

公司文化講座 4 1 講 人的差異性 感性的世紀 做事只是一時 三狗論 應付萬變 培養接班人：

<https://youtu.be/fv10VpYSwsA>

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管理與領導的區別：

管理者關注系統/和流程，領導者關注人/和願景。

管理者問如何/和何時做，領導者問誰/和為什麼。

管理者保證正確路徑，領導者挑戰現狀/看到更好的未來。

“領導”與“管理”有什麼不同？”

管理四大要素包括：“

規劃planning, 組織organizing,
控制controlling 及 領導leading

領導是管理中最重要，是管理人的部分而已..

管理的另三大要素所要處理的重點是維持現狀，
是要使已有的運作更順暢。



領導人

團隊發展的四個階段：

初期需要強勢領導，中期需要專制領導，後期需要民主領導，最後需要自主領導。

團隊的成功需要有接班人。

領導的真諦是培養接班人，而不是個人表現。領導不應該是一個人的表演，而應該培養團隊的接班人。

感性大於理性的時代

- 我們正從一個講求邏輯、循序與計算機效能的資訊時代，
- 轉化為一個重視創新、同理心，與整合力的感性時代。

平常你是不是無趣？

- 關鍵性能力：
- 一、不只有功能，還會重設計。
- 二、不只有論點，還要說故事。
- 三、不只談專業，還須會整合。
- 四、不只講邏輯，還給人關懷。
- 五、不只能正經，還會去玩樂。
- 六、不光顧賺錢，還兼重意義。

總的來說, 討論探討了管理與領導的區別、團隊發展的規律, 以及宗教團體的差異, 最終得出結論, 領導的關鍵在於培養接班人, 而不是個人表現。

任何事情只要有管理, 有人去做就可以, 不曉得要因材施教, 領導是管理中最重要/是管理人的部分, 這就像以前洛克菲勒說的: 管理人是最重要的才能, 也是最重要的。因為其他的控制/資源/金錢, 這些東西都還是沒有互動性/是死的/沒有差異性, 只有人的差異性是最高的, 所以這是最難的。

人性領導與感性管理, 有何區別?

- 管理者是 Rational , 領導者是 Sensational
- 管理者是「have to do」, 領導者是「want to do」。
- 管理者是「as they said」, 領導者是「I can say」。
- 管理者關注「systematic」, 領導者關注「people」。
- 管理者有「procedure」, 領導者有「vision」。
- 管理者問「how and when」, 領導者問「who and Why」。
- 管理者「see right ahead」, 領導者的「see at horizon」。
- 管理者「reality is」, 領導者「challenge is」。
- 管理者「get it done」, 領導者「get it right」。

無聊的上級

21 世紀是一個感性的世紀, 值錢的東西都是靠賣感覺的。你到阿里山去一日有三千塊, 到泰國去五日有三萬塊, 到北極圈去三十萬, 最貴的旅遊是什麼/是太空探險, 就是三天兩千萬美金, 幹嘛/就是要受六個月的太空人訓練, 坐火箭到地球外面/就是要受六個月的太空人訓練, 坐火箭到地球外面, 然後在大氣層外面看外太空/再返回地球, 太空旅遊兩千萬美金/受六個月的訓, 這賣的是什麼/賣的就是一個感覺, 感性。好像你牛頭牌工作鞋三百塊一雙, 到了 Nike 就變三千, 你要買三萬塊一雙的有沒有?也是是有的。所以這年頭大量生產已經不值錢了, 要什麼?要感性, 要感覺很爽才行/值錢, 就像你現在打電動, 賣的嚇嚇叫的臉書, 只不過是一個人跟人之間的互動, 就讓房祖柏在 32 歲的時候/得到了 250 億的身價, 比麥克 Jordan 打籃球打了 30 年/打得手斷掉/皮挫掉還要多, 比什麼/老虎五隻狂練的十幾/二十年身價都要高。

所以, 這年頭

電話不止要能講, 還要看起來漂亮/對不對;

不但要有論點, 還要會講故事;

不只談專業, 還要會整合。你看像船長就整合了多少/最少十幾二十樣專業;

不只講邏輯, 還要給人關懷;

有道理沒有用/你有沒有關心到他;

不能光正經, 還要會玩樂; 因為只能正經做事的話, 就很枯燥乏味, 會做不久。

要重視人性的基本需求，就是還需要刺激，不可以光注重賺錢，還要看看有沒有什麼/人生的理想。

下面看，管理跟領導有什麼不一樣，

管理是理性/領導是什麼/感性，所以

管理者是你必須要做/領導者是我希望你去做；

管理者是他說了他們的規定/領導者是怎麼講?我可以說啊/是以我出發，而不是以公司的立場出發；

管理者關注的是系統/領導者關注的是人；

管理者有程式有流程/領導者只有給你一個大方向/一個願景。

“領導要會做人” 經理要會做事

• 領導與管理的不同在於:

領導要會做人，激勵, 溝通, 並處理衝突

敢於互動 知道如何互動

但是管理則只需做到

規劃(例如做預算),
組織(例如分派責任)
與控制(考核)即可。

不敢互動 要要?



