

公司文化講座 40 講 領導能力 撥雲見月 他的口頭承諾 教練教練 問他感覺：

<https://youtu.be/NLYwoEmHT30>

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領導能力：

甲板人員需要領導者能給予方向和指引，提供支援和鼓勵。

機艙人員需要領導者具有團隊合作精神，能協調大家共同完成工作。

領導者要有遠景和抱負，能激勵和影響下屬，而不是單純下達命令。

Distribution of taxonomy of non-technical skills by officer type according to their ratings in scorecard

rate	all officers	Deck officers	Engineer officers
1	Leadership	Leadership	Teamwork
2	Decision making	Decision making	Leadership
3	Teamwork	Situational Awareness	Decision making
4	Situational Awareness	Teamwork	Human limitations
5	Human limitations	Human limitations	Communication
6	Communication	Communication	Situational Awareness

要領導 還是要幫手？

人心渴望

Source: NTUA

Germanischer Lloyd | 2012-11-08 | No. 33

能有一雙手推動這世界

與自己

決策能力：

甲板人員需要領導者能在時間壓力下/做出正確的決策。

機艙人員需要領導者有解決問題的能力。

領導者要能做出果斷的決策，而不是推卸責任。

培養部屬：

領導者要提升部屬的工作能力，而不是單純分配任務。

要瞭解部屬的個性特點，因材施教，避免部屬的缺陷。

要關注部屬的感受和意見，提升工作效率和組織目標。

溝通技巧：

要能傾聽部屬的言外之意，瞭解他們的真實感受。


要能引導部屬主動解決問題，而不是一味指導。

要因材施教，尊重部屬的差異性。

總之，領導者要能發揮影響力，激勵和培養部屬，而不是單純管理。只有這樣，才能帶領團隊取得成功。

好,這是信任講座的第六講,看這張表是澳洲某大學對甲板跟機艙的官員,也就是船副/管輪門之間,除了專業技能以外,其他的需求。對主管有什麼樣的要求?看甲板跟機艙的需求是不一樣的,甲板的第一個就是希望他的主管具有領導能力。領導能力是什麼?就是我們講的影響力,可以在他徬徨無助的時候,給他一個方向/給他一條路徑。

為甚麼需要教導？讓他感到快樂？	
告訴他為甚麼？讓他去感覺工作的成果。	<b>讓人信任</b>
致力於把下屬的心態改變，讓他感到快樂。 那你就不用領導他們。	
傳統的主管總喜歡教導，更甚者還喜歡「教訓」，往往以為只要透過不斷強調，不斷講，員工就能聽進去，就能把事情做好，這種思考往往是一廂情願，除了教導，要更重視「練習」，在每一次的練習可以觀察出不足與盲點，進而調整改變，但最重要的是： 強調他已經獲得的進步，並給予稱讚。	
	重視「教」，更重視「練」 給予稱讚



機艙希望的是什麼/團隊合作的精神,其實我們說甲板是一翻兩瞪眼,所以在緊急的時候/你的專業知識就是很重要。機艙就是破銅爛鐵/所以是需要人手,因為工作永遠都做不完,所以希望大家能夠合作,很快的把事情處理掉。

好第二項能力甲板是 Decision making/就是做決策的能力,其實也就是什麼/決策。決策的好壞,就是看時間的壓力,很快做出決策/又正確的,就是好的決策。

做不出決策/壓力就會越來越大,大家不願意面對壓力/希望有人替他什麼/解決問題。機艙需要的第二項是 Leadership/就是領導能力。當然領導能力有時候是什麼/就是影響力。默默指引他前進的方向,所以從甲板跟機艙,看到船上的主管/機艙跟甲板需要的特質不一樣。總之領導能力就是能教導他/指引他/影響他的能力,才是這些在大海上過日子的管輪/船副們所最需要的。


領導者不光是有人追隨就好,要讓他的部署能夠自己主導,要讓他們能夠達到自己的期望對不對,好像有一個汽車經銷商,因為經營不善,上面總公司就說:你們賣車/再賣不掉,乾脆就是經銷站就收了,所以這時候主管就要叫這些人來開會了,問他們說:誰你們/你們大家今天開會希望每三個月加薪一次的人舉手/大家都舉手。希望公司提供公務車的福利/每人一台開回家聯絡業務的人舉手/每個人都舉手。希望公司提供什麼就學貸款/子女教育基金補助的舉手/大家都舉手。希望公司每年有一次什麼/旅遊補助的舉手/又舉手。好大家這時情緒非常激動又很興

奮，然後主管就問了一句?如果說有這麼好的公司/前提是什麼?

