

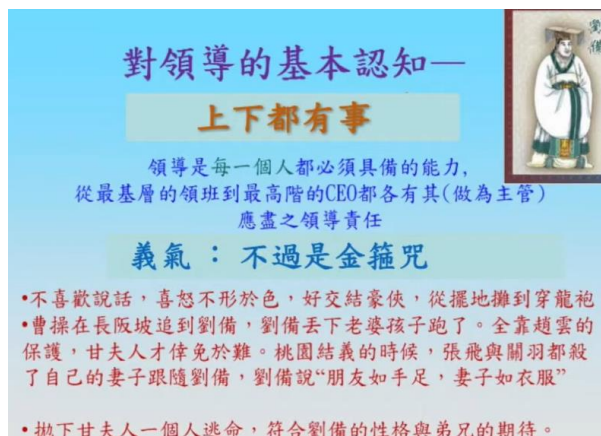
公司文化第九講 義氣講座 義氣是金箍咒 妻子如衣服 領導領港：

<https://youtu.be/0IYg53mPz1w>

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領導不等同於管理，每個人都可以發揮影響力成為領導者。領導需要溝通技巧，用感性和人性化的方式來引導團隊。

領導要內外兼顧，既要照顧下屬，也要顧及外部利益/相關方的感受。劉備和曹操是兩種不同的領導風格，前者注重義氣，後者強硬無情。



對領導的基本認知—

上下都有事

領導是每一個人都必須具備的能力，
從最基層的領班到最高階的CEO都各有其(做為主管)
應盡之領導責任

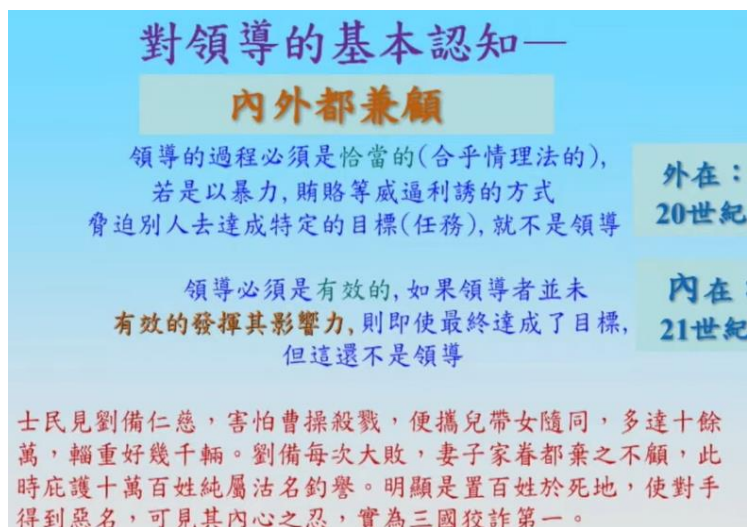
義氣：不過是金箍咒

- 不喜歡說話，喜怒不形於色，好交結豪俠，從擺地攤到穿龍袍
- 曹操在長阪坡追到劉備，劉備丟下老婆孩子跑了。全靠趙雲的保護，甘夫人才倖免於難。桃園結義的時候，張飛與關羽都殺了自己的妻子跟隨劉備，劉備說“朋友如手足，妻子如衣服”
- 拋下甘夫人一個人逃命，符合劉備的性格與弟兄的期待。

領導要以人為本，瞭解下屬的特點，發揮他們的長處，指導他們成長。不能簡單用強硬手段壓制不聽話的員工，而要主動溝通化解矛盾。

領導要有主張，用公平的方式傳達自己的需求。對下屬要有主張，對上級或外部人員也要有合理的主張，維護自己和公司的利益。

領導與下屬之間的關係很微妙，尤其是船長與領航員的關係。需要在不傷和氣的前提下，維護公司利益。



對領導的基本認知—

內外都兼顧

領導的過程必須是恰當的(合乎情理法的)，
若是以暴力，賄賂等威逼利誘的方式
脅迫別人去達成特定的目標(任務)，就不是領導

領導必須是有效的，如果領導者並未
有效的發揮其影響力，則即使最終達成了目標，
但這還不是領導

外在：20世紀

內在：21世紀

士民見劉備仁慈，害怕曹操殺戮，便攜兒帶女隨同，多達十餘萬，輜重好幾千輛。劉備每次大敗，妻子家眷都棄之不顧，此時庇護十萬百姓純屬沽名釣譽。明顯是置百姓於死地，使對手得到惡名，可見其內心之忍，實為三國狡詐第一。

