

公司文化第十一講 勇敢說不 訴諸感性 似是而非 請求的藝術 淹死在自己的口水裡

<https://youtu.be/fDBBdELSBSw>

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主張自己的需求和訴求/需要有氣場和自信。首先要明確自己的需求和限制,並勇敢地表達出來,不要害怕被拒絕。

表達訴求時/要避免使用模稜兩可/或自我貶低的語言,直接明確地說出"不可以"、"不行"等。語氣要穩定,不要帶有請求的語氣。

對下級主張時,要先表達自己的顧慮和需求,然後請對方提供解決方案,保持溝通。要利用部署自覺/自動自發的精神。

對上級請求時,要表達自己的想法和改進空間,而不是單純的需求。這可以幫助建立關係,讓上級有承擔責任的機會。



請求時要用感性溝通,主動示弱,讓對方有表現的機會。即使被拒絕,也可以進一步溝通。要學會像小孩子一樣撒嬌請求,即使面對再強硬的人/也能獲得回應。

總之,主張自己需求和訴求需要自信、明確表達,同時也要懂得感性溝通,建立良好關係。通過適當的練習和方法,每個人都能學會主張自己。

好這是義氣講座的第四講,如何主張/assertiveness,有意見如何表達出來。當然,這要有一個方法/最重要的是要有氣場。有的人平常可以很輕易地,說出自己的訴求是什麼,有的人就有表達的困難。所以我們要看看黑臉/白臉怎麼樣/才是理想的狀態。首先要知道自己是什麼/限制是什麼?並要用自己的方法/加以表達。

要有能力說不,因為你的能力有限。在這世界上,你不僅要知道自己的極限/也要能夠傳達給他人。總之一句話,就是勇敢說不。勇敢說不其實是防止性侵害的第一步,對不對?如果老闆對他動手動腳,她還在邊半推半就,人家就會認為這是情趣/這是故意。所以要能明確地表達/

你不可以/你不行/勇敢地說不，就是做主張的第一個基本要求。

**如何主張？浩然之氣，吾善養之**

人很難表達他的想法，感受和需求，只因害怕被拒絕。為了變得更加自信，並能更好的控制情況，你必須克服這種心態。即使你不覺得內在有信心，也要調整好你的氣場。你會看到差別。

**JUST SAY NO.**

我不想——我不能——我不要



**領導自己**

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好，看如何做主張，這需要有氣場，對不對？一般人都很難表達自己的想法/感受/和需求，就是說，大家都喜歡講道理，但是對於自己真正的感覺，卻是很難表達，因為害怕被人拒絕。其實我們說過，感覺是人的天性，人最難否認否定的就是感覺。所以，就說我不舒服/我不高興，這樣別人就沒辦法反駁，要勇敢地把自己的感受說出來，沒有什麼好丟臉的，因為人的情緒是會互相感染的，當你說我不舒服的時候，相信他心裡面也會產生不舒服的情緒。情緒是溝通的第一步，你不說/她可能不知道，誰又能對自己的情緒辨識有把握，因為我們沒有受過類似的訓練，可見學校教的東西都不實用。

**如何主張？仗義而行，當之無愧**

首先，也是最重要的，一旦你已經有膽量說“不”，你必須避免其它自我貶低的評論。例如說：“我知道這也許不對，但我必須..”或“我是不是能夠請你..”，你不要自誇，也不必想要賺到別人的尊重。

**ONLY SAY NO.**

**領導的膽量**



看到下面這六位大哥，就是悟空啊，在不同的氣場的時候，給人的感受就是不一樣的，這需自我領導，也就是要先克服自己害怕的心態，直接訴諸於感性/跟他說出不愉快的感受，這樣子才能夠期望/對方有所改進。雖然，我們說感性是小孩子性，但這也是示弱/也是給他一個改邪歸正的機會。

好，如何主張，如果已經有膽量說不/你必須避免加上其他自我貶低的評論，這表示不管在我們的內心裡面/還是在表達上面，不要認為我們的主張是自我貶低/也不要話語帶什麼模擬兩可。例如說，


”我知道也許這不對/但是我必須”，你自己就說也許不對，他就說你根本就不對嘛，你還必

須什麼屁？”…………… 雖然你的本意是 “你必須怎樣” 或是說，”我是不是能夠請你……，他就說你不可以……”，我是不是要能夠請你？誰也知道，這就是似是而非。我們不需要自誇/但是也不需要賺到別人的尊重，就直接把我們的需求講出來，只需要說 NO/你不可以/你不能這樣子做/你這樣做是不對的，就這樣就好了。

