

公司文化第六講 卡內基的成功 公司面試 克服文化差異 吵架打架 傻瓜溝通術

<https://youtu.be/axZQw3AaA2Q>

2024-12-12 03:45:17

演講能力訓練：

強調發音要從腹部而非鼻子發出，保持良好的姿勢和儀態。

通過練習和模仿，逐步提升演講技巧。

溝通技巧：

瞭解對方的文化背景和情緒狀態，避免文化差異帶來的障礙。

建立良好的人際關係，以同理心和開放性問題來引導對方。

在情緒衝突時，先讓對方發洩情緒，再從理性角度進行溝通。

衝突解決：

分析衝突的根源，讓雙方都有機會表達自己的想法和立場。

扮演"傻瓜"角色，引導雙方自行找到解決方案。

注重建立長期良好的人際關係，而非單純解決眼前的問題。

好，今天是公司文化講座的第六講，昨天談到姿態儀態跟心態，實際受訓的時候、每個人都要練習講話，也就是把圖片上面的文字、像講師一樣/把它清楚明白的講出來，這是演講的能力。卡內基的成功、就是當初他是個猶太人，追不到女朋友，他就研究什麼樣的人/在學校裡面是最受歡迎的?結果發現辯論社的社長/獲得最多的崇拜，所以從此他就苦練演講之術。

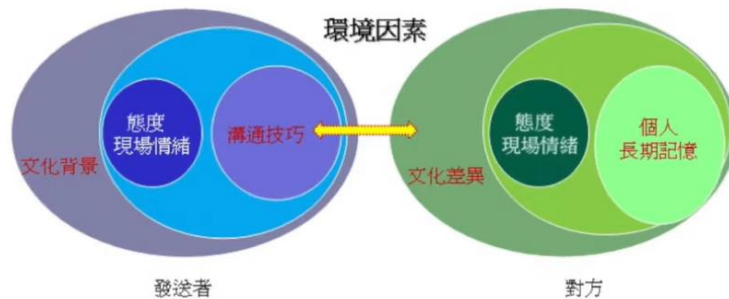
就是跟周星馳一樣啊、九品芝麻官/在海邊對著大大小小的岩石，發表慷慨激昂的演講、從此把口條理順了以後，就大小辯論無役不勝，畢了業以後、找不到工作就開始教人家如何演講，結果獲得巨大成功。認識一大堆有錢人，再來就研究有錢人為什麼會成功?才發明卡內基訓練。所以對口條的訓練就是，

第一發音不要從鼻子出來，盡量運用丹田的力量，有的人說要夾著屁股說話，事實上是人家搞不清楚，很簡單/今天就好像去公司面試一樣，你坐在椅子上不要坐滿/坐好，你只要坐三分之一，把胸部挺出來，然後開始講話。這時候你的鼻音就沒了/你覺得不順/你就要運用腹部開始出力/就像唱歌一樣，從腹部出力才會厚。就是你平常在練口條的話，就坐在椅子上坐三分之一/挺胸，然後開始講話/要講到順時/可以發音的地方，就是最適合你的聲調/語氣/位置/儀態。平常就是要多注重運動鍛鍊，你兩隻手背在後面，還是駝子一個。你一定要多運動，你的儀態才會好，心態就是說/慢慢來/不必急，養成習慣最重要。

好下面 看看溝通的詳細情況

首先講話的人要有溝通技巧，還要能瞭解對方的情緒狀況，如果對方心情不好/也是白講。他講出來的話，都帶着他個人的長期記憶在/也就是說他個人的文化背景。因為文化就是一個團體的長期記憶，他好不容易/準備好的話語/講出來以後，第一個遇到的/卻是對方的文化差異/這就是最難克服的部分。

不要直接問他的想法與感覺，要由外在環境開始。
給他去講，取得口頭承諾



他問題說的越清楚，答案就在他嘴裡？

好像請回教徒吃豬肉，不管你講的天花亂墜，都是死罪。要瞭解文化差異/避開這些地雷，這都是需要時間，當然了還是看他對你的觀感如何?如果他願意跟你交朋友/他會主動告知，再來就是看他當天的心情怎麼樣?他的心情不好/你沒有碰到地雷/他也是不接受。所以溝通最困難的地方/就是在文化差異。這也是不是普通人可以克服的，所以要克服文化差異/還不如先把兩個人的關係弄好。

