


# 共事原则

## ESSENTIAL PRINCIPLES

一位在中国经商多年的澳大利亚商人总结他的经验时说：“重要的不是你的专业知识，而是你认识谁。”“你认识谁”指的是你拥有的“关系”，在中国经商办事，关系非常重要。



An Australian merchant who has been doing business in China for many years summarized his experience as follows: "It's not important what you know, but who you know." "Who you know" refers to the *guanxi* (personal relationships or connections) that you have. *Guanxi* is extremely important for doing business and handling affairs in China.



与中国人进行商务合作，总的共事原则离不开“关系”二字。“关系”广泛地讲是指人际关系，是人与人之间通过交往和联系形成的一种心理连接。在中国，“关系”是一种很普遍的社会现象，它渗透到政治、经济、文化、生活等各个领域。中国人从生老病死、婚葬嫁娶，一直到衣食住行、文化娱乐，无不生活在巨大的关系网中。

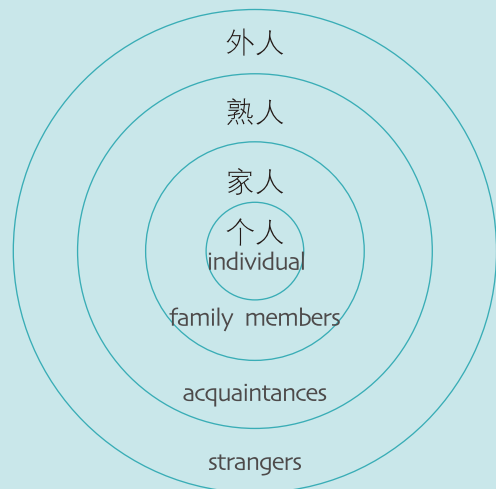
在中国，为什么关系如此重要

呢？这是因为，中国人的人际关系以人伦为中心，人情是维系人际关系的纽带。在古代，维系中国社会的主要经济活动是农业生产，因此家庭是最基本的社会单位。个人随着家人在固定的土地上从事生产，生于斯，长于斯，工作于斯，也终老于斯；日常生活中经常接触的人，除了家人便是亲戚、街坊邻里。在这样的社会背景下，中国人以儒家理论为基础，发展出一套以“情”为中心的行为规范：个人

When making business cooperation with Chinese, the general principle is inseparable from the two characters “*guanxi*”. Broadly speaking, “*guanxi*” refers to interpersonal relationships, a kind of psychological connection formed among individuals who interact and communicate with each other. In China, “*guanxi*” is a very common social phenomenon penetrating into all domains such as politics, economy, culture, and life, etc. Ranging from birth, senility, illness, death, wedding and funeral to clothing, food, accommodation, transportation, culture and entertainment, Chinese people are invariably living in a huge network of “*guanxi*”.

Why is *guanxi* so important in China? This is because the interpersonal relationship among Chinese centers on ethics, and human feelings are the bonds maintaining interpersonal relationships. In ancient times, the major economic activity holding Chinese society together was agricultural production, therefore a family was the most basic unit of society. Individuals, together with their family members, were engaged in the production process on a piece of fixed land. They were born there, lived there, grew up there,

worked there, aged and died there. Apart from their family members, the people with whom they had frequent contact were their relatives or neighbors who lived nearby. In such a social context, Chinese people, based on the Confucian theory, developed a code of conduct centering on “feelings”: individuals have to show “family affection” towards their own family members, and speak of “mutual favors” to close friends apart from their family members. They can, however, ignore all these things when dealing with unrelated strangers. Therefore, for Chinese people, if an individual is the core of concentric circles, the immediate layer surrounding the core involves family members, the layer outside family members includes people who are attached to the





必须和家人讲“亲情”，和家庭以外的熟人讲“人情”，和自己不相干的陌生人，则不必讲究这些。因此，对于中国人来说，个人如果是同心圆的核心，外面便围绕着家庭成员，家人外围是和自己有关系的人，再外层就是和自己无关的陌生了。而个人和这些不同圈子里的人交往，要采取不同的交往法则。

在商务活动中，也是如此，中国人一般习惯和家人、熟人这些“自己人”做生意。这种生意是建立在人情的基础之上的，他们彼此熟识，相互关照，讲究回报。另外，中国人还常常与家人或熟人介绍的人做生意，这是中国人降低风险的一种办法。与有关系的人打交道，中国人采取的是“人

情法则”，主要通过人情、信任而不是契约来约束双方，因为“关系”意味着信任和忠诚。而在关系圈之外的人，也就是和自己没有关系的陌生人，是需要小心地开展合作关系的。与没有关系的陌生人打交道，中国人采取的是“公平法则”——不太讲人情，主要通过契约来约束双方，在具体的合作方法、利益分配等方面是严格依照契约办事的。

在中国，商务关系的一大特点就是倾向于长期合作。中国人不惜花很多时间、很多精力与你拉关系，甚至聊一些与生意无关的话题或者安排一些与生意无关的活动，这些都是他们希望你建立关系的表现。为了保持长期合作，他们甚至会在一单生意结束后，继续花时间和精力去维护双方的关系。可以说，一旦关系建立起来，中国人便会表现出极大的忠诚和奉献精神，因此，他们认为花费再多的时间和精力去建立和维护关系都是值得的。

可见，在中国经商，需要先搞好关系，然后才能做好生意。

individual and the further distant circle pertains to unrelated strangers. To interact with people from all these different circles, a person should adopt different methods of interaction.