**Assertiveness ? 自我主張?**  
**領導自己的第二個面向**  
相反，簡單地說 “不” 以及事實是什麼 – “這次不行，我要趕期限。” 簡單地解釋為什麼，不要附加任何負面的部分。

如 ” 因為，如果-這樣，我沒辦法停船  
” 這樣可能不太好 “

只要說: “我要減車，船速已經太快” 或  
“請注意船速”，“船尾距離太近”。



直接把我們最核心要訴求的東西講出來/前面不要再加些似是而非/模擬兩可的語助詞，這樣子才能夠清楚表達/我們的主張/只要說不。

好，前面講了/不能有什麼似是而非/可不可以/能不能/是不是這些語助詞，第二個，更不能說什麼/自我否定，”我知道這樣不對/我也許不應該” 等等，自己先把這些自我否定的東西加進去，這樣子也是錯誤的，因為/如果/都是太多餘。好像下面的例子，

領港已經超速了，這時候要怎麼辦？

就說:” 船速太快，領港先生”

或者是說:” 我要減車，領港”

“注意船速”，要不要加一個請，” 請注意船速”，不用加” 請”。

我已經有在注意船速，就說:” 注意船速”。

把這些修飾的東西都拿掉，在前面也有說過對不對/下命令的時候/語尾要下沉，你不要音調往上揚/注意船速↗，注意船速→，注意船速↘，第一個注意船速↗是哀求的語氣/這是不對的，要講注意船速↘

**仗義而行。對外主張**  
記住，提升自己水平，你必須知道，你想要什麼？  
你的業務需求？不要怕錯，與他人分享，  
**要有信心- 能說 “不” 與知道 “你的限制是什麼”**，  
仗義而行，無論是為公司或只為你自己。

我要減車不能就是說:” 我要減車↗”，人家就說不行↘對不對？因為你的語調一高/就給他一



個機會什麼/把他的語調放低，等於是你在請求/他在下命令\，船長就白做了。所以船長要有船長的氣場，要穩住自己的聲音/音調，就是說我們平常要練/練習什麼/腹部發音/從丹田發音，尤其是在駕駛台上面/吵雜的環境/更要能清楚明白的表達，只要把聲調弄對了/其他的屁話/通通都不必講/這就是主張。

**請求的藝術**    **對上主張**    **領導上級**


請求不是需求。  
請求表現你想要什麼，而不是說明你需要什麼。

有什麼區別？這是表現自己，想建立關係。  
表示你已信任長官，並積極尋求連繫，  
即使得到的回應，是一個斷然拒絕。

這是你的舞台，準備建立一個  
真正的關係，邀請他的參與。

你是在表態，想知道他的意願與價值觀。

**表現自己**



**人客 請坐？**

好，一個船長做主張，其實只要經過適當的練習/注意自己的聲調/語尾不要加些模擬兩可/似是而非/自我否定的東西，所以我們可以自我模擬，就是假如你現在面對的領港/你想要他幫你把船速降下來，你會用什麼樣的講法，自己用手機錄下來/聽聽看/是不是有模擬兩可/自我否定的東西/或者是請求的語氣在內？自己把它修正一下，應該這一關是很容易克服的。但是一般的人都客氣過度，尤其是臺灣的船長就會造成了自己的遺憾。所以船長也不必跟他說對不起/就直接做出應該要有的主張。請大家注意我們的船隻安全。

好，我們說領導下級，對下級要做主張。首先，要把我們的需求講出來，這是溝通的第一要件，要把自己的感覺說出來。例如說：請別人確保你生存的需要，很多主管怕出事，一叫部屬來溝通/就東罵西罵/你這個也不做啊/那個也不做啊/為 why 啊/什麼啊你講講看，問了一大堆理由/有個屁用？人家也許口才比你更好/講的天花亂墜/你就什麼傻傻的/反而被催眠，還是沒有達到溝通的目的。因為主管叫下屬來溝通的時候，一定是有某一方面的顧慮，所以你就直接講出來，”我覺得你這樣子蠻危險的，是不是有什麼改進的方法？/你這樣子會影響到公司對你的考績/你是不是換一個別的方法去做？

所以溝通最主要是把自己的顧慮講清楚，然後再請對方提供解決的方案，如果他的解決方案不能夠滿足你的需求，這時候你再想想別的意見，但是要保持繼續溝通的管道是不是？明天再來討論一下，看看有沒有什麼更好的溝通方法。總之，要利用部署自覺/自動自發的精神，這樣才是對下屬做主張，最重要的意義。