管理者會問?要如何做何時做/領導者會問誰要去做?跟為什麼要這樣子做；

管理者要保證走在正確的道路，領導者是要你超越現在，他看到地平線另外一端的好處；

管理者注重的是事實，領導者注重的是挑戰；

講這麼多，總結就是什麼，

領導者要因材施教，會注重做人/

經理人注重要做什麼?要會做事/能夠掌握事情的流程，所以

作為一個領導者需要人際之間的互動，作為一個管理者只要把什麼規章制度組織章程弄好就好了。

看這有三隻狗，狗跟前面大野狼的社會都一樣，是有社會階層的，它是一個團體，有高有低一般誰的頭最高/誰就是帶頭的/就是領導者，其他人是不會超越他的位置的。

好，這又講到以前，我在基隆的櫃場上班，上面的主管，第一位遇到的就是領導型的，

團隊發展的概念

- 團隊形成：大家走到一起。通常是感到興奮的，但要找到他們的方法。理想的情況下，領導者帶領大家一起定義，他們的目標是什麼。我們可以說，此時有高昂的士氣，但生產效率低。 **強勢領導**
- 團隊攻堅：開始得幹了，有些困惑和無奈。群體開始在一起運作，但事情仍然要做。士氣下降和生產力仍然較低。 **專制領導**

“Come follow me,
and I will make you fishers of men!” (Matthew 4:19)



他在碼頭上做了三個月，哪一個橋機手做的快，哪一個做的慢，哪一個有小老婆，哪一個兒子不成才，他都清清楚楚。所以，他對人的掌握是非常的精確。另外一位主管，就是什麼/從美國留學回來的，他會寫電腦程式/會製作報表，因為那時候是從人工進化到電腦報表的時代，所以他對管理非常在行，

團隊發展的概念

- 常態化，群體已開始運作。前一階段間衝突的問題已被克服;開始成為一個團隊。士氣和生產力都在提升。 **開明領導**
- 正常運作：這個時候，群體現在是一個團隊。事情都已整合。狀況仍可能有，比之前的階段，團隊更容易解決問題。士氣和生產力都最高。 **民主領導**

• 不同的階段，有不同的領導風格需求。

經過十幾年，當然啊你會管理的，這看起來是什麼/頭腦邏輯比較清楚，不像另一個只會聊天打屁對不對，所以這位注重理性的大哥進到公司的企劃部門，而且還做到一個副主管，問題是什麼/他上面的長官是一個什麼/做業務的，跟他做現場的是不一樣，所以，最後還是什麼/不太愉快，離開了公司，反之這一位好像庸庸碌碌/只會聊天打屁的長官，被人拉進去做主管最後還做到董事長。

這東西就是說什麼/做事只是一時的，做人才比較長久。在公司裡面最著名的東西就是三狗論，如果你沒有聽過三狗論也不必懊惱，這因為這是我說的。

第一種狗，就是 underdog 俗話說的走狗，替人跑腿的/跑東跑西，替人做打手的/喊打喊殺的，這種公司都是第一階段，技術當家。。

第二種狗就是什麼?就是看門狗 watchdog，從最基層的主管到最高級的董事長，都是什麼別人委派的/也不是他自己創業開公司，他只不過是拿人錢財/與人消災，這些人穿的光鮮亮麗啊，坐在裡送往迎來，專門替公司接待什麼重大的客戶跟政府的官員，當然最好是長得有頭有臉，如果不行的話，也是要什麼能言善道。因為有些公司拼的就是什麼?不是靠業務起家/拼的就是公司的穩定發展。一般來講，這種公司都是到了第二階段，業務當家。