**領導者要靠人們取得工作目標。  
必須提升每個人的工作境界。**

1. 好的領導可以防止很多問題，  
**也必須知道  
如何處理個人產生的問題。**

2. 必須獲得完整事實。  
**意見和感受，  
必須和發現的事實一起考慮。**



大家就面面相覷對不對?當然答案很簡單。福利好的公司一定是賺錢的公司，既然公司要賺錢，尤其像賣汽車的經銷站的利潤從哪裡來?就是從你們賣車子賺的利潤來的?現在大家目標都明確了/對不對?以前大家車子賣不出去/怨天尤人，結果弄到連工作都不保/還要什麼福利?所以領導其實就是撥雲見霧，就是讓這些受到挫折/打擊/悲傷的人，能夠有堅持下去的勇氣。所以說領導者要有一個什麼/vision 就是一個願景，前面有一個遠大的理想跟抱負/掛在那邊，才能夠對這些人產生一定的影響，他們不是不知道/也不是不能做，但是他們會沒有動力，因為受到現實環境的打擊，要排開這一切，就是要靠領導能力。

**強調「問」，更強調「聽」**


因為每個人不一樣，分別看待個人是必要的。

3. 決定應由事實基礎而來，  
決定了也不是就可以解決。

4. 很重要的工作就是學會問問題，  
而不是直接給答案，如何問出好問題?  
如何透過問題就能讓員工找到機會點發揮

在問問題之前的聆聽就變得  
非常重要，良好的聆聽必須  
不帶任何成見，就是單純的聽  
，這是培養教導能力非常重要的功課。

**取得  
口頭承諾  
並不難  
≤**



好前面說，作為一個 21 世紀的領導者，不要傻傻的去派工，人/事/時/地/物，多少人/做多少事/幾點幾分完成，要利用他本身的動力，他本身的動力/就是他給出的承諾/他的口頭承諾。問他能不能做?可不可以做?只要他應承了以後，他就會自己去把工作完成，而不是/一直來跟你要資源/要人手，這就是人內在的驅動力，等他真的做完的時候/他才會有成就感，不是因為說/你派工作給他/他做完了/只不過是交差了事。做的好不好/品質怎麼樣?都沒人保證。可是你讓他自己做出保證/你能夠做的好嗎?是不是以後不會再有其他的問題?讓他做出保證/他才會有成就感，有成就感就怎麼樣/就不必再去指導他，因為他自己說/他能做，不管他做的好不好，他就是會去改進，我們不要做一個什麼/強人對不對?

高高在上/指導一切/上帝一樣，我們不可能是上帝，對他，我們甚至沒有辦法完全的瞭解，但是他知道/他自己的缺點在哪裡？他會去改進，所以要信任別人，當然第一個也是要让別人能信任你，要告訴他為什麼/要這樣子做，因為當他知道為什麼以後，他就能夠避免錯誤，如果只是教他說底漆擦三遍/面漆擦兩遍，他不曉得為什麼要擦這麼多底漆/對不對？他就可能給你只擦一遍，你跟他講，如果你底漆不擦三遍的話/過沒兩個月，你敲鐵鏽的地方全部鏽水都會浮上來，因為面漆是防水，可是面漆下面有水分的話，沒有辦法防鏽，你跟他講清楚了以後，他知道後果在哪裡？他就不會混了。

