

公司文化第十二講 motivation 用腳投票 將將之才：<https://youtu.be/JfYl8qXzOUk>
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動機是激勵員工行動的關鍵力量。

新員工在入職兩周內離職，通常是因為公司沒有充分溝通薪資待遇和公司文化等。

員工在入職3個月通常是因為無法適應公司文化，2年後離職是與直屬領導不合。



激勵員工的方法：

內在激勵：通過工作本身的興趣或個人喜好來激勵。

建立良好關係：瞭解員工，給予真誠讚美，發現共同點，提供表現機會等。

培養服從習慣：從小事做起，讓員工養成服從習慣。

製造挑戰感：給予有挑戰性的任務，讓員工有成就感。

發揮幽默感：適當的幽默可以減輕壓力，增強溝通。

/外在激勵：如加薪、獎金等物質激勵，但需要注意不能過於高不可攀。

領導者需要具備"將將之才"，能夠利用部署的才能、學識和經驗來帶領團隊。

不要害怕別人的挑戰，因為挑戰是進步的動力。

好，這是義氣講座的第五講，要來處理的議題叫做 Motivation。經常在看這個影視電影/員警在追兇手的時候，除了凶刀/凶宅/還要找什麼/行兇的/動機就叫做 Motive。Motivation 就是激勵他行動的力量。應該翻譯比較准的話，應該就直接叫做激動/不是叫做激勵。好 為什麼要有這個議題，因為這個議題經過研究：

新進公司的員工，如果兩個禮拜之內離職，這是誰的錯，這是人事室的錯，因為他沒有把什麼/薪資待遇啊/什麼還有公司規定啊/這些跟他講清楚，所以他覺得跟他期望值不一樣，所以他就需要去做/激勵，否則他就拍拍屁股走了，

如果進了公司已經三個月了，拍拍屁股就走，這是怎麼回事，這是因為薪資待遇/這些可以，可是公司的企業文化/他沒有辦法適應，是家族企業/每個人以吹牛拍馬為能事/對不對出了事情就演幹戲，既然這種日式系統的公司不能幹，他要去找什麼/美國公司自由之地，只有 sayonara，



進公司兩年以後才要離職的人是為什麼/這是誰的錯?這就是直屬長官的錯，薪資待遇福利可以/接受公司文化也 OK，但是他永遠沒有辦法超越什麼/他上頭的這一位長官，如果人不對盤的話，他寧願自己走路對不對，反正又動不了他長官，所以這些是什麼/用腳投票的人，這些其實是什麼/公司損失最大，因為他進來三個月/還不一定業務能夠上手，他進來兩年/他都能做了/也不成問題了，結果走了，走了/還要再去訓練新人對不對，還要陣痛一陣/沒有效率/經常做錯事的新人，所以公司為了避免這些成本，就是要什麼/把他的主管訓練到可以做 motivation 激勵，可以讓年輕人繼續幹下去。

好講到這裡大家應該也聽出來了，其實就是這些年輕人不爽/不願意跟在長官的屁眼後面繼續幹，因為前面也講過了/年輕人就是看的直屬長官的屁眼在過日子，所以說就是需要激勵/給他激勵，用什麼東西激勵啊? 當然就是要把關係搞好，用感性來領導。



一個人可能高智商，但是無意奉獻出來/以達成任務，就是什麼行屍走肉/機器人/一個口令一個動作，可能同樣的激勵方法，五個員工其中只有一個員工有用，所以說就是每個人的個性不一樣，需要英式領導。看 21 世紀的領導風格/內在的激勵由任務本身的興趣/或享受而作動/或是由其個人對你的喜好而驅動。就是說叫他去洗廁所/刷馬桶/每個人都不願意幹/要幹的也是草草了事。可是今天他如果覺得/你長官非常夠義氣/經常在挺他，你就是叫他去挑大便啦/挖水肥啦/他也是心甘情願。所以是內在的激勵這東西/也不是什麼/三言兩語就能達成的，這就是平常的關係要好。

