

公司文化第八講 做對的人 溝通的障礙 領導自己 無效領導 惡毒領導：

<https://youtu.be/SVAdZYBq4qA>

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義氣與責任感：

強調做正確的事情(Accountability)的重要性,尤其是對於缺乏民意監督的組織。

提倡勇於承擔責任,不要過於顧慮個人榮辱。

強調義氣需要培養個人的氣場和影響力。

避免犯錯：

人的理智和感知能力有限,容易在緊張情況下出錯。

需要有強大的團隊作為後盾,互相支持和溝通,避免個人失誤。

以美國 B-52 轟炸機為例,說明團隊合作和溝通的重要性。



有效領導力：

列舉了無效領導的七大特徵,如小事亂管、目標不明等。

更進一步指出惡毒領導的八大特徵,如媚俗、傲慢自我等。

強調領導者需要有良好的影響力和氣場,才能有效領導下屬。

總的來說,這份講座強調了義氣、責任感、團隊合作和有效領導力在企業文化建設中的重要性。

好,這是公司文化講座的第八講,上面講的是人,溝通跟人際關係。俗話說人就是要做 Mr. Right, 做對的人,義就是要做對的事情,同樣英文,也有一個字叫做 Accountability, 普通都是在說什麼?非政府組織 NGO 就好像是世界足球協會啦/展望基金會啦/慈濟啦,這種沒有民意監督的組織/更需要有榮譽感,自決心,自動自發,自我監督。

好,船隊文化這邊講的義氣,主要是在破除我們溝通的障礙。也就是希望大家都能夠見義勇為,

遇到事情該怎麼做/就怎麼做，不要太顧慮個人的榮辱，當然最主要的/義氣是在一個人的氣場夠不夠/氣場夠不夠?也是要慢慢培養的好。我們看孔子說:義者, 貴賤皆有事於天下。不是說我們今天做了主管才要講義氣/我們做下屬也是要講義氣。這就是



見義勇為, 當你不知道要怎麼做的時候/就是要做對的事情。孟子說:不義而富且貴與我如浮雲。好, 我們看到右下角這一對旗桿是掛在晉商公會的鐵旗桿, 有人好奇就用遙控直升機繞著這一對鐵旗桿扶搖直上, 到旗桿的最上面刻了四個大字, 就是義薄雲天。這義薄雲天普通是用來形容關公的。晉商公會, 我們知道清朝的時候, 喬家大院是山西人晉商, 號稱是全中國最有錢的人, 慈禧太后都比不上, 為什麼慈禧太后都拿去蓋園明園/然後又被八國聯軍一打/窮的逃難/連窩窩頭都吃不上, 他有什麼錢啊? 山西人做生意講義氣/把義薄雲天刻在他們的鐵旗桿上面, 鐵旗桿/大家可以研究一下, 上面刺龍刺鳳/表示不是可以隨便的人/爬上去的, 義薄雲天, 這就是他們的商業機密。

要講義氣/做對的事情, 而不是出了事情/互相指責。像我們畫面上面看到的, 大家都是把過錯推給別人, 只要我們有這種人格特質, 就很難得到部屬的信任。義薄雲天/只要講義氣/可以上達天庭, 得到天上的財富。像孟子說的:不義而富且貴, 與我如浮雲。浮雲/還有財富, 就是要靠義氣才能得配/能夠享用。

