

投资与合作 Capital

2015年05月(上)

总第281期

www.topcapital.cn

泰德·普林斯 探寻领导力的 无穷奥秘

粤科金融集团
科技金融写春秋

林肯国际
布局中国并购市场

关皓月
和他的戏道堂



ISSN 1004-387X



零售价 RMB 60 HKD 100 USD 24
邮发代号 82-40 CN46-1028/F

“Dr. Ted Prince - Exploring the Mysteries of Leadership”

Cover Story and Article by Anita Zuo and Blues Liu

Top Capital Magazine (Beijing)

May 2015

(English translation can be found after the Chinese article)



泰德·普林斯： 探寻领导力的无穷奥秘

文 | 本刊记者 乐理 云峰

提起泰德·普林斯(Ted Prince)这个名字，各位《投资与合作》的老读者想必非常熟悉，因为他已连续为本刊的“创业创新”栏目供稿五年。

创业之时如何选择合作伙伴？如何有效地招聘员工？如何开展入职培训？如何鼓舞员工士气？企业如何在盈利的同时更好地承担社会责任？什么样的融资者更能吸引VC的关注？美国公司有哪些发展经验可资中国企业借鉴？……在专稿中，领导力研究专家普林斯博士发起一个个运营企业必然要面对的话题，然后运用自己的多年积淀，为志在创业创新的人们和企业高管抽丝剥茧，条分缕析。他的篇篇文章涉猎广博，妙趣横生，提出的解决之道时常剑出偏锋，思路之简单灵活不禁令人叫绝，不但在读者的头脑中刮起一场场小“风暴”，也勾勒出这位作者的真实样貌——一个知识渊博、思维敏捷、精力充沛、幽默亲切的老头。

出色的领导力研究专家也是一位杂家：既要有企业管理的丰富实践，又要具备洞悉人心的慧眼；既要熟悉

客户企业的主营业务，又要具备跳出企业看企业的境界；既要能一针见血地指出企业管理亟待改进之处，又要能从实际出发，给出性价比优异的解决方案。回顾普林斯之前的经历，他明确的人生规划、科学的时间管理方法、多行业的实践历练，以及对事物常怀好奇、专注与热情之心的特质，使其在领导力研究领域终有所成，不但创办了佩斯领导力研究院(The Perth Leadership Institute)，还开创了属于自己的专业学派。

近日，普林斯来到北京，面对记者谈了他的人生经验和专业积累。在此，且让我们一道分享这位老朋友的人生智慧。

十年做到 CEO

年届七旬的普林斯精力非常充沛：每天坚持跑步五六公里，要阅读各类书刊报章，在他的读书单上，科学、传记、时事、经济、考古以及介绍中国的图书，林林总总，无所不包，此外他还经常更新博客，并按月完成数篇

封面文章 Cover Story

媒体预约的专栏文章。当然，作为佩斯领导力研究院的创始人和CEO，处理日常工作更是每日必备功课。

提起排得这么满的日程表，普林斯笑言：“我真想说自己做这些事完全不费力，但事实并非如此。可如果不做事，我会感到内疚和没有价值，我喜欢规划事情，甚至在入睡时也一样。我总在思考如何运营公司或是写文章、指导员工等等。”

“我想，人生在世就此一遭，一定要充分利用有限的时间。时间是给予我们的最好礼物，你必须将其视为最珍贵的资源，并好好利用。”普林斯是这样说的，也是这样做的。回首他走过的职业道路，他确属规划时间与人生方面的个中高手，并且通过这种有效的方式，在领导力研究领域卓有所成。

普林斯非常敬佩那些白手起家的企业家，如维珍航空创始人理查德·布兰森、超级电动车生产商特斯拉的创始人艾隆·马斯克、阿里巴巴创始人马云等。“他们有一个共同点就是，在几个不搭界的行业里同时运营多家公司，这点让我尤其佩服。他们向来崇尚大胆想象，敢于冒大风险，这些都值得我学习。”

其实，普林斯自己也像他敬佩的那些人一样，敢于追求自己所想，从不惧怕失败。从教师到研究员，从公务员到企业高管，再到开创自己的事业，他一直在不停歇地思考：如何成为一个有价值的人。

普林斯出生于二战结束后的英国，在澳大利亚成长并开启了事业道路，后定居美国。他获得了澳大利亚新南威尔士大学的语言和政治科学学士学位，而后在澳大利亚蒙纳士大学

从**教师到研究员**，从**公务员到企业高管**，再到**开创自己的事业**，普林斯一直在不停歇地思考：**如何成为一个有价值的人。**



获得政治科学硕士及博士学位。攻读博士学位期间，他亦在学校兼职教书，当时的他对政治学很感兴趣。普林斯的第一份正式工作是在澳大利亚议会的立法研究服务部门做研究员，这个部门相当于美国的国会研究服务部，负责为国会议员提供决策参考。几年以后，他转任澳大利亚社会安全部信息主管，负责管理澳大利亚全国的电脑系统及社会安全系统。

在澳大利亚社会安全部工作期间，普林斯主持了许多IT类科研项目，并和国内外的IT企业有了多种沟通与交流。“当时我感到，电脑代表着未来。”敏锐地捕捉到这一发展方向后，普林斯开始深研电脑知识。后来，他在IT领域的见识和经验得到电脑服务企业Computer Power Group (CPG)的赏识，聘请他出任公司高管。CPG总部位于美国，“我非常看好美国在IT方面的发展，所以我对他们说，接受任职邀请的条件是必须派我到美国总部工作。”普林斯回忆道。出任CEO期间，他主持为CPG位于全美各地分公司的电脑系统搭建了一个全国网络，他在其中的最突出贡献是领导开