外在的激勵就是以前說的胡蘿蔔加棒子，跟雙方的互動沒關係/跟你好不好沒關係，違反規定就是照章行事加棒子，表現好就加胡蘿蔔。這是新的世紀要使用新的方法來帶部屬，胡蘿蔔就是加薪/加紅利，棒子就是記過/記小過/記大過，或者是什麼/用面子問題，因為有的人是死要

面子。或者是關係比較好/就是領導能力比較強。好在這裡要再提一句，胡蘿蔔加棒子不牽涉到雙方的互動。

潛意識激勵

讓他心虛

- 真心愛人：發現兩人的相似性與給予真正的讚美
- 施以小惠：有來有往，甚至讓他多說幾句，都有用
- 先孤立他：再讓他追隨其領導人
- 從小事做起：養成服從習慣
- 製造威信：讓他有意願
- 做出差異：讓他覺得與眾不同，看看誰在做事



小弟現在已屆退休年齡，經常看到公司的大佬們在聚餐/聚會，不勝唏噓/感慨人事無常，這些有用嗎？這些是沒用的/為什麼以前的部屬都不再聯絡，因為什麼/以前在公司人家看到的是/公司所給你的胡蘿蔔加棒子，他對你本人是沒有什麼喜好跟厭惡的情緒，純粹就是什麼照章行事/乖乖領獎金，等你退休啦/就是 sayonara。雖然公司也有一起去辦些娛樂的活動，可是你有真心關心過別人嗎？你不關心別人/你退休了/誰會關心你。

所以說有的人得了三座諾貝爾文學獎，到臨死的時候這些都是身外虛名，有的只是他的小外孫女/他的女兒很久沒有來看他，人是憑著感覺來這世界/走的時候也是剩下一點點感性，其他的東西都是身外之物/是沒有情緒的，所以要成功/不是吹牛拍馬就可以的，人的成功是感覺上面/感情上面/感性上面的成功才是長久的。

好，看到右下角這一個圖，叫做不當的激勵，你花了六個鐘頭好不容易才胸前偉大起來/具有胸器，可是給你的好朋友看過以後，從此他就不再跟你講話了，這是為什麼？因為你給他畫的大餅/實在太大了，他永遠都做不到/像你這麼偉大，他如果做不到/像你這麼偉大，他怎麼辦？他能不能夠看不起自己啊。他最好的方法就是否定你，直接跟你斷交，從此你就不要拿別得東西，在他的眼睛前面晃來晃去。所以給人的感覺不要高不可攀，要能夠親近才是有效的激勵。要激勵部署，有升遷/有評估/要瞭解員工提供愉快的課程，在工作環境不可以太自私/正向強化好。要建立更好信任與尊重/組織委員會互相監督/勉勵/交叉訓練，給他表現的機會。這個激勵就是在管理/管理員工，所以是老一套的講法。

看看新一套的是什麼/就是現代的社會/管理要從心理層面開始。就是以前卡內基訓練提到的六點，好看看這六點/真心愛人/發現兩個人的相似性/給予真正的讚美。

聊天打屁時候的任務是去發現兩個人的共同點/投其所好/改善兩個人的關係。

施以小惠，有來有往，甚至於讓他多說幾句都有用/每個人都希望有表現的機會，作為上司也

不要都一直在訓話，要聽聽他的感想/他的感覺是什麼？做一個開放性的問題，可以讓他暢所欲言。

第三個孤立他，再讓他追隨其領導人。領導不要想說面面俱到/八面玲瓏，但是這些兵王/小集團的小頭頭要掌握好，讓他去帶領其他的人。


第四個，從小事做起，養成服從習慣性。只要他養成習慣了，就不分大小事/都會努力完成。製造威信/讓他有意願/就是激勵/讓他覺得有挑戰性/讓他願意去做/做出差異/讓他覺得與眾不同。只要給他舞臺/有了舞臺/他就會珍惜/就會去表現

