



## GET TO KNOW US

*From our Chinese headquarters in Shanghai to our offices in Zurich, and London, you'll find EF teams across the world working together to break down barriers of language, culture and geography. If making an impact, building great things, traveling the world, paving your own way and collaborating with friends sounds like you, you belong at EF.*

### Welcome to EF Education First 欢迎加入英孚教育

EF stands for "Education First". Founded in 1965 by entrepreneur Bertil Hult, EF is a privately-held company with 15 divisions that offer a range of educational programs from language training, educational travel, and academic degrees to cultural exchanges. With a mission to break down barriers in language, culture and geography, EF has helped people of all ages and nationalities become citizens of the world. This year, EF celebrates our 20th anniversary helping Chinese learn English and travel abroad.

EF的全称是“Education First”。由Bertil Hult先生于1965创办，是旗下拥有15个下属机构及非盈利性组织的私人教育机构，涵盖了语言培训、教育旅游、学位课程及文化交流等一系列产品。秉承着“打破人与人之间语言、文化和地域障碍”的理念，EF帮助众多不同年龄和国籍的人成为世界公民。今年，是英孚进入中国、帮助中国人学习英语和出国旅行的二十周年。

### Rated China's "Top Workplace" 中国“最佳工作场所”

EF has a long history in China. Our entrepreneurial spirit, fast-paced growth, and international environment has earned our company several awards, including being named one of China's "Best Workplaces" (China Business Media). We are looking for talented, energetic, smart people to help drive our business in China and around the world. EF is also one of China's most trusted brands, serving as The Official Language Training Services Supplier of the Beijing 2008 Summer Olympics.

英孚与中国的渊源由来已久。我们的企业家精神，快节奏的成长及国际化办公环境为公司赢得了很多奖项，包括被《中国经营报》选为中国“最佳工作场所”之一。我们正在寻找才华横溢，充满激情，聪明睿智的人才帮助我们不断推动中国乃至全球的业务发展。作为2008北京奥运会官方语言培训服务供应商，英孚也是中国人最值得信赖的品牌之一。

### Build your career in a fast-growing industry 在一个高速发展的行业创建您个人的职业生涯

Education and travel are two of the fastest growing industries in today's global economy and EF is right on the cutting edge of the global demand. From Berlin to Beijing, Moscow to Mexico City, Dubai to Denver, EF operates 460 schools and offices in over 50 countries with 35,500 staff. With our business exploding in every corner of the road, we need self-starters' who can help build our growth. As a privately-held business, we are not listed on any stock exchange. This means we believe in fast-decisions, taking advantage of unexpected opportunities in the marketplace and investing in the right ideas.

在一个高速发展的行业创建您个人的职业生涯 教育和旅行是在当今全球经济增长最快的两个行业，EF正处在契合此全球需求的前沿。从柏林到北京，从莫斯科到墨西哥，从迪拜到丹佛，EF运营着超过50个国家的460多个学校和办公室，拥有35,500名员工。随着我们的事业在世界每个角落的展开，我们需要能自我激发的人来帮助实现我们的成长。作为一个家族企业，我们未在任何证券交易所上市。这意味着我们更能快速地做出决策、及时抓住不可预测的市场机会并不断地为正确想法投资。



**WE ARE EF!**

[v.youku.com/v\\_show/id\\_XNDYzNTEyODQw.html](http://v.youku.com/v_show/id_XNDYzNTEyODQw.html)



# MAKE YOUR MARK—WORK AT EF

## 在英孚刻下你的印记

### Real responsibility

At EF, you will get real responsibility, real challenges and the opportunity to influence your job from Day One. EF was started by an entrepreneur whose spirit still runs strong throughout the company. Regardless of where you are in the world or where you are in our organization, we will give you the freedom you need to succeed. Some companies want you to sit quietly and do as you're told. At EF, we want you to make noise, reach for new opportunities and take responsibility for moving the business forward.

### 被赋予真正的责任

在英孚，从第一天起，你就将获得真正的职责、真正的挑战和影响你工作的各种机会。EF创立之初的企业家精神始终强有力地贯穿在整个公司的运营中。无论你身处世界的任何角落或是公司的任何职位，公司将赋予你走向成功所需的自由。有些企业会要求你静静地坐着，按照要求行事。而在EF，我们希望听到你的声音，主动寻求新的机会，并为拓展我们的业务承担更多的责任。

### Meet great people

Step into any EF office and you will immediately be struck by the energy and intelligence of the people who work there. We're known for working hard and achieving results, but we are also known for having fun. Perhaps it's the international mix of colleagues. Or the nice offices in central locations. Or the fast pace of work. Whatever it is, EF has managed to attract interesting people who genuinely enjoy their jobs.