左图：普林斯在美国为佩斯领导力研究院的咨询顾问授课。
右图：普林斯在希腊的毕马威会计事务所的财经会议上发表演讲。



发了一项电脑服务的专利方法。后来CPG被全球领先的人力资源服务机构Spherion收入麾下，收购之所以能达成，CPG拥有的这个全国电脑网络和专利服务方法功不可没。

而后，普林斯转投位于波士顿的纳斯达克上市软件公司Clearstory Group，做了六年的公司CEO。任职期间，他又主导开发了一项采用先进技术的新产品。这项产品在其所属的特定软件行业细分领域中占据领先地位，因此成为了公司的摇钱树。

从博士毕业到企业CEO，从政治科学研究人员到计算机专家，近十年间，出身贫寒的普林斯凭借个人努力获得了成功。他感慨道：“在我看来，成长的过程中外在环境严酷一些其实也是一个很大的优势，因为当一个人白手起家的时候，他失败时无所失，成功时必有所得。”

在不同企业任职CEO的时候，普林斯对人的创富能力差异问题产生了兴趣，并着手开始研究财富获得理论。

“后来我研究出一个理论和方法，可以通过心理评估来衡量人的商业智慧，再后来，这项研究慢慢地就成了一

门生意。”这个过程正是普林斯创建佩斯领导力研究院的最初动因。“最初只是兴趣所在，并没有筹划创业，后来创业也算是出于偶然。”普林斯表示。

开创领导力事业

2003年，普林斯决定成立自己的公司，即佩斯领导力研究院，这是一个以学术研究为基础，向世界级大企业的高管提供商业智慧及领导力发展课程的研究咨询机构。

创业之前，普林斯遇到很多善意的规劝。“在我之前没有人做过类似的研究，所以没有经验或教训可以借鉴，也没有什么现成的模式可遵循。”普林斯说，“每个人都告诉我这是不可能做到的，如果以前没有人做过，那现在也不可能做成功。但这反而让我更想去解决这些问题。”撇开反对的声音，普林斯专心投入到了自己的理论研究中。

2004~2009年是佩斯领导力研究院发展的第一阶段，即理论和基础模型的形成阶段。其间的标志性事件是他出版了第一本相关理论著作，并在全球管理学界的顶级期刊《麻省-斯隆

管理评论》上发表了介绍这一理论的文章。“从2010年到现在，是公司发展的第二个阶段。我们研发出了第一款产品——心理评估工具，并将其推向了市场。”普林斯介绍说，这款产品可以用来评估某人是否具备商业智慧。“这一期间的标志性事件是我们获得了第一个客户，而后我们又争取到另外一家规模更大的世界级公司做客户，这成为我们公司业务的重要分水岭。”

提起公司的第一个客户，普林斯回忆道：“我们的第一个客户是加拿大发行量最大的英文报纸《多伦多星报》。我们与报社及其子公司的高层一起工作，通过这种方式向他们展示了如何通过改变行为来更具盈利能力。我们与他们的高层管理人员一起完成了这项工作，自那以后又做了许多项目。”

普林斯所说的第二家企业客户就是可口可乐公司，“这对于我们来说真是一个里程碑，我们的研究成果能得到这样的世界级大企业关注，真是令人倍感鼓舞。”他补充道，“我们与可口可乐的高层一起为提升他们的商业智慧而努力，他们表示与我们合作时很开心。通过我们与企业领导团队的共同努力，这两家企业在盈利能力和经营绩效的改善方面取得了显著效果。”

普林斯对能为客户创造价值深感自豪，关于这方面，他说自己要说的太多了。“我们现在正和一个全球知名的汽车制造商合作，我们与他们的合作包括两方面：一是改善其高层领导者和团队的盈利行为能力，目前这项工作已经证实非常有效果；二是由我们出面帮助他们寻找创新人才，因为他们希望为公司找到新的收入增长方式。我们和这个客户合作的地域主要是在亚

洲，特别是中国。”普林斯介绍说，“目前与我们合作的另一个大客户是一家金融服务公司。他们在采用创新产品方面有强烈的兴趣，但我们目前合作的主要内容集中在改善盈利方面。我们双方已经在金融领域合作了几个项目，现在他们正在将此项业务拓展至在德国、法国的一个关键子公司。他们对我们如此有信心，我们也感到很荣幸。”

“现在我正在与美国几家非常有名的金融服务公司谈合作，合作领域包括信贷及股权评级、公司治理及并购等。”普林斯补充说。

“我们的主要业务是研发并销售一种特殊的心理评估工具，用它去评测一个人、一个团队或一家公司是否具有商业智慧。我们的评估单纯基于行为，并不涉及任何财务信息的运用。”普林斯表示，“现在我们认识到，当时我们应该算是行为金融学研究领域的先锋了。如今在行为金融学的细分领域，即心理评估领域，我们仍然是全球的领先者。”

“我们的市场竞争对手都是基于传统行为理论来做人格评估，这类传统理论始于20世纪初的心理学家荣格，他是分析心理学创始人。在大学里，学习这些理论的人接触的是产业与组织心理学。”普林斯介绍，“而我们的评估方法是基于行为经济学，这是一种非常新的方法，这个研究领域的学者直到2002年才第一次获得诺贝尔奖。所以我们的产品是建立在一种非常具有开创性的范式上的，可以说领先了我们的竞争对手一个世纪。新方法的出现也顺应了现实的迫切需要，因为眼下大多数传统的评估方式

130 余位

普林斯的著作中基于对130余位CEO的跟踪研究，得出了令人耳目一新的分析、定位和改进企业领导者财务风格的科学方法。

要么是不起作用，要么是效果不佳。”

除了心理评估，佩斯领导力学院也为大公司提供咨询服务。这块业务主要有两方面：一是引导人们借助行为科学来提升企业盈利能力，二是帮助大公司发现其内部被埋没的具备创新能力的人才，并与这些人一道努力为其所供职的大公司挖掘创新项目。

