

■泰德·普林斯(E. Ted Prince)

在刚刚结束的中秋和国庆假期中，数百万中国人在条件不舒服的长途旅行中度过了这个假期。之后，他们返回岗位继续辛勤工作，不少人领着微薄的工资。这就是生活的全部？没有更好的方式？社会和经济学家认为有，而且全世界也发起了更多将提高人民的幸福而不是收入作为目标的行动。

无需由我来告诉你，现代生活正变得越来越复杂、拥挤，越来越困难。这种困难不光体现在经济上，还体现在身心、环境和社会层面上。这是全球普遍存在

简称GNH。奇怪的是，这个全球行动的发起者并非来自发达国家，而是来自不丹这个发展中国家，但这个概念很快在发展中国家流行起来。

GNH的意思是，只注重国内生产总值(GDP)，也就是一国经济中商品和服务的总量，这是个太局限的概念。GDP或许会告诉我们是否生产或卖出了很多商品和服务，但不会告诉我们自己是否更加幸福。幸福主要并不是一个经济概念，它还包括其它很多因素。

因此，我们不能光将注意力放在是否制造了更多商品和服务上，还应关注是否让人们更加幸福。这就是GNH背

前，全美共有11个州已经通过立法，允许成立B企业。这些立法特别致力于促进3BL和社会良知，为所有组织确立了更高的责任标准，让他们对自己的股东，以及在经济、社会和环境领域，对所在州的民众更负责任。

美国的私有企业也兴起了将可持续性和企业社会责任(CSR)纳入公司主要目标的行动。多数大公司已成立专门部门，致力于发展CSR和可持续性。发达国家中越来越多的大企业在与3BL目标产生冲突后会被要求承担责任，比如英国石油公司(BP)在美国墨西哥湾漏油事件。因此，在美国，CSR行动正在加入

四个线索

如果你是个普通人，那么你从生活中，从一日三餐、孩子和舒适的生活方式中真正想得到的是什么？换个说法，做什么会让你自己真正感觉良好，感到活着的快乐？

有一个小小的线索。你知道，美国最流行的休闲活动是赏鸟吗？根据美国鱼类和野生动物事务局的统计，美国目前有5130万“玩儿鸟人”(赏鸟的人)，而且这个数字还在继续上升。

奥杜邦协会(Audubon Society)是美国一家私营的非营利性爱鸟者组织，它是全美最大也最活跃的非营利机构之一。该协会不仅教人们如何赏鸟，同时还运营着大量保护鸟类和野生动物的项目，这些项目由一些个人负责，而不是政府。奥杜邦协会一直都在对政府进行游说，劝其采取更多保护环境和野生动物的行动。

因此，这5100多万美国“玩儿鸟人”不只是在赏鸟，他们同时也在保护环境，他们是“三重底线”的一部分。他们快乐的原因不光来自于观赏各种鸟类，还在于他们是一个更大的目标的一部分，这个目标是让地球变得更美好。

还有一个线索。你知道，每个美国人一年开车行驶的公里数正在减少吗？是的，“车轱辘上的”美国人正在减少开车出行。不光美国人如此，日本人、欧洲人也是这样。欧洲很多地方正在流行骑自行车和步行。

人人都开车不正是发达国家的标志吗？不是。在后工业阶段，发达国家真正的迹象是开车少了、买车少了、骑自行车和步行多了。

开车少了意味着车少了、污染小了、碳排放低了、交通不那么堵了、通勤压力小了，或许还有与家人和邻里待在一起的时间多了、公共交通更多、社会互动频繁了。与社会沟通更多，社会互动和满意度会上升，个人福祉也会提高。

因此，现在发达国家的人正在离开汽车，离开他们在发展早期阶段曾经崇拜的东西。事实上，高汽车拥有量正在越来越多地被看作是社会落后而不是先进的标志。它实际上意味着国民幸福更低而不是更高。

还有一项数据。发展中国家运动的人数较少，而发达国家的较多。发达国家中，美国和北欧等最发达的国家比南欧等发达程度不那么高的国家的运动人数

多。看起来，发达程度越高的国家，运动的人更多，为什么？因为这是另一种让自己快乐的方式。健康不是唯一的原因。调查显示，锻炼是天然的抗抑郁剂，它会让你感到更加快乐。

还有，当我们进入发展的后工业阶段，就会出现更多非营利性机构。这些机构遍布各个领域，运动、休闲、文化、旅游、宗教、慈善，等等。在这些新兴的后工业社群中，更多人志愿帮助他人，因为他们有更多时间，也不必为了赚足够多的钱满足最基本的需要而总是在工作。

