

公司文化講座 4 2 講 被機器人取代 因材施教 應付變化 人際關係：

<https://youtu.be/iM5RrdiZ72I>

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領導方式因人而異:不同類型的員工需要採取不同的領導方式,如委託、說明和指導等。

領導與管理的區別:領導者需要根據不同情況靈活調整自己的領導風格,而單純的管理者只會機械執行規章制度。

領導能力的關鍵:領導能力的關鍵在於對人性的理解和溝通能力,而不是簡單的執行能力。領導者需要瞭解每個人的特點,並根據實際情況採取恰當的方式。領導的目標不僅是完成任務,更要培養每個員工成為一個完整的人,而不是機器人般的工具。

### 部屬會做不同的任務?

部屬有不同的技術水平,可以指派不同的任務。

所以領導人需要使用不同的方式,對待在同一團隊的不同部屬,這取決於任務需要。依據任務,對不同的部屬,我們能使用委託(GOOD),說明(FAIR),指導(POOR)等不同的方式來達到同樣的效果。

領導的藝術,使用不同的方式,  
對待不同的部屬,來達到同樣的目標。

領導與變化:領導能力的關鍵在於應對變化的能力,而單純的管理無法跟上變化的步伐。領導者需要根據人際關係和自身能力來應對變化。領導者應該具備的關鍵素質,如對人性的理解、良好的溝通能力以及應對變化的能力等。

這是信任講座的第八講,這都是在講領導,話說佛教跟基督教,中國還有一大主流叫做儒教,孔子也是號稱因材施教,然後也是門徒三千,知名者 72,所以才會有孔教的稱呼。領導現在很清楚明白,領導要因人而異,不同的人要給予不同的領導風格,聽話的人就不要太刺激他,不聽話的人就要求要更嚴格一點,對於不同的部署要使用什麼/委託/說明/指導等不同的方式來達到同樣的效果。

- 變更“管理風格”。如果一個人,要在插座上換燈泡,很好處理。然而真正的變革,是需要更換各種不同領導和管理風格組成。

管理雖然說是要統一,管理就是大家的要求標準都一樣,但是要達到這種標準,要使用委託/說明/跟指導這三個方法,這三個有什麼不一樣?委託就是表示對方的能力很強,直接跟他講要做什么就可以;要說明的就是半懂不懂的/他懂的不要講/不懂的要跟他說明;還有一種叫指導,指導就是什麼/就是笨/理解力差/記憶力差/行動力差,就要牽著他的手一步一步去做,所以叫做指導。

所以領導的藝術在使用不同的方法/對待不同的部屬來達到同樣的目的。這是一個領導者責無旁貸的責任,如果你只會把公司的人事章程拿來念一念,遲到五分鐘/扣多少錢?然後遲到十

分鐘/扣多少錢?遲到半個鐘頭要請半天假。這樣子你就不是領導者，你只能是一個管理者，管理者的工作在現代，老實跟你講，你就是隨時會被機器人取代。因為機器人做事最標準，他也不分男女/老少/也沒有歧視/他最公正。所以，如果沒有培養出這種管理的差異性，自己的特殊能力/就是領導能力，你等的就是被裁員/被人家幹掉。所以我們要瞭解人性，知道每個人天生有什麼不一樣/有什麼辦法可以克服?才能做一個好的領導人。

### 部屬不一定有效？

貓一套 狗一套

領導者需要記住，一個任務幹得好並不能轉化到另一個。一個非常能幹的財政部長並不意味著能成為一名國務卿。領導者和追隨者需要記得此，尤其是部屬從一個職務移動到另一個職務。

領導者需要對不同的任務，對其部屬再加評估其能力。

每個人都想保持自己的風格，對不對？像孔子說的，吾道一以貫之，我的道理是只有一條，只有一條就是什麼/要因材施教，其實要對事情的理解比較透徹，才能夠隨心所欲地調整自己的領導風格。當然啦，如果你聽了我的講座，對你的領導能力也是有很大的幫助，但是要你身體力行地去實行。

要換燈泡很容易，但是真正的改變是要改變不同的領導和管理的風格，這就不能投機取巧。要一步一步印，每個人的能力不一樣，可以做內政部長的並不一定能夠怎麼樣/當外交部長，可以當外交部長的不一定能夠擔任什麼/國防部長。所以部屬在升遷的時候，要考慮到新的職位對他是不是合適？

### 領導有效否？取決於其情況函數

人前一套  
人後一套

取決於下列的相互作用：

- 領導者，他們的風格，態度
- 跟隨者，
- 領導者的資源，
- 領導者和老闆有麻，
- 作業及其需求，
- 組織類型（組織文化）
- -時間多少，危機處理等-