“你也许会问，既然我们的主营业务是评估人们是否具备商业智慧，为何还要切入到创新领域？因为评估创新能力是商业智慧评估的一个副产品，结果非常精确。”普林斯解释。出乎大多数人意料的是，此前全球范围内都没有判断人的创新能力的心理评估方法。之前已有的心理评估手段可以判断创造性，但这与判断创新性并不是同一个问题。“近来许多大公司都产生了判断创新性的需求，我们就顺理成章地把这个由主营业务衍生出来的产品纳入了业务范畴。”

如今普林斯的日程表相当充实，每天为拓展佩斯领导力研究院的业务而辛勤工作着。相比以前自己担任

CEO的几家大公司，他坦言，运营一家小公司要困难得多。“大公司体量大，预算多，你还能得到许多帮助，包括来自员工、合伙人和职能部门的支持，但小公司中这样的支持很少，一般也请不起法律和会计专家来帮你处理事情，更多的事得靠自己。”

目前，普林斯是佩斯领导力研究院的最大股东。谈到公司未来的发展，他表示，自己的女儿是很好的接班人选。他的女儿现在是一家化学公司的CFO，也曾在佩斯领导力研究院工作过许多年。“她非常了解我们的模式和产品，她的财务背景也让她更能了解盈利能力及其背后的行为之间的关系。”普林斯介绍，“她还在上海一家非常知名的美国金融咨询和审计公司工作过一年，所以也非常了解中国的环境。”

如今也有一些投资人对研究院感兴趣，所以普林斯也不排除将其售出的可能。“如果我要出售公司，买家应该是一家金融服务公司，他们可以利用我们的产品来优化风投、私募或对冲基金的投资组合。虽说我们的专长和更大的发展潜力集中在金融服务领域，并且在这一领域独树一帜，但主营并购或领导力咨询业务的公司也可能有兴趣和我们谈收购。”

不解的中国情缘

2007年，普林斯第一次来到中国，为其第一本著作《卓越领导者的3大财务风格：识别企业增长驱动力的战略性方法》的中文版面市做宣讲。

此书由美国麦格劳希尔出版社于2005年9月出版，被业内评价为领导



力理论与商业智慧的又一革命。书中极具开创性地分析了领导者的9种财务特质，及其对组织业绩以及企业的市场价值产生的影响。基于对130余位CEO的跟踪研究，普林斯得出了令人耳目一新的分析、定位和改进企业领导者财务风格的科学方法。

求知欲极强的普林斯从三四年前开始学中文，如今他已经能用中文聊天，还能读懂简单的文章，这无疑对其拓展中国业务大有裨益。“现在我每年会来中国三四次，随着主要客户的拓展和工作量的增加，以后来中国的次数可能会更多。”

“现在我们的业务，中国区部分已经占到1/3。”普林斯高兴地介绍，

“我们的业务最初只是**一些培训课程**，后来逐渐将重心**转移到提升盈利能力咨询服务**上来。”

此外，在美国和欧洲的业务各占1/3。

佩斯领导力研究院在中国的第一个客户是一家汽车企业，现在仍然在保持合作。“几年前，他们采用我们的评估方式对员工进行培训，继而用于招聘和聘用员工，后来又借此改善了盈利状况。但出于商业保密的原因，不便透露太多细节。”普林斯介绍道，“我们在中国的客户还包括上海现代建筑、深圳创维电视以及水泥制造商拉法基公司。我们还和中国的一些大学，如北京大学、上海财经大学有合作。”

“我们的业务最初只是一些培训课程，后来逐渐将重心转移到提升盈利能力咨询服务上来。未来在中国的业务还将更多地涉及创新和投资金融领域，在风险投资、私募股权及对冲基金领域为人们提供一种新的评估工具。”普林斯介绍。

回忆起第一次来中国的所见所闻，普林斯赞叹道：“这些年中国的变化太大了。中国现在有许多不可思议的成功企业的典范，大家也对创新创业甚至在北京复制一个硅谷的话题更感兴趣。人们认为中国在创新方面有一天会超过美国，我觉得这是一个好事情。国际竞争越多，就会越好地促进创新创业的发展。”

如何在北京复制一个硅谷？普林斯认为虽然难度不小，但这并非没有可能。他建议，应当从以下几个方面着手进行准备：

一是从法律和政策层面为新公司的注册提供更多便利，方便创业者开办公司。

二是尝试在北京建立一个资本市场的特区，打造一个区域性高科技类

封面文章 Cover Story



左图：普林斯参加北京电视台的节目录制后与观众合影。

右图：普林斯在北京大学中国经济研究中心发表学术演讲后，获赠纪念海报。

股票交易市场。这个市场可以考虑建在北大、清华附近，也可以以纳斯达克或香港GEM分市场的形式存在。它不应接纳已在上交所或深交所上市的企业，因为它们那种中规中矩的企业文化会扼杀这个新市场的活力。

三是改革外国人在华居住制度。

美国很多极富创新力的公司，其CEO都是外国人，大部分成功的硅谷企业也都是外国人创办的，而且其中的很多创办者正是来自中国。以此为经验，北京可以考虑给那些准备在中国开办公司的外国人临时的移民身份，这个身份的有效期限跟他们运营公司的时间长度一样就可以。这将吸引到很多想在北京开公司的外国人，他们中的很多人会有很棒的新创意。如果这个政策能与区域性高科技类股票交易市场相结合，北京还能享受到叠加效应带来的好处。

四是加强知识产权保护。北京可以参照美国的经验，设立一个专门保护创业公司知识产权的政府部门。同时，还可以惩处几个在北京注册的偷窃创业者创意的公司，这样的动作可以让其它创业公司看到政府在知识产权保护方面的诚意，还能吸引其它新

