任用女企业家作为一项战略目标,制定出更为具体的政策措施,来促进中国女企业家队伍的发展壮

大。

应当加快社会保障体系的建设,增加家务劳动社会化的程度,努力把妇女从繁重的家务劳动中解脱出来,创造良好的社会环境,为中国女企业家的成长提供更好的条件。

应当在全社会造成有利于女企业家成长的舆论环境,努力限制和消除传统文化中消极因素的影响,积极宣传企业界妇女所取得的成就,使社会对女企业家树立起一种正确的认识,形成一种全社会尊重女企业家,支持女企业家的风尚。

最后我想指出的一点是,中国企业界的妇女在中国市场经济刚刚开始发展和真正的中国企业家刚刚起步的阶段,就具有了参与的资格和机会,这是我们应引以自豪的。我相信,只要我们努力,就一定会在中国和世界经济的发展中做出自己的贡献。这对实现全人类的“平等、发展、和平”具有重要的意义。

为了实现“平等、发展、和平”这一伟大的战略方针,愿我国更多的女企业家介入企业的高层领导和决策。希望世界上更多的女性在“内罗毕战略”的实施中,在企业的高层领导的决策中大放异彩!为各自的祖国和世界的不断发展,作出我们妇女们应有的贡献。

An Analysis of the Conditions for Women Entrepreneurs' Success in China

by Shen Lizhen, General Manager of Xiamen CAIEC Friction & Sealing Material Co. , Ltd.

Shen Lizhen, born in 1950 in Shanghai, started her career in 1965. From 1984 to 1991, she worked as Vice-director and chief Engineer of Suzhou Asbestos Factory. From 1991 to 1994, she was Assistant General Engineer at China Auto Imp & Exp Co. Xiamen Company.

From 1994, she has been General Manager of Xiamen Zhongqi Abrasive Sealing Material Cop.

Shen is an expert in abrasive sealing material. She has won The Top Prize of Science and Technology in Suzhou, and has over 50 of her essays published in magazines at home and abroad. She has for several times won the titles of Outstanding Woman Entrepreneur, Model Worker and Outstanding Inventor.

Xiamen Zhongqi Abrasive Sealing Material Co. Ltd is a joint venture funded by China Auto Imp & Exp Co. and 9812 Factory. It is a member of China Automobile Spare Parts Industry Co. , China Urban Vehicle Co. , and China Automobile Technology Research Centre.

Its products—brake plate, brake belt, and clutch plate are used by many automobile manufacturers in China and other parts of the world. It has built close ties with auto-makers in many countries.

At the time when Chinese are going all out in an effort to modernize our country, woman workers and entrepreneurs, who take up one third of all the workers in the country, are playing a more and more important role. To fully tap the potentials in women entrepreneurs and workers in such a large country which takes up one fifth of the world population would surely be very influential to the world.

Therefore, to attach importance to and promote the growth of women entrepreneurs is in line with the demand of China's social development and the target of the Nairobi Strategy mapped out at the third "World Women Conference". As a woman who has been working in enterprises in China for a long time. I would like to share my experiences and understanding of women's role in China's enterprises:

1. MORE WOMEN ENTREPRENEURS ARE APPEARING IN CHINA

With the Chinese women working in more and more sectors of the society, the structure of women employment is making a big change—women are found at decision-making levels, in technical research, and along production lines.

Today, more and more women have received or are receiving high education. Many women have been educated or trained abroad. Their achievement and contributions are recognized worldwide.

The market economy that China is advocating has yet given even better social conditions for women in our country. The new economic policy has not only given an opportunity to enterprises to compete and develop, but also offered great chances for women to bring their talents into full play. The growth in the number of women entrepreneurs has become a reality in China.

Of course, it is very difficult to be a woman leader, but the way to success is just under your feet. You can ride on the tide of the time, only if you cherish a lofty ideal and try hard to bring your ideal into reality; you can overcome any setbacks and forge ahead if you have a strong desire for success and a strong sense of responsibility; you can win the love and support of your fellow men and women, and make outstanding achievement if you are honest and fair to your colleagues and strict with yourself.

2. ANALYSIS OF THE FEATURES OF CHINESE WOMEN ENTREPRENEURS

Women, once proved successful in enterprises, are always those who have special talents. If they are not better than, they are at least as good as their men counterparts.

They are daring in making decisions and unyielding against hardships, which are a required character of a successful enterprise leader. But when they come to management field, they always show their "built-in gift" in management which they would otherwise show it in running their families. This assures women entrepreneurs with farsightedness in making decisions and more careful work in carrying out their plans, which help them avoid many mistakes.

Chinese women, under the influence of outdated tradition that women should stay home, away from the society, find that they have to pay more than men if they want to be a successful entrepreneur. They are always burdened with a psychological contradiction between being a traditionally "good woman" and a successful entrepreneur. If asked which to choose, a successful career or a qualified housewife, many Chinese women would say that they want both. This is very challenging, an answer which would have to be challenged by many obstacles and pressures from the society and many of which from the challenging women themselves. As a mother, a wife, a daughter and an entrepreneur, you have to concentrate your efforts on your business, from production planning to marketing, financial balancing, while caring about the education and employment of your children, the health of your parents, and the household chores that is waiting for you at home. This is part of our culture; we take it natural to care about our children and parents. Many Chinese would say that family is the core of the society. To be a successful entrepreneur, a woman always regret that she has contributed less than other women to her family. Like a heavily burdened mountain climber, a woman entrepreneur's way is always hard and demanding.

3. MY OWN EXPERIENCE

I was born in Shanghai. At the age of 15, I left the city, and ever since then I have been working in different enterprises. Meanwhile, I used my spare time to study and got two diplomas. In the 30 years, I have worked as a common worker, quality control director, workshop supervisor, engineer, factory director, and general manager. I have received two ministry-level expert certificates, one asbestos expert certificate from the State Bureau of Building Materials Industry, another certificate from the Ministry of Machinery and Electronics Industry. At the same time, our products have won State silver prize, and golden prizes in Xiamen and Fujian Province. For many years, I have won the titles of Model Worker, Outstanding Entrepreneur, Excellent Inventor, and many others.

From my own experience, I can say that apart from my own effort, the most important factor of my success is that I enjoy full equality with men in education, employment, and promotion. Of course, to work hard and independently in the society is the basis for success.

As a manager, I realize that an enterprise must rely on constant technological renovation and world-famous-brand product strategy to compete in the world market. Our slogan is "Lead our enterprise with science and technology, arm our enterprise with high quality product, and try to beat the front wave of the world." As the General Manager of Xiamen Zhongqi Abrasive Sealing Material Corp., I find that it is a very complicated engineering to run a company in China. Because while we try hard to shake off the shackles of the old system and keep the enterprise running, and running fast, we have to take the welfares, the housing, health care, children's education, employment of the staff into consideration. I am glad to say that the reform of social welfare system is now underway, but it is only a start. This is a reality

and a challenge facing Chinese entrepreneurs. To this extent, what we are doing today is a pioneering work which demands support and understanding from the society and families. I think the following are needed for the making of a successful woman entrepreneur:

A woman entrepreneur must be fully self-confident and indomitable. In China, we would often hear such comments as "she is not like a woman" which means that the woman is not humble, modest and family-centred as she is assumed to be according to tradition. Even some women would come to agree on this comment, which I think is a bias that history has given to women. Many success stories of women entrepreneurs have proven that women can do equally well as men. So we must have the confidence to show that women are as great as men and even greater. Only with ample confidence can we be indomitable.

A woman entrepreneur must always bring herself abreast with modern science and technology. People are not born with knowledge. All those who have come to leading positions today have started from the grass root units. Take me for instance, I have worked in different enterprises for over 30 years. For about 20 years, I have been a technician or engineer. I might be good in that field. But what makes me successful as a manager is my confidence and efforts to learn new knowledge. Otherwise I would never be qualified for the new challenge. The developing society also requires that we update ourselves with the ever growing knowledge.

4. SUGGESTION

A suggestion to offer is that the government should have better policies to guarantee equal opportunities between men and women. Though many women have made their way up to leading positions, we may find that many of our lucky sisters have demonstrated that they are actually better than their male counterparts. Besides, we have very few women at the decision-making level of the state-owned large-and medium-size enterprises. Then why could we not give men and women the equal footing in competition, a *de facto* instead of a *de jure* equality?

Another thing is that the government should speed up the construction of social welfare system so as to liberate more women from their family chores.

The media should help create a better social environment for the making and growth of women entrepreneurs. They should come to be the backbone in fighting against the unhealthy ideas history has rendered on women. The whole society has the right to know the achievements of women, and women entrepreneurs have the right to win respect and support through media.

The last point I want to make is that Chinese women entrepreneurs have fortunately grasped the opportunities at the very start of China's market economy. I truly believe that as long as we try our best, we can contribute a lot more to China and the world. This is also very significant to "our goal of equality, development, peace."

Finally I hope that more and more women make their way to decision-making level in enterprises to add more brilliant colors to the entire world.

妇女 · 选择 · 法律

王 丽 中国律师事务中心副主任



王丽 1956年9月10日出生,山东诸城人。律师,现任中国律师事务中心常务副主任,德恒律师学院副院长。

1974年高中毕业,后下乡插队,后到汽车配件厂当工人。1977年考入山东师范大学,毕业后留校任教。1985年考入华中师范大学读研究生,获硕士学位。1988年调入中华人民共和国司法部任副处长、处长。1992年底参加筹建中国律师事务中心。1993年中心与吉林大学联合创建德恒律师学院。

从事律师工作以来,主办过涉及股份制改造、经济合同纠纷、金融、证券、房地产、海事海商、反倾销、著作权纠纷等多起诉讼、仲裁及非诉讼法律事务。担任中国长江三峡工程开发总公司、中国科学院、中国证券交易系统有限公司等多家企事业的首席律师、法律顾问。发表过《论市场经济与法制保障》等多篇论文及著作。

中国律师事务中心于1993年元月创建,拥有一批高学历、高素质、精通外语、经验丰富、工作能力强的律师队伍。三十多位律师具有博士、硕士学位,部分律师曾在国外学习和工作过,一些律师同时兼具工程师、注册会计师、专利代理人、房地产评估师等资格,能使用中、英、日、法等多种语言工作。总部设在北京,并在中国海口、北海、青岛等城市及美国、法国、加拿大、澳大利亚等国家设有分支或合作机构。拥有诸如中国人民银行总行、中国科学院、葛洲坝水力发电厂等大批重要而富有实力的客户群,代理承办过美国诉中国一次性打火机反倾销案等数百起境内外诉讼、仲裁及非诉讼案件。中心对孤寡老人、贫困妇女、低收入家庭等社会弱者提供义务法律帮助。奉行服务至上,追求公正的宗旨!

上学、工作、结婚、生子、化妆、社交、家务……,一个人的一生要经历许许多多选择。选择的合适与否,恰当与否,明智与否,合法与否,直接关系到我们的命运、前途和幸福。人类的发展史就是绚丽多彩的创造性选择史,其中女人自走出母系社会生育文明后的自我选择空间是极其狭小的,大部分都被男人的选择所淹没。在相当长的时间和相当广阔的地域,西方人相信女人是用男人肋骨作成的,是男人世界的一部分;东方人则恪守女人在家从父,出嫁从夫,夫死从子的戒律。东西方文明的差异并不影响人们在观念、伦理和法律上确立女人依附于男人的信条。即使在步入现代社会的今天,全球25亿妇女并不是所有的人在生活、工作、教育、婚姻、生育、甚至穿着、化妆、家务等各个方面都能够自主地选择。

一、妇女选择

选择是每个人所追求、所需要、所不能逃避的。对女性而言,选择尤为重要。它标志着妇女的解放、独立、竞争和发展。

第一,选择意味着解放。妇女能够自主选择表明她已经在法律上取得独立地位,摆脱了对他人尤其对男人的依附,获得了人身自由和政治、经济上与男人平等的地位和权利。这是一个多世纪以来世界妇女解放运动的丰硕成果。翻开现代国家的宪章几乎都能发现关于妇女自由、独立、平等的规范。近百年来中国革命史,尤其新民主主义革命和社会主义革命史,包括十多年来的改革开放,使中国妇女自觉不自觉地选择了投身于这场百年革命。她们的命运也从而发生了翻天覆地的变化。今天,虽然中国的经济发展水平还不及西方发达国家,但就妇女的解放程度,妇女所享受的法律权利而言,已经达到甚至在某些方面超过西方发达国家。可以说,中国妇女对现代中国建设所作出的贡献远远超过某些西方国家妇女对于她们本国现代化进程的贡献。我认为这是我们中国妇女足以引为自豪的地方。从世界妇女运动实践来看,应该说妇女选择意味着解放,解放意味着妇女的自主、自立、自由、平等。这是选择的结果,又是进一步选择发展的前提。

第二,选择就是竞争,竞争促进发展。虽然在大多数国家,妇女在法律上获得了独立地位,政治上的选举权,家庭内的平等,婚姻自主,择业自由,签约和财产权利等,但是这还不意味着妇女解放运动的完成,也不意味着所有妇女都在实际

上充分实现了上述权利。中国乃至世界妇女要真正实现这些法律赋予的权利还必须经过激烈的竞争,作出无数次选择。选择、竞争、发展是今天以至下一个世纪东西方妇女解放运动的主题。

第三,选择要付出代价。选择是对周围环境、对自己命运、对未来前途的认识、把握和决策,是对机会的取舍。选择在获得新的机会、荣誉、财富、享受的同时,也会失去或放弃其他机会和可能性。这种放弃是人们为选择所付出的代价,这种代价构成选择的“机会成本”。处于伟大世纪变革的现代妇女要敢于在选择中竞争,善于在竞争中选择。不必在得失之间优柔寡断,踌躇不前。然而,一经选择就要舍得花费“机会成本”。

第四,把握关键的临界选择。对于一个人来说,一生中要面临无数次选择,要作出无数次选择。但是这些选择的重要性是不同的,其中某些选择可能直接影响着个人的命运和前途。对广大妇女来说最重要的是把握住那些关键的临界选择,否则“一失足成千古恨”。当然,选择也不是一劳永逸的,它是一个连续不断的过程。丰富多彩的生活本身不断创造出一个又一个机遇,人们就必须进行一次又一次选择。就我个人来说,虽然没有惊心动魄的经历,却也有过很多次选择。我下过农村,当过工人,恢复高考制度后考大学,教书,读研究生,进国家机关,以及“下海”当律师等等。这个过程中我感到最重要的选择是“下海”当律师。这一选择使我从国家机关干部变为社会法律工作者,从司法行政机关的处长变为普通律师,从“铁饭碗”变成“泥饭碗”。对我来说,这一变化可以说是一次关键的临界选择。经过近三年的律师工作实践,我学到很多新的东西,办了大大小小近百件案子,直接参与到金融、证券、期货、反倾销等市场经济最前沿的法律领域,用自己的专业知识给人们以直接、具体和实际的帮助,个人的能力也得到更多的锻炼和发挥。过去很多朋友感觉我只是写写文章,当干部,与市场经济的具体活动无缘,而现在这些在中国市场经济中崛起的新企业家,包括女企业家们则把我引为知己和顾问,经常跟我一起探讨她们在经营活动中面临的问题。

然而,三年来真正使我感到自豪的并不仅仅是办了许多案子——这也许是律师的本份,而是我和我的同事们共同决策与吉林大学联合创办了中国第一所专门培养律师的高等学府——德恒律师学院。这所学院主要为中国现代市场经济,为二十一世纪培养懂法律、懂经济、懂外语、会微机操作的新型律师人才。德恒律师学院的建立受到社会广泛欢迎,来自全国的报考者非常踊跃,现有两届在校生,呈现良好的发展态势。我们感到作为律师能为市场经济培养急需的法律人才,为律师队伍输送后备力量,为有志从事律师工作的青年提供学习机会,为法学教育改革,为法律服务国际接轨出资出力作贡献,是责无旁贷的,也颇为欣然。俗话说,“十年树木,百年树人”,我们这些人愿意做“树人”的工作。当然,这所学院还在建设成长之中,需要也希望得到社会各界关心、帮助和支持。

二、妇女选择的误区

无论是我还是大多数姐妹的经历都会证明,对女性而言,我们在社会中的选择更为复杂、更为丰富、更加艰难、也更为绚丽多彩,但也有着更多的盲点与误区。女人独特的社会地位、心理状态、传统习惯和社会角色,使女人虽然与男人面对同样的世界、同样的机会和同样的环境,但所作出和所能作出的选择却相距甚远。尤其在看起来平淡无奇的事情上,诸如上学、找工作、结婚、生儿育女等,女性的选择要艰难得多,沉重得多。据我个人观察,妇女在选择上往往存在着以下误区:

第一,不能选择——在同等社会价值和利益面前,女人不能享有与男人同等的选择标准、机会和权利。比如,重男轻女,遗弃女婴,女毕业生就业难等等。这些都说明,宪法所规定的男女平等的权利在一些具体问题上要打折扣,甚至包括象生存权这样性命攸关的权利也还不能充分实现。对此,社会各界确实应该给予高度注意。

第二,不会选择——在同等的选择机会和权利面前,女人往往缺乏明智的判断和正确选择的能力。由于多数女性尤其农村妇女,受教育少、文化水平低、生活阅历差,缺乏对复杂事情的正确认识,理解、判断和抉择,不能充分行使法律所赋予个人的权利,不能正确把握自己所面临的社会机会,往往作出错误甚至荒谬的选择。比如,很多女性婚姻不幸,但一些人不是依照法律赋予的权利,遵循正常途径解除痛苦的婚姻;而是采取逃匿、私奔、伤害、自杀、杀人等方式处理问题,结果害人又害己,教训惨痛。

第三,不敢选择——有些女性虽有足够的判断能力但缺乏必要的自信和勇气,或囿于外界压力不敢大胆行使自己的选择权利,以致于亦步亦趋,随波逐流,忍气吞声,苟且偷安。比如,一些女孩子在读书求学方面受到家长的阻挠,但不敢抗争,结果失去了最宝贵的读书机会,以致于终生无法摆脱文盲、愚昧、麻木的生活圈子。

第四,不作选择——有些女性不能正视自己的生存价值,不敢承受选择的艰苦,不愿付出选择的代价,不积极把握自己的命运。意志薄弱,身心懒惰。对自己、家庭和社会不负责任,放弃机遇和选择,听天由命,最终沦为别人的附庸和玩偶。诸如许多女性被拐卖或被包办婚姻,这本来是十分不幸的,但有些人却不愿抗争,随遇而安,“嫁鸡随鸡,嫁狗随狗”,任人宰割。这些女人的命运既令人同情,也令人气愤。

我们上面所讲的误区不仅存在于文化较低、能力较弱的妇女群体中,而且在文化较高、能力较强的妇女群体中也时

有表现。许多精明能干的女性虽然在事业上取得了巨大成功,但在个性角色上却不敢甚至拒绝承认自己是成功的“强人”,在丈夫、他人及公众面前极力把自己打扮成所谓的“贤妻良母”,以获取传统文化的肯定,缩小个人与传统社会习俗之间的距离。因此在我们的社会中,人们会发现许多女性尤其女企业家们就事业而言确实是强者,但在事业之外的很多领域却是非常脆弱的,经不起传统文化的冲击。比如,有些人极力表白自己不是“女强人”,是“贤妻良母”,这样做实际是想求得某种传统的认同与保护,避免树大招风,引来微词。当然,我们不认为“女强人”与“贤妻良母”,是截然排斥的,女强人可以同时又是贤妻良母。然而,封建、愚昧、落后的积习却把两种角色截然分开,使之互相排斥。因此许多事业上成功的女性宁愿在事业之外自我弱化,回缩到传统的巢臼里,以这种落差为代价去获得较为“安全”的生活氛围。

三、妇女选择的法律帮助

针对女性的误区,对处于弱者地位的女性,法律应该给予更多的保护与帮助。诸如加重对遗弃、残害女婴者的制裁;对未完成九年义务教育女童的监护人施以重罚,建立免费义务教育寄宿学校,收留那些因各种客观原因不能上学读书的女童;进一步增加招生、招工、招干的公开性与透明度,最大限度地降低性别对上学、就业等活动的非正常影响,等等。这些无疑都是重要的。然而,我们认为,今天对于事业有成的广大的女企业家而言,法律应该优先保护的是竞争,以及竞争中的选择。中国几千年的传统文化始终视女性为弱者;今天,很多人心目中仍然认为对女性的保护就是对弱者的保护。毫无疑问,法律应该保护弱者,使其不因能力、文化、经济差异而丧失应有的人权,扶助弱者变成有自我救济力的人,甚至变成强者。但法律保护绝不能仅仅停留在这个层面上。弱的女性需要保护和扶助,强的女性也需要,甚至更需要保护和帮助。法律对妇女的保护,不应消极地把妇女置于儿童的地位给予施舍性保护,而应采取各种有效措施,把妇女作为独立法律主体给予积极保护。法律保护选择,保护竞争,就是保护公平,这才是实质上对妇女最有力的保护。在此,我们建议:

第一,法律,包括立法、司法和执法各环节,都必须遵循法制原则保护妇女在市场经济中的选择,保护公平竞争。做到“能力面前人人平等”,使更多的女性有机会进入更广阔的政治、经济活动领域,在市场经济的舞台上施展才华。在就业、就学、从政、经商、办企业等方面应给女性创造平等的选择机会,增加选择的公开性与透明度。社会选择越公开、越透明、越民主,非正常因素,诸如性别歧视等所起的干扰作用就会越小。

第二,增强法律主体意识,明确“法律面前人人平等”包括人人都可能成为企业家这种时代性的新型平等。作为女企业家只要是凭自己能力干起来的,就应该理直气壮,心安理得,不必遮掩矫饰。这在法律上是受到保护的,因为你也是一个平等的法律关系主体,是法律面前人人平等的那个“人”。许多女人习惯于成为成功男人背后的女人,但许多男人却不习惯于成为成功女人背后的男人。实际上真正实现人人平等,就是要让男人和女人具有同等的选择机会、选择权利和选择能力。女人要支持和习惯于男人的成功,同理,男人也应该支持并习惯于女人的成功。现在我们认为,应该把让男人们接受并习惯于女人的成功作为妇女解放的一部分。在这个过程中,首先我们女人应该接受并习惯于自己的成功,不要妄自菲薄,甘居人后。不必站在男人身后就举止安祥,站在男人前面就手足无措,应该用法律主体意识克服传统的附庸心理。

第三,法律保护不能仅仅停留在抽象的原则、规范和文字上,应该更具操作性、实践性和具体化。司法界对此更应给予深切关注。比如,有些人出于某些阴暗的心理,喜欢拨弄是非、无中生有。尤其对事业获得一些成就的女人,象女企业家们,总有人说三道四,冷嘲热讽,甚至制造谣言和绯闻,使我们的姐妹同胞蒙受很多不白之冤,身心、名誉受到极大损害。但从我国法律实践看,对于这种没有任何事实根据的造谣、诬陷,如果没有出现人命关天的后果,不闹到家破人亡的地步,常常是无人过问的;到法院去告,往往很难立案,不能进入司法程序。这对保护那些站在改革开放前沿的广大女企业家们是极为不利的。因此我们建议,我国法院必须合理掌握侮辱、诽谤等民事侵权案件的立案标准。只要有足够证据证明某人的行为构成侮辱、诽谤,不论有无其他严重后果,法院都应受理,得出一个公正的法律结论。这样才能有效地打击各种无端的流言蜚语,也能防止进一步激化矛盾造成恶果。在此,我也向广大的女同胞,尤其向女企业家们进一言:遇到这种情况时,不要再忍气吞声,听之任之,而应该敢于并学会找律师、找法官,勇敢地运用法律武器保护自己。这既关系自己的名誉荣辱,事业前途,也关系国家法制建设。全社会、全体公民都懂法、守法、运用法律手段保护自己的合法权益,国家的民主与法制水平就会提高,竞争就会更公平,选择就会更充分。从这个意义上说,妇女社会选择的机会和能力标志着妇女解放的程度,同时也标志着一个国家民主与法制的水准。中国及世界各国的广大姐妹们应该为此做出自己应有的贡献!

Women • Selection • Law

by Wang Li, Deputy Director of China Law Office

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China Law Office, established in January 1993, under the supervision of Ministry of Justice, P. R. C. , is a senior comprehensive partnership law firm, which provides services for domestic and foreign clients. CLO has a high-quality lawyer team. Most of them have respectively gained Ph. D. ,LL. D. and LL. M. degrees. Many of them have studied or worked abroad and speak fluent English, French, German, Japanese, and so on. Some of them are also engineers, registered accountants, patent agents and real estate agents. CLO has opened branches in P. R. China and also has some cooperating offices in the U. S. A. , France, Canada and Australia, etc. Lawyers in CLO have dealt with hundreds of litigation, non-litigation and arbitration cases mainly involved in contract, corporation, securities, real estate, finance, taxation, intellectual property, production liability, anti-dumping, maritime, etc. CLO also offers free legal assistance for kidnapped and poor women, helpless old people and low-income families. Their purpose is "Providing Best Service and Pursuing Justice".

School, work, marriage, children, make-up, friendship, household duties. . . . During one's lifetime one has to make choices on many occasions. Whether a choice is proper or improper, right or wrong, wise or unwise, legal or illegal, directly affects one's fate, future and happiness. The history of the development of humanity is a splendid creative history of selection, and those areas where women have choices since they came out of the matriarchal society, are narrow ones.

Most of women's choices have been superseded by men's. For hundreds of years, people in the West adhered the belief that women were literally formed with men's ribs and they were part of the man's world; for thousands of years people the Orient scrupulously held the law that women obeyed their father at home, their husbands after marriage and their sons once their husbands had died. Both Eastern and western thought held that women attached themselves to men in concept, logic and law. Even today, in modern society, not many of the world's 2.5 billion women can have independent choice as to work, education, marriage, whether or not to have children, and how many to have, or even what they will wear, their make-up or their household duties.

I. Women's Ability to Choose

Choice is sought, and choices are necessary and unavoidable. For women the ability to choose is

especially important. It marks their liberation, independence, development and ability to compete with men on an equal footing.

First, choice means liberation. When a woman can independently decide on her choice, it shows that she has independent legal status, is freed from dependence on others, especially on a man, and she has won freedom and equal status and rights politically and economically with men. This is a great achievement for the world's movement for more than a century to liberate women. If we page through the modern countries' constitutions, we can find nearly all the norms relating to women's freedom, independence and equality. During the past hundred years of Chinese Revolutionary and Socialist Revolutionary history, including in the past dozen years of reform and opening to the outside world, women have unconsciously chosen to participate in this hundred-year revolution, and their fate has been changed dramatically. Today, although the development of China's economy lags behind that of western developed countries, the degree of women's liberation and the lawful rights they enjoy have already reached and even surpassed western levels in certain sectors. It can be said that the contribution made by Chinese women in the construction of modern China has far surpassed that made by women of some western countries in their own modernization efforts.

This is what the Chinese women are proudest of. From the viewpoint of the world's women's movement, we should say that women's choice means liberation, and liberation means women's decisions, independence, freedom and equality.

Second, choice means competition and competition promotes development. Although in many countries women have obtained legal independent status and have the right to vote in political elections, enjoy equality at home, freedom to choose marriage partners, freedom to choose jobs, to sign contracts and own property, these do not mean that the women's movement has succeeded or that all women have fully realized the above-mentioned rights. Chinese women and women over the world must also experience fierce competition and make numerous selections before the realization of these legal rights comes true. Selection, competition and development is the theme for Oriental and Western women's liberation movement into the next century.

Third, choice means paying a price. Choice is understanding, seizing and deciding one's fate and future and accepting or rejecting opportunities. Seizing one opportunity means giving up another. This is the price paid for choosing. This price is thus the "cost of opportunity" for selection. Modern women at this moment of great change should dare to compete in choosing and to become good at it. They should not be irresolute and hesitant in gaining and losing. But, once a selection is made, one should be willing to pay the "cost of opportunity."

Fourth, make the critical choice correctly. Over the course of a lifetime, one faces numerous choices. But the importance of each of these selections varies; certain selections may directly affect the individual's future. For women, the most important is to understand which selections are the critical selections. Otherwise, "a single slip may cause everlasting sorrow". Of course, making a choice is often not casting a stone, but is a continuous process. A rich and colorful life creates one opportunity after another and each of us makes one selection after another.

As for myself, although I have no breath-taking experiences, I have made many choices—doing manual labor in the countryside, being a common worker, enrolling in a university once the examination system for institutes of higher learning resumed, being a teacher, undertaking postgraduate studies, working in a government office and "swimming in the sea of business" as a lawyer. But throughout all of this, my most important choice was the last one—"swimming in the sea of business" as a lawyer. This

selection has made me change from a government official to a practitioner of social law, from the head of a judicial and executive organ to an ordinary lawyer and from holding the "iron rice bowl" to having an "earthen rice bowl". To me, this change can be said to be my key, critical selection. During the three years of practicing law, I have learned much, handled nearly a hundred large and small cases and directly participated in the foremost legal sectors in banking, negotiable securities, futures, anti-dumping laws and others related to the market economy. I have given people direct, concrete help through my own professional knowledge, and my personal ability has increased. Previously, many of my friends felt that I only wrote articles, worked as an official and had nothing to do with the concrete activities of the market economy. Now these new entrepreneurs who are rising rapidly in China, including the woman entrepreneurs, treat me as a bosom friend and adviser and join with me in probing into the problems they face in their business activities.

But what I am proudest of in the past three years is not the number of cases that I have handled—perhaps this is the duty of a lawyer—but that my colleagues and I jointly made decisions and, together with the Jilin University, established the Deheng Lawyers' College—China's first institute of higher learning especially for training lawyers. The college trains mainly business lawyers for China's modern market economy. It focuses on law, economics, foreign languages and computer operation. The launching of the Deheng Lawyers' College has been widely welcomed by the public. People from all over China come to enroll. It now has had two grades of students and shows promising prospects. We feel very happy that as lawyers it is our duty to make our contribution in training new lawyers urgently needed by the market economy, send a reserve force of lawyer teams to society, provide opportunities for youth to study law, to reform legal education and provide the financial assistance and manpower for legal service in line with that of the world. A proverb says, "It takes a decade to grow trees, but a hundred years to rear people." We people wish to do the work of "rearing people". Of course, this college is still in the construction and growth stage and we hope that it will gather support from various sectors in society.

I. Obstacles Preventing Women from Making the Right Choices

The experiences of mine and most of other females' can show that for women, our choices are more varied, richer, more difficult as well as more splendid and colorful. There are also more blind spots and wrong turns. Women's special social status, psychology, traditional habits and social roles cause women to choose far differently from men, although they face the same world, the same opportunities and the same environment. Particularly in things which seem common, such as attending school, looking for work and whether and when to have a child, women's choices are much more difficult and more burdensome. As I have seen, when women choose, they often face these obstacles:

First, they have no choice—women do not enjoy equal standards, opportunities and rights for selection with men. For instance, men are still regarded as superior to women, female infants are cast aside, and woman graduates have difficulty finding jobs. All these show that equality between men and women as stipulated in the constitution still does not exist in reality. Even the right for a woman to live has not been fully realized. Society should really devote much attention to this.

Second, they do not know how to select—confronted with equal opportunity and right to select, women often, because of inferior education, lack sensible judgment and the ability to choose appropriately. Because most women, especially rural women, are less educated, they fall short of life experience, lack correct understanding, judgment and selection; they cannot fully exercise their own legal rights and cannot

justly grasp the social opportunity facing them. They often make wrong and even absurd choices. For instance, many women make unfortunate marriages, but some of them do not renounce the painful marriage through normal channels according to their lawful rights, but treat the problem by escaping and hiding—by elopement, assault, suicide, murder and other means. As a result, they harm others and themselves.

Third, women dare not choose—although some women have good judgement, they lack the necessary self-confidence and courage or are constrained by outside pressure and dare not boldly exercise their own right to select, resulting in their blindly drifting with the tide, submitting themselves to humiliation and dragging on in an humble existence. For instance, when some girls are obstructed by their parents to study and go to school, they dare not insist. As a result they lose the most valuable opportunity for study and fail to free themselves from illiteracy, ignorance and numb living surroundings all their life.

Fourth, they do not choose—some women cannot face the concept of their own existence, dare not bear the hardships of selection, are not willing to pay the cost of selection and do not actively grasp their own fate. They are weak-willed, lazy in body and mind, show no responsibility for themselves or their families, abandon opportunities and choices, resign themselves to their fate and at the end become the playthings of others. For instance many females are abducted and trafficked or have to abide in arranged marriages. These are very unfortunate cases, but some women are unwilling to resist; they try to make the best of it. They think they have “made their bed and now must lie in it,” and thus allow themselves to be trampled upon. The fate of these women make people feel both sympathetic and angry.

The above-mentioned failures exist not only among women who have a lower level of education and exposure to the world, but also sometimes are manifested even in those women who are more educated and have more ability. Although many bright and able women have won great successes in their careers, they dare not and even refuse to admit that they themselves are successful. Before their husbands, other people and the public, they make efforts to denigrate their accomplishments, and appear as the so-called “worthy wife and good mother” to win the approval of traditional society. Therefore, in our society, people will discover that many women, especially women entrepreneurs, are really stronger in their careers, but are very weak in areas outside their careers and cannot withstand the attack of traditional culture. For instance, some people make efforts to show that they themselves are not strong women but are instead “worthy wives and good mothers’”, seeking traditional approval and protection and avoiding calling attention to themselves. Of course, we do not think that a competent woman is inconsistent with the image of being a worthy wife and good mother. Strong women can be at the same time worthy wives and mothers. However, feudal, ignorant and backward habits have completely separated these two roles and made them mutually exclusive. Therefore, many successful career women lack self-esteem in matters not involving their career and shrink into traditional nests. They use such declinations and differences as the price they pay to win a relatively “safe” living atmosphere.

I. Lawful Assistance for Women's Choices

Aiming at these four obstacles, the law should provide more protection and assistance to women. For instance, China must impose heavy punishment for abandoning and cruelly injuring or killing female infants; must give heavy punishment to guardians for not letting girls complete the nine-year compulsory education; must establish boarding schools for compulsory education free of charge for those girls who cannot attend school for various reasons; must further increase the openness and transparency of student,

worker and office clerks enrollments and lessen the influence of sex on opportunities of attending school or obtaining employment. Undoubtedly, these are very important. But, we consider, to many entrepreneurs who have succeeded in careers today, the priority of law is to protect competition and choices in competition. China's several thousand of years of traditional culture has viewed women as the weaker sex; today, in the eyes of many people, protecting women is protecting the weaker sex. Without question, the law should protect the weak, so that they are not deprived of their necessary human rights because of the difference in ability, education and economy, and the law should likewise help the weak to become people with the power of self-reliance and even assist them to become stronger. But the law must not stop here. Weak women need protection and help, and strong women also, or sometimes even need more protection and help. The law's protection of women should not view women as children and provide them with charity, but should adopt various effective measures to give active protection to women as an independent, lawful main body. The law's protection for selection and competition is to protect peace and this is in substance the most powerful protection for women. To achieve this, we suggest the following:

First, the legislation, together with the legislative, judicial and law-enforcing sectors, should all observe the legal principle of protecting women's ability to choose in the market economy and protect fair competition. To carry out that "people are all equal before competence", and allow more women opportunities to enter into wider political and economical sectors and to demonstrate their talents on the market economy stage. In employment, education, entering government, business and running enterprises, equal opportunities should be created for women and the openness and transparency of selection should be improved. The more open and transparent the social selection, the more democratic our society will be and abnormal factors, such as interference caused by sex discrimination, will be lessened.

Second, enhance the sense of being principals of law and make it clear that "all people are equal before the law", including this new equality of our epoch that anyone can become an entrepreneur. As a woman entrepreneur, if she works with her own ability, she should be strong and feel assured, feel at ease and justified. This is protected by law, because a woman is an equal lawful body and a "person" that should be protected by the law. Many women are accustomed to realizing their potential only behind a successful man, but many men are not accustomed to being a man behind a successful woman. Actually, to realize that all people are equal is to let men and women have equal opportunities, rights and power of selection. Women should support and be accustomed to men's successes and similarly, men should support and be accustomed to women's successes. Now we argue that it is part of women's liberation that men accept and be used to women's success. In this process, we women must learn to accept and be accustomed to our own successes, not belittle ourselves or stay on the sidelines. We need not behave with composure behind men and act in a fluster in front of men. We should overcome the traditional psychology of dependence by the sense of being principals of law.

Third, legal protection cannot stop only at abstract principles, norms or words. It must be more operative, practical and concrete. Judicial sectors should focus on this. For instance, some people like to fiddle with right and wrong and some people with dark psychology fabricate something from nothing. Especially for some successful career women, such as women entrepreneurs, some people are bound to gossip, be cruelly satirical and even spread rumors and hints of love affairs to make the sister compatriots suffer. But from the law practice we have seen that even if the rumors and accusations are baseless, harm can be done to human life, families break up, women leave home or even die; in general, these cases are *not investigated thoroughly*. The court is useless in these matters, which are often very difficult to place on file for persecution and are not handled according to proper judicial procedures. Therefore, it is harmful to

protect those woman entrepreneurs who stand in the vanguard of reform and opening to the outside world.