### 与优秀的人一起共事

走进任何一间EF办公室，你将立刻被在那工作的人的活力和才华所触动。众所周知，我们努力工作并不断取得成果，同时我们也勇于创造并享受乐趣。这也许是因为员工的高度国际化组合，或是因为地处市中心环境备受好评的办公室，亦或是因为快节奏的工作。但不管是什么原因，EF始终吸引着那些真正热爱自己的工作并充满趣味的人在一起工作。

### Work around the world

EF is expanding rapidly around the globe. Over the past three years, our business has doubled as a result of continued expansion, innovation in new business areas and opportunistic acquisitions. As a consequence, openings continuously arise at all levels of the organization throughout the world. EF enables you not only to work with colleagues of different nationalities and cultures but also gives you the chance to gain valuable international exposure.

### 遍布全球的工作机会

EF的事业正在全球范围内蓬勃发展。过去三年里，通过持续性业务扩张，新业务领域的创新，以及把握时机的收购，EF整体业务量翻了一番。因此，EF全球各个机构内各种层级都不断出现岗位空缺。EF不仅能提供给你与不同国籍和文化背景人一起工作的机会，而且能使你有机会获得更多有价值的海外工作体验。

### Build your career

There are no predetermined career paths at EF. Instead, you can count on your job taking you from place to place, whether laterally, upwards, at top speed or at your own pace. What's important is that we meet our goals and that you're able to make the most of your talents and aspirations. We are more interested in what you are passionate about than what you have studied. A person with the right qualities and attitude can go far at EF.

### 创建您的职业生涯

在英孚职业发展路径不是被提前预设好的。取而代之，你对自己的发展负责，从一个职位到另一个职位，横向的或是向上的，按你自己的步调以最快的速度发展。重要的是，公司能够达成目标，而你能够充分展示你的才华并实现你的抱负。相比工作经验，英孚更看重什么是你的激情所在。具有良好素质及正确态度的人就能在EF有长足的发展。

### Develop your skills

Our greatest investment is in helping our employees reach their full potential. In fact, the majority of our top managers worked their way up through the ranks. Training and feedback are central to the way we operate. You will enjoy access to managers at different levels to give perspective, advice and support. Plus, our management training program provides leadership development and networking opportunities both in-house and off-site.

### 开发你的潜能

我们最大的投资就是帮助员工充分发挥其潜能。事实上，我们绝大多数高层管理者都是通过内部晋升产生的。提供培训和及时反馈是我们内部晋升的核心运作方式。你将享受与不同层级的管理者沟通的通道，与你分享不同视角，为你提供建议和支持。此外，我们的管理培训项目也在公司内外提供领导力发展及建设人脉的机会。

### Make a difference

The programs and courses we offer truly change lives. Whether it's teaching someone a new language, helping someone enter university or broadening someone's horizons through cultural exchange and educational travel, your work has a positive impact on people's lives. The rewards of working at EF not only include competitive compensation but also include your individual ability to enrich someone else's life.

### 有所作为

我们提供的产品和课程真正改变着人生。无论是教会人们一种新的语言，还是通过文化交流和教育旅游帮助人们进入大学或开阔视野，你的工作对他人的生活正产生积极的影响。在EF工作的回报不仅包括有竞争力的薪酬，还包括通过你的个人能力不断地丰富别人的生活。

# The New York Times

GLOBAL MANAGER

## Bring in People Who Are Better Than You

By Julia Werdigier. Published: December 9, 2013



Philip Hult is the co-chairman of EF Education First, a family-owned education company based in London with operations in 52 countries. The company offers language courses, organizes academic years abroad, and helps place au pairs.

**Q.** A few years ago, you set out to summarize EF's corporate culture in a few points and publish them as a book. Why did you decide to do that?

**A.** Corporate culture is one of the single most important things in a company, but it's incredibly difficult to write down. The idea was that as we grew quickly, we could easily get into a situation where new people are reporting to new people and the existing culture gets diluted. Most recently, for example, in China, where we went from 300 employees to a few thousand employees in less than two years, we try to hold specific training around the book, and it's been fairly successful.