表面工夫有用嗎？

光拿走別人的乳酪，並不能解決任何問題。

它只會製造一個新的問題。

你怎麼想的？

目的是甚麼？

以後怎麼辦？

以後他就會自己解決了嗎？

你確定自己在做對的事嗎？

外在管理

感受



除了教/還要怎麼讓他去練習，因為我們說人的記憶/跟他的技巧很多時候是來自於他的什麼/肌肉記憶，尤其是像操船/避碰，這種需要多種功能協調合作的事情，更需要有一個良好的作業的順序，東西不經過一連串的練習，是沒有辦法掌握的，所以教練/教練，不但要注重知識方面的脈絡記憶，還要注重程式方面的程序記憶，這樣才是完整的訓練過程。

領導者，不但要提升工作目標，而且要什麼/提升每個人的工作能力，因為領導的精義就是培養好的部署來幫忙分攤工作，所以不但要解決現在的問題/也要解決他個人的問題，因為每個人的個性不一樣，要幫他避免他個性上的缺陷，讓他做到完美。這樣子不管什麼人/到你的身邊都會獲得提升，就是的領導能力。

領導者除了處理事實以外，還要處理什麼意見跟感受，就是他在做事情的時候/他有什麼感覺/他的意見是什麼？也就是他感性的一面，也許他感覺怪怪的/不對勁，你就問他看看/是有沒有什麼改進的可能/又怎麼樣的做法，他會覺得比較有效率，人的感覺有時候是潛意識，他考慮的層面可能比你想像的還要多，每個人的大腦/絕對比你理智的短期記憶來的強，所以問問別人感覺/還有沒有改進的空間/是不是有什麼不對勁？這些都很重要，可以用來提升的工作效率/以及組織目標的一個動力。

我們的領導能力，除了教跟練習，還要顧慮到他個人的特質，做事情應該由事實的基礎來做決策。但是就算決定了要怎麼做，也不一定可以達成解決的途徑，所以有時候/要會問問題/讓員

工覺得有挑戰性，也就是給他的刺激，讓他自己去解決問題。

要會問問題，更重要的是什麼？要聽出他的言外之意，經常出了問題/問他，他講了很多藉口，這些都不必聽，直接問他感覺怎麼樣/是不是有改進的空間，如果能夠多聽聽他的感覺的話，也許更能找到真正的問題所在，他就說你講的都對/我就是不爽，為什麼不爽/就是我們要關心的關鍵。這樣培養領導能力，可以讓我們知道人跟人之間的差異？

五根手指頭長短不齊/五個部署個性不一樣，所以不要拿公司的規定來壓人，要因材施教才是我們的領導能力。我們看年輕人進入職場/或者剛剛獲得升遷的人，會感覺到焦慮/是正常的事情，因為不曉得遊戲規則，也不知道優先順序，可能做了幾次，他對長官/還是對公司的政策/對業務的性質比較瞭解了以後，才會比較容易上手。這時候就要發揮我們的影響力，引導他往正確的方向進行。不要表面功夫，要注重部署內在的感受，就是感性的一面。外表也許他是表現得很篤定，可是你不問他的話，他不會說出內心的感受，他怕會讓人家/以為他不稱職。

以前注重管理的時候，就是啊/每個人都是螺絲釘，都是工具人/是機器人，派到什麼位置上面/就可以發揮他的功能。其實還是要去關心一下/他自己覺得有什麼不足的地方/有什麼需要加強的地方，他覺得以後有什麼改進的空間。不能表面管理就好，像是什麼/外國人講的一樣，兩個人在打架/把他們的 cheese 拿走，他們就不會打了。可能還有些新仇舊恨/沒有處理好，就像中國人講的一樣，揚湯止沸，開水開了/你把上面的氣泡撥走，水還是照樣滿出來

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Detailed summary

This lecture summarized the key abilities and qualities that leaders need when managing crew members. It mainly includes the following aspects:

Leadership skills:

Deck personnel need leaders who can provide direction, support, and encouragement. Engine room personnel need leaders with a spirit of teamwork who can coordinate everyone to complete tasks together.

Leaders need to have vision and ambition to inspire and influence subordinates, rather than simply giving orders.

Decision-making skills:

Deck personnel need leaders who can make correct decisions under time pressure.

Engine room personnel need leaders with problem-solving abilities.

