

公司文化第三講 善待問者如撞鐘 開放性的問題 <https://youtu.be/7Gq8oySpTWs>
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人際關係的六個層次：

- 第一層 - 以退為進，要主動放低身段，體諒他人感受
- 第二層 - 點頭之交，要主動製造見面機會，即使無共同愛好也要參與。
- 第三層 - 聊天打屁，要找到共同話題和興趣愛好，增進默契。
- 第四層 - 同進同出，要營造親密的交流環境，利用緊張刺激的活動增進感情。
- 第五層 - 互相刺激，要通過開放性提問，瞭解對方真實想法，促進雙方進步。
- 第六層 - 開放性溝通，傾聽真實想法

21 世紀是感性時代，工作和娛樂不應分開，要通過感性溝通/建立關係。

好，這是公司文化講座的第三講，這比前面的航海想要更難講，因為前面的航海想要是講道理，只要有道理就過關了，這些文化講座講的是感覺、感覺是很微妙的東西，稍微一不注意就會錯過。好現在再回顧一下人際關係的六關，

第一關就是以退為進，放低身段，這就是通關密語，因為第一關就是兩個人的權力差距太大，所以做下屬的/就愛在心裡，口難開/想要拉關係/可是不知從何開始。

再看看圖片，我們說以感性來做溝通，所以要把我們的感覺說出來，或是可以先問問題/向對方發問，這上級如果是樂意教的話，他就會表現出來，如果他不樂意教的話，你就把你的感覺直接說出來，這時候他沒有辦法/否定你的感覺，所以你有什麼/恐懼/害怕，你要向他反應，他才能夠幫助你，不管他是樂意/還是不樂意，你是在問問題?也是在表達你的感覺，只要你表達出來，他一開口，你們兩個的第一關/就算是過了。

看看右邊這位小朋友，這是我的外孫/小朋友都是軟手/軟腳/肚子餓了要哭/尿片濕了也要哭，完全沒有抵抗能力，可是卻是人見人愛，這就是示弱，你幫他做的越多/你就越愛他，這就是人性。從這第一關就可以知道為什麼/我們的課程叫做人性領導，我們現在可是在做/領導上級的動作，這已經不是普通人能夠做得到的。

好，第二關點頭之交，只有打打招呼，這時候怎麼樣通關/就是打打招呼，這就是近水樓臺先得月，要製造見面的機會/越多越好。

像船上的三管上船，說輪機長跟大管，每天下了工/就是喝酒/唱卡拉 OK，我又不會喝酒/也不會唱卡拉 OK，跟他們就沒有辦法了，打成一片。事實上，這是不對的，因為喜歡唱卡拉 OK 的人，他只要聽眾就好，只要你有在旁邊參與/鼓鼓掌就可以了，所以你會不會唱/並不要緊，喝酒你不會喝/也沒關係，你可以在旁邊喝喝汽水/喝可樂/或者是茶，只要你在場/就可以了，別人一唱三個鐘頭啊，你就在那邊做三個鐘頭的/鼓掌部隊/也太假了。你只要去洗衣服的時候，順便進去坐個十分鐘/鼓個掌，然後吃點飲料，等下去什麼/廚房煮宵夜的時候，又進去坐個十分鐘。每天去/走個一兩趟，人家就知道，你這小孩還算是可以的/沒有那麼孤僻，雖然你也

沒有什麼才藝，這就是人際關係的第二關。如果你是要追女朋友的話，就簡單啊，她坐公車啊，你也去等公車啊，她喜歡走路啊，你就跟他不期而遇，反正就是諸如此類，從點頭之交/到說得上話。就到第三關了。

第三關聊天打屁/言不及義，這時候已經說得上話，通關密語就是相逢何必曾相識，相信很多人都有一見如故的感覺，跟他聊聊/覺得還蠻聊得來的。

俗話說老鄉見老鄉/兩眼淚汪汪，這是因為兩個人擁有太多的共同回憶，如路邊的歐阿米線/或者是那裡的豆花/蜜豆冰，以前士林出名的是蜜豆冰，現在去士林的人可能大家並不吃蜜豆冰，有了共同的回憶/就有更多的默契。所以跟人家聊天打屁的時候，要投其所好。他喜歡小狗/你就喜歡小狗；他喜歡小貓/你就喜歡小貓。不要人家在講小狗，你就講獅子/老虎，跟人家搭不上調。