创公司搬到北京开展业务。

五是不断创新融资渠道。为此，需要营造一个容许创新的足够开放的环境，以便能找到创新的融资渠道，而不是一味依赖股票市场、职业投资者、创投机构等传统的专业渠道。

六是要扭转全社会对创业失败和初创企业破产的看法。天使投资人和创业者都是敢于冒险的人，但在传统观念中，投资失败和创业失败都是一种无能和丢脸的表现。为了鼓励创新，有必要提高全社会对风险和失败的宽容度，否则就不会有更多的创业者敢于冒险，创业者也很难找到天使投资人为其投资。

普林斯一向鼓励人们创业创新，但对于如今一浪高过一浪的创业热潮以及大学生创业热，他有自己的不同看法。“大学生创业，说起来容易做起来难，如果政府出面将其作为一种热潮加以提倡，发展趋势会变得更复杂，难以估计。”普林斯提醒投资人，现在许多年轻人都声称自己是创新人才，但实际上他们并不是，他们只会把拿到的投资浪费掉。“所以除非你确信某人是创新人才，否则不要与他合作，不然你肯定会失败。你需要能够给你

鉴别出企业家特别是创新人才的行家帮忙。”普林斯非常坦率地表示，中国出了许多像马云、马化腾这样的企业家，他们的成功鼓舞了很多中国青年投身创业，但具体问题要具体分析，不能头脑一热就加入创业大军，而且，这些企业家自己也还有很长的路要走。

创业者的精神导师

普林斯是一位多产的专栏作家，除了五年如一日地为本刊撰写专栏，还为《北大商业评论》《中国时报》《中国新时代》等杂志撰写专栏，他的作品还在《中国新经济》《中国商业管理评论》，以及国际性刊物，如《哈佛管理评论》《福布斯》《财务领导者》等杂志的中文版上刊载。他还担任着上海财经大学的客座教授，讲授财务领导力课程。

多年积累的理论与实践经验，令普林斯成为了一位当之无愧的创业导师。佩斯领导学院的研究成果，他自己教授的课程以及撰写的专栏文章，成为众多创业者、企业管理人员及投资人提升管理行为的重要指南。

一个初次创业者，尤其是以技术见长的创业者，管理企业时难免会为各种复杂的人与事问题头痛不已，此时，普林斯给出的那些中肯建议就成了指路明灯。

关于创业合伙人的选择，普林斯认为，原本是不是朋友并不是导致合伙人关系最终破裂的原因，至少并非主要原因。如果你真想与自己的朋友建立商业合伙关系，首先要问自己几个问题，比如，这位朋友的技能和个性与你的是否能形成互补？你是否很崇敬这个朋友？诸如此类的问题，“如



普林斯教授的课程以及撰写的专栏文章，成为**众多创业者、企业管理人员及投资人提升管理行为的重要指南。**

果答案是肯定的，则可以考虑让他做你的合伙人。”普林斯进一步建议，“最好还是先签一份类似于婚前协议的文件，万一以后合伙关系破裂了，你还能得到一定的保障；还应该订立一份股份转让协议，规定以后无论哪一方打算退出合伙时，必须将自己手里的股份以一个公允价格优先转让给公司内的其他合伙人。”

关于一家预算有限的小公司如何获得法律服务，普林斯给出了他心目中的最佳方式：可以雇佣一些“赤脚律师”。他很熟悉中国的历史，知道中国的“赤脚医生”是一些受过基本医疗技术训练，有能力处理大多数小病小灾的人，这个群体的存在，既增加了医务人员数量又降低了整体医疗成本。他认为，这个做法完全可以移植到法律领域。具体来说，用人企业可以

雇佣一些还不具备独当一面能力的年轻的法律英才，然后将其培养成为某个法律业务领域——比如人力资源、消费者权益、知识产权——的专才，以为公司效力。这意味着这些年轻的法律专业毕业生既能拥有公司所在业务领域的知识，也能担负起自己特定的工作职责。在他们身上，工作经验、业务知识与法律视野得到了很好的融合。除此之外，企业还可以外聘一些法律顾问，让其与“赤脚律师”协同工作。“赤脚律师”与外聘专业律师构成混合型团队，能够达到降低成本和提高建议质量的双重效果。有了他们的协助，公司在面对法律纠纷和其他法律事务的时候，就能够更加有效地维护自身合法权益和公司声誉。

一个企业的发展除了与资金、管理、市场和产品有重要关系外，“还有

封面文章 Cover Story

一个因素也至关重要，那就是员工的士气。”普林斯曾专门谈到如何提振员工士气的问题，办法包括规划企业发展愿景，让员工各尽所能，发现企业中的活跃分子，公开表彰为实现企业愿景做出贡献的员工，广开言路和虚心听取意见，不要容忍尸位素餐的行为，要有担当并决策透明，不要区别对待不同意见者等许多建议，都非常实用。

初创企业总是面临着资金压力，而对那些努力工作、忠于职守的员工加以褒奖又是公司得以稳步发展的重要措施，在公司发展不顺利的时候，这些举措尤其关键。这种情况下，如何更好地利用非物质因素来激励员工呢？普林斯自有妙招，如可以为员工提供职业指南，这可以让员工看到更好的职业发展道路。如果他们工作得不开心，甚至还可以帮他们在其他公司找一条更有助于他事业发展的职业道路，这种类似于“千金买骨”的做法是有利于公司长远发展的。其他的选择，还包括帮员工解决各种深造机会，帮其解决生活中遇到的难题，帮员工制定退休规划，等等。

创业者如何吸引VC的注意？普林斯表示，投资机构在评估项目时一般会从以下三方面入手：第一，创业点子。能在最初几年里为企业带来每年几倍的增长率，有快速变现能力，能聚集大量人气并借此赚钱的商业模式，能引领社会潮流并因此开辟新的市场，具有独到的技术优势，能满足以上条件之一的创业点子，更容易进入投资人的法眼；第二，创业者本人的素质。这是投资者考察的核心，基本上