Leaders must be able to make decisive decisions rather than shirking responsibility.

Developing subordinates:

Leaders need to enhance the work capabilities of subordinates rather than just assigning tasks.

They should understand the individual characteristics of subordinates, provide tailored teaching, and address their weaknesses.

Leaders should pay attention to the feelings and opinions of subordinates to improve work efficiency and organizational goals.

Communication skills:

Leaders should listen to subordinates' implied meanings to understand their true feelings.

They should guide subordinates to proactively solve problems rather than just giving instructions.

Leaders should respect individual differences and provide tailored teaching.

In conclusion, leaders should be able to exert influence, motivate, and develop subordinates, rather than just managing them. Only in this way can they lead the team to success.

Okay, this is the sixth lecture of our trust seminar. Let's look at this table. It is about the requirements for officers in charge of the deck and engine room in an Australian university. Apart from professional skills, what other demands do they think are necessary for supervisors? The requirements for the deck and engine room are different. The first requirement for the deck is that they hope their supervisor has leadership ability. What is leadership ability? It's the ability to influence and provide direction when they are lost and confused. And what does the engine room hope for? The spirit of teamwork is actually what we call "deck" in the folding of the eyes, so your professional knowledge is very important in times of emergency.

The cockpit is like a pile of old copper and iron, so manpower is needed because the work is never done. Therefore, we hope that everyone can cooperate to quickly deal with things. The second ability we look at is the deck, which is Decision making. That is the ability to make decisions, which is what we call making decisions quickly under time pressure and making the right decision is a good decision. If one cannot make decisions, the pressure will continue to grow. Everyone is not willing to face the pressure and hopes that someone else can solve problems for them. The second thing required in the cockpit is Leadership, which is the ability to lead. Of course, leadership ability sometimes means our influence silently guiding them in the right direction.

Therefore, from the deck to the cockpit, we see that the qualities required for the supervisors in the cockpit and deck are different. In any case, leadership is teaching, guiding, and influencing their abilities. These are the qualities that sailors living on the open sea need most, exactly what we see in leaders. Leadership is not just about having people follow, but letting them take charge of their own deployments to meet our expectations. For example, there was a car dealership that wasn't managing well, so the parent company said if they couldn't sell more cars, they would just shut down the dealership. In this situation, the manager had to call a meeting with the employees and ask who wanted a raise every three months. Everyone raised their hand.

I hope the company provides the benefit of a company car for everyone to take home. Contacting the business people, please raise your hand. Everyone raised their hand, hoping that the company will provide benefits for education loans, children's education funds, and subsidies. Raise your hand if you want the company to provide an annual travel subsidy. Many hands were raised, expressing very excited and enthusiastic emotions. And then, the manager asked, "What is the premise if there is such a good company?" Then everyone just looks at each other, right? Of course, the answer is simple - a company with good benefits must be a money-making company. So, since the company needs to make money, especially a business like ours that sells cars at a dealership, where does our profit come from?

It comes from the profit made by selling cars. Now, everyone's goals are clear, isn't that right? In the past, when we couldn't sell cars, we complained and blamed external factors, which resulted in even job insecurity. What's the point of benefits then? That's why leadership. Actually, it is to clear away the clouds and mist, to help those who are frustrated, discouraged, and saddened to have the courage to persevere. That's why we say leaders need to have a vision, a grand ideal and ambition in front of them, in order to have a certain impact on these people. They are not unaware or unable to do things, but they lack motivation because of the impact of the current environment. We need our leadership abilities to push through all of this.