We therefore suggest that our courts apply flexibly and rationally the standard for placing on file such insults, slanders and other civil infringements as human rights violation cases. When there is enough evidence to prove that someone's act constitutes insult or slander, no matter whether serious consequences exist or not, the court should accept and hear the case and obtain a just lawful conclusion. By doing this, various groundless rumors and slanders can be effectively stemmed and bad results can also be prevented. Here, I would also like to tell many female compatriots, especially women entrepreneurs, a few words: When such circumstances happen, do not swallow an insult and let matters drift, but dare to, and learn to, seek legal help and bravely use the law to protect yourselves. This concerns your own honor or disgrace, the future of your own careers and also the construction of the state's legal system.

If society and all citizens understand the law, observe it and use legal means to protect their own legal rights and interests, the state's democracy and legal level will be raised, competition will be fair and choices ample. This means, the opportunity and ability of women's choices in society indicates the degree to which women are truly liberated, at the same time, it is an indicator of the level of a country's democracy and legal system. Women in China and all countries in the world should make their own necessary contributions to this.

妇女在我企业发展中所起的作用

王连金 天津皮件厂厂长



王连金，1943年6月生，高级工艺师。自1958年参加工作以来，一直在天津皮件厂工作，先后当过工人、干部、工会主席、副厂长，曾多次荣获全国及市“劳动模范”，“优秀经营者”的称号。现任天津皮件厂厂长，天津皮鞋集团公司副总经理

天津皮件厂建于1958年，以生产各类皮革服装、皮革手套及系列皮革制品而著称。年生产能力为皮革服装15万件、皮革手套50万副。现出口30多个国家和地区，年创汇500万美元。

该厂生产的“冰宫”牌皮革服装，皮革手套及系列皮革产品，在全国历次评比中，始终获一类产品第一名，产品获国家金质奖。已连续数年被消费者协会，轻工总会，天津市政府命名为“最受消费者欢迎”的产品

一、企业的基本情况

天津皮件厂是1958年建立的国有小型轻工企业。现有职工406人，其中女职工298人，占职工总数的74%，主要产品为皮革服装、皮革手套。年产皮革服装15万件、皮革手套50万副。1993年实现利税190万元，出口创汇500万美元。我企业生产的“冰宫”牌皮革服装曾荣获国际、国内八块金牌，今年又被轻工部命名为我市首家佩挂真皮标志产品。

我企业现有管理人员31人，其中女性16人，占全体管理人员的51%。女工主要从事缝制工种和样品设计制造工作。其中缝制工124人，女工110人，占89%；样品设计制作19人，女工13人，占69%。中国改革开放为妇女成才提供了广阔舞台。妇女在我企业发展中发挥了重要作用。

二、如何培养和发挥本企业女管理人员作用

为发挥女性管理人员作用，我企业在培训方面投入了大量的资金，收到了很好的实效。采取输送优秀人材深造和注重招收具有大专、中专文化女性等方式方法不断提高妇女的管理水平和参政能力。自1991年以来共输送100余人次女性管理人员参加各类岗位培训，工程技术人员继续教育和出国深造。培训费用占全厂培训费的1/3，使女性管理人员业务水平和能力不断提高。请看下列数字：

	总数	厂级	中层	大中专文化	高级职称	中级职称	初级职称
管理人员	31	3	9	13	1	2	9
女性管理人员	16	2	3	11	1	1	6

上述的数字说明女性管理人员在企业的发展中发挥了重要作用。例如，我厂技术科只有四名干部，全部为女性，分别担任科长、工艺员、物耗管理员等职务。自1990年以来，刻苦攻关开发出四种新产品，其中皮革羽绒服和绣花系列皮革服装被评为国家级新产品，出口国外，创皮革服装单件出口创汇的最高水平。

我企业坚决贯彻国家颁布的《妇女权益保护法》和《女职工劳动保护规定》，坚决实行男、女同工同酬。每年招收女工占总招工数的90%。在女工“三期”保障她们的基本工资和其他合法收入。在装卸、搬运等苦、脏、累岗位一律不安排女工，以保障女性特殊生理需要。企业在工会中成立专门女工委，厂方定期听取女工特殊要求和需要，及时改进工作以满足女工特殊需要。

三、女企业家作用与妇女发展的关系

1. 妇女参与工业发展与妇女地位提高的关系

妇女地位的提高与其在经济发展中所起的作用成正比例关系,只有妇女在工业发展中发挥越来越重要的作用,她们的社会地位才越来越高,她们的价值才能被全社会所公认。经济地位的确立为妇女争取政治地位奠定了基础。

2. 女企业家的作用与妇女发展的关系:

中国女企业家是中国妇女中的精华和优秀代表,鉴于中国改革开放的需要及目前的国情,中国女企业家应具备以下条件:

- (1)热心于自己所从事的事业,具有较高的事业心和责任感;
- (2)具有较高的文化水平和企业管理知识;
- (3)具有一定的实践经验和吃苦耐劳精神;
- (4)能得到社会各界较好的支持;
- (5)心胸宽阔、易于容人。

新中国成立以来我国政府在提高妇女社会地位方面,进行了大量卓有成效的工作。但封建意识、歧视妇女的观念在社会中仍然存在。女企业家的掘起使人们不得不重新认识妇女在社会发展中所起的作用,同时女企业家又以其社会感召力鼓舞广大妇女重新认识自己的地位,从而坚定信心积极参加各项经济建设,为推动社会经济向前发展做出了贡献。

四、女企业家面临的困难及问题

- (1)目前许多女企业家既要负担本企业的各项繁重任务,又要担负众多社会兼职,造成精力分散;
- (2)既要负担企业任务又要负担家庭抚养子女、赡养老人义务,负担过重。

五、建议

- (1)尽快建立各类社会福利保险机构,以减轻“企业办社会”所造成的负担,使女企业家一心抓好企业生产经营;
- (2)制订女企业家权益保障法律,提高社会地位。

Women's Function in the Development of the Enterprise

by Wang Lianjin, Director of Tianjin Leather Factory

Wang Lianjin, born in June, 1943, is a senior technician in Tianjin Leather Factory. She has been working in the factory since 1958. She has served as worker, office clerk, Chairwoman of the trade union and Vice-Director in the factory. At present, she is the Director of Tianjin Leather Factory and Deputy General Manager of Tianjin Leather Shoes Group, Ltd. She has won such titles as municipal and state "Model Worker" and "Excellent Manager" for many times.

Tianjin Leather Factory was established in 1958. It is famous for producing various kinds of leather garments, leather gloves and other leather products. It produces 150,000 pieces of leather garments and 500,000 pairs of leather gloves every year. Its products are exported to more than 30 countries and the annual export value reaches US\$ 5 million.

The "Ice Palace" brand leather garments, gloves and other leather products produced in this factory have won awards and national gold medals in many nation-wide evaluations. They were considered as the "Consumers' Favorite Products" by the Consumers' Association, National Council of Light Industry and Tianjin Municipal Government.

A. The Basic Situation in the Enterprise

Tianjin Leather Factory is a small-sized state-owned light industry enterprise founded in 1958. It boasts 406 staff members, among whom 296 are women, accounting for 74 percent of the total. Our main products are leather garments and leather gloves with the annual production of 150,000 pieces and 500,000 pairs respectively. Our profit and turned-in tax in 1993 were 1.9 million yuan and the export income was US\$ 5 million. Our "Ice Palace" brand leather garments won 8 national and international gold medals and were seen by the Ministry of Light Industry as the first batch of products that can wear the Genuine Leather Mark in Tianjin.

There are 31 administrative members in our factory at present, among them 16 are females, accounting for 51%. Female workers are mainly engaged in sewing and sample designing. There are 124 sewing workers, with 110 women, accounting for 89%; 19 sample designers, 13 women, 69%. The reform and opening policy in China offers a wide arena to women and females have played an important role in the development of our enterprise.

B. How to Train the Female Administrative Personnel and Give Them Full Play

In order to bring the female administrative personnel into play, our enterprise has invested a large amount of money in training of personnel, which has achieved great success. We send excellent workers for further training and lay stress on recruiting women with college and high school education in order to improve women's administrative standard and their ability to participate in decision-making process. Since 1991, we have sent more than 100 female administrators and technicians for various post trainings and their training expenses take one third of the total training expenses in the factory. Therefore, their professional skill and ability have been improved continuously. Let us look at the following figures:

	Total	Manager level	Secondary level	College and high school education	Senior professional title	Intermediate professional title	Junior professional title
Administrative Personnel	31	3	9	13	1	2	9
Female Administrative Personnel	16	2	3	11	1	1	6

The above data show the important functions of female administrative personnel in the development of the enterprise. For instance, the four managerial members in the Division of Technology are all women and they take the posts of division chief, technician and supervisor of material consumption. Since 1990, they have developed four new products, among which, the leather down coat and embroidered leather garments series were awarded as the national-standard new products and the export unit price for one single-piece is the highest among our goods for export.

We have implemented firmly the Law on Protection for Women's Rights and the Regulations on Labour Protection for Female Workers and Employees promulgated by the state. Men and women enjoy equal pay for equal work in our enterprise and the women recruits account for 90 percent of the annual total recruitment. We guarantee women's basic salary and other legal incomes during their "three periods". The management has never assigned female employees dirty and hard work such as loading, unloading and transportation in order to safeguard females' special physiological needs. We have set up a special Female Workers Committee within the trade union and the factory leaders listen to their special requests regularly to meet their special needs.

C. The Relationship between Female Entrepreneurs' Functions and Women's Development

1. The Relationship between Women's Participation in Industrial Development and the Improvement of Women's Position

The improvement of women's status is in proportion to their functions in the economic development. Their social position will get higher and their value can be recognized by society provided that they play a more important role in the industrial development. The confirmation of their economic position lays a foundation for women's pursuit of political position.

2. The Relationship between Female Entrepreneurs' Functions and Women's Development

Chinese female entrepreneurs are the essence and excellent representatives of Chinese women. When we take the needs of reform and opening in China and the current national situation into consideration, it is found that the qualified women entrepreneurs should possess the following qualities:

- a. Devotion to work with the sense of responsibility
- b. Having high education and business administration knowledge
- c. Possessing practical experiences and being able to stand hardships and hard work
- d. Ability to obtain support from different walks of the society
- e. Broad-mindedness and tolerance

Remarkable success has been achieved in improving women's social position by our government since the founding of new China, but feudal ideology and prejudice against women still remain in society. The

rise of female entrepreneurs makes people re-recognize women's functions in the social development. At the same time, female entrepreneurs inspire all women to enhance their status so they can strengthen their resolution to participate actively in various economic construction and make their contribution to the development of social economy.

D. Difficulties and Problems Facing Female Entrepreneurs

1. They are burdened with various heavy tasks of their enterprises and numerous social concurrent posts, therefore, they cannot devote all their energies to their work.
2. They are heavily burdened as they are expected to fulfill their career responsibilities and the duties to rear children and to support the old.

E. Suggestions

1. Establish as soon as possible various social welfare and insurance agencies to light the burden from "construction of society by enterprises", so female entrepreneurs can concentrate wholeheartedly on the production and administration of the enterprise.
2. Formulate laws to safeguard female entrepreneurs' rights and interests and raise their social position.

妇女可以成为大企业的优秀管理者

王 玫 北京汽车工业总公司副总经理、北京吉普汽车有限公司董事长



王玫 研究员级高级工程师。1960年毕业于苏联哈尔科夫农业机械化电器学院,毕业后到天津拖拉机制造厂设计处工作,1962年至1973年在北京内燃机总厂工作,担任设计组组长和设计科科长,从事发动机设计工作达13年之久。

1973年起开始担任北京汽车工业总公司科技处副处长,1976年担任北京汽车工业研究所所长,1982年担任北京汽车工业总公司技术处处长。

1983年8月出任北京汽车工业总公司副总经理,主管技术、质量、法律、外经外贸等工作。同时兼任北京汽车进出口公司总经理职务。

从1992年1月至今兼任北京吉普汽车有限公司董事长。

北京吉普汽车有限公司是北京汽车制造厂与美国克莱斯勒公司合资经营的生产型企业,1983年

5月5日签约,1984年1月15日正式开业,注册资金5103万美元,总投资15233万美元。中方股本占61.75%,美方股本占38.25%。合资经营期限为20年,是中国汽车行业最早的中外合资企业。共有职工6500人,其中美方管理者13人。公司占地面积43万平方米,年生产能力8万辆。

北京吉普汽车有限公司的主要产品为两大系列:一是合资前中方自行设计开发的BJ2020(即BJ212)轻型越野汽车,二是合资后引进美国的切诺基CHEROKEE(BJ2021)吉普轿车,与克莱斯勒保持同期生产、同时更换年度型,目前国产化率达到80%。合资10年来,已向国内外市场提供了35万辆汽车,成为目前我国最大的轻型越野车生产基地,被定为“先进技术型企业”和“国家大型一级企业”。1993年在全国500家大企业中名列第33位,在全国500家中外合资企业中排名第二,从1988年开始连续4年入选全国生产型“十佳”合资企业。

众所周知,《内罗毕战略》为全世界妇女确立了平等、发展、和平的总目标,这个目标同维护和平、促进经济发展和 社会进步是紧密联系在一起。只有在和平的环境中,经济发展,社会进步,妇女才能获得广泛参与发展的机会和平等的权利。一个国家的妇女只有在本国的经济发展与社会进步的大环境中,才能求得自身的发展与进步。

中国是一个历史悠久的国家,几千年封建社会的历史对思想文化的影响很深,“男尊女卑”、“女子无才便是德”的旧观念严重束缚了妇女的社会积极性。在旧社会,不论是家庭里还是社会中,妇女的地位都十分低下,对权力和决策的分享更是微乎其微。

新中国建立以后,中国政府十分重视妇女的进步和发展,一贯致力于提高妇女的地位。随着国家经济建设的发展,妇女发挥了越来越重要的作用,在中国“半边天”已成为妇女作用的代名词。在就业方面,中国妇女得到了比其他国家妇女更为平等的权利,因此使妇女得到参与国家的政治、经济、社会和文化发展事业的机会和条件,使妇女能够发挥自己的潜力和才能,平等地享受自己的劳动成果。

在企业管理方面,性别不是区分企业家是否成功的标准,企业家不论男女,只要企业经营是成功的,企业产品在市场竞争中是胜利的,企业家本身就是成功的。妇女自己应当有这样的自信:妇女可以成为大企业的优秀管理者。

作为一名女企业家要善于抓住机遇

对于中国妇女来说,适逢中国社会主义建设的新时代是遇上了历史上最好的机遇,改革开放的大好形势又给了妇女以施展才能的大好时机。在激烈的市场竞争中,社会不以性别论英雄。不论是担任企业的领导者,只要有效益、有发展

就是成功者,反之就是失败者。在这个意义上说,我认为我们妇女既遇到了最好的机遇,也面临着尖锐的挑战。

作为我个人来说,也是如此。1960年我大学毕业分配到北京内燃机厂工作,一直从事汽油、柴油发动机的设计工作。1963年起先后担任过设计组长、设计科长工作;1973年担任北京汽车工业总公司技术处处长、汽车研究所所长等职务;1983年到现在一直担任北京汽车工业总公司副总经理;1987年并兼任中美合资经营的北京吉普汽车有限公司董事,1992年又出任公司的董事长。

长期在企业基层从事技术、管理工作的实践,使我增长了多方面的业务才干,为以后担任领导工作奠定了较坚实的基础。当机遇出现在面前时,我便毫不犹豫地走上领导岗位,在新的工作岗位上充实自己。

对个人来说,有一个发展的机遇问题;对企业来说,也有一个发展的机遇问题。

从实际工作中我深深感到,改革开放对中国汽车工业的发展就是一个千载难逢的机遇。作为一名主管公司外经外贸工作的领导人,一名中外合资企业的董事长,为了使北京的汽车工业达到世界先进水平,就必须抓住改革开放的机遇,以创造性的工作贯彻好国家的对外开放政策,不断扩大对外交往,不失时机地抓紧抓好利用外资的机遇来发展壮大北京的汽车工业,通过引进资金、引进技术来开发产品,提高技术水平、管理水平和产品质量。

由于坚持了这个指导思想,我公司在对外开放方面取得了较好的成绩。北京吉普汽车有限公司不仅是中国汽车行业的第一家中外合资企业,而且也是办得比较成功的一家企业。我们不仅成功地引进生产了“切诺基”这样一个好的产品,而且利用引进的技术对老产品进行了130多项改进,使“BJ2020S”成为市场十分畅销的产品。在北京吉普汽车有限公司发展的同时,北京市的汽车工业也取得了长足的进步,主机的国产化带动了零部件的国产化。目前我们正以发展汽车零部件工业为重点,与国际知名度高的大公司洽谈合资合作项目,同时在为企业的进一步改造和发展,组织进行了大量的技术交流和引进工作。

为了适应国际化大生产的条件,就需要不断深入了解国际贸易市场的动向和变化,不断扩大对外交往范围。仅去年一年,我就接待了来自18个国家的131人次的外国朋友和港澳台同胞。近十年来,在我所负责的北京市汽车工业的外经外贸工作中,共立项合资合作项目18个,到目前为止已签署合同的有11个,总投资金额达4亿多美元,其中外商投资金额达1.8亿美元。1994年出口创汇达2860万美元。

作为企业的高层决策者,必须随时保持清醒的头脑,努力提高自己的政策水平

北京吉普汽车有限公司创建于1984年,当时是中国汽车行业的第一家中外合资企业,也是当时中国机械行业中最大的一家中外合资企业。由于当时的背景和条件,中国对世界缺乏了解,世界对中国也缺乏了解,加上几十年计划经济体制的惯性,要办好这家企业确实不是一件容易的事。

在过去企业的经营过程中,我们曾遇到过许多困难和问题,如:中西方政治文化背景的差异给双方的合作造成一定的难度;企业的投资风险和投资收益率没有把握;中外双方的利益矛盾和冲突始终贯穿于企业的经营之中;中美关系的发展变化也影响着企业的经营;在世界瞩目中国对外开放政策的同时,我公司也时常成为新闻媒介关注的焦点;……。

虽然企业不只一次地遇到以上这些困难和问题,但公司的经营始终把握住了正确的方向。这主要是由于我们坚决贯彻执行了国家以经济建设为中心,对外开放、对内搞活的基本政策,抓住了改革开放给予企业的发展机遇,根据国家的政策法规及时作出对国家对企业有利的正确决策,保证了企业能不断地向前发展。

1992年是我出任北京吉普汽车有限公司董事长的第一年,该年公司的各项经营指标均创历史最好水平。但在1993年,由于受整个宏观经济调控的影响及对市场经济的不适应,公司经营出现了大滑坡。在这种情况下,我和我公司的同仁们没有被这个波动所吓倒。

我们认真分析形势、找出问题,权衡利弊关系,制定出“以市场为导向,以产品为龙头,以质量为生命,以效益为目标”的经营方针,使董事们能够在最关键的问题——加速开发产品品种,扩大市场占有率上达成共识,并充分调动中外合作双方各自的优势和积极性,相互理解,相互支持,紧密配合,为实现公司的经营目标创造了良好的条件。1994年,虽然国家汽车行业产品经销没有出现大的契机,但我在经理部门和全体职工的共同努力下,发扬了企业的团队精神,使公司的经营指标再一次创出了历史最好水平。1994年我公司的年销售收入达到了42亿元,实现利润达到了3亿元。同开业第一年的1984年相比,销售收入增长了15.8倍,实现利润增长了8.3倍。

这次起伏给我的启示是:企业经营不会总是一帆风顺的,作为一名企业家对这一点必须有充分的思想准备。但不论在什么情况下,只要我们善于思索,正确决策,用人得当,发挥团队的精神,困难和问题就会迎刃而解。

作为企业的最高领导者,要善经营、懂管理

对企业最高领导者来说经营管理企业是一个过程,这个过程中最重要的部分是策划和决策的过程。经营和管理企业

实际上是从理想和目标出发,经过对信息、现状、经验和理论等各方面的分析,提出策划方案,再经过反复权衡比较和优化作出正确的决策,进而贯彻实施决策方案,通过实践检验并达到所预期的目标。这样一个全过程的完成需要整个企业的员工来共同实现,而策划和决策的过程基本由少数领导者和管理者来实现。

企业经营管理中最关键的是决策层的管理,在中外合资经营企业中决策部门是董事会。我作为董事长,作为企业的法人代表,对企业负有非常重要的领导责任。根据我国的《合资经营企业法》和我公司的《总合同》及《章程》,董事会是公司的最高权力机构,每年至少召开两次董事会,负责讨论决定合资企业的一切重大问题。中外合资企业是中外双方利益的共同体,这就需要我根据平等互利的原则,会前要与中外方董事认真磋商研究,广泛听取意见,董事会组织全体董事认真讨论公司的重要事项并达成共识,为公司的发展及时作出正确的决策。董事长还要在董事会与经理部门之间搭起一座相互沟通、相互理解的桥梁,同时充分发挥经理部门的作用,为中外双方正副总经理的工作创造一个宽松的环境。

经营管理成功的企业是真正被市场所接受的企业,这样的企业一定能取得较好的经济效益。它的实力就是高水平、高质量的产品,而高水平、高质量的产品来自于高效率、高质量的管理工作,这最关键的是人。

任何一个企业都离不开生产和销售这两个基本环节,但我认为在市场经济的激烈竞争中,只有生产和销售的企业不会是一个真正成功的企业。要使企业成功,就要强化管理意识,建立一整套健全的企业运行机制。这包括:从市场调研开始,不断开发适销对路的新产品,不断以新技术改进老产品,使其适应市场的需要;产品质量是企业的生命,要建立严密的质量管理体系、信息反馈体系和偏差修正体系,确保产品质量;切实加强售后服务工作,方便保养维修,保证备品备件供应,尽可能减少用户的使用成本。

我希望把我们北京吉普汽车有限公司成为中国最好的企业之一,人才对我们是非常重要的。为此,我公司所制定的宗旨是:推行第一流管理,生产第一流产品,培养第一流人才,创建第一流企业。四个第一流之中,第一流人才是决定的因素。

我公司自开业以来,通过引进资金、引进技术、引进管理的方式对原有老企业进行了大规模的更新改造。这个过程同时也培养造就了一支优秀的决策者、管理者 and 科技人员队伍。我们十分重视管理者素质的培养和提高,经过各种方式的培训,使他们融汇了中西方经营管理之精华,并逐步摸索出许多适合中国国情的管理方法,在企业经营管理中发挥了重要作用。这支队伍中的中美双方人员在公司董事会的领导下,团结一致,互相支持,主动合作,取长补短,逐步形成了很有能力的决策管理队伍。这支队伍是我们北京吉普汽车有限公司兴旺发达的根本保证。

我公司开业之初,中国的合资企业很少,像是一个小孤岛。现在,国内合资企业遍地开花,已发展到二十余万家,并涌现出许多大中型的工业企业。在二十余万家合资企业中,我们北京吉普汽车有限公司目前排在第二位,仅次于上海大众汽车有限公司。在全国 1993 年 500 家最大型工业企业排序中,我公司排在第 33 位。

以必胜的信心勇敢地迎接挑战

在这里,我非常愿意向大家介绍一下我公司女员工的情况。我们北京吉普汽车有限公司是一个重工业企业,由于重体力劳动的原因,女性比例比较低,在近 7000 名员工中有 1564 名女员工;在 1463 名技术、管理人员中有 362 名女技术、管理人员;在 129 名中层以上管理人员中有 7 名女性;在部门经理以上的高层管理人员中有两名女性。她们为公司的发展作出了卓越的贡献,她们同男员工一样,是公司的宝贵财富。当然,我也认为女性在上层管理者中的比例是很小的,但是我相信通过社会的努力,通过女性自身的努力,这个比例是会不断上升的。

就我个人的体会而言,对于一名女企业家来说,她所面临的困难和问题与同样位置的男企业家相比可能要多一些,她所作出的努力和付出相对来说也要更大一些,但是社会不会接受一个弱者。在市场经济的商战海洋中,女企业家只有真正树立起竞争意识,不断培养提高自身的素质,树立战胜一切困难的决心和勇气,才能做出成就。我相信,只要我们抓住机遇,以必胜的信心勇敢地迎接挑战,妇女就可以成为大企业的优秀管理者。

我想,中国的经济建设和汽车工业的发展需要妇女贡献出她们的力量,同时也需要一批女企业家献出她们的聪明才智。我本人将一如既往地献身于中国的汽车工业建设,努力为中国汽车工业的发展作出贡献。

第四次世界妇女大会在北京的召开是一件大喜事,它会给全世界的妇女,特别是会给发展中国家的妇女以极大鼓励。我衷心地希望在企业界工作的妇女朋友们能够团结起来,协手共进,以实际行动提高妇女在企业界的地位。

Women Can Become Successful Managers of Big Corporations

by Wang Mei, Chairman of Beijing Jeep Corp. ,Ltd.

Wang Mei, a 1960 graduate of the Harkov University of Agricultural Mechanization and Electrification in the former Soviet Union, is now the Chairperson of the Board of the Beijing Jeep Corp. Ltd., was assigned to the design division of the Tianjin Tractor Manufacturing Plant after finishing her college education. During 1962 to 1973, she was promoted from team leader to section chief of the design department in the Beijing General Internal-Combustion Engine Plant, working on engine design projects for more than 13 years.

In 1973, Wang was appointed as Deputy Director of the Beijing General Co. of Automobile Industry (BGCAI), then three years later she was promoted to be Director of the company's Research Institute and in 1982 she was appointed Director of the Technology Department.

She, as Deputy General-Manager of the BGCAI in August of 1983, was in charge of key sectors involving technology, product quality, legal affairs and foreign economic relations and trade. She also serves as General Manager of the Beijing Vehicle Imports and Exports Co.

From January 1992 Wang has also served as Chairwoman of the Board of the Beijing Jeep Corp. Ltd. She has the technical titles of research fellow and senior engineer.

Beijing Jeep Co. Ltd. is an industrial enterprise jointly invested by Beijing Auto Works and Chrysler Corporation of the United States. After the contract was signed on May 5, 1983, the joint venture was inaugurated in Beijing on January 15, 1984, with a registered capital of US \$ 51.03 million and a total investment of US \$ 152.33 million. The Chinese party holds 61.75% of the stake, and Chrysler holds the rest of 38.25%. The cooperative period is 20 years. Beijing Jeep Co. Ltd. is the first Sino-foreign automotive joint venture.

Beijing Jeep Co. Ltd. has a staff of 6,500 people, including 13 American administrators. It covers 430,000 million square meters of land and boasts an annual capacity of 80,000 autos.

Beijing Jeep Co. Ltd. has two series of major products: the light cross-country vehicle BJ2020 (or BJ212), which was designed and developed solely by the Chinese party before the joint venture was established, and Beijing Jeep Cherokee (BJ2021), introduced from the United States. While keeping pace with Chrysler in production and design, 80 percent of the parts of BJ2021 are now made in China. Over the ten years of cooperation, Beijing Jeep Co. Ltd. has provided 350,000 autos for both domestic and international markets and has become the largest producer of light cross-country vehicles in China. It has been honored with the title of "high-technology enterprise" and "first-grade large-sized enterprise in China". In 1992, it ranked the 33rd on the list of the 500 largest enterprises in China and the second on the list of the 500 Sino-foreign joint ventures. For four successive years since 1988, Beijing Jeep Co. Ltd. was among the top ten Sino-foreign industrial joint ventures.

The Nairobi Strategy calls for a general goal of equality, development and peace for women globally, which was closely related to other undertakings involving such topics as maintaining peace while promoting economic and social development. Only when economic development and social progress work in tandem to keep a peaceful environment, can women be given the chance to participate in wide-ranging social development and to enhance their equal rights campaign. Women can improve themselves and make progress only under the general preconditions of economic development and social progress in their own countries.

China is a country with a long history, and its ideology and culture are deeply affected by the stereotyped thinking left from thousands of years of a feudal society. For instance, the old conception of men enjoying higher status than women and women having virtue without ability has strictly restricted

women's enthusiasm in the participation in the workforce. In the old society, women were given an extremely low status no matter at home or in the public eye, sharing very little power or scarcely participating in the policy-making sectors of society.

Since New China was founded in 1949, the Chinese government, as always, has attached great importance to the improvement of women's social status. With the national economic construction developing, the women of China have played an increasingly important role than ever before.

Evidently, Chinese women have enjoyed more equal rights than those of other countries in the field of employment. They have also won the opportunities and chances to participate in political, economic and social activities as well as cultural development of the country, can display their potential and abilities and equally share their own fruits of labor. In regard to enterprises management, gender is not considered as the criterion to judge whether he or she will succeed. It does not matter who it is, so long as he or she can revitalize an enterprise in order to let its products dominate in the markets through competition. Women should have such a confidence; they will be able to become excellent managers of large enterprises.

— A female manager is adept in grasping opportunities

At this period of socialist construction Chinese women are lucky enough to be bestowed with the best chance in history. Thanks to the policy of reform and opening up, women now are in the right era to display their wisdom and abilities. In the intense market competition, success or failure is never judged by sexuality. No matter who takes the leading position of enterprises, those who bring about efficiencies and promote development will be winners, otherwise losers. To some extent, I consider that women face both opportunity and challenge.

Take myself as an example. An industrial designer involved in gasoline and diesel engines, I worked in the Beijing General Internal-Combustion Engine Plant after finishing my college education in 1960. Since 1963 I was given the job of team leader and section chief of the design department, and director of the technological division of the Beijing General Co. of Automobile Industry and then in 1973 made head of an automobile research institute. From 1983 to the present day I have served as Deputy General Manager of the Beijing General Co. of Automobile Industry and since 1987 as director of the Sino-US joint-funded Beijing Jeep Corp. Ltd. as well as Chairperson of the Board of the same body in 1992.

Due to long-term experience in the fields of technology and management at a grass-roots level, I had enhanced my all-round professional abilities, which paved the way for my future leadership posts. Whenever opportunities came up, I seized them and assumed leading posts where I can train myself.

Based on my practical experience, I have come to realize that the reform and opening to the outside world is a rare chance for China's automobile industry development. A leader in charge of the company's foreign economic relations and trade and chairwoman of the Board of a joint venture should be good at grasping such opportunities so as to continuously expand foreign relations through implementing the opening policy in a creative way in order to help Beijing's automobile industry catch up with the advanced global technology. In addition, we have to make use of all chances to revitalize Beijing's automobile industry by introducing foreign capital and technology, which will raise our technological and managerial levels and product quality.

Based on this guiding principle, our company has achieved sound progress in opening up. The Beijing Jeep Corp. Ltd. is not only the first joint venture among the automobile industry in China, but also a more successful enterprise of its kind. For instance, we have succeeded not only in introducing the

Cherokee assembly line, but updating the technologies to improve a series of more than 130 products. As a result, it has produced best-seller BJ202S-type jeeps. While the Beijing Jeep Corp. has been developing, the Beijing's vehicle industry has made a big progress. The development of the main engine has also stimulated the nationalization of other parts. At present, the company is focused on manufacturing auto parts and negotiation with some famous international companies on joint-funded projects. At the same time a large number of technological exchanges and projects introduction are going on, aiming at furthering the company's reform and expansion.

To adapt ourselves to the international system of trade and production, it is necessary to know the trends and changes of international market and promote international exchanges. In 1994, I received 131 foreign friends and compatriots from 18 countries and from Hong Kong, Macao and Taiwan. In recent 10 years the 18 joint-funded projects have been set up and up to now 11 contracts on various projects are signed, involving a total investment of more than US \$ 400 million. Of them, the volume of foreign investment has accounted for US \$ 180 million, earning US \$ 28. 60 million of foreign currency from 1994's exports.

**— As a senior policy-maker, a female entrepreneur must keep
sober-minded, striving to raise the level of decision-making**

The Beijing Jeep Corp. Ltd. , set up in 1984, was the first foreign-funded joint venture in China's automobile sector, and also the largest joint venture in China's machinery industry. Because of the background and conditions at that time, China did not know the world, nor did the world know China. Therefore it was not easy to run such a company successfully under the limitations of the planned economy, which had lasted for several decades.

Summing up the firm's experiences, we find we came across many difficulties and unexpected problems, such as the political and cultural differences between China and the West, which led to a widening gap in bilateral cooperation; each party of investors had no certainty of their investment risk and efficiency; certain contradictions and commercial skirmishes between the company and its foreign partners affected the enterprise's management throughout that time; and the changes and developments in overall Sino-US relations more or less affected the company's operation. With the world focusing its attention upon China's opening policy, our company has also become a subject of regular reports by the news media.

Although the firm has met with difficulties and problems for many times, its operational program is always steered in the right direction. This is because we have resolutely implemented the basic policy of economic construction, opening to the outside world and invigorating the domestic economy. We have grasped the precious chances of reform and opening to the outside world and worked out the correct policies in line with the regulations promulgated by the state, in order to guarantee the constant development of the enterprise.

The year 1992, which was my first year of service as Chairwoman of the Doard with the Beijing Jeep Corp. Ltd. , saw an all-time high record in all kinds of management indexes of the firm. But in 1993, the management practice and efficiency of the company started to go downhill as a result of the influence of the macro-economic control system and unexpected market difficulties. On such occasions, my colleagues and I have never been frightened by the adverse circumstances. We drew up a management operation plan guided by the market and considered our product quality as precious as life itself with efficiency as our goal. We conscientiously and calmly analyzed the situation, found out problems and

considered the pros and cons of the situation. Consequently, the directors reached a common consensus on speeding up the development of a new series of products and increasing the shares of our products in the market. Both the Chinese and the American parties made use of their advantages, and understood, supported and coordinated with each other in a bid to create a sound environment to reach operational and market targets. Although there was no evident turning point in the 1994 sales of the automobile industry, the company carried forward the spirit of team work with the joint efforts of all its employees, setting another all-time high record in its management indexes. In the same year, the firm's annual sales income came to 4.2 billion yuan with profits of 300 million yuan. Compared with that of 1984 when the company began its operations, the sales income has increased by 16.8 times, representing a 9.3 fold increase in profits.

An experienced entrepreneur should be well braced for potential difficulties which can emerge at any time. No matter what circumstances we meet with, all difficulties can be tackled as long as we are adept at using our brains, adopt the correct policies and choose the right person for the right job.

— **As a top leader she must be good at administration and know how to manage**

As to a senior manager, all affairs related to the management of an enterprise are laid down as a set of administrative procedures, the most important parts being planning and policy-making. In fact, running and managing an enterprise first requires an ability to analyze current information and the status quo, the experience and theories based on already set targets, and then work out plans to make correct decisions and further implement them after taking into account the pros and cons. Such a course of action needs the support of all employees but is basically only brought to fruition by a small number of leaders and managers.

Moreover, the key element is the management of the policy-making body. The usual policy-making body in a Sino-foreign joint venture is a board of directors. As a Chairwoman of the Board and a legal representative of the enterprise, I have a strong sense of responsibility toward my company. In line with the law on joint-funded enterprise management issued by the state and the company's general contract and regulations, the board of directors as the highest authoritative body is scheduled to hold at least bi-annual meetings to settle all important matters related to the joint venture. The Sino-foreign joint-funded enterprise is the community of bilateral interests. Moreover, the board of directors has to arrange board meetings to discuss important items to reach common understandings so as to work out policies suitable for the company's development. In addition, the chairperson should play an active role in bridging the gap between the board of directors and the management. At the same time, we still have to make full use of the positive role of management and provide a relaxed working environment for general managers and deputy general managers from the two sides of the joint venture. Only a successfully-run enterprise can capture its rightful share of the markets. The strength of any management team depends on its top-level management and is assisted by high quality products. The key is the people.

It is not possible, I believe, for any enterprises to separate production from marketing; they are interlinked. I realized early on that an enterprise which has only expertise in either production or marketing is never a successful one, especially when facing severe competition. The prerequisite for enterprises to be successful is to enhance the management and establish a perfect operational mechanism. This includes: continuously developing new marketable products on the basis of market investigation; updating old products with advanced technology so as to meet market needs; regarding product quality as crucial as life itself; building up a strict quality-control system, an information feedback system and a strict error-correction system in a bid to ensure product quality and strengthen aftersales service. This

also enables an effective maintenance service and guarantees the supply of ready-made products and spare parts, and reduces clients' costs.

I vowed to redouble the efforts to turn our company into the best of its kind in China. Therefore, the aim set by the firm is to impose first-class management techniques and produce top-grade products, to train employees to become the best and thereby establish a no. 1 enterprise. I believe the human resource is one of the decisive elements for success.

Since starting operations, the company has restructured the existing old enterprises through introducing foreign capital and technology. During this process excellent policy-makers, managers and scientific and technological personnel have been trained. We have attached great importance to promoting the quality of managers, and after training, they have absorbed both the Chinese and western management expertise, and have created managerial methods that apply to Chinese conditions. They become an important force in the administration of our enterprise. Under the leadership of the board of directors, the the managerial team of the two parties, united as one, can support each other and cooperate with each other while learning from the other's strong points to offset their weaknesses.

When our company started business there were rarely joint ventures in China. At present, the number of joint ventures amounts to more than 200,000. Among the booming joint ventures nationwide, a great many large-and medium-sized industrial enterprises have emerged. The company ranks second in that list of over 200,000 joint ventures, next to the Shanghai Volkswagen Automobile Co. , and is the 33rd among 1993's list of the largest 500 enterprises nationwide.

— **As a female entrepreneur, she must meet challenges with full confidence**

Here I would like to explain to you about the women in our company. The Beijing Jeep Corp. Ltd. is part of the heavy industry sector and employs a small proportion of female workers due to its involvement of heavy physical labor. Among nearly 7,000 staff members, the number of female workers is 1,564; of the 1,463 technicians and managers, 362 are women; and of the 129 middle-rank managers, seven are female while two women have been appointed to higher leadership posts of heads of departments. Undoubtedly, they have made outstanding contributions to the company's development. They are proud of being considered as the company's precious wealth like men. However, I have also complained about the small proportion of women who have access to the high level management sector. But I believe that the proportion of females taking leading positions in various divisions will increase through social efforts and women's own endeavors of self-improvement.