志愿工作的兴起是发达程度的关键指标。志愿工作也会让人们真正地快乐，因为他们知道自己在帮助他人。志愿服务和非营利机构也会为GNH和3BL做出重要贡献。

关于旅游

快速发展中的国家在开始赚钱后想到的第一件事就是去旅游。这也是目前发达国家国家较年轻的人首先想做的事。旅游就是获得经验和兴奋，但兴奋并不等于快乐。

旅游可以让人快乐，但通常你只会旅途中感到快乐。这或许是快乐的一种廉价形式，一种只有你自己感受得到的短期的快乐，它不会让你因为令别人快乐而感到幸福。因此，这也可以说是一种自私的快乐。要想实现更持久的快乐，需要对GNH和3BL产生持续的影响。这就是为什么许多发达国家的人开始投入志愿工作、非营利机构或是帮助其他人。

就像之前的美国人和日本人一样，中国人正在成为全球最庞大的旅游者。这在现在的发展阶段来说是正常且自然的。但一旦过了这个阶段，中国人就会变得稍微内向，他们会将更多注意力放在本国的发展上，不光在经济和金融方面，社会和环境方面亦如是。

到那个阶段，曾经的旅游者会变成促进GNH和幸福的人，那些已经赚了很多钱的人就会想去回馈社会。当你们国家的亿万富翁意识到自己必须通过散尽所有的钱财去帮助他人才能感到真正的幸福时，你就会知道你们国家终于达到了追求幸福而不是物质或奢侈服务的阶段。那是GNH，不是GDP。

(作者系佩斯领导力研究院创始人兼首席执行官) 本报记者 兰晓萌/编译

欧美人生活方式的转变

的现象，并非中国独有。国家愈发达，生活会遇到更多困难，即使是那些收入更高的家庭。

不少中国人向往着美国和其他发达国家的生活，但这些国家在并不很久之前还和中国没什么差别。美国和欧洲国家也都经历了早期的发展，才实现目前社会、生活和经济条件的改善。中国现在也在发展，其生活条件最终也会达到欧美目前的水平。

发达国家的人同样认为他们得到的不是自己真正想要的。随着国家变得富裕，人们的目标也发生改变。在发展的初始阶段，人们想要的只是有足够的钱维持生活。这在中国基本上已经实现，至少在城市中如此。在发展的第二阶段，人们想要足够的钱，不仅仅用于维持生活，还要用于积累住房、好家具、衣服和各种小玩意等物质产品。许多中国人目前已步入这个阶段。

但在增长的第三阶段，人们开始厌倦占有过多物质。他们真正想要的东西是幸福。我们将此称作后工业化发展阶段。目前还没有哪个国家达到了这个阶段，但世界上已经出现以此为目标的全民行动。欧洲，特别是北欧国家最接近这个阶段，许多国家也都努力向这个阶段靠拢，包括一些发展中国家。

“国民幸福总值”

现在流行一个词，“国民幸福总值”，

后的思想。GNH包括以下因素：环境健康、身体健康、精神健康、工作场所健康、社会健康及政治健康。这个概念认为，政府要做的不是提高GDP，而是提高GNH。当然，需要有充足的GDP去支付满足GNH的因素。

但是，GDP或人均GDP很高而GNH很低的情况很有可能出现。许多人认为，大多数高GDP的国家，GNH增长率却很低，许多发达国家当然也在其中，包括美国和不少欧洲国家。

政府和企业的责任

如何促进GNH？可以鼓励企业和政府去衡量那些对GNH有贡献的活动，不光是经济活动，还有社会和环境活动。

联合国已经加入行动，提出了“三重底线”，即3BL。3BL衡量的是一个组织对基于“人民、地球和利润”这“三重底线”之上的整体福祉的贡献。每个组织必须依照社会、经济和环境因素来衡量自己的利润。