好，下面看對上級的主張，這叫做請求的藝術。所以要先區分一下，請求不是需求。

請求是表現你想要什麼東西/而不是說明你需要什麼東西。一般來說，在船上如果說：有什麼靈

求的話/公司應該要負責提供資源。我們的請求，其實是要求/比公司的基本配備更多，當然比公司的基本配備要求更多，主管一定就是直接否決，很可能就是就是收到一個什麼/no, , no, no, 但是這是表達什麼自己的想法，因為你如果有請求的話，就表示你知道問題在哪裡?有什麼改進的空間?即使上級不同意，但是你們兩個什麼/溝通的管道已經打開來了。還記不記得我們說人際關係的第一關:愛在心裡口難開。跟他做出請求的時候，表示我們要跟他建立關係/邀請他的參與，請求實在是是在做的是什麼/表態，表態願意跟他建立連結，想要知道他的意願跟價值觀。

## 請求的藝術 感性主張

船上通常是你最不想要表現脆弱的地方。

然而願意向長官開放，表達你的希望和需求，  
並準備讓他就這樣，把你的底線看透，  
表明你願意多承擔義務，去得到他們的信任。

最起碼，長官會更了解  
你的動機，  
和意識到你不是一個機器人。

領導上級 他不講義氣?



請求的藝術:請求是用感性溝通，也許你在船上不太願意用感性來溝通/因為好像是太弱了。但這至少是向長官示弱，其實是讓長官有表現的機會，不管他同意還是不同意，他都可以講出他的理由。這樣子可以讓長官去承擔更多的義務，得到他們的信任，最起碼你會提出額外的要求，也就是請求的時候。他會明白/你也是一個人/你會有自己的感受/你的需求/跟你的顧慮。如果我們都從來不向長官表態，沒有去破第一關的話，他看到你只不過是一個做事的機器人。這樣子就沒有生而為人的一個價值，要升遷的時候/也是覺得你三副/就坐三副的工作就好了，沒有想到說，你其實也有做二副的可能。所以請求，其實有時候是人際關係的第一關，不要認為自己是無敵鐵金剛，你這種機器人就會做到死。下面我們看嬌滴滴的掌上明珠，這些小朋友，其實是沒有什麼東西/毫無謀生能力，為什麼沒有餓死的嬰兒，因為小朋友都會做請求，daddy/daddy please/please pretty please，一撒嬌下去，就是無敵鐵金剛也會被破解。

"Daddy, can I have more ice cream please?"  
"Ask mom." "Mom won't let me"  
"Well then, no more ice cream"  
"Daddy, please, please, pretty please!"

我要嘛?  
領導威權

下面看請求的藝術，我們說要要領導/要取得對方的口頭承諾/對下級是這樣/對上級也是一樣，所以要做請求，只要有請求的話/他拒絕的越久/他講的理由越多，為了平衡/他就會給你適當的回報，最壞的情況下/至少你們兩個人已經講得上話，下次就可以打招呼，進入第二關。在最好的情況之下，你就會得到你想要的東西。當然啊，他對你做出讓步以後，他會不會討厭你，不會的，因為他如果再討厭你，他就會心理不平衡，所以上級對你的讓步，只會增加他對你的

好感，因為他不能認為你壞，又給你東西，所以 說請求是要什麼，讓對方淹死在自己的口水裡面。尤其是，對這些喜歡沒事亂吹/亂砲/胡說八道的長官，你就是什麼/讓他講的更多/給他去自我肯定/去給他什麼/舞台，他最後就會回報給你。

**請求的藝術**      **給他挖坑**

如果你能在最好時機，提出你的請求 (發問)，  
就表明你知道 現在進展如何。

**領導上級**

改造與上級的關係，強迫他去表現。

他拒絕越久越多，也是表現越多的時候，  
爲了平衡，他就會給你適當的回報。

在最壞的情況，你爲雙方開了路。  
在最好的情況，你得到你想要的。

**淹死在自己的口水裡**



公司文化第十一講 勇敢說不 訴諸感性 似是而非 請求的藝術 淹死在自己的口水裡

<https://youtu.be/fDBBdELSBsw>

Detailed summary

This lecture primarily discussed how to advocate for one's own needs and demands. Here is a summary of the lecture content:

Advocating for one's own needs and demands requires a strong presence and confidence. Firstly, one must clarify their needs and boundaries, and bravely express them without fear of rejection.