From my own experience, as a female entrepreneur, she might be faced with more difficulties and problems in comparison with men in the same situation and might be obliged to double her efforts to achieve success. However, the society cannot accept the weak. In the competitive market economy, woman entrepreneurs can be successful if they have a real competitive sense, raise their own quality and are determined to overcome all difficulties. I believe that women will become confident managers as long as they continuously improve themselves, grasp the chances and bravely meet the challenges. I consider that China's economic construction and its automobile industry both need women's selfless contributions and their intelligence and wisdom. I, as always, will devote myself to the construction of China's automobile industry and make further efforts to speed up the development of the automobile sector.

It is a great honor to hold the Fourth UN World Conference on Women in Beijing, which will greatly encourage women globally, especially those from the developing countries. I sincerely hope that all women from enterprise sectors can unite as one to advance hand in hand and promote women's status in that sector with concrete actions.

女性与证券业

王培君 上海万国证券公司副总裁



王培君,1950年生,1988年组建万国证券公司,现任上海万国证券公司副总裁。文化程度:在读MBA研究生。

王培君女士曾在国外金融机构受过专业培训,具有较丰富的专业知识和实务操作经验。她撰写过多篇专业论文,并在专业杂志上发表。是国内证券业为数不多的有一定知名度的女企业家。

上海万国证券公司成立于1988年,经过六年的发展,公司已成为拥有资产总值达100亿人民币,员工1500名,是国内经营规模大、业务范围广、经济效益好的证券公司。

今天的中国,正在发生一场深刻而伟大的变革,

今天的中国,正在从传统的计划经济体制的束缚中解脱出来,走向社会主义市场经济。市场经济是诱人的,更是残酷的,它象一只看不见的手,在指挥、在调动着社会物质和人力资源的时空运动。可以说中国企业走向竞争、走向市场的过程,也正是中国企业经营管理者走向市场、走向竞争的过程,更为妇女能进一步走向管理层提供了一个重要的历史契机。在计划经济体制下,大多数妇女往往没有勇气或机会来施展自己的才干,自身的许多潜力往往得不到发挥;市场经济的发展,为妇女在事业上尤其在经济上,与男性公平竞争提供了条件,使她们从传统的就业思维中解放出来,拓宽了视野,激发了她们的求知欲和自信心,积极投身于改革和经济建设的大潮。一支以有胆识、善经营的女改革者、女企业家为代表的新时代职业妇女队伍正脱颖而出,向社会显示着女性的竞争意识和参与意识。

我所从事的金融证券业是中国近年来新兴的一个行业,作为市场经济改革中的一个高难度领域,在一大批证券从业人员的辛勤努力下,中国的证券市场仅用几年的时间,便走完了国外用上百年时间走过的历程。随着中国证券业的不断发展和中国资本市场规模的不断扩大,一大批国有企业实现了股份制改革,建立了现代企业制度理念,被推向了市场,推向了改革最前沿,从而获得了新生和发展的原动力。

在金融证券业中同样也活跃着一大批女性从业人员,这是一支充满活力,潜力极大的证券业的新兴力量。以下我就四个方面对女性从事证券业的现状、发展作一些剖析。

一、证券行业的特点与女性智力、性格方面的优势,使得女性在证券业发展中起到了巨大的作用

据统计,1992年度,中国从事金融证券行业212.5万人中,其中女性占了34%左右;而1982年至1992年女性在业人口分布调查结果表明,从事金融证券业的女性在这10年间由32万人增长到84万人,增长速度为162.5%,居各行业之首;再以上海万国证券公司为例,总公司962名员工中,女性员工就占了421名,占43.7%,其中30岁以下女性为254人,占女性总人数的83.3%。

从岗位分布来看,担任柜面交易员的女性占总数的68.3%,场内红马甲的124人中也有57.1%为女性,另外在秘书、财务、行政等方面女性也占了较大的优势。

可以说随着中国改革开放的深入,女性就业参政已成为一种极普遍的现象。相比于男性,女性在很多方面都表现出一定的优势,情感上细腻、周到细致;感知觉方面,听觉能力强,机械记忆和形象记忆力较强,注意力的稳定性强,运用知识和强化知识能力上,女性具有丰富的想象力、模仿能力强和接受新生事物较快。而金融证券这一服务性行业的许多特征也恰好给女性发挥这些优势提供了一个天地与机会。每天有成千上万的股民拥挤在大厅里,填写买进、抛出单,柜台的操作员需要在这种嘈杂声中有条不紊地用电话将这些信息传入场内,而场内的红马甲又要将这些信息以最快速度传递给电脑,使其自动撮合成交。红马甲每天至少要打几百笔单子,而多的时候要打一千多笔。就这样,证券交易象一张经络交错的大网,许多经脉最终都通向顶端,一切的进与出、赚或赔,都在红马甲的手指间。所以这些柜面交易员和红马甲

都处于举足轻重的地位,而反应快、记忆力好、有耐心、操作灵活等女性的特点就得以充分发挥。在每天大进大出的证券买卖交易中,她们以极强的责任心和敬业精神在各自的岗位上作出巨大的贡献。

金融证券行业中除了大批柜面交易员和红马甲外,还有许多岗位也有女性在发挥着重要的作用。随着我国证券业不断与国际接轨、与海外券商与投资者的往来日益增多,对外语人才的需求又给语言方面较擅长的女性提供了展示才华的机会;而证券业中极为重要的财会部门由于要求从业人员有细致、耐心、谨慎的性格特点,女性占的比重自然也比较大。

二、女性从事证券业后带来的观念上的变化以及由此给家庭、社会带来的冲击

毋庸置疑,金融证券业近两年在中国的蓬勃发展以及诱人的前景,强烈地影响着许多受过良好教育的知识女性的择业观。许多女性已改变了过去择业时的“稳定与轻闲”的衡量标准,而取“竞争与体现价值”的择业眼光,认为只有在这种高难度的新兴领域,才能充满探险感、重要感和使命感,才能充满挑战与机遇,才能真正体验到摆脱依赖感和惰性后的独立,因此金融证券业已成为相当多的有着较为独立和开放意识,并且具有相当竞争实力的知识女性施展潜质才干、实现自我价值的首选职业。

如果说从事金融证券业给一些具有独立竞争意识的女性带来挑战性,是众多女性选择证券行业的原因之一,那么金融证券业的高收入则是社会价值取向角度吸引知识女性的重要原因。许多女性已经由过去择业时的政策契约型走向当今的经济契约型,通过就业取得高收入已是相当多证券从业女性的普遍观念。因为证券从业女性的高收入,使之在家庭和社会中的经济地位发生了明显改变,由此经济结构的变化而带来的家庭结构和社会结构的嬗变,带给家庭和社会的冲击更是深刻。

女性的高工资报酬意味着她在经济上乃至人格上完全的独立真正成为可能,这首先反映在消费观念上的变化。据一项调查表明,市场经济的发展使中国开始出现并在逐渐壮大一个新兴而独特的阶层——中产阶级,即所谓“白领”阶层,这一阶层已经并将更为强烈地冲击社会的意识形态、消费观念。金融证券行业的兴起和迅速发展对于这一阶层的形成起了极为重要的作用。上海的许多高级时装专卖店或名品店,虽然价格经常高得使工薪阶层望而却步,但却依旧方兴未艾,其中一个重要原因就是因为它拥有一个包括金融证券行业“白领丽人”在内的稳定而忠实的消费阶层。女性经济地位的变化带来社会地位的变化,也牵动了男性角色地位的相应变动。女性的从业分担了男性的重任,同时也增加了与男性的竞争力量,客观地减少了男性就业的机会;而妻子的高收入帮助减轻了家庭负担,同时也使丈夫失去了唯一养家糊口者的地位和某些特权。许多女性因为有了独立职业和固定的收入而重新界定自己的角色,追求平等的权利,从而引起了家庭结构的变化。

三、在证券业不断由初级向高级阶段发展的过程中,从业女性自身存在的不足以及社会和传统观念方面的障碍

随着证券市场的不断发展,对证券行业的服务水准以及从业人员的要求也愈来愈高,原有的许多手工劳动逐步为电脑管理替代;单一的接单、报单、代理买卖业务也日益发展成为包括投资决策、证券品种组合推销、研究分析等在内的多元化业务;B股市场的急剧发展与境外券商的合作以及海外投资者数量的增加,这都要求证券从业人员不断更新知识结构,外语、电脑处理、财务会计等知识技能的具备也成为对证券从业女性的一个新的要求;而从目前看来,证券从业女性从事的大多还是较基础的辅助性工作,受过良好的职业培训,有相当从业经验的女性人数还远远不够。如果长此以往,随着证券业不断地向更深更广的专业化方面发展,而女性依然是维持现状,不求发展,女性在证券业的地位相对来说就会逐步削弱;再者,中国证券业中担任高层管理者女性还比较少,而从业女性的比重又在不断增加,如若不相应地在管理层中也增加女性的比重,那么,对于证券企业的管理来说也将面临一些严峻问题。所以培养一批感情细腻、巧于运筹、善于协调人际关系,又具备较丰富的证券从业及管理经验的的女性管理人员是当务之急。

此外,从社会的角度来看,几千年来辅助丈夫,操持家务一直是传统观念中标准女性的角色,加上妇女有着经期、孕期、生育哺乳等生理特点,决定了一些从事金融证券业的女性不能适应这一行业的特殊需求。

首先工作量极其繁重。就以我分管的一级市场发行工作来说,在帮助企业进行股份制改造和在资本市场上筹措资金的过程中,从与企业接触到进行可行性分析到设计方案乃至发行成功,不知要花去多少时间与精力,若遇上外地企业,一年有三分之一时间出差在外也是极其平常的事。

再者,证券业瞬息万变,业务更新发展速度快,要求其从业人员不断汲取新的知识,调整知识结构,才能把握市场发展的脉搏,而许多有了家庭负担的女性却受到来自社会文化和自身素质的制约,不能两者兼顾。几千年来“男主外、女主内”的传统观念使整个社会对女性家庭角色的期待大大高于对其社会角色的期待,只允许妇女在出色完成家庭职责的基础上追求社会目标,否则就要受到强大的社会压力的情况下,常使许多从业女性最后终于重返家庭。而那些依然希望

在证券业中驰骋一番的女性,则会在家庭与职业的双重压力下,在充满竞争、富有挑战的证券业中艰难跋涉。

四、女性应该客观公正地重新审视自己,加强自我修养,而社会及行业也应提供可能的条件,支持女性在证券业中发挥更大作用

证券业是一个充满竞争、瞬息万变的世界,在国外几乎完全是一个男性的世界,尤其能够担任高级管理人员的女性更是凤毛麟角,这不能不说是一种遗憾。我认为从素质要求来说,女性从智力、知识方面可能并不比男性逊色,或许是女性的生理基础、心理素质、性别角色方面与男性存在着差异,另外女性的宏观、抽象思维能力稍逊于男性,或许是这些因素制约了女性在领导管理层次上与男性一争高下。但是,我认为女性是有自身特点和长处的,女性的敏感、细腻、慈爱与关怀等可以与男性的管理方式形成互补,相得益彰。而对在证券行业紧张激烈的竞争氛围中拼搏的从业人员来说,女性管理者的独特管理方式或许更能激发人内心的永动力。

女性要想在证券金融行业中出类拔萃,就必须克服强烈的依赖心理和自卑、自足、封闭的心理,培养超乎常人的坚强毅力和宽阔胸怀,以及百折不挠的心理承受能力和锲而不舍的进取精神。我认为最主要的是发挥女性自身的优势,而不是努力与男性趋同。

我觉得人是需要有些精神的,尤其是女性。我也是一名普通女性,投身证券业也已有六个年头。这其中不知经过多少千辛万苦。1988年“万国”成立之初,一切都是从头开始,不仅是物质和人才的匮乏,更重要的是竞争形势的严峻和竞争环境的不利:“万国”是全国首家股份制证券公司,既无权力可依靠,也没有雄厚资金的保障,在各方面都明显处于劣势。我是主管一级市场发行工作的,在帮助企业进行股份制改造,在资本市场上筹措资金的过程中,我们都遭遇到意想不到的困难。一个项目,从与企业联系到做可行性报告到设计出方案,不知花了多少人力、物力,有时离成功仅一步之距,有的企业竟然收回承诺,不与我们合作。多少次努力付之东流,多少个拼死争来的项目到手又丢了,做项目的员工流泪了,作为部门主管的我更是倍感愤慨和不公。但是,我这个人是比较坚强的,我的性格就是不怕输,或许女性的优势就在于执着投入,有韧性而百折不回。我们虽然没有可以依靠的力量,但我们却有着自己的优势,我们可以为企业提供高水准专业化的优质服务,我们坚信这才是企业真正需要的。于是,我们一家家企业的跑,与企业交朋友,在对市场的调查和研究基础上,不仅千方百计地为企业筹措资金,还为企业的长期发展献计献策。我们到企业的董事会议上,到企业的中层干部会议上宣传股份制改革,宣传现代企业制度,让企业了解证券资本市场,使企业意识到企业的发展与广阔的资本市场休戚相关。我们的宗旨是,为企业改制发行股票筹措资金不仅仅是单一的资金行为,而是通过这一行为,进一步为企业的经营、财务、资金运用等情况作跟踪分析研究,及时提供对市场的调查和我们的研究成果,进而为企业作综合性长期配套服务。就这样,我们用一颗执着而火热的心,用我们不屈不挠、不怕失败的精神,赢得了一家又一家企业的信任,逐渐走出困境,在一级市场上逐渐站稳了脚跟。

就这样,六年中我们艰苦奋斗,艰难跋涉,用双手和汗水培养起来了中国证券资本市场。看着它,我心里就油然而生起一种神圣的历史使命感,仿佛获得了无穷无尽的精神动力,以不断鞭策自己,向前努力。

万国的目标要成为与“美林”、“野村”齐名的世界一流,就得付出数倍的艰辛。我们的策略是在竞争中以业务的高级化、专业化和金融业务的创新来取胜,并以此推动证券市场的发展。为了使公司的管理也上一个等级,在市场经济中立于不败之地,我觉得必须不断提高丰富自己,超越自我。91年底我决定报考MBA工商管理在职研究生,当时许多人不可理解,说我每天连睡觉时间都不够怎么有精力读书,而且当时离考试只剩3个月时间了。如何通过五门考试,其中高等数学我还没学过,我自己都不敢相信,但是我强烈感到这是一个难得的机会,错过了我会抱憾终生。我强迫自己去啃这块骨头,硬是用两个月的业余时间攻下微积分和线性代数。临考前,硬是春节也没回家,连续攻读。上了考场,我居然考出较好成绩。就这样,我一边工作,一边抓紧时间不断充实自己。好在作为女性,我坚信自己潜力很大,而且有百折不挠的毅力和韧劲。我相信成功属于强者,不论男性或女性。

诚然,证券从业女性现在或将来还面临着自我完善、自我超越的许多问题,但作为整个社会和证券行业,则应该努力为女性创造更为宽松的舆论环境和更多的参与机会。以“万国证券”为例,公司在以“追求卓越”的企业文化氛围中号召男女职工努力学习业务,追求精益求精。公司经常举办证券业务讲座以及财务、外语、电脑操作等各类强化班,给员工特别是女性员工提供了平等的受训机会。虽然中国证券业还有着一条极为艰苦漫长的发展之路,但有一点是肯定的,那就是证券业的兴旺离不开千千万万个女性从业人员的不懈努力。我想既然市场经济的改革给予女性提供了广阔的活动舞台,女性就应该抓住机遇,不断磨炼自己的意志与品质,充实自己的才干与能力,在参与企业管理中显示出自己的勇气和才华,用自己的业绩赢得社会的认可和尊重。

我为中国已经涌现出这么多杰出的女企业家而感到自豪,这再一次给了我信心和勇气去迎接新的挑战。我们要向全世界证明:中华民族是优秀的民族,而中华民族的巾帼也是世界上最有潜质、最优秀的女性!

Women And the Securities Industry

by Wang Peijun, Vice President of Shanghai International Securities Co. Ltd.

Wang Peijun was born in 1950. She founded Shanghai International Securities Co. Ltd. in 1988 and she is now vice-president of the company.

Education: She is taking the course of MBA.

Wang Peijun has received professional training in Foreign Financial Institutes and possesses rich professional knowledges and practical operation experiences. She has written many professional theses which were published in professional magazines. She is one of the few famous female entrepreneurs in China's securities field.

Shanghai International Securities Co. Ltd. was established in 1988. After six years of development, its fixed assets reach 10 billion RMB yuan and it has 1500 staff members. It has become a large-sized stock company with broad business range and good economic efficiency in our country.

China is now undergoing a substantial change out of the confinement of the traditional planned economy to socialist market economy. Market is attractive while merciless. Just like an invisible hand, it controls the chronological and spatial movements of natural & human resources. It can be said that the process in which Chinese enterprises move to market and competition is the process in which Chinese entrepreneurs enter market competition. This provides an important historic opportunity for women to enter management sector. Under the planning economy, the majority of women usually did not have the courage or just did not get the chance to fully perform their potentials. The development of the market economy gives females opportunities of fair competition with males, especially in the area of economy. Freed from traditional concept of work and having a deeper insight into the future, they become self-confident and begin to pursue further knowledge and join the drive of renovation and economic construction. A group of modern professional females represented by bold and capable female renovators and entrepreneurs are now becoming prominent, showing to the whole society women's understanding of competition and involvement.

The securities industry I am involved in is a new industry in China. Though a zone of great difficulty in market economy reform, with the hard work of professions in securities industry, China's security market has made achievements in only several year's time, which took westerners over one hundred years to complete. Along with the progress of China's security industry and the expansion of China's capital market, a great number of state-owned enterprises have completed their transformation into joint stock companies. Modern enterprise systems are established throughout China. These companies are pushed to market, to the fore front of our reform, from which they can acquire the source momentum for revival and development.

In the finance and securities sector, there are also many women involved. They are a new force full of energy and potentials. Now I would like to analyze the current conditions of women involved in this sector under four headings.

1. The characteristics of securities industry and females' advantage in intelligence and character have given rise to women in the development of securities industry.

According to statistics, women accounted for 34% of the 2,125,000 employees in China's finance and securities industry in the year 1992. The investigation on the female employment from 1982 to 1992 shows that female employees in finance and securities sector have increased from 320 thousand to 840

thousand over the past decade, the increasing rate of which is 162.5%, ranking first among all industries. Another example can be found in Shanghai International Securities Company. Now the company has 962 employees, among whom 421 are women, or 43.7% of the total employees. Among these females, there are 351 under 30 years old, 83.3% of the total female employees. In view of their work, 68.3% of the female staff members are counter dealers and 57.1% of the 124 order takers are also women. Furthermore, in the jobs of secretary, accountants and office clerks and so on, women also constitute the majority.

It can be said that with the deepened reform and open policy, it has become a common phenomenon for women to become professionals and to take part in politics. Compared with males, females possess advantages in many aspects. They have delicate and sensitive feelings, good memory of images, concentrated attention, rich imagination, strong imitation abilities and quick acceptance of new things. The finance and securities industry serves as a wonderful stage for women to display their advantages. Every day, there are thousands of stockholders pushing into the trading halls, filling in confirmation sheets of their orders. Counter dealers have to report the information clearly through telephone to the inside order takers in such a noisy condition. Then the inside order takers will input as quickly as possible these orders into computers to make the deal. Every day, each order taker inputs at least several hundred orders to the computer and in the busiest time there can be over one thousand orders. In this way, the trading of securities is just like a comprehensive network. All the pulses end in a terminal. Gain or loss all depends on the fingertips of order takers. Therefore, these counter dealers and order takers are in a very important position, in which females' characteristics of quick response, good memory, patience and flexible fingertips can be well utilized. In days of large-volume trading, they make great contributions with their strong sense of responsibility.

Besides counter dealers and order takers, there are other places where women can be very successful in finance and securities industry. While China's securities industry is becoming more internationalized, and there is closer relationship between the company and overseas securities companies and investors, the increasing demand for personnel majoring in foreign languages provides a favorable chance for females to realize their potentials. Because females are careful, patient and prudent, they usually occupy a large proportion of positions in important departments such as the accounting department.

I. The transformation of women's point-of-views after taking up securities as a profession & its impact on their families and the whole society

Undoubtedly, with the securities profession prospering in China, its brilliant prospect has a strong impact on those well-educated intellectual women in terms of their choice of jobs. So many women have repudiated their former requirements of "stability and leisure" as they choose jobs. Instead, they adopt the standard of "competitiveness and self-realisation". In recent years, they, for their part, think only in a newly-exploited area with immense difficulty can they start exploring that ticklish field covered with challenges and opportunities with a touch of adventure, a sense of importance, a feeling of being assigned a historical mission. For that reason, securities profession has become the first option for those intellectual women with independent and open mind, a great capacity, and career ambitions. If it is true to say that the securities profession has brought a great challenge for a few independent-minded women, the high income also added to its credit by giving the female intellectual an orientation of fulfilling the social value. A lot of women gradually accepted the fact that economic-contractual type of choosing jobs was a more advanced way than the political-contractual type. To obtain a high salary through their own work has been a widely-affirmed attitude among those female securities professionals, for the high income has

greatly changed females' economic position both in their families and in the whole society. The transformation of the economic structure has a profound impact on the families and the society.

The high payment a female can get has made it possible that she can be totally independent and keep her dignity. An example can be found in the variance of attitude towards consumption. According to the result of an investigation, the rapid development of market-oriented economy in China has given birth to a brand-new and particular class—the middle class, which in other words is called “white collar” class. The class has an enormous impact on the ideology and the view on consumption of the whole society. The establishment and fast growth of the securities profession assisted the formation of the privileged class. For instance, although the prices of goods displayed in many Shanghai extravagant fashion and boutique shops are frighteningly high, the goods still sell well. One underlying factor in the booming of these types of shops is that they own a special “white-collar-beauty” class which includes a lot of female securities professionals. The change of the economic position results in the change of their social position, which is also the reason for men to seek their adjustments in the society. Women have taken up jobs to share the social burden of men and thus increased their competitiveness. Objectively speaking, this weakens men's dominating advantages while they are looking for a job; a wife's high income may be a sign of burden-sharing, but it also asserts that a husband's redoubtable status as the solitary bread-earner in the family and the privilege thus incurred should be deprived. Lots of female professionals have redefined their role, and tried to gain more liberty, and that made many families to restructure.

I. Female professionals' own disadvantages and obstructions erected by social and traditional perceptions during the developing process of the securities industry

With the development of the securities market in China, people working in the area are required to have high calibre and to provide high quality service. The former manual work is now replaced by computerized management; the simple brokerage service are gradually developed into diversified businesses, including investment portfolio, research and development, etc. The constant growth of the B-share market, more frequent cooperations with foreign investment banks and the increasing number of the overseas investors require the securities professionals to gradually renovate her knowledge. So it is necessary for those females working in this field to grasp the knowledge of foreign languages, computer processing, accounting and so on. Now the majority of the female securities professionals are mainly engaged in some basic and subsidiary work and the supply of the well-trained, high qualified female professionals are far from the demand. If the problem still remained unsettled, the position of the female securities professionals would gradually be weakened in the future. Furthermore, only a few females now enter the senior management, against the increasing number of females employed in the securities industry. If the situation does not change, there will be great problems for managing securities companies as well. It is quite important to quickly train and bring up a large number of female managers with good managing records and full knowledge of the securities industry.

Moreover, from the society's point of view, the female can not meet the special demands of the financial industry, because the role of a standardized female in Chinese traditional concept is to assist her husband and be devoted to housework, and meanwhile, the female also have their own physiological obstacles, such as menstruation, pregnancy, breast feeding and nursing of a baby, etc.

Firstly, working in the financial area is very hard. For example, I am in charge of the corporate financing in my company. During the whole period of a underwriting case, we have to devote the energies and much spare time from the beginning of presentation to the listing of the shares on the stock exchange. If the company is located in remote provinces, it is quite often that I have to spend one third of

a year traveling.

Secondly, with the fast growth of securities industry, securities people are required to learn more and adjust his or her intellectual structure so that they can catch up with the development of the market, but many female, can not afford it because of the cultural and their own obstacles. Many female professionals eventually retire into their families under the enormous pressure of the long-existed traditional concept, which goes as "Husband is responsible for the outside world but wife just for household chores." The society's expectation of a woman's family role is far greater than its expectation of her social role. Those females who still wish to do something in the securities industry have to work harder under the high pressure both from and outside the family.

IV. Women should examine themselves in a fresh and fair way, and strengthen their self-cultivation while society and the trade should offer every possible condition as well to support them in playing a more active role in the field of securities

As a highly competitive and fast changing world, the business of securities is practically dominated by men in foreign countries. Unfortunately it is even rarer for women to serve as executives. As to the requirement of quality, I think, perhaps women are no worse than men in terms of intelligence and knowledge. Perhaps owing to such factors as the differences in physical build, psychological quality and gender roles between men and women, along with the slight female inferiority in the ability to think abstractly and macroscopically, women are restrained from vying with their opposite sex in the scope of leadership and management. At the same, time the female sex possesses traits and good qualities of their own: the female exquisite sensitivity and solicitous kindness can brilliantly complement the male style of administration. As for the professionals striving in the intensely competitive atmosphere of the securities trade, the unique managing approach of women directors can, more than possible, stimulate the driving force from within human beings.

To come to the top in the field of securities and finance, women must overcome the psyche of dependence and the sense of inferiority, defeat complacency and the shut-in personality; foster extraordinary fortitude and broad-mindedness; nurture indominably sustaining mentality; and develop an enterprising spirit of perseverance.

Among other things, what counts most is to give their own advantages into full play rather than endeavor to be assimilated by men. In my opinion, spirit is indispensable to human race, women in particular. As a common lady, I have engaged myself in the securities profession for six years, during which I have undergone untold hardships. Shanghai International Securities Company is the first joint stock corporation in the business circle. At the very beginning, its competitiveness was low given its simple political background and limited financial support. At that time, I was in charge of primary market management, and I used to confront with many unexpected difficulties in the process of helping companies in reconstructing and raising money from the capital market. In some cases, after we had devoted so much time, money and energy into the feasibility studies and issuing plan designs, the companies might as well change their minds in the last minute. So many times we struggled in vain, and so many times we lost the battleground we had just gained. In those harsh times, I shared the sufferings with my team faculties. But I never gave up. It was simply not my way, or maybe women are born with persistence and devotion. With confidence in our advantages, we tried very hard to win back customers by offering best-quality services of high standards and expertise. It is our belief that open market competition will in the end break down the political chains. Market oriented, we managed to establish good relationships with the companies through frequent visits, which we make full use to cultivate the

concepts such as company reconstruction, the modern corporate system, as well as the importance of securities market which would be one of the major financial resources in near future. Through company reconstruction and share issuance, we not only helped the companies raise money, but also went further to follow the companies' operation, and financial and assets management; we also offer timely report on market performance, and in the long-run comprehensive services which were of great help to the companies' long-term development. Many sleepless nights passed as my colleagues and I worked hard to convince the companies of our enthusiasm as well as professional skills. And gone was also the predicament made when we first stepped into the primary market. I have been working in the securities industry for six years, from having little knowledge of it to being fully engaged in this significant realm. When thinking of China's capital market we have developed with sweat, I cannot help feeling a sense of sacred responsibility for historical task. I would always get spurred on as if acquiring infinite spiritual dynamic.

Our goal is to develop SISCO into a first-class financial syndicate in China and then in the world, thus stimulating the development of the securities market. But this cannot be realized only with aspiration. Being an administrator of a company, I must keep improving myself, enriching myself and surpassing myself. I fully understand one's greatest rival is oneself instead of others. At the end of 1991, I determined to take the entrance examinations to pursue my MBA without relinquishing my work. I was not understood by others because they concluded that I was not able to do it for lack of preliminary daily sleeping hours. Furthermore, there were only three months left before the examinations and I myself even wondered if I could pass the five examinations required or not. But I felt deeply that it was a rare opportunity as well as a challenge. I would have been regretful in the rest of my life if I had missed it. I compelled myself to study extremely hard. The period before the examinations was just the period of Chinese traditional Spring Festival. I locked myself in my office and got lost in books without noticing the shift of day and night. I got good marks finally. As a female, I am confident that I am endowed with great potentiality, perseverance and tenacity. I hold fast to the belief that success belongs to the unyielding, whether male or female.

Despite the fact that women are still confronted with heaps of problems on self-perfection and self-surpassing, the society at large and the securities fields, as they are, are obligated to create a more liberal environment of public opinion and more participatory opportunities for women. Take SISCO for example: in the corporate spirit of "Pursuit of Eminence", the company appeal to the employees of both sexes for an assiduous study of the professional work and the quest for excellence. Besides, lectures on securities and every kind of concentrated courses such as accounting, foreign languages and computer operation are often held, which offer the employees, especially those female ones, every training chance on an equal footing. For those able and qualified women, they can also play their part at fairly important positions through self-made efforts. To be sure, the securities business in China still has an extremely hard and long way to go, but its prosperity cannot do without the unremitting efforts by hundreds and thousands of women professionals. Now that the market economy reform has granted women a vast stage, they should seize the opportunity to temper themselves, to substantiate their abilities, to exhibit their courage and talent in the participation of business management, and to gain social acceptance and respect through their exploits.

I take great pride when I see so many outstanding women entrepreneurs emerging in China, which re-fuel me with confidence and courage to welcome new challenges. We are to demonstrate to the whole world that Chinese people is an excellent people, and Chinese women are of greatest potentiality and excellence all around the globe!

妇女参与企业管理

王勤田 天津国际文化交流研究会副会长



王勤田,男,南开大学政治学系教授,1937年生于河北省沙河县。1963年毕业于天津南开大学哲学系后,留校历任助教、讲师、副教授,同时兼任天津市国际文化交流研究会副会长、秘书长。多年来,从事西方哲学和国际文化的教学与研究。主要著作有《欧洲哲学通史》(上、下卷)、《现代西方文化思潮鉴评》、《生态文化》等。

天津市国际文化交流研究会是以天津市政府外事办公室和天津市社会科学界联合会为主管的全市群众性学术组织。

研究任务主要有,开展国际文化新学科,国际文化战略,中外文化比较的理论研究;开展国际社会文化、民族文化、企业文化、生态文化、妇女文化等部门文化研究;开展国际文化交流经验和动态的研究,组

织与国外文化机构之间的相互交流。

中国妇女参与企业管理,基本上有两种方式:一种是作为企业的普通职工,通过对企业管理提出建议,或者通过职工代表大会参与企业管理,这是一种间接参与的方式。再一种是作为有决策权的企业领导者,直接管理企业。这后一种方式是我们论说的重点。

中国妇女参与企业管理,并非始于今天。新中国建立以来,国家一直很重视妇女参与企业管理的问题,并在促进妇女参与企业管理方面取得了一定的成绩。但是,改革开放以来,特别是在中国开始发展社会主义市场经济以后,妇女参与企业管理有了不同于以往的深刻变化,而这种变化又是同妇女解放运动的进程相一致的。这里仅就当前妇女参与企业管理的特点、作用和值得注意的社会问题,作一概括介绍。

一、中国经济体制改革和市场经济起步为妇女直接参与企业管理提供了机遇

中国经济体制改革和市场经济的起步,对于妇女职工既是挑战又是机遇。一些女职工在企业调整中被“优化”下来,一些企业为了经济效益而不愿招收有家务负担的女职工。女职工在企业中的地位确实受到一定的挑战。然而,这种社会变革又为妇女直接参与企业管理提供了机遇。这不仅表现在女职工从关心自身经济利益的角度更加关心企业的发展与效益,更积极地参与企业管理;而且还表现在为许多妇女走上企业管理岗位创造了条件。

在改革开放以前,妇女成为企业的领导者,带有相当程度的自上而下的政府促进因素。比如上级领导部门规定,企业在组建领导班子时,必须配备一定比例的妇女干部。在这种行政手段的干预推动下,一批妇女走上了企业领导管理岗位,也做出了应有的成绩。但确实也有一些能力不很突出的妇女被这种“比例规定”照顾到企业领导岗位,只是“摆设”,并没有真正发挥出应有的作用。

改革和市场经济的起步,使这种情况发生了变化。企业有了更多的自主权,企业对自己的经营管理领导者的选择有了更大自由度。市场经济要求企业是自主的经济行为主体,企业管理者对企业的生产和经营状况承担了全部责任,因而对企业管理者的要求更高了。平庸的厂长、经理很难使企业在激烈的市场竞争中立足生存。市场经济不姑息企业的弱者,也不考虑企业管理者的性别。不论男女,谁能使企业增加经济效益,谁能使企业起死回生,谁就可以成为企业的管理者。正是在市场经济这种严酷的选择下,一大批确有真才实学、有管理能力的妇女便得以脱颖而出。这种从企业自身需要出发自下而上产生出的妇女管理干部,往往很少平庸之辈。例如1990年10月至1991年5月,天津市首届评选出的20名女企业家,她们都是在市场经济的大潮中,靠自身的实际能力走上企业管理岗位并站稳脚跟的。

天津市优秀女企业家、天津服装四厂厂长王瑛的事例就是个很好的说明。在王瑛上任之前,服装四厂正处于历史

的最难堪时期,三年之中更换了四任厂长,工厂没有任务来源,外销无信誉,内销无市场,几十万亏损,债台高筑,干部工人的心散了,纷纷调离工厂。四厂人在焦虑,企盼着能使企业起死回生的“当家人”。在这种情况下,上下一致推举王瑛当厂长。厂里姐妹们对她说:“大伙有没有饭吃,就看你的了!”王瑛经过反复掂量,终于在1987年上任了。但是,她能不能在这位子上站住脚,还得看她的实际行动。服装四厂虽然有30多年的历史,却连一个起码的业务流程规则都没制定。她一上任就从最基本的管理入手,通过调查研究,制定了一本200多页的包括生产、供销、劳动、技术、设备、安全、财务、人事等一整套的规章制度,明确了各个工作岗位的责权利,奖罚分明,自己带头遵守规章制度,很快在四厂建立起适应市场经济要求的新秩序。并适时地在企业推广试行了日本目前流行的先进的“T的时代管理方法”。她上任不到三年,企业不仅扭亏为盈,而且成为全公司的利润重点户,第四年企业又上等级,成为干部职工心齐劲足的优秀企业。不少走上企业管理岗位的女企业家,都有着类似王瑛这样的经历和业绩。

需要特别指出的是,这些年来妇女能够较多地走上企业管理岗位,还因为中国由计划经济体制转向市场经济体制转型的过程中,为妇女提供了一种平等竞争的机遇。市场经济怎么搞,企业怎样适应,这对每个企业管理者基本上都是新课题。在这种情况下,男性企业领导者所积累的计划经济下的管理经验,有些已不适用了,有些优势已相对不成为优势。如何管理市场经济中的企业,新走上企业管理岗位中的妇女与原有的男性企业管理者,对此都基本处于同一起跑线上,客观上造成相对公平的竞争条件。这样也相对有利于女性管理人才在竞争中脱颖而出。这是近些年来不少企业妇女管理干部增长较快的原因之一。天津市优秀企业达仁堂制药厂,944名职工中女工有593人,占62.8%;厂级领导8人中有5位是女性,占62.5%;中层干部26人中有10位女性,占38.5%。国家一级企业天津手表厂全厂243个生产班组,女组长就有102人,约占42%。

女性管理人员在企业管理人员中所占比例的不断增长,是改革开放以前所没有过的现象,这是中国经济体制改革和市场经济为妇女们参加企业管理带来的新气象。

二、妇女直接参加企业管理的特殊意义

从共性上说,不论是女性还是男性参加企业管理,只要本身具有相应的素质能力,能够掌握遵循企业管理的规律,一般都能取得较好的管理效果。在这一点上男女的性别差异并不特别重要。从男女自身性格气质、思维方式的差异方面看,妇女更多一些细腻、慈爱、温和、耐心、敏感,更易于偏重以感情方式解决问题。男性更多一些果断、刚健、粗犷、宽厚,则易于偏重以理性方式解决问题。这种性格气质和思维方式上的差异,运用于企业管理中,应该说各有所长,不能简单地扬此抑彼。仅就此而言,妇女参与企业管理的程度似乎并没有特别强调的意义。然而,值得注意的是,在目前的社会还是男性占优势地位的背景下,妇女较多地走上企业管理岗位,更多地参与企业管理,就有了特殊的积极作用和意义。

建国以来,虽然我国一直强调妇女参加企业管理参加的程度和发挥的作用还不够理想。在社会生产的发展中,人类这一部分的本质力量还没有得到应有的充分显现,但近些年来这种情况开始发生变化。妇女参与企业管理无论是广度还是深度都超过了以往,女性在企业管理中不再是可有可无的“摆设”,而是真正在发挥着作用,甚至扛着企业管理的“大梁”。这就打破了男性在企业管理中占绝对优势的传统局面,为企业管理注入了新鲜血液。这是一种社会进步,它弱化了企业管理者的性别失衡。

从实际效果看,女性特征在管理方式上的运用,可以弥补男性管理方式的不足,从而容易实现管理方式上的刚柔相济、取长补短,以达到完美统一的境界。中国的一位伟人李大钊曾这样说:“男子的气质包含着专制的分子很多,全赖那半数妇女的平和、优美、慈爱的气质相与调制,才能保住人类气质的自然均等。”在企业管理方法的配合上也是这样,需要刚柔相济,相互补充。在清一色的男性管理中注入女性管理成分,更有利于人际关系的谐调,甚至对男女双方都能产生激励作用。

现代企业管理,除了强调规章制度外,还强调“感情作用”,而在做人的工作方面,女性有其优于男性的方面。天津市优秀女企业家、化工轻工材料公司化工供应站主任王素云,在谈到她管理经验时说:“一个成功的企业家应该是善于利用感情关系的专家。”她在实际管理中也正是这样做的。一位职工得病住院昏迷不醒,她带着站里职工像护理亲属一样昼夜值班。还在家熬好绿豆稀饭往医院送。病人苏醒后,感动得握着她的手只说了一句话:“回去后,我一定好好干。”女职工朱玉华的父亲遭车祸,王素云刚从外地出差回来,一听说立即赶到朱玉华家,帮助料理了她父亲的后事,并协助解决车祸结案事宜。朱玉华眼噙热泪说:“在我最困难的时候,单位帮助我,我只有好好工作来报答。”王素云对职工的关心增加了企业的凝聚力。

从许多成功的女企业家的管理实践来看,用女性细腻的爱去关心职工生活,可以说是她们成功因素中的一个共同点。

妇女越来越多地在企业管理中发挥应有的作用,这反映了妇女在自身解放的道路上,正在迈出深刻的具有历史意义的一步,它标志着妇女从依靠政府力量的扶助来发挥作用的时期,正迈向依靠自身素质能力发挥作用的时期,人类的这一部分素质力量正在越来越多地在社会发展中发挥推动作用。

三、妇女参加企业管理与职业妇女面临的“第三次解放”

妇女参加企业管理,会遇到比男性更多的困难。现在社会残存的歧视妇女的旧观念,对于市场经济中的“女强人”来说,已经不是主要的障碍了,较大的困难还在于她们需承受事业与家庭的双重负担。中国的职业妇女实际上还面临着“第三次解放”的任务。

新中国建立后,妇女政治上获得了翻身,从社会的最底层成为国家的主人。这可以说是妇女的第一次解放,这是政治地位的解放。

1985年以来,在政府的鼓励推动下,大批妇女走出家门,参加社会工作,这可以说是第二次解放,是从家庭解放到社会。但是,从“家庭”中解放出来的妇女,并没有从“家务”中解放出来,职业妇女仍然承担着繁重的家务劳动。职业妇女目前还面临着第三次解放,即从“家务”中解放出来,这是一个长期的艰巨任务。

由于目前中国家务劳动的社会化服务程度,同发达国家相比还较低,职业妇女在一个短时期内还难以摆脱家务劳动的沉重负担。作为走上管理岗位的女企业家,比一般的职业妇女的负担更重。她们往往只能面临两种选择,要么放弃承担家务的责任,在家庭生活中留下种种痛楚的遗憾。要么在体力精力上付出更多,以求事业与家庭的兼顾。社会的评价倾向似乎偏重于肯定后者,这就使得不少参加企业管理的女性往往要付出十二分的艰辛。

天津市优秀女企业家、天津织物厂厂长王淑琴,每天早晨7点钟到厂,晚上6点钟以后才离厂,回到家扎上围裙就进厨房,晚饭后还要忙着干别的家务,要关心正在成长中的两个儿子,还要接着忙厂里没做完的事情,或者外出应酬,参加社交活动,晚上躺在床上还得思考明天的工作。她父亲因患“脑栓塞”住院,她白天在厂里忙,晚上又赶到医院值夜班,这样没日没夜地连轴转了三个月,直到父亲去世,她自己也已疲惫不堪,但为了工作,仍然挺着不歇一个班。

在中国现有的条件下,多数女性都是这样带着沉重的家务翅膀起飞和拼搏的。要想使妇女进一步发挥自己的作用,我们的社会应该加快发展家务劳动的社会化服务,减轻妇女身上的负担,推进“第三次解放”的进程。

在一次天津市优秀企业管理单位颁奖大会上,一位记者请优秀女企业家王淑琴谈谈她作为女厂长的体会。她作了这样精彩的回答:“女同志当厂长,领导一个大企业,确实很困难。但厂长这个职务的本身并没有什么男女之分,不会因为厂长是女的就能享受额外的特权或者优惠,也不会因为是女厂长就可以比别的厂长少干些工作,少做些事情。在评价和衡量一个企业时,厂长就是厂长,在这点上我们是平等竞争,优胜劣汰。如果说有什么区别和不同,那就是女同志比男同志需要付出更多的努力,更大的艰辛,其中的坎坷、曲折及困难的程度我们自己最清楚,对此我有着深深的体验和感受。可以这么说,在相同的荣誉和成绩面前,我们女性更感到欣慰和自豪!”