所以溝通才會花這麼大的時間在講解，如何搞好人際關係?好 船上最經常用的溝通就是要派工。要改變派工的習慣啊，不要用人/事/時/地/物來限制對方，而是取得對方的口頭承諾，然後再去進行，這樣對方比較會有成就感。第二要搞好人際關係，我們派的工作就好像訓練小狗/用條件反射，給他一點甜頭以後/他看到你/想到的就不是單純的工作/還有想到你對他其他的好處/也許是娛樂的方面。

我們的領導能力就是我們的影響力/是改變別人行為的能力。記得前面講/有意的違規/或者是有意的犯錯，都是因為對方不爽，我們要怎麼樣讓他爽/就是需要人性的領導。當然還有自我的管理/要控制自己的情緒，讓我們可以達到成功領導下級/要派工，領導上級/要問問題，學問學問/要學要問，虛心求教/不管是上級/還是下級都可以交換訊息跟想法，問問題的時候/不要太單純/要用開放性的問題，問他的感想如何/是不是有什麼改進的地方? 這樣子人家講話才會順，因為他可能也不瞭解什麼/是開放性的問題/什麼是封閉性的問題，徵求別人的意見。


以前認為避免個人錯誤，我們說個人錯誤很大一部分，尤其是有經驗的老手是由晃神來的，就是一不小心/也不是他不小心/就是他的長期記憶就直接放空。好像我們看棒球賽正在緊張的時候，跑到廚房要去倒杯水喝，結果進了廚房就忘記自己跑到廚房要幹什麼?為什麼/因為前面看

比賽很緊張，忘記要幹什麼/然後就在廚房裡面東看/西看/看到水壺才想到，原來我是要進來倒水喝，這就是晃神。年輕人可能是因為緊張，老頭子就是因為血壓高/身體狀況不好/容易晃神，這就需要有一個團隊的幫助。

改變派工習慣

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。」



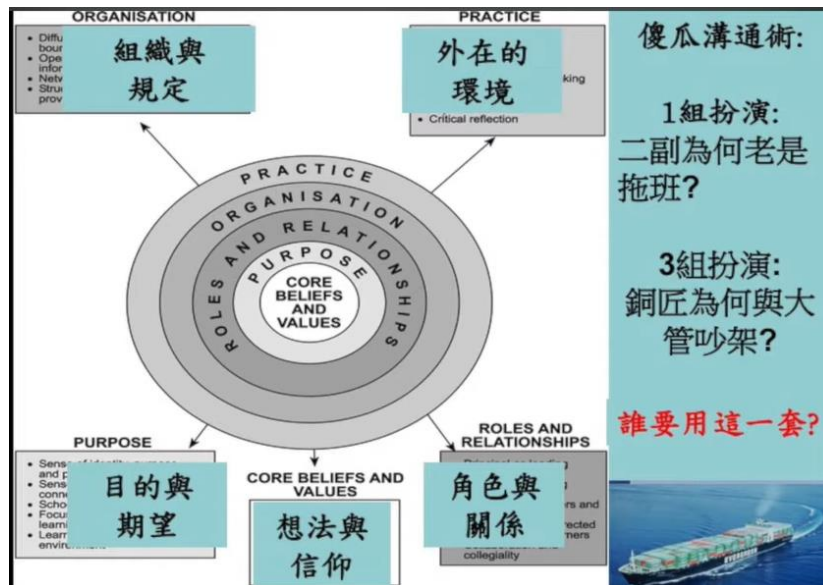
好接下來要講的是/如何解決情緒上面的衝突。這東西就學問大了，平常我們說溝通要從感性開始/從感性結束。從打招呼問候/到最後好好說再見，情緒衝突的時候恰恰相反/都是因為感覺不爽，所以你直接問他感覺/感想，得到的都是罵聲不絕/他人太沒良心了/到我很不爽/他又是亂七八糟，所以解決衝突的時候，反而需要從理性著手。

路人甲：「新搬來的鄰居好可惡，昨天晚上三更半夜、夜深人靜之時，竟然跑來猛按我家的門鈴。」
路人乙：「的確可惡！你有沒有馬上報警？」
路人甲：「沒有。我當他們是瘋子，繼續吹我的小喇叭。」