你的主張，同僚挑戰？

- 1. 不要抱持負面想法，他也是在學習中，那是發問與溝通。
- 1. 他也在尋求中道，解決差異。
- 2. 換個角度看看，可以達成妥協。

跨部門領導

- 1. 這人不比你差。
- 2. 他跟你一樣好。
- 3. 好好利用，是將將之才。
- 4. 不會利用，是蠢才。



幽默感，美國人將幽默感，當成是人生三大不可或缺的品格之一。幽默感可以激勵員工/減輕壓力/加強溝通/有團隊精神/笑聲樂趣可以提高免疫系統的強度/減輕肌肉緊張/並提供放鬆/大笑有益健康/這是古人說的。幽默感的前提是在單調乏味的工作/或者是大家已經千篇一律的時候，可以帶點幽默感。如果隨時在變/時時在變/情況緊急的時候，你硬要在裡面安插一個笑話的東西，就是有點不識時務，所以工作的時候是工作/娛樂的時候是娛樂，這兩點不要搞混了，才不會造成事端。好，我們現在插播一下，昨天看電視的有這個 1960 的太空人執行太空任務，在返航地球的時候呢，看到窗戶外面的好像螢火蟲飛過的光點，那他就好奇觀望就沒有去操作/這個返航的軌道/已經偏離預定地航跡了。美國太空總署地面管制人員非常著急，一直在叫他要趕快回到原來的航向上，他個人呢覺得無所謂，因為這是一個單人的太空艙，沒人可以糾正他，直到後來/到降落的時候/總共偏航了 200 多海哩，地面上的人都沒有收到這個無線電的信號，因為在通過大氣層時是沒有辦法做電信的聯絡，電波沒辦法傳遞。後來就只知太空艙已經安全的降落海面，而且還有持續的發送他心跳的資料，表示他人還活著，但是當時是沒有 GPS 的年代，所有的操作都要靠預先計算，所以就不知道他掉在大西洋上面的哪一塊區域？

他大哥只顧著看窗戶外面的景色，沒有想到他開的這個太空艙是價值好幾億美金/多少人的心血結晶，那只有顧他個人享受，所以他回來以後，他的上級領導人都非常的憤怒，因為他讓他們不知道他的生死，對國家/對上級沒有辦法交代，雖然調查的非常嚴厲，但是最後還是以無過失結案。因為沒過失/就是沒事，如果說他這樣子過失的話，那可能很多人要受到連帶處分，這個就是 NASA 最初的人為因素，自滿。這位大哥從此就拉黑了，別想下次還會給他上太空。

好跨部門領導，韓信是劉邦拜的大將軍，有一次兩人在縱論天下英雄，韓信就說?蕭和可以帶兵五萬，張良可以帶兵十萬，劉邦一聽韓信在說別人/就問說?大將軍您可以將兵多少?韓信也不謙虛/他說我帶兵是多多益善/再多的兵，我都有有辦法統領，他的領導能力當然是不在話下，可是劉邦一聽就不行了/對不對你是多多益善，請問我/我帶兵可以帶幾個?韓信就面不改色，他說我是將兵之才，我帶的都是些死老百姓/樵夫/農夫/漁夫，你大哥是將將之才，你可以帶的是那些讀書認識字的，所以作為一個領導者，要的就是什麼?要有將將之才。這東西就不是這麼簡單的/講了這麼多，大家應該也會瞭解/韓信的多多益善是管理，因為這些不認識字的，就是加強管理。將將之才需要的是領導，作為一個船長/要利用部署的才能/學識/經驗技術，所以船長不要害怕別人的挑戰，別人的挑戰是互相進步的動力。

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Detailed summary

The main points of this discussion can be summarized as follows:

The Importance of Motivation:

Motivation is a key force that drives employees to action.

New employees usually quit within two weeks of joining due to inadequate communication about salary and company culture.

Employees who leave after 3 months or 2 years often do so because they cannot adapt to the company culture or have conflicts with their immediate supervisors.

Methods to Motivate Employees:

Intrinsic motivation: motivating through the interest in the work itself or personal preferences.

Extrinsic motivation: material incentives such as salary increments, bonuses, but should not be unattainable.

Building good relationships: understanding employees, giving sincere compliments, finding common ground, providing opportunities for performance, etc.