她的话代表了广大职业女性的心声,理所当然地赢得了与会者的阵阵掌声。诸位大概也会为这些走上企业管理岗位的中国女性报以赞赏的掌声的。

How Chinese Women Get Themselves Involved in Enterprise Management

by Wang Qintian, Vice President of Tianjin International Cultural Exchanges Society

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Born in 1937 in Shahe County, Hebei Province, he graduated from the Philosophy Department of Nankai University in 1963. He published "A General History of European Philosophies" (in two volumes), "A Critical Review of the Trend of Thought in Contemporary Western Cultures" and "Ecological Culture." TICES is a mass organization supported by the Foreign Affairs Office of the Tianjin Municipal Government and the Tianjin Federation of Social Sciences. It engages in studies of new sciences in world cultures, international cultural strategies, Chinese and foreign cultures in comparison, international social cultures, ethnic cultures, enterprise cultures, ecological cultures and women's cultures. It also helps organize exchanges with foreign cultural organizations.

Chinese women get themselves involved in enterprise management basically in two ways. The first is "indirect involvement." As employees of an enterprise, they may be involved in its management by contributing suggestions, or through the congress of workers' representatives in the enterprise. Then comes "direct involvement." meaning that as leaders of the enterprise with decision-making powers, women directly manage it. The second way will be the focus of my analysis.

Involvement of Chinese women in enterprise management is not something that has just begun. Since its founding in 1949, New China has attached great importance to this issue, and has made some achievements in promoting such an involvement. But profound changes have been taking place in women's involvement in enterprise management since the nationwide drive of reform and opening China to the outside world began, especially since the country set about building a socialist market economy. Moreover, these changes are taking place in step with the women's liberation movement in China. Here is a summary of the characteristics of this involvement, how it works and what social problems it meets.

I. China's economic system restructuring and the off-start of the market economy are an opportunity for women to get themselves directly involved in enterprise management.

To China's female employees, the economic system's restructuring and the off-start of the market economy are a challenge and an opportunity at the same time. Some of them are laid off as a result of the efforts by enterprises to optimize, through readjustment, their productivity. There are also enterprises which, allegedly for better economic results, are reluctant to recruit married women. That means that the status of women in enterprises is indeed being challenged. Nevertheless, such social changes are also an opportunity for women to get directly involved in enterprise management. This manifests itself not only in the fact that out of concern for their own economic benefits, women are paying increasing attention to the development and economic proficiency of enterprises and therefore are taking a more active part in enterprise management, but also in those newly-created conditions which facilitate many women's progress towards managerial posts.

Before the reform-and-opening drive began, women often depended on authoritative orders to

become leaders of enterprises, for example, through promotion by the government. In organizing the leading body of an enterprise, the higher-up authorities invariably demanded that women account for a fixed percentage of the leaders to be chosen. This sort of administrative intervention did push some women onto leading posts in enterprises, and many of these women did prove capable. But there were also cases in which women were not really competent when being promoted to leading positions just to make up the required number. Incapable of performing their duties well, these women could only play an "ornamental" role while serving as enterprise leaders.

The reforms and the take-off of the market economy are changing this situation. Now that they are allowed increasing autonomy, enterprises now enjoy greater freedom to choose, of their own accord, the kind of people good enough to lead and manage their production and business operations. Under the market economy, an enterprise, as an entity, independently decides its own economic behaviors, and the manager is held fully responsible for its production and business operations. Because of this, the manager is obliged to meet still higher standards. Factory directors and managers of limited ability and learning can hardly make their enterprise withstand the fierce market competition. The market economy is by no means indulgent towards a weak enterprise, and neither does it pay any attention to the sex of the manager. Any person, whether a man or a woman, can become manager of an enterprise so long as the person is able to make it more productive or save it from bankruptcy. The market economy is indeed ruthless in making choices, but just because of this, large numbers of women with real ability and learning in enterprise management have come to the fore. Those of the common run are practically non-existent among this type of female managers chosen by enterprises from bottom to suit their own needs. Between October of 1990 and May of 1991, the municipal authorities of Tianjin selected the city's first group of 20 women for the title of honor "Outstanding Female Entrepreneur". These women, with no exception, had proved their ability in the nationwide drive to develop the market economy and for that, stood their ground as enterprise leaders.

One good example is provided by Wang Ying, Director of the Tianjin No. 4 Garment Factory. The factory was suffering the worst difficulties since its founding before Wang took the post. In just three years, the factory leadership had had three reshuffles. The factory was debt-ridden, and the annual deficits ran to several hundred thousand yuan. Besides, it virtually had no markets for its products. Employees were quitting and those who stayed were eager to have somebody capable enough to take over the factory and bring it back to life. It was under such circumstances that Wang's fellow workers unanimously recommended her to do the job. "We now count on you for a bowl of rice," many told her. After thinking it over carefully, she accepted her appointment and became Director of the factory in 1987. The factory was already in its 30s, but it had made things without even a manual of operations. Wang had to do everything from the very beginning. The first thing she did was to formulate, on the basis of her own investigation and study, a 200-page manual that contained rules and regulations concerning production, supply and marketing, labor, technology, equipment, worksite safety, financial accounting and personnel management. The manual assigned responsibility to persons on each specific post and prescribed awards and penalties according to merits and demerits. Wang set a personal example of observing the rules and regulations and, before long, established an order that enabled the factory to operate in a way suiting the requirements of the market economy. After that, she lost no time to introduce to the factory the latest managerial methods used in Japan. Less than three years after she took over, the factory stood out as one of the most profitable units in the company to which it belonged. In the 4th year, it had its grade raised and distinguished itself in Tianjin for unity of

its leaders and workers in striving for higher and higher productivity. Many female entrepreneurs, as a matter of fact, have had similar experiences.

What merits special mention is the fact that a relatively large number of women have taken managerial posts in enterprises because China's shift from the planned economy to the market economy has created an opportunity for equal competition. How to run the market economy and how to adapt enterprises to it — questions like these are basically new to all enterprise managers. Under such circumstances, some managerial experiences accumulated under the planned economy—and mostly by men—are obsolete. Moreover, men are losing the superiorities they used to enjoy under the planned economy. In running enterprises under the market economy, the starting line is roughly the same for women who have recently taken managerial posts and men who have always been managers, hence the objective conditions for competition on relatively equal basis, which help women with managerial expertise stand to the fore through competition. This is one reason that explains why there has been a fairly fast increase in recent years in the number of female managerial personnel in many enterprises. One example is the Tianjin Darentang Factory of Traditional Chinese Drugs, rated by the municipal authorities as one of the best managed. Of the eight factory leaders, five or 62.5% are women. The factory employs 944 people, of whom 593 or 62.8% are female. Ten women are leaders of the workshop level, accounting for 38.5% of the factory's total of 26. There are 243 shift leaders in Tianjin Watch Factory, rated by the state as a top-grade enterprise. Among them, 102 or 42% are women.

The steady increase in the proportion of women in the managerial staff of enterprises is something never seen before the reform-and-opening drive began. This new phenomenon has resulted from the economic system restructuring and development of the market economy, which facilitate women's participation in enterprise management.

I. The special significance of direct participation of women in enterprise management.

As a rule, any person, male or female, will produce good managerial results so far as the person is qualified for management and well-versed in the laws governing the job. On this point, the gender difference is not very important. Differences do exist between men and women in temperament, disposition and ways of thinking. The woman is more painstaking in work, more caring and patient to others and more sensitive in thinking, and often she is prompted by feelings in trying to resolve problems. The man, however, is more resolute, steadfast, tough and tolerant, and he normally bases himself on reasoning in doing the same thing. Such differences, however, just make the man and the woman different in style of work in running an enterprise. Each has his or her own merits, and it will not help to boost one while negating the other. If judgement is made in strict accordance with this argument, there seems to be no special need to stress by how far women are directly participating in enterprise management.

Nevertheless, what is worth attention is the fact that as men are still playing a predominant role in society, it will be of special significance for more women to take managerial posts, or for women at large to increase their participation in enterprise management, so that they may play a still more positive role.

It is true that New China has always stressed the need to enable women to participate in enterprise management, but this has not been as ideal as expected in so far as the extent of such participation and the role women should have played are concerned. In other words, this specific part of the human race is yet to fully show its strength in promoting social production. In recent years, however, there have been changes in this state of affairs. Involvement of women in enterprise management is now greater than ever both in scope and depth. Women are truly playing a role in enterprise management and have

even become part of the backbone force for the job, in contrast to the "ornamental" role—a role that may or may not be needed—many of them were able to play in the past. This serves to break the traditional male domination in enterprise management by transfusing "new blood" into enterprises. This is a social progress, as it helps correct the gender disruption in the managerial staff of enterprises.

Practical results generated by the style of management interwoven with feminine characteristics show that it can make up the shortcomings of the "masculine style" of management, thus leading to a new style of management perfected by an integration of hardness with softness. Li Dazhao, a vanguard of the Chinese revolution, had this to say: "The masculine temperament contains numerous dictorial elements, and a natural balance of the human temperament can be maintained only by relying on the peacefulness, grace and caring characteristic of women who account for half of the human race". The same is true to enterprise management, which needs an integration of hardness with softness, or masculinity and femininity supplementing each other. Women's participation in management alongside men often makes human relations more harmonious, and sometimes may enable the men and women to draw inspirations from each other.

Beside rules and regulations, the need for human touches is stressed in modern enterprise management. And in handling human relations, women are often more capable. "A successful entrepreneur should be an expert in the use of human touches," said Wang Suyun, winner of the Tianjin municipal title of honor "Outstanding Female Entrepreneur" and Director of the Chemicals Supply Center of the Tianjin Chemical and Light Industrial Materials Company when speaking on her own experiences. When one of her workers in coma was hospitalized, she and others took turns to help nurse him day and night, the same way treating as his relatives. She herself cooked some mung bean porridge believed good to the patient. When the patient regained consciousness and learned what his leader and colleagues had done for him, he was moved and, grasping Wang by her hands, said, "Believe me I'll work harder after coming back." Once Wang Suyun was just back from a trip for public business, news came that the father of a female employee, Zhu Yuhua, had been killed in a traffic accident. Wang immediately rushed to Zhu's home and helped her arrange the funeral and handle matters related to a legal settlement of the accident. Deeply moved, Zhu said in tears, "I owe so much to the center which helped me tide over the most difficult times, and I'll repay the kindness with still better work." By caring her subordinates, Wang has enhanced the center's staff solidarity.

Experiences of many female entrepreneurs in running enterprises show that their success is featured by attention, paid with feminine care and kindness, to the weal and woe of their people.

The increasingly great role played by women in enterprise management signifies that women, taken as a whole, are taking one more forward step of profound significance and historic dimension along the road of their own emancipation. It indicates a transition of the era characterized by dependence of women on government help for a due role to play in society to the era of initiative in the hands of women to play such a role by relying on their own capabilities, one in which society, in striving for development, depends more and more on the strength of the feminine part of the human race.

II. Participation of women in enterprise management and the "third emancipation" for working women.

Women have more difficulties than men when participating in enterprise management. To those "iron-willed ladies"—successful female entrepreneurs—produced by the market economy, the main hurdle is no longer the remnant old concepts of discrimination against women. One great difficulty for them is the double burden of work and family they have to shoulder. It is for this reason that working

women in China have the task of achieving the "third emancipation."

With the founding of New China, women won political liberation, in that they were uplifted from the bottom of society to the status as masters of the country. This is what we call the "first emancipation" of women, emancipation in the sense of political status. The "second emancipation" began in 1958, when large numbers of women, encouraged by the government, left their homes for jobs in society. This "emancipation" has freed women from the traditional family bondage so as to play a role in society. But those thus freed are yet to be freed from family chores. In other words, working women, as always, still have to perform those arduous domestic duties, hence the need for them to win the "third emancipation"—an arduous task to take a long time to accomplish.

China lags behind developed countries in offering socialized services designed to free families of chores. This explains why working women cannot shake off the burden of family chores in a short time. The double burden of work and family is even heavier for those female entrepreneurs since they are on managerial posts. Often they are forced to opt either for abandoning family duties at the risk of bringing painful sorrows to their families or stretching themselves physically and mentally to keep both work and families going. Society seems to favor the second option, pressuring them to the point of exhaustion.

One example is Wang Shuqin, winner of the municipal title of honor "Outstanding Female Entrepreneur" and Director of the Tianjin Woven Articles Factory. She arrives at the factory at seven every morning, and works until six in the evening. Once back at home, she rushes into the kitchen. She has to busy herself even after dinner—doing other family chores, helping her two young sons with their lessons, sometimes taking time out to meet guests and visitors or attend business gatherings. When finally in bed, she still racks her brain about work for the following day. Once her father was hospitalized for cerebral thrombus. For three months in a row, she rushed to the hospital after work every day, where she stayed overnight to nurse the patient. This lasted until he died, and by then she had almost collapsed from exhaustion.

Under conditions currently prevalent in China, most women have to struggle for a start-off in their careers with a heavy burden on their shoulders. To enable women to play a still greater role, there is the need for society to increase its services and reduce such a burden so that the "third emancipation" of women will come earlier.

At a ceremony held by the Tianjin municipal authorities to honor women rated as outstanding entrepreneurs, Wang Shuqin gave an excellent answer when asked by a news reporter to speak about her own experiences as a factory director. "It is indeed difficult for a woman to lead a large-sized enterprise," she said. "With regard to such a post, the gender difference is meaningless. A woman does not have extra privileges to enjoy or extra attention to receive because of her sex, and neither is she allowed to work less. A factory director is a factory director, male or female—that is how people judge an enterprise. It is in this sense that we are competing with men on an equal basis, following the rule that the winner is the superior. If there is any difference between a male director and a female director, the difference lies in the fact that the woman has to work harder, suffer greater hardships and experience more twists and turns. As women, we know only too well how hard we have to exert ourselves, how bitter the hardships we have to suffer, and how difficult the twists and turns we meet. I have had personal experiences in this regard. But because of that, we are more pleased and proud than men when awarded the same amount of honor."

She was speaking out what is in the minds of all working women, and her remarks, as should be, were warmly applauded. I am quite sure that all of you present here will applaud your Chinese sisters now holding managerial posts in enterprises.

为在中国实现“内罗毕战略”而努力

杨丽坤 中国女企业家协会副理事长



杨丽坤 1935年7月24日生于中国云南省。1958年毕业于天津大学纺织系。1958年至1962年在天津纺织研究所工作。1963年到北京制呢厂工作，先后任技术员、工程师、高级工程师、教授级高级工程师。1980年任厂副总工程师，1983年任副厂长，1984年至1992年任厂长兼总工程师。现为中国女企业家协会副理事长、中国妇女发展基金会理事长、北京合资企业联谊会常务理事。曾荣获全国优秀女企业家、全国三八红旗手、北京市劳动模范等称号。

中国女企协成立于1985年，是全国女性企业家组织，在22个省、市设有分会机构，共

有5000多名会员。女企协的宗旨在于促进女企业家事业的发展，维护女企业家的合法权益，培养妇女管理人才，为在平等的竞争中有更多的妇女进入决策层的领导地位，以及为已取得决策地位的妇女提高业务水平而工作。

女企协成立之际，正值第三次世界妇女大会召开，大会通过的《内罗毕战略》，向全世界发出号召，全面认识和评价妇女的力量和能力，采取进一步的行动，以便妇女更有效地参与发展和维护和平、争取男女平等。中国女企协的成立，为在中国实现《内罗毕战略》起着积极作用。

中国女企业家协会是会员制的社会团体，其成员来自全国各地的国营企业、股份制企业、中外合资企业和乡镇企业中的女性经营者。会员主要分布在工业企业界，约占全体会员的50%，其次是商业贸易界，约占12%，居第三位的是餐饮服务业，约占6.6%；其他为金融保险业，技术咨询等。

中国的改革开放政策，为妇女参与企业管理提供了机遇和良好的社会环境。据初步统计，中国女企业家中90%以上，都是在1978年以后走上领导岗位，进入决策层的。她们以女性特有的刻苦、努力、细腻、周到、善于与人交往和合作、善于表达自己等优点，使女企业家在企业家中独树一帜。她们经营的企业经济效益普遍好，她们与企业职工关系融洽，常给企业职工带来温馨。

为了培养妇女人才，提高业务能力，我们组织了各种学习班，如“女性管理艺术”，“对外贸易”，“市场经济知识”等；为提高政策水平，协会经常组织女企业家与政府官员会见对话；为拓宽女企业家的经营领域，扩大视野，使企业面向全国，走向世界，我们组织了各种交流洽谈活动，并去沿海经济发达地区参观考察。中国女企业家协会致力于增进中外妇女企业界的友谊，多次组团出国访问。应日本邀请，女企协派代表团出席了在东京举办的“94'亚洲女企业家时代研讨会”。近年来，女企协还陆续接待了日本、美国、意大利、奥地利、瑞典、泰国、菲律宾等国家的友好团体和知名人士，以及联合国工业发展组织等，与他们交流、座谈；还参加了全国妇联主持的“中美妇女问题研讨会”，“中苏妇女问题研讨会”，“中日妇女问题研讨会”。

为树立女企业家的群体形象，使全社会了解女企业家在经济建设中的地位和作用，进一步确认妇女的社会价值，协会每年召开一次评选全国优秀女企业家的活动。几年来，先后评选出200多名全国优秀女企业家。她们不仅是女中豪杰，更是在与男子平等竞争中获胜的佼佼者。她们以对事业的执著，办事认真、果断，对市场反应机敏、判断准确等企业家的聪明才智，使自己在一贯为男人统领的企业界，取得了平等地位。她们的业绩十分感人，是一般人所不能比拟的。她们敢于面对世俗偏见，勇敢地与男子站在同一起跑线上公平竞争；她们艰难地挑起家庭和工作的双重担子，既要当好企业的领导，又要尽到妻子和母亲的责任和义务。她们为在事业上的成功付出了几倍于男性的辛苦和精力。

这些女企业家中，有资产过亿元，职工过万人的大型企业的总经理；有高新技术集团的领导人；有现代化大型合资企业的董事长、总经理。例如：1995年表彰的优秀女企业家中，有驰名国内外的茅台酒厂的副厂长汪华；有从一个乡镇企业发展成拥有18家企业，年产值4亿元的东莞金鹏集团公司总经理卢梅娘；有连续三年获最畅销产品奖的宁波

一休集团股份有限公司董事长兼总经理陈华姣；有获中国名牌产品、人均创利 13 万多元的上海开开集团股份有限公司总经理陈重远；有创利税 2.5 亿元的青岛海尔电冰箱股份有限公司副总经理杨绵绵；有年营业额达 10 亿港元的福建对外贸易中心集团的副总经理林幼芳等。

我本人曾是一个有 5000 多名职工的国营大型企业——北京制呢厂的厂长兼总工程师，并被评选为第一届全国优秀女企业家。我在制呢厂工作了 30 多年，从一名普通的大学毕业生担任技术员开始，先后担任过生产技术科副科长、科长，副总工程师，副厂长，直到厂长兼总工程师。不论在那一级岗位上，我都能协调上下，团结员工，为实现确定的目标而奋斗。我重视新产品开发、工艺革新和质量管理。我主持设计的一批产品中，有 3 项获国家金奖，1 项获国家银奖，15 项获纺织部优质产品奖；我主持的科研项目中，有 3 项获国家科技进步奖。由于新产品开发和经营管理上的成功，使北京制呢厂从一个普通的企业，跃居为国内同行业的先进企业，产品质量和经济效益都居国内领先地位。我个人也荣获全国“三八”红旗手、全国首届经济改革人才奖银杯奖、全国纺织系统女企业家、北京市劳动模范、优秀厂长等称号。还被选举为北京市人民代表，拥有和男子一样的参政、议政的权利；又被推选为中国女企协副理事长，为更多妇女进入决策层而不懈地工作。

我作为一个大型企业的领导人，能比较成功地指挥 5000 多职工，和许多男性副厂长、干部共同工作。总结起来，我认为主要由于我精通本行业的技术业务，了解国内外的形势，能准确的决断各项业务和发展方向，作出正确的决策，因而得到上下级的支持。我受到的各种表扬，实质上是对我工作的肯定，是我的工作得到了社会的承认。这更加深了大家对我的信赖，使我能更顺利地开展工作。

现在我已退休。中国鹿苑一道森羊绒纺织集团公司聘请我当高级顾问。该公司有八个中外合资企业，万名员工，固定资产四亿元。鹿王牌的羊绒系列精品（包括羊绒衫，围巾，大衣面料，成衣）畅销国内外。我将为我国驰名世界的山羊绒，开发生产更多的高精产品，占领国际市场而努力。我相信在不久的将来，将取得新的成就。

通过一批成功的女企业家的实例和我自己的体会，我认为妇女要参与企业管理，特别是参与决策层的管理，除政府制订的政策和法令之外，妇女自身素质的提高十分重要。为此，首先要善于学习。学习组织领导一个企业的管理知识，学习技术和业务知识，学习及时获取与企业发展有关的信息，从中作出正确的判断和决策。其次，要善于工作。培养自己良好的为人处世的品德和与人合作共事的精神。同时要合理地安排时间和利用时间提高工作效率。妇女要同时肩负工作、学习和家庭三方面的重任，的确是很困难的。因此，我认为要实现《内罗毕战略》平等、发展与和平的总目标，实现真正的男女平等，首先要从妇女教育入手，在政策和法律上给妇女更多的、不同层次的学习机会。除在常规的教育制度中，保证女子受教育的权利外，政府还应考虑建立各层次的免费女子学校或学院，鼓励妇女接受不同形式的专业教育和训练。同时，定期举办国内和国际短期妇女培训班，以提高妇女的专业技能和社会活动能力。

这次妇女大会，应呼吁各参加国的政府，在国民经济计划中设立一定的经费，用来建立女子学院和妇女培训班。

加强妇女教育，是提高妇女素质，使妇女能更多地参与社会活动，提高妇女社会地位所必需的。我希望通过这样有效的措施，在世界各国逐步实现事实上的男女平等。

Promoting the Realization of Nairobi Strategy in China

by Yang Likun, Deputy General-director of China Women Entrepreneurs Association

Ms Yang Likun, born on July 24, 1935 in China's Yunnan Province, graduated from the Textile Industry Department of Tianjin University in 1958. She started her work at the Tianjin Textile Industry Research Institute between 1958-1962. In 1963, she was transferred to the Beijing Woolen Goods Factory, serving successively as technician, engineer, associate senior engineer and senior engineer. She was appointed the factory's Deputy Chief Engineer in 1980, Deputy Director in 1983, Director and concurrently Chief Engineer of the factory between 1984-1992. Currently she is Deputy Chairperson of the Chinese Women Entrepreneurs' Association, council member of the Chinese Women's Development Fund, and standing council member of the Beijing Joint Venture Enterprises' Society. She has been conferred on the titles of honor: "the Most Outstanding Female Entrepreneur in China", "March 8 Red Banner Pacesetter of China" and "Model Worker of Beijing".

CAWE, founded in 1985, is a national businesswomen's organization. Now its branches spread over twenty-two provinces and municipalities, with more than five thousand members. The aim of our association is to promote businesswomen's career, defend businesswomen's legitimate right and interests, foster women's talent for enterprise management, strive for more women to become decision makers in equal competition with men, and to improve the professional ability of women who are already in decision making positions.

CAWE was set up at the time when the "Nairobi Strategy" was declared at the Third World Conference on Women. The "Nairobi Strategy" call for the whole world, that women's strength and ability should be recognized and evaluated completely, and further actions should be taken to encourage women to participate effectively in world development, maintain peace and strive for equality between men and women. CAWE is active in the implementation of the strategy in China.

CAWE is a social organization of Chinese women entrepreneurs. The members are composed of businesswomen in state-owned enterprises, jointstock companies, joint venture companies, and village and township enterprises. About 50 percent of our members come from industry, 12 percent from commerce and trade, 6 percent from hotel and service, and other members come from finance, insurance and technology consulting sectors.

The open and reform policy of our country has provided good opportunity and social environment for women to participate in business management. According to preliminary statistics, 90 percent of Chinese female business leaders take their positions after 1978. Their assiduous, exquisite and considerate personality make them distinctive. Most of the women leaders are good in cooperation with others. As they can create a harmonious working atmosphere, the enterprises they run usually have good economic and social benefits.

According to the aim of AWE, we organized many seminars aiming at improving women's professional skill, such as the art of women management, foreign trade and market economy knowledge, etc. We also invited senior government officials to discuss with women entrepreneurs and help them to understand government policies and regulations. Moreover, we initiated various exchange and dialogue meetings, and arranged women entrepreneurs to visit coastal areas where the economic development is faster.

These activities improved the vision and business insight of women entrepreneurs, and helped them to extend their business towards the whole country and abroad.

CAWE devotes itself to promotion of friendship between Chinese and foreign business women. We were invited to visit many countries. A delegation from CAWE attended the Tokyo Symposium of Asia Women Entrepreneurs in 1994. In recent years, we received many representatives of foreign organizations and celebrities from Japan, United States, Italy, Austria, Switzerland, Thailand, Philippines, as well as United Nations Industrial Development Organization (UNIDO). With these guests, we exchanged experiences and discussed problems of common interest. CAWE also takes part in the symposiums on women problems between Sino-Japanese Sino-U. S. and Sino-Soviet, hosted by China Women Federation.

To set up the image of women entrepreneurs, let the whole society recognize their positions and contributions to economic development, and attach importance to women's social value, our association sponsored the election of "Excellent Women Entrepreneurs" throughout the country annually. More than two hundred women have been selected so far. They are not only heroines, but also the winners of equal competition with men. These excellent women entrepreneurs obtained equal social positions in areas usually occupied by men, because of their determination, conscientious work, quick reaction to market, and correct judgment on the affairs of business. Their achievements are very moving, and for their success in career usually they pay much more than men. They hold burdens both at home and in career, and they make themselves outstanding leaders as well as good wives and loving mothers. They bravely challenge worldly prejudice, and compete with men from the same start line.

Among these excellent women entrepreneurs, some are chief executives of big companies, owning assets more than one hundred million, with over ten thousand employees; some are leaders of high-tech companies, and some are board chairpersons or chief executives of big modern joint-venture companies.

Let us take some of the 1995 excellent business women as examples. Wang Hua is the Vice-director of Mao Tai Distillery which makes world famous Mao Tai liquor, Lu Mei Niang is the General Manager of Jin Peng Group Company. She changed the company from a township factory to a company group with eighteen subsidiaries; now its annual output value is four hundred million. Chen Hua Jiao is Chairperson of the board & the General Manager of Nin Bo Yixue Corporation Ltd; the products of her company were the best seller three years successively. Chen Zhong Yuan is the the General Manager of Shanghai Kai Hai Corporation Ltd. , which produces China's famous-brand products, with per capita profit of over one hundred thirty thousand; Yang Mianmian, is the the General Manager of Qin Dao Haier Refrigerator Company Ltd. , and her company yields two hundred and fifty million yuan of profit (before taxation). Lin Youfan, Vice General Manager of Fujian Foreign Trade Center (Group), made her company's turnover reach thousand million Hong Kong Dollars.

I was also selected as one of the first national excellent women entrepreneurs. Before my retirement, I was the Director and chief engineer of Beijing Woolen Fabrics and Blanket Mill, a big state-owned enterprise with more than five thousand employees. I worked in the mill for over thirty years. At the beginning, I was an assistant engineer, then promoted to be chief of technology section, Deputy Chief Engineer, Deputy Director, Director and Chief Engineer successively. No matter which position I took, I worked in coordination with all my colleagues, and had a harmonious relationship with employees. My working style was to unite every person to work for the objective we decided. Because I had good professional background, I could direct new product development, technology innovation and quality control. Meanwhile, I paid high attention to management. Due to our success in development of

new products and business management, we made this ordinary mill an advanced enterprise nationwide. Our product quality and economic benefit took the lead all over the country. The products which I designed won three national gold medals, one national silver medal and fifteen high quality awards of the Ministry of Textile. In addition, my research projects won three national science and technology awards. With these achievements, I was awarded the titles of national "March Eighth Red Banner Pacesetter", the first National Economic Reform Talent Silver cup, National Textile Industry Excellent Businesswoman, Beijing Model Worker and Outstanding Director. As I was elected a delegate to Beijing People's Congress, I enjoy all the rights as men have in discussing governmental and political affairs. Now, I am Vice-chairman of board of CAWE, and I will make unremitting efforts to raise business women's position.

As a leader of big enterprise, I directed the work of thousands of employees and men successfully. I think that is mainly due to my high proficiency in the knowledge of the discipline, and my capability to follow both the domestic and foreign markets to make the right decision. Therefore, I always find support from all directions. The praises I have won mean that my efforts are accepted by the society, and I enjoy the trust of my colleagues.

Now as I retired, I was invited by China Luyuan-Dowson Cashmere Fabrics Group Company to be a senior advisor. The company has eight joint-venture enterprises with ten thousand employees and assets over four hundred million yuan. The company's serial products with Deer King brand are in great demand in homeland and abroad. I continue my work for developing more world famous high quality cashmere products to occupy international market. I believe I shall have new achievements in near future.

From these successful women and my own experiences, I realised if women would like to be involved in business management, especially participating in decision-making level of management, it is very important to improve their own qualification. For this purpose, education is critical. Women should be good at studying to manage the enterprise, to master techniques and professional knowledge, to acquire the information related to business and make correct judgment and decision. Women should also be good at work, and they should have team work spirit.

It is indeed difficult for women to work, to study, and to do household duties at the same time. I hope everyone of us can arrange her precious time reasonably and work efficiently. I hope the whole society can give women more support. I also hope that the "Nairobi Strategy" could be implemented perfectly to guarantee equal rights between men and woman. We need government policy and legislation to provide women with more educational opportunities. Besides, in conventional educational system, the government should think about establishment of free women schools at different levels, to encourage women to receive professional education, and organizing domestic and international short-term classes to improve women's professional skill and ability.

Finally, I would suggest that this conference appeal to the governments of different countries for a grant in their national economic development plan, to establish more women colleges and hold training classes, to give more opportunities to women for improving their qualities and participating in social activities. I am sure that the real equality between the sexes can gradually come true all over the world.