This is also true in business activities where Chinese people are generally accustomed to trade with their insiders such as families and acquaintances. This kind of business is established on the basis of personal relations among people who are familiar with each other, who care for each other and who value mutual returns as forms of reciprocal favors. In addition, Chinese people often do business with people who are introduced to them by family members or acquaintances, which is another way for Chinese to reduce risk. When dealing with people who are related to them, Chinese people opt for a “law of human relations” which binds people by personal connections and trust instead of by contracts, for “*guanxi*” means trust and loyalty. However, it’s necessary to exercise caution when carrying out cooperation with people who are outside one’s *guanxi* circle, namely unrelated strangers. When dealing with unrelated strangers who have no *guanxi* with them, Chinese

people adopt a “law of fairness”, which does not value much about personal relations but binds the two parties through contracts. In terms of specific methods for cooperation and distribution of benefits, they act strictly in accordance with the contracts.

In China, a prominent feature of business relations is their obvious long-term orientation. Chinese people will not regret over the considerable amount of time and energy spent in building *guanxi*; they even talk about topics irrelevant to business or arrange activities unrelated to business. These are all manifestations of their hope to establish *guanxi* with you. In order to keep long-term cooperation, they may even continue to spend time and energy in maintaining the *guanxi* between the two parties after a single trade is over. It can be said that once *guanxi* is established, Chinese people will show great loyalty and dedication. Therefore, they think it is worthwhile to spend as much time and effort as possible to build and maintain *guanxi*.

So we can see, to do business in China, one has to build good *guanxi*. Only after this one can succeed in doing business.

### 案例

Nicolas 就职于一家中国公司的人力资源部门。一次，领导希望全面改善一下公司岗位设置，特意派 Nicolas 去跟一家西班牙知名咨询公司洽谈。西班牙咨询公司给出了中肯的建议，却要价不菲。Nicolas 为了帮公司节省一笔费用，四处打听，终于找到另一家咨询公司，他们愿意以比西班牙咨询公司便宜三分之一的价格完善后续方案。Nicolas 马上把这个好消息告诉了领导。领导听后，语重心长地告诉 Nicolas：“我们与这家西班牙咨询公司有 20 年的生意关系了，我们信得过这家公司，也绝不会为了一点儿小钱轻易更换我们的合作伙伴。” Nicolas 不明白，为什么一贯提倡节约生产经营成本的领导，这次却宁可多花钱也要找这家西班牙公司。


**点评** Nicolas 看重的是眼前的利益，而领导更看重人情和长远利益，一旦关系建立起来，中国人便会表现出极大的忠诚和奉献精神。

### 行动指南

- 在中国，如果想办事比较顺利，不妨好好利用你在中国建立的同事关系、客户关系、朋友关系等，他们常常会很热心地帮助你。
- 如果你想利用第三方的关系为合作加分，一定要事先了解合作伙伴与第三方之间的实际关系如何。如果合作伙伴与第三方关系很好，你会收到预料的效果；反之，则会为你减分。

 CASE STUDY

Nicolas is working in the human resource department of a Chinese company. Once, the leader of the company hoped to make an overall improvement to the arrangement of posts in the company and specifically sent Nicolas to negotiate with a well-known Spanish consulting firm. The Spanish consulting firm proposed pertinent suggestions, but asked for a large sum of money. To help the company save a sum of money, Nicolas inquired here and there and finally found another consulting firm willing to improve the follow-up program at one third the price of the Spanish consulting firm. Nicolas immediately told the good news to the company leader. Upon hearing the news, the leader told Nicolas in sincere and meaningful words “we have been doing business for 20 years with the Spanish consulting firm. We believe in this company and will never change our cooperators for the sake of a small sum of money”. Nicolas didn’t understand why his leader who had always advocated the saving of production and operation costs would rather spend more money this time in order to choose the expensive Spanish company.

 **Comments:** Whereas Nicolas values the immediate benefits, Chinese people emphasize more human relations and long-term benefits. Once *guanxi* has been established, Chinese people will show great loyalty and dedication.

 ADVICE

- In China, if you want to work more smoothly, you may wish to make good use of your established *guanxi* between colleagues, customers, friends, etc. They will usually be very glad to help you.
- If you want to make use of the *guanxi* of a third party in order to facilitate cooperation, you have to know the actual condition of *guanxi* between your cooperator and the third party. If your cooperator has a good *guanxi* with the third party, you will achieve the expected results. Otherwise, it will bring you more losses than gains.