Cultivating obedience habits: starting with small things to instill a habit of obedience in employees.

Creating a sense of challenge: assigning challenging tasks to give employees a sense of achievement.

Using humor: appropriate humor can relieve stress and enhance communication.

The Importance of Leadership Abilities:

Leaders need to possess the talent to mobilize and lead a team effectively.

Do not fear challenges from others, as challenges drive progress.

In conclusion, this discussion emphasizes the importance of motivation, presents various methods to motivate employees, and underscores the essential abilities leaders should have. By building good relationships, cultivating obedience habits, creating a sense of challenge, etc., intrinsic motivation in employees can be effectively stimulated, fostering team development.

Alright, this is the fifth lecture of our season. The topic we are going to discuss is called Motivation. We often see in movies and TV shows that when the police are chasing a murderer, besides the weapon, they also need to find the motive for the crime, which is called Motive. Motivation is the force that drives their actions. So, the more accurate translation should be to directly call it excitement rather than motivation. We are going to explore why this topic is important because through this topic, through research.. The fault lies with the human resources department if a newly joined employee resigns within two weeks because they were not informed clearly about their salary, benefits, and company policies, leading to mismatched expectations. However, if an employee leaves by just walking away after three months in the company, the reason for this is what?

The salary and benefits are acceptable, but he cannot adapt to the company's corporate culture. It is a family business, where everyone brags and boasts, and when something happens, they shift blame. Since he cannot work in such a Japanese-style system, he needs to look for a more American-style company with freedom. If not, it's just "sayonara". Why would someone want to leave the company after only two years? Whose fault is it? It's the immediate supervisor's fault. Salary, benefits, and culture are fine, but... He will never be able to surpass his superior, so if this person is not suitable, he would rather walk, because he cannot move him anyway. So these are the people who vote with their feet, and those are actually the companies that suffer the most, because he may not be able to handle the business in the first three months after he joins.

If he stays for two years, it's not a problem, but if he leaves, he has to train new people again. It's not efficient, often makes mistakes, so companies avoid these costs. Just need to train their supervisors on what can be done for motivation to make young people continue to work well. By now, everyone should have also realized that these young people are not happy and do not want to continue working under the boss, because as we mentioned before, young people only look at direct attributes, not the boss's background. Therefore, motivation is needed. What to use to motivate them? Of course, what is needed is to maintain good relationships and lead with sensitivity. One person may have high intelligence but is unwilling to dedicate it to accomplish tasks, that's like a mindless robot with a code and action.

In the same way, with five employees using the same method, only one of them proves to be useful, so this shows that each person's personality is different, requiring effective guidance. Now, let's consider the leadership styles of the 21st century; intrinsic motivation can come from the interest or enjoyment of the task itself or can be driven by personal preference towards you. This means that if you ask someone to clean the toilet and scrub the floor, nobody would be willing to do it, and if they do, it would be done carelessly. However, if today he feels that you, as a superior, are very loyal and often support him, then you can ask him to do tasks like cleaning the toilet or watering the plants, and he will do it willingly. This is internal motivation.

It's not something that can be achieved easily with a few words. It's the result of a good relationship where external motivation, as previously mentioned, involves rewards and punishments irrespective of the relationship quality and whether you get along. It involves following rules, right? This is the new century. We need to use new methods to guide our deployment. Carrots mean salary increase and bonuses, sticks mean punishment for inadequate performance, whether small or large. Some people care about their reputation, while others prioritize maintaining good relationships. Strong leadership skills are important. It should be noted again that using carrots and sticks does not involve interaction between both parties. The younger brother has now reached retirement age and often sees the big shots of the company. At a gathering, feeling emotional and sighing at the impermanence of human affairs.

Are these useful? These are useless. Why are the previous contacts no longer made? When you were at the company, what they saw was the carrots and sticks given to you by the company. They didn't have any preferences or dislikes towards you as a person, it was purely following the rules, obediently receiving bonuses. When you retire, it's goodbye. Although the company also organizes some entertainment activities, have you truly cared about others? If you don't care about others, who will care about you when you retire? So, we say... Some people win the three Nobel Prizes in Literature before they die, but those are just empty accolades. Some only have their granddaughter; his daughter hasn't visited him in a long time. When a person walks through this world based on feelings, it is only the remaining touch of sensitivity that matters, everything else is external.