为创立中国的世界名牌“海尔”而努力

杨绵绵 青岛海尔集团常务副总裁



1941年生,1963年毕业于山东工业大学,任技术学校教员多年,1979年起到工厂当技术员、工程师,1985年起任青岛电冰箱总厂副厂长,1991年至今任青岛海尔集团常务副总裁兼海尔电冰箱股份有限公司总经理、总工程师。

海尔集团是国家一级企业,创建于1985年,主导产品有家用电冰箱、空调器、微波炉等,1994年销售收入25.65亿元,创利润2.1亿元。1993年首家研制成功全无氟电冰箱并投入批量生产。

海尔集团创业始于1984年,我就是在那一年跟随现任总裁张瑞敏同志一起来到集团的前身青岛电冰箱总厂的。经过十年的努力,企业经历了从无序到有序、从有序到体系、从体系到高度、从高度到延伸

四个阶段,我们和广大员工一起,终于把一个濒临倒闭的工厂建成一个初具规模、已进入国际市场的企业集团,创立了“海尔”这个中国家电中的唯一名牌。

一、改革开放促进妇女参与企业高层管理

1、机遇与挑战

中国的改革开放与推行社会主义的市场经济使企业在经营方面有了自主权,在选择领导者方面有了更大的自由性。市场经济要求企业自主经营,企业管理者对企业的生产和经营状况承担全部责任。谁能使企业增加经济效益,谁能使企业起死回生,谁就有资格成为企业的管理者。中国的经济大潮把更多的妇女推上了企业管理的舞台,给许多优秀的女技术人员、管理人员提供了一个平等竞争进入工业企业决策层的机遇和挑战。中国妇女今天的社会地位是经过几代人几十年的努力得到的,现在社会上有些人强调妇女应在家里理家看孩子,理由是妇女挤占了他们就业升迁的位子,如果真是这样,那么中国妇女将回到经济上依附他人,政治上没有权力的境地。中国妇女有着二千年的惨痛教训,今天这种势头无异是对当今妇女的一种挑战,因此女同胞完成学业,参加经济建设是自强自立的根本。

2、女企业家的素质和条件。

妇女成为企业高层管理者不但需要机遇,更重要的是自身应具备良好的素质。从共性上说,无论男女,企业家应是善于经营管理企业的行家。她是生产力的组织者和开发者,是使潜在人力资源和物质资源得以开发和利用的人。女企业家应当有远大理想和抱负,有强烈的事业心和社会责任感,有灵活的经营战略头脑和脚踏实地的实干精神,同时还应有广博的知识和组织协调能力,以及关心群众和同心协力的精神。从许多女企业家成功事迹来看,女性企业家更具备一些细腻、慈爱、温和、耐心、敏感等特点,她们的成功,部分地也有赖于这些优势的发挥。

3、战略和决策

作为一名企业家,要使企业有效益,正确的决策是至关重要的。就我来说,改革之前,我是一名专业技术人员,是改革的大潮把我推上了企业领导岗位。1984年我担任青岛电冰箱总厂副厂长兼总工程师,当时厂房破损,设备陈旧,产品滞销,一个不足千人的企业,负债147万元,没有一个主导产品,人心涣散,800多人的厂子有相当一部分人想调走。

在这种情况下,走技术引进的道路,调整产品结构,改造企业是迅速摆脱困境的最佳选择。

经过国内外市场的比较,我最大的感触是:中国的商品在国际市场上地位不高,缺乏竞争力,主要是国内生产厂家不注意产品质量所致。因此,我们有一个想法:就是要么不干,要干就要争第一!还要争国际一流!首先在领导班子内形成一个抓质量,振兴民族工业的共识。

当时国内电冰箱市场竞争是十分激烈的。最多时一个省就有 60 多个冰箱厂家,日本的冰箱更是充斥国内市场。在产品质量方面,消费者比较崇拜洋货,日本冰箱当时格外受青睐。此外,有一些厂家的产品也获得了省优、部优,这些也是当时消费市场上顾客注意力比较集中的产品。

青岛电冰箱总厂在这种情况下优势在哪里?靠什么去生存、去发展?这个问题如果解决得不好,势必使企业在战略上永远处于劣势。

当时我们是这样分析的:尽管市场上国产冰箱有 100 多个牌号,但我们发现了一个现象,就是没有“名牌”冰箱。尽管一些冰箱企业的产品率先进入了市场,但他们创造名牌的意识不强,所以先进入市场并不意味着永远拥有市场。由此我们认为:青岛电冰箱厂要后来居上,最关键的就是要创出名牌冰箱,打破当时 100 多个牌号冰箱平分市场的格局,占领市场,进而领导市场。

“名牌战略”思想提出后,大家认为这个分析是客观的,但关键在于从何处着手创名牌。

我们知道,中国有许多好的产品,但却缺少国际知名的产品,就是因为没注意稳定保持产品的良好质量,要创名牌冰箱,就要从抓质量入手。我分管质量,我认为人是质量中最关键的因素。第一流的产品应该是第一流的人干出来的,质量实质上是职工整体素质的体现,抓质量应该首先从人抓起。

当时厂子处于无序状态,人们的思想对质量问题还没有更深刻的认识,我认为宁肯得罪大家,也要强化质量的制度管理,通过抓产品质量来提高员工素质。

1985 年,张总裁从一封用户来信中发现冰箱存在着质量问题。经检查,仓库里还有 76 台存在一定的质量问题,当时面对着这 76 台冰箱,我心痛万分,不仅仅是因为出了不合格的产品,更重要的是感到我们目前的思想意识离市场对我们的挑战之间差距实在太大了!因为就在查出这 76 台不合格冰箱后,还有不少人说:“冰箱有点毛病不要紧,便宜点处理给职工算了。”

当时企业刚起步,经济状况很不好。我也曾想按有些人说的那样内部处理,降价卖了算了。可那样做,将来生产出来的恐怕就不是冰箱了,就成碗柜了!而这种小生产者的意识在市场竞争中是绝对要打败仗的。我们必须和大家一起,战胜自我,克服我们自身弱点,塑造一个新时期的产业工人形象。于是领导班子决定:将这 76 台不合格的电冰箱全部由责任者亲手砸毁它!

砸冰箱事件对干部工人的思想起了强烈的震撼作用,一时间全厂上下抓质量形成共识。工人们主动提出这样的口号:“谁砸冰箱的牌子,就砸谁的饭碗!”一种自觉抓质量的意识便在员工中形成。

在提高员工的素质方面,第二步就是激发、调动职工参与管理的主人翁意识。

为了给职工自主管理创造“自我设计”、“自我表现”、“自我制造”的机制,我们设立了“海尔奖”和“海尔希望奖”,以及用职工名字来命名小改小革等,专门用来奖励职工主动性、创造性地工作。

由于我们一开始就不是孤立地就质量抓质量,而是把提高职工整体素质、塑造企业完善形象作为产品质量的一个重要组成部分来抓,并进行了从制度管理向自主管理转化的大胆的实践,因而,在企业中形成了一种全新的价值观,这就是:职工实现企业主人翁价值的标志便是向社会奉献完善的产品。

在这样一种企业氛围中,名牌冰箱的出现已成为顺理成章之势。1986 年,“海尔”电冰箱第一次在首都北京展销,一炮打响。随之,1986 年在世界卫生组织的招标中,力克对手,成为当时国内唯一中标的电冰箱。

1988 年 12 月,“海尔”荣获了中国冰箱史上的第一块国优金牌,。全体员工在厂门口敲锣打鼓放鞭炮迎回了金牌。那些当年亲手砸了不合格产品的工人们,捧着金牌流着眼泪说:“如果没有当初的砸冰箱,怎么会有今天的金牌啊!”

前年日本一家公司准备在我国大陆投资,在考察了 60 多个厂家后,日本厂商内部对于在中国何处投资分成两派,一派是“亲青岛派”;另一派是“亲广东沿海派,但最终还是确定了与我们合作。事后,日本这家公司的老板说了原因,简单到让人难以置信。他在车间参观时,趁人不注意摸了一下备用的模具,没有发现一丝灰尘。这个细节,使“亲青岛派”占了上风,最终用这只没有摸到灰尘的手与我们厂签订了合作合同。

1991 年 12 月,在市府领导的关怀下,以电冰箱总厂为核心层企业,吸纳了电冰柜总厂、空调器总厂为紧密层,成立了海尔集团公司,92 年我们又青岛市高科技园征地建立了中国最大的成片开发的电器生产基地“海尔工业园”。

可能有人要问了,这些都是企业发展的成就,你个人在这中间发挥了哪些作用呢?是的,海尔创业十年了,要问我个人的作用,我认为这和我的血型一样,B 型血,属于执行型的。我主要分管质量、科研和生产,我的任务是决策提供信息,并要将决策变为现实,同时为更高目标的决策提供基础,把最高领导层在这方面的意图化为行动,而且要创造性地工作。这些年,海尔产品连续 8 年获得最受消费者欢迎的产品,连续获得“消费者心目中的理想品牌”第一名、“消费者购物首选名牌第一名”,是和产品的高质量分不开的;还有,我们成功地批量生产了节能达 42% 的超节能无氟冰箱,解决了困扰世界冰箱行业的两个难题“无氟+节能”,掌握了世界上先进的科研成果与技术;在管理上,我们独

创的 OEC 管理受到了国务院三位副总理的肯定,要求在全国推广。我的命运是和企业紧紧联系在一起,没有企业的发展,也就没有我个人的一切。

二、充分发挥女职工的作用

妇女地位提高是与其在经济发展中所起的作用成正比的。妇女在经济领域发挥的作用越大,其社会地位就会越高,那么她们的价值才能被全社会所公认。当然经济地位的确立为妇女争取政治地位奠定了基础。

1、海尔的发展与女职工的作用

海尔集团现有职工 6784 人,其中女职工 2941 人,占职工总数的 43%;女技术人员 169 人,占技术人员总数的 37%;女管理人员 485 人,占管理人员总数的 46%。海尔集团的发展和成绩离不开全体职工的努力,特别是女职工的参与和贡献。与男职工相比,她们对工作要付出更多的精力,对家庭要承担更多的负担,对社会要承受更多的压力。

2、关心和培养女职工

为了使更多的女职工参与和进入企业管理层,我集团在培养女职工方面投入了大量资金,选送优秀女职工深造并注重招收具有大专以上文化水平的女性参与企业管理。在企业内部实行公开招聘上岗,仅电冰箱股份有限公司,从 1992 年起先后有 85 名一线女职工应聘到管理岗位上工作,她们积极参与企业的改革和创新并发挥了重要的作用。

3、保障女工的权益

我们坚持贯彻国家颁布的《妇女权益保护法》、《妇女劳动保护规定》,实行男女同工同酬,享受各种社会福利,例如每年分房,男女工一视同仁。除此之外,我们还建立了女职工的保健制度,例如保障女工三期(孕期、产期、哺乳期)享有基本工资和根据女性生理条件安排工作。同时,企业工会中还成立了专门女工委员会,厂长定期听取女工的要求和建议。

三、女企业家面临的问题、困难和建议

工业化的发展,市场竞争的日益加剧使女企业家遇到比男性更多的困难。

1、困难

①家务负担 身兼女儿、妻子和母亲三职的女企业家往往面临着两种选择,要么放弃承担家务、照看孩子和赡养母亲的责任,从而给家庭生活留下遗憾和内疚;要么在体力和精力上增加两倍或者更多的付出,以求事业和家庭的满足。

②妇女参与决策的人数比例还是偏低 虽然近年来女厂长、女经理、女老板人数增加,但与整个经济改革的速度和妇女在经济领域所起的作用不相适应,比例仍然偏低。

2、建议

①加快发展建立家务劳动社会服务,建立各种社会保险事业,让女职工从繁重的家务中解放出来,更多地参与企业管理。

②各级政府和主管部门创造条件重视培养妇女,使更多的妇女进入企业的决策和管理层。

事实证明了一大批的女企业家的崛起使人们不得不重新认识妇女在社会经济发展中所起的作用,同时女企业家又以其社会的感召力鼓舞着广大的妇女坚定信心,积极参与我国的经济建设,为促进我国早日实现现代化,为提高妇女的地位而做出努力。

Striving for Haier—A World-Famous Brand in China

by Yang Mianmian, Vice President of Haier Group

Yang Mianmian was born in 1941. and graduated from Shangdong Industrial University in 1963. She began teaching in a technical school after graduation. In 1979 she started working with a factory as a technician, later an engineer. In 1985 she became the Vice-director of Qingdao Refrigerator General Plant. From 1991 on she has been working as the Vice-president of Haier Group and the General Manager and Chief Engineer of Haier Refrigerators Co. Ltd.

Haier Group, a national first-class enterprise, was founded in 1985. It is mainly engaged in the production of refrigerators, air-conditioners, freezers and microwave ovens. In 1995, it yielded a yearly sales income of 1,565 million yuan and a profit of 210 million yuan. In 1993, Haier successfully developed a new kind of freon-free refrigerators, which has been put into mass production ever since.

My name is Yang Mianmian. I am the Vice-president of Haier Group and General Manager of Qingdao Haier Refrigerators Co. Ltd.

In 1984 I came with Zhang Ruimin, now the President of Haier, to Qingdao Refrigerators General Plant (QRGP), the embryo of Haier Group. During the 10 years of hard work, Haier experienced 4 stages: from disorder to order, from order to system, from system to advancement, and from advancement to expansion. With our employees' efforts, we managed to make a Haier Group with a relatively large scale and a share of the international market out of a factory on the verge of bankruptcy. We have established "Haier", the only famous brand of Chinese electrical appliances.

I. China's Reform & Opening have Promoted Women's Participation in Senior Business Management

a. Opportunities & Challenges

The reform and opening policy and the practice of the socialist market economy in China have given Chinese enterprises the decision-making power in their management, which then have led to a possibility of more flexible selection of the enterprises' leaders. Market economy demands that enterprises decide their own production and marketing plans, and holds the managers of the plants, instead of the government, responsible for the manufacturing and administering. Those who can increase the profits of corporations, and those who can bring life to dying factories can be qualified to become the managers of the enterprises. Riding on the economic waves, more women are able to come to the front of enterprise managing; those excellent from technical and administrative fields are faced with the opportunities and challenges of becoming decision makers through equal competition.

Chinese women's present social status is the fruit of decades of struggle over several generations. But now there is again a tendency surfacing that calls for women to retire to their homes and take care of their families. The backing argument for the view is that women in work force have taken the men's opportunity of employment and promotion. If this trend were to become dominant, Chinese women would have to go back to those days when they were economically dependent and politically impotent. Undoubtedly the tendency has posed challenges to our modern women. The basis of females' self-reliance and self-improvement, I think, rests in their education and work.

b. The Qualities and Conditions for a Female to Become a Woman Entrepreneur

On their way to become women entrepreneurs, what females need is not only opportunities; they

must have eligible qualities. Commonly speaking, entrepreneurs, no matter male or female, should be experts in managing their operations. They are the organizers and developers of productive forces; they are the ones who develop and utilize the potential of human and material resources. For a woman to become an entrepreneur, she needs to have ambitions and a strong sense of responsibility; she has to be devoted to her career; she is required to have flexible managing strategies and do the down-to-earth work; she is demanded to have wide-range knowledge; she must be able to coordinate colleagues and possess a team spirit. The reported success stories of female entrepreneurs seem to indicate that female leaders may be superior to their male counterparts in such qualities as carefulness, kindness, gentleness, patience, sensitivity, etc.

c. Strategies & Decisions

Being an entrepreneur, it is important to make correct decisions for the sake of the plant's profits. As far as I myself am concerned, I used to be an engineer before the reform pushed me to the leader's post. In 1984 when I became the Vice-director and the Chief Engineer of QRGP, the factory had only shabby buildings, out-of-date equipment, a dull market for its products, and 800 employees with 1,470,000 yuan debts. The plant manufactured not a single leading product. It was not attractive at all; many of our employees were looking for other jobs. At the time, I determined that the best way out was to introduce foreign technology, adjust the product structure and transform our plant. After comparing the products in Chinese market and those in the international market, I came to a conclusion: the reason why Chinese products were not competitive in foreign markets was because our domestic manufacturers did not improve the qualities of our products. I felt it was time to make a change. Give me No. 1, or give me nothing! We want to be the No. 1 in the whole world. We reached a consensus in our managerial team to pay special attention to the quality. This should be the first step to vitalize our national industry.

At that time the competition of refrigerators was intensive within China's market. At the peak, one province even had over 60 refrigerator manufacturers. To make things worse, products from Japan flooded Chinese market. Consumers had a tendency to believe in the quality of foreign products, which made Japanese refrigerators quite popular with Chinese customers. Besides, some products that were certificated as the "Excellent Quality Product of the Province", or the "Excellent Quality Product of the Ministry", also became the focus of the consumers' purchase.

Where was the advantage of QRGP? On what basis should the plant survive and develop? If we could not solve the problems perfectly, our factory would remain strategically inferior.

We analysed the situation: although there were over 100 brands of refrigerators in the market, no brand had become a very famous one. The products of some plants had taken the lead to enter the market, but the enterprises were not prepared yet to establish their own identities; to enter the market first could not mean to take a large share of the market permanently. So we reached the conclusion: The key for our brand to surpass the "old-timers" is to make our brand a well-known one, so as to change the pattern of over 100 brands almost equally sharing the whole market. Our aim was to push into the market and then become the market leader.

When the "Famous Brand Strategy" came out, the response from our staff members was: The analysis was to the point, but just how to establish a famous brand? As we know, China manufacturers a large number of good products, but no product made in China became a world-famous brand. Why? The quality was not always reliable. The reputation of the product comes from the quality. I was appointed to take charge of product quality control. My understanding of the focal point of quality is

that the laborer is the fundamental factor. First-class products are made by first class workers. The quality of a product is the manifestation of the quality of our staff. I should first begin with our employees.

At that time, the factory was still in a state of disorder. People did not have a deep understanding of the importance of the quality problem. I was determined to strengthen the quality control through regulations and therefore to improve the quality of the employees, even if the practices might be offensive.

In 1985, from a user's letter, we discovered that some of our refrigerators had qualitative defects. After inspection, we found there were 76 defective refrigerators in stock. I was distressed at the sight of these refrigerators, not only because our products were deficient, but because the quality sense of our employees was not able to meet the challenge we were facing. There were quite a few still neglecting the seriousness of the problem; "It does not matter for the fridges to have some defects. We can sell them cheap to our workers" was their reason.

The plant was at its beginning of development; the financial status was not optimistic for us. I even considered selling the substandard goods within our factory at a reduced price as suggested by some people. But if we were to go along that line, what would come out next time might be cupboard, instead of refrigerators! Such mentality of a small producer would definitely fail us in the competitive market. We must overcome ourselves and get rid of our own weak points. We must establish a new image of our workers and our products at a new time. So we ruled; those held responsible for the 76 substandard refrigerators should smash the products with their own hands!

The "Smashing-Fridges Incident" shocked all the clerks and workers. Immediately quality control became the focus of all our factory. Workers proposed of their own accord such slogans; "He who smashes the brand of our fridge will be sacked." There rose among the employees a consciousness to automatically guarantee and improve the quality.

The second step I took to improve the staff's quality was to arouse and evoke workers' enthusiasm in participation in management. In order to set up the system of "self-design", "self-expression" and "self-making" for our workers' self-administration, we established "Haier Award" and "Haier Hope Award", and made it a practice to name the small reforms and innovations after the name of the innovators. In this way we encourage the initiatives and creative work of production staff.

From the very beginning, we did not concentrate exclusively on the quality of products, we attempted to improve the quality of our staff as a whole and to establish a perfect image of the plant. We incorporated those into the quality of our products, and tried to transform from regulative management to self-management. Consequently, a new concept of value emerged; the staff members are the masters of their own factory; and the manifestation of being a master of the enterprise is to supply perfect products. In such an atmosphere, it was only natural that its place in the market as a famous' brand. In 1986, Haier refrigerator's debut—its exhibition in Beijing—amazed the customers and made it popular. Later that year, Haier succeeded in the bidding of World Health Organization (WHO).

In December 1988, Haier got the first golden medal for "National Excellent Quality Product" in the history of Chinese refrigerators. All the employees came to the gate of the plant to greet the medal with drums, gongs and firecrackers. Those who once smashed the deficient products wept at the sight of the golden medal, and remarked; " Without smashing those substandards, how come today's golden medal!."

The year before last year, a Japanese company was going to invest in mainland China. After spot-

inspecting over 60 factories, the Japanese firm got two parties with different opinions on the location of their investment; One is "pro-Qingdao", the other, "pro-Guangdong coastal area." Finally, they decided to cooperate with us. After they made the decision, the Japanese boss told us the reason behind their choice, which was incredibly simple. When he was visiting the workshop of our plant, he touched the spare model and could not see any dust on his hand. Such a trivial thing made the "pro-Qingdaos" able to gain the upper hand. The hand that did not touch any dust eventually signed the contract of a joint venture with us.

December 1991 witnessed the foundation of Haier Group, which has the QRGP as its core, and Freezers General Plant and Air-Conditioners General Plant as its affiliates. The year 1992 further witnessed the establishment of "Haier Industrial District", which is the largest basis of electrical appliances developed on a district scale.

Perhaps some people would like to ask: these are the achievements of the enterprise; how did you play your role in it?

Haier has been established for ten years. In the decade, what I did was executive work, the characteristic of which maybe is suggested by my blood type-B, which is an executive type. I have been in charge of the quality control, research and production. My job was to provide information for decision making; and to execute the policies to make them a reality. The work needs conscientiousness and creativity. Haier's product has been recognized as the most popular product among consumers for 8 years in a row. It has ranked first as the "Ideal Brand in Consumers" and the "First Choice of Consumers When Purchasing". These successes cannot be separated from the high quality of the products. Moreover, we successfully put into mass production the super-energy-saving freon-free refrigerators, which can save up to 42% of the original energy to be consumed, and solved the two big problems of "freon-free" and "energy-saving" which troubled refrigerator manufacturers all over the world. We have mastered the most advanced technology and research achievements in refrigerator production. In addition, our creation of the management pattern, OEC (Overall Every Control and Clear), was affirmed by 3 Chinese Vice-premiers, who decided to promote the model nationwide.

My fate is closely tied with that of the enterprise. There is no achievement of my own without the development of the plant.

II. Bring Female Employees' Talents into Full Play

Women's status is directly proportional to their function in economic development. The greater part women can play in economic life, the higher their social status will be, and the more of their value can be recognized by the whole society. Also the consolidation of women's economic status will help enhance their political status.

a. Haier's Development & the Role Played by Female Employees

Haier now has 6,784 staff members, among whom 2,914 are women, accounting for 43% of the staff. There are 169 technicians and engineers, which is 37% of the entire technological staff. The number of female managerial clerks is 485, which takes up 46% of all the managerial team. The work and efforts of all Haier's staff members, especially those of the female ones, are indispensable to Haier's success. Compared with male workers, females tend to share more family burdens and responsibilities, shoulder more pressure from society, and dedicate more energy to their work.

b. Foster and Empower Female Employees

In order to enable more women to enter the high-level decision-making process, Haier Group spent a large sum of money on our employees further education, and deliberately recruit well-educated females

into the managerial team. We invite applications and open competition for vacant positions. The Refrigerator Co. Ltd. witnessed 85 female workers originally at the assembly line becoming supervisors or office clerks in 1992. Their active participation in the reform and innovation has exerted great impact on the development of our enterprise.

c. Protection of Female Workers' Rights

We have implemented the Law on the Protection of the Rights and Interests of Women and the Regulations on Labor Protection for Female Workers and Employees. It is made a rule in our Group that men and women have equal pay for equal work, and women are able to enjoy the same social welfare as men. For example, there is no discrimination in the assigning of apartments to male or female workers. What is more, regulations have been made in our Group for female workers' health. Women can have the subsistence salary and flexible work assignments during their pregnancy, maternity leave and breast-feeding period. A Female Employees Committee that is committed to protecting the benefits of women has also been formed, and the Director of our plant regularly listens to the demands and suggestions made by female workers.

III. The Difficulties Woman Entrepreneurs Are Facing and the Suggested solutions

a. Difficulties

i) Household Chores

A woman entrepreneur, at the same time the daughter, wife and mother, often faces two alternatives. She can either quit her role of doing household chores, caring children and looking after her parents and have regrets and guilty feelings in family life, or work twice as much as a male, to satisfy both her career pursuit and family needs.

ii) The Percentage of Female Decision Makers is Still Small

Despite the fact that the absolute number of female directors, managers, bosses is on the increase, the relative number is still not in conformance with the speed of economic reform of the contribution made by women in economic fields.

b. Suggestions

i) The socialization of household chores should be accelerated and various social securities or insurance networks should be established to emancipate women from heavy chores and give them more time to participate in management.

ii) The local and national governments should create advantageous conditions to foster and support women, help them enter into the decision-making and managing level.

The fact that great numbers of women entrepreneurs are rising has proved that women's role in the development of Chinese economy needs reevaluation. Female entrepreneurs with their own successes are inspiring other women to firmly believe in themselves, actively work for our economic development and arduously strive to elevate the status of women as a whole.

女性靠自己的实力取得成功

游景玉 亚洲仿真(珠海)总公司总经理



游景玉,全国人大代表,1939年生,1962年毕业于南京工学院,在北京电力科学研究所工作,先后任过程控制机室主任和仿真机主任。1985至1987期间,赴美学习仿真技术并担任技术总负责人完成仿真机的技术引进任务,自1989年起在亚洲仿真公司工作,任总经理,总设计师,技术职称为教授级高级工程师。

自1989年开始负责国家“火炬计划”项目的实施以来,游景玉在科技成果的引进、创新、应用和转化以及培训和造就高科技队伍等方面都取得了突出的成绩。为我国仿真技术的应用、设计、制造、标准,大型科技产品的产业化、商品化、国际化奠定了基础。此间她相继发表的有代表性的研究成果报告和论文达20余篇。1993年

游景玉荣获珠海市政府科技重奖特等奖,1994年荣获四川省科技进步一等奖,1995年荣获全国妇联授予的“中国十大女杰”称号。

亚洲仿真控制系统工程有限公司(简称亚洲仿真公司)成立于1988年9月,总部设在广东省珠海经济特区。亚洲仿真公司已拥有面积为22000平方米的办公和技术开发大楼。公司员工220多人,其中具有高中级技术职称和获得硕士与博士学位的技术人员占70%以上。亚洲仿真公司已形成一个富有鲜明特色的集研究、设计、制造、开发和应用于一体的精于系统集成的高科技企业。

亚洲仿真公司重点研制、开发和生产电站全仿真机、核电站全仿真机,以及电力、化工、船舶、飞机等领域各类仿真机,工业监控和控制系统、网络化管理信息系统、多媒体智能应用系统等。亚洲仿真公司以软硬件成套形式或以国际合作形式,向用户提供仿真控制高科技产品。

我很高兴有机会参加这次世界妇女大会的非政府论坛,让我有机会学习和深入思考,特别是能结合自己所走过的路谈谈以下几点认识:

一、人的实力比较对男女都是平等的

在人生的路上有无数的比赛、竞争,取胜的最重要因素是实力。这个实力表现在学习的能力、组织的能力、说写的的能力、团结人的能力、争取领导和群众支持的能力、解决问题和困难的智力、毅力,以及这些方面的综合能力。这种综合能力即实力的比较对男女都是平等的。无论是男性、女性,要成功都要有自身的实力。我从小生长在教师家庭,培养了重视学习的观念和努力学习习惯,从来没想过自己是女孩就读不过男孩子,给自己设定的目标是全面发展:我不仅会读书,还能当学生干部,文娱、体育也都要好。

当时,学校里出现过当学生干部学习差,学习好的人没有组织能力的情况。我想男女都一样,只要努力就能做到各项都好。实际上我成了全面发展的优秀学生。实力提高了,自己就从来没有自卑感,老师、同学也没有认为我是女生就比男生差。参加工作之后,我也一直是这种心态。我是从事高科技的研究、开发工作的,参加了与许多国家的技术谈判和论文会,每次取胜绝不是因为我是女性,对方给了我什么关照,而是我的见解、思路能超越别人。

我在美国学习仿真技术时,在美国LINK公司负责执行合同,当过联络工程师的人曾有60多个,只有我是一个是女的。其他联络工程师只是做合同谈判,不能做具体的技术工作。我一个人身兼两职,不仅当执行合同的联络工程师,技术还掌握得很深,事实使得美国的工程师对我的技术实力很服气,这为我现在在亚洲仿真公司的事业的成功打下了扎实的基础。艰难的工作实践和学习的成果,绝不会因为我是女性而得到照顾,而是靠自己实力来赢得。因此,女性

首先要有自信,才能赢得社会的信任,参加工作后,我从来没有因自己是女性而自卑,也没有人看不起我,周围的人都认为我有实力。我不赞成“女强人”的提法,尽管我不知道这个词的出处,但目前社会上都用这个词,似乎是在夸奖女性。实际上这是只承认女性中的强人,认为在与男性相比时可能还不强,或是弱者。事实上,女性的成功是靠自己的实力赢得的。因此,强与弱应是包括男性在内的平等比较的结果。

二、实力增长是艰苦奋斗的结果

人生的路是漫长的,需要坚持不懈的努力。要始终有追求,始终有创造力,才能始终存在成功的机会。我从美国回来以后可以写写书,管管家,也可以走再创业的道路。当时,国家科委第一批火炬计划开始实施,珠海市要大力发展高科技,在这种情况下我开始了创业之路。高科技企业是有产品的研究所,也就是要不断研究开发,尽量把科研成果转化为产品,实现产业化、商品化、国际化,还得被市场接受,靠市场来发展自己。这是一条十分艰难的路。不仅要有不断的创造力,还要有坚强的毅力才能在市场竞争中取胜。有一次,我在哈尔滨向用户介绍技术,刚到不久,手臂粉碎性骨折,难忍的剧痛折磨着我,但为了完成原定计划,手臂接骨后我没有休息,坚持完成计划。回到珠海又遇头两台仿真机生产的关键时期,我仍然没有休息。这种困难是不会因为女性而减轻的。

在创业的路上需要不断学习,除了自己的专业知识外,还得学习管理学和经济学。我看了很多书,无论在汽车、飞机、火车里还是在轮船上,我都有计划地在看书。我认为我这一生最值得骄傲的就是我不断学习,从没有浪费过时间。就是这样经过5年多的学习与实践,我不仅使亚洲仿真公司开发研制出火电、核电、电网、化工、轮船、飞机等各类仿真机共二十多个项目,使公司成为亚洲地区最大的仿真机公司,并相应开发出如生命卡等成果,使亚洲仿真公司年年创利,其资产值在5年里增加了57倍,使企业走上良性循环,走向成功。

三、女性的领导方式正在创造新的管理概念

社会在发展,女性对社会的作用和女性自身的追求也在发展,现代女性正在许许多多方面重新创造世界。其中创造新的管理概念是重要的一项。在中国企业中,女性领导占25%,在亚洲,美国也不少。在管理中她们大部分采用鼓励和沟通、交流的领导方式。女性由于当女儿,当母亲的社会角色,决定了她们有关心、照顾、支持、了解人以及善于用语言表达的特点,这些特点会创造很好的领导效果。高科技企业管理的焦点是造就人才,人才的成长是企业发展的关键,人是公司的第一产品,我们常给人才搭个舞台,让人发挥。我常遇到有些年青人业务水平不错,完成任务也不错,但脾气不好或者不注意小节(如不注意环境卫生)。我想想自己家的小孩不是也有些缺点,就用谅解的心情去关心,效果就会好。尽管我对工作要求很严,但我们公司的年青人还是愿意把自己的想法告诉我。创造一个宽松的环境,对公司的发展是有利的。我们公司大多数人的家在外地,每到他们生日,公司就送给职工一个蛋糕,事虽然小,但每个人心里感到很温暖。

人总是在心情愉快,没有思想负担并乐意去做事时,工作效率才最好!企业领导掌握如何把人调动到效率最好的艺术是十分重要的。女性企业领导将不断发挥自己的综合实力,不断丰富管理学的理论和实践。

四、结论

无论中国、亚洲或美国。近年来女性企业领导都在增长。她们是凭借自己的实力取得成功的。实际上,没实力的人扶不上去,有实力的人也不容易被压住,她(或他)不是在这方面成功,就会在那方面成功,因此,机遇和成功总是在等待艰苦奋斗的人。

Women Go to Success with Their Own Strength

Ms. You Jingyu, Deputy to the National People's Congress
and holder of the professional title "Senior Engineer" (equivalent to full Professor).

She was born in 1939, and graduated from Nanjing Institute of Industrial Engineering in 1962. Since then she began working at the Beijing Institute of Electric Power Sciences as head of the institute's process control and simulation Stechnology departments. She Studied simulation technology in the United States 1985-1987 while responsible for a project for importing such technology. She served as General Manager, Chief Designer and Senior Engineer of Asian Simulation Control System Engineering Co. Ltd. since 1989.

Noted for her work to help lay the foundation for the application, designing, standardization and commercialization as well as training of personnel in simulation technology. She won in 1993 a special prize of scientific and Technological Progress from the Zhuhai City Government. She was also a 1994 winner of the Sichuan Provincial Scientific and Technological Progress Prize, first grade. In 1995, She was commended by the All-China Women's Federation as one of the Ten Most Outstanding Wdomen in China.

The Asia Simulation Control Systems Engineering Co. Ltd. is a high-tech enterprise that combines research, designing, manufacturing, development and application. The company, based in Zhuhai Special Economic Zone in Guangdong Province, was established in September of 1988. About 70% of the company's 220 employees have professional titles of medium or senior rankings or Master or Doctorate degrees. They work in an office and technological development building with a floor space of 22,000 square meters.

The company engages in the development and manufacturing of comprehensive simulation systems for power stations, nuclear power stations, simulation machines used in electric power, chemical, shipbuilding and aeronautics industries, industrial monitoring and control systems, information network management systems, and multi-media intelligence application systems. It supplies clients with high-tech products of all kinds- hardware, software, complete systems and products manufactured through international cooperation.

I am glad to have this opportunity to participate in the Fourth World Conference on Women '95 NGO Forum, which has prompted me to study and ponder over my past, and arrive at the following conclusions:

I. Men and Women Can Have Comparable Strength

When people encounter the numerous competitions and contests, their strength stands decisive to their victory. The "strength" refers to one's ability to learn, organize, write, speak, coordinate with others, win the support of the higher authorities and the subordinate, and the intelligence and willpower to resolve problems and overcome difficulties. Men and women are equal before the comparison of their strength. Those who are able to succeed, no matter male or female, have to have strength and abilities. I grew up in a family of teachers. Naturally I developed a habit of studying hard and a notion of valuing study. The idea that I could not make equal achievements in learning because of my sex has never occurred to me. I set a goal of comprehensive development for myself. That means, I decided that I needed not only to get good marks in my academic courses, but also to be a good student leader, and to be good at singing and dancing and sports.

At that time, there were cases in the school in which those students who became leaders and did extra work for the class could only achieve low marks, while those with high marks had no ability to take the leadership. But I believed that males and females were alike, and they could do both leadership

and academic work perfectly if they made enough endeavors. So I managed to do both. As my strength increased, I never felt self-abased; neither did my teachers or classmates thought I was inferior to male students. I have been able to keep that mentality until after I graduated and started working. I am engaged in the research and development of high technology; I have attended many conferences and technological negotiations with many countries. Every time I succeeded not because I am a female, or I was given preferential treatment, but because my perspectives, insights and approaches were able to surpass those of others'.

When I studied simulation technology and worked for LINK in the United States, I was told that I was the only female among the over 60 liaison engineers in charge of contract performance who worked for LINK. But all the other engineers could only do the contract negotiation part of the work; they could not go into specific details of the technology. I was the only one who did both. I knew so much about the technology that my American colleagues were deeply convinced of my ability. What I managed to do in the States paved the way for my successful career with Asia Simulation Corp. Ltd. Today What I have achieved through study and difficult work is definitely not the result of preferential treatment. I have gained what I have with my own strength and abilities. The female must be self-confident before the society has confidence in her. Ever since I started working, I have never felt inferior because of my sex. Nor has anybody considered me inferior. Indeed, people and I myself all believe I am capable. I would take exception to the appellation of "iron woman", though I do not know where the phrase came from. The public opinion now seems to favor this term, using it for the compliment of capable women. I, however, think differently. "Iron woman", in my opinion, means only the recognition of a "strong" woman when compared with other females; it suggests that if compared with the males, the so-called woman may not be so strong or "iron"; she might as well be weak. As a matter of fact, the success of a woman comes from her own efforts and strength. Whether she is strong or weak should be determined by the equal comparison of the strength of both males and females.

II. The Increment of Strength Is the Fruit of Hard Struggling & Striving

The road of a life is so long that it requests unremitting efforts. Opportunities of success would always knock at the door of those who were always pursuing and always creative. After I came back from the United States, I was faced with several alternatives. I could write some books; I could stay home; or I could re-start my business. At that time, the first "Torch Project" of National Science Committee was under way, and Zhuhai City was promoting high-tech industries; under such circumstances I embarked on the path to starting an operation. The high-tech enterprise is a kind of research institute that produces its own products. That means we should do researches and develop new products continuously, and bring as many research achievements into applicable and practical products as possible. We should industrialize, commercialize and internationalize our operation, making it acceptable to the market, so as to rely on the market to advance ourselves. No doubt this is not an easy way to go. It needs not only incessant creativity but perseverance and stamina. Once when I went to Harbin to introduce our technology to the customers, I broke my arm shortly after I arrived. The unbearable pain tormented me. But for the sake of the original plan, I continued to work after my fracture was set. When I returned to Zhuhai after that, it happened to be the critical moment for the production of our first two simulation machines; I did not rest and persisted on the worksite. As I know, all these difficulties would not be smoothed away just because I am a female.

It is clearly understood that I need to improve myself through continuous studying before I become successful with my business. What I have to learn goes beyond my professional knowledge; it includes management and economics. I read a lot of books; no matter whether I am on a bus, a plane or a train, I am always reading purposefully. What I am most proud of in my life, I think, is that I am always studying; that I have never wasted a minute. After 5 years of study and work, I managed to enable my corporation to develop over 20 projects, producing simulation machines for the thermal power plant, nuclear power plant, electrified wire netting, chemical industry, ship and aircraft. The Asia Simulation & Control System Engineering Corp. Ltd. has evolved into the biggest simulation machines supplier in Asia, with other products like life cards, and is able to make profits every year. As a matter of fact, its assets value has increased 57 times over the last five years. The corporation has been operating in a benevolent circle to success.

III. The Female Style of Leadership is Creating New Concepts of Management

With the development of the society, the role women play in society and their own pursuits are also developing. Modern women are creating a new world in numerous fields, among which the creation of new management concepts is one important item. In Chinese enterprises, women account for 25% of the leaders. Their counterparts in Asia and America have also registered a large number. They tend to adopt the managing style in which encouragements and communications are favored. Women, being daughters and mothers, are natural to care about, support, understand and show concern for others; they are often persuasive in expressing their opinions through language. These characteristics are able to achieve fine effects in their management. The focus of high-tech enterprise management is to foster capable employees, because those people are key for the growth of a company. I often think people are the first products of the manufacturer. We must give them a stage to play their talents. When I encounter some young people with high caliber but bad temper or bad manners, I would think if my children have the same shortcomings, and then I would care for them with understanding. That can often have good effects. Though I am strict with the work they do, the young people of my corporation are still willing to tell me about their thoughts. Such a tolerant environment is favorable to the expansion of our corporation. Most of our employees are from outside the city; when it comes to their birthdays and their family members are not with them, the corporation would give them a birthday cake as a gift. Though it is a small matter, it makes everybody feel warm.

People can work most efficiently when they are in a merry mood and have nothing to worry. The art is very significant for a leader to arouse employees' enthusiasm so as to bring about the most efficiency. Female managers and executives will give full play to their comprehensive power and enrich the theories and practices of management.

The number of female managers and executives has been rising in recent years no matter they are in China, the rest of Asia or the United States. They have achieved successes with their own strength. Actually, those without abilities and strength cannot climb higher and higher even if they are supported by external factors; those capable will succeed eventually, whether in this field or that, even if they are pressed down for the moment for some reasons. Opportunities and successes always await those endeavoring people.