• 大家都在看，如何服眾？

• 換言之，有效領導取決於他們對你的看法！

要是有良好的教育訓練，對他是更好。人是一種慣性的動物，習慣性用他以前的方法來處理，尤其是他如果獲得若干小的成功，他就很容易應循他自己以前的做事方法。這些都是什麼/頭腦太單純，對別人的尊重不夠/才會自己一意孤行，照自己的想法去執行他的任務。要重新再檢討對部屬是怎樣?部屬如果換了工作，我們也有義務要告訴他，需要在他新的職位上做怎麼樣的調整？

好。領導有很多函數對不對，他的領導者的風格跟態度/他有什麼資源/他跟老闆的關係怎麼樣

/現在的作業形態跟需求/組織的類型/文化跟時間/有多少危機處理的能力，一個人的領導是否有效當然是有很多的變數，但是最主要的取決於他們對你的看法，所以這時候你也不必裝模作樣，你就直接問問看，他們對你本人的領導有什麼/需要改進/希望能夠改變的方式，

### 領導:影響他人的行為 領導與管理之混淆

昨天一套  
今天一套

領導的主要目的是應對變化。領導者的影響行為可以有很多的方式和風格，根據自己的個性。好的領導帶出人們最好的一面，使他們成為完整的個人，而不僅僅是員工。



讓大家都能夠接受，所以偉大的領導者一定是一個什麼/偉大的溝通者，因為人生百種/每個人都不一樣，你的智商也有限，你家只有五個兄弟姐妹，也許你要領導 500 和 5,000 個 5 萬個員工，不可能知道每個人的優點在哪/缺點在哪裡/或者是他們的文化需要什麼樣的關懷/跟怎麼樣的忌諱，這些就是要用溝通的方法來取得別人對你的信賴，即使你做不到也可以清楚明白的跟他們說明，他們也是會諒解你的困難。至少他們知道你有這一方面的誠意，所以領導能力的好壞在我們的溝通/願不願意跟人家同理心。領導的主要目的是應付變化對不對，要讓每個人成為一個完美的人，而不僅僅是一個什麼/機器人/螺絲釘或者是生產線上一個微不足道的部分。

### 管理趕不上 變化



因為領導要應付各種變化，所以要改變自己的風格。好，管理是趕不上變化，好像這位大哥去剃頭店去刮鬍子，先擦臉/敷毛巾/打泡泡/一切都很完美，可是忽然窗戶外面走過一名美女，然後剃頭刀馬上就架到脖子上，眼看小命就要不保。所以雖然刮鬍子的流程做得非常好，而且手藝也很好，但是，外面來了一個變數/來了一個讓他分心的東西，馬上所有的流程通通都不管用。所以這就叫做，管理是趕不上變化。

所以就需要什麼？需要我們的領導能力，今天如果他喜歡你的人/他覺得一定要克制自己，不能犯這種明顯的錯誤，他就會克制他自己的衝動。但是如果你給他的感覺/沒有像美女給他的

感覺這麼強烈的話，這時候很可能你就會受傷。所以說，遇到變化的時候/能不能克服是在什麼？我們的人際關係/他跟你的關係好不好。

剃鬚子都是要找什麼/熟人去剃，因為不熟的人，他也不曉得你偶爾會什麼/脖子酸會動一下頭/還是怎麼樣?或者是受到外來的影響/就被別人牽了去。總之，我們的領導能力是跟別人相處/溝通的能力，也是人際關係的一環，更是讓人家長久懷念你的基本能力之一。

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Detailed summary

This lecture mainly focuses on the topic of leadership, summarized as follows:

Leadership styles vary according to individuals: Different types of employees require different leadership styles, such as delegation, explanation, and guidance.

Difference between leadership and management: Leaders need to adapt their leadership styles flexibly according to different situations, while mere managers mechanically implement rules and regulations.

Key to leadership capability: The key to leadership lies in understanding human nature and communication skills, rather than just execution capability. Leaders need to understand the characteristics of each individual and act accordingly based on the actual situation.

Goal of leadership: The goal of leadership is not only to accomplish tasks, but also to cultivate each employee into a complete person, rather than a robotic tool.

Leadership and change: The key to leadership capability lies in the ability to adapt to change, while mere management cannot keep pace with changes. Leaders need to address changes based on interpersonal relationships and their own capabilities.

In conclusion, this lecture emphasizes the importance of leadership capability and presents the key qualities that leaders should possess, such as understanding of human nature, good communication skills, and the ability to adapt to change.

This is the eighth lecture of our trust seminar, all about leadership. We talk about Buddhism and Christianity, as well as a major mainstream in China called Confucianism. Confucius is also known as the teacher of talents, with 72 well-known disciples. This

is why there is the term Confucianism. As for leadership, it is now very clear that leadership needs to be tailored to different people. We must provide different leadership styles – not too stimulating for obedient people, and stricter for those who are not obedient. For different deployments, we need to use different methods such as delegation, clarification, and guidance to achieve the same results. Although we need to manage them uniformly, everyone's requirements and standards are the same. However, to meet these standards, we need to use delegation to show that the other party's capabilities are strong.