## 人在江湖?

### 刀尖舐血 做了也錯?

美國國家運輸安全委員 (NTSB) 在 1978 ~ 1990 長達12 年 37 件飛安事故研究: 超過80%的飛安事故, 主要原因不是機長沒有操作飛機,

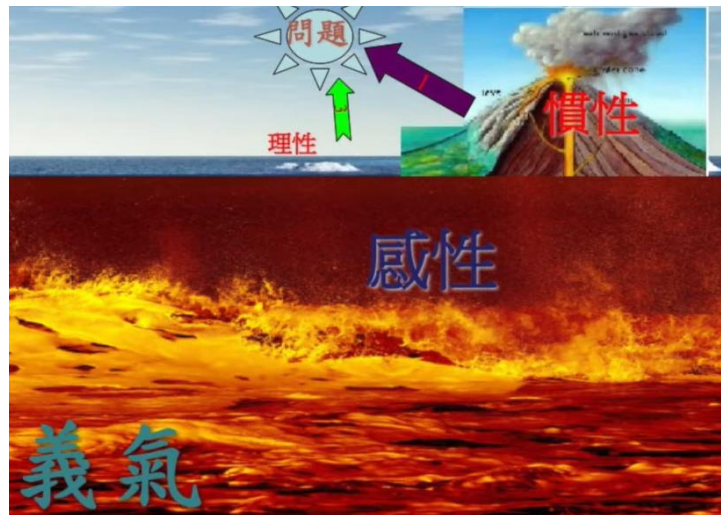
反而是因為機長在親自操控飛機, 因而未提供有效及適時的監督所造成。

- 瓦罐不離井邊破
- 將軍難免陣上亡



事故的發生, 大家都想知道兇手是誰?其實這也是想要找人擔過失, 應該是說:事情是錯在哪裡?

才是負責任的態度。像高雄氣爆:就是因為沒有做過可燃氣體洩漏的演習，大家才會疏忽造成了重大的傷亡。所以不做/沒有做/可能是犯錯的原因之一，經常在做的人就不會錯了嗎?俗話說:錢到賭場/人到戰場/瓦罐不離井邊破/將軍難免陣上亡。如果常走險路/就是容易出險，這其實也沒有辦法，因為我們的待遇這麼高，就是來從事高風險的行業。



所以出了事也是經常有的事情，所以做與不做都有可能犯錯，我們要怎麼樣避免犯錯，就是希望能有一個堅強的團隊給我們做後盾，我們看看為什麼會出錯?因為我們的理智有限，眼睛能夠注意的短期記憶只有 7 樣/感覺又經常淹沒了我們微弱的理智，本來就注意不到了/再一緊張/害怕/壓力大，更是視而不見/嚴重的就是青光眼/眼前一片空白/眼睛什麼東西都看不到，因為眼睛也是有眼壓，眼睛的壓力高會把看到的影像/全部都變形了，除了這種太緊張的感覺，



還有可能是什麼/習慣成自然/已經完全都不緊張了，結果深入險境/就發生了危險。既然問題這麼多，我們要怎麼辦/要怎麼解決?就是需要有一個團隊的幫忙。以前美國的 B-52 轟炸機號稱是空中堡壘，飛機上面有一挺機/槍飛機下面也有一挺機槍/飛機尾巴也有一挺機槍，所以這種遠程轟炸機是有自我防衛的力量，經常跟來打他的戰鬥機，在那邊纏鬥，當然他要編隊飛行啦，打戰鬥機的角度就比較多，不像戰鬥機可以多方向的運動。有一架轟炸機飛機被人家打到了/漏油了/失火了，一架飛機上面 10 個人/9 個都知道這架飛機不行了/要下去，可是誰才有命令可以宣佈棄機/就是可以跳傘?就是機長。大家都知道飛機不行/快掛了，可是沒有人敢跟



機長講/叫機長讓他們跳傘，結果 10 個人就通通都下去了。

## Traits of Ineffective Leaders

無效領導:被人嘲笑，棄之敝屣不講義氣

1. Micro-Managing (小事亂管)
2. Unclear Objectives (目標不明)
3. Frequent Direction Changes (政策常變)
4. No Culture Of Accountability (不負責任)
5. Don't Walk Their Talk (光說不練)
6. Run People Over (操練過度)
7. Take Credit For Everything (隨便讚美)