普林斯曾专门谈到**如何提振员工士气**的问题，办法包括**规划企业发展愿景，让员工各尽所能，公开表彰**为实现企业愿景做出贡献的员工等许多建议，都非常实用。



他们要看看你是否具备成为一名成功创业者的潜质：能否勇挑重担，是否值得信赖，是否具有超凡的激情和创业到底的决心，将来公司上市后是否依然胜任CEO的职位，等等。拥有一次或多次创业成功的经历将为融资者加分不少，有经营头脑和强烈的盈利欲望也是优势。第三是创业者的社会关系。创业成功离不开各种社会资源，所以VC们会考察创业者的社会关系。已经得到其他VC青睐的创业者容易引起更多VC的兴趣；与媒体保持良好关系的企业创始人也很受欢迎，因为以后企业要上市时需要它们帮助广泛宣传；有很多天使投资人朋友的创业者也更有可能会得到VC投资，因为在必要的时候，天使投资人能在不同阶段帮助VC分担资金压力；创业企业与客户的关系是VC最为看重的，因为客户是企业的衣食父母，越受客户欢迎的创业企业也就越受VC欢迎。

普林斯博士的创业创新诀窍可谓林林总总，层出不穷，这都来自他多年的研究和积累。想分享到他更多的智慧火花？那就持续关注本刊的“创业创新”专栏吧，让我们接着听他阐幽明微，娓娓道来。📷



普林斯在北京航空航天大学做学术讲座。

新常态下

风险投资的改革与创新

1000 多位商界领袖直奔商机

400 多位风投大鳄、业界精英竞相云集

200 多位政策制定者、专家学者倾力献策

150 多位财经记者现场直击

2000 多亿风险资本汹涌而来



—— 2015 · 第十七届 ——

中国风险投资论坛

The 17th (2015) China Venture Capital & Private Equity Forum

2015.7.1-7.4 中国·深圳 Shenzhen·China

主办单位 民建中央 科学技术部 广东省人民政府 深圳市人民政府
承办单位 中国风险投资研究院 科学技术部火炬高技术产业开发中心
广东省科学技术厅 深圳市科技创新委员会
深圳市人民政府金融发展服务办公室 广东省风险投资促进会
深圳市创业投资同业公会 中国风险投资有限公司
会议执行单位 深圳中投风险投资研究发展有限公司
联系方式 0755-8280 0036 8280 0052



请关注论坛官方微信，
提交信息，从速报名！

**“Dr. Ted Prince - Exploring the Mysteries of
Leadership”**

Cover Story and Article by Anita Zuo and Blues Liu

Top Capital Magazine (Beijing)

May 2015

Dr. Ted Prince - Exploring the Mysteries of Leadership
Anita Zuo and Blues Liu
Top Capital Magazine, May 2015

Our regular readers should know Dr. Ted Prince very well, as he has been a writer for our column “Entrepreneurship and Innovation” for 5 years.

How to choose your partner when you start your own company? How to recruit effectively? How to conduct onboarding training? How to motivate people? How to make profit and also undertake more corporate social responsibility? What kind of company will get more attention from VCs? What kind of lessons can we learn from American companies’ development?

In his articles, Dr. Ted Prince - a foremost expert in leadership - initiates many topics about company operations and provides a detailed analysis based on his own experience. His articles are based on wide-ranging knowledge provided with a sense of humor. The solutions he provides are invariably extraordinary. Readers will not only come away with a deeper level of knowledge than they had before they read the article, but also will try to imagine the true face of the writer- an older guy who is energetic, humorous, always thinking fast and replete with his own brand of hard-won wisdom.

As an expert on leadership, Dr. Prince has deep experience in company management as well as the insight to recognize exceptional talent; familiar with business but also able to advise on it; to point out critical operational problems and suggest creative but cost effective and practical solutions. Looking back on Dr. Ted Prince’s life, we can see a common pattern: to establish his own company, the Perth Leadership Institute, so as to develop his own unique leadership theory.

All this contributes to a coherent approach to life, to live as if time is infinitely valuable, to experience many different industries; all integral to a deep curiosity towards everything. Recently Dr. Ted Prince came to Beijing and shared with us his wisdom and life experience. Let’s take a look at this experienced man’s wisdom.

Become a CEO in ten years

Although nearly 70, Dr. Ted Prince is still a high energy guy. He runs 5-6 miles every day. He is a voracious reader - numerous newspapers and magazines over many disciplines and subjects. These include biography, current affairs, economics cosmology, archaeology and China itself. In addition, he is a prolific author, writing a weekly blog, and at least one to two articles a month for publications in the US and China.

Of course, being the CEO of the Perth Leadership Institute, his daily job is operating the company. For such a full schedule, Dr. Ted Prince said with a smile, “I would really like to say that finishing all those things takes no effort, but of course that’s not true. However, if I don’t do it, I will feel guilty and worthless, I like planning things to do, even when I sleep, I am always thinking how to run the business, how to better help my clients, how and what articles to write or how to guide my employees

and consultants”

“I think we have to make full use of our limited time down here because we only have one life to live. Time is the most treasured gift - we cannot waste it.” Dr. Ted Prince puts words into deeds. Looking back on his career, he demonstrates a mastery of time and life management. His achievements in leadership also derive from that sense.

Dr. Ted Prince has a deep respect those entrepreneurs who start from scratch, like the founder of Virgin Airlines Richard Branson, the founder of Tesla, Elon Musk, the founder of Alibaba, Jack Ma. They have a common denominator: that is they run companies in different industries in the same time. “I admire their bold vision and the spirit of adventure, and I can learn a lot from it.”

