

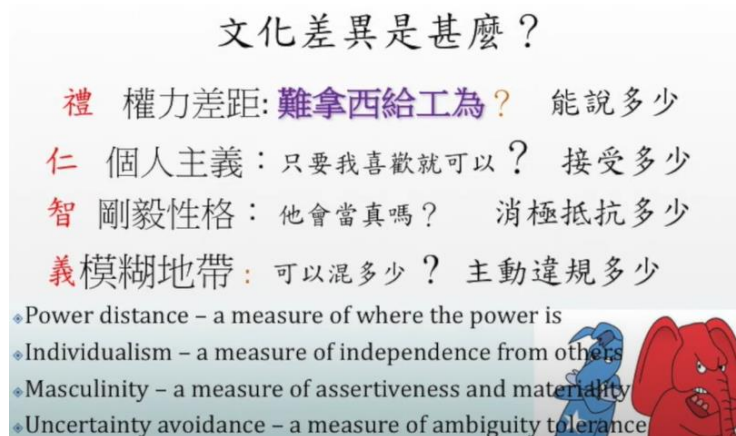
公司文化第一講 人際關係與溝通：<https://youtu.be/LW6Hv1Q828U>

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文化差異對溝通的影響：

權力差距、個人主義、接受程度、個性特點等文化因素會影響溝通方式。

跨文化領導需要處理多元文化背景下的溝通挑戰。



溝通的情緒因素：

情緒占溝通的 70% 比重，是溝通的"紅綠燈"。

父性、理性、感性三種情緒狀態會影響溝通效果。

以同理心和積極情緒進行溝通更有助於建立良好關係。

領導溝通技巧：

要善於利用他人的虛榮心和內心需求，而非單純的命令控制。

通過讚美、鼓勵、設定合理目標等方式，激發員工的內在動力。

以同理心傾聽，瞭解員工的困難，給予適當支援，而非簡單指責。

溝通的原則：

從感性出發，以善意和同理心進行溝通。

尊重他人，不能輕視自己或他人的承諾。

循序漸進，從小事做起，培養良好的溝通習慣。

今天是公司文化講座的第一講，主要就是談人際關係與溝通。首先要知道溝通最大的困難就是文化差異。依照西方的學說，文化差異有四個面向：權力差距，這能影響我們說話的分量；另外一個就是個人主義；別人講的話，我們接受的程度是多少，還有他是不是個性太大條，你跟他講話，他會當真嗎？還是第四個冒險犯難的精神/習慣於主動的違規。

我們說領導，領導有四個面向：要向下級領導/這是傳統；要向上級領導/這就是我們溝通的能力，要能跨文化/領域領導，這是處理多國籍企業所必須的，還有一種領導/就是要領導自己，要克服自己不爽的感覺。文化講座第一講就是仁，仁就是兩個人。英文叫做 Empathy，他們翻

譯叫做同理心，是相對於同情心。其實與我們說的還是有一點差異。

## 讓他人能自動達成你的目標

挑戰：從人群中站出來，培養你的專業，講義氣，重合群，從小事做起，培養信心，訓練自己成為一個偉大的領導者！

要學習領導能力，  
很大程度上，取決於堅持信仰和影響他人。

領導的四個面向，上級？下屬？跨文化？自己。

無論領導誰，重點都是領導自己。

孔子說，唯仁者/能好人/能惡人。也就是說，要跟別人溝通，不是毫無理性/毫無原則。對他講話凶點，並不表示我們不是一個很好的溝通者，我們溝通依賴的是兩種情況，一種就是我們的理性/文字/語言所內涵的訊息，另外一種就是我們的情緒，情緒其實占了溝通的百分之七十，俗話說閻王好見/小鬼難傳。我們如果把的情緒搞對了/溝通就不成問題。情緒就是溝通的紅綠燈。如果他心情不好時，做任何溝通都是枉然。

情緒為什麼在溝通裡面占了這麼大的份量？我們看看人的情緒有三種狀態：一種是父性/權威性(上對下)，另外一種是理性，也就是平輩/成人所用的就事論事。第三種是感性(下對上)，就是帶著情緒的狀態，有時候是生氣/有時候是高興，當然最理想的狀態是好學不倦/經常發問，因為這牽涉到一個很重要的人性，就是每個人都希望力求表現，如果你能夠跟他多問問題的話，他就會多喜歡你一點好。

