ICBC 中国工商银行

HARVARD BUSINESS IMPACT

中国工商银行·哈佛

威廉·福克斯
WILLIAM FOX

2026年3月6日

为什么威廉会如此失落?

Why is William so sad?

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如果你是菲利普·埃德蒙，会如何与威廉沟通?

As Philip Edmund, how would you approach William?

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如果你是查理，会给威廉怎样的建议?

As Charlie, what advice would you give to William?

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如果你是威廉，你会怎么做?

As William, what would you do?

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与查理会面
Meeting with Charlie

- 担任法律总顾问?

- “你是在主动追求一个机会，还是在逃离当前的处境？”
- “你对担任这样一个职位的生活和工作方式了解多少？”

- 事前了解：与三位法律总顾问会面
  - “不适合我”
    - “你每天晚上睡觉前都会担心那些自己还不知道的问题”
    - “如果进入这样一个高曝光度的职位，我的工作强度也不会降低”
    - “我更喜欢工作中偏专业技术的一面”

- GC job?

- “Are you running towards an opportunity or running from a situation?”
- “What do you know about how it is to live in such a position?”

- Due diligence: meetings with three GCs
  - “Not for me”
    - “You always go to bed worried about what you don’t know”
    - “Won’t be cutting down if I enter this high-profile position”
    - “I like the technical aspects of my work”

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与伊丽莎白的对话
Conversation with Elizabeth

- “你为什么不减少一点工作时间呢？”
  - “现在可不是让人觉得我不够拼的时候。”
- “你真正的热情在哪里？那就去争取。最坏的结果会是什么呢？”

- “Why don’t you cut down your hours?”
  - “Not the time to be entering the spotlight as a slacker”
- “What’s your passion? Ask for it. What’s the worst that can happen with your asking?”

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“便当午餐分享会”

The “Brown Bag” Session

- 威廉问菲利普·埃德蒙，他是否可以就“国际交易中的税务问题”（他的专业领域）做一次分享。
- 一周后，埃德蒙回复说：“我们准备为助理律师举办一系列‘便当午餐会’，到时候可以给你安排一场。”
- 威廉非常兴奋，为这场分享做了大量准备。
- 但到了现场……只有六名助理律师参加！
- 尽管如此，他还是把这场分享认真讲完了。

- William asks Philip Edmund if he might offer a session on tax aspects of international transactions (his specialty)
- Edmund responds later in the week: “We are starting a brown bag lunch series for our associates. We’ll slot you in for one of the sessions.”
- William is thrilled. He prepares intensively for the session.
- At the session…only six associates!
- Anyway, he goes through it

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两周之后
Two Weeks Later

一位高级合伙人过来对威廉说：

- “我手下有一位中级律师，两周前参加了你的午餐分享会。他说，那一个小时学到的东西，比他在这里这些年学到的还多。”

- “你愿意每季度召开一次这种性质的研讨会吗？”
  - 在伦敦举办两次，在香港一次，在德国一次
  - 律师们开始参加这个研讨会，甚至连合伙人也来了
  - 威廉逐渐被大家视为“专家”，只要遇到国际税务方面的问题，大家都会来向他请教

Senior partner stops by:

- “One of my mid-level associates went to your lunch last fortnight. He said he learned more in that one hour than he has in all his years here.”

- “Can you offer this seminar on a quarterly basis?”
  - Twice in London, once in Hong Kong, once in Germany
  - Associates, even partners, start attending the seminar
  - William is recognized as the “expert” who others seek out if they have questions related to international tax

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六个月后...
Six Months Later…

- 威廉找到执行合伙人说：
  - “我一直想做一些事情，鼓励那些来自经济条件较弱家庭的孩子接触艺术。我能不能每周五请半天假，用我自己的时间，带一些本地公立学校的学生去参观美术馆、听古典音乐会之类的活动？如果可以的话，我愿意把自己的薪酬降低20%。”
- 两周后，执行合伙人做出了回应：
  - “管理委员会批准了你的申请。但我们有一个条件。我们打算提升沃特敦·斯皮格尔律师事务所在地区的知名度。如果你能提前与负责无偿法律援助的合伙人做好协调，那么只要这个项目以沃特敦·斯皮格尔律师事务所的名义开展，我们很乐意承担学生出行的费用。”