總的來說，討論強調了領導需要具備的感性溝通、人性化、以人為本、有主張等特質，並結合了

具體的歷史人物和案例進行分析。

好，這是我們義氣講座的第二講，前面第一講處理的是我們義氣所需要的氣場，就是我們的姿態跟儀態，如果沒有強勢的領導特質，不是每個人天生都像一個領導者，到底是應該要唱白臉/還是要唱黑臉?其實也沒有什麼白臉/也沒有什麼黑臉，因為以前就是胡蘿蔔加棒子，如果你還有這種想法的話，你就是什麼/是老派了/跟不上時代了，現在的領導是講究溝通/怎麼樣的溝通/用感性溝通/用人性領導。從感性開始溝通/從感性結束，這是觀念問題。

領導：以人爲本

義氣為先

- 1. 酌量他的才能而任用，揣摩他的能力而任用。
- 2. 用他的長處而避開短處，使他精神振奮而不懈怠。
- 3. 他不知的給以指教，而不用自己所知去責備他。
- 4. 他不能做的給以引導，而不去埋怨他。。

• 理論上，要在別人的期待上，看到自己的責任，這是件多麼不容易做到的事啊！。

妻小不重要，百姓不重要，江湖義氣才重要？

下面我們看對領導的基本認知，領導不是主管的責任，每一個人在團隊裡面，只要能發揮他的影響力就是一個領導者。所以這跟職位高低是無關的，經常我們看到什麼/有些強兵弱將/下屬表現的比上屬更穩定/更好，你就是領導者，只不過你要把上級的馬屁拍好/不要讓他下不了臺/也就可以了，他如果要搶你的功勞/也只有隨他/誰叫你當初要投到他的麾下。

好 義氣不過是金箍咒/什麼金箍咒?因為是要統一的標準/要能夠說得過去/能夠放得上檯面/不要偷偷摸摸/畏畏縮縮。講到中國歷史上領導能力最強的人，不能不推崇劉備，當然聽說司馬懿也不錯，我們看看劉備他的文治/武功是怎麼樣好?文的就是諸葛亮/三顧茅廬/請出諸葛亮，當然歷史上留名是禮賢下士。武的是劉關張，加上一個什麼/常勝將軍/常山趙子龍，都歸他節制，所以文人/武將/他都有辦法統領，我們看看他是什麼樣的人/不喜歡說話/喜怒不形於色，跟我是一樣的，我現在知道這種人是怎麼樣?都是靠潛意識在作業/講的天花亂墜的人就是膚淺，從擺地攤到穿龍袍，這表示他完全沒有資源/沒有爸爸/沒有媽媽，沒有什麼/有錢的後盾，

曹操在長阪坡上追到劉備，劉備丟下老婆小孩就跑了，全靠趙子龍的保護，他的甘夫人才倖免于難，劉備人很奇怪，他兩個老婆都是人家送給他的，人家跟他坐著講講話，就覺得此人必成大器，就把如花似玉的女兒/送給他做夫人，其中一個就是甘夫人，另外一個大老婆就死在長阪坡上，

劉備要逃難的時候，為什麼要把老婆小孩丟了，因為當初桃園三結義的時候，關公跟張飛就把

自己的老婆殺了，跟劉備一起去革命，這就是他們當時的義氣，為了兄弟/妻子可以不要/直接殺掉，等到劉備要逃難的時候，可不可以帶著老婆/小孩一起逃難，這樣子他對誰/就說不過去，對關公跟張飛就說不過去。況且當初劉備又講得好聽，說什麼/朋友如手足/妻子如衣服，所以他要逃命的時候，他也只能自己一個人逃命，否則就叫做什麼不講義氣。所以義氣是相對的要求，同樣的標準。


當仁不讓

遇到“搞不定”的問題，耐心的溝通，
而不是以命令的強硬口氣去教他：•

當你用命令的語氣說話時，就必須保持強硬的態度
用強硬的命令來對待**極不聽話的員工**，效果反而更好。
用盡各種方法，還是不聽話，那就需要用命令的語氣了。如果
“無作為”，就表明你對自己作為船長、主導者的角色沒有信心。•