Actually, Dr. Ted Prince also acts like those people that he admires; he pursues what he wants without fear of failure. From teacher to researcher, from officer to CEO, then to his own business, he strives to make a difference.

Dr. Prince was born in Britain after World War II. He grew up first in the UK and then, after moving to Australia, began his career path there. Now he lives in the United States and is an American, as well as an Australian citizen. He received his bachelor’s degree in languages and political science at the University of New South Wales in Sydney, Australia, and then his Master’s and Ph.D. in political science at Monash University. During his Ph.D. studies he was also a part-time teaching fellow in the Department of Political Science at Monash University. His first full time job was as researcher in the Legislative Research Service of the Australian Parliament. This department has the same function as the Congressional Research Service in the United States which is responsible for giving advice to Congressman. Several years later, he became the Chief Information officer for the Australian Department of Social Security, responsible for all computer systems for social security for Australia.

During his time in the Australian social security department, Dr. Prince led multiple IT research projects including one massive project to completely transform the Australian social security system. He got to communicate with and become familiar with numerous IT companies at home and abroad. “At that time, I felt strongly that computers were the future.” He then started to learn far more about computers and their theoretical foundations. Subsequently, an Australian company named Computer Power Group (CPG) invited him to become the CEO of a new company in the US which he would found and lead.

CPG recognized that his unique insights in the areas of computer systems would fit him well to lead their new company in the US, then the global leader in in computers and software. “I was very optimistic about the future of the IT industry in the United States, so I told them I would accept the offer” Dr. Prince recalled. As a CEO in CPG, he helped grow branch offices for CPG across the United States. His most outstanding contribution was to lead and develop a proprietary approach to delivering computer services to clients. Later, CPG was acquired by Spherion, a global leading HR service company, at least in major part because of this innovative proprietary method.

Dr., Prince was later hired by INSCI Corp, later renamed Clearstory Group, a NASDAQ listed

software company based in Boston, where he was Chairman and CEO for 6 years. During this time, he led and developed a new software product with very advanced technology. This product was dominant in this specific software industry segments, it was the cash-cow of the company.

From Ph.D. graduate to CEO, from political science researcher to IT expert, this guy of humble birth achieved success by his own efforts. “From my point of view, it is a big advantage if you grow up poor, because if you start from scratch, you will lose nothing if you fail and you are always better off in the future. You don’t need to fear poverty because you already know how to deal with it.

During his time as CEO in different companies, Dr. Prince became interested in a then-as-yet unresearched topic: what are the differences in behavior amongst people who create wealth and those who don’t? He began to research a new theory of behavior and wealth. “Later I developed a theory and approach to assess business acumen using psychological assessment instruments which I developed from scratch after building a team to do it and then this research became a business”. This was the initial motivation to found the Perth Leadership Institute. “At first, it was just my personal interest, I didn’t have any plan to do this; it just happened by accident. At that stage my interest was in the idea, not in the business side.” he said.

Carving out a career in leadership development

In 2003, Dr. Prince decided to set up his own company, Perth Leadership Institute. This is a consulting company providing proprietary business acumen and leadership development assessments and courses for executives in world-class enterprises. These assessments are unique and based on his cutting edge academic research.

Before he started up the company, many people gave him advice like the following “Everyone told me this is not possible, no one ever did it before. So I wouldn’t be able to draw on any experience or follow any existing model, therefore it isn’t possible for me to do it.” But to the contrary, that made him more determined to solve these problems to show them that they’re wrong. So despite naysayers, Dr. Prince forged on.

2004~2009 - the anxious first stage of the company’s development. Would it fail or not? During this period, Dr. Ted Prince crystallized his theory and basic model. The iconic event was the publication of his first book embodying his theoretical work, and introduction of his work in the MIT Sloan Management Review, a world class journals of management science. From 2010 until now was the second stage of the company’s development, “We developed our first product – a unique psychometric assessment - and put it on the market.” The product can assess the level of business acumen possessed by anyone, including executives “The landmark event during this period is we got our first client, and then we got an even larger world-class company as our client. This was a watershed in our business”. At least they hadn’t failed.

Talking about the first client he recalled, “Our first client was the biggest English newspaper in Canada named The Toronto Star. We worked together with top executives from this newspaper and subsidiaries and showed them how to increase profitability by changing their behavior. After we

finished this project, they were kind enough to give us some more projects.”

The second client was Coca Cola. “It was a milestone for us; we were both shocked and inspired that our work could be supported by such a world-class company.” He added, “We worked with their senior executives to improve their business acumen, and we got some great results and kudos from them.” By working with us, these two companies achieved remarkable impacts on profitability and business performance of the units they were part of.

Dr. Prince is proud of being able to create value for his clients, and he has a lot to say in this area. “Now we are working with a world-famous car manufacturer. Our work has two aspects One is to improve the profitability impact of their senior executives and their teams. The second is to help them find innovators, because they want to find a new way to increase their growth. We are also working with a big financial services company. They are very interested in the innovation aspect, but our focus now is on how to improve their profitability impact. We already have several projects in the financial area. Now they want to expand the project to a very important subsidiary in Germany, It is an honor that they have such confidence in us.”

“Currently, we are talking with some prestigious financial services companies in the United States about working with them including in the areas of private equity and credit ratings, corporate advisory and M&A. amongst others” Dr. Ted Prince added, “Our main business is developing and selling specialized psychological assessments. These can test whether a person, a team or a company has business acumen and whether or not they will make money. Our assessment is purely based on behavior; it doesn’t involve any financial information.” Dr. Prince added “Now we realize that our research has been a pioneer in the behavioral finance area. Even now we are still the global leader in this area. ”

“Our competitors’ assessments are all based on traditional behavioral theory. The basic theory was created by Jung, the founder of non-Freudian psychoanalysis in the early 20th century. At university, most psychologists learn industrial and organizational psychology which is based on a theory which is one century old.” Dr. Ted Prince continues “Our assessments are based on behavioral economics which is a very new and powerful approach. The researchers in this area only got the first Nobel Prize in 2002, so our product is based on a modern, groundbreaking theory. So I can confidently say that we are one century ahead of our competitors. This new approach also meets the needs of the current market which are for assessments which predict financial and economic impact which traditional assessments cannot do.

