

公司文化講座 4 3 講 人的差異性 幫人擦屁股 領導的代價 為什麼要這樣 娛樂比工作重要  
委婉婉轉： <https://youtu.be/G3KwMMmF98Q>

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概述：這是公司文化講座的第九講，主要探討了領導力和管理能力的區別與聯繫。領導力是 21 世紀必備的關鍵能力，而管理則是 20 世紀的產物，兩者缺一不可。

#### (1) 領導與管理的區別：

領導者是前面帶路的人，要有遠見和方向，帶領團隊前進。

管理者是在後面幫助收拾善後的人，要能處理複雜的問題。

管理是以工作導向。管理的主要  
目的是處理複雜的問題。良好的管理，  
強調紀律和秩序，使當今的全球環境中固有複雜，  
能有合理性與控制。

管理是指總管或事務行政整理。



幹的好  
來擦屁股

#### (2) 領導與管理的關係：

一個團隊如果只有領導沒有管理，就會一盤散沙。

如果只有管理沒有領導，團隊會感到忙碌/但沒有方向。

一個優秀的公司需要兼具感性的領導力和理性的管理能力。

領導最關鍵的能力是良好的溝通能力，才能瞭解下屬的長處和短處，化解矛盾。

新時代的溝通方式是先給員工看到願景和需求，讓他們主動配合，而不是簡單地下達命令。

如何委婉和婉轉地表達自己的想法，也是一項重要的溝通技巧，將在以後講座中探討。

這是信任講座的第九講，文化講座也快要接近尾聲了，這一講還是談的領導跟管理，管理可以說是二十世紀的產物，因為那時候講究的是大量生產，領導是二十一世紀必備的技能，因為現在是水瓶座的世紀，就是隨時在變/時時在變，任何的管理跟系統都是不足以應付它的變化，唯有尊重人的差異性，利用所有的部屬的能力來一起發現問題/解決問題，才是新時代公司必備的技能。

好，管理就好像是爬山一樣，副領隊在最後面墊底，前面有人走不動了/還是受傷了/背包拿不動了，副領隊做管理者在後面/就是要幫他收尾，就是統一大家向前進的速度。如果不行的話，要把前面的人/叫他走慢點，所以管理者可以說是在後面幫人家擦屁股的，處理這些複雜性的問題，

領導者就是前面的領隊，他要帶隊員/大家走路對的方向對不對，他不能站在後面/隨便前面的人怎麼走？他要有一個願景，要有一個方向，所以一個團隊如果只有人在前面/傻傻的走，最好是後面大家都跟得上來，他們領導者也不是耶穌/也不是什麼/佛祖，他只管自己往前面/後面自來會跟上來，跟不上的就算了。

**如果沒有管理，領導成為複雜性的受害者。**

領導，無法採用良好的管理，  
會暴露其人員於缺乏適當的協調，程序不足  
及規劃不良之類的缺點。

**一頭包 滿臉菜花**

**管理而無領導會使人失去其靈魂。**

經理而不會領導，  
可能使團隊無法結合，有效溝通，無法在個  
人層面上，激勵他人產生足夠的連繫。

**嘴上一套 心裡一套**

作為一個團隊/後面要有人幫忙收拾善後，就是管理者，如果一個團隊只有領導/沒有管理，後面就是什麼/一盤散沙，如果只有管理而沒有領導，沒有給這些人一個方向，就是什麼/大家就是覺得很忙，然後受到後面這些什麼/胡蘿蔔棒子的驅使，就會做表面功夫啊/應付了事，所以一個公司要能夠強大，要能夠持久。感性跟理性都是不可或缺的，最近長榮海運在慶祝五十周年慶。該公司可以說是，船公司裡面照顧船員福利最周到的，不像以前在別的公司，每一張證件/每一個單位都要自己跑，要上一次船，就在臺北市跑來跑去/到處申請/申請證件，這個就是公司要照顧船員，船員也會回饋公司。