As we mentioned earlier, As a leader in the 21st century, do not foolishly assign tasks to employees on how many tasks need to be done, at what time, and by whom. Instead, utilize their own motivation, which is the commitment they make and their verbal commitments. Ask them if they can do it, if they are able to do it, and as long as they promise, they will take it upon themselves to complete the work. Instead of constantly asking for support and manpower, this is the internal drive. When they actually complete the work, they will have a sense of accomplishment, not just because you assigned them tasks and they completed them, but because they did it well. No one guarantees the quality, but if you let him make the guarantee himself, can you do well in the future without any other problems for him to guarantee

achievement, so once he has a sense of achievement, we no longer need to guide him, because he says he can do it himself, regardless of whether he does it well or not, he will improve, so we don't need to be a tough person, right? The one who is high above directs everything like God, we cannot be God, we cannot even fully understand Him, but He knows where His shortcomings are, and He will improve. So we must trust others, and of course, we must also allow others to trust us. We must tell them why things should be done a certain way because when they know why, they can avoid mistakes. If we just teach him to apply the primer three times and the topcoat twice, then he won't know why he needs to apply so much primer, right? Then he might just give you one coat, so you tell him that if he doesn't apply three coats of primer, within less than two months, all the rust on the areas where the paint is chipped will resurface because the paint on the surface is waterproof but if there is moisture inside, it can't prevent rust. After explaining this clearly to him and making him aware of the consequences, he won't cut corners. For us, besides teaching, we also need to figure out how to get him to practice because we say a person's memory and skills often come from their muscle memory, especially like us.

Operating a ship and avoiding collisions requires various functions to coordinate and cooperate. It needs a good operational sequence. Without going through a series of practices, it is impossible to master. Therefore, coaches teach us to not only focus on our knowledge context memory but also on our procedural memory in terms of procedures. This is the complete training process. When we look at leaders, they not only need to enhance work goals but also need to enhance the work capabilities of each person because... The essence of leadership is to cultivate a good deployment to help us share the work, so we not only need to solve the current problems but also need to address his personal issues because everyone has different personalities.

We need to help him avoid the flaws in his personality to achieve perfection so that whoever comes to you will be able to improve. This is our leadership ability. In addition to dealing with facts, we also need to address opinions and feelings, that is, what he feels when doing this thing. What his opinion is, that is his emotional side perhaps he feels strange and not right. So, you can ask him if there is any possibility of improvement and what actions can be taken. He may find it more efficient. Therefore, our feelings are sometimes our subconscious, the aspects he considers may be more than you imagine. Everyone's brain is definitely stronger than your rational short-term memory. So, asking others if there is room for improvement in their feelings or if something is wrong is very important.

Come to enhance our work efficiency and be a driving force for the organization's goals. In addition to teaching and practicing leadership, we should also consider the individual traits of the leader when decisions are made based on facts. However, even

when we decide on how to proceed, it may not necessarily lead to a solution, so at this point, apart from knowing how to ask questions, we need to make the tasks challenging for the employees, providing them with the stimulation to solve the problems on their own. It is important for us to know how to ask questions, but more importantly, we should listen to what is implied in what is being said. Often, when problems arise, the responses we receive are filled with excuses that we need not pay heed to.

Instead, we should directly ask how the person feels and if there is room for improvement. By listening more to their feelings, we may better identify the real issues at hand. If they say everything you mentioned is correct but they are just not happy, then we need to understand why they feel that way. This way, we can cultivate an understanding that allows us to notice the differences between people. The lengths of the five fingers are not the same, and the five deployments have different characteristics, so do not use the company's regulations to suppress people, but rather should use individualized teaching, which is our leadership ability. When young people enter the workplace or have just been promoted, they may feel anxious, which is normal because they do not understand the rules of the game and do not know the priorities. After a few attempts, they may still be unfamiliar with their boss. Yes, understanding the policies of the company regarding the nature of the business makes it easier to get started. This is when we need to exert our influence and guide them in the right direction. We should focus not only on superficial actions but also on the inner sensitivities, which represent the emotional aspect. While someone may appear confident on the outside, they may not reveal their true feelings unless asked. They might fear being perceived as incompetent. This is what we used to do in the past. When it comes to management, everyone is a screw, a tool, a robot. Once they reach this position, they can fulfill their functions. However, we still need to care about what they feel lacking in, what areas they need to improve on. In the future, if they think there is room for improvement, we must not just focus on surface management. It's like what foreigners say, two people fighting, take away their anger and they won't fight. But maybe there are still some hidden grudges that haven't been dealt with, just like we say with the sheep soup - you remove the bubbles on top, but the water still overflows.