

## Haier Is the Sea: Speech by Chairman Zhang Ruimin to Haier People 1994

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Haier should be like the sea, only the sea can have such a broad mind to hold so much water and does not abandon the trickle; the sea can hold all the dirty water and can purify it. Only in this way can we have an ever-flowing Yangtze River, a turbid Yellow River and the trickle; all of them gather here after thousands of turns and twists, being the first at a mad rush. They become the vast ocean with an eternally inexhaustible and incomparable spectacular!

Once they flow into the sea family, each member will be tightly together, and form a united whole. They will be persistent with the goal without any hesitation as the order of the sea comes out and they will not retreat under any circumstances even if they will be smashed to pieces. Therefore, only the sea has the devastating magic.

The sea silently makes the most well-known endless dedication to human beings year after year with a selfless heart. Because of its spirit of “having things and not taking forcible possession and not relying on their own to others and achieving the self-serving purpose”, it also has achieved the eternal existence. The existence also provides the sea with endless survival environment and conditions.

Haier should be like the sea, once Haier sets up an ambitious goal, it should open its broad mind. It should not only attract all talents from all corners of the country, but also should have the sea-like self-purification capacity, making each person in this atmosphere have been improved and sublimated. Haier employees should be capable, and they should not be redundant, common people. Because the development of Haier needs a variety of talents' support and guarantee.

It is needed to have all the Haier employees work together to burst out its magic; it is the entrepreneurial spirit of “dedication of patriotism, the pursuit of excellence” advocated by people. They work for the same goal, making no distinction between you and me; they make the greater contribution, not taking the diploma as the only standard; they turn so many incredible and impossible

things into reality and potential through their effort. So Haier can overcome all obstacles, rolling forward!

We should also be like the sea, making due contribution for the society and the human beings. As long as we love the society and the human beings with “a good faith”, the society will accept us forever; Haier will eternally exist like the sea. In the meanwhile, everyone who lives in it will get rich rewards in making the-first -class efficiency for the enterprise and making outstanding contributions to the society. Haier will be integrated with the whole society.

海尔是海  
张瑞敏

海尔应像海,唯有海能以博大的胸怀纳百川而不嫌其细流;容污浊且能净化为碧水。正如此,才有滚滚长江、浊浊黄河、涓涓细流,不惜百折千回,争先恐后,投奔而来。汇成碧波浩淼、万世不竭、无与伦比的壮观!

一旦汇入海的大家庭中,每一分子便紧紧地凝聚在一起,不分彼此形成一个团结的整体,随着海的号令执着而又坚定不移地冲向同一个目标,即使粉身碎骨也在所不辞。因此,才有了大海摧枯拉朽的神奇。

而大海最被人类称道的是年复一年默默地做着无尽的奉献,袒露无私的胸怀。正因其“生而不有,为而不恃”不求索取,其自身也得到了永恒的存在。这种存在又为海中的一切提供了生生不息赖以生存的环境和条件。

海尔应像海,因为海尔确立了海一样宏伟的目标,就应敞开海一样的胸怀。不仅要广揽五湖四海有用之才,而且应具备海那样的自净能力,使这种氛围里的每一个人的素质都得到提高和升华。海尔人都应是能者,而不应有冗者、庸者。因为,海尔的发展需要各种各样的人才来支撑和保证。

要把所有的海尔人凝聚在一起,才能迸出海一样的力量,这就是靠一种精神,一种我们一贯倡导的“敬业报国,追求卓越”的企业精神。同心干,不论你我,比贡献,不唯文凭。把许许多多的不可思议和不可能都在我们手中变为现实和可能,那么海尔巨浪就能冲过一切障碍,滚滚向前!

我们还应像大海为社会、为人类做出应有的奉献。只要我们对社会和人类的爱“真诚到永远”,社会也会承认我们到永远,海尔将像海一样得到永恒的存在,而生活于其间的每一个人都将在为企业创一流效益、为社会做卓越贡献的同时得到丰厚的回报。海尔将和整个社会融为一个整体。

海尔是海。