應付解決衝突一定會有抱怨的雙方，雙方的抱怨依照卡內基的講法，就是盡量讓他發表意見/盡量讓他去講，他講不清楚時要幫他抽絲剝繭/剝洋蔥一樣/一層一層剝開他最核心的想法，讓人家講話，其實有一個很重要的功能就是前面我們講的/要取得對方的口頭承諾。我們經常看到一些調皮搗蛋的人，問他什麼/就理由一大堆。其實他在講理由的時候，他的潛意識也在醞釀對與錯/是與非，所以給他去講他理由，他講的越多，到最後/他自己就會把立場放軟。

我們在實際案例演練的時候，就是經常看到他不承認/講一堆理由，有理由/沒關係/讓他去講/講到最後他自己要結尾的時候，他就會下結論/把他的姿態放低，等他所有的怒氣都講完/姿態放低的時候，才是我們切入的時候。當然我們要調解雙方的衝突，一定要等到對方情緒性的發言講完了以後，進入到內心的部分，再來去做溝通。

下面我們要看看洋蔥要剝到幾層?才算完成。好兩個人吵架/打架，你只不過是菜鳥/什麼一線三星的小員警要你去調解，你懂什麼東西啊?你也不過是二十幾歲對不對，所以我們這一套溝通術號稱是傻瓜溝通術，全世界都是一個舞臺，每個人扮演自己的角色；君王將相



最好演的角色是什麼?就是傻瓜。什麼都不懂/東問西問，也不是東問西問啦！意思就是這樣。好我們看這五環是日本人發明的，第一個 practice 實際/就是外在的環境、第二個 organization 就是公司的組織/公司的規定；第三個 relationship 兩個人平常的關係怎麼樣？前面這兩層是現實/公司組織是新仇，relationship 關係是兩個人的舊恨？再來才是要問問他/他的企圖是什麼？企圖就是我們溝通最原始的想法/是什麼東西？

然後才是他們希望怎麼樣解決衝突/有什麼方法可以讓大家都接受/可以過場，不會傷了？感情，所以現在要舉個例子，實際上應該要分組演練；一方是做二副，一方是做三副，二副老是當班遲到，叫一次/叫兩次/叫三次/不上來當班，所以發生衝突/在那邊吵起來/幾乎要打架！你身為一個年輕的船長，要怎麼樣調解菲律賓三副與台灣二副之間的關係？想當年二副還是我的同學，

三副一定會認為你偏袒，現在來調解一下。好！第一組是二副為什麼老是脫班，在事件中受害者很明顯的是三副，因為二副脫他的班，讓他不爽。所以我們要矯正的對象是二副，所以要先讓他開始講，因為三副一定是什麼情緒性的發言比較多，要講/也是請二副先講/

講當天晚上是發生了什麼事情/為什麼他遲到了?當然啊他一定會有他的理由，就是他太累了/沒有聽到電話叫班的聲音/或是說有叫班，他電話一放下以後/馬上又睡著了/所以沒有醒過來。這時候再請三副發言，三副這時候就可以說，他其實是已經叫了三次的班/過了半個鐘頭二副才上來，很明顯就是違規(有意的犯錯)了。二副如果沒有其他的抗辯的話，就要請二副講講

公司交接班的規定是什麼?為什麼要二副講，跟前面講的一樣/因為要二副親口講出來公司規定/是在接班前 15 分鐘要到駕駛台，只要他講出來以後/這條規定就是套在他身上，要是你沒有請他講的話/他永遠也是沒有交代明確的時間，這就是第二層，當然還要問他/能不能做到?二

副既然你知道是這樣的話/你能不能遵守公司的規定?二副既然說得出公司的規定/他就沒有理由不遵守/除非是他不想幹了。我們可以說事件就已經解決了嗎?可是這是新仇，還有舊恨。