中国妇女能够参与金融决策

于耐冬 中国金谷国际信托投资有限公司副董事长、总经理



于耐冬 1931年生,大专文化,高级经济师。1948年参加工作,长期从事银行工作。历任科长、处长等职,1984年起任人民银行计划司副司长,1989年起任司长。1993年起任中国金谷国际信托投资有限公司副董事长、总经理。

中国金谷国际信托投资有限公司(以下简称公司)是经中国人民银行和国家外汇管理局批准成立的非银行性金融机构,于1993年4月21日在国家工商管理总局登记注册。公司的经营宗旨是:为妇女儿童事业服务。

该公司为股份制企业,中、工、农、建、交各银行、人保公司和海外工程公司均为公司的股东,全国妇联为控股单位。公司成立两年来,总资产已达18亿元,股本金回报率达50%。

公司本部设在北京,在全国各地设有8个子公司,并在上海、海南、深圳设有三个办事处。

我多年从事银行工作,对银行工作比较熟悉。现在搞信托投资公司工作,主要依靠领导和群众,公司才得以发展。初见成效。现在请允许我介绍一下“金谷”公司的情况和我办公司的一点体会。

一、“金谷”公司的性质与实力

“金谷”公司的全称为“中国金谷国际信托投资有限公司”,它是1993年4月成立的金融性企业。具体业务是吸收人民币和外币信托、委托存款,还可以引进外资、发放信托、委托投资和贷款,以支持经济发展。还可以搞其它金融中介业务,如证券、租赁、金融担保等项业务,还可以搞房地产业务等等。简而言之,信托投资公司是经营货币的企业,是通过金融中介业务手段,直接用钱来赚钱。公司资金实力雄厚,人员素质高,信誉好。“金谷”公司是股份制企业,背靠大银行,中、工、农、建、交五大银行及人保公司和海外工程总公司都是公司的大股东。全国妇联是控股单位。公司的注册资本为2.5亿元人民币(包括美元折成人民币)。如再加上公司两年来的盈余积累和未分配的红利,实有资本金3亿多元。董事长秦道夫同志曾任中国人保公司的董事长、总经理,多年从事国际、国内金融、保险工作,经验丰富、思想开阔,改革开放意识强。在金融界、保险业和社会上有着良好影响。公司的副总经理和部门总经理多数是年富力强的中年和青年人,是从各方面选拔来的人才,素质都比较高。两年多来,“金谷”公司通过与各方面的业务往来,广交朋友,建立了各种渠道,在同行业中已小有名气,信誉是叫得响的。

二、“金谷”公司的特点

(一)妇女在“金谷”公司占重要地位。“金谷”公司是全国妇联主席陈慕华同志发起创建的,公司董事会成员13人,其中妇女10人,名誉董事长阎颖同志是全国政协委员并担任政协经济委员会副主任,多年从事经济工作。两位副董事长和一位常务董事都是妇女。显然,妇女在这个公司的地位显赫,有着很大的决策权。

(二)“金谷”公司在行政领导上挂靠妇联,与妇联的关系密切。

(三)“金谷”公司的宗旨是为妇女儿童事业服务。经董事会决议,公司税后利润的10%上交妇联用于妇女儿童事业发展。1993、1994两年“金谷”和“金峰”公司上交妇女儿童事业发展的利润为420多万元。这个数字与我们服务的8亿妇女儿童人口相比是微不足道的,如果重点用于贫困地区的少数失学儿童和解决部分妇女就业和改善她们的生活条件,相信能起一定作用。

三、“金谷”公司的发展

“金谷”公司在筹建中和开始成立时，曾碰到不少难题，我们能够顺利地度过难关，打开局面，是和各界朋友的支持分不开的，可以说是“得道多助”。为尽快开业盈利，我们借用外力培训干部，边学边干，边干边建制度。为了把公司搞上去，大家团结一心，干劲十足，不仅为公司建设打下了一定的基础，还取得很好的经营成果。到1993年底，人均创利130多万元，领导和股东都很满意。

1994年公司的资产总额迅速扩大，经营效益明显提高。到年底，总资产达到13.5亿元，比年初增长了3倍多。资本金回报率为17%。人均创利90万元。各项工作都有了很大发展。到1994年底，已有投资入股的实业公司七个，咨询公司一个。

四、我办公司的体会

我认为要想搞好一个企业，必须做到：

(一)选拔人才。无论办任何事情，人是第一重要的因素。我们搞的是金融企业，适合妇女就业。公司在招聘人才时，特别强调男女平等，有的岗位女士优先。我们公司实有人员中妇女占42%。公司的业务部门大部分是来自银行的专业人才，女士占相当比重。他们熟悉金融业务，懂得金融法规，帐务处理得心应手，工作效率高，成绩卓著。公司中男女职工相互尊重、配合默契、团结一致，都以主人翁的姿态投身于公司的建设和发展。作为公司领导，能识才，会用人，团结各方面的力量，调动一切积极因素，心往一处想，劲往一处使，才能把公司建设好、经营管理好，增加效益。这是公司领导必备的素质。

(二)艰苦创业。“艰苦奋斗、勤俭节约”，是我们的光荣传统，也是中华民族的美德。中国妇女更具这种美德。我是经过战争年代受过苦日子煎熬的。知道今天的幸福生活来之不易，而且也知道我国现在还有不少贫困地区的群众生活很艰难。而我们公司成立的目的，就是用盈利帮助贫困地区的失学儿童上学、妇女就业，改善他们的生活条件。因此，公司全体员工时刻不忘勤俭节约，为妇女儿童事业多赚钱。为了节省开支，公司成立后没有象其他大公司那样举行大型的开业典礼，只在报刊上发布公告宣布开业。我们租用的办公用房、办公设施都是低档的。“金谷”公司艰苦创业、勤俭节约的精神，名声在外，领导和股东们给予赞扬。我们以此为荣，心安理得。全体员工埋头苦干，勤劳节俭，为公司增加了盈利，赢得了信誉。有人说我们公司是“金谷满仓、人丁兴旺”，“后起之秀”，我认为“金谷”当之无愧。

(三)抓住机遇。领导干部要做到“情况明，决心大”。现在作为公司的领导必须有胆识，在市场经济大潮中，信息、机遇、成败是紧密相连的，尤其象我们这种性质的公司，一定要多方捕捉信息。只有信息灵通，才能抓住机遇、防止失误。

(四)严加管理。“金谷”公司是股份制的国营企业，必须严加管理，管理出效益。公司开始成立，我们就抓紧建章建制，搞了各项管理制度，并逐步加以完善健全，现在已基本做到了各项管理有章可循。去年我们对各业务部门和下属办事处实行“指标管理，单独核算，授权经营，奖惩分明”的运行机制。吸收存款人人有责，并将吸收存款的指标分配到各部门和下属办事处。人均创利、利润费用率指标都作为硬指标下达，年底奖金与效益挂钩。我们深知，一个现代化的大企业能否在市场经济激烈竞争中生存、发展、壮大，主要取决于企业管理水平的高低。同时公司领导和业务人员都很注意研究法律，依法办事。公司还聘请了法律顾问，在业务活动中，经常向法律顾问咨询，签约时要向公证部门公证，确保了业务活动符合法律要求，用法律手段保障了公司权益。

第4次世界妇女大会在北京召开，作为中国妇女的一员，感到无比的光荣和骄傲。我有幸在这里和姐妹们一起论述世界妇女的平等、发展、和平、进步事业，机会难得，我要结合自己经历和所处环境尽情阐述我国妇女解放、进步事业飞速发展的状况，同时，要努力学习国外妇女走向社会参与竞争，获得平等发展的成功经验。通过这次大会，我国妇女将更加意气风发、斗志昂扬，切实撑起神州的半边天。

Chinese Women Have the Ability to Participate in Decision-Making in Financial Business

By Yu Naidong, Vice Chairman of the Board and General Manager of the CGVITIC

Yu Naidong, female, born in 1931, a three-year college graduate, Senior Economist.

Yu has been engaged in banking for years. She became the head of the Planning Department of People's Bank of China in 1989, after a series of promotions. In 1993, Yu was appointed as Vice President and General Manager of China Jingu International Trust and Investment Co. Ltd.

China Golden Valley International Trust & Investment Corporation (abbr. CGVITIC) is a non-bank financial institution approved by the People's Bank of China (PBC). It aims at raising funds and providing financing, introducing advanced technology, equipment and management expertise. It commits itself to the construction of the national economy as well as the welfare of women and children.

GVITIC is a share-holding enterprise, its share holders are Bank of China, the Industrial and Commercial Bank of China, the Agriculture Bank of China, Bank of Communication, the People's Construction Bank of China, the People's Insurance Company of China, the China National Overseas Engineering Corporation and the All-China Women's Federation (ACWF), while the ACWF is its holding unit. Two years after its establishment, CGVITIC has 1.8 billion RMB of total assets, and the return of equity is as high as 50%.

CGVITIC has its head office in Beijing. With a view to expanding its business, it has established three branches in China's open cities of Shanghai, Hainan and ShenZhen as well as other eight subsidiaries in other parts of China.

As I have worked in the bank for many years, I am familiar with the banking business. Our corporation mainly relies on the leadership and the employees for its development and initial success.

Now please allow me to give you a brief account of our corporation and my own experience in work.

I. Brief Introduction

The full name of our corporation is China Golden Valley International Trust & Investment Corporation, Ltd. (CGVITIC). Founded in April 1993, it is a financial enterprise, registered with the State Administration Bureau for Industry and Commerce of the People's Republic of China, its registered capital being RMB 250,000,000 yuan (including US \$ converted into RMB). With the approval of the People's Bank of China (PBC), the CGVITIC handles financial business in RMB and Foreign Exchange. Regarding RMB, its business activities include trust deposits, loans and investments, commissioned deposits, investment in real estates, financial leasings, agency and mandatory, providing financial guarantee, witness, consultancy on economic affairs, as well as the issue and exchange of securities. Regarding foreign exchange, its scope of business extends to trust lendings, trust investments, lendings, issue and acting issue of securities, dealing of securities or acting as an agent, investments, guarantees, credit investigation as well as providing witness and consultancy. In brief, it gains profits with money through the measure of financial intermediation. Our corporation has large capital, highly qualified personnel and enjoys high reputation. Being an enterprise owned by shareholders, it is backed by China's five biggest banks such as the Bank of China, the Industrial and

Commercial Bank of China, the Agricultural Bank of China, the Bank of Communications and the People's Construction Bank of China. These five banks plus the People's Insurance Company of China and the China National Overseas Engineering corporation are the main share-holders of our corporation. The All-China Women's Federation is its holding unit. Now the CGVITIC has over RMB 300 million yuan of capital (including the accumulative surplus and undistributed dividends gained in the last two years). Mr. Qing Daofu, Chairman of the Board of the CGVITIC, former General Manager and Chairman of the Board of the Chinese People's Insurance Company, having worked in the financial world both at home and abroad for many years, is rich in experience and has good influence in the society. Moreover, his open-mindedness makes him highly conscious in carrying out the opening and reform policy. In addition, most of its deputy general-managers and department-managers are selected young and middle-aged people who are in their prime and have shown extraordinary competence in their work. Today the CGVITIC has, through various business contacts and channels, built up a reputation in the financial circles after two years since its establishment.

I. The characteristics of the CGVITIC

1. Women hold a very important place in the CGVITIC

The corporation initiated by Mme. Chen Muhua, President of the All-China Women's Federation, and among its 13 directors (of the board), 10 are women. Mme. Yan Ying is the Honorary Chairwoman of the Board, also member of the National Committee of the Chinese People's Political Consultative Conference (CPPCC) and Vice-Director of the Economic Committee of the CPPCC, who has been working in the economic world for many years, two vice chairwomen of the board and one executive director are all females. Obviously, women occupy powerful positions in this corporation and have great influence in its decision-making.

2. The CGVITIC links itself up closely with and becomes attached to the All-China Women's Federation (ACWF)

3. The aim of the CGVITIC is to serve the cause for women and children

The corporation's Board of Directors made a decision that 10% of its after-tax profit should be given to the ACWF to develop women's and children's undertakings. In 1993 and 1994, profits handed in by the two corporations, the Golden Valley and the Golden Peak, reached over 4.2 million. This sum, though small in amount compared with the great demands of 800 million Chinese children and women, will play a definite part in helping the poorest of them to go to school or get employed so as to improve their living conditions.

II. The Development of the Corporation

When the corporation was first started, we met with quite a few difficulties which were tided over with the great help of leaders and colleagues in the financial circles. Besides, our enterprise, enjoyed abundant support of friends from all walks of life. To make it go into operation and become a profit-making business as quickly as possible, we first trained our employees with external assistance, then learned and instituted a series of regulations while working. At the very beginning we had only several people; at the end of 1993, the number of the staff was augmented to about 20, many of whom were temporarily transferred from other units. In order to run the corporation well, we united as one person and worked with great enthusiasm, having not only laid down a good foundation for its set-up, but also achieved good economic results. At the end of the year, the average per capita profit created by the staff

reached over RMB 1.3 million. Both the leaders and share-holders felt quite satisfied.

In 1994, its gross assets grew fast and economic returns showed a considerable increase. At the end of the year, the gross assets went up to 1.35 billion yuan, four times that of the beginning of that year. The rate of return on invested capital was 17%; the average per-capita profit amounted to 900,000 yuan. The corporation developed so rapidly that at the end of 1994 it had seven commercial companies and one consulting firm became its share-holders.

N. My Own Experience in Running the Corporation

To run an enterprise well, one must:

1. Select talented persons

Whatever we do, human resource is the most important factor. Our corporation is one engaged in finance. Such work suits women best. Therefore, when recruiting new staff, we put stress on equality between men and women. The latter even enjoy priorities in applying for some posts. Now females account for 42% of the whole staff. Since most of the professional personnel in business departments have come from banks, of whom women constitute a considerably large proportion, they are quite familiar with banking affairs, understand financial rules, highly efficient in work and have achieved marked success. The males have also done a good job. Respecting and cooperating with each other, men and women work together as masters of the corporation. An enterprise can not achieve good economic results unless the executives have the ability to find out who is better, allow full play to the wisdom of the talented person, unite the entire staff, mobilize all positive factors and make the whole group think and act in the same direction. These, I think, are the requirements for corporation leaders.

2. Build up the enterprise through hard work

"To work hard and practise economy" are the glorious tradition of our nation and virtues of the Chinese people, including Chinese women. Having endured a hard life during the wars, I fully understand it is not easy to enjoy the happy life of today; moreover, in some poor areas, people are still badly off. The whole staff of our corporation never forget to practise economy and earn more money for the welfare of women and children, as the aim of our enterprise is to help poor children to go to school or poor women to get employed to improve their living conditions. To save expenses, we only announced the founding of our corporation in the newspaper instead of holding a grand opening ceremony as some others did. The offices we rent and the facilities we have are of low grades. It is known to all that the CGVITIC is built through thrift and hard work. This spirit is highly praised by both the leaders and share-holders. It has increased the gains and won our corporation a resounding fame which we deem a great honor. Some people said: "The CGVITIC is prospering and promising; it is full of golden grains and augmenting the size of its staff." I think our corporation fully deserves these words of commendation.

3. Seize the opportunity

If, in the past, leaders were requested to be fully aware of the actual situation and make decisions resolutely, then today they must have unusual courage and insight. With this great tide of market economy, success or failure of an enterprise is closely connected with information and opportunity. Especially for a large corporation like ours, we must try to get as much information as possible. Every business manager must be well informed. Only when one is well informed, can he or she seize the opportunity and avoid making mistakes. Practice in the last two years has afforded me some useful experience as well as good lessons.

4. Practise strict rules in management

CGVITIC is a state-operated joint-stock corporation. It must have strict rules in management. We paid close attention to working out rules and regulations when the corporation was first set up. Now these rules are gradually perfected and become regular practices. On the whole, we have regulations to go by in all our managerial work. Last year, we practised target control over the work of all the departments and offices, kept separate accounts, authorized them the right to develop business by themselves and mapped out a clear system of rewards and penalties. Every staff member was charged with the duty to attract deposits, the target of which was set for each department and office. Such was also the case with average per capita profit and profit/expense ratio. The method of linking year-end bonus closely with economic results proved to be very effective. We know very well whether a large enterprise can exist and grow in the fierce competition of market economy is chiefly decided by its managerial work. The corporation's leadership and staff have also paid great attention to practising according to law. We learn laws and financial regulations until we get familiar with them. The CGVITIC also has its own legal advisors whom we often consult on business affairs. When contracting, we have notarial certificates so that things are done according to law, having thus guaranteed the rights and interests of the corporation.

As a Chinese women, I feel very proud that the Fourth World Conference on Women is convened in our capital Beijing. And it is a great honor and a rare opportunity for me to discuss with you on the issues of equality, development, peace and progress. That is why I have told you in detail my own experience in work. I am also eager to learn from your successful experience in advancing toward the society, participating in competition and achieving progress and development on an equal footing with men. I believe, through this Conference, we Chinese women will become more enthusiastic and vigorous in holding up half the sky in China's divine land.

在参与特区企业管理中实现妇女自身价值

曾赛凤 广东省汕头经济特区友谊外轮供应公司总经理



曾赛凤 1952年1月出生,广东省汕头市人,高中文化程度,现任广东省汕头经济特区友谊外轮供应公司总经理、法定代表人,汕头市女企业家协会副会长。曾被评为1993年、1994年度广东省优秀女企业家。

广东省汕头经济特区友谊外轮供应公司创办于1988年,是中国国内贸易部中友集团系统企业,中国外供商业协会会员,具有直接进出口经营权,出口创汇年递增59%,创税利递增67%,现拥有汕头经济特区友发房地产开发公司、友谊珠宝贸易发展公司、友谊广告策划有限公司等六家直属企业和粤东地区规模最大、配备完善、服务最佳、信誉最好的珠宝金行——友谊珠宝金行及友谊商店、玩具城、女人世界等专业商场。

我来自中国的南海之滨,现任广东省汕头经济特区友谊外轮供应公司总经理。我愿以在“参与特区企业管理中实现妇女自身价值”为题,与来自世界各地的女士和同行交流切磋。

妇女参与企业管理,有着男性所难以替代的独特优势。女性能以细致入微的眼光和深刻缜密的思维使经营决策更为准确无误;能以特有的机敏和耐心使企业管理更趋完善;能以自身的柔和与爱心为企业创造一个宽松和谐的经营环境;更能与男性的管理优势互补,实现企业管理的最佳效能。特区妇女所率领的企业,不仅能在国内竞争中大显身手,也能在国际市场上大展鸿图。

下面,我准备就三个方面阐述自己的观点。

一、以强烈的参与意识,使自己跻身于企业家行列,自信、顽强地拼搏进取

时代的发展,社会的进步,尤其是《内罗毕战略》通过以后,妇女的地位得到进一步改善和提高,越来越多的妇女从家庭走上社会,参与社会各项事业,在社会各个舞台上占有越来越多的位置,发挥着越来越大的作用。就我所处的汕头经济特区来说,改革开放的氛围,讲求效率的观念,开拓进取的意识以及逐步与国际市场接轨的经济环境,造就了新一代女性,促使更多的职业女性勇敢地参与经济、政治和社会的发展,与男性同胞开展平等竞争,在各个岗位上大显身手,使自身价值在开创事业中不断得到实现和提高。一大批女企业家脱颖而出,为特区经济建设做出了积极的贡献。本人从一名员工到总经理的事实证明,妇女只要勇于参与,顽强拼搏,就有可能,也完全有能力跻身于企业家行列,在激烈的市场竞争中占有一席之地,实现自身价值。

我所在的广东省汕头特区友谊外轮供应公司,原来经营效益较差。1988年,我就任经理后,面对企业经营困难、亏损严重、人心涣散的被动局面,以“巾帼不让须眉”的自信和百折不挠的意志,与国内外男性企业家开展平等竞争。上任伊始,我从改革入手,首先调整企业组织结构,大刀阔斧地精简机构,减少层次,落实岗位责任制,并积极倡导快节奏、高效率、雷厉风行的工作作风和“团结、拼搏、求实、进取”的企业精神,增强企业活力。在对外业务经营方面,坚持奉行“平等互利、客户至上、信誉第一”的经营思想,贯彻“内外贸结合、进出口并举、工贸同发展”的经营方针,建立了多元化生产经营体系,企业实力不断增强。

为了广泛拓展销售渠道,我经常带领业务人员四出奔走,每年近一半时间出差在外。有一次,为了争取拿到货源,我只身在“黄土高坡”上一蹲就是个把月。常常这样的走南闯北,不辞劳苦地跑项目、找批文、拉客户,并积极参加各种形式的订货会、展销会、博览会。经过锲而不舍的努力,我们以优质的产品、诚实的态度和良好的信誉获得各有关部门和

广大客户的信任和支持,各种贸易业务迅速扩大,生产经营规模不断发展,不仅当年实现扭亏为盈,而且利税等也有较大幅度的增长。目前,公司已与国内外几百家工商企业建立了长期稳固的业务贸易关系,并在特区内外建立了二十多个出口货源基地;出口贸易从以港澳为主发展到直接远洋贸易,与东南亚、日本以及欧美等国家的企业建立了广泛的联系;还与国内外客商合资合作,兴办了服装、灯饰、房地产等实业。公司的经济实力逐年增强,现已拥有自己的办公大楼、汽车队并组建了房地产开发、珠宝贸易、广告策划等六家下属工贸企业和儿童城、妇女用品世界、影材商场、家电维修等一批专业商场。其中,友谊珠宝金行已发展成为粤东地区规模最大的珠宝金行。

由于我们大胆深化企业改革,在干部职工中树立起与发展商品经济相适应的市场竞争、开放、信息、人才、效益等新观念,大家团结拼搏,求实进取,使企业不仅在激烈的市场竞争中站稳脚跟,经济效益也不断提高。七年来,公司年年超额一倍以上完成了各项经济技术指标,其中出口创汇年递增59%,创税利年递增67%。公司多次被评为先进企业、重合同守信用单位,本人也自1993年以来连续被评为广东省优秀女企业家。

二、克服妇女自身弱点,发挥优势,扬长避短,在竞争中提高企业管理水平

不能否认,妇女在参与企业管理中,无论是生理、心理还是社会习惯等方面,难免有其固有的弱点,容易产生消极的负面影响。然而这些弱点并非是根深蒂固,一成不变的,完全可以在自我修养、自我改造、不断提高自身素质中逐步得到克服,转化成为积极因素。同时,更应该清醒地看到,妇女在吃苦耐劳、勤奋好学以及观察事物的细微、化解矛盾的技巧等方面有其独特的优势,如果能够很好地发挥这些优势,并注意不断挖掘自身潜力,就能在企业经营管理中达到最佳的效能。

1. 以深刻缜密的思维优势进行经营决策,努力提高企业经济效益

为了尽快提高自己的理论修养和经营管理水平,本人自觉加强对市场经济理论的学习,刻苦钻研业务,虚心请教,不断总结自身及借鉴别人的经验,在实践中不断丰富自己,充实自己,使自己的素质和气质迅速适应日新月异的市场经济的要求。为使企业在激烈的市场竞争中得到更快发展,自己充分发挥思维缜密、思想活跃的优点,注意细致地观察市场情况,科学地分析市场动态,准确地把握群众消费心理及市场发展变化趋势,不断提高经营决策能力,使企业在经营方式上独辟蹊径,独具特色。

1993年,我们在深入的市场调查中,发现潮汕人历来有购置、收藏珠宝金饰的习惯;改革开放以后,随着人民生活水平的不断提高,更换、佩戴、馈送、收藏珠宝金饰成为居民群众消费的新时尚。汕头又是全国五个经济特区之一,前来观光旅游、探亲访友、经贸洽谈、投资置业者日益增多,珠宝金饰消费日趋见旺,市场潜力很大。而市区原来的几家珠宝金饰商店由于规模小,档次低,品种少,形成市场空档。经分析,我们认准了珠宝金饰的市场发展趋势,立即抓住时机,及时争取广东省人民银行的批准,确立投资项目,在汕头经济特区东部开设了“友谊珠宝金行”,并附设有金饰维修、珠宝款式设计加工、饰品清洗翻新等服务,形成一条龙配套服务体系,深受消费者欢迎。金行开业以来,以优质的服务,丰富的品种,纯正的质量和优雅整洁的环境,吸引了大批的顾客,目前已成为粤东地区规模最大、配套最完善、信誉最好的国营金行,营业额逐月上升,成为企业的主要经营业务之一,获得了较好的经济效益。

近两年,由于国家实行宏观调控,企业流动资金紧缺。面对困难,我们及时调整了经营策略,千方百计盘活用好资金。在出口方面,改变过去单纯依靠港澳进行转口贸易的单一渠道,广泛与海外客商建立直接关系,拓展远洋贸易,减少中间环节,缩短资金周转时间,既创造了出口创汇新优势,又提高了资金使用效益,掌握了经营主动权。在进口及国内购销方面,采取以销定购及设专柜特约经销国内外名优商品等措施,还实行业务、财务、总经理三级核算把关制度,保证购进商品适销对路,成本费用降低,库存积压减少,加速了资金周转,实现税利连年较大幅度的增长。

2. 以细致入微的心理素质实施管理,增强企业凝聚力

企业管理从本质上说是对人的管理。特区企业员工来自五湖四海,如何加强管理显得更为重要。女性大都具有感情细腻、观察细致、办事细心等特点,在行使管理职能中,能以其比男性更具有的耐心和特有的柔和,更有效地协调员工之间的关系。特别是还能以姐妹般甚至慈母般的情感,去体察关心员工,理解信任员工,实行民主管理,更有利于激发员工的工作热情。故此,我在管理方式上采取了刚柔相济、双管齐下的做法。一方面,在用工制度上实行竞争上岗,优胜劣汰;在分配制度上实行按岗位定级,论贡献计酬,拉开分配档次,奖勤罚懒,在企业中形成积极上进、奋发向上的精神面貌。另一方面,不断改进工作方法,从激励机制入手,建立了职工参与管理制度,发动员工为企业献计献策;建立了面谈制度,充分尊重员工的意见建议,加强上下之间的思想交流,给职工以表达感情、发泄不满或争论的机会,创造一个较为宽松协调的人际环境。同时,注意关心职工生活,经常上门关心慰问生病或生活困难的员工,特别是注意维护女职工的权益,经常举办有益于妇女身心健康的各项活动,如在三八国际妇女节期间组织女职工外出旅游观光等。并着力加强对女职工的教育和培养,为她们的成长创造条件。目前,已有一批女职工成为公司部门或属下企业

的经理。公司还斥资设置了具有一定规模档次的卡拉OK厅,组织员工开展经常性的文娱活动。12月28日是公司诞生的纪念日,为增强职工的集体荣誉感,我们坚持每年组织一次司庆活动,邀请全体员工、家属及市有关部门的领导参加,回顾当年的经营情况,总结经验,吸取教训,表彰先进,并部署新一年的工作,感谢广大职工家属对企业的大力支持。公司属下单位自编自导自演一批文艺节目,干群一同欢唱,一同起舞,气氛十分活跃。司庆活动至今已连续举办了五届。我们还坚持每年春节前夕举行职工迎春联欢团拜会。通过相互沟通,增进了解和理解,增强了企业的凝聚力。职工乃至家属都感到企业的温暖,心情舒畅,工作责任感和工作热情不断提高,企业的各项管理也更为顺畅。

三、妇女参与企业管理已成为经济社会发展的必然,女企业家应勇敢地承担这一历史使命

我国宪法规定:妇女在政治的、经济的、文化的、社会的、和家庭的生活等方面享有与男子平等的权利。各种法律也保障妇女与男子具有同等的权利和地位,具有同等的人格和尊严,消除对妇女的各种歧视。1985年第三次世界妇女大会通过的《内罗毕战略》,为提高妇女的地位,促使妇女问题符合建立国际经济新秩序的战略和构想做出了积极贡献。妇女积极参与政治、社会事务和经济建设的管理和决策,改变了长期以来妇女在心理上和经济上对男性的依附和依赖,她们所取得的成绩和做出的贡献,已广泛得到社会的充分肯定。赢得了全社会对女性价值的承认和尊重。尤其是随着市场经济的迅猛发展,一大批精明能干的职业女性经过坚韧不拔的艰苦拼搏,已成为独树一帜的女企业家,并以燎原之势,迅速发展成为市场竞争中富有影响力和竞争力的群体,在经济社会的各个行业中发挥着越来越大的作用。仅就我们汕头经济特区而言,据不完全统计,目前已有女企业家数百名,还建立了自己的组织——汕头市女企业家协会,本人荣任该协会副会长。女企业家们可以在这家已有七年多历史的协会里,互相交流经验体会,探讨切磋问题,互相倾吐心声,互相勉励促进,共同学习提高。女企业家还可以通过协会向各级政府部门反映情况和呼声,获取支持帮助。女企业家之间的广泛联系、业务往来和经济协作,又促进了各自企业的迅猛发展,成为特区经济建设和企业管理中的一支重要力量。

由此可见,自尊、自信、自立、自强的特区妇女,既有吃苦耐劳、温柔和睦、乐于奉献的传统美德,又有开拓进取、善于参与、勇于竞争的时代风貌,不仅可以成为家庭的好妻子、好母亲,也可以成为事业的“女强人”,用自己独有的优势和聪明才智,为企业的建设和社会经济的发展作出贡献。妇女参与企业管理,决不是为了照顾和点缀,也不是为了解决温饱问题,而是为了实现自身的价值和对社会的贡献。妇女的参与,成为企业管理中不可缺少的内容;妇女的参与程度,已成为经济发展程度的标尺之一。妇女获得与男性平等的地位参与企业管理,是经济社会发展的必然,也是历史发展和进步的趋势。业有所成的女企业家应责无旁贷地承担这一光荣而艰巨的历史使命,广大职业女性也应奋发向上,积极参与,勇敢地迎接挑战,在参与发展中实现自身价值,为人类社会做出更大贡献!

Realizing Women's Self-Value by Participating in the Administration of the S. E. Z. Enterprises

by Zeng Saifeng (General Manager) Guangdong Shantou S. E. Z.
Friendship Ocean Shipping Supply Corp.

Zeng Saifeng, female, is from the city of Shantou, Guangdong Province. She was born in January, 1952 and has a record of senior high schooling. Now she is a General Manager of Guangdong Shantou S. E. Z. Friendship Ocean Shipping Supply Corp., and the Vice-president of Shantou Women Entrepreneurs Association. She was awarded the title of "Guangdong Province Outstanding Woman Entrepreneur" in 1993 and 1994.

Guangdong Shantou S. E. Z. Friendship Ocean Shipping Supply Corporation was established in 1988. It is a member of China Foreign Supply Commercial Association, and it also belongs to Zhongyou Group of Ministry of Internal Trade with direct export and import rights.

The corporation has been carrying out the diversified trade policy of developing industries and trade, domestic and international trade, and export and import at the same time.

Its has received an annual rise of 59% in foreign currency earnings and an annual rise of 67% in taxes and profits. The corporation now owns six enterprises, which are Shantou S. E. Z. Youfa Real Estate Development Company, Friendship Children's City, Women's World and some other operations and the largest, well equipped Jewelry Shop with superior service and the best reputation in East Guangdong.

I am from South China. I am the General Manager of Guangdong Shantou S. E. Z. Friendship Ocean Shipping Supply Corporation. I would like to elaborate my view on "realizing women's self-value by participating in the administration of the S. E. Z. enterprises." I wish to exchange useful experiences with friends from different parts of the world.

Women have some distinctive advantages that men do not have in the administration of enterprises. Women can make correct decisions with careful and prudent thinking. They are smart and patient in making the administration the best it can be. They are gentle and thoughtful, and good at creating a cooperative and harmonious atmosphere for the enterprises to achieve the best efficiency of administration. The enterprises of the Special Economic Zones run by women not only can compete with others at home, but also play an important role in international markets.

Now I would like to state my viewpoints from the following three aspects.

I. Striving with a strong sense of participation and confidence to make oneself an entrepreneur.

With the progress of society, and above all, since the implementation of the "Strategy of Nairobi", women's social status has been improving, and more and more women are leaving their homes to devote themselves to different careers. Women are playing more important parts than ever before. In Shantou S. E. Z., the drive of reform and opening, the new ideas of development and efficiency, the strong senses of opening up, the consciousness of continually forging ahead and the economic environments that are approaching the international market standards have brought modern women to the front and they are actively participating in the developments of economy, politics and society. They are competing with the male equally and many of the women are successful in their positions. Among them have merged many women entrepreneurs and they are making great contributions to the construction of the S. E. Z.

The fact that I rose from an ordinary staff worker to the position of general manager proves the fact: It is possible for women to become entrepreneurs and to be successful in competitions if they are bold

enough to participate and try their best.

Guangdong Shantou S. E. Z. Friendship Ocean Shipping Supply Corporation was originally a store of poor profits. In 1988, I was appointed as the Manager. Facing the negative aspects of huge deficits and frustrated employees, I have strived with confidence and indomitable will. I have competed with male entrepreneurs at home and abroad, trying hard to create a new enterprise. I think whether an enterprise can gain economic growth depends on whether it has vigour. Consequently, after I took the post, with the new ideas of reform, I first readjusted the internal structure of the enterprise by simplifying the administrative structure. To make all the staff members work more efficiently, I carried out the system of personal responsibility. I also advocated efficiency and fast track, and "unity, being practical, striving and forging ahead" was promoted as the motto of our corporation. In business and trade, I stuck to "clients first, reputation first and mutual benefit." I carried out the policy of developing industries and trade, domestic and international trade, export and import at the same time. We tried very hard to make our enterprise more powerful by promoting a diversified economy and expanding business network.

In order to find more sales channels, I quite often travel to do business with the salespeople. Each year, I am away from home on business for nearly half of the year. Once, in order to get the clients and goods needed, I was staying alone on the loess plateau for a month. Together with my salespeople, I take trouble to look for new items, to apply for export and import licences and to look for new clients. We attend different commodity exhibitions and international fairs. We have won trust and support of our clients and the relevant agencies of the state with our sincere attitude, good reputation and products of high quality. Our business has expanded rapidly and the sales has been increasing steadily. In that year, we succeeded in switching from loss to profit. We also got a big increase in taxes and profits. Now our corporation has established stable and long-term business relationships with several hundred factories and enterprises at home and abroad and has founded more than twenty exporting bases inside and outside the S. E. Z. We have wide connections with the enterprises in Southeast Asia, Japan, Europe and America. We also cooperate with clients to set up industries of garments, lamps, real estate and so on. The economic power of our corporation is increasing year by year. Now we own a big office building and a motor transport corps. We have six companies engaging in real estate, jewelry trade and advertising design. We also run some stores such as Children's City, Women's Article World, Photography Facilities Store and Electrical Appliances Maintenance Store. Among them, the Friendship Jewelry Shop has become the largest jewelry store in East Guangdong.

Due to the further reform of enterprises, everybody in our corporation has now got the new ideas of competition, openness, information and efficiency. Through everybody's cooperation and unremitting efforts, we have had great success in the past seven years. Our corporation has exceeded every economic task and technical target. The foreign currency earnings have got an annual rise of 59% and the taxes and profits an annual rise of 67%. Our corporation has been awarded the title of "Advanced Enterprise" many times. I myself has been awarded the title of "Outstanding Woman Entrepreneur of Guangdong Province" sine 1993 in succession.

II. Overcoming females' weakpoints and improving the management in the competition by giving full play to females' advantages.

It can not be denied that in enterprise administration, women have physiological and psychological disadvantages and traditional social codes are against them. These disadvantages can cause negative effects, but they are not unchangable. They can be changed into positive factors gradually through self-accomplishment, self-remoulding and self-improvement. On the other hand, women should be well

aware of their advantages such as industry, prudence, and skillfulness in eliminating contradictions. If they can exploit their potentialities and bring all their advantages into full play, they are sure to be able to get the most effective results in enterprise administration.

1. Trying to increase the economic profits by using the advantage of prudence. In order to solve my problem of a lack of professional knowledge and theory, I make good use of the advantages that a woman usually has. I study diligently the marketing economic theory and the relevant business knowledge. I consult other people, sum up my own and others' good experiences constantly, improve myself in practice, and prepare and modify myself for the demand of the market that is always changing. In order to develop the enterprise rapidly, I observe the markets carefully. I try to understand the consumers' psychology, analyse the market changes scientifically, and make policies accordingly. We try to run the enterprise in our own way and not to follow the others.

In 1993, while investigating the market, we discovered that local people had the habit of purchasing and keeping jewelry. Since the reform and open policy was carried out, people's living standard has been improved greatly. Wearing, changing, giving jewelry as gifts and keeping jewelry have become the consumer craze of local people. Shantou is one of China's five S. E. Zs. More and more people from abroad have been coming to travel, to visit relatives and friends, to have business negotiations and to invest. The needs of jewelry have become greater and greater. The several old jewelry stores downtown could not meet the needs of the market because of their small scale and the low quality of their goods. After careful analysis, we seized the opportunity to confirm the investment item, got the loans from the Bank of China and opened the Friendship Jewelry Shop. Besides selling jewelry, the store has other services such as jewelry maintenance, design, cleaning and reconditioning, and they are welcomed by the consumers. Since its opening, it has attracted thousands upon thousands of customers with its excellent service, a good selection, high quality of jewelry and wonderful purchasing surroundings. So far it is the biggest and most reputed state-owned jewelry store in the east of Guangdong. Sales are rising month by month. It has become one of the most important businesses of our enterprise and has gained good profits.