When expressing demands, it is important to avoid using ambiguous or self-deprecating language, and instead, be direct and clear by saying "no" or "cannot". The tone should be steady and not have a pleading undertone.

When advocating to subordinates, start by expressing concerns and needs, then ask for solutions from the other party while maintaining communication. Utilize a sense of self-awareness and initiative.

When making requests to superiors, express thoughts and areas for improvement rather than just needs. This can help build relationships and provide opportunities for superiors to take responsibility.

When making requests, use emotional communication, proactively show vulnerability, and allow the other party a chance to perform. Even if rejected, further communication

is possible.

Learn to request like a child, using petulance, to elicit responses even from tough individuals.

In conclusion, advocating for one's needs and demands requires confidence, clear expression, as well as understanding emotional communication to build good relationships. Through appropriate practice and methods, everyone can learn to advocate for themselves.

Ok, this is the fourth lecture on assertiveness. How to advocate assertiveness, then we have opinions on how to express them, of course, there must be a method, the most important thing is to have presence. Usually, some people can easily say what their demands are, while others have difficulty expressing themselves, so we need to see how being direct or indirect is the ideal state. First of all, we need to know what our own needs are, what our limits are, and express them in our own way. To have the ability to say no, because your ability in this world, you not only need to know your limits, but also be able to communicate it to others. In short, the key is to bravely say no, and bravely saying no is actually the first step in preventing sexual assault, right?

If this boss makes advances, and the person is hesitant and indecisive, others may think it's just for fun, it's intentional. Therefore, we need to be able to clearly express that you cannot, you are not able, courageously say no, this is the first basic requirement of asserting ourselves. Okay, let's see, how do we assert ourselves, this requires having a presence, right? It's difficult for people to express their thoughts, feelings, and needs. In other words, everyone likes to speak logically, but when it comes to expressing their true feelings, it's very difficult because they are afraid of rejection. We have mentioned before that feelings are human nature, and the hardest thing for people to deny or negate is their feelings. So, when you say, "I feel uncomfortable, I'm not happy," others cannot refute that.

Therefore, we need to bravely speak out our feelings, and there is nothing to be ashamed of because... Emotions of people are infectious, when you say you are uncomfortable, believe that, there will also be uncomfortable emotions in his heart. So when we see these six big brothers below, like the Monkey King, in different energy fields, the feeling they give people is different. This requires us to self-lead, which means overcoming our own fearful mentality first, and directly expressing our emotional feelings to him and telling him our unhappiness. This way, we can hope for improvement from the other party. Although we say that emotions are childish, this is also a sign

of weakness, and it gives him a chance to repent and correct his mistakes.

How to advocate, if we already have the courage to say no, you must avoid other self-deprecating comments. This means that in our hearts or in our expressions, we should not think that our assertion is self-deprecating. Also, do not use ambiguous words, for example, I know this may not be right, but I have to. Maybe not right, he said, you are totally wrong, what else do you have to say, can I ask you, should I ask you, who knows, this is also ambiguous. We don't need to boast, but we also shouldn't expect to earn others' respect. We should just state our needs clearly, say NO, you can't, you shouldn't do this, what you're doing is wrong, that's it. Just directly state our most essential demands without adding vague or ambiguous statements upfront like before, that way we can clearly express our stance, just say no.

In the beginning, we talked about not being able to use any words like "perhaps," "maybe," "can" or "isn't," those particles. And as for the second one, you absolutely can't say anything self-denying. I know this is not right, and maybe I shouldn't have included these self-denying things first. But doing it this way is also wrong because if all of that is too much, it seems like the examples and inspiration below have already exceeded the speed limit. What should we do at this point is to say that the transmission is too fast, Mr. Inspiration. Or perhaps I should test inspiration, pay attention to the transmission, do I need to add a "please" before that? I have already been paying attention, so just focus on the transmission, remove all these modifications.

We also mentioned before that when giving orders, the tone of voice should lower at the end, don't raise the pitch. Pay attention to the transmission, pay attention to the transmission, pay attention to the transmission. The first "pay attention to the transmission" is a pleading tone, which is incorrect. You should write and say "pay attention to the transmission." I want to test it, if it is not, then I want to test it. If the other person says no, then it's not possible, right? Because when your tone gets high, it gives him a chance. Lowering his tone is like requesting him or giving orders. If we don't do that, then our transmission is in vain. So, in transmission, we must have a strong aura and stabilize our voice and tone.