舊恨是什麼?就是他們兩個的平常關係就搞不好，這時候我們可以問問看三副/覺得二副人怎麼樣?當然三副作為一個下級的船副，這要看他的個性，船長問他二副人怎麼樣?如果他個性比較剛烈/一點虧都不能吃的/他一定是繼續指責以前二副還有什麼東西不對/還是什麼東西也是吃他一份，如果三副是這樣子的人/這時候二副也會比較瞭解/就是三副比較會斤斤計較。問完三副的感覺/再問問看二副/三副平常人你覺得怎麼樣/是不是有什麼不妥善/還是需要改進的地方?這樣一問的話/二副對三副有什麼不滿/也可以藉機會開始表達出來，同樣也是要給三副一個抗辯的機會。這時候可以請請二副講講看，以後自己是不是有什麼改進的空間/有什麼方法可以避免同樣的事情發生?(註:處理的順序要先讓對方講完，再問他們自己有什麼想法/作法?這樣才能讓雙方都能說完自己的想法，增加他們相互之間的了解)

當然調解衝突/嘴巴講的容易，實際上的關鍵就是在調解者要做一個傻瓜，不管二副三副丟出來什麼樣的議題/船長都是沒有意見，都是要請雙方來解決，或者聽看看他自己有沒有什麼解決的方法，調解者要做一個傻瓜，跟雷根講的一樣/中國古人講的一樣，治大國如烹小鮮。國是/家事情再多，我們不必什麼都會，只要問看主事者有什麼想法/有什麼做法?而不是一有大小事情就跳出來說:我以國家的元首宣佈這個措施/那個措施，這就是傻瓜/真正的傻瓜。高明的人是要借力打力，取得部屬們的口頭承諾。話說這兩個人的衝突都是怒氣沖天，讓他們兩個去互相攻擊/謾罵完情緒性發言，完了以後就會有理性的出現，才是我們需要的。今天實在太長了，下一講再繼續

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Detailed summary

The key points of this lecture can be summarized as follows:

Public speaking training:

Emphasize pronunciation should come from the abdomen rather than the nose, maintaining good posture and demeanor.

Gradually improve public speaking skills through practice and imitation.

Communication skills:

Understand the other party's cultural background and emotional state to avoid obstacles caused by cultural differences.

Build good interpersonal relationships, guiding others with empathy and open-ended questions.

In cases of emotional conflict, allow the other party to express emotions first, then communicate from a rational perspective.

Conflict resolution:

Analyze the root causes of conflicts, allowing both parties the chance to express their thoughts and positions.

Play the role of a "fool" to guide both parties to find solutions themselves.

Focus on building long-term positive interpersonal relationships rather than simply resolving immediate issues.

Overall, this lecture emphasizes skills in public speaking, communication, and conflict resolution, providing specific methods and suggestions. The focus is on fostering empathy, resolving conflicts with an open and rational attitude, and ultimately establishing good interpersonal relationships.

Okay, today is the sixth lecture of our company's cultural seminar. So, when we were actually teaching about posture, demeanor, and mindset yesterday, everyone needs to practice speaking. That means, like a lecturer, make sure to clearly and articulately speak the text on this slide. This is our speaking ability, which Carnegie's success is built upon. Initially, he was a Jewish person who couldn't get a girlfriend, so he researched who the most popular people in school were, and he discovered that the president of the debate club received the most admiration. From then on, he diligently practiced the art of public speaking. That's just like what Chow Yun-fat said. The ninth-grade sesame official by the sea gave passionate speeches to people of all ages. After improving his public speaking skills, he excelled in debates big and small. After graduating, unable to find a job, he started teaching others how to give speeches, eventually achieved success, met a bunch of wealthy people, and studied why rich people are successful, leading to the invention of the Carnegie Training Institute. So, our training in public speaking is the first step. The pronunciation should not come out of the nose; try to use the power of the lower abdomen. Some people say to talk with clenched buttocks, but in fact, they are mistaken. It's very simple. Today is just like going for a job interview at a company. When you sit on a chair, sit up straight, not slouching. Just push out one-third of your chest and start speaking. At this point, your nasal sound will disappear. If you feel uncomfortable, then you should use your abdomen to exert force.

Just like singing, you need to exert force from your abdomen to sound richer. Just sit on a chair and do one-third of chest lifts when practicing your articulation. Begin speaking and focus on pronouncing clearly in the most suitable tone and intonation position for you. As for posture, make sure to exercise regularly. You can place both

hands behind your back or fold a piece of paper. Remember to exercise your posture frequently to maintain a good mindset – take it slow, no need to rush. Developing habits take time, so the most important thing is consistency. Now, let's take a detailed look at communication. The person speaking first needs to have communication skills, and also should understand the other party's emotional state. If the other person is in a bad mood, then it's all in vain.

