



THE 2011 INSPIRED LEADERSHIP AWARD



ZHANG RUI MIN

CEO, HAIER GROUP





ZHANG RUIMIN, a giant of Chinese industry, has shown how good business can also be good for society and for the environment.

When he was appointed director of the Qingdao Refrigerator Factory in 1984, it was a small business that manufactured poor-quality products. Operations were badly managed, wasting resources. Products were energy inefficient. Workers were disengaged and poorly paid, not caring about the business or its products. Mr Zhang revolutionised the company through a series of managerial changes that combine Chinese and Western practices leading to the formation of a unique managerial system which has influenced how companies are managed in China and around the world.

Today this small, failing business, now known as Haier, is a highly successful major global company with revenue last year totalling \$20.7 billion. More than any other Chinese company, Haier has built its brand into the top among brands for major appliances and one of the best-known and most valuable in the world. Under Mr Zhang's leadership, Haier products have become high-quality, lasting longer and with less impact on the environment; they use energy more

efficiently; and employees of the company are able to develop their abilities to higher levels, are better paid and are more engaged.

Mr Zhang's extraordinary achievements have been widely recognised. He has been named to lists of the world's most respected and influential leaders. His transformative work and his innovative concept of a new Win-win Mode of Individual-Goal Combination is studied in depth at business schools globally, such as the Wharton School of the University of Pennsylvania and the Institute of Management Accountants in the US.

By combining outstanding business success with benefit to the society and the environment, and doing so in a way that continues to inspire leaders around the world, Mr Zhang has earned the 2011 Inspired Leadership Award.

Geoff Colvin
Senior Editor-at-Large, Fortune Magazine
Chair, Inspired Leadership Award Committee

ABOUT THE ILA CRITERIA

The Performance Theatre Foundation established the Inspired Leadership Award in 2006 to celebrate global business pioneers – visionary leaders who combine outstanding business performance with values and behaviours that sustain and strengthen the human and natural environments in which their organisations operate.

ILA WINNERS ARE:

- leaders of businesses with a global impact
- visionaries, with an ability to anticipate trends on the horizon and meet their challenges
- driven by values and the highest moral and ethical standards
- outstanding performers, with a track record of delivering environmentally sustainable growth

PAST RECIPIENTS:

- **Paul Polman**, CEO of Unilever (2010)
- **William Weldon**, Chairman and CEO of Johnson & Johnson (2009)
- **Ratan Tata**, Chairman of Tata Group (2008)
- **Lars G. Joseffson**, President and CEO of Vattenfall (2007)
- **Sir Richard Branson**, Chairman of Virgin (2006)

ABOUT THE ILA COMMITTEE

The recipient is chosen by unanimous vote by an international committee. The committee's current members are:

- **Geoff Colvin** (committee chair)
Author and Senior Editor-at-large at Fortune Magazine
- **Sven Mollekleiv**
Senior Vice President and Head of Corporate Relations & Corporate Social Responsibility at Det Norske Veritas
- **Michael Nobel**
Chairman of the Nobel Charitable Trust
- **Nan Richards**
Deputy CEO of Phorm