### Empathy: 仁者，做對的人

能夠體會他人的情緒和感受，並願意替他人思考和處理問題。

子曰：仁者，愛人。  
「仁者，其言也詘。」

唯仁者，  
能好人，  
能惡人。

仁也不是無理性、無原則或者軟弱好欺侮，也不是永遠說沒問題的人。

是進入21世紀的第一步。

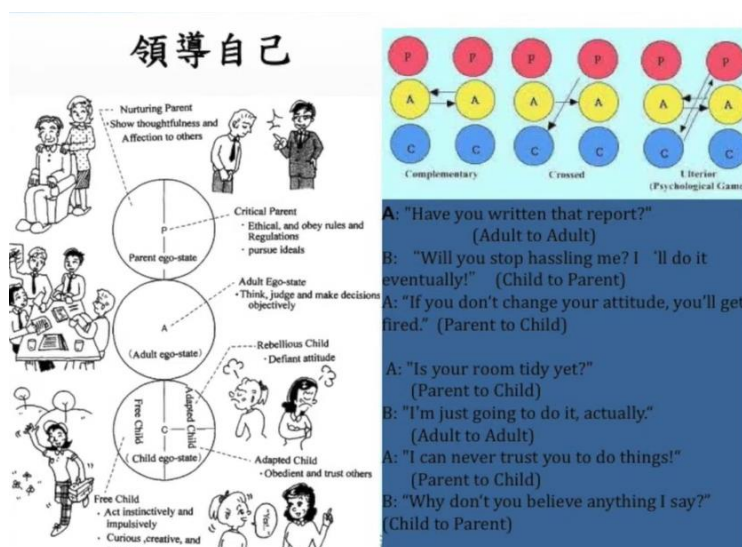


領導他人



現在我們來看看溝通的情緒面，溝通最重要是溝通線不能打結，我們看到右上角紅色的是父性(P)，黃色的是理性(A)，藍色的是感性(C)。如果像第一個圖 A 對 A，大家都用理性溝通/不帶情緒，當然是很好。第二個如果是某甲用理性溝通/某乙就亂說教，這兩個溝通線打結/就會生問題。好，看下面的例子，某甲問到 Have you written that report? 你的報告寫了沒?下面

註明的是 A 對 A/也就是理性對理性，所以他的講法應該是說



不急不徐/不溫不火 Have you written that report→? 是理性音調/是平的。如果是打官腔的話，各位要注意聽了，語尾是下沉的 Have you written that report↘? 這就是在罵人↘後面語氣是下沉的↘，如果是在哀求 Have you written that report↗? 你的報告寫了沒↗? 這是哀求。你的報告寫了嗎→? 這是在諮詢，是平常不曉得/會感覺得到是某甲理性發問。打官腔:你的報告寫了沒↘某乙回應到 Will you stop hustling me↘?

請你不要再騷擾我↘I will do it eventually↘我總是會做的↘這就是小孩子在發脾氣。某甲本來只是語氣平和的詢問一下，可能只是要抄一下他的報告，沒想到就吃了一頓排頭，受到別人的情緒影響/所以就忍耐不住開罵了。好現在看看某甲怎麼回應 If you don't change your attitude you'll get fired。就是說如果你的態度不改的話↘你遲早會被炒魷魚↘就是父性對小孩子性/也就是感性↘。這就是溝通線打結的例子。

第二個例子某甲問到 Is your room tedious↘?是什麼父性對感性(小孩子性)，某乙也不是省油的燈，他說 I'm just going to do it actually→。這裡是我現在 actually 剛剛好要去做，是語氣平和/是理性的表達→，其實為什麼不說我已經做了/我房間整理好/已經做了，也不說我明天再去整理/是未來的事情，而是說我現在剛好要去做，這就叫做活在當下，活在當下是沒有對/也沒有錯的，就是直覺的反應。但是你有你的拖刀計，別人要不要吃你這一套，就不一定了/對不對，所以某甲就開罵了，因為他/某乙太滑頭了。I can never trust you to do anything↘，我永遠沒有辦法信任你做的事情，這就是第一句講的打官腔，繼續打官腔，某乙也不是傻瓜，他一看苗頭不對了，就什麼把語氣放軟。 Why don't you believe anything I say↗? 為什麼，你總是不相信我講的話↗，當然他的語氣是哀求的，所以語味應該要上揚↗。 Why don't you believe anything I say↗? 這樣才是完整的溝通迴圈，就是兩個人的態度要合拍，一個罵/一個要放軟，如果兩個都開罵就打仗了。