In the last two years, because the state has carried out the macro regulation and control policy, enterprises have often been short of loans. Facing the difficulties, we have changed the managing policies accordingly. We manage to make good use of the funds. In exports, we have established relationships with foreign clients directly. We do not depend only on the agents in Hong Kong or Macao to do the entrepot trade as we used to. In this way, we have decreased the links and shortened the time of fund circuiting. We have won initiative and opened up a new aspect. In imports and domestic buying and selling, we place purchase orders based on sales prospects. We also set up special counters to sell the best-known domestic and foreign commodities. We established the regulation of the "Three-level Checking System". That means every item should be checked and confirmed by the sales manager, the cashier, and the general manager to ensure that the costs can be lowered and the purchased commodities can be sold to avoid overstocking. We have succeeded in increasing the taxes and profits by taking these steps.

2. Strengthening the gravitational force of the enterprise by managing thoughtfully

The management of an enterprise is basically the management of people. The staff workers in the S. E. Z. are from different parts of China. How to manage them well is very important and not easy. Most women have a nature of observing things carefully and being patient in executing. They are gentle and able to coordinate the relations between the staff workers. They care for and understand others like sisters and mothers, so that the employees can be inspired to work well. In my management, I take the following steps: On the one hand, those who work well will be promoted. Those who work badly will be

punished. Everybody is paid according to his or her contributions to the corporation. We praise the hard-working and punish the lazy to encourage everyone to work harder. On the other hand, I am improving my working method. I have established the system of making the staff members join in the administration. I always encourage them to give advice on how to manage the enterprise better. We often have a heart-to-heart talk. I fully respect their ideas and suggestions. I often exchange ideas with them and give them the chance to express their feelings, to complain and to argue. At the same time, I also care for the employees' life. I often go to see the sick and those who have family financial problems. We often have activities that are good for the health of women. For example, the corporation organizes the women employees to make trips to different places of interest during Women's Day every year. We pay much attention to the education and fostering of the female staff members so as to give them chances to develop. So far, some of them have become the managers of different departments and the subsidiary enterprises. Our corporation has a KTV hall. We often organize the staff members to have all kinds of recreational activities. December 28 is the birthday of our corporation. In order to give the my employees a feeling of pride for our corporation, we hold an annual celebration each year. On this day we invite all the staff members, their family members and the leaders of government offices to the celebration. It is a time to look back and review the past year, to sum up the experiences, to award the advanced workers and to thank the family members of the staff for their support. We have performance shows, all of which are directed and performed by the employees themselves. We sing and dance and have great fun. We also have a get-together before Spring Festival. Through these activities, the staff members have had a better understanding of each other thus the uniting power of the enterprise is increased. All the staff members are working in good mood and the administration is going smoothly.

III. With the development of the social economy, women's participation in the administration of enterprises is a necessity. Women entrepreneurs should undertake this historical mission bravely.

According to our nation's Constitution, women have equal rights with men in politics, economy, social and family life. The laws also guarantee women's equal rights and positions; equal esteem and dignity with men. Any discrimination against women is not allowed. The "Strategy of Nairobi", which was passed in the 3rd UN World Conference on Women, has made great contributions to the improvement of women's position and to the solution of women's problems in correspondence within the context of the new international economic order. Women's taking an active part in political and social activities and economical construction has changed their psychology of depending on the male in economy. What they have achieved and the contributions they have made have been fully affirmed by the society. With the rapid development of market economy, many professional women have become entrepreneurs through their arduous efforts. They have become a competitive and influential group in the business world. It is estimated that in Shantou S. E. Z., there are several hundred women entrepreneurs. They have their own organization-Shantou Women Entrepreneurs Association. I luckily have the honor to be the Vice-president of the association, in which we can talk to each other, exchange experiences, discuss the problems we have met in our work, and encourage and learn from one another. We can also report our difficulties through the association to the authorities to get help and support. The wide connection and the business and economic cooperation between us promote the rapid development of one another's enterprises. From this, we can see that the S. E. Z. women, who have self-respect, self-confidence and self-dependence, have not only the traditional virtues of being hardworking, gentle and ready to devote themselves, but also are bold and assertive enough to participate in all kinds of competitions. They can be good wives and mothers. Meanwhile, they can be successful in their positions, and make great

contributions to the society.

Women's participation in management is not just for making a living, but also for realizing their self-value. The degree of women's participation has become one of the standards that measure social progress and economic development. It is a necessity that women have equal rights with men in enterprise management. It is a tendency of the development and progress of history. All the successful women entrepreneurs should undertake this glorious historical mission, meet the challenges bravely, realize their self-value by participating in the competitions and make still greater contributions to the human society.

My women all over the world unite under the banner of equality, development and peace, keep forging ahead, realize all goals of the "Strategy on Nairobi" as soon as possible, and make greater contributions to the steady development of the world economy.

在市场竞争中实现自身价值

翟淑萍 汉凌集团公司总裁



翟淑萍于1962年在新疆乌鲁木齐市出生，1983年起在该市医院工作，同时就读于新疆医学院中医医师班，1988年到深圳大学经济管理系学习，同时任深圳富丽豪大酒店总经理。

1992年起从事房地产业，任海南及新疆汉凌房地产开发有限公司董事长、总经理，1993年至今任汉凌集团公司总裁。

汉凌房地产开发有限公司是香港汉凌地产投资有限公司在海南注册成立的港商独资企业，注册资本为4000万港元，是从事房地产开发、金融、实业、旅游为一体的大型投资集团企业。

公司先后在海口、北海、深圳、杭州、乌鲁木齐等地购置土地300余亩，投入房地产开发建设资金2亿多人民币。已在海口市建成多功能的24层

“麒麟大厦”，即将兴建高级商住、办公小区。同时，正筹划在新疆乌鲁木齐建一占地25亩，建筑面积达三万平方米的高级住宅小区。

历史发展到二十世纪的最后二十年，为中国女性在社会经济大舞台上施展自己的才智和实现自我价值提供了极好机遇。只有顺应潮流，把握机遇并为理想作出不懈的努力，才能在激烈的市场竞争中立于不败之地，才能奏出时代的最强音。下面，我结合自己这十几年来在商海的奋斗史谈谈女性如何把握自己，掌握命运，在市场竞争中取胜的几点体会。

一、改革开放为妇女的进步和发展提供了机遇，也提出了挑战

改革开放犹如一股春风，吹遍祖国神州大地。八十年代初，中国改革开放的总设计师邓小平率先在中国倡导建立深圳、珠海、海南等经济特区，并给予那里以吸引外资、鼓励私营企业充分发展等优惠政策。社会允许一部分人、一部分地区先富起来，私营企业、外资企业如雨后春笋般地成长。

同时，社会为女性的发展提供了一个极其广阔的天地，在特区这片热土上，女性的想象力、创造力和奋斗得到了进一步的发挥，从而造就了一批超群的女企业家。她们活跃在商贸、旅游、房地产、金融等战线上，在创造特区经济奇迹上洒下了一路汗水，最终以自身价值赢得了社会的认可和赞誉。我就是在这样一种氛围里不断完善自我，实现自身的价值的。

早在改革开放大潮刚掀起不久的八十年代初，我就开始涉足商海寻求一条能够实现自身价值的途径，通过艰辛的劳动，积累了一笔不小的资金。也许是天生就有一股不甘落后的拼搏精神和开拓进取、自强不息的抱负，1987年我毅然辞去在中国人看来的“铁饭碗”——公职，勇闯中国最早的特区深圳，先后与人联合承包了一家大公司的进出口部，在短短的一年时间里便为公司创造利润上百万元。后来，我又请来服装设计师、模特儿、裁缝，创办出自己的丝绸服装厂。由于管理有方，信誉好，质量可靠，一时间，东南亚各地客商的订单似雪花般飘来，仅两年时间便赢利上百万美元。接着是中国证券、房地产市场的迅猛发展。我这人就是敢闯敢干，手上有了资金，决不让它闲置，而是积极投资在中国刚刚萌芽的股票市场。多少个日日夜夜，经过精心操作，我的投资获得了丰厚的利润。与此同时，我看准深圳房地产大有作为，率先在深圳宝安县购得土地几十亩。功夫不负有心人，不久，宝安成了开发热点，找我办实业的企业踏破门槛，于是，我与外商创办了胶塑厂、服装厂等好几家中外合资企业。九十年代初，我又率领我的企业王国的将士们进军海南这个中国大陆最大也是最具发展潜力的经济特区，在市政建设、旅游业、热带高效农业等领域拓展了自己的天地。现在，我们汉凌公司已经发展成一个拥有七个子公司和两亿多元资产的集团公司。

经验告诉我：没有改革开放的方针政策，没有平等自由的社会环境和特区良好的投资氛围，作为一个女性，是很难施展自己的抱负、发挥自己的聪明才智的。而今，我作为一个集团公司的总裁，可以自豪地向社会宣告，女人凭着自强不息的拼搏精神，把握好时代给予的好机会，一样能够获得成功。尽管我将主要的投资放在海南，而在海南也不是轻而易举地就能成就一番大业的。如果只是投机取巧，混水摸鱼，而缺乏良好的心理素质，优良的品质和灵活快捷的商品意识，在海南做生意也是会栽筋斗的。加之海南的发展又时常受到各种大环境的冲击和冷遇，我们也经常面临着新的挑战，但我坚信：海南有优惠的政策，有宽松的投资环境，还有她可与美国夏威夷媲美的自然风光，不久的将来，海南将以她独特的优势和魅力，成为中国南海上一颗璀璨的明珠，女企业家也将在这里大有用武之地。

二、建立和完善社会主义市场经济体制离不开女性的参与

社会主义市场经济体制为女性的平等和发展提供了千载难逢的机遇，而市场经济的发展也离不开女性的参与和奉献。纵观中国大地，一批批优秀的女企业家在激烈的市场竞争中悄然崛起，广大农村妇女也开始走出自己过去那块狭小的天地，参与市场流通和兴办乡镇企业，成为新一代有文化、有技术、敢闯天下的农家女，还有许多默默奉献的女教师、女医生、女干部、女工人和女科学工作者，在各自不同的岗位上燃红了女性“半边天”，有的行业和部门还顶起了“大半边天”，成为祖国开发建设中不可缺少的生力军和新一代的东方女性。当代女性以自己的社会化活动获得了社会的尊重与现代社会发展相适应的独立人格。越来越多的女性认识到，女性与男性一样，必须对自己负责，对他人负责，对社会负责。我在南海竞争中获得了成功，但我不把金钱看成是万能的、唯一的。我搞贸易办企业的目的是为了现实当代女性自尊、自信、自立、自强的人生价值观，从而为社会作出自己的贡献。作为一个女人，我对家庭、婚姻、爱情奉献得太少，没能将更多的爱献给我的父母、丈夫和儿子。远在边疆，年已古稀的父母无法享受天伦之乐，丈夫得不到多少妻爱，最终离我而去，儿子自出生到上小学都没和妈妈真正在一起呆过，以至多次疑惑地问我：“妈妈，我到底是谁生的？”问得使人伤心落泪。谁不想有一个温馨可爱的家？况且象我这样一个年仅33岁有血有肉的女性，我也希望能和家人、朋友一起去看电影，逛商店，上舞厅，然而我的事业不允许，每天不知有多少公务等待我去处理，有多少合同等着我来签字，还要关心手下员工的疾苦和欢乐……。回首过去，尽管我失去了很多，很多，但对我所走过的每一步，我无怨无悔，因为我作为一个独立的女性，实现了自我完善、自我奋斗的价值，从而真正踏上了一条妇女求解放、求平等的康庄大道。作为企业家，我愿意把自己的财富投入到大众的公益事业中去。为此，我捐款170多万元，赞助海口市市政工程和绿化宝岛活动。我的公司还将抽出一部分资金，投资于海南妇女的文化、福利和教育事业。我将在海南、新疆等地兴办起更多的福利院、敬老院和希望学校，以报答养育我的祖国大地和人民，以便让更多的老人得到温暖，让更多的孩子尤其是失学女童获得良好的教育。我知道，当这些美好蓝图变成现实的那一天，将是我内心最平衡也是最兴奋的时刻。

三、人的素质是决定女性在市场竞争中成功的关键

市场经济的一个重要特征，就是公平竞争，优胜劣汰。每个参与者不管男女，要想在激烈的市场竞争中站稳脚跟，发展起来，就必须有驾驭市场的能力。当今社会没有科学的头脑，灵活的经营管理和敏锐的决策能力，就很有可能失去一次又一次的稍纵即逝的机遇。只有不断汲取市场经济发展所需的一切知识，并在实践中大胆尝试，不断总结经验，才能创造出令人叹服的业绩，托举起时代女性的辉煌。

当年我在深圳时，正是凭着一股女性的直觉和敏感，大胆投资于证券和房地产业，因而获得了巨大的成功。我也碰到过因管理人员延误半小时签约时间而失去了一次能赢利几百万元的大好机遇。这更促使我加强对企业的管理和人员素质的提高。在公司上下实行严密的人员分工，落实工作责任制，使各部门间既有分工，又有合作，在全公司形成一股蓬勃向上的生机和活力。在生活中，我又给他们以关心和爱护，当员工过生日时，我也会请他们去歌舞厅乐一乐，送上一个生日蛋糕，唱上一曲生日快乐的歌，使他们感受到私营企业的老板也是有血有肉，有情有爱的。当九十年代初，我的主要投资转向海南后，我没有被当时海南许多落后面貌所吓倒，而是抓住海南发展的龙头产业——旅游业做文章，从而创出自己生命中一个又一个的辉煌。最初，我看好海南的房地产业，并积极参与市政工程，改善城镇基础设施建设，在海口几大开发区分别建起供工薪阶层用的淑萍小区、海缨园小区，得到省、市领导的赞誉和民众的好评。继而又在海甸岛开发区投资1亿多元兴建五星级的麒麟大酒店，既带动了该区域的城市建设工程又解决一大批人的就业问题。为了参与开发海南热带高效农业，近二年，我又先后与国内外客商合资，在三亚、乐东、洋浦等地投资近1000万元开发反季节瓜菜和热带水果基地，有效地促进了当地农村经济的发展，获得了良好的经济和社会效益。我每走一步棋，每进行一项投资，都要经过再三的思考，周密的计划和果断的决策。而今，我所领导的汉凌集团不断发展壮大，子公司遍及深圳、海南、新疆、北京、北海、杭州和香港，在中国大陆的房地产业、金融业、大农业、旅游业、工业和进出口贸易方面都得到了蓬勃的发展。汉凌集团的基石不是金钱、权力，而是靠机遇和人的才智，靠决策者灵活多样的经营方式、长远

的目光、精心的策划、大胆的开发与国际惯例接轨的运作方式,以及“汉凌人”的拼搏精神和开拓意识。

四、社会发展和世界趋同为女性进一步解放提出了新的课题

虽然,维新运动的先驱康有为、梁启超就提倡男女平等、世界大同。中国民主革命的先行者孙中山也为中国妇女求得自身解放作出过不懈的努力,但只有到新中国成立,中国妇女的地位才得到了前所未有的提高。然而,我们也应该看到,在现实生活中,女性在实现自己理想的过程中,付出的劳动是艰辛的,女企业家特别是私营女企业家成长的道路也是十分坎坷的。社会上还存在着一种倾向,就是女性如果事业成功了,便会带来许多风言风语,甚至还会有人往成功的女性身上泼污水,使许多女企业家深感苦恼和困扰。另外随着社会经济的发展和世界各国人民之间友好往来和交流的日益频繁,对妇女解放事业又提出了更新的课题,对中国女性也提出了更多、更高的要求。中国女企业家队伍的成长和壮大,又将成为中国经济发展的一面镜子,让世界人民了解到中国女性在社会经济中的参与、发展程度,从而判定出中国妇女的进步与解放的程度。而今,全球都在同唱一个主题曲:平等,发展与和平,为此,我们希望,无论是政府还是社会,都应该给予女性更多地理解和关心,支持和培养一支强大的女企业家队伍,为这支队伍的成长与壮大创造良好的社会环境和舆论环境。希望所有男性以更加公正、平等的眼光看待女性,支持她们更多地承担起社会责任,共同分担起家庭重任。只有这样,我们才能为世界妇女的解放作出更大的贡献。

综上所述,在市场经济的汪洋大海中,会给所有人提供一个个机遇,也会给所有人提出一次次挑战,作为女性,既然身处商海,就要以一种超人的智力和毅力迎接挑战,把握机遇,创造出一个个个人间奇迹。时代召唤更多善良的企业家,经济特区更是呼唤有胆识、有作为、有奉献精神的优秀企业家,而女性企业家将会以她们特有的魅力、超人的智慧和百折不挠的精神独领风骚,在市场竞争的大潮中谱出一曲又一曲壮丽的凯歌。

Self-Realization of Women in Market Competition

by Zhai Shuping, President of Hanling Group

Zhai Shuping, born in 1962 in Urumqi, capital of Xinjiang Uygur Autonomous Region, began Working at the Urumqi City Hospital of Traditional Chinese Medicine in 1983. In 1988, she studied at the Economic Management Department of Shenzhen University while serving as General Manager of Fulihaio Restaurant of Shenzhen. In 1992 she became the Chairperson of the Board and General Manager of Hanling Real Estate Development Co. Ltd. which operates in Hainan Province and Xinjiang. She has been President of Hanling Group Co. since 1993.

HREDC is owned exclusively by the Hanling Land Property Investment Co. Ltd. of Hong Kong, which was started with a registered capital of 40 million Hong Kong dollars. It is an enterprise group engaging in real estate development, financing, industrial development and tourism.

The company has bought more than 20 hectares of land in Haikou, Beihai, Shenzhen, Hangzhou, Urumqi and other cities and invested about 200 million yuan in real estate development and construction there. It is the builder of the just-completed Qilin Mansion in Haikou, a multi-functional complex, and is about to develop a residential-office estate in the same city. Preparations are now under way to develop a 1.66-hectare residential estate in Urumqi, where there will be high-class villas with a combined floor space of 30,000 square meters.

History provides great opportunities in the last two decades of the 20th century for Chinese women to give full play to their own talents and to realize their own value in the arena of social economy. Only when they conform to the historic trends, seize the opportunities, and make unremitting efforts to realize their ideals can women succeed in the intense market competition. In this article, I would like to present my history of struggle in the commercial field in these years, and my understanding of grasping the destiny, and succeeding in the competition.

1. China's policy of reform and opening-up has provided opportunities for the progress and self-development of Chinese women, but has also put forward challenges to them

In the early 1980s, the wave of reform and opening-up swept over China. Mr Deng Xiaoping, the general designer of China's policy of reform and opening-up, advocates the establishment of special economic zones in Shenzhen, Zhuhai, and Hainan, and gives those zones preferential policies to attract foreign investment and to encourage private enterprises. Part of people and regions are allowed to become rich first. Private enterprises and foreign investment enterprises have mushroomed all over China. Meanwhile, the society provides a wide field for the self-development of women. On the land of special economic zones, the imagination, creativity and striving spirit of women are given full play, and many female entrepreneurs begin to appear in the sectors of trade, tourism, real estate and finance. They have made great contributions to the economic miracles in the special zones, while their value has been realized and praised by the society. It is in this atmosphere that I continuously optimize myself and realize my value.

In the early 1980s when the tide of reform and opening-up first started, I began to enter the commercial field to look for a way of self-realization. My hard work earned me a considerable amount of fund. Driven by my inherent toughness, enterprising spirit, and high aspiration, in 1987 I resolutely resigned from public employment—the “iron bowl” in the eyes of most Chinese people then, and rushed into Shenzhen, the first special economic zone in China. Together with other people I contracted to run the

import and export department of a big company, and made over 1 million yuan profit in the first year. Later, I engaged some fashion designers, models and seamstresses to set up my own silk clothing factory. Thanks to my perfect management, high credit and reliable quality of the products, orders poured in from Southeastern Asian customers, and my factory netted a profit of over US \$ 1 million in two years. Then came the swift development of China's securities and real estate markets. My boldness did not allow me to let my money lie idle; I invested it into the then fledgling stock market instead. Through careful management, my investment gained plenty of profit. Meanwhile, I judged that the prospect of Shenzhen's real estate market was bright, and bought several score *mus* of land in Bao'an County in Shenzhen. My foresight was repaid when Bao'an became a hot spot of economic development and numerous entrepreneurs came to me for cooperation. I cooperated with foreign investors and set up a plastics factory, a clothing factory and several other joint ventures. In the early 1990s, I led my men to march into Hainan, the largest and most prospective special economic zone in China, and expanded our business into municipal construction, tourism, and tropic effective agriculture. Now our Hanling Group has developed into a conglomerate with 7 subsidiaries and total assets of over 200 million yuan.

From my personal experience, I believe that it is difficult for a woman to realize her aspiration and to fully exploit her talents without the policy of reform and opening-up, an equal and free social environment, and good atmosphere for investment in special economic zones. Now, as the president of an enterprise group, I can proudly announce to the society that a woman can also succeed with her tenacity, her toughness, and her grasp of opportunities given by the times. My investment is now focused in Hainan, where it is not easy to set up a great cause. Without good psychological quality, excellent moral characters and quick commercial reaction capacity, mere speculation and cheating will only invite failure in Hainan. Moreover, the affection of outside environment to Hainan's development also put forward new challenges to us time and again. I believe, however, that thanks to its preferential policies, its wonderful environment for investment, its beautiful natural scenes that can match with those of Hawaii, and other advantages and charm, the future of Hainan will be splendid, and female entrepreneurs will find ample space to display their talents.

I . Participation of women is necessary for the establishment and perfection of the socialist market economic system

The socialist market economic system provides golden chances for women to develop themselves and to obtain equality, while development of market economy calls for women's participation and contribution. All over China, there are lots of female entrepreneurs rising quietly in intense market competition. There are many rural women who begin to leave their former narrow circle and take part in market circulation, or establish town and township enterprises; they themselves become new rural women equipped with cultural knowlwsge, technology, and aggressiveness. Again there are many female teachers, doctors, officials, cadres, workers, and scientists, who, working quietly on their positions and holding up "half the sky" or even "over half the sky" in their trade, form a vital new troop in China's development. The socialized activities of contemporary women won themselves respect and independence which suit the development of modern society. More and more women begin to realize that women, just like men, have to be responsible for themselves, for other people and for the society. Though I have succeeded in commercial field, I do not consider money as the sole purpose and omnipotent power in life. When I engaged in trade and set up enterprises, I aimed to realize contemporary women's outlook of life: self-respect, self-confidence, self-dependence, and self-improvement, thus to make my contribution to the society. But as a woman, I have cared too little for my family, marriage, and love, and have not given enough love to my parents, my

husband and my son. My parents, who are over 70 years old and live in the borderland, cannot enjoy family happiness; my husband who did not feel my love left me at last; my son, whom I seldom stay with, asked me doubtfully for many times a question which brought down my tears, "Mom, who on earth gave birth to me?" Everybody wants a warm family. As a 33-year-old woman who loves life, I also wish to go shopping, dancing, or to the cinema with my family or friends. But my job will not allow those; I have to handle business, sign contracts, and care for the welfare of my employees. . . . Though I have lost many things, I have no regret for my every step in the past. For I have realized, through struggle and self-perfection, my value as an independent woman, and have stepped on the road of pursuing women's liberation and equality. As an entrepreneur, I would like to put my fund into public welfare. I have donated over 1.7 million yuan to support municipal construction of Haikou and afforestation of Hainan Island. My company will also invest in welfare works and cultural and educational projects for Hainan women. I will set up more welfare houses, old folks' homes, and "hope" schools to repay the motherland and the people who have raised me, to give solicitude to more old people, and to let more children have good education, especially the girls who are unable to go to school. I know that the day when all those plans become reality will be the day when I am consoled and excited.

I. Quality is the key for women to succeed in market competition

One basic characteristic of market economy is fair competition and survival of the fittest. Every participant in market, no matter male or female, must master the market in order to hold on and to develop in intense competition. In contemporary society, people may lose fleeting opportunities one after another if they do not possess scientific mind, flexible managerial skills and strong decision-making ability. Only if she keeps to learn all kinds of knowledge needed in market economy, tries to apply them in practice, and sums up experiences continuously, can a woman create remarkable achievements and add glory to contemporary women.

When I was in Shenzhen, it was just my female intuition and sensitiveness that drove me to invest into securities and real estate, and brought me huge success. But there was also one case when I lost a chance to earn several million yuan due to a delay of half an hour on the part of my subsidiary managers to sign a contract. That incident urged me to strengthen the management of my enterprise and to raise the quality of my personnel. I divide the work neatly among my employees and carry out the system of job responsibilities, so that there are both division of labor and coordination between different departments, and my company is full of vitality and vigor. I care much for the life of my employees, too. when it comes to my employees' birthdays, I will invite my people to dancing halls, buy birthday cakes, and sing birthday songs for them' so as to let them feel that the boss of a private enterprise is not lacking in human feelings. When I turned my investment to Hainan in the early 1990s, I was not scared off by the then backward appearances of Hainan, but focused my attention in tourism, the leading industry of Hainan, thus made one success after another. At first' I chose Hainan's real estate industry to enter, and took an active part in municipal construction and improvement of urban infrastructures. I built up the Shuping Residential District and the Haiying Garden Residential District in several development zones in Haikou, and got the praise from provincial and municipal officials as well as common people. Next I invested over 100 million yuan to set up the 5-star Qilin Hotel in Haidian Island Development Zone, thus promoted municipal construction in this zone, and solved the problem of employment for a lot of people. During the past two years, in order to participate in the development of Hainan's tropic effective agriculture, I cooperated with domestic and foreign businessmen to invest 10 million yuan in the non-seasonable vegetables and tropic fruit bases in Sanya, Ledong, and Yangpu, which effectively promoted the

development of local rural economy and obtained good economic and social benefits. Every move and every investment of mine was made after repetitive thinking, thorough planning and resolute decision. Now, the Hanling Group keeps growing under my leadership. Its subsidiaries extend to shen-zhen , Hainan, Xinjiang, Beijing, Beihai, Hangzhou and Hong Kong, and engage in real estate, finance, agriculture, tourism, industry and trade. The foundation of Hanling Group is not money and power , but opportunities, people's talents, the decision maker's flexible managerial methods, far-sightedness, careful planning, bold moves, managing patterns in line with international practices, and the fighting spirit and enterprising mind of the "Hanling people".

IV. Social development and global assimilation put forward new subjects for further liberation of women

Though Kang Youwei and Liang Qichao, pioneer of the Constitutional Reform and Modernization Movement, had advocated sexual equality and the Great Harmony, and Dr. Sun Yat-sen, the forerunner of Chinese democratic revolution, had made unremitting efforts to chinese democratic revolution, and to Chinese democratic revolution , had made unremitting efforts to achieve women's liberation, it was after the founding of the New China that the status of Chinese women gained unprecedented improvement. We should see, however, that women must put in hard work to realize their ideals, and the roads of female entrepreneurs, especially those of female bosses of private enterprises, are bump and rough. Gossips, sometimes even slanders, accompany successes of women, and deeply disturb and distress female entrepreneurs. Moreover, the development of social economy and more and more frequent visits and exchanges between different nations have put forward new subjects to women's liberation movement, and have raised more requests to Chinese women. The growth of Chinese female entrepreneurs will be a mirror of China's economic development; people in the world can see in it the degree of Chinese women's participation in social economy, thus can judge the level of Chinese women's progress and liberation. Now equality, development, and peace are the major themes of the world . Therefore we hope that both the government and the society give more understanding and concern to women, support and nurture a strong group of female entrepreneurs, and create a benign social and public opinion environment for the growth of this group. We also hope that all men look at women in a fairer and more equal way, and share more responsibilities at home to support women to shoulder more social responsibilities. Therefore, we can make more contributions to the emancipation of world women.

In short, the tide of market economy will provide many opportunities to all people, but will put forward many challenges as well. To catch the opportunities and to create one miracle after another, a woman in commercial field must meet those challenges with remarkable intellect and willpower. The times call for more kind-hearted entrepreneurs; special economic zones call for more entrepreneurs with courage, insight, enterprising spirit, and altruistic mind. Female entrepreneurs will fully exploit their special charm, amazing wisdom and indomitable will to win one triumph after another on the tide of market.

努力培养和造就更多的女企业家

张慧玲 山西化学厂厂长 高级工程师



张慧玲,山西化学厂厂长,高级工程师,天津市人,生于1945年。1968年毕业于北京化工学院,同年参加工作,历任太原化工厂技术员、车间副主任、企管处长、分厂厂长、副总工程师等职,1993年2月担任山西化学厂厂长兼总工程师至今。张慧玲同志还兼任全国聚氨酯协会副理事长、山西省化工学会常务理事、太原市女企业家协会副理事长等职务。

张慧玲多次获山西省先进工作者和“三八”红旗手称号,连续获太原市劳动模范和市先进科技工作者称号,并荣获山西省化工企业优秀企业家、太原市优秀企业家称号。

山西化学厂始建于1935年,是我国最早的氯碱生产企业之一。解放后经过不断扩建、改

造、开发,已发展成为一个以生产氯碱产品为主导并包括氯产品、农药、聚氨酯产品、涂料、精细化工五大产品系列的综合化工企业。该厂按国际先进国家标准生产的各种产品广泛应用于冶金、国防、造纸、轻纺、石油、医药、染料、农药、合成材料等行业,目前已和国内几百个厂家,国外十几个国家和地区的企业建立了良好的贸易关系。

山西化学厂管理经验丰富,技术力量雄厚,先后有六种产品获部、省、市优质产品称号,多次荣获山西省、太原市质量管理奖和省级先进企业称号。

在中国企业全面走向市场经济的今天,“努力培养和造就更多的女企业家”是个关系到国家经济发展的重要问题。企业的发展,如果没有广大妇女的积极参与,就意味着占全国企业职工总数三分之一以上的聪明才智得不到发挥。若从全球角度看,占世界人口五分之一的中国,在提高妇女地位方面担负着更多的责任,有着更为巨大的潜力。培养和造就一代有作为的女企业家,不仅关系到中国的经济发展,而且也是世界妇女实现“平等、发展与和平”目标的一个重要方面。下面我分三个问题阐述:

一、中国女企业家成长的现实条件

这个问题可从中国妇女在企业界的现状的五个角度观察:

1. 妇女在企业界职工总数中所占比例不断上升,为女企业家成长提供了基础。据统计,建国初,中国妇女在企业界职工中所占比例为10.6%,到九十年代初,上升到36.4%,从相对比率看,女职工增长率高于全部职工增长率。仅1978~1988年的十年间,全部职工增长率为3.63%,而女职工则达4.9%,从绝对数看,近几年,全国平均每年递增100万女职工,其中工业部门约占50%。以中国是世界上封建社会历史最长的特点看,这个增长速度是了不起的。

2. 妇女在企业界的从事领域不断扩展,职业结构发生明显变化,为女企业家的成长提供了技术条件。建国初,中国企业界妇女不仅在数量上所占比例很低,而且从事领域极窄,基本以低层次的体力劳动为主。直到六十年代,据专家统计,这时期企业中代表性的女性形象多以年龄、文化程度较低的普通工人为主,这反映出当时中国的社会政治特点,同时也侧面反映了妇女在企业界的职业特点。由于中国政府长期奉行“保护妇女的权利和利益、男女同工同酬”的基本政策,不仅使妇女地位发生了极为深刻的变化,而且极大地改善了妇女的文化知识结构,扩展了妇女的职业领域。目前妇女在企业界的分布已遍及各类行业,包括历来被视作“妇女禁区”的采矿、冶金、基础化学等重工业。此外在企业的高层决策、经营管理、技术开发、基础作业等各层次均有分布。除女性工人外,已形成各种门类的、以各级管理干部、科技人员、企业家为主体的职业结构特点。

3. 妇女接受系统高等教育机会日增。在旧中国妇女受教育的条件是极差的,在大量文盲半文盲中,妇女占很大比例。

近40多年政府十分重视妇女教育工作,从六十年代开始,新中国培养的女知识分子大量走向社会,特别是改革开放以来,中国妇女接受高等教育的数量成倍增长,许多人还获得出国留学机会,她们在各学科取得的成就与贡献是有目共睹的。还应指出,中国对在职职工的成人教育和继续教育工程已获巨大发展,越来越多的职业妇女得到了不仅仅是在正规高等院校才能获得的教育,所有这些,都为女企业家的成长创造了坚实的智力条件。

4. 市场经济的迅猛发展,为女企业家的成长提供了良好的社会条件。中国建立社会主义市场经济的伟大政策,为企业家的发展创造了空前的机遇。这集中体现在社会经济发 展的巨大潜力和企业竞争的自由度上,使个人才华具有广阔的用武之地。中国当代第一批真正意义上的女企业家就产生于这样的社会背景。这支队伍既有国营大中型企业的领导,也有各类中小集体经济的承租租赁人,更有一批脱 颖于商品经济大潮的创业者。后者更是中国女企业家成长的潜在力量。因为它包括从女知识分子到待业女青年,从街道妇女到农民妇女,类型十分广泛。开放十五年来,崛起于各界的女创业者已难一一列举。尽管其中许多人还不能称为企业家,但她们正以自己的奋斗为女企业家开辟成长的道路。

5. 女企业家日增已成为当代中国企业界的现实趋向。据粗略分析,七十年代前,尽管妇女走入企业呈上升趋势,但在企业担任领导角色的为数不多,具有一定素质的妇女也多以从事科技性较强的管理工作为主。其原因我认为主要有①妇女在企业中的数量质量等条件尚不具备;②在计划经济体制下,中国还缺乏造成典型意义上的企业家的条件。到七十年代末,改革开放使妇女在企业界数量激增,妇女职业结构变化,这就为女企业家的产生成为可能。同时那种认为妇女只能在企业中从事有限的工作范围的看法也越来越被看作是过时的陈旧的。这就为中国妇女无可争辩地参加企业家成长行列作好了准备。

二、中国当代女企业家的特点分析

目前,已有很多中国妇女在企业界担任高层决策角色,分布的行业也较广,除商业、服务业、轻纺工业外,近年也在重工业出现了一些干练的女企业家。随着经济的发展和妇女素质的不断提高,她们在企业界呈散状分布趋向,因此很难说女企业家究竟从事何种行业合理,更富有特点。有人预见,2000年后,女性在企业界管理中将起主导作用。将代替80%以上的男性。我说不出这种预见出于什么基础,但至少有这样的信息①说明中国女企业家数量迅速增长,质量不断提高;②在传统的符合女性特点的行业 中,这种预见正成为现实;③表明妇女在企业界管理中确有比男性独特之处。下面我对这些特点作几点分析:

1. 百折不挠的韧性:漫长的中国封建社会历史使中国妇女遭受多重压迫,也养成中国妇女特别能吃苦耐劳的性格,反映在当代妇女中,便是遇事果敢顽强,百折不挠的韧性。中国妇女在近几年国际体育比赛中创造的举世瞩目成就,就是突出反映。而中国女企业家,凡取得成功的也无一不是顽强进取、拼搏开拓的。例如:大连海王公司的创始人王连香,就是凭着一股“虽九死而犹未悔”的韧性,创出了国际蓄电池产业的“China·海王”时代,创出了她的“大连海王美国公司”。这种韧性,正是市场经济条件下企业发展所必需的。

2. 刚柔相济的弹性:东方女性以柔美见长。中国妇女更具这种性格,使其在企业管理中具有男性企业家所不具备的长处。企业管理从本质上说是对人的管理,因为经济活动本身就是人的创造活动,产生于本世纪的现代科学管理从泰勒制到X理论、Y理论,实质上都是在研究人与对物两者的差别。人与物的不同之处在于人具有主观能动性,不能简单地被视为机器以机械规律加以约束的。这也就是X理论、Y理论相结合的客观基础。近年来,行为科学又在研究部门内性别配置比例的理论。中国自古就有“以柔克刚,刚柔相济,外柔内刚”等道理。女性的柔性特点使在行使管理职能时,能使自己处在一种刚柔相济的颇具影响力的弹性地位。例如:河北石家庄市著名农民女企业家梁凤娥在整顿村办毛巾厂时,采取了“集中办公”措施。作为厂长她本可以命令来推行,但那样会引起矛盾,挫伤员工自尊心,她的办法很独特,也很是女性化。她对员工说:“我岁数大了,几间屋办公,脑子顾不过来,也算照顾我,都凑到一起办公吧。”几句家常话,不露水地解决了问题,这就是一种外柔内刚的作法,是一般男性企业家所易忽略的。

3. 体察入微的心理:中国女性具有一种远比男性细致入微的心理素质。这反映在现代女企业家身上,往往表现在对市场观察分析的见微知著和当家理财的精明上。和男性相比,女性的着眼习惯于放在一些不为常人注意的细小之处,而这些细小之处的微妙变化,又往往预示着未来的大变化。同时,中国有句俗语叫“内当家”,说明中国女企业家当家理财的本领,可以说是“与生俱来”的。这些都使得女性在企业决策中能有良好的预见性,并且在决策实施中更细致周全,减少失误。

4. 在传统文化背景下形成双重道德特点:中国是一个文明古国,但也有着深厚的传统文化沉淀。特别是那种认为“女子无才便是德”,一个标准的女性就是做一个好妻子、媳妇、母亲,所有这些都对妇女的影响是极其深刻的。尽管产生这种观念的社会基础,早在四十多年前就被瓦解了,但几千年文化积淀遗留给人们的潜在的隐性观念,却根深蒂固极难清除。是做事业的 成功者还是做个“贤妻良母”,绝大多数中国女企业家都会回答:“两者都做”。事实上都会遇到现实生活的种

种阻力和压力,几乎所有的女企业家在为事业奋斗的同时,都伴随着对家庭失职的内疚,在成功的道路上,无处不留下这种压力重负的记录。如同登山负重,走的是一条坎坷之路。这种艰辛,与其说是个社会问题,不如说是传统文化背景下形成的对事业对家庭的双重道德特点所致。中国现时的女性还无法完全摆脱这种束缚。

综上所述,中国女企业家,既有男性同胞不可比拟的长处,也有自身的心理和生理障碍,问题在于,我们如何扬长避短来发展自己的事业。

三、几点体会与建议

六十年代大学毕业后,我一直在企业担任工程师、企管科长,分厂厂长、副总工程师等工作。现在的“山西化学厂”是以生产烧碱为主的企业,已有60年的历史。在工作中我深深地感觉到,在中国管理企业除生产经营外还需考虑许多问题,如如何摆脱旧体制遗留的影响、老企业改造、发展和职工生活福利问题等等,是十分复杂的。我感到当前尤其要重视如下几点:

1. 作为女企业家,要有充分的自信心和自强不息的精神。这是必要的心理素质。在许多成功的女性背后常会有人议论:“她不像个女人!”好像女人只能是“温、良、恭、俭、让”,而不能是顽强、果断、干练的。我们有些女性,自己也摆脱不了这种意识。这是在社会责任感面前缺乏心理适应力的表现。我们应有自信心,相信凭自身的能力,经过努力,完全可以履行好自己的职责,甚至干得比男性更好。只有自信心才能做到自强不息。

2. 作为女企业家,要在实践中不断提高自己的素质。新的变革时代,面临许多业务新领域,不能使自己局限于已有的能力和知识范围,要拓宽自己的视野,才能使自身的长处得以有效发挥并不断提高。

3. 应为女企业家的成长提供更多的政策保障,创造平等竞争的社会条件。目前,从整体看,虽然女企业家的发展呈上升趋势,但所占比例特别是在一些大中型企业领导层中仍十分偏低。虽然,多年来,各级主管部门在确定企业领导人选时都提出予女性一定比例的要求,应当说有比例就有任用的保证,但事实并非如此,在对女性选拔时,标准往往比男性偏高偏严,这主要表现在思想观念上与具体作法上,而不是在政策条条上。似乎只有确比男性干得好,才会得到承认。为什么不能不仅在法律政策上,而且在思想上把女性放在平等竞争的位置上呢?我认为如果不能在中国大中型企业中产生相当一批女企业家,则中国女企业家队伍的素质就很难提到一个应有的高度。参与经济发展是妇女发展的一个重要组成部分,妇女发展又是国家社会经济发展的必要前提,从这个意义上讲,应把培养、扶持、任用女企业家作为一项战略任务,订出具体措施来促进中国女企业家队伍的壮大。

4. 应加快社会保障体系的建设:据美国统计,美国妇女家务劳动时间要比男性多两倍,因此,在提高家务劳动社会化程度,摆脱妇女繁重家务负担,为女企业家的成长创造更好的环境方面,中国的任务将更重。

5. 创造有利于女企业家成长的舆论环境,努力限制和消除传统文化消极因素的影响,宣传企业界妇女取得的成就,树立起社会大众对女企业家的正确认识并支持她们的成长。

最后,我要指出,中国企业界妇女是在中国市场经济开始发展,当代真正意义上的中国企业家刚刚起步的阶段,就具有了参与的资格和机会,这是我们应当引以自豪的。只要我们努力,就一定会在中国乃至世界经济的发展中作出自己的贡献。

Foster More Woman Entrepreneurs

by Zhang Huiling, Director of Shanxi Chemical plant

Zhang Huiling is the Director of Shanxi Chemical Plant, a native of Tianjin. She was born in 1945 and graduated from the Beijing Institute of Chemical Engineering in 1968. She has been Director and Chief Engineer of the plant since February of 1993. She is also the Vice-chair of the China National Polyurethane Society, executive council member of the Shanxi Provincial Chemical Engineering Society and Vice-President of Taiyuan City Female Entrepreneurs' Association.