人跟人之間的相處，就是看這兩個人的共同點有多少？好像下面這兩位大哥啊，就是一見如故，只要在路上走/看到對面有的人裝扮跟自己一樣，就會自動走過去/跟他打招呼/套交情。這就是一見如故，因為身上已經有太多的相同的默契。心理學家的問卷調查有 40 個問題，20 個是小事，你贊成台獨/還是你贊成川普？其他 20 個是小事。就是說你吃的是什麼牌子的霜淇淋？你的喜歡的/嗜好是什麼/是小事。20 個大事/20 個小事調查結果毫無例外，就是相同點越多的人，相互喜好的程度也就越高。但是重是，喜/不喜歡在於相同點的數量，不在於事件的大小。所以說，你不一定同意/他統一建國的主張，但是你只要跟他，有些相似的地方/他就會喜歡你。所以說，第三關的通關密語，就是要尋找一些/兩個人的相同點，相同到好像是天生一對。你這一關也就過了。

好第四關是同進同出，出生入死。第四關兩個人已經可以安排一些散步/看電影/聊天/聚會的活動，有兩個重點。第一個環境是越封閉越好。就是說，如果你去吃飯/去麥當勞/開放空間是沒有用的，因為他的注意力分散。如果你要像艾斯基摩人這樣/用稻草圍一個棚子，然後大家在裡面/衣服脫光光/做烏七八黑的蒸氣浴，然後再互相談心事，這時候是最容易敞開心房。所以你要花錢/請吃飯/要多下點本錢，要有燭光晚餐/旁邊不要太嘈雜的地方/才能夠留下比較深刻的印象。第 2 個就是著名的吊橋理論。這在緊張的時候，分泌的荷爾蒙跟在談戀愛的時候分泌的荷爾蒙是一樣的。就好像前面講過，鐵達尼號的船長操船/其他人興奮面紅耳赤，好像是在談戀愛，船長的人緣就很好。所以談戀愛的時候，要去做雲霄飛車/那種緊張刺激/分泌出來的荷爾蒙/跟戀愛的荷爾蒙是一樣的。他看到你/就會想到雲霄飛車的場景/那個荷爾蒙來了/她就覺得/她會愛上你，所以這就是說，好像當兵的人槍林彈雨/炮聲隆隆，這些大家都經歷了相同的場景，產生的感情就非常堅固，因為這已經是進入共同的長期回憶。好像以前一部小說刺鳥裡面說過，我們的愛情是大火燒過/大水淹過/都是出生入死，所以神父愛上女孩，這也是沒辦法的事。好屁了半天/還是言不及義，記不記得前面說過 21 世紀是感性的世紀，所以要跟人家拉關係的時候，工作跟娛樂是不分的。今天如果你要靠工作來建立關係，你完了/她掃地/你就陪她掃地，她洗廁所/你就陪她洗廁所，你老婆還是不愛你。

實際上，可以借由娛樂活動來建立你們的關係，只要她唱卡拉 OK/你也唱卡拉 OK，她打球/你也打球，這樣子你們的關係就能夠穩固，不必去做苦工來建立人際關係。這是因為新的世紀工

作跟娛樂是一樣重要的，同樣可以培養默契。

好第五關互相漏氣/刺激/求進步。這一關可以說是最難的。如何刺激長官/讓他釋放出善意，或者是刺部署，讓他能夠產生進步的動力？

關鍵點就是在問問題，向長官發問，問問題/就好像孔子說的一樣，善待問者，如撞鐘，他就會絞盡腦汁/幫你解答。但是我們的問題不應該是牽涉到物質層面的，因為公司有的資源，他只不過是帶人做嫁，也不是他的。除非他自己是老闆，所以你不要隨便跟他要求加薪。

問他/給他的問題應該是牽涉到你個人成長的方面，你需要輔導/教育/訓練，而不是做物質方面的要求，這是重點。至於對下級也是一樣。我們可以對他比較不熟悉的領域，問問看他的意見?他就知道自己的缺點在哪裡/會謀求改進，所以問上級問題、問下級問題或者是問問看他的感覺。船長，你覺得我這樣子做怎麼樣？

可能是比較委婉的。你不能直接問他說:船長你看我做的對不對? 對不對是理性/是封閉性的問題，答案可能只有一個字或兩個/對/不對，你覺得我做的怎麼樣?就可以把他心裡面真正的话調出來，所以說感性的溝通是比較有效果的，而不是對不對/好不好/是不是，這麼簡單的問題。好說到這裡，又牽涉到溝通的一個重大的議題，就是要問開放性的問題，而不是問封閉性的問題。開放性的問題，就是他可以講出他心裡面真正的想法，就像問他說/你覺得怎麼樣?如果問的是封閉性的問題，你覺得我做的對不對? 他的回答很可能就是一個/對，其他/為什麼對/就沒有講，你覺得我做的好不好?他說好/也就完了/也得不到什麼/他的改進的意見。所以就要經常問他為什麼/或者是你覺得怎麼樣? 這些就是開放性的問題，這可能以後看有時間再講，今天就到這裡，謝謝各位。