好各位進入職場工作，都是希望自己成為一個溝通的高手，溝通應該要從感性開始，先從感覺



開始，所以要先稱讚/鼓勵部屬，即使是最簡單的早安/午安的问候，也可以讓對方感覺到你的善意。身為一個主管，要有領導能力。領導能力一般來講，就是你溝通的能力。我們說人不能看不起自己，所以要改變他人的時候，一定要讓他從內心發出來，發出什麼東西/他的口頭承諾。讓他先讓他口頭答應，他就會拼了命的去完，成如果你還是用古代的管理方法來驅使你的部屬，跟他規定何時/何地/何人/完成，派了工作給他，結果他做不到，兩個鐘頭就來找你，不是要人/就是要器材/就是要休息。

**達成我的要求？改變溝通習慣**

每個作業，- 不管多麼小或簡單  
- 主管應該知道怎樣驅動部屬

先用稱讚去鼓勵，  
讓他口頭承諾，  
小事先做，  
讓他們高興去做。

約翰·洛克菲勒曾經說過：  
「應付人的能力，也是可以購買的商品  
就像糖，和咖啡一樣。」他又說  
「我願意對那種能力，付出酬勞，  
它的代價要比世界上任何東西都高。」

虛一點  
虛很多  
虛一點  
虛很多



身為主管就會不勝其擾，所以要領導部署，應該在派工的時候，直接問他說：今天這一個艙蓋你負責把它敲完，可以嗎？你覺得還合理吧？他就會說合理。你有信心能夠完成嗎？他也會傻傻的說可以完成。等到他實際一敲，裡面鐵鏽非常的多/油漆至少要擦三遍，這時候他會來找誰呀？他只有找他自己，他沒有辦法找你，因為面子問題。如果是 20 世紀用管理的方法，因為是你派的工作給他，他遇到困難就找你來解決。

如果是新的世紀，要利用他內心的空洞/空虛/他的虛榮感，先取得他的口頭承諾，將來遇到困難，他就自己會去解決。他如果硬的臉皮來找你，你就問他一句，你早上不是說可以嗎，相信很多的人就會打退堂。所以這就叫做利用他的口頭承諾，話說全世界的人都可以看不起，但是不能看不起什麼/自己，尤其是自己說過的話/想要反駁自己是不太可能的。洛克菲勒是美國的首富，當然是 19 世紀的時候，曾經說過應付人的能力/是全世界酬勞最高的能力。也就是可以管理人的能力，我們說現在是多國籍的文化，不但要管理臺灣人，還要管理大陸人，甚至美國人/英國人都要會管理，要用什麼東西管理？

我們看小貓小狗都可以訓練，訓練任何的動物使用的管理工具都是食物，所以說每次拿食物給他的時候就搖鈴聲，久了以後狗只要聽到鈴聲，他就開始流口水，這叫條件反射。好像是很簡單的實驗，可是這實驗在 20 世紀害死了千千萬萬的人，就是利用這些東西來控制人類，這是 19 世紀的講法

如果要控制人有六個步驟，訓練狗用食物，訓練人用的是什麼感覺？Kimoji

第一個要真心愛人，也就是從感性開始溝通，讓他每次看到你，心裡面就很舒服。

第二個是要施以小惠，當然不必每次都是拿香煙/汽水，也可以就是口頭稱讚一下，或者是在臉書上面按個贊，這樣子對他都是有很大的幫助。

### 文化差異：如何克服

- 真心愛人：與他感覺一致  
並給予真正的幫助
- 施以小惠：從精神給予鼓勵，  
不只是工作上的協助
- 先孤立他：他怕沒有朋友
- 小事做起：萬事起頭難
- 製造威信：讓他同意 先讚美他
- 做出差異：給他面子，換個方式



好。第三個是孤立他，船上的菲律賓人調皮搗蛋，天天跟船長作對，他可以一天/一個禮拜/一個月不跟船長講任何一句話，我們就沒辦法跟他溝通。但是他沒有辦法不跟他的菲律賓人講話，在他的小團體裡面/他不能被孤立，擒賊要擒王，所以帶兵，要從他的兵王裡面，也就是帶頭的一位來下手，把他的籠絡好了以後，其他的人就不成問題。

好。第四個從小事做起，養成他的習慣，萬事起頭難，不要一開始就給他太艱巨的任務，讓他養成服從的習慣，比他一次完成困難的工作更重要。要經常給他鼓勵/讚美，讓他能夠滿足他的虛榮心/讓他繼續做下去，這並沒有什麼新鮮的，這是 19 世紀就知道的管理學，只是到現在都還適用。

公司文化第一講 人際關係與溝通：<https://youtu.be/LW6Hv1Q828U>

Detailed summary

This lecture mainly discussed several key topics related to interpersonal communication and relationship management:

The impact of cultural differences on communication:

Cultural factors such as power distance, individualism, acceptance levels, and personal traits influence communication styles.