**Q.** How difficult is it to bring the company together culturally when you operate in so many different countries?

**A.** It's not that hard, because we have that strong corporate culture. We had some outliers in the past. The Japan office, for example, was really very different, but we changed the management and worked really hard on recruiting, and the culture eventually changed and the results improved, too. The danger, of course, of having a very strong corporate culture is that it can make you blind to change because you say, "Well, that's how it's always been done."

**Q.** What do you do to avoid that trap?

**A.** Don't centralize stuff and don't make it a top-heavy office.

**Q.** Why is that so important?

**A.** We are a services business, and the closer we and our decision-making are to the customer, the faster we can react. And, more importantly, good people want to have freedom, so if you want to attract good people you have to give them freedom.

**Q.** How much freedom do people get, given that you still want them to operate within that common corporate culture?

**A.** We're not a venture capital company in the sense that everyone can come up with an idea and then get the money to do it their way. We're still one company, even if there are very autonomous pieces within it. But it's a balance. People don't necessarily object to a culture per se, but it's the centralized decision-making that drives them nuts.

We have a very good manager here who used to work for a large bank and he said it would take six months to make a decision. Ultimately he felt he spent more time fighting the organization than doing something interesting and creative.

**Q.** Can you pick one or two of the most important elements of EF's culture?

**A.** Growing big while staying small. Everyone thinks they want to work for a big company. That's how we're programmed by society. But most people who work for a successful small company, I think, they're happy. It's important to ensure that the people who grew with the company give space to new people and continue to ask themselves, "Would you want to take a job at the company the way it is now?"

**Q.** What else is central to EF's culture?

**A.** David Ogilvy, the advertising pioneer, said, "If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants." That's the key to success in business. If you hire great people, all other problems disappear. Unfortunately, a lot of people feel a bit threatened by people who are better. That's why we always say that no one ever lost their job because they've hired someone who was too good. But the reverse has happened throughout history.

**Q.** How would you describe the perfect EF person?

**A.** We pride ourselves on having very varied types of people. We had a guy who was two months shy of being a heart surgeon, and others had a background in sports. But what unites them all is high energy and wanting to do something that's a little bit off the beaten path. It has been a culture of high-achieving misfits. I don't know to how many cocktail parties I've been to where people looked straight through me when I said I work in education. As we grow, we hire more people with a more traditional background but we try to encourage their inner misfitness so that they don't feel like a robot.

**Q.** Early in your career, was there anyone who influenced your thinking about leadership?

**A.** I learned a lot from my father—he started EF—and my mother, but I think what teaches you, probably more than anything, is being put in a real-life situation at the deep end of the pool.

**Q.** What was your deep end of the pool?

**A.** Our first office in China was down an alleyway in a little old house. We had about seven or eight people there and the electricity was only strong enough to turn on either the computers or the heater but not both at the same time. So we had someone in at 6 in the morning to turn on the heaters until people came in at 9 a.m. to turn off the heaters to use the computers. Then everyone would go to lunch at the same time, so we could turn off the computers and put the heating back on. And down that alleyway there was a garbage dump, and when we started renting the office it was winter, so it was fine, but in the summer it started to smell like hell.

So it was just a horrific office. In the winter it was too cold and in the summer it was next to a stinking garbage dump. Some of that was just doing business in China in the early '90s, but you also learn to do more due diligence — the smelly way.

**Q.** What lessons in leadership did your early career teach you?

**A.** People are very different culturally. I'm Swedish, but I grew up in America, so my understanding of people was very American. Most Scandinavians, if they don't like something, they would tell you quietly, maybe once or twice, while an American would tell you very loudly and many times. I stepped on a lot of land mines in the beginning because of that difficulty in reading people, but it gets better with practice.

**Q.** What would you say you have no time for in the people you work with?

**A.** If you don't know something, then say so straight away. There are cultures in which people are afraid to lose face, where people make stuff up or try to dodge the question. We have very little tolerance for that. It's fine to say, "I don't know," but it's not fine to try and cover it up, because others end up making decisions on that information.

**Q.** And what do you admire most?

**A.** Speed, even more than efficiency. Getting things right is about making a decision, acting on it and then changing course if you need to. We often say that strategy is everyone's night job and no one's day job. It's what you do before you go to bed and ask yourself, "The next time I do that, is there a better way?"