

公司文化第七講 傻瓜溝通術 兩個兵王 心裡平衡：<https://youtu.be/ELtoG0IwdwM>
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傻瓜溝通術的第四層 - 目的達成：

讓雙方表達自己對調解過程和結果的期望

請他們提出自己的改善措施，並獲得口頭承諾

瞭解是否存在對船長的不滿情緒

傻瓜溝通術的第五層 - 工作與娛樂並重：

安排娛樂活動，讓大家放鬆情緒，增進感情

可能是兩個小集團的代表在爭鬥，需要通過娛樂活動化解矛盾

有效溝通的案例 - 船長如何說服不同國籍的乘客跳船：

針對不同國籍的人，運用他們的價值觀和特點進行溝通

溝通的關鍵是與對方的長期記憶和根本價值觀產生共鳴

一件撞船的案例分析：

駕駛台人員編制過多，但只有船長一個人在實際操作

團隊協作不夠默契，缺乏有效的溝通和監督機制

提醒大家要勇於指出問題，打破內心的障礙，為團隊做出貢獻

好這是公司文化講座第七講，我們上一講講到傻瓜溝通術，只講到新仇加舊恨/處理了現在的爭執/還要把歷史上面的恩仇/一併歸納一下。第四層就是要達到目的/我們調解的目的，或者是他們個人因為爭執過程所提出來新的議題要如何解決?當然我們作為一個溝通者/是需要提醒他們一下/大家最終的共同目的是什麼?當然既然是做傻瓜，我們就要請他說出來/你覺得我們這一次的調解過程/可以對團隊達成什麼樣的效果?還是以後你會朝什麼樣的方向去努力?所以第四層，我們還是做傻瓜/請他們說出/他們自己對自己的期望/或者是對對方的期望/自己提出他們的改善措施，當然萬變不離其宗，宗旨就是要讓他親口說出來/得到他的口頭承諾，看他自己有沒有把握/有沒有辦法耍賴/讓他自己願意去做，這裡還有一個議題，就是說除了他們兩個的新仇舊恨，會不會這兩個人根本就是借題發揮/對船長的表現不滿意?所以要趁機會一併提出來/就直接問一下三副/現在你們跟二副沒問題了，你覺得我船長平常做人怎麼樣?做事有沒有問題?讓他們兩個對你表達一下對船長有什麼期許/還是需要改進的地方，當然這時候也許他不敢挑戰船長的權威/只好顧左右而言他/或者是衷心非常感佩船長的努力/會對船長講幾句場面話，他們說過場面話/就是欠船長的人情。

沒說也都無所謂/這是好的，因為這樣子氣氛就融洽了，所以這樣爭執的雙方跟調解者也不會有芥蒂，如果他對剛剛的調解者/調解過程心生不滿的話，他也會利用這機會講說:我覺得你剛剛應該要怎麼做/可能比較能夠讓我服氣/能夠釋然，如果沒有的話，就進入到第五關。

第五關就是:工作跟娛樂是一樣重要的,我們要安排餘興節目/讓大家可以把酒言歡,當然船長也是在做傻瓜啦/請他們互相提議/雙方都可以接受的方案/營造船上活潑快樂的氣氛,也許這兩個根本就是兵王對不對/一個是菲律賓的兵王/一個是華人的兵王/根本就是代表自己的營對,這兩個小集團出來抗爭/奮鬥,有什麼樣的方法/讓這兩個小集團可以大家和樂相處,就是要靠餘興節目/要用娛樂方面來融洽大家的感情。

好,傻瓜溝通術我們講到這裡,下面我們就輕鬆一下/說說看什麼是有效溝通?當船要沉的時候,大副勸了幾回/幾位來自不同國家的商人/都不肯穿著救生衣跳水,船長只好親自出馬/過了片刻船長回來說:他們全部跳下去了。大副就問說船長:你是怎麼讓他們跳下去的?船長說:我運用了心理學,我對英國人說是一項體育鍛鍊,因為英國有過黑死命,死了很多人,所以大家拼命鍛鍊身體。

對法國人說是:很浪漫的事,法國人是沒有情婦/就沒有面子,所以是講究浪漫/燭光晚餐。對德國人講這是命令,德國人就是軍隊/一板一眼/一個口令一個動作,這是民國初年的時候,訓練我們國民軍對抗日本政府,也是用德國式的。對俄國說:這就是革命。沙皇是19世紀全世界最有錢的人,俄國人就是一窮二白,所以革命/紅色革命是他們的驕傲。

好,船長你是怎麼樣讓美國人跳下去的?船長就說了,我對他講這是有保險的,美國人喜歡買保險/打官司,這是出名的,所以我們看看有效的溝通,most effective的溝通就是跟他的長期記憶做溝通,這些東西是他最根本的價值觀,所以說其實這些長期記憶是我們對這些人的刻板印象,但是有時候還是蠻有用的,所以我們要想想/他平常最經常提到的是什麼東西,要拿這些東西來做例子/跟他做溝通/就可以更快速的獲得效果,且還有一個好處就是:表示你們兩個的相同點很多,你也注意到/他的特別/與眾不同之處,可以改善你們兩個的關係。