Cross-cultural leaders need to address communication challenges in diverse cultural backgrounds.

Emotional factors in communication:

Emotions account for 70% of communication and act as the "traffic light" of communication.

Negative, rational, and emotional states affect communication effectiveness. Communicating with empathy and positive emotions helps in building a good relationship.

Leadership communication skills:

Leaders should leverage others' vanity and internal needs rather than just giving orders.

Inspire employees' intrinsic motivation through praise, encouragement, and setting realistic goals.

Listen with empathy, understand employees' difficulties, provide appropriate support, rather than simply blaming.

Principles of communication:

Start communication with empathy and goodwill.

Respect others and not undermine one's or others' commitment.

Progress gradually, starting from small things, to cultivate good communication habits.

In summary, this lecture emphasized the importance of cultural differences, emotional management, the art of leadership, and communication principles in interpersonal communication. It provided practical communication techniques and valuable insights for participants.

Today is the first lecture of our public-private cultural seminar, mainly about interpersonal relationships and communication. First of all, we must understand that the greatest difficulty in communication is cultural differences. According to Western theories, there are four dimensions of cultural differences: power distance, which can affect the weight of our words; another is individualism; to what extent we accept what others say, and whether this person is too straightforward in nature. When you speak to him, will he take it seriously, or the fourth, our adventurous spirit is accustomed to actively breaking the rules. We talk about leadership. Leadership has four dimensions: leading subordinates is traditional; leading superiors is a demonstration of our abilities; cross-cultural leadership is necessary for managing multinational companies; and lastly, leading oneself requires overcoming one's own negative emotions.

In our cultural lecture, the first aspect is about everyone, which in English is called Empathy, translated as compassion, as opposed to sympathy. In reality, there is a

slight difference. Confucius said, "A benevolent person can benefit or harm others," which means that when we communicate with others, it is not without reason or principles. The fact that we speak harshly to someone does not necessarily mean we are not good communicators. Effective communication depends on two factors: the message conveyed by our rational words and the emotions involved. Emotions actually make up 70% of communication, as the saying goes, "easy to meet the King of Hell but hard to pass a small ghost." If we manage our emotions well, communication is not a problem. Emotions act as the traffic lights of our communication.

If our mood is bad, any communication effort is in vain. Then why do emotions play such a big role in communication? Let's look at the three states of human emotions: one is negative authority, the second is rationality, which is the state that adults are in, and the third one is emotional sensitivity, which is a state with emotions, sometimes angry, sometimes happy. Of course, the most ideal state is to be eager to learn and often ask questions, because this involves a very important aspect of human nature, which is that everyone wants to excel. If you can ask him more questions, he will like you more. Now let's take a look at the emotional aspect of communication. The most important thing in communication is that the communication line cannot be knotted.

We see that the red in the upper right corner is negative, yellow is rational, and blue is emotional. If, like in the first diagram where A communicates with A using reason without emotion, of course, that's good. But in the second scenario, if someone uses reason to communicate with someone else and the other person gets angry, then there is a knot between them, causing problems. Now, let's look at the example below. When someone asks "Have you written that report?" to A, it is rational communication between rational parties, so his response should be... Not hasty, not slow, not warm, not hot. Have you written that report? This is a rational tone, flat. If using an official tone, everyone should pay attention to the sinking tone at the end. Have you written that report?

This is a sinking tone after scolding someone. If pleading, Have you written that report? Have you written your report? This is asking if your report has been written. This is inquiring, which we usually don't know but can sense when someone is asking you rationally, "Will you stop hustling me?" Please do not harass me. I will do it eventually. I will always do it. This is just a child throwing a tantrum. Someone just asked in a calm tone, perhaps to copy his report, and unexpectedly got a delayed response. After being affected by someone else's emotions, they couldn't bear it and started swearing. Now let's see how he responds. If you don't change your attitude, you'll get fired. This means if you don't change your attitude, you will eventually be fired.