In addition to its assessments, the Perth Leadership Institute also provides consulting services to big companies. These services including two parts: one is to improve company profitability by using models from behavioral economics. The other is to help companies find the unrecognized innovators within the company, and to find and develop new projects with these innovators for the companies.

“Maybe you might say, since our main business is to assess whether people have business acumen, why we work in the innovation area? This is because innovator ability identification is an essential component of business acumen assessment and the result is very accurate.” Dr. Prince explained.

Surprisingly, there is no psychological assessment to assess innovation ability anywhere in the world. There are assessments that can assess creativity, but that is not the same thing as innovation. even though most people confuse the two concepts “Increasingly, many big companies have recognized the pressing need to assess innovativeness. We simply met a pressing but unaddressed market need, and added what appeared to be a side business into a main business.”

Typically, Dr. Prince has a full daily schedule. He is working hard to expand the company’s business. Compared to the CEO’s job in big companies, he believes that it is harder to run a small company. “In a big company, you have a big budget and big support from employees, partners and other departments. But in a small company, you don’t have any of that, and you can’t afford to have lots of expert legal and accounting help. You have to figure out a lot more of these things for yourself.”

Now, Dr. Prince is the biggest shareholder in the Perth Leadership Institute. His daughter will be a great choice to succeed him. She is currently CFO of a chemical company and worked for the Perth Leadership Institute for a few years. “She knows our business model and product every well; her finance background will help her to understand better the link the between profitability and behavior” Dr. Prince said, “She has also worked in a well-known American financial advisory and auditing company for one year in Shanghai, so she knows China well.”

Recently, several investors expressed interest in the Perth Leadership Institute, so there is also the possibility that Dr. Prince could sell an interest in his company. “Any buyer would likely be a financial services company; their interest is to optimize the valuation of an investment portfolio in venture capital, private equity or hedge funds based on behavioral approaches. In addition we have interest from M&A and leadership advisory companies.”

A special love for China

In 2007, Dr. Prince made his first trip to China; the purpose - a market campaign for his first book “The 3 Financial Styles of Very Successful Leader” in its first Chinese version. This book was first published in English by McGraw-Hill in September, 2005. This book is viewed as a revolution in leadership theory, for the first time developing a formal model for business acumen. In the book, Dr. Prince analyzes nine styles of what he calls “financial signature” and its impact on company performance and company market value. Based on a tracking study of 130 CEOs, Dr. Prince created a brand new method for analyzing, positioning and improving a leader’s financial signature.

Dr. Prince has a thirst for new knowledge, he began to learn Chinese 4 years ago, now he can communicate in Chinese and read simple Chinese books and articles. This is a bonus for his business in China. “I come to Chinese 3-4 times a year, and as the business grows I will come to China even more often.”

“Currently, China contributes around 1/3rd of our business.” He’s satisfied with this result; the United States and Europe contribute the other 2/3^{rds}. His latest client in China is a car manufacturing company. “They have been using our assessments for several years for training. Then they added

some recruitment after they also used it to improve their profitability. Due to confidentiality issues, I cannot divulge more.” Dr. Ted Prince explained, “Our Chinese clients also include Shanghai Xiandai Architecture, Shenzhen Skyworth TV and cement manufacturer Lafarge Corporation. I also work with some Chinese universities such as Beijing University and particularly the Shanghai University of Finance and Economics.”

“At its inception, the business only provided training courses. Then we turned our attention to add consulting services to improve profitability. We will expand services in innovation and financial investment for the Chinese market. We will introduce our new assessment tool for venture capital, private equity and hedge funds” Dr. Ted Prince explained.

Looking back on his first trip to China, Dr. Ted Prince praised the changes he has seen in China. “Now there are many amazing models of successful enterprises. There is much higher interest in entrepreneurship and innovation. This includes how to develop a Chinese version of Silicon Valley in Beijing. Some people think one day China will surpass America in innovation. I think this competition is a very good thing. The more international competition we have the better development of entrepreneurship and innovation we can expect.”

How to emulate Silicon Valley in Beijing? He believes although we face some difficulties, it is still possible. He suggested some of the following:

1. Make it easier and quicker to register and incorporate a company in China.
2. Try to set up a special area for capital markets for entrepreneurs in Beijing and create a regional high-tech stock exchange. This market can be built around Beijing or Tsinghua Hua University. It could also be a submarket for NASDAQ or GEM in Hong Kong. The companies in this market should not list in Shanghai or Shenzhen Stock Exchange, because their relatively bureaucratic cultures will constrain their vitality.
3. Reform the Chinese residence system for foreigners. A disproportionate number of CEOs of the most innovative companies in the United States are foreigners and a huge number of very successful companies in Silicon Valley are founded by foreigners. Some of them are Chinese. The Beijing government should consider giving temporary immigration status for foreign entrepreneurs who want to set up companies in China. This immigration status should be valid as long as the company operates. It would be very attractive for foreigners many of whom want to set up a company in China. If this policy can be combined with a regional high-tech stock exchange, Beijing could benefit from synergistic market effects, just as occurs in Silicon Valley.
4. Strengthen protection of intellectual property. Beijing can learn from the experience of the United States, by establishing a government agency specializing in protection of the intellectual property for startup companies. Meanwhile, it could strengthen implementation of laws to punish companies who steal intellectual property from other companies. This would demonstrate the government’s interest in protecting intellectual property, and would

attract other start-ups to move their business to Beijing.