Therefore, to be successful, it is not just about boasting or flaunting, but rather, true success for humans lies in emotional, sentimental, and sensitive achievements, which last for a long time. Okay, so we see this picture in the lower right corner, it's called an inappropriate incentive. You spent six hours on it, it was not easy for you to have this great and fierce look on your chest. But after showing it to your good friend, he stopped talking to you. Why? Because the big picture you painted for

him was too big, he can never be as great as you. If he can't be as great as you, what should he do? Will he end up looking down on himself? His best method is to deny you, cut off contact with you directly, and henceforth you should not wave this thing in front of his eyes.

So, we give people the feeling of being approachable, not unattainable, and being calm is the effective motivation. Next, let's look at how to motivate our deployment, including promotion and evaluation, to understand that providing employees with a pleasant process, in the work environment cannot be too selfish positively reinforcing good. It is essential to establish trust and respect better. The organizing committee supervises and encourages cross-training each other, giving him the opportunity to perform. This is bullshit motivation, it's just managing employees, so this is an old way of talking. Now let's see what the new way is, that is, we say that modern social management should start from the psychological level. So, before, the six good points mentioned in the Carnegie training, let's look sincerely at these six points:

discovering the similarities between two people, giving genuine praise.

When chatting or talking, the task is to discover commonalities between two people and improve their relationship based on their interests. Granting small favors, there is a give-and-take, even letting him speak more is useful. Everyone hopes for opportunities to perform and not just always lecturing as a boss, you should listen to his thoughts and feelings, this is an open-ended question, allowing him to speak freely. Thirdly, isolate him, then let him follow his leader. So, we shouldn't try to be all things to all people, but we must manage these small leaders of the soldier groups well, allowing him to lead other people. The fourth, starting from small things, cultivate habitual obedience. As long as he develops the habit, he will strive to complete tasks of all sizes to build credibility and motivate himself.

That is the stimulation that makes him feel challenging, making him willing to do things differently, making him feel unique. Just give him a stage, with a stage, he will cherish it, showing humor. Americans consider humor as one of the three indispensable qualities in life. Sense of humor can motivate employees to reduce stress, enhance communication, foster team spirit, and increase enjoyment in laughter, which can boost the strength of the immune system, alleviate muscle tension, and provide relaxation. This was said by ancients. The premise of humor is that in monotonous and boring work, or when things have become routine, a bit of humor can be brought in. However, if things are constantly changing and urgent, and you forcefully insert a joke, it becomes a bit inappropriate. Therefore, when working, focus on work, and when entertaining, focus on entertainment.

Do not mix the two to avoid causing trouble. Han Xin, the leader across departments, is a general who defeated Liu Bang once. During a discussion on the heroes of the world,

it was said that Xiao He could lead fifty thousand soldiers and Zhang Liang could lead a hundred thousand. When Liu Bang heard this, Han Xin praised others, so he asked, "General, how many soldiers can you lead?" Han Xin, not being modest, said, "I can handle as many soldiers as possible. The more soldiers, the better. I have the ability to command them all." Han Xin's leadership skills were outstanding, but Liu Bang couldn't accept it. That's right, more soldiers, the better. So, may I ask how many soldiers can I lead? This Han Xin does not change his expression.

He said, "I am talented in leading soldiers. The people I lead are all those common folks, the lumberjack, the farmer, the fisherman. As for your elder brother, he is talented in leading generals. You can lead those who are educated, knowledgeable, wise. Therefore, as a leader, what do we need? We need the talent of leading generals. This thing is not as simple as it seems. Everyone should understand the many virtues of Han Xin, which is management. Because those who cannot read need strengthened management. The talent of leading generals requires leadership as a captain. We must make use of talent deployment, knowledge, experience, and technology. So, do not fear challenges from others. The challenges from others are the driving force for mutual progress."