你或许会认为以3BL为目标的行动不过是一时的流行，这个概念过于理想化、乌托邦，不会有什么真正的影响，即使这是个很好的理念。那么，你是错的。

以美国为例。目前美国正在兴起成立所谓“B企业”的行动，B代表“公共利益”。这是一种特殊形式的公司实体，其共同的纲领是促进社会和环境目标。目



不少中国人向往着发达国家人们的生活，而后者却认为他们得到的不是自己真正想要的。随着国家变得富裕，人们的目标也发生改变。

3BL行动，而GNH和3BL等概念也在公共部门和私营部门逐渐传播开来。

当然，美国不是唯一正在提倡3BL的国家。从全球范围看，美国在这方面一直落后于其他许多发达国家。3BL行动是欧洲发达国家和其他一些发达国家中多数“绿党”的基础，这些党派可以被看做是最重视促进后工业社会必要条件——幸福和福祉重要性大于经济增长——的政党。不过，目前发达国家的“绿党”多数规模很小。但是，他们越来越多地通过与本国其他党派联合进入政府，德国许多地区就是这样。




思变新生 中国企业的涅槃之道

2012 第六届中国CEO高峰论坛

2012.11.18-19 中国·北京五洲皇冠假日酒店

2012年年度中国十大最具成长性企业	2012年年度中国十大最具成长性CEO	2012年年度十大最具投资价值企业	2012年年度公益榜样奖
博赞(Brainiac)教育服务有限公司	许志华	红星美凯龙家居集团股份有限公司	山东宇翔国际文化有限公司
圣天狐服饰(中国)有限公司	郑耀英	江苏宏图高科科技股份有限公司	河南省爱心基金会
伊小雅咖啡	谢平展	苏州金螳螂建筑装饰股份有限公司	中信泰富置业(北京)有限公司
东茂科技有限公司	朱耀灯	江苏红豆实业股份有限公司	香港海航控股集团有限公司
无奇食品有限公司	王明斌	南京红太阳股份有限公司	
介仁玻璃有限公司	陈益志	江苏太平洋石炭股份有限公司	
卓越电机有限公司	黄仁力	青岛啤酒股份有限公司	
合福食品有限公司	郑 桦	金地(集团)股份有限公司	
烟台华新集团有限公司	廉法成	台州市巨鼎北洋药具有限公司	
高海陶瓷股份有限公司	沈东军		
江苏悦力奇生物科技股份有限公司	江宝全		
连云港如高集团股份有限公司	廖毅生		
赤水坊酒业集团	李善祥		
	冯劲龙		

2012年年度减碳先锋奖

北京京创家和节能技术有限公司

主办单位：華夏時報 | 承办单位：美行健国际 | 独家学术支持单位：厦门大学EMBA中心

独家门户网站支持：sina 新浪财经 | 战略合作媒体：CCTV 财经 | 特邀支持媒体：BTV 财经 | 特邀财经网站支持：财经网

支持媒体：新华社、中国企业家、全球企业家、第一财经、财经日报、21世纪经济报道、经济观察报、英才杂志、中国经营报、证券日报、每日经济新闻、北京日报、金融界、东方财富网、美通社

战略合作：[Logo]

商务热线：010 6266723 孙女士 / 010-58250042 李女士
媒体热线：010 59250056 孔女士

"Gross National Happiness – Is That What Development is All About?"

Dr. E. Ted Prince
Founder and CEO
Perth Leadership Institute
www.perthleadership.org

China Times (Beijing)
October 2012

China just had its mid-Autumn festival. Millions of people traveled far in uncomfortable conditions to enjoy their vacation. After that they go back to work hard. Often for very little pay. Is that what life is all about? Is there a better way? Social and economic analysts think so and there is a growing global movement whose goal is to increase people's happiness, not just their income.

I don't have to tell you that modern life is increasingly complex, crowded and often difficult. It's not just difficult economically, but also physically, mentally, environmental and socially. And it's not just in China. It's all over the world. The more developed a country gets, the more difficult life gets, even if families have more income to spend on things.

Often Chinese people look at the US and other developed countries and wish that they could be like them. But the US and the other developed countries were just like China not so many years ago. The US and the European countries had to undergo the earlier phases of development before they could improve social and living conditions as well as economic conditions. China is still going through this phase and it will undoubtedly eventually reach the conditions of life that Americans and Europeans enjoy.

But the people of the developed countries still believe that they too don't have what they really want. As countries become richer, they change their goals.

In the first stage of development people just want enough money to live. By and large that has already been achieved in China, at least in the cities. In the second stage of development, people want enough money not just to live, but to amass material goods such as houses, nice furniture, clothes and gadgets. Many people in China are getting to that stage now.

But in the third stage of growth people get tired of a lot of possessions. What they really want is to be happy. We call that the post-industrial stage of development. No countries have achieved that stage yet, but there is a global movement to get there. It's furthest advanced in the European and particularly the Nordic countries but there are many countries that are also attempting to achieve this stage, including some developing countries.