This is the paternal aspect towards children, which is emotional. This is an example of a communication breakdown. In the second example, someone asked, "Is your room tedious?" What is this paternal towards emotional towards the child's sexuality, some kind of b? It is not a reliable person. He said, "I'm just going to do it eventually." Here is actually. I am just about to do it now. This is a calm tone and rational expression. Why not say "I have already done it, my room is already tidy," or not say "I will tidy up again tomorrow," which is about the future, but instead say, "I am just about to do it now"? This is called living in the present. Living in the present is neither right nor wrong, it is just an intuitive response.

But you have your own expertise, others may or may not want to eat what you have. This set may not necessarily work, so someone started cursing because he was too slick. I can never trust you to do anything, I can never trust what you do, so that's what the first sentence of the program said in an official tone, continuing an official tone. Someone else is not a fool either. When he saw things going wrong, he softened his tone. Why don't you believe anything I say? Why is it that you always don't believe what I say? Of course, his tone was pleading, so the intonation should rise. Why don't you believe anything I say? This is how a complete communication cycle is. The attitudes of two people should be in sync - if one scolds, the other should speak softly.

If both start scolding, then it becomes a fight. All of you entering the workplace hope to become a communication expert. When it comes to communication, it should start with emotions, starting with feelings. Therefore, we should start by praising and encouraging, deploying, even if it's the simplest greeting of "Good morning" or "Good afternoon." This can make the other person feel your goodwill. As a supervisor, you need to have leadership ability. Leadership ability generally refers to your communication skills. When we talk about people, we shouldn't look down on ourselves. So, when we want to change someone, we must speak from their innermost being, see what drives them to make verbal commitments first, and they will do everything to fulfill it.

If you keep using ancient management methods to push your subordinates and set deadlines and people for the job, they will not be able to do it. Within two hours, they will come to you asking for people, equipment, or rest. As a manager, you will not create unnecessary work for yourself, so when deploying tasks, you should directly ask him during the assignment, "Can you be responsible for completing this hatch cover today? Do you think it's reasonable?" He will then say it's reasonable. Do you have confidence that you can finish it? Then he will foolishly say, "Yes, I can finish it." But when he starts working and finds a lot of rust inside that requires at least three coats of paint, who will he turn to for help? He can only turn to himself.

He can't come to you for help. If it were the 20th century using management methods,



because you assigned the task to him, if he encounters difficulties, he will come to you for a solution. If it is a new century, we must utilize his inner emptiness and vanity to obtain his verbal commitment. When faced with difficulties, he will solve them by himself. If he shamelessly comes to you, just ask him, "Didn't you say yes this morning?" This will make many people back off, so this is called using his verbal commitment. We say that people all over the world can be despised, but not everything. It is not very likely to refute what one has said, especially oneself. Rockefeller was the richest man in America, of course, that was in the 19th century.

He once said that the ability to deal with people is the highest paid ability in the world, that is, the ability to manage people. We say now it is a multicultural culture. We not only have to manage people from Taiwan but also have to manage people from the mainland and even Americans, British people. What should we use to manage them? We take a look at kittens and puppies, all animals can be trained. The management tools used are food, so every time you give them food, ring the bell. After a long time, the dog will start salivating as soon as it hears the bell. This is called conditioning. This seems like a very simple experiment, but in the 20th century, it killed millions of people by using these things to control humans.

This is the 19th-century way of speaking if you want. Controlling people have six steps to train dogs with food, what about training people? What is the feeling of using Kimoji? The first thing is to sincerely love the person and make them feel comfortable every time they see you from an emotional starting point of communication. The second step is to offer a little wisdom, of course, we don't have to use cigarettes or soda every time, just a simple verbal praise or a like on Facebook can be helpful. The third step is to isolate them. The mischievous Filipino on board constantly challenges the captain. He can go a day, a week, or even a month without speaking a word to the captain. That way, we won't be able to communicate with him and lead the troops.

But he cannot avoid talking to his fellow Filipinos. He cannot be isolated within his small group. So, we need the emotionally intelligent leader or the leader of the troops to deal with him. Once he is won over, the rest will fall into place. Okay. The fourth one is to start from small things to cultivate his habit. It's always difficult to start something. Don't give him too daunting tasks in the beginning. It's more important for him to develop the habit of obedience than to complete a difficult task at once. He should be encouraged and praised frequently to satisfy his vanity and make him continue. This is not something new; it's management theory that has been known since the 19th century and is still applicable today.