見樹不見林，看不到大方向



這就是表示/雖然生命的威脅就在前面/可是我們溝通的障礙還是沒辦法突破，所以需要平常的訓練，我們說義氣還需要有氣場，為什麼叫做義氣/要加個氣?仁就不用加仁氣，仁就是講人道，怎麼樣做人。義氣一定是要有個氣場，氣場就是我們講話的音量/我們身體的狀況/還有我們的姿態跟儀態，所以從上船第一天，大家就應該練得像什麼?海軍陸戰隊的士官長一樣，能夠叫出清晰響亮的口令，你沒有這樣子的發音訓練。緊急的時候，你講話也是:船長/我們很危險/船長/我們可能不行了?人家(船長)不會把你當一回事，他會當作是小貓叫/小狗叫。所以義氣實在是從我們的儀態來的，身為一個領導者，如果你的口條不順/氣場不夠，講任何話都是屁話。領導的四個面向:領導上級/領導下級/向外領導跨部門領導，領導我們的敵人，最重要的是領導自己。義氣就是我們領導自己所需要的工具。

我們說:領導能力大部分是用來發揮我們的影響力，因為船員有什麼不爽/就可能故意違規/有意的犯錯，這些東西只有靠我們的影響力來克服，好像大家都不喜歡去洗馬桶/掃廁所，可是他喜歡你的話，他就願意為你去吃苦/受累，如果他不喜歡你的話/他就會找藉口/百般推託/去做也故意不把它做好。所以為了省事起見，或者是希望達到我們的要求，我們就希望自己能夠有領導他的能力，有時候也是大家互相幫忙，這就是屬於義氣的一部分。

我們看無效領導/被人嘲笑/棄之敝屣，第一個就是小事亂管/第二個目標不明/第三個政策經常改變/第四個不負責任/第五個光說不練/第六個操練過度/第七個爭功諉過，這些是號稱無效領導，大事不管/小事亂管/目標政策常變，說話不負責任/光說不練，要不然就是操練過度/爭功諉過都還是小的，還有更嚴重的就是惡毒領導

好我們看看惡毒領導是什麼?第一個媚俗/膚淺魅力，像右上角這位大哥，如果他是你的船長要帶你上街去買菜，你只能怎麼樣跟他保持距離/假裝不認識，這叫做逃之夭夭。第二個傲慢的自我價值，把自己吹捧的瞞天過海/別人沒辦法反駁你/只好什麼躲著你。第三個故作病態，故作病態之所以累是因為我們要跟他的情緒同步，如果他天天頭痛/牙痛/神經痛，天天生病/我們也要表示自己很痛的樣子，情緒是互相感染的/別人沒辦法背負這麼多的病痛，也只好逃避。第四個是狡猾/操弄對不對?你要操弄人心/人家又不是傻瓜。第五個做錯事情，缺乏悔恨/或者

是內疚。有的人天生同理心就是比別人差，有的人是無情/同情心比別人差。第七個是情緒善變，情緒善變/別人就是莫測高深，沒有辦法跟你好好溝通。第八個不負責任。不負責任就是我們講的不講義氣，不講義氣的人/人家就只好逃避，這是很明顯的事實。

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Detailed summary

This lecture primarily explores the following key themes:

Loyalty and sense of responsibility:

Emphasizes the importance of doing the right thing (Accountability), especially for organizations lacking public oversight.

Advocates for courage in accepting responsibility, without excessive concern for personal reputation.

Emphasizes the need to cultivate personal charisma and influence in loyalty.

Avoiding mistakes:

Human rationality and perception are limited, making errors likely in tense situations.

Strong teamwork is necessary as a support system, promoting mutual support and communication to prevent individual errors.

Using the example of the American B-52 bomber, emphasizes the importance of teamwork and communication.

Effective leadership:

Lists seven characteristics of ineffective leadership, such as micromanagement, unclear goals, etc.

Further points out eight characteristics of toxic leadership, such as sycophancy, arrogance, etc.

Emphasizes that leaders need to have good influence and charisma to effectively lead subordinates.

In summary, this lecture highlights the importance of loyalty, a sense of responsibility, teamwork, and effective leadership in corporate culture development. Specific recommendations and warnings are provided in the lecture, aiming to help participants improve their own qualities and establish a positive corporate culture.