After all this is done, the words spoken carry his personal long-term memory, that is to say, his personal cultural background because culture is a group's long-term memory. After painstakingly preparing the words, when they are spoken, the first thing encountered is the cultural difference of the other party, which is the most difficult part to overcome. It seems like inviting Muslims to eat pork is a deadly sin no matter how eloquently you explain it, understanding cultural differences and avoiding these landmines require time. Of course, it also depends on how he feels about you. If he is willing to be friends with you, he will inform you proactively. Furthermore, it depends on his mood on that day. If he is in a bad mood and you don't trigger any landmines, he also won't accept it.

Therefore, the most challenging part of communication lies in cultural differences. This is something that ordinary people cannot easily overcome. So, rather than overcoming cultural differences, it is better to first work on improving the relationship between the two people. So we spend a lot of time communicating about how to improve interpersonal relationships. One common communication method on board is to assign tasks and make changes. We need to change our habit of assigning tasks and not restrict others with facts and objects, but instead gain verbal commitments from others first and then proceed. This way, the other person will feel more accomplished. Secondly, to improve interpersonal relationships, the tasks we assign are like training a puppy using conditioned reflex.

We give them a bit of sweetness and in the future, when they see you, they don't just think about work, but also about the other benefits you provide, perhaps in terms of entertainment. So our leadership is our influence, our ability to change others' behavior. Remember that intentional violations or mistakes are often due to the other party being unsatisfied. So, how can we make them satisfied? This requires human leadership. Of course, we also need self-management to control our emotions. This way, we can achieve successful leadership – delegating tasks to subordinates and asking questions to superiors. We must constantly learn and ask questions with humility, being open-minded when asking questions, and exchanging information and ideas with both superiors and subordinates.

Ask him how he feels and if there are any areas for improvement so that people can speak smoothly, because he may not understand what an open-ended question is and what

a closed-ended question is. Seek other people's opinions. In the past, it was thought to avoid personal mistakes. Then we say that personal mistakes are largely due to distraction, especially from experienced veterans, either accidentally or due to them directly spacing out, as if we were watching a tense baseball game. Run to the kitchen to pour a cup of water to drink, but as a result, upon entering the kitchen, I forgot why I ran to the kitchen. Why? Because I was watching a tense match in front and got distracted in the kitchen. I looked around and only remembered I came to pour water to drink when I saw the water pitcher.

This is a moment of distraction - young people may experience it due to being nervous, while older folks may experience it due to high blood pressure and poor health conditions. This requires a team's help. Next, we will talk about how to solve this. Emotional conflicts are a big deal. Normally, we say communication should start and end with emotions, from greetings to goodbyes. When there's an emotional conflict, it's the complete opposite - it's all about feeling uncomfortable. Instead of asking how someone feels, you're likely to only hear complaints. This person is way too indifferent, which makes me uncomfortable. He's being completely unruly. That's why when resolving conflicts, it's actually necessary to approach it rationally. When dealing with conflict resolution, there will definitely be complaints from both sides. According to Carnegie's theory, the key is to encourage them to express their opinions, to let them speak as much as possible. If they are unable to articulate clearly, we need to help them unravel their thoughts like peeling an onion layer by layer until we reach the core of their ideas. Allowing someone to speak actually serves a very important function, as we mentioned earlier, in obtaining the other party's verbal agreement. Often we see mischievous people coming up with a myriad of excuses when asked about something. Actually, when he is giving reasons, his subconscious is also brewing thoughts on right and wrong, yes and no. So, the more reasons he gives, the more he himself will soften his stance. In our actual case exercises, we often see him not admitting to all the reasons he gives, but that's okay.

Let him speak until the end. Eventually, when he is wrapping up, he will lower his posture and release all his anger. It is the moment for us to intervene. Of course, we must mediate the conflict between both parties, but always wait until the other party has finished their emotional speech. Enter the part of your heart and come communicate. We want to see how many layers this onion needs to peel to be considered complete. When two people argue or fight, you are just a rookie. What is this "going from one line to three stars" small police asking you to mediate? Do you understand anything? You are just in your twenties, right? So, this set of communication techniques we have is hailed as "fool's communication technique." The whole world is a stage, and everyone plays their own role; monarchs and ministers.