命令要掌握好尺度。無論做任何事情，都該有一個尺度，尺度放的過寬，員工可能完全不理會，並且不會服從；尺度收的過小，會感覺非常的壓抑，容易反抗。

大俠為何總是頭低低的？



好剛剛我們看到領導是上下都有事，這是孔子的說的吧，貴賤皆有事/于天下。可見古人老早就說了，領導還要內外兼顧，不能表面上看起來是中規中矩/內地裡大家互相罵來罵去，所以，就需要我們有感性的領導。領導的時候，還要顧慮到別人的感覺。我們剛剛看到劉備，跟兄弟講義氣，把老婆丟了。還要什麼？顧慮到老百姓的感覺。曹操每次打仗，戰勝了，不是打光/殺光/燒光，可以為我用，不可就是殺無赦，所以，老百姓一聽到曹操來就害怕，就要逃命/帶著鎗重好幾千輛，這當年就是馬車/牛車/公雞車/獨輪車/什麼車，一堆都是金銀財寶。劉備自己打敗仗，妻子老婆都顧不了，哪有去辦法去顧到老百姓？領導要顧慮到別人的感受，這就是 21 世紀領導的特質。

Assertiveness 為何要有主張？

主張是一個非常重要的手段，同時是以
**對自己和他人公平的方式以
傳達您的需求。**

向外領導

可以容易達成您的需求，並避免造成
成為傲慢，自私，或無益的印象。

智者，無憂



好下面我們再看，領導要以人為本，領導其實是什麼？因人設事，每個人的資質不一樣，要任用他的才能/揣摩他的能力，你要對他瞭解，用他的長處/避開其短處，使他精神振奮/不知道

的要指教/不能做的要引導。所以講了半天，領導是什麼玩意？領導就是做他的導師，把他從不會教到會。我們說：他如果學不會，他會恨誰呀？他會恨你，他不會恨他自己。他是不會虛心檢討，因為，沒有人看不起自己，看不起自己的都精神衰落，直接就下船做神經病/回去就會死了。好像學校裡面有一個學生托益九百九/到船上做個實習生/做不下去/為什麼？因為他發覺自己的能力還差太多，做不下去，他只有怎麼辦？就是沒辦法調適，調皮搗蛋/還是抱怨連連，最後人家船公司就不要他了。

為何對領港，要有主張？

由於缺乏實際對領港問責，對船長和領港之間的關係，很容易就會忽略任何詳細的法律分析。

就任用而言，船長受法律約束，在一個強制引航的地區，需聘請領港。

雖然領港可能擔當船舶航行控制，這並不能免除船長操船的權力。

因此船長保留對領港進行干預行動的權利和責任，例如，當他感知危險，對船舶立即的威脅，或當領港在某種程度上顯然是不適任時。

領導領港

Remember....
I am in charge!



我們看下面這句話，要在別人的期待上面/看到自己的責任。就是什麼？外國人對 accountability 的解釋，在別人的期待上，別人希望我們做什麼/我們就去做什麼，可能人家希望我們可以做/也可以不做，如果把它當作是我們的責任的話，就是責無旁貸、就一定要做到別人希望的。我能夠做一個很好的三副，我就一定要做一個很好的三副。

義氣表示對別人負責任，但是別人的期望是什麼？有的時候他是說不出口的，並不是別人的要求達到就好/這是最基本的/達到公司要求。公司規定都定不到的東西，就要自我要求，所以義氣要什麼/提升自己，而不是說什麼/就是一個口令一個動作，這樣你出來/只能當舵工，當 AB 你還不是當船副/當船長的料，所以一定要自我提升。

好，我們看看在劉備的心裡面/其實老婆小孩不重要/天下百姓不重要，只有誰最重要，兄弟義氣最重要。義氣，有時候不一定是保全自己的生命，所以我們要給人家的感覺就是什麼？我們跟他是在同一個圈子裡面/是關係特別密切的，這樣子的話，他才會願意替我們排除其他的困難。義氣這就是劉備的領導，就要分清楚親疏遠近，該籠絡的籠絡、該放棄的放棄，

下面我們說當仁不讓，對付極不聽話的員工，要用強硬的方法，已經是老套了，對不對，他非常不聽話/就表示他的怨氣非常深，你真的是需要跟他好好談一談/還是先把你們兩個的關係弄好，不要然你硬壓他的話，也只不過是陽奉陰違，他到時候來個惡意破壞，你就吃不完兜著走，所以領導者