Okay, this is the eighth lecture in our company culture series which focuses on people, communication, and interpersonal relationships. As the saying goes, to be a good person, one must be Mr. Right, do the right things. Similarly, in English, there is a word called Accountability. Normally, it refers to non-governmental organizations (NGOs) such as the World Football Association, the Exhibition Foundation, Tzu Chi, and other organizations that lack public oversight. These kinds of organizations need to have a sense of honor, determination, initiative, and self-regulation. Okay, what we are talking about here is mainly the culture of the fleet, which is to eliminate the barriers in our communication. We hope that everyone can be resolute and brave when facing situations, and do what needs to be done without overly considering personal honor or disgrace.

Of course, the most important loyalty is whether a person's aura is sufficient. This aura must also be cultivated gradually. Well, let's look at what Confucius said, "Righteousness is the essential characteristic of men. There is no difference between high and low." This means that loyalty should be practiced not only by supervisors but also by subordinates. It is suggested to act bravely when you do not know what to do, that is to do the right thing as Mencius said, "Wealth and honor obtained through unrighteousness are like floating clouds." We see in the lower right corner a pair of flagpoles hanged on the iron flagpole of the Forbidden Commercial Guild. Someone curious used a remote-controlled helicopter to fly around this pair of iron flagpoles and went straight up to the top of the flagpole.

Carved on it were four large characters which read "Virtuous Uncle Rules the Heavens." This phrase "Virtuous Uncle Rules the Heavens" is commonly used to describe officials. As for the Forbidden Commercial Guild, we know it belongs to the Qing Dynasty. The Qiao Family Courtyard is renowned among the people of Shanxi as the wealthiest in all of China. Even Empress Dowager Cixi cannot compare. Empress Dowager Cixi took the money to build gardens like the Garden of the People, which was then ravaged by the

Eight-Nation Alliance, leaving them impoverished and unable to even afford a piece of rotten potato. How could they have any money? Therefore, the people of Shanxi conduct business with integrity, engraving the name of this righteous hero Yun Tian on their iron flagpole. This iron flagpole is worth studying.

On it, the red dragon and red phoenix indicate that not just anyone can climb up casually. This is their commercial secret: Conduct business with integrity and do the right thing. Instead of blaming each other when something happens like what we see on the screen, everyone tends to shift the blame to others. If we have this personality trait, it is difficult to gain trust. Uncle Yi said that as long as we keep our promise, we can reach the heavens and obtain wealth from heaven. Like Mencius said, being unjustly rich and honored is as fleeting as clouds to me. Even though clouds have wealth, it is through loyalty that one can be deserving and able to enjoy the occurrences. When accidents happen, everyone wants to know who the culprit is.

In fact, this is also about finding someone, but the fault should be about identifying where things went wrong, which is a responsible attitude. Like the Kaohsiung gas explosion. It is precisely because no one has conducted exercises on flammable gas leaks that negligence has caused significant casualties. Therefore, not doing, or not having done, may be one of the reasons for making mistakes. Will those who frequently perform not make mistakes? As the saying goes, "money to the gambling table, people to the battlefield," just like how a cracked jar can't avoid the well's edge, a broken general is bound to appear on the battlefield. If one often takes risky paths, it is easy to encounter dangers. In fact, there is no way around this because our profession involves high risks, so incidents are frequent.