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Detailed summary

This is a lecture about interpersonal relationships and leadership. The main content includes:

Six levels of interpersonal relationships:

First level - yielding and lowering oneself

Second level - nodding acquaintance, creating opportunities to meet

Third level - chatting and finding common ground

Fourth level - mutual support and creating an intimate atmosphere

Fifth level - stimulating each other to promote progress

Sixth level - open communication, listening to genuine thoughts

First level - yielding and lowering oneself: actively lower oneself and empathize with others' feelings.

Second level – nodding acquaintance: actively create opportunities to meet, even if there are no shared interests.

Third level – chatting and finding common ground: find common topics and interests to enhance rapport.

Fourth level – mutual support and creating an intimate atmosphere: create an environment for intimate communication and use stimulating activities to enhance relationships.

Fifth level – stimulating each other: understand each other's genuine thoughts through open questioning and promote mutual progress.

In summary, it emphasizes that the 21st century is an emotional era where work and leisure should not be separated, and relationships should be built through emotional communication.

Okay, this is the third lecture of our navigation and cultural seminar. Looking at this thing, it seems more difficult to explain compared to the previous navigation topics. The previous navigation topics were about reasoning – as long as there was reason, it was enough to pass. These cultural lectures are about feelings, and feelings are very subtle. A slight oversight can easily lead to mistakes. Now let's review the six insights into interpersonal relationships. The first insight is to retreat, lower oneself, which is the password to pass through. This is because the first insight is that the power difference between two people is too great. Those who act as subordinates tend to keep their feelings inside, find it hard to speak up, and may not know how to build relationships.

Let's take a look at the pictures again. We communicate through emotions, so we need to express our feelings. You can start by asking questions to the other person. If they are willing to engage, they will show it. If they are not willing to engage, then you should express your feelings directly. At that point, they won't be able to deny your feelings, so you should communicate any fears or concerns you have so that they can help you. Whether they are willing to engage or not, whether you are asking questions or expressing your feelings, as long as you communicate, once they respond, you have passed the first hurdle between the two of you. Let's take a look at this child on the right.

This is my grandson, he is all soft hands and feet, cries when hungry, cries when his diaper is wet, has no resistance at all, but is loved by everyone, this is showing

weakness. The more you do for him, the more you love him, this is human nature. From this first level, we can see why our course is called human leadership. Now we are performing superior leadership actions, which ordinary people cannot do well. The second level is just nodding and saying hello. At this point, how to pass is just saying hello. This is like entering the water pavilion to see the moon first, the more opportunities to meet someone, the better. Like the three guys on the ship, they say that the chief engineer and the boss, after work every day, just drink and sing karaoke. I don't drink or sing karaoke, so I can't join them; I have no way out. In fact, this is not correct. People who like to sing karaoke just need an audience. As long as you are there clapping along, it's fine whether you can sing or not. As for drinking, if you don't drink, it's okay. You can just have some soda, cola, or tea on the side. As long as you are present, it's all fine. When others sing for three hours, if you just sit there clapping for three hours, that's too fake. All you need to do is, when you go to do the laundry, clap for ten minutes on your way, and then, have a drink and wait a bit, when you go to the kitchen to cook late-night snacks, go in and clap for ten minutes, make one or two trips a day, then people will know that you, this kid, can still be considered sociable even though you don't have any special talents. This is the second level of interpersonal relationships. If you want to pursue a girlfriend, it's simple. If she takes the bus, you go wait for the bus too. If she likes walking, just walk with her. It's things like this. From acknowledging each other to having a conversation, that's our third step. During the third step, chatting and joking around without intention is key. At this moment, having a shared language is like a secret code to passing through. It's like meeting someone who is similar to yourself at first sight, and feeling like you can have a good conversation with them. As the saying goes, when folks from the same hometown meet, tears well up in their eyes. This is because they share so many common memories, like the refreshing Ouamisan on the roadside or the sweet bean ice of that place.