我們要有自覺/要有自信，雖然我們年紀也許比較輕/可是我們一定要什麼/手段比較高強。就

跟我們說的一樣，一個人的能力是由他的短期記憶，他的知識慢慢累積出來的，我們要知道時代不同，現在已經沒有人了會餓死了，所以鮫魚是越炒越香，領導一定要從感覺入手，進入新的時機。

好下面我們看，這議題叫做 assertiveness，剛開始我認為是貫徹自己的意見，後來就說改成是主見，應該最合適的翻譯是要要有主張。我們為什麼要有主張？這也是溝通的一種態度。主張是對自己和他人公平的方法，以傳達你的需求。其實這也是義氣的一部分對不對？因為你要求自己跟要求別人是同一個標準，就像前面劉備他要逃難的時候，不能帶著老婆小孩。

他的需求是什麼？兄弟如手足/妻子如衣服，手足之情比夫妻之情要重要，也可以說是什麼/劉備的一種主張。我們看下面這位大哥，瘦的是奧巴馬/胖的這位，你大概就搞不清楚了？你不清楚/我也不清楚，他應該是直升機的駕駛，因為後面有一架直升機要等著啟動，奧巴馬為什麼要跟他勾肩搭背，親自握著他的手/還拍拍他的肩膀/頗有嘉勉之意。這是為什麼？

因為等下他一家老小性命就是在這位直升機駕駛的手上面/所以，他希望他好好開不要讓他們出了事，這就是他的主張。我們說為什麼他要握著他的手/又拍他的肩膀，因為，依照心理學裡面講，肢體的接觸是溝通很重要的一環，尤其是這麼不經意的握一下，好像奧巴馬走到人家英國首相的官邸門口，門口站衛兵的，他都過去握手致意一下，表示感謝。這些小動作就是什麼？領導能力的一環，發揮自己的能力/發揮自己的影響力。

好我們看對上級，要有主張/用公平的方法/傳達自己的需求。對上級或者是對外部不相關的人，怎麼樣來做我們的主張？船上，做船長最微妙的關係，就是跟領港之間的互動，其他的層級都非常清楚，在船上領港當然是當地的知識/經驗/技術，都比船長來的好很多，但是偏偏法規上面規定，船長要負全責，領港完全不負責任。這樣子的話，

船長要到底怎麼樣跟領港相處？才能夠把事情做好/把危機減少/這種又要什麼/不傷了雙方的和氣，這就是最微妙的關係。你跟領港講義氣有沒有用/也沒有用，因為這條船，可能是他這輩子帶的最後一次，以後他再做十年領港，也不一定帶得到你這條船。所以我們跟他的橫向的聯繫，可以說是少之又少，要怎麼樣來貫徹我們的主張/維護公司的利益？我的航運管理課程，修了一年/只有學到一句話/保護船東利益。我們在船公司上班，也是這樣子，保護船東利益，誰來保護船員的利益，我們看看下面例子是怎麼樣？

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Detailed summary

This discussion covers various aspects of leadership, which can be summarized as follows:

Leadership is not the same as management; anyone can influence and become a leader. Leadership requires communication skills and guiding teams in a sensitive and humanistic manner.

Leaders need to consider both internal and external factors, caring for subordinates while also taking into account the feelings of external stakeholders. Liu Bei and Cao Cao represent different leadership styles; the former values loyalty while the latter is firm and ruthless.

Leadership should be people-oriented, understanding the characteristics of subordinates, leveraging their strengths, and guiding their growth. Instead of using harsh methods to suppress disobedient employees, leaders should actively communicate to resolve conflicts.

Leaders should have their own opinions and convey their needs in a fair manner. They need to have opinions with subordinates, superiors, and external parties to protect the interests of themselves and the company.

The relationship between leaders and subordinates is delicate, especially the captain and navigator relationship. It is crucial to maintain company interests without damaging relationships.

In conclusion, this discussion emphasizes the qualities that leaders need to possess, such as emotional communication, human-centered approaches, having opinions, and incorporates specific historical figures and cases for analysis.

Ok, this is the second lecture of our loyalty talk. The first lecture touched on the atmosphere of loyalty we need, which is reflected in our posture and demeanor. Not everyone is born with strong leadership qualities. So, should we play the good cop or the bad cop? In reality, there is no clear distinction between the two. In the past, it was all about using rewards and punishments. If you still have this mindset, you're considered old-fashioned and outdated. Today's leaders focus on communication, emotional connection, and humane leadership. Communication starts with emotions and ends with emotions. This is a conceptual issue. Let's take a look at the basic cognition of leadership. Leadership is not the responsibility of a supervisor. As long as one can exert their influence in the team, they are a leader.