Zhang has won a series of titles of honor including "National March 8 Red Banner Pacesetter" and "Model Worker" given by Shanxi provincial and Taiyuan city authorities.

Built in 1935, Shanxi Chemical Plant is one of the oldest of its kind in China. Thanks to the expansion and technological renovations undertaken since New China's founding in 1949, it is now a full-fledged chemical enterprise producing products in five complete series, namely, chloride products, insecticides, polyurethane products, paints and fine chemicals. Produced according to international standards, these are used in metallurgical, defense, paper-making, textile, petroleum, pharmaceutical, synthetic materials and other industries. The plant has established trade relations with several hundred companies in China and with companies in many foreign countries and regions.

SCP is rich in managerial experience and has competent staff. Six of its products have been rated as of superb quality by the Ministry of Chemical Industry and the Shanxi provincial and Taiyuan city governments.

Today, at a time when Chinese enterprises are witnessing a transition toward the market economy, it becomes an important issue in national economic development to foster and support more women entrepreneurs. Female employees now account for more than one-third of total workers and staff members in China's enterprises, so it is hard to imagine that the enterprises would blossom without the positive contributions of women. From a global point of view, China, with one-fourth of the global population, must assume more responsibility for raising the status of women. The task of bringing up a new generation of women in business relates not only to the development of China's economy but also the realization of the "equality, development and peace" goals for women all over the world.

I. The Environment for the Increase in Numbers of Chinese Woman Entrepreneurs

The issue can be looked at from the following five angles:

1. The increasing proportion of women staff members in China's enterprises has laid a foundation for the growth of women entrepreneurs. According to statistics, right after the founding of the New China in 1949, female workers and staff members accounted for 10.6 percent of the country's total. By the beginning of the 1990s, that proportion had increased to 36.4 percent, with the growth rate of women staff higher than that of total staff. Between 1979 and 1988 alone, the annual growth rate of total staff members was 3.63 percent, but that of women employees reached 4.9 percent. As to the absolute number, the women employees increased one million annually in previous years, with half of them entering the industrial sector. In the light of having one of the longest feudal histories in the world, it is amazing that China has attained such a growth rate over the course of mere decades.

2. The widening range of occupations and the changing employment structure for women create the conditions for the growth of woman entrepreneurs. Just after the founding of the People's Republic of

China, women employees accounted for a small proportion of the work force and worked in a narrow range of occupations, especially in labor-intensive industries. In the 1960s, according to statistics, the representative figures were usually of ordinary young workers with a low education level. This reflected the characteristics of women's occupations at that time in China. The Chinese government has long pursued a basic policy of protecting women's rights and interests and practicing "equal pay for equal work." As a result, women's status witnessed many changes, thereby improving their professional stature and opening new occupational fields to them. At present, woman employees can be found in all economic sectors, even in such heavy industries as mining, metallurgy and basic chemical enterprises, all of them fields forbidden to women in the past. Moreover, their jobs range from high-level decision-making, technology development, operations and management to the ordinary work. Besides female workers, there are also women managers, technicians and entrepreneurs—a new type of occupational structure for women.

3. More opportunities for women to take the advantage of higher education offer the intellectual conditions for the growth of women entrepreneurs. In the Old China before 1949, women had few chances to be educated. This accounted for a high level of illiteracy and semi-literacy. But in the past 40 years or more, the Chinese government has paid special attention to the education of women. Since the 1960s, a large number of women intellectuals have emerged. Especially after reform and opening-up in China, women have many more opportunities for higher education, and many even study abroad. They have achieved remarkable successes in many scientific fields. It should be pointed out that as adult education and reeducation projects have undergone rapid development, more and more women can now take the advantage of higher education, and not only in universities or colleges. All of these create the sound intellectual conditions for bringing up more mature woman entrepreneurs.

4. The rapid development of the socialist market economy offers favorable social conditions for women entrepreneurs. The females in China now have an unprecedented opportunity, embodying the potential of economic development and free competition, and providing them with ample space for their abilities. The first group of women entrepreneurs, including leading managers in large and medium-sized state-run enterprises, contractors or lessees of small and medium-sized collective enterprises and also some initiators rising on the tides of the commodity economy, have grown up right under such social conditions. And those initiators are a particularly potent force for China's future female entrepreneurs, who range from women intellectuals, unemployed young women and housewives to farmers. For those women entrepreneurs appearing in the previous 15 years of reform and opening-up, although many of them are still not entrepreneurs in the true sense of the word, they have paved the way for others to follow.

5. The increase of women entrepreneurs has become an actual trend in business circles in China. According to an initial research, in and before the 1970s, although many women entered business, only a few of them held leading posts; some qualified women were engaged in technical management. The reasons for this, in the opinion of the author of the research, include: first, women were not provided with the corresponding conditions for management in both quantity and quality; second, under central planning, the environment did not exist to nurture typical entrepreneurs. Since the end of the 1970s, with the reform and opening-up drive beginning in China, more and more women have gone into business, leading to some changes in women's occupational structures and also creating the possibility for women to become true entrepreneurs. Meanwhile, the idea that women could take on only jobs of limited scope in business gradually became outmoded. These factors all made women taking their place as

entrepreneurs incontestable in China.

II. Characteristics of Modern Chinese Women Entrepreneurs

At present, many women have become high-rank decision-makers in various enterprises in commerce, the service sector, light industry and even heavy industry. With economic development and the increase of their ability, women will tend to be employed in more and more industrial and commercial enterprises. So it is difficult to define what sectors are more suitable for women. Some predict that after the year 2000 women will play a leading role in business management and will replace more than 80 percent of male managers. I have no idea on what this prediction is based, but it at least tells us, first, that women entrepreneurs have greatly increased in both number and expertise; second, in some sectors suited to women such a prediction is realistic; third, it shows that women bring their own unique advantages to business management, compared with male managers. Here follows my analysis of the characteristics of woman entrepreneurs:

1. Indomitable tenaciousness. In the old feudal society in ancient China, women suffered multiple oppressions, but this, in turn, fostered their endurance of hardship. Today, this virtue takes the form of a decisive and indomitable tenaciousness in working style, as embodied particularly in the Chinese women athletes' outstanding achievements in international competitions in recent years. Chinese women entrepreneurs have also achieved their successes by relying on this indomitable and enterprising spirit. Wang Lianxiang, initiator of Dalian Sea-King Corporation, for example, carried her experiments for years in difficult circumstances with a tenacious toughness, and ushered in a new age in the international storage battery industry and set up her American branch. This disposition is a requisite to the development of enterprises under the market economy.

2. Strong but supple elasticity. Oriental women are celebrated for their gentleness. The virtue enables female entrepreneurs, compared with male managers, to enjoy some distinctive advantages in business management. The business of management is, by nature, managing people, because economic activities are actually the creative activities of human beings. The modern scientific management initiated in this century evolved from the Taylor system to X Theory and Y Theory--all of them, in fact, are defined to study the differences between managing personnel and managing materials. The primary difference between the two is that persons can act and think consciously and cannot be simply regarded as machines and regulated according to mechanical rules. This is the objective basis for the combination of X Theory and Y Theory. In recent years, behavioral science has begun to look at how men and women function differently within business sectors. Since ancient times, China has advocated the principle to "restrain firmness with gentleness, combine firmness with gentleness, or show gentleness outside but firmness inside." Women's gentle character may help them establish themselves in ideal and influential positions in business management. For instance, Liang Feng'e, a farmer entrepreneur in Shijiazhuang, Hebei Province, wanted to centralize the departments of management in a single office when she set about revamping a village-owned towel plant. As General Director, she could order others to follow her wishes, but she worried this might injure their pride and create problems. So she took a different tack, saying, "I am aged and cannot visit several offices. Could you please gather in one office?" She cleverly resolved the problem by only these few words. Perhaps the male directors would not handle such a sensitive issue in this way.

3. The sensitive and considerate character. Chinese women are more sensitive and considerate than men. So women entrepreneurs often pay attention to detailed market changes and are skilled in

conducting financial transactions. They often fix their eyes on some details overlooked by men which may indicate dramatic changes in the future. Their abilities in managing internal affairs and handling financial transactions, in many people's eyes, may be innate. The feature also enables women directors to have excellent foresight in decision-making and to focus on the details in decision implementing, thus avoiding or reducing losses.

4. Dual moral principles coming from cultural traditions. China is a country with an ancient civilization, but Chinese women are also deeply hampered by some traditional cultural concepts, especially by "women are virtuous without talents." According to traditional moral standards, a woman shall be first a good wife to her husband; second, a good daughter-in-law to her parents-in-law and third, a good mother to her child. All these moral traditions have exerted great influence upon Chinese women up to now, although the relevant social basis collapsed more than 40 years ago. The deep-rooted latent effects of centuries-long cultural traditions cannot be erased overnight. To the question of whether to be a successful entrepreneur or a virtuous wife and a good mother, most Chinese women entrepreneurs would answer "both." In fact, however, the roles can be difficult to combine in reality due to various kinds of obstructions and pressures. Almost all women entrepreneurs, while striving for success in their causes, feel guilty to their families for bearing few responsibilities. Social pressures have loaded them with a heavy burden, making their way to success a rugged one. Up to now, Chinese women have not extricated themselves from tradition.

To sum up, Chinese women entrepreneurs, on the one hand, have some distinctive advantages, but on the other, have also some traditional obstructions. The question is how to give their strong points full play while helping them to overcome their shortcomings. I would like to make some suggestions in the following section.

III. Relevant Suggestions

After my university graduation, I held such posts as plant engineer, chief of business management, Director of branch plant and Deputy General Engineer. Now I work in the Shanxi Chemical Plant, a 60-year-old enterprise that produces caustic soda. From my work experience, I deeply feel that besides operation and production activities, there are other questions to be considered when running an enterprise in China, such as how to break away from the old operational mechanism, how to innovate and expand the old enterprise and how to deal with the welfare of workers and staff members. Therefore, special attention should be paid to the following:

1. Female entrepreneurs should be full of confidence and have an unremitting spirit. People often talk about a successful woman as "she doesn't look like a woman." In their eyes, a woman should be gentle, kind-hearted, virtuous, thrifty and modest but not indomitable, decisive, capable and experienced. Moreover, some women cannot themselves give up these concepts. So the women entrepreneurs must be encouraged to show more confidence and to trust their own judgement, and to believe that they can succeed through their own efforts. Only with ample confidence can they obtain the relentless spirit necessary to success.

2. They should continuously increase their management expertise. In the current new economic development period, there are many new business fields opening to women entrepreneurs. They should not rest with content on their existing ability and scope of knowledge but should continue to widen their vision, improve their ability and thus give their advantages full play.

3. The government should provide more policy guarantees to women entrepreneurs and create the

social environment of equal competition. At present, although women entrepreneurs have increased in absolute number, they still account for a small proportion of managers and executives, especially in large and medium-sized enterprises. In the past years, the competent administrative departments set quotas for enterprises to include some female managers when selecting candidates for management. But the policy was not fully implemented, as facts showed. Enterprises often set higher and stricter standards for women than men in actuality. It seems that only when women do better than men will they be recognized. Why can women not have an equal chance with men? I consider that without bringing up a group of women entrepreneurs in large and medium-sized enterprises, the whole quality of Chinese women entrepreneurs cannot be improved to the level they should reach. Participation in economic development is an important, even integral part of women's development, which, in turn, is the necessary precondition to the national social and economic development. In this sense, it should be treated as a strategic task to raise, support and appoint women entrepreneurs, and concrete measures should be taken to promote women as entrepreneurs.

4. The establishment of a social security system should be accelerated. According to US statistics, the American women spend twice the time on housework that American men do. Therefore, it is necessary to strengthen the equalization of housework and thereby free women from heavy household duties to create a more favorable environment for the growth of women entrepreneurs. This is also a heavy task now facing China.

5. The society should be committed to the creation of public opinions favorable to the growth of woman entrepreneurs, trying to restrict and diminish the negative influence of traditional concepts, and publicizing the achievements of women in business circles, thereby driving the public to rightly understand and support the growth of women entrepreneurs.

I would like to point out, finally, something that we should be proud of, and that is that we are at the starting point of the development of a market economy and the growth of real modern entrepreneurs in China. Chinese women will enjoy the opportunity to participate in this process. With their efforts, Chinese women entrepreneurs will surely make their contributions to the economic development in China and to that of the entire world.

企业发展与妇女自强

郑琪美 广东茂名石油化工公司炼油厂总工程师



郑琪美 1968年毕业于华东化工学院石油炼制专业,1968年12月至今一直在炼油厂工作,曾担任厂技术科副科长、厂副总工程师、总工程师等职务。1990年5月获茂名石化公司第二次科技大会突出贡献科技工作者称号;同年10月获总公司突出贡献专家称号并享受政府特殊津贴。1993年12月被评为广东省南粤巾帼建功活动先进个人和“三八”红旗手。1994年获中国石化总公司劳动模范称号。中国石化茂名石油化工公司创建于1955年,是国家第一个五年计划间的156项重点工程之一。是一个以炼油为主,包括有油页岩开发利用、建材生产、机械制造、建筑安装、科研设计等行业组成的国家特大型、综合型石油化工企业。公

司下属有21个二级单位,有全民所有制职工2.7万人,集体职工1.3万人,公司拥有固定资产原值41.88亿元,固定资产净值23.94亿元。生产石油化工产品有210多种,1994年原油加工量655万吨,实现工业总产值32.4亿元,销售收入85亿元(含税),实现利税11亿元。按经营规模,1994年排名全国500家最大工业企业第19位。按竞争力排序,1993年列入中国大中型工业竞争力百强企业第24位。

一、企业发展给妇女参与管理创造了条件

1979年我国实行改革开放政策以来,由于集中力量进行经济建设,使国家经济飞速发展,国民生产总值以平均每年9%的速度增长,经济改革使中国成了世界上经济最有生气的国家之一,也给国有企业的发展注入了活力,为企业发展带来了机遇,也为企业女性参与管理创造了条件。

我们厂是1958年后建设起来的炼油厂,主要任务是把石油加工成各种产品,是茂名石油化工公司的主要单位。改革开放后,我厂情况发生了很大变化:

1、企业规模不断扩大 加工能力从1978年的550万吨,两度扩大规模,1990年开始达到850万吨/年,成为国内加工能力最大,加工手段最齐全的燃料—润滑油型炼油厂,公司成为国内最大的炼油企业。随着改革开放的进一步深入,我厂的规模还要不断扩大,即将建成的500万吨/年的炼油装置,使我厂加工能力达到1350万吨/年,本世纪末加工能力将突破1700万吨/年。

2、企业技术、管理水平不断提高 在政府的关怀和企业的努力下,投资数亿元,对10多套生产装置进行技术更新改造,积极推广应用新技术、新工艺、新设备、新材料,取得科技攻关成果2000多项。国内没有“名”的茂名石化公司,企业管理水平迅速提高,获国家企业管理最高荣誉——金马奖。节能降耗连续8年保持国内同行最高水平,1991年被评为全国63家节能先进企业之一。

3、企业女职工人数增多,比例提高 企业的外延和内涵扩大再生产,为女职工的增加和女职工参与企业管理创造了条件。1994年底我厂女职工已达到1554人,已占全厂职工总数28.52%;经过近10年的拼搏和培养,女职工的文化科技素质也有了较大提高。目前消灭了文盲半文盲,高中、中技以上文化技术水平的女职工达到93.75%,在日前获得技术职称的全厂972名科技人员中,女职工占18%,较之1985年的10.52%有了很大提高。

二、妇女要参与企业高层次管理需奋发自强

我国妇女参与企业管理不外为两种形式:一是以普通职工的身份出现,对企业管理工作提出意见或建议;二是以企业领导者或专业管理人员的身份出现,参与企业的决策。前者为妇女参与企业一般管理工作,后者为妇女参与企业高

层次的管理。

我国宪法明确规定：妇女与男子在政治、经济、文化、社会和家庭等各个方面都有完全的平等权利。然而，妇女要和男性平等成就事业，受到多种因素的影响，起码有三种因素影响：一是社会偏见“男不治内，女不治外”，“女子无才便是德”等等；二是家庭影响，妇女肩负物质生产和人类生产双重任务，承担家务、生育子女、关心丈夫，要耗去很多精力，有人统计过，仅是每天家务工作就要三、四个小时；三是自身弱点，比起男子，多一些温柔、脆弱、少一些阳刚、粗犷。正因为上述原因，与男性相比，妇女要取得成功，要付出超出男性成倍的劳动。

茂名石化公司是国家特大型骨干企业，对妇女人才培养的氛围是良好的。1985年进入公司高层次管理的女职工已占进入高层次管理职工总数的20.58%，1994年达到29.17%，公司好几名副总工程师是女性，我厂前任总工程师也是女的。

我是一九六八年毕业的大学本科生，没有老一辈科技人员的言传身教和企业领导的严格要求、热情关怀，不可能成长为国家大型企业的总工程师，获得省部级技术进步奖四项，成为享受政府特殊津贴的中国石化总公司有突出贡献的科技和管理专家。

作为一名女性，要参与企业高层次的管理，除了上级领导的培养外，更多的是靠自身奋发图强，接受各方面的挑战。我大学毕业后来到企业，曾经当过电焊工、操作工。我都是干一行爱一行，尽职尽责工作；参加专业设计和生产管理后，我更加虚心学习，刻苦钻研，使工作能力得到不断发挥和提高。1985年担任厂技术科领导，1986年任厂副总工程师，接受的考验更多，挑战性更强。历时6、7年的润滑油生产系统技术改造，虽然有公司、设计部门以及生产车间参加，作为厂里我是主要负责的。我积极主动，全身心投入，外出调查，讨论改造方案，二十来天跑了6个炼油厂，看了十多套装置，还在旅途中写出了调查报告，工作是艰苦的，但是我觉得自己很充实。润滑油系统改造的几年时间里，我每天工作十多个小时，很少休息过完整的星期天，过年过节家里也只能一切从简，我认为值得。可喜的是，由于参加改造的同志们上下努力，勤奋工作，这个系统的技术改造虽然起步晚，但是起点高，加上不断完善，至今还保持国内领先水平。

这里需要说一点的是，我的丈夫是政府部门的干部，他非常支持我的工作，我的家庭一直很融洽。我们只有一个孩子，从小培养他独立、自理能力和奋发向上精神，1992年，他以较好的成绩进入高等学府学习。没有家庭成员良好的素质，一个女人要参与社会竞争是很困难的。

随着社会的不断发展，作为一名参与企业高层次管理的女性是不能自满和停步的，否则，就会被日新月异的科技潮流所抛弃。近10年中，我不断学习新技术，积极与科研单位和公司兄弟单位合作，努力开发新产品，使我厂每年平均有两个新产品投放市场，其中高粘度沥青填补了国家的空白；提高产品质量档次，使全厂润滑油产品三个系列、八个产品全部进行升级换代，仅这一项，每年为企业增加经济效益5000多万元，使润滑油产品成为公司出口创汇的拳头产品；严把质量大关，确保全厂产品出厂合格率保持100%，受到中国石化总公司产品质量检查组和中国质量万里行抽查组的多次好评。

这些年来，我在参与企业管理中做了自己应该做的一些工作，取得了一些成绩，企业和同志们给了我很多很高荣誉，评我为“南粤巾帼建功”活动先进个人、广东省先进女职工、中国石化总公司劳动模范，还推选我为茂名市人民代表大会代表，参与政府重大决策。我要把取得的这些成绩作为与男同志平等竞争的“加油站”，努力实现一个女科技人员的应有价值。

三、企业发展需要不断提高女职工的素质

科技进步、经济繁荣和社会进步，从根本上说，取决于劳动者素质的提高。企业发展更是如此。无用讳言，目前企业女职工的整体素质低于企业员工的平均水平。市场竞争实质上是人才竞争。企业，作为市场主体，深知优胜劣汰的规律，因此，不可避免地会出现一些女职工被精简下岗或失业。我厂女职工的文化科技素质，也低于公司职工平均水平，随着企业改革的进一步深化，女职工们忧虑的问题也不可避免地出现。

恩格斯指出：“妇女的解放，只有在妇女可以大量地、社会规模地参加生产，而家务劳动只占她们极少的功夫的时候，才有可能。”他一再强调“妇女解放的第一个条件就是一切女性重新回到公共的劳动中去。”我国政府也多次重申：“妇女素质不仅关系到妇女自身的进步和地位的提高，也关系到中华民族整体素质的提高，关系到改革和建设的进程。”因此，妇女素质的问题，是关系到妇女生存、解放、地位和国家改革发展的重大问题。解放后，由于我国长期实行的统包统配就业模式，形成了人们特别是妇女在就业上的单一思维，滋生了坐等国家分配的依赖心里；追求全民所有制“铁饭碗”的求稳心理；希望工作舒适轻松的享乐惰性心理，缺乏自主意识、风险意识和竞争意识。因此，要创造提高妇女素质的良好氛围，增强妇女的适应能力和竞争能力。各级政府和妇女组织要以此作为当务之急。

根据我国国有企业的优势和特点，提高妇女素质的主要措施有如下几个方面：

1、加强宣传教育的力度,提高思想道德素质 促使女职工充分认识企业发展的严峻挑战形势,鼓励女职工自尊、自信、自立、自强、摒弃依赖心理和惰性意识,拿出“半边天”应有的强烈的历史责任感和紧迫感,既要闯好恋爱、家庭、生育关,又要闯好文化、科技、智慧“新三关”。树立“市场不信奉女士优先,要生存和发展就必须自主、创造、开拓、进取”的主人意识。

2、鼓励岗位成才,一专多能 这项措施已实施几年,去年的力度加大,采取多学新岗位操作技术与奖金挂钩。目前,懂得两个岗位以上技术的“一专多能”女操作手已大批涌现,已有一批女职工成为全能操作手。

3、典型培养,重点提高 在生产工作中涌现出来的女技术能手、技术尖子,有培养前途的,我们送她们到职工学校进行培训提高,如参加中级技术和高级技术培训等等,使她们在技术上能进一步提高;对涌现出来的女劳动模范、工作标兵,我们则送她们到大专院校进行深造,为她们进入企业的高层次管理打下良好基础。

4、开展继续教育工程 在已经获得技术职称的女科技人员中,通过培训或自学的形式,每年学会一项新知识。目前仅是通过培训的方法已进行了系统工程、价值工程、现代企业管理制度等现代管理方法或新学科教育,促使已经获得技术职称的女科技人员每年都有新的提高。

The Enterprise's Development & Women's Self-Improvement

by Zheng Qimei, Chief Engineer, Oil Refinery of Maoming Petrochemical Corporation, Guangdong

Ms Zheng Qimei graduated in 1968 from Oil Refining Section, East China Chemical Industry Institute. Since December 1968, she has worked at the refinery, serving as technology designer of the designing institute and production and technology department, Deputy Section Chief of technology, Deputy Chief Engineer and Chief Engineer of the refinery.

In May 1990, she was commended as an Engineer with Outstanding Contributions at the Second Conference on Science and Technology of the Maoming Petrochemical Corporation.

In October 1990, she was commended as an Expert with Outstanding Contributions at China Petrochemical General Corporation and given special government subsidy.

In December 1993, she was conferred the title of Pace-setter in "Women Making Contributions" in Guangdong, and "Model Worker" by China Petrochemical General Corporation in 1994.

The Maoming Petrochemical Corporation under the China Petrochemical General Corporation was set up in 1958 as one of the 156 key projects under the First Five Year Plan of New China. With refinery as its major production, the corporation is a large comprehensive petrochemical complex covering the exploitation of oil shale, production of construction materials, machinery manufacturing, construction and installation, and scientific research and designing. Under the corporation are 21 subsidiaries, with an employment of 27,000 in state-owned operations and 13,000 in operations collective-owned enterprises. It has fixed assets of 4.188 billion yuan in original value and 2.394 billion yuan in net value. It turns out 210 varieties of petrochemical products and processed 6.55 million tons of crude oil in 1994, with the total industrial output value of 3.24 billion yuan and a gross sales income of 8.5 billion yuan (before tax). It turned over profits and taxes of 1.1 billion yuan in the years. In terms of operation scope, the corporation ranked 19th among the 500 biggest industrial enterprises in China in 1994. In terms of competitiveness, it ranked 24th among the 100 industrial giants in the country in 1993.

I. The enterprise's development makes it possible for women to participate in management

Since China adopted the policy of reform and opening and concentrated its efforts on economic construction, the national economy has grown rapidly, with the average annual growth rate of GNP at 9%. The economic restructuring has made China one of the most economically vigorous countries in the world and invigorated the state-owned enterprises, which not only brings about opportunities for the development of the enterprises but also makes it possible for women to participate in management more actively. Our refinery was built after 1958. As a major subsidiary of the Maoming Petrochemical Corporation, its main task is to process petroleum into various products. Great changes have been taking place in our refinery since the country embarked on the road of reform and opening:

1. The enterprise has constantly expanded on scale. After two phases of expansion, the capacity of production reached 8.5 million tons annually in 1990 against 5.5 million tons in 1978, which topped all the other fuel-lubricating oil refineries in China, with the most complete processing facilities. Meanwhile, the corporation has become the largest refining enterprise in China. As the reform and opening deepen, the refinery will continue to expand. The installation of a new extracting plant with a capacity of 5 million tons a year will increase the refinery's total capacity to 13.5 million tons a year. By the end of the century, our refining capacity will go beyond 17 million tons a year.

2. The enterprise has constantly upgraded its technological and managerial standard. Thanks to the

government's support and the enterprise's own efforts, several hundred million yuan has been invested to upgrade and renovate over ten plants. Achievements have been made in over 2,000 projects in the promotion and extension of new techniques, technologies, equipment and materials. Originally almost unknown at home, the Maoming Petrochemical Corporation has rapidly improved its managerial standard and won the Gold Horse Award, the highest honor an enterprise can expect in China for good management. For eight years in a row it beat all the other counterparts in the country in saving energy. In 1991, it was commended as one of the 63 advanced enterprises of energy saving in China.

3. The enterprise employs more women, making them account for a greater proportion in the work force. The internal and external expansion of the enterprise has created conditions for the increase of female employees and for their participation in the enterprise's management. By the end of 1994, the refinery had 1,554 female employees, who accounted for 28.52% of the total. Their education level was remarkably improved thanks to the training extended to them and their own efforts to improve themselves over the past decade. Now 93.75% of them have reached the education level of senior high school or secondary vocational school graduates. Of the 972 people who have acquired a technical title in the refinery, 18% are women, against 10.52% in 1985.

I. Women must improve themselves to participate in high-level management in the enterprise

Chinese women have participated in enterprises' management in two forms: In one form, they proceed in the capacity of ordinary workers, making suggestions or airing their views on the enterprise's management and in the other form, they proceed in the capacity of the enterprise's leaders or management experts, involved in its decision-making. In the former, women participate in general management of the enterprise; in the latter, women are involved in the high-level management of the enterprise.

China's Constitution makes it clear that women enjoy completely equal rights with men in politics, economy, culture, society, family and all the other aspects of life. However, various factors affect women in their seeking equality with men in professional success, and the prominent three are as follows: 1) The social prejudices such as "men should not attend house-world while women should not care about external affairs" and "a woman's virtue lies in her not having talent;" 2) The family burden, since women shoulder the double mission of material production and human reproduction, and spend much time on doing house-work, giving births to children and taking care of their husbands. Some statistics show that they spend three or four hours in their housework everyday; and 3) The women's own weakness, as they are more gentle and delicate but less resolute and straightforward than men. Because of all this, women have to work much harder than men before they become successful.

The Maoming Petrochemical Corporation is a very large and important state enterprise, which offers a favorable environment for women to develop their talents. In 1985, women already represented 20.58% of the top-level decision-makers of the corporation, and the percentage grew to 29.17% in 1994. Several deputy chief engineers of the corporation are women. My predecessor, the Chief Engineer of the refinery, is a woman, too.

I graduated from college in 1968. It would have been impossible for me to become the Chief Engineer of a large state enterprise without the veteran technical personnel's help and the leaders' strict demands and sincere concerns. I also owe a lot to them for my winning four awards in technological advancement at the provincial and ministerial level and being honored as technical and managerial expert in the China Petrochemical General Corporation, enjoying the special subsidy from the government.

Apart from the cultivation from the leadership, a woman must rely more on her own self —

improvement and must be ready to take various challenges if she wants to participate in the enterprise's high-level management. After I came to the refinery upon graduation, I worked as welder and operator. I loved every work assigned to me and did my best to perform my duty. When I was involved in professional designing and production management, I studied harder and never stopped improving my ability. In 1985 I began to head the technical section of the refinery and was appointed its Deputy Chief Engineer in 1986, when I had more tests and tougher challenges. I assumed the leading responsibility for renovating the lubricating oil production facilities, which lasted practically seven years. I devoted all myself to the work and visited six refineries in 20 days for investigations. I saw more than ten sets of facilities and finished the investigation report on the way. The work was tenacious, but I felt I was leading a full life. In the years of renovation, I worked more than a dozen hours everyday and seldom took a whole Sunday off. Even my preparations for the festivals at home were simplified. I think it was worthwhile to do so. It is a pleasure to see that the system, though renovated rather late, has remained advanced in China since it was started at a high level and has been ever improved.

Here I should mention that my husband is a government official and he has been very supportive to my work. We have kept a harmony at home. We have only one child and we began to cultivate his independence and enterprising spirit when he was small. In 1992 he passed the entrance examinations with fairly good scores to an institution of higher learning. It would also have been difficult for a woman to participate in the social competition if her family were not understanding and supportive.

The society moves on and on, and a woman involved in the high-level management of the enterprise cannot be conceited and stop making progress, or she would be discarded by the ever updating science and technology. In the past ten years I have never ceased studying and have been active to develop new products in cooperation with research institutes and other subsidiaries of the corporation. Now every year the refinery has two kinds of new products put into the market, of which the asphalt of high viscosity filled in a technological blank for our country. Thanks to our efforts to ever upgrade the quality of our products, the three series of eight lubricating products turned out by the refinery have all been updated, which alone gain more than 50 million yuan for the enterprise. The lubricating oil products have become a pillar in the corporation's export. We also pay close attention to the quality of our products and have guaranteed 100% of our turnouts up to the standard. The quality inspectors from the China Petrochemical General Corporation and China Quality Crusade detected our products on many occasions and they unanimously made good comments on them.

I have done my share in the enterprise's management these years and made some achievements. The enterprise and my fellow workers have given me many great honors, including "pace-setter" in the campaign of "Women Making Contributions in South China," "Advanced Woman Worker" in Guangdong Province, "Model Worker" of the China Petrochemical General Corporation, and so on. I was also elected deputy to the Municipal People's Congress of Maoming, which enables me to be involved in decision-making at the government level. These achievements have encouraged me to compete with men on an equal footing and realize the due value of a woman engineer.

II. The enterprise's development asks for ever improved women resources

The scientific and technological advancement, economic prosperity and social progress are fundamentally determined by the quality of the labor resources. This is even truer with the development of the enterprise. Needless to say, currently the quality of women employees of the enterprise on the whole is lower than the medium level of all the employees. The market competition is virtually a competition for

human resources. As the main body of the market, the enterprise is aware of the law that only the fittest is to survive. So it is inevitable that some women employees are laid off or become jobless. In our refinery, women employees' education level is also lower than the medium level of all the employees. As the reform in the enterprise deepens, those issues that make women employees anxious elsewhere come up also.

Engels pointed out that women's liberation would become possible only when they are able to participate in production in large quantity and on a considerable social scale while housework takes only very small part of their time. He repeatedly emphasized that the No. 1 prerequisite for women's liberation is that all women should return to the public work again. The Chinese government has also reiterated time and again that women's quality not only concerns their own progress and advancement of their status but also has something to do with the improvement of the whole Chinese nation and with the progress of the reform and construction. Therefore the quality of women is an important matter of women's survival, liberation, status and the nation's reform and development. After the founding of New China, our country for a long time followed an employment pattern in which the state took care of assigning all the jobs. As a result, people, especially women, tended to rely on the state for employment and seek stability in having an "iron-rice bowl" job in the state-owned enterprises and institutions. They expected comfort and relaxation in their work and were not very independent or ready to take risks of competitions. Therefore, it is necessary to create a favorable environment for women to improve themselves, making them more compatible and competitive. This should be an urgent task for the government and women's organizations at every level.

In view of our state enterprises' advantages and characteristics, the following measures should be taken to help women improve themselves:

1. Make greater efforts to raise the women's morality by means of various media. Women workers should be urged to fully realize the grave challenges confronting their enterprises' development and cultivate a sense of self-respect, self-confidence, independence and self-reliance. They should be encouraged to discard their inertia and show their strong responsibility for history as "half the sky." While they should try to get over the barriers in dating, making a family and giving birth to children, they also have to remove the obstacles on their education, mastering science and technology and displaying their talents. They should come to see that "the market believes in no ladies first and they must be creative, enterprising and aggressive if they wish to survive and thrive."

2. Inspire women to master one skill and be capable of many jobs. This measure has been taken for several years but more emphatically last year, as those who learned more than one operational skill would get more bonuses. So far many women operators who have mastered skills of more than one post have come to the fore, and a number of them have become all-round operators.

3. Cultivate model workers and pace-setters. The women talents who promise broad prospects in their work are sent to vocational schools for further improvement. Some women model workers and pace-setters are sent to study at universities and colleges, which lay down a good foundation for them to participate in the high-level management.

4. Carry out continuing education projects. Those women scientists and technicians who are already conferred technical titles are encouraged to study a new discipline every year either through training or self-study. Through training, many of them have studied systems engineering, axiology, modern enterprise management and modern managerial methodology, the education of which urges the women scientists and technicians to further improve themselves every year.

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