We can directly tell them what to do. As for clarification, it's when the other party might only partially understand, so we need to explain everything clearly to them. Another method is guidance, which is for those with poor understanding and memory. Poor in initiative, then this would require holding his hand step by step to do, so this is called guiding, so the art of leadership lies in using different methods to deal with different arrangements to achieve the same goal, so this is an indispensable responsibility of a leader, if you only know how to take the company's personnel regulations and read through how much money to deduct for being five minutes late, and then how much to deduct for being five minutes late, and how many days off to request for being half an hour late.

In this way, you are not a leader but merely a manager. The job of a manager, in this current era, to be honest with you, is that you are at risk of being replaced by robots at any time because robots do things most correctly, without distinguishing between gender or age, and without discrimination – they are the most fair. So, if we do not cultivate this kind of differentiation, our own special ability, which is leadership, then what awaits is being laid off, being eliminated by others. Therefore, we need to understand human nature, know what unique qualities each person is born with, and figure out ways to overcome them in order to become a good leader. We all want to maintain our own style, right?

Like Confucius said, to be consistent in my principles, there is only one way, and that is to adapt teaching to the individual. Actually, for us to be able to adjust our leadership style according to our wishes, we need to have a deeper understanding of things. Of course, if you listen to my lecture, it will also greatly help your leadership skills, but you need to put it into practice. So changing a light bulb is easy, but real change requires us to change different leadership and management styles, which cannot be done through opportunism. We need to take gradual steps, as everyone's abilities differ. Those who can be a Minister of the Interior may not necessarily excel as a Minister of Foreign Affairs, and those fit for the role of a Minister of Foreign Affairs may not necessarily be suitable for serving as a Minister of Defense.

Therefore, when promoting someone, we need to consider whether the new position is



suitable for them. Of course, having good educational training makes a person better. It is an ingrained habit for someone to rely on their previous methods of doing things, especially if they have achieved some small successes. These tendencies stem from their simplistic thinking and lack of respect for others. They may stubbornly follow their own ways to carry out tasks based on their own ideas. It is necessary to review and deploy strategies accordingly, particularly when changing jobs. It is our duty to inform them of the adjustments they need to make in their new position. Okay, let's see. A leader has many functions, right? His leadership style and attitude, what resources he has, how his relationship with the boss is.

The current form and demands of the work, the type of organization, culture, and time. The ability to handle crisis situations, there are many variables that determine whether a person's leadership is effective. But the most important thing depends on their perception of you, so at this time, you don't need to act, just ask them directly what improvements they need in your leadership and hope for the best. The way of change allows everyone to accept, so this great leader must be a great communicator, because we humans are diverse, each person is different, your intelligence is also limited, and your family may have only five siblings, maybe you have to lead 500, 5,000, or 50,000 employees, it is impossible to know where each person's strengths and weaknesses are, or what kind of care their culture needs, or how to avoid taboos, so these are. To gain others' trust through communication, even if you cannot do it, you can clearly explain to them, and they will understand your difficulties. At least they will know that you have this intention. So, the quality of leadership lies in whether we are willing to empathize with others in our communication. Isn't the main purpose of our leadership to deal with changes? We want everyone to become a perfect person, not just a robot, a screw, or a stretch line. A trivial part or an important part, so because our leader needs to deal with all kinds of changes, we need to change our style. We see that management cannot keep pace with changes. This big brother went to the barbershop to shave his beard. Everything was perfect, starting with washing his face, applying a towel, and lathering up.

But suddenly, a beautiful woman walked by outside the window, and the razor immediately leaned against his neck. His life was in danger. So even though the process of shaving was done very well and his skill was also good, an unexpected variable came from outside that distracted him. Things won't work out right away, none of the processes will work. So this is called, management can't keep up with changes. So, what is needed for this? What is needed is our leadership ability today, if he likes you as a person, then he still needs to restrain himself and not commit such obvious mistakes. He will restrain his impulses, but if he doesn't feel the same intensity from you as he does from the beautiful woman, then you are likely to get hurt at this point.

So, when facing change, what matters is whether we can overcome this? Our interpersonal relationships, whether his relationship with you is good or not, So shaving your beard is something you have to ask someone familiar to do, because if the person is not familiar with you, they won't know whether your neck might get sore, whether you'll move your head occasionally, or if you might be influenced by external factors and be led by others. All in all, our leadership ability is our ability to communicate and interact with others, which is also a part of our interpersonal relationships. And above all, it is one of the basic abilities that people will long remember about you.