So, this has nothing to do with the hierarchy of positions. Often, we see that in some cases, subordinates perform more stable and better than their superiors. Then, you

are the leader; you just need to flatter your superior well so that he can stand firm. If he wants to snatch your credit, just let him be. After all, it is your choice to be under his command in the first place. Good friendship is just the Golden Hoop Curse, what Golden Hoop Curse because it needs a unified standard that can be acceptable and presentable, not sneaky or scared. When it comes to the strongest leadership in Chinese history, one cannot help but admire Liu Bei. Of course, Sima Yi is also good. Let's take a look at Liu Bei - how is his literary and martial skills?

In terms of writing, it is Zhuge Liang persuading him three times, of course in history, Liu Ming is known for treating the wise and brave with respect. This Liu Guanzhang plus a General Changsha Zhao Tian Long controlled by him, so literary and military generals he can all lead. So what kind of person is he? Not fond of talking, emotions not shown on his face. This, is the same as me. Now I know that such people rely on their subconscious mind to operate. The person who talked flamboyantly in class is superficial. From setting up a stall to wearing dragon robes, this indicates that he has no resources, no father, no mother, no wealthy backing. Cao Cao chased Liu Bei on Canbi Slope. Liu Bei abandoned his wife and children and ran away.

Only thanks to the protection of Zhao Yun did Lady Gan, his wife, manage to escape unscathed. Liu Bei is a strange person; both of his wives were given to him by others, and when they spoke with him, they believed he would achieve great things. They even sent their beautiful daughters to marry him. One of them is Lady Gan, and the other died at Changban, who died on top of his wife. When Liu Bei needed to flee, why did he abandon his wife and child? Because back when they formed the Peach Garden Oath, Guan Yu and Zhang Fei had already sacrificed their own wives to accompany Liu Bei in his revolutionary journey out of loyalty to their brotherhood. This act showed their loyalty to each other, as they were willing to let go of their wives for the sake of revolution.

If Liu Bei had chosen to bring his wife and child with him when fleeing, it would have been unfair to Guan Yu and Zhang Fei. So what's more, in the beginning, Liu Bei also beautifully said that friends are like limbs, and wives are like clothes. So when he needed to escape for his life, he could only escape alone; otherwise, it would be considered unfaithful. So loyalty is a relative demand, requiring the same standard. Just now, we saw that leaders have responsibilities both above and below, which is similar to what Confucius said, that the noble and the lowly all have their responsibilities in the world. It can be seen that the ancients had already mentioned this long ago. Leaders should also consider both internal and external matters, not just look good on the surface, but also have to handle things internally.

People shouldn't just keep arguing with each other. So, what we need is leaders who are emotional and considerate of others' feelings when leading. Just like we saw Liu

Bei, who talked about brotherhood and lost his wife, but he also cared about the feelings of the common people. On the other hand, every time Cao Cao wins a battle, he doesn't just kill and burn everything, thinking only of himself. He is ruthless in killing, so when the common people hear that Cao Cao is coming, they are afraid and need to flee for their lives. Thousands of vehicles were pierced, such as horse carriages, ox carts, rooster carts, and even one-wheeled carts, all filled with treasures of gold and silver. As for Liu Bei, after losing battles, he couldn't even take care of his own wife, not to mention finding a way to care for the people. A leader needs to consider others' feelings, which is a good trait for leaders in the 21st century. Leaders need to prioritize people, who are they really? They deal with people and matters, recognizing that everyone has different abilities and understanding their talents, strengths, and weaknesses. Encouraging their spirits, guiding them into the unknown. Cannot do must guide. So, after talking for half the day, what is a leader? A leader is someone who acts as a mentor, taking them from not knowing to knowing. So, if we say that person, if they can't learn, who will they hate? They will hate you, they won't hate themselves. They won't humbly reflect, because no one looks down on themselves. Those who look down on themselves will spiritually decline, go crazy, and die.