第三種狗就是流浪狗，這些人就是在外邊找新機會，也有可能創業。話說看門狗，第二種狗/這些人手上所有的胡蘿蔔加棒子，都是公司給他的/交到他手上的，所以資源都不是他的/他只不過是有分配的權利，今天如果公司上軌道了，下面的人手已經足夠了，他不必要一個人做三個人的工作，其實這些人是阿貓來做/阿狗來做/誰來做都是一樣，經常看到一些主管滿嘴胡說八道/也不怎麼樣，可是不巧剛好位置被他占了，這就是做下屬要忍耐的地方。當然啊你如果能讓下面的下屬感到舒服，就表示你的領導能力還不錯，你讓人感到討厭/就是你的領導能力不行。

好我們看一個團隊的發展要經過四個階段，不同的階段需要有不同的領導風格

好像現在經常去接新船，一條新船從上到下十幾/二十個職位，這些人剛去的時候，大家也還是陌生人，可是這時候大家氣氛非常高昂，因為等於是公司對你的信任/派你去接新船，可是要做什麼/不知道?這時候就需要什麼/強勢的領導，所以不管 37、21 船艙裡面連鋼板都還沒看到幾片，大副/你就是管船頭，二副/你管船尾，三副/你就是管駕駛台，就不管 37、21/大餅一切，就是大家什麼/大家各自去努力，這叫做強勢領導。

等到第二階段，船頭/船尾有點樣子了，可是好像也不知道到底是怎麼樣，事情仍然要做，可是剛來接船的時候，那種榮譽感已經下降，這時候已經無奈/困惑，這時候就是什麼/專制領導，可以好言相勸/安慰幾句，可是怎麼樣/事情還是你的，不會說大副就調到船尾，二副就調到船頭，這時候叫做專制領導。

等到船頭船尾都有點樣子，大副/二副/三副都有點概念了，這時候就可以集合起來開會，船長就問了:大副啊你現在船頭的進度怎麼樣?是不是有什麼改進的空間?二副啊你船尾又怎麼樣?所以大家可以相互吸收一些經驗，可以提供自我的反省，所以這時候大家也比較明確自己的工作，士氣跟生產力都開始提升了，這時候叫做開明領導。

要等到什麼時候啊?新船下水/開出造船廠以後/正常營運了，這時候大家對船頭船尾的問題，在船場裡面都已經解決了，沒辦法解決的，也請公司提供資源來減少它的風險。這時候，接新船的榮譽感又回來了，所以整體的士氣跟生產力都提高了，所以說光接船/到下水開始營運，這三個月的時間，船長就要有四種不同的領導風格，沒有辦法什麼/一成不變

好。下面來談一談世界上兩大最大的團體，一個就是佛教徒，一個就是基督徒，佛教跟基督教有什麼不同?佛教，是給讀書認識字的人/或者是天生下來的人一樣，基督教，收的都是什麼/文盲啊，所以耶穌基督要怎麼樣開始他的基督教，走到海邊，看到有兩對兄弟在那裡打魚，然後耶穌走過去跟他講什麼? Come follow me, 跟我來 And I will make you fisher of men, 我會讓你成為什麼/打人的漁夫。以前你們在海裡面打的是魚，跟我來，從此以後，你網子裡面收穫的就是什麼/就是你的信徒/你的人緣，所以耶穌的成功不是他本人自力推廣的，像佛教這樣子。他 32 歲啊草草就被人家幹掉，他的成功是因為他有接班人，他有 12 個門徒，這 12

個門徒，是什麼？是木匠啊，樵夫啦還是漁夫啦。這些人替他去推廣，所以一個團隊的成功，一定要有接班人。

講了半天，就輪到馬大哥了，從來沒有親點哪一個人做下一任總統，也不知好壞/也不助選，什麼都做 one man show/什麼東西，就是你一個人/從一而終/到了你手上就完了。所以領導的真諦是培養接班人，不是個人的人好/人壞，還是我們的領導特質，最重要是看有沒有人接你的棒子。

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Detailed summary

This discussion covers the following main topics:

The difference between management and leadership:

Managers focus on systems and processes, while leaders focus on people and vision. Managers ask how and when to do things, leaders ask who and why.

Managers ensure the right path, leaders challenge the status quo to see a better future.

Four stages of team development:

In the early stages, strong leadership is needed, in the middle stage, dictatorial leadership is needed, in the later stages, democratic leadership is needed, and finally, autonomous leadership is needed.

Different stages require different leadership styles.

Differences between Buddhism and Christianity:

Buddhism targets people with a cultural background, Christianity targets the illiterate.

Jesus spread faith by recruiting disciples, while the founder of Buddhism was killed.

Team success requires a successor.

The essence of leadership is to cultivate successors, not individual performance.

