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好奇心编年史 | Paul Bennett



## 致中国CEO的一封信

不应忽略隐藏在这些领域之中的文化期待，而是应在更深层的文化层面上将创意和人们相连。

这是我为本杂志撰写的最后一期专栏了。回顾过去10个月的26篇专栏，我们共同探索了很多话题，希望我的一些心得体会可以令你们受益，就像你们的发现会让我受益匪浅一样。在最后一篇专栏中，我想正面提一提当代的中国商业思想家。所以，我谨在此向当今中国的CEO们发出一封公开信。

亲爱的中国CEO们：

记得刚来中国的时候，我曾看到一群在复兴公园锻炼的上海本地居民。他们在狂舞团，随着悠扬的华尔兹曲调翩翩起舞，让我不禁感动落泪。我当时和一位记者在一起，她问我，为什么我的反应这么强烈。“因为他们身上有一种特别的希望和尊严。”我脱口而出说道。

而到今天我依然这么觉得：中国这个国家拥有深远的历史和未来，而这里的普通人，这里的老百姓值得拥有最好的今天，享受他们的现在。我刚来中国的时候，就和IDEO的同事们一样下定了决心，要把老百姓放在心上。去设计让他们生活更美好的产品、服务和体验，给他们想要的生活。我坚信，我们不只是在为老百姓设计，而是要和老百姓一起设计。这样才能为企业带来更多发展动力，更重要的是，创造出超乎想象的经济和社会价值。

其次，我自认地非哲学大师，但在中国这段时间，儒家和道家思想大大启发了我，现在也仍是如此。我很早就领会到，在中国，古老的学问和智慧源远流长，代代得到尊崇，地不会被忽视，而是越发被重视。确保你的言行举止能相互关联，承前启后，这非常关键，也就是要在创造新事物的同时扎根于传统。

我们在工作中发现，中国人热衷于新事物，特别是当他们发现新事物与传统相关联的时候，这种热情就会愈发高涨。在我们看来，这通常意味着设计工作要建立在健康、家庭结构、食物、金钱和社会网络的现有观念之上。也就是说，不应忽略隐藏在各个领域之中的文化期待，而是应在更深层的文化层面上将创意和人们相连。

我认为在中国，光有策略是不够的，还要深入结合中国本土的伟大哲学思想。当然，我不是说所有的东西都要和儒家理论有关。不过我们发现，那些与中国深厚的古老智慧有关的想法更易于人们产生深刻的共鸣。

对中国来说，现在是时候把未来打造成设计文化。回首过去，中国可以说是有史以来最具创意的国度之一。展望未来，你们同样需要对未来的发展付出一样多的时间和精力。

在IDEO上海办事处，我们花了很长时间，来确保在引进世界各地精英的同时，注重培养和发展本土人才。因为这些人才之间的合作的才是最激动人心的，看看中外设计师们通力合作，迸发出新的灵感、方法和美学理念，我们的工作也因此变得更加独特和振奋人心。这是令人骄傲的“中国创造”。为此，我希望中国商界领袖人物能起到推波助澜的作用。大量投入人才培养，在各个领域创造新的领袖。我还希望大家能充分认识到，设计创新以及鼓励创意想象的启发式思维，能够也必将在中国未来各行各业的发展中扮演重要角色。

最后，我想借我在首篇专栏里提到的有关乐观主义的话题，做一个总结陈词。我当时说过，设计这门学科立足于两个关键条件的交界处——技能和心态。技能即务实主义，把想法变成现实的能力。呈现具体事物的本领，也就是用“双手”去创造。而更重要的一点，也是我想用在这篇专栏的结尾处，就是要保持乐观的心态；相信自己能够让事物朝更好的方向发展，并全身心投入其中，也就是用“心灵”去感受。

CEO们，你们显然都有让自己的未来变得更好的“双手”，希望你们鹏程万里，前途似锦。最重要的是，让你们的“内心”充满无尽的乐观。☐

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## A Letter To the Chinese CEOs

We should not ignore the cultural expectations already in place around these areas, but instead, should connect our ideas to people on a deeper, cultural level.