The best role to play is a fool who knows nothing, doesn't understand anything, and asks questions randomly without making sense. The meaning is just that. When we look at this "dance ring," it was invented by the Japanese. The first practice is the external environment, the second is the organization, which refers to the company's structure and rules. The third is the relationship – how do two individuals usually interact? In terms of the previous two layers of reality, the company's organization involves salary, while the aspect of relationship involves understanding between two people. Lastly, one should ask about his intentions. What intentions does he have? It is the most basic idea behind our communication. And then, how do they hope to resolve this conflict?

What methods could be used to make it acceptable for everyone and move on without causing harm to the relationship? So, let's give an example. In practice, we should divide into groups; one side plays the second mate, the other side plays the third mate. The second mate, as the teacher, arrives late for duty, teaches once, twice, three times. So, conflicts occur, escalating to almost a physical altercation! As a young captain, how would you mediate the relationship between the Filipino third mate and the Taiwanese second mate? Back in the day, this second mate was still my classmate. The three Lieutenants will definitely think that you are biased, so let's mediate now. In this incident, it is clear that the victim is the third Lieutenant, because the second Lieutenant took over his shift and made him unhappy.

So, our target for correction is the second Lieutenant. We should let him speak first because the third Lieutenant will definitely have more emotional responses. When he speaks, we can ask the second Lieutenant to explain what happened that night, why he was late. Of course, he must have his reasons; maybe he was too tired and didn't hear the phone call to come in for his shift. Or maybe it was because after he ended the call, he immediately fell asleep again, so he didn't wake up. At that time, three sets of statements were requested again. At this point, it can be said that he had actually called three times, but after half an hour, the second set came up. This is clearly a violation.

If the second set cannot provide any other defense, then we need to ask the second set to explain the company's handover rules. Why do we need the second set to explain it to us? It's because the second set needs to personally explain what the company regulations are. 15 minutes before taking over, you have to go to the driver's seat. Once he mentions it, this rule applies to him. If you don't ask him to mention it, he will never do it. There is no specific time; this is the second layer. Of course, you still have to ask him if he can do it. Since you know that's the case, can you comply with the company's regulations? If he can state the company's regulations, he has no reason not to comply unless he doesn't want to do it.

That's it. The event can be said to have been resolved, but this is a new grudge. We still have old grievances. What are the old grudges? It's just that their usual relationship may not be good. At this time, you can ask the third mate how he feels about the second mate. Of course, as a junior ship officer, he needs to look at his character. The captain asks the third mate how the second mate is, and if his personality is a bit harsh, he cannot be won over. He must continue to criticize the former second mate and find fault with him, or find something else to blame him for. If the three lieutenants are like this, then at this moment the second lieutenant may have a better understanding.

The three lieutenants tend to be more nitpicky. At this point, the second lieutenant can be asked to speak about whether there is room for improvement in the future and what methods can be used to prevent similar incidents. After asking about the feelings of the three lieutenants, ask the second lieutenant what they think about the person in normal circumstances, whether there is anything inappropriate or in need of improvement. By asking this way, the second lieutenant can also start to express any dissatisfaction with the three lieutenants and give the three lieutenants a chance to defend themselves. Of course, mediating conflicts may sound easy when spoken, but the key in practice is for the mediator to act like a fool, regardless of what issues arise, the captain should have no opinions and should ask the other party to resolve them, or try to find a solution himself.

The mediator needs to act like a fool, as Reagan said, and as ancient Chinese people said, governing a big country is like cooking small fish – handling national affairs. No need for us to know everything, we just need to ask the person in charge what ideas and actions they have, instead of jumping out at every big and small matter saying it was announced by the country's head of state. That is foolishness, real clever people know to leverage others' strengths to gain verbal commitments from our deployments. We say the conflicts between these two individuals are just heated anger, let them attack and scold each other, once the emotional speeches end, rationality will appear. This is what we need today. This is too long now, we will continue the conversation in the next session.