Leadership should not be a one-person show, but rather the cultivation of successors within the team.

In summary, this discussion explores the differences between management and leadership, the patterns of team development, and the differences in religious groups, ultimately concluding that the key to leadership is nurturing successors, not individual performance.

Please do not hesitate to like, subscribe, share, and support the Mingjing and Diandian programs. He believes that anything can be accomplished as long as there is management and people are willing to do it, and it can be understood that teaching according to one's aptitude is the most important aspect of leadership. In management, managing people is the most important, like what Rockefeller said before, managing people is the most important ability and the most important because other controls like resources and money don't have interactivity. They are static and lack diversity, whereas human diversity is the highest, making it the most challenging. Our 21st century is a century of sensibility. Everything before relied on selling emotions. Look at us, going to Mount Ali for a day costs three thousand dollars, going to Thailand for five days costs thirty thousand dollars; going to the Arctic Circle costs three hundred thousand dollars.

The most expensive tour is space exploration which costs twenty million US dollars for three days. Why? Because you have to undergo six months of space training to sit on a rocket outside of Earth, which also requires six months of space training. Taking a rocket to outside of the Earth requires undergoing six months of space training. Taking a rocket to outside of the Earth, then viewing outer space outside of the atmosphere, and returning to Earth for space tourism costs twenty million US dollars. Undergoing six months of training for that, what is being sold is a feeling. It's like your cow brand work shoes cost three hundred yuan a pair, but once it's a Nike brand, it becomes three thousand. Are there any that cost thirty thousand?

Do you want to buy a pair of shoes for 30,000 yuan? Yes, they are available. So nowadays, mass production is no longer valuable. What do you need? You need emotions, you need to feel very satisfied, that's what's valuable. Just like when you're playing video games now, playing these shrimpy games on Facebook, it's just an interaction between people, and it made the homeowner worth 25 billion at the age of 32. Compared to Michael Jordan playing basketball for 30 years until his hand broke and the skin peeled off, what else is there? Even tigers, five of them, madly in love for a dozen or twenty years, are still high. So, nowadays, the telephone is constantly ringing. Not only must you be able to speak well and look good, but you also have to have a point of view and be able to tell a story.

You should not only talk about your expertise but also be able to integrate. Look at our captain, he has integrated so much, at least a dozen or twenty different fields. It's not just about logic, you also have to show care for others. It's logical, isn't it? If you don't show concern for others, it's useless. You can't just focus on politics and economics, you also need to know how to have fun. Because if you only focus on politics and economics, it will be very boring. To focus only on making money is not enough, you also need to see if there are any ideals in life. Next, let's take a look

at this. What is the

difference between management and leadership, is management rational leadership emotional, so managers must act as leaders, I hope you become a manager, they say how their prescribed leader should be, I can say that I speak from my perspective rather than the company's perspective, managers focus on systems, leaders focus on people, managers have processes and procedures, while leaders only provide you with a direction and a vision. Administrators would ask how and when to do things, while leaders would ask who will do it and why. We should do things this way, while administrators ensure that we are on the right path. Leaders want you to see the benefits beyond the current horizon. Administrators focus on facts, while leaders focus on challenges. In summary, leaders tailor their teaching methods, focus on managing people, and understand how to handle tasks by mastering processes.

Therefore, as a leader, it is important to have interpersonal interactions. As a manager, as long as we organize the regulations and organizational charter well, it's fine. Now, let's take a look. There are three dogs. Dogs, just like the society of Da Ye Lan in front, also have social hierarchy. They are a group, with some higher and some lower. Generally, whoever's head is the highest is the leader, and others will not surpass his position. This brings me to a story from before, when I worked in the Keelung warehouse. The first person I encountered was a leader-type. He spent three months at the dock, one works faster than the other two, one works slower, one has a mistress. Which one? If a son is not able, he is very clear about it, so he has a very accurate understanding of people.

Another supervisor, who has returned from studying in the United States, can write computer programs and make reports. Because at that time, this was the era of adult labor evolving into computer reports, so he is very proficient in management. After ten years, of course, you will be able to manage. This looks more clear-headed in terms of logic, unlike someone who only knows how to chat and talk nonsense, right? So, this older brother who values rationality entered the company's planning department and even became a deputy director. The issue is, however, that his superior is someone who does business which is different from what we do on-site, so in the end, he left the company not very happily. On the contrary, this other person seems mediocre and only good at chatting and talking nonsense, yet he was pulled in to become a director and eventually even made it to chairman.