This is, I regret to say, my last column for this magazine, so I wanted to say a heartfelt Thank You to both China Business News and to you for supporting me on this journey thus far. Over the course of the last 10 months and in 26 columns, we have explored a variety of topics together and I hope that some of my learnings can be useful to you as many of yours have been to me. I have received a lot of feedback and positive reinforcement for my thoughts and ideas, and am grateful. One thing I have avoided is making too direct a reference to today's China in my pieces, but in this, my final column, I want to address today's modern Chinese business thinker head-on. So, if you will indulge me, here is an open letter to the today's Chinese CEO.

Dear Mr. Chinese CEO,

When I first came to China, the sight of a large group of Shanghai locals, their eyes tightly closed, waltzing in time to the lilting music drifting across Fuxing Park as they did their morning exercise literally moved me to tears. I was with a journalist at the time and she asked me why I was having such an extreme reaction. "Because there is something so incredibly hopeful and dignified about them," was my immediate answer, and I hold true this thought to today: China is a country with a rich past and a vital future, and your everyday people, your 老百姓 deserve nothing but the best in today, their present. When I first came I was determined, as were my colleagues at IDEO, to keep 老百姓 firmly in our sights and to design products, services and experiences that made their lives better, gave them the life they aspired to and the life that many of them had struggled far beyond our comprehension to achieve. I firmly believe that it is not just designing for, but with 老百姓 that will unlock business, and importantly, economic and social value beyond your wildest comprehension. Please remember to do this.

Secondly, I do not claim to be a master of philosophy, but Confucian and Taoist theory, amongst others, greatly inspired me when I was in China and continues to do so now. Something I realized very early on is that in China, ancient teachings and wisdom run deep, are revered through many generations and are not seen as something to ignore, but something to cherish. Making sure that whatever it is you say, make and do connects backwards as well as looks forward is critical - building on traditions whilst creating new ones. We found through our work that people in China are excited about new things, but even more so when those things connect backwards

to traditions that they can recognize: for us, that often meant building on top of existing notions around health, family structure, food, money and social networks; by not ignoring the cultural expectations already in place around these areas, connecting our ideas to people on a deeper, cultural level. I know this may sound reductive, but to me, having a strategy is not enough in China: I suggest that you think about going deeper, and developing a philosophy. Of course I am not suggesting that everything has to link back to Confucius, but we found that ideas rooted in China's rich intellectual past tended to resonate deeply with people.

Thirdly, it is time for China to rightfully claim its future as a design culture. Again, looking backwards, China is one of the most innovative cultures ever, and you must invest as much time and energy looking forward. We spend a lot of time at IDEO's office in Shanghai making sure we are growing local talent as well as bringing in talent from all over the world, and it is the dialog which occurs in the overlaps between them that is most exciting. Seeing Chinese designers work alongside Western, new ideologies, methodologies and aesthetics are starting to emerge, and our work is starting to feel unique and exciting, proudly "Made in China" and enchantingly "Created in China". I hope that Chinese leadership heavily invests in talent, creating new leadership in all fields, and understanding that design and creative, imaginative and inspirational thinking can and should play a huge role in defining the future of China's industries and its people's ability to think, make and inspire new ideas.

So finally, I want to end where I began my first column, on the topic of Optimism. I said then that design is a discipline that sits at the intersection of two critical things - a skillset and a mindset. The skillset is that of pragmatism: the ability to bring ideas to life and make something tangible happen. The Hands. The bigger idea, and how I want to end this, is maintaining the mindset of Optimism: the belief that you can change things for the better and being genuinely excited to do so. The Heart.

Mr. CEO, you clearly have the hands to make your future great, and I hope that your journey is long and prosperous, and above all, filled from your heart, with endless optimism.

Please stay Curious.

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