I Want My Gross National Happiness

The new buzzword is Gross National Happiness, or GNH. Strangely enough, this global movement started off not in a developed country but in Bhutan, a developing country. However the idea soon took off in the developing countries.

The idea is that just focusing on GDP – gross domestic product – the sum total of all goods and services produced by an economy – is far too limited a concept. It might tell us if we are producing and selling a lot of goods and services but it doesn't tell us if we are getting happier. And happiness is not primarily an economic concept. It also includes numerous other factors also.

So we have to focus not just on whether we are producing more goods and services, but if we are making people happier. That's the idea behind GNH. GNH includes the following factors:

- Environmental health
- Physical health
- Mental health
- Workplace health
- Social health
- Political health

In this concept the job of government is not to increase GDP; it's to increase GNH. Of course, you need a decent GDP to be able to pay for the factors that produce GNH.

But it's quite possible to have a high GDP (or a high GDP per capita) but still have a low GNH. In fact there are many people who say that most countries with high GDP growth are still only getting low rates of growth in GNH. That certainly includes many of the developed countries such as the US and many European countries.

Do Our Governments and Companies Really Make us Happy?

How do you promote the movement towards GNH? By encouraging both companies and governments to measure those activities that contribute to it, not just economic but also social and environmental.

Now the United Nations has got in on the act with a set of public accounting standards called "the triple bottom line" or 3BL. 3BL measures an organization's contribution to overall well-being based on the three pillars of "people, planet and profit". Each organization must measure its profitability according to social, economic and environmental factors.

You might think that the movement towards 3BL is just a passing fad and is too idealistic and utopian an idea to have any real impact, even if it is in theory a good idea. But you would be wrong.

In the US, for example, there is a growing movement towards setting up so-called B Corporations, short for benefit corporations. These are a special form of corporate entity whose charter is to promote social and environmental goals.

So far 11 States in the US have passed legislation to allow B corporations. The legislation specifically aims to promote 3BL and to promote a social conscience that will result in all organizations having higher standards of accountability to both their shareholders and to the citizens of their States in the economic, social and environmental realms.

And in the US there is also a growing movement for private companies to focus on sustainability and CSR – corporate social responsibility – goals as part of the company's main goals. Most large companies in the US have units which focus on CSR and sustainability.

There is an increasing tendency for large corporations in developed countries to be held to account when they conflict with 3BL goals, such as the oil spill by BP in the US Gulf of Mexico. So the CSR movement is adding to the efforts of 3BL in the US such that the ideas of GNH and 3BL are spreading gradually through both the public and private sectors.

And of course it's not just the US that is promoting 3BL. In global terms the US has been a laggard amongst developed countries. The triple bottom line movement is actually the basis for

most Green parties in Europe and other developed countries. The Green parties can be regarded as the parties that are most focused on promoting the necessary conditions for a post-industrial society in which happiness and well-being are seen as being more important than simple economic growth.

Of course, there is still a long way to go. The Green parties in developed countries so far are small and are minority parties. However they are getting into government increasingly in coalition with other parties so that they can form a government, e.g. in Germany in many of the regions. Paradoxically the US doesn't have a national green party, nor is there one in most of the US States.

But I think we can confidently say that the movement towards GNH, 3BL and CSR is gaining strength globally with the Green parties at the forefront of the movement in the political area and many large companies becoming more conscious of their role in promoting GNH and 3BL via sustainability and CSR initiatives.

Angry Birds isn't Just a Game

Ok so if you are a social theorist, all this is really interesting but not very useful. If I am a common person, what do I really want out of life, as well as three meals a day, kids and a comfortable life-style?

In other words, what things would I do that would make me feel really good about myself and about the joys of being alive?

Well here's a little clue. Do you know that the most popular leisure activity in the US is bird-watching?

According to the U.S. Fish and Wildlife Service (the Federal government agency that protects wild-life), there are 51.3 million "birders" (people who watch birds) in the U.S. alone and the number is constantly climbing"

The Audubon Society in the US, the private nonprofit organization for birders, is one of the largest and most active nonprofits in the US. The Audubon Society doesn't just show people how to watch birds. It has a huge number of programs to protect birds and wildlife which are led by private individuals rather than governments. And the society constantly lobbies governments to further protect the environment and wildlife.

So those 51 million birders in the US aren't just watching birds. They are protecting the environment. They are part of the triple bottom line. And they feel good not just because they are watching birds, although that makes them happy. They feel good because they are part of a larger goal, to make the planet a better place. Isn't that a great way of making yourself and your family feel happy? It's not making money but doing good for the planet that is making them feel that way.