- William approaches the managing partner
  - “I have wanted to do something to encourage children from weaker economic backgrounds to delve into the arts. Can I take a half-day off every Friday to take students from some of the local public schools to arts museums, classical music recitals, etc. on my own time? I am willing to go down to 80% of the lockstep.”
- Two weeks later, the managing partner responds
  - “Your request has been accepted by the management committee. We have one request. We have been trying to raise Waterton Spiegel’s profile in the local community. If you can coordinate with the pro-bono partner in advance, we would be happy to cover the cost of the student trips so long as the project is identified with Waterton Spiegel.”

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两年后
Two Years Later

将工作投入调整为每周工作四天，薪酬为原标准薪酬的 67%

- “我感到比以前充实得多”
  - “我很喜欢带着孩子们参加各种各样的艺术活动、参观博物馆”
  - “因为在办公室的时间更少了，我反而工作得更高效”
  - “我现在至少每两周可以去看望一次父亲”

Cut commitment to four days per week at 67% of the lockstep

- “I feel so much more fulfilled”
  - “I enjoy taking children to various arts events and museums.”
  - “I am so much more efficient in office, since I am there for a shorter time.”
  - “I am able to visit my father at least once every fortnight.”

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反思
Upon Reflection

- “惯性的束缚”
- “听从内心的声音”
- “转型很少是悬崖式的决策；如果你看得足够长远，完全可以把它变成爬坡式的决策，通过一步步的小改变逐渐实现”

- “The tyranny of inertia”
- “Follow your heart”
- “Transitions are rarely cliff decisions; you can make them wedge decisions, incremental changes, if you look ahead enough”

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什么是成功?

What is Success?

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什么是成功?
What is Success?

- 成就
- 幸福
- 意义
- 持续的影响
- 还有什么?
  - 在一生中，我们对成功的理解会改变吗?
  - 成功是由某一个维度决定的吗？还是像万花筒一样，由多种要素共同构成?

- Achievement
- Happiness
- Significance
- Legacy
- What else?
  - Do the answers change over life?
  - Does any one dimension dominate? Or, is it a kaleidoscope of multiple elements?

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幸福的源泉是什么?

What Leads to Happiness?

- 收入与财富固然重要 ——但重要到什么程度?
  - 是绝对收入的多少? (伊斯特林悖论)
  - 还是相对收入? 收入差距?
- 健康
  - 尤其是身边至亲之人的健康
- 工作 (职业发展、职业前景)
- 社交联系 (归属感、认同感、人际联系)
- "温情效应" (利他行为会带来满足感)
  - "不要沉溺享乐, 才能获得真正的幸福"
- 幸福感与自主掌控感

- Income and wealth matter – but how much?
  - Income? (Easterlin paradox)
  - Relative income? Variance?
- Health
  - Of near ones
- Employment (career progression, prospects)
- Social contact (belongingness, affiliation, contact)
- "Warm glow"
  - "Don't indulge, Be happy"
- Happiness v. Autonomy

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反思
Reflection

- 不妨问自己几个问题：
  - 在我的人生中，最难忘的一段经历是什么？
  - 我最引以为傲的事情是什么？
  - 时至今日，我最后悔的一件事是什么？
  - 此刻我最想去做的一件事是什么？
  - 在职业和人生选择上，我有没有在一些事情上太勉强自己？
  - 当我回望一生时，我会以什么标准来衡量自己的人生是否成功？

- A few questions:
  - What is the one story about my life that is most salient to me?
  - What is the one thing that I am most proud of?
  - What is my one regret, today?
  - What is the one thing that I want to do today?
  - In making decisions about my career and life, where is it that I am trying too hard?
  - When I look back at my life, what will be my measure of having lived a successful life?

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