好我們說人類的理性/感性/跟慣性,要改變人的態度就是我們溝通的成敗,最重要讓他的態度正確/他就會有高度/他就會進步/就會對我們做些有利的事情,重要的就是要從他的感覺,要讓他做出口頭承諾/他的內心就會自動自發的配合我們的要求。

好下面我們看看海上的案例,一條船在進港/船長在17點17分的時候上駕駛台開始操船,這時候船長還要自己跟港務台去報航向航速,報完已經是17點19分/等到17點20分的時候,船長把航速調整到13節/航向是268度/對著防波堤的中間走,過了沒有一會/船長又把航向調整到263度,也就是對著南防波堤的燈塔開去,然後

這時候大副提醒了船長一聲。”half mile from and making 17 knots”離防波堤還有半海浬/船速是17節。這時候港務台又在問船長他的航向跟航速,這是在22分30秒/航向263度。然後船在24分30秒/也就是兩分鐘以後,左邊的船尾去撞到了防波堤/造成船上的乘客/桌椅翻倒/然後摔傷了幾個人。這案子我們是要看看/到底是哪裡出了問題?我們看駕駛台人員的編制有幾個人?在這時候駕駛台總共有:一個大副/一個二副

連船長/這就有三張船副的執照，還有一個實習生/兩個舵工。最重要的是什麼/還有一個增額船長，也就是實習的船長/或者是來督導的船長，加上船長本人/駕駛台總共有七個人。但從頭到尾都是誰在做事，就是操船的船長。他要報航向航速/他要什麼要抓航向/結果航向抓錯了/本來對著防波堤中間還沒問題/結果他對著南堤去開?結果今天是什麼?

今天，我們看上面的箭頭畫的不管是風向/還是水流/都是由北向南。他對著南堤去開/再加上風力流水的推波助瀾，終於把南邊的防波堤撞到/傷了船隻的左邊船尾。這就表示這一個團隊這麼堅強，結果事情只有一個人在做，這也是為什麼/現在的駕駛台資源管理的訓練/要把駕駛台的任務編組重新來過，把最資深的人放到最後面/做監督的工作。

以前都是最資深的人在表演，其他的人不是莫名其妙或者就是也不敢插嘴，這都是錯誤的。各位不要忘了，這是在 2012 年/在 21 世紀，還發生這樣的事情。好我們的溝通到這裡總算講完了案例。我們在一個團隊裡面，要怎麼樣能夠仗義直言/看到問題的時候/要打破我們溝通的障礙/跟我們內心的障礙，勇敢大聲的把問題講出來，就是需要我們的義氣/做對的事情，當仁不讓，見義勇為，就是我們下一節文化講座的重點，再見，謝謝各位

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Detailed summary

This is a lecture about company culture, focusing on:

The fourth layer of Fool's Communication Technique - Achieving Goals:

Allow both parties to express their expectations for the mediation process and outcome

Have them suggest improvement measures and obtain verbal commitments

Understand if there is any dissatisfaction towards the captain

The fifth layer of Fool's Communication Technique - Balancing Work and Play:

Organize entertainment activities to help everyone relax and bond

It could be representatives from two small groups conflicting and they need to resolve it through recreational activities

A case of effective communication - How the captain persuaded passengers of different nationalities to disembark:

Tailor communication based on the values and characteristics of individuals from different nationalities

The key to communication is resonating with the other party's long-term memory and fundamental values

A case study of a collision:

There were too many personnel on the bridge, but only the captain was actively operating the ship

Lack of teamwork synergy, and a deficiency in effective communication and supervisory mechanisms

Encouraging everyone to bravely point out issues, break internal barriers, and contribute to the team

Overall, this lecture underscores the importance of effective communication and teamwork in building company culture. It stresses the need to address immediate conflicts while also focusing on cultivating long-term values and fostering emotional harmony within the team.

Okay, this is the seventh lecture on company culture. In the previous lecture, we talked about the fool's communication art, addressing both new grudges and old grievances. To resolve current disputes, we also need to summarize historical enmities and friendships. The fourth layer is to achieve our mediation goals or address any new issues raised during the dispute process by individuals. Of course, as communicators, we need to remind them what the ultimate goal is. Since we are acting foolishly, we should ask them to speak up. What kind of effect do you think this mediation process can have on you this time? What direction will you strive for in the future so in the fourth layer, let's continue to act foolishly. Ask them to express their own expectations for themselves or for each other, and propose their improvement measures. Of course, the ultimate goal is to make them say it out loud, get their verbal commitment, so that they themselves have no room to maneuver and are willing to do it. Another issue here is that besides their new and old grievances. Will these two people simply be using this as an excuse to express their dissatisfaction with the captain's performance? If they take advantage of this opportunity, they should bring it up directly. Ask the third mate if they have any issues with the second mate now. What do you think of Captain in general, is there any problem with his character or actions? Let them both express their expectations or areas of improvement for the captain. Of course, at this point, they may not dare to challenge the captain's authority, so they may need to be tactful or show loyalty and admire the captain's efforts.