Driving Me Crazy

Here's another clue. Do you know that the number of miles driven by American each year per person is actually declining?

That's right. Americans, the people who made the car what it is, are actually driving less. And it's not just Americans. It's also Japanese and Europeans. In Europe they are going back to bicycles and walking.

Isn't the car the very symbol of being a developed country? Nope. The sign of being really developed, to the post-industrial stage is when you start driving less, owning less cars, and cycling and walking more.

Less driving less means less cars, less pollution, less carbon emissions, less traffic, less stress from commuting, maybe more time with your family and local; community, more public transport and more social interactions. In a car you are cut off from society. Outside one you are more connected so social interaction and satisfaction rises. So personal well-being rises too.

And it costs you a lot less too. Driving less means more happiness, a higher GNH and higher 3BL. So those developed country people are moving away from the cars that they all worshipped when they were at earlier stages of growth. Really high car ownership is increasingly looking like a sign of social backwardness not of progressiveness. It actually means less national happiness rather than more, the conventional view.

Exercise, the Anti-Depressant of the Masses

Here's another data point. People play sports less in developing countries and more in developed countries. In developed countries, the most developed (US and northern Europe) play more sports than less developed (e.g. southern Europe). So it looks like as countries become more developed, they play more sports. Why?

It's another way of being happy. It's not just health although that is a big reason. Surveys show conclusively that exercise is a natural anti-depressant. It makes you feel happier.

First there are the physiological effects. Then the social interaction. So more sports means more happiness and the more developed a country gets, the more its people play sports.

Of course, the more developed you are, probably the less pollution you have which makes sports more enjoyable and healthy. Conversely if you are in a developing country with bad air pollution than playing sports is unhealthy and so you have less motivation to play them and less chance to make yourself happier.

Volunteers Paid in Happiness, Not Money

When we get to the post-industrial phase of development, there are more nonprofits. They often don't pay their staff because they run on voluntary unpaid help.

These nonprofits cover all areas. Sports, recreation, culture, travel, religion, charitable, etc. In these emerging post-industrial societies, more people volunteer to help others because they have more time and don't have to work all their time in order to have enough money just to meet the basic requirements of food and shelter.

The rise of volunteer work is a key indicator of advanced development. Volunteer work makes people really happy too because they know they are helping others.

When you become a volunteer it's clear to everyone that you are not doing it for the money. So volunteering and nonprofits is a major contributor to GNH and the triple bottom line.

What about Travel?

The first thing that people in rapidly developing countries want to do once they start to get money is to travel. They want to see the outside world so they can observe, compare, remember.

It's the first thing that younger people want to do also in developed countries so they can do the same. It's about getting experience. It's also about getting excitement. But excitement is not the same thing as happiness.

And traveling can also make you happy. But generally you only feel happy while you are traveling. It's maybe a cheap form of happiness, short-term happiness just for you. But it doesn't make you happy because you made others happy. So it's a selfish form of happiness.

Once you have traveled extensively you start to realize that in order to achieve a more long-lasting form of happiness you have to have a long-term impact on GNH and the triple bottom line. That's why so many people in developed countries turn to volunteering, nonprofits and helping their own countries to become happier.

Just like the Americans and Japanese before them, the Chinese are now becoming the world's greatest travelers. That's normal and natural for this stage of development.

But once they get through this stage the Chinese will start to turn a little more inwards, re-orienting their efforts to the internal development of their country, not from a merely economic and financial perspective, but from a social and environmental viewpoint.

At that stage the ex-travelers will themselves become promoters of GNH and happiness. At that stage those who have already made a lot of money will want to start giving it back.

It's only once your billionaires realize that to be truly happy that they must give all their money away to help others that you know your country has finally arrived at truly seeking happiness rather than simply more material possessions or luxury services.

That it's GNH, not GDP.

Dr. E. Ted Prince, the Founder and CEO of the Perth Leadership Institute, located in Florida in the US has also been CEO of several other companies, both public and private. He is the author of 'The Three Financial Styles of Very Successful Leaders (McGraw-Hill, 2005) and numerous other publications in this area. He is a frequent speaker at industry conferences. He works with large corporations globally on leadership development programs and coaches senior executives and teams in the area of financial leadership. He has held the position of Visiting Professor at the University of Florida in the US in its Graduate Business School and also at the Shanghai University of Finance and Economics in China.