That means we need to practice compound pronunciation, especially pronouncing from the lower abdomen, especially when in a noisy environment like a stand. We must be able to express clearly and clearly. As long as we get the tone right, there's no need to bother with anything else. That's the proposition. To be a captain, the key is to go through appropriate practice, pay attention to your tone and language positioning, avoid adding some simulated ambiguous self-denial things. So, we can simulate ourselves. For example, if you are facing inspiration now and want it to help bring down the transmission, what kind of way would you use to talk about it? Record it with your phone and listen to see if there are any simulated ambiguous self-denial things



or a tone of request within.

Correct it as needed. This step is easy to overcome, but generally people are too polite, especially the captains in Taiwan. Causing our own regrets, so we don't need to apologize to him directly, but state our position that we should have. Please pay attention to the safety of our ships. We say that leaders should take a stand towards subordinates. First of all, we need to express our needs; this is the first requirement for communication. We need to express our feelings, for example, asking others to ensure your survival needs. When a supervisor is afraid of something happening, they start scolding left and right when they see subordinates communicate deployments. "You are not doing this, not doing that, why are you not doing this or that?" You talk about it and ask a bunch of reasons, what's the use?

Maybe others have better eloquence than you, and talk eloquently, but you just seem silly. That still doesn't achieve the purpose of communication, because when our supervisor asks subordinates to communicate, there are mainly concerns in some aspects. Therefore, you just say it directly. I think you are quite dangerous like this, is it not? What improvements can be made? This way, will it affect the company's roast chicken towards us? Is it necessary to change another method? Therefore, the key to communication is to clearly express your concerns, and then ask the other party to provide a solution. If their solution does not meet your needs, then you should consider other opinions. However, it is important to keep the communication channel open. Let's discuss again tomorrow to see if there are any better methods.

In any case, we need to utilize the spirit of being proactive and self-motivated. This is the most important aspect of giving advice to subordinates. Now let's consider giving advice to superiors. This is known as the art of making requests, so it is important to distinguish between making a request and expressing a need. Requesting is expressing what you want rather than stating what you need. Generally speaking, if we mention our needs on board a ship, the company should be responsible for providing them. So, our request is actually asking for more basic facilities from the company. Of course, when it comes to requesting more basic facilities from the company, the supervisors may directly reject it, and we might receive a firm "no, no, no." But this is indicating our own thoughts because if...

If there is a request, it means you know where the problem lies and what opportunities for improvement exist. Even if he doesn't agree, the communication channel between the two of you has already opened. Do you remember the first step we talked about in relationships – love lies in the heart, hard to express in words? When we make a request to him, it shows that we want to establish a relationship with him and invite his participation. What are we really doing now? What we are doing is expressing our willingness to establish a connection with him and understand his preferences and

values. The art of making a request is to communicate with sensitivity. Maybe you are not very willing to use sensitivity to communicate on the ship because it seems too weak.

But by showing weakness to the superior, it actually gives the superior the opportunity to express his reasons, whether he agrees or not. This way, the superior can take on more responsibility and gain their trust. At the very least, you can make additional requests when needed, and he will understand that you are also a person with your own feelings, needs, and concerns. If we never express our opinions to the boss, and never break this first barrier, he will see you as just a working robot. In this way, there is no value in being born as a human. When it comes to promotion, he will think that as long as you do your job well, it's enough, without considering that you might also have the potential to be second rich.

So, sometimes the first hurdle in interpersonal relationships is not to think of yourself as an invincible iron man. If you continue being this kind of robot, you will end up doing so until death. Okay, next we look at the precious little ones who are actually without any means of livelihood. Why don't the babies starve? It's because the children know how to make requests like "daddy daddy please please pretty please", and once they start making adorable requests, even the invincible steel body will be broken. Now let's look at the art of making requests. We say we need leadership, we need to get the other person's verbal commitment, this applies to subordinates as well as superiors, so we need to make our requests, and when we have requests, then The longer he refuses, the more reasons he will give.

In order to balance it, he will give you appropriate returns. In the worst case scenario, at least both of you have already spoken, so you can say hello next time and move on to the second level. In the best case scenario, you will get what you want, of course. After he makes concessions to you, will he dislike you? No, he will not, because if he continues to dislike you, he will feel psychologically unbalanced. So, his concessions only increase his goodwill towards you, because he cannot think of you as bad and yet still give you things. So we say that a request is all about making others drown in our own words, especially when dealing with those nonsense-talking bosses who like to talk nonsense. You are just letting him talk more, giving him self-confirmation, giving him whatever, and in the end, he will repay you.