They might just say a few polite words to the captain. Well, this doesn't matter because it's good, as it creates a harmonious atmosphere. Therefore, the disputing parties and the mediator will not have any grievances. If one of the disputing parties feels dissatisfied with the mediator's handling of the process, they will take the opportunity to say how they think the mediator should have acted to make them feel

more satisfied and at ease. If not, then we move on to the fifth stage. The fifth stage is... Work and entertainment are equally important. We need to arrange entertainment programs so that everyone can have a good time with a drink. Of course, this is also just a way to have some fun.

Let them suggest ideas to each other, and both sides can agree on a plan to create a lively and cheerful atmosphere on the ship. Perhaps these two are fundamentally like kings, right? One is the Filipino king and the other is the Chinese king, fundamentally representing their own operation. These two small groups come out to struggle, what kind of method can allow these two small groups to interact in a harmonious and joyful manner? It depends on entertainment programs to harmonize everyone's emotions. Silly fool communication skills, we have talked here and now let's relax and talk about what effective communication is. When the ship was sinking, the first officer advised several merchants from different countries to wear life jackets and jump into the water, but they refused. The captain had to personally intervene.

After a while, the captain returned and said they all jumped overboard. The first officer asked the captain how he got them to jump. The captain said, "I used psychology. I told the Englishman it was a sport because in England, many people died from the plague, so everyone exercises rigorously." To say to the French that it is very romantic, the French have no mistresses, they have no face, so they pursue romance, cook a candlelight dinner. To tell the Germans, that is an order, Germans are like an army, precise, one command, one action. This was in the early years of the Republic, training our Nationalist Army to fight against the Japanese government using German-style. To tell the Russians, that is a revolution, the czar was the richest man in the world in the 19th century, Russians were poor, so the red revolution is their pride.

Okay, so how did you get the Americans to jump off the ship, captain? The captain said, "I told him that Americans like to buy insurance and sue, that's well known. So, we need to have effective communication. The most effective form of communication is through his long-term memory. These things are his fundamental values. In reality, these long-term memories are our stereotypes of these people, but sometimes they are quite useful. So, we need to consider what he mentions most frequently in his daily conversations." To use these as examples to communicate with him can more quickly achieve results, and there is another advantage which shows that the two of you have many similarities. You also notice his uniqueness, which can improve your relationship. Let's look at human rationality, sensibility, and inertia.

The most important thing in changing a person's attitude is the success of our communication. If we make his attitude correct, he will have a high degree, he will progress, and he will do things that benefit us. The key is to start from his feelings, to make him make verbal commitments, and his inner self will automatically cooperate

with our requirements. Now let's take a look at this maritime case. A ship was maneuvering into the port, and the captain started operating the ship from the bridge at 17:17. At this time, the captain still had to report the heading and speed to the port control station. By the time it was 17:19, the captain had already made the report. At 17:20, the captain adjusted the speed to 13 knots and set the heading at 268 degrees, aiming towards the middle of the breakwater.

After a while, the captain changed the heading to 263 degrees, facing the lighthouse on the south breakwater and continued sailing. At this time, the first mate reminded the captain. Half a mile from and making 17 knots away from the breakwater, now the ship's speed is 17 knots. At this point, the port authority desk is asking the captain about his heading and speed. At 22 minutes and 30 seconds, the heading was 263 degrees, and then at 24 minutes and 30 seconds, which is two minutes later, the ship's left stern collided with the breakwater, causing the tables and chairs on board to overturn and injuring several people. So, in this case, we need to figure out where the problem occurred. Let's look at the personnel on the bridge.

At this time, there are several people on the bridge, including one first mate and one second mate. Then there are three ship officer licenses and one intern, as well as two helmsmen. The most important thing is another real ship captain, who is either an intern captain or a supervising captain, plus the captain himself at the helm. In total, there are seven people. But from start to finish, it's the captain of the super ship who is doing everything. He needs to report the heading, speed, and what he needs to do to grab the heading. If he grabs the wrong heading, it will lead to problems. Originally, there was no problem with the fire prevention body, but he headed south instead which leads to what happened today.

Today we looked at the arrow drawn above, regardless of whether it was indicating the wind direction or water flow, it was from north to south. Heading south with the current, finally bumping the fire body on the south end which damaged the left stern of the ship. This indicates that this team is so strong, with only one person doing things, which is why the current training on cockpit support management must reorganize the cockpit tasks and have the most experienced person placed at the back to supervise the work. In the past, it was always the most senior person performing, while others would inexplicably not dare to speak up. This is all wrong, everyone must not forget that this is the year 2012, things that still happen in the 21st century in terms of our communication. Finally, I've finished speaking here. This case represents how in a team, we must be able to speak up courageously when we see a problem, breaking down the barriers in our communication and within ourselves. We must bravely voice it out loud, this requires our courage to do the right thing, to take action when needed. This will be the focus of our next cultural lecture. Goodbye and thank you, everyone.