In the past, Shilin was famous for its sweet bean ice, but nowadays people who go to Shilin may not all eat sweet bean ice. Having common memories leads to greater understanding. Therefore, when chatting or shooting the breeze with others, we should cater to their interests. If they like small dogs, you like small dogs; if they like kittens, you like kittens. Don't start talking about lions or tigers when they are talking about small dogs. Get in sync with them. The way people get along with each other is determined by how many things they have in common. Like these two big brothers below, they hit it off at first sight. As long as they are walking on the street and see someone on the other side who looks like them, they will automatically go over to greet them and make friends.

This is hitting it off, because they already share too many common unspoken

understandings. This is a questionnaire survey by psychologists with 40 questions, 20 of which are major issues, such as whether you support Taiwan independence or support Trump? The other 20 are minor issues. This is to say. What brand of ice cream you eat and what small habits you like are small matters. The results of a survey on 20 major and 20 minor matters have one common factor – the more similarities people have, the higher the degree of their likings. But the key is whether you like it or not, not the size of the event. Therefore, you may not necessarily agree with his idea of unifying the country, but as long as you have some similarities with him, he will like you.

So, we say Our secret code for clearing customs is to find some similarities between two people so similar that they seem to be meant for each other. By passing this section, you have already completed the fourth section– starting together and ending together. At this point, the two people can already arrange some activities such as taking a walk, watching a movie, chatting, and gathering together. There are two main points to consider here. Firstly, the environment should be as closed off as possible. For example, going to McDonald's open space for dinner is useless because it distracts your attention. Secondly, if you want to be like the Eskimos... Use this straw to make a shed, then take off your clothes inside and take a determined and spirited bath, and then talk about personal matters with each other.

This is the best time to open up, so you have to spend money, have a meal, invest a little more, have a candlelit dinner in a quiet place to leave a deeper impression. The second is the famous suspension bridge theory. The hormones secreted during tension are the same as those secreted when in love. Just like we talked about the captain of the Titanic excited and blushing while steering the ship, that's like talking about falling in love. In fact, falling in love is like riding a roller coaster, where the hormones released are similar to the ones released when in love. When he sees you, he will think of the roller coaster scene, the hormones will kick in, and he will feel like he will fall in love with you.

So, it's like soldiers experiencing the same scenes of gunfire and heavy artillery. The emotions generated are very strong, because this has become a shared memory in the molecular channel. It seems as if in the past, in the novel "Red Bird", it was mentioned that our love is like a big fire burning with intense flames, that is a matter of life and death. Therefore, a priest falling in love with a girl is also an unavoidable thing. We talked for a long time and still couldn't express it clearly. Do you remember what we said before, that the 21st century is a century of emotions? So, when we are building relationships with others, work and leisure are not separated. Today, if you want to establish a relationship through work, then you are doomed.

If he sweeps the floor, you accompany him while he sweeps. If he cleans the toilet,

you accompany him while he cleans the toilet. In fact, we can build our relationships through entertainment activities. As long as he sings karaoke, you also sing karaoke; he plays basketball, you also play basketball. This way, our relationship can be stable without the need to do hard labor to establish interpersonal relationships. This is because in the new century, work and entertainment are equally important and can cultivate harmony. The fifth level involves mutually stimulating progress, which can be said to be the most difficult. How do we stimulate our superiors to release goodwill or stimulate our deployment to do so? The driving force that can lead to progress? The key point is asking questions to superiors.

Asking questions is like treating the questioner well, as Confucius said, "Like striking a bell, if he will exert himself to answer you." But our questions should not involve material matters, because the company has some resources, he is just leading people to do the work, unless he is the boss himself. So, don't casually ask him for a raise, our questions to him should be relevant to... In terms of your personal growth, you need coaching and educational training, rather than focusing on materialistic demands. That is the key point. As for subordinates, it's the same. We can ask them about areas they are less familiar with, inquire about their opinions, so they can understand where their shortcomings are and strive for improvement. Therefore, asking superiors questions, asking subordinates questions, or asking for their feedback, Captain, how do you think of my performance like this?

That may be more tactful. You can't directly ask him, "Captain, do you think what I'm doing is right or wrong? Is it rational? What do you think of what I'm doing?" That can truly bring out what he really thinks inside, so emotional communication is more effective, rather than simply asking if something is right or good. So, here we need to consider a major issue in communication - asking open-ended questions instead of closed-ended questions. Open-ended questions allow him to express his true thoughts, like when we ask him "What do you think?" If we ask closed-ended questions like "Do you think I did the right thing?" his response might just be a simple yes or no. He won't provide any feedback for improvement. So, we need to ask him why or how he feels about things regularly. These are open-ended questions. We may discuss this further another time. Thank you all for today, we'll continue from here tomorrow.