So, this thing, is about what doing things is only temporary, but being a person lasts longer. In the company, the most famous thing is the "mountain dog theory." If you haven't heard of the mountain dog theory, don't fret, because this is the first type of dog I'm talking about, namely the underdog. As our saying goes, a dog that runs errands for others, runs around, does the dirty work for others, shouts and kills.

The second type of dog is the watchdog, from the lowest-level supervisor to the highest-ranking chairman, they are all appointed by others, not by themselves. Entrepreneurs start companies, they are simply taking people's money to solve their problems. These people dress nicely, sit there, welcoming and specially receiving important customers and government officials on behalf of the company. Of course, it's best if they are presentable. If not, they must be good at communication, because some companies thrive not just on business, but on stable development. Generally speaking, these companies reach the second stage, but that's a topic for another time. The third type of company is like stray dogs. These people are out there looking for new homes and may also start a business. We say these guard dogs, the second type of dog, all the carrots, sticks, and pies in their hands are given by the company. So, the resources are not theirs, they only have the right to allocate them. Today, if the company is on track and there are enough people below, they don't have to do the work of three people alone. Actually, these people are...

The cat comes to do, the dog comes to do, it doesn't matter who does it. It's common to see some supervisors talking nonsense, not so good, but unfortunately, this position happens to be occupied by him. This is where we, as subordinates, must endure. Of course, if you can make your subordinates feel comfortable, it means your leadership ability is not bad. If you make people dislike you, it means your leadership ability is not good. Well, let's see, the development of a team needs to go through four stages. Different stages require different leadership styles. For example, now I often go to receive a new ship, with a dozen or twenty positions from top to bottom. When these people just arrived, everyone was still strangers.

At this time, the atmosphere is very high-spirited because the company trusts you to receive the new ship. What needs to be done at this moment is unclear, so it requires a strong leadership. Regardless of whether in the 37th or 21st cabin where not even a few steel plates have been seen, you are in charge of the bow as the first officer, in charge of the stern as the second officer, and in charge of the bridge as the third officer. I don't care about the 37, 21 pancakes at all, everyone just rolls up and works hard, this is called strong leadership, until the second stage, the bow and stern of the ship look a bit like something, but it seems like I don't know exactly what it is.

Things still need to be done, but when I just took over the ship, that sense of honor had already diminished, feeling helpless at that time. This is when authoritarian leadership can be comforting with a few kind words, but no matter what, the situation remains unchanged. The first mate is moved to the stern, the second mate is moved to the bow, at this time it is called authoritarian leadership. By the time both the bow and stern of the ship have taken shape, the first mate, second mate, and third mate

all have some understanding. At this point, they can gather for a meeting. The captain asked the first mate, "How is the progress at the bow now? Is there any room for improvement?" and asked the second mate, "How about the stern of the ship?" So, everyone can absorb some experiences from each other and reflect on themselves.

At this time, everyone is clearer about their work, and morale and productivity have started to increase. So, when do we have to wait until? After the new ship is launched and put into normal operation, at this time, the issues of the ship's bow and stern in the shipyard have all been resolved. If there are unresolved issues, please provide resources to reduce the risks. At this point, with the honor of borrowing a new ship, the overall morale and productivity have increased. Therefore, from just receiving the ship to starting operation, the captain will need to adopt four different leadership styles in these three months, so nothing remains the same. Alright. Next, let's talk about the two largest groups in the world, one being Buddhists and the other being Christians.

What are the differences between Buddhism and Christianity? Buddhism is for people who are literate or born with knowledge, while Christianity, on the other hand, is for illiterate people. So, how did Jesus Christ start their journey to the sea with Christianity? They saw two pairs of brothers fishing and then what did Jesus say to them? "Come follow me, and I will make you fishers of men." The fisherman who used to hit people in the sea with fish has now come to me. From now on, what you harvest in your net is your followers, your popularity. So, the success of Jesus is not his own self-promotion, like Buddhism, he was killed at the age of 32, but his success is because he had successors, he had 12 disciples. And what are these 12 disciples? Are they carpenters, woodcutters, or fishermen. These people promote on his behalf, so the success of a team must have a successor to speak for a while, asking about our Big Brother Ma, never seen someone take over personally, being the next president is not just about good or bad, not assisting the election, doing everything as a one-man show, what is it, is that from you as an individual, from start to finish in your hands, it's over, so the true essence of leadership is to cultivate our successors, not our personal virtues good or bad, but whether our leadership qualities are important to see if there is someone to take over your baton.