It's like in school, there was a student who left and went onto the ship to intern but couldn't continue. Why? Because he realized his abilities were far behind. So, if he can't continue, then his only choice is to... There is no way to debug being naughty and causing trouble, or complaining repeatedly, and in the end, don't blame others. Let's take a look at the following sentence: we should see our responsibility based on other people's expectations. This is what foreigners explain as accountability. If others hope we do something, we should do it. Is it possible that if others hope we do something, we can choose not to do it? If we consider it our responsibility, then we must do it without hesitation, we must do what others hope we can do very well. So, we must be a very good third officer. This is an expression of responsibility towards others, but sometimes it's difficult to express what others expect, which is not necessarily meeting their demands. Meeting others' expectations is the most basic, meeting the company's requirements is basic. The company sets things that cannot be quantified, so self-improvement is necessary. Therefore, what is needed for self-improvement is not just words and actions. Otherwise, you can only be a helmsman. If you want to be an ABR, you need to be the material to be a captain. Therefore, self-improvement is definitely necessary. Ok, let's take a look at what's in Liu Bei's heart. Actually, wives and children are not important, neither are the common people. The most important thing is brotherly loyalty. Sometimes loyalty doesn't necessarily mean preserving one's own life.

So, the impression we need to give others is that we are in the same circle, with a very close relationship. Only then will they be willing to help us overcome difficulties. With loyalty, this is Liu Bei's leadership – distinguishing clearly between closeness and distance, retaining those who should be kept close, and letting go of those who should be abandoned. Below we have mentioned that when dealing with extremely disobedient employees, one must use a tough approach. However, this has become somewhat outdated, right? If he is very disobedient, it means his resentment runs deep. So, do you really need to have a good conversation with him or first work on improving your relationship with him? Otherwise, if you try to force him, it would only be counterproductive as he may end up maliciously undermining you, leaving you hanging.

So, as a leader... We must be conscious and confident even though we may be relatively young. However, we must use more advanced means, as we have mentioned that a person's ability is accumulated from his short-term calculations, his knowledge. We must understand that times have changed, and now no one will starve to death. It is because the more it is fried, the more fragrant it is. We must start from the feeling and seize the new opportunity. Next, let's look at this topic called assertiveness. At first I thought it was to implement my own opinions, but later I said it should be about having one's own views. So the most appropriate translation is that we should have our own views. Why should we have our own views? This is also a kind of attitude towards communication.

Having one's own views is a fair way to convey your needs to yourself and others. In fact, this is also a part of loyalty, right? Because you set the same standards for yourself as for others, just like Liu Bei in front, he couldn't bring his wife and children when he had to flee. What are his needs, brother, like brothers and wives like clothes, this brotherly affection is more important than this marital relationship, what can also be said to be a kind of Liu Bei's proposition, then let's see, this big brother, the thin one is Obama, the fat one, you probably can't tell, so if you're not sure, I'm not sure either, he should be the driver of this helicopter because there is a helicopter waiting to start behind, why does Obama want to shoulder him and hold his hand personally and pat his shoulder?

I have the intent to crown him, why is that. Because their lives are in the hands of this helicopter pilot, he hopes that the pilot will fly carefully and not let anything happen to them. That is his stance. Now, why does he hold his hand and pat his shoulder? Well, according to psychology and education, physical contact is an important means of communication. Especially this kind of casual touch, like when Obama walked up to the British Prime Minister's official residence and shook hands with the guards standing at the entrance to show gratitude. These small actions symbolize what?

Leadership ability is one aspect of demonstrating one's capability and influence to those below us. When communicating with subordinates, we must have our own opinions and convey our needs in a fair manner.

But how should we present our views to superiors or unrelated individuals? On a ship, the most delicate relationship for a captain is the interaction with the lead officer. The other achievements are very clear, but on the ship, the lead officer is more knowledgeable, experienced, and technically superior to the captain. However, regulations specify that the captain is fully responsible while the lead officer bears no responsibility. In this way, this way of doing things, How does the captain get along with the leading officer in order to do things well and reduce crisis without hurting both parties' feelings? This is the most delicate relationship. So, whether being loyal to the leading officer is useful or not, because this ship may be the last one he will ever lead in his life, even if he continues to work as a leading officer for ten more years, he may not be able to lead your ship again. So, our horizontal connection with him can be said to be minimal. How can we implement our position and protect the company's interests? In our shipping management, after studying for a year, we only learned one sentence: protect the shipowner's interests. It is the same for us working in the shipping company, protecting the shipowner's interests. Who will protect our interests? Let's see how this example below is like.