So do or not do, both are possible mistakes, so how can we avoid making mistakes is to hope to have a strong team to support us. Why do we make mistakes? It is because our rationality is limited, our eyes can only focus on 7 things in short-term memory, and our weak rationality often gets overwhelmed by emotions. In a tense and fearful situation, the pressure is even greater. Ignoring serious issues is like having glaucoma in front of our eyes, everything becomes blank, and we can't see anything because the pressure on our eyes distorts all the images absorbed. Apart from this kind of too nervous feeling, what else could it be that the habit has become natural and not nervous at all; thus, danger occurs when entering a dangerous situation. Since there are so many questions, what should we do, how to solve it is to have the help of a team. The B-52 bomber in the United States was once known as a flying fortress, with a machine gun on top of the aircraft, a machine gun underneath the aircraft, and a machine gun on the tail of the aircraft. Therefore, this kind of long-range bomber has self-defense capability. It often fights with the fighter planes chasing it, engaging in dogfights over there. Of course, it has to fly in formation. The perspective

of fighter jets is more varied, unlike fighter jets, which can maneuver in multiple directions. If an aircraft is leaking oil and catching fire, and there are 9 or 10 people onboard, most of them know that the aircraft is not functioning properly and needs to land.

However, only the one who has the authority can announce the decision to abandon the aircraft, meaning to parachute. That person is the captain. Everyone knows the aircraft is in bad shape and about to crash, but no one dares to tell the captain to let them parachute. As a result, all 10 people end up staying onboard and going down with the plane. So this means that despite the threat to life being right in front of us, we still cannot overcome the communication barriers. Therefore, regular training is needed. We say loyalty but we also need to have presence. Why is it called loyalty? Because it requires presence. Why emphasize presence? Because it is about humanity. How to show loyalty? It must come with presence.

This presence includes the volume of our speech, the condition of our bodies, as well as our posture and manners. So, from the first day aboard the ship, everyone should train to be like what? The sergeant major of the Marine Corps can also give clear and loud commands. Without this kind of pronunciation training, in emergencies, when you speak, you are also the captain. We are in great danger, captain. We may not make it. Others won't take you seriously; they will treat you like a little cat or dog. So, camaraderie truly comes from our demeanor. As a leader, if your speech is not smooth and your aura is not strong, everything you say is nonsense. There are four aspects to leadership: leading superiors, leading subordinates, leading externally across departments, and leading ourselves.

The most important thing in leading our enemies is leading ourselves. Camaraderie is the tool we need to lead ourselves. Below we talk about how our leadership is mostly used to exert our influence because if the crew is unhappy, they may deliberately break the rules. These things can only be overcome by our influence. It seems like everyone dislikes cleaning the toilet or restroom, but if they like you, they are willing to endure hardship for you. If they don't like you, they will make excuses and deliberately not do it well. So, for the sake of convenience or in the hope of meeting our requirements, we hope. One's ability to lead others is sometimes also a part of mutual help and loyalty. We see ineffective leadership being ridiculed and abandoned. The first is meddling in trivial matters.

The second is unclear goals. The third is frequent policy changes. The fourth is irresponsibility. The fifth is all talk and no action. The sixth is excessive practices. The seventh is insincere praise. These are considered ineffective leadership – not managing major issues, meddling in trivial matters, unclear goals, frequently changing policies, being irresponsible, all talk and no action, excessive practices, and



insincere praise. These are still minor issues; there are even more severe ones, such as malicious leadership. Okay, let's see what malicious leadership is. The first tacky and superficial charm, like the big brother in the top right corner. If he is your captain and wants to take you out to buy groceries, you can only keep your distance and pretend not to know him. This is called fleeting peach blossoms.

The second is arrogant self-worth, constantly praising oneself to the skies, leaving others unable to refute, so they can only avoid you. The third is pretending to be sick. The reason why we are tired is that we have to deal with him. Emotional synchronization, if he has headaches, toothaches, and nerve pain every day, and gets sick every day, then we have to show that we are in pain. This emotion is mutual infection, right? Others can't bear so much pain, so they can only escape. The fourth is cunning manipulation, right? If you want to manipulate people's hearts, others are not fools. The fifth is doing wrong without remorse or guilt. Some people are naturally lacking empathy, which makes them worse than others. Some people lack empathy and sympathy more than others. The seventh is volatile emotions. If emotions are fickle, others will find it difficult to communicate with you. The eighth is irresponsibility. Being irresponsible means not being honorable, so others can only escape. This is a clear fact.