5. Keep on improving funding channels for startups. Creating a free environment for innovation is needed so it will be easier to find new funding channels, instead of just relying on the stock market, professional investors, venture capital and other more traditional channels.
6. Change people's perspective on startup failure. Traditionally in China there is a stigma in a company failing. That deters many entrepreneurs from starting companies because they are afraid of the social stigma that comes from failure. In order to encourage innovation, Chinese society needs to be more tolerant of failures, otherwise there will be fewer entrepreneurs and they will have more difficulties in finding early-stage investors.

Dr. Prince is a keen proponent of innovation as shown in the startup of his own business but regarding the current fashion entrepreneurship by college students', he has another opinion. "For college students', entrepreneurship is easier to say than do. Entrepreneurship is hard and many people will fail."

He reminds investors, "Now many young people call themselves innovators, but actually most of them are not. So many investors will lose waste the investment. You should only invest in those whom you really sure that they are true innovators; otherwise you will have a high proportion of failures. You need the help of experts who help identify innovators." In China currently many young people are inspired by entrepreneurs like Jack Ma and Hua Teng Ma. But entrepreneurship is not easy. You need to think carefully before you start up a business. It's a long haul to get to success, if you even get it.

A spiritual mentor for entrepreneurs

Dr. Prince is a prolific columnist. He has written for "Top Capital" for 5 years. Meanwhile he also writes for "Peking University Business Review", "Business Management Review" "China New Time" and numerous other magazines in China. His articles also been published in "New Economy" , "China Business Review" and respected international magazines like "Harvard Business Magazine", "Forbes", and many others. He is also a visiting professor at Shanghai University of Finance and Economics, teaching financial leadership.

With years of theoretical and practical experience, Dr. Ted Prince is a natural mentor for entrepreneurs. The research findings of the Perth Leadership Institute, the courses he teaches and his numerous articles have become a beacon for entrepreneurs, business executives and investors to improve their leadership and management style.

Being a first-time entrepreneur, especially in the tech arena, they invariably experience difficulties in solving complex problems about people, relationships and business. So his advice is always inspirational for them.

Choosing a business partner isn't easy. Dr. Prince believes that no matter whether you are originally friends or not, that doesn't impact your chances of failure in any significant way. If you really want to build a fruitful business partnership with friends, you need to ask yourself some probing questions beforehand. For example, is the friend's personality and ability complementary to yours? Do you respect this friend? "If the answer is yes, you can consider him as your possible partner." Dr. Prince suggested "Maybe you both to sign an agreement like a prenuptial agreement - in case of a "divorce", you still have some protection. Also you need conclude a share buyback agreement, no matter which partner quits. The agreement should specify a fair buyback price and how to calculate it."

How to get legal services within the limited confines of a small company budget: Dr. Prince delivers a curveball: Get "barefoot" lawyers. He understands Chinese history: a "barefoot" doctor has just basic medical training and can handle minor complaints. So government can reduce overall medical cost but add more medical personnel. He thinks we can use this idea in the legal area for startups.

Specifically, the company can employ some young legal people who are not able to undertake the task alone, and then train them to be a specialist in a certain legal area, like HR, consumer rights, or intellectual property rights for the company. It means these young legal eagles can combine business and legal tasks. It will be a great combination of working experience, knowledge and legal perspective. In addition, companies can also hire external legal consultants to achieve the dual task of reducing the cost and improving the quality of legal advice. With their help, companies can protect their legitimate rights, interests and reputation more effectively when facing legal disputes and other legal matters raised by much larger companies.

In addition to funding, management, market and product, "there is another key factor, namely staff morale." To boost the morale of staff, the options including crafting a compelling vision for the company, finding activists among the employees, recognize employees who publicly contribute to the company vision, listen, and encourage the free airing of views; don't tolerate negative behavior, be transparent when making decisions, don't discriminate unreasonably between different opinions, etc. All these suggestions are practical and useful.

Start-ups always face funding pressure. But recognition for hard working and committed employees is vital to company development, especially when the company is not doing so well. So how to motivate employees with non-material rewards? Dr. Prince has his own ideas, for example, you can provide career guidance to employees, so they can see a better career path. If they are unhappy about the job, you can even help them to find a better career path in other companies. These actions will demonstrate your commitment to your employees' personal welfare and future. Other options include creating further study opportunities for employees, helping them solve emotional and personal difficulties in their life, and helping them with retirement planning.

How to attract VC's attention to entrepreneurs? Dr. Ted Prince advises that normally a VC will assess three project aspects: First, the idea: can it lead to a huge rate of growth for several years? Can it provide high internal liquidity rapidly? Does the business model rest on unique technical advantages which deter competition?

Secondly, the quality of the entrepreneur: this is the core focus for investors. Basically they want to see whether you have the potential to be a successful entrepreneur: whether you can shoulder the heavy responsibilities of the role: whether you are reliable: whether you have passion and the determination of entrepreneurship: whether you can be the CEO of a public company. If you have been an entrepreneur more than once, that's good. High business acumen and a nose for profit are even greater.

Thirdly, the social skills and networks of the entrepreneur. It is impossible to be a successful entrepreneur without social resources. So VCs will look into the social skills of an entrepreneur. It will be easier to attract more VC interest if you are already favored by other VCs. How about a good relationship with media? When the enterprise wants to be listed, they need support from the media. If you have friends who are angel investors, it will also be advantageous, because they can share funding with VCs at different stages of growth. And finally it is very important for VCs to have a great relationship with your customers because customers are God.

Dr. Prince shows how to become a better entrepreneur based on unique research and experience. To see more of his wisdom, please continue to follow our column "Entrepreneurship and Innovation."