好，領導是要影響他人的行為/直接取得所期望的結果。管理是讓自己來主導計劃/並管理其複雜性。所以簡而言之就是什麼？領導者只顧著往前/後面的事情下面的部屬要幫他收拾善後。管理者就是什麼？自己來做事/就是要掌管部署。所以一個好的領導的成果是由別人所提供的，管理者的成果是由自己部署得來的。

“管理能有效率的導航；  
領導決定 航向是否正確。”

公司給你的**金錢**是管理；  
你給自己的**快樂**是領導。



公司之所以需要管理?既然這麼不好，還要用管理?就是因為一個人只有兩隻手/事情有很多的面向，就好像一條生產線一樣，不可能你兩隻手所有的工作都要做，你就是要跑來跑去，所以需要管理。如果說只會管理，很可能的就是什麼/多頭馬車，大家各自發展。以一個船公司的立場來講，他是不管船長領導能力好不好?公司只有 8 月 1 號派你上船/明年 8 月 1 號你能安全下莊回來，沒有發生事故就好。至於你在船上是一怎樣/作威作福/打打殺殺，是沒有人知道，

## 最有效領導的人際交往能力



- 真正最有效領導者，是他們的人際交往能力。
- 有時也被稱為情緒智商或EI。
- **EQ 高低，可藉由後天的訓練來提升。**

● **情緒雖有正負面，真正關鍵不在於情緒本身，而是情緒的表達方式，以適當的方式在適當的情境表達適當的情緒，就是健康的**情緒管理**之道。**

所以公司給船長的任務，就是上船去做管理的動作，可是船上實際的事情是誰在做?是船員在做。船員可以做得好/也可以做得不好/可以敷衍了事/也可以什麼陽奉陰違啊!嘴巴上面都是好，實際上是什麼都沒做，所以我們給自己的任務是領導，替公司做事得到的報酬，就是金錢。你沒出事，然後每個月給你薪水，我還能給你一個月合同獎金。對船員的好壞/得來的報酬是什麼?只有心靈上面的滿足而已。所以領導的代價是感性/管理的代價，還是什麼/還是物質性的，也就是理性的方面。

最有效的領導能力，是我們的溝通能力，因為領導的麻煩，就是什麼要對付牛鬼蛇神/形形色色/各個不同國籍的船員，你如果沒有良好的溝通能力，你就沒有辦法瞭解他們的優點跟缺點，也不知道他們互相有什麼/心結跟矛盾，所以我們有教過傻瓜溝通術，最好的方法就是問。

從現場環境開始問，新仇舊恨開始問，然後對未來的理想開始問，最後問到他們之間相互的感覺怎麼樣，當然啊!這年頭就是這樣，娛樂有時候比工作還重要，其實也不只是這樣，一直都是什麼娛樂比工作重要，你像國外的客戶來台灣談生意，招待他去吃飯/喝酒/上卡拉OK/泡夜店對不對?後面的餘興節目決定你們兩個的關係好壞，而不是價錢上面的你來我往，因為對這些客戶來講，多賺一塊/少賺一塊/其實是無所謂，主要是跟你們之間的關係，搞得好不好?關係搞得不好/你的生意就做不斷，關係不好/你價錢殺再低，他也不稀罕/對不對?他又不是來買菜的，他們家也不缺錢/缺這一碗飯。

好!新時代的溝通者，以前 20 世紀大家都是什麼?帶新進人員都是跟教小孩子一樣，先說你每天的工作是什麼?然後什麼樣的優先順序?最後才說你為什麼需要這樣子做?

這是什麼比較沒有效果的溝通方法?新時代的溝通方法，都是直接講/你為什麼要這樣子做?先跟他講理由/讓他知道自己的定位/跟你對他的期望到什麼地步?然後他自己會去做。這裡面



就有一個佛經的故事啊，說有一個人很會釣魚，他釣了一輩子的魚，臨老覺得他技術一定要什麼/傳承下去，然後他就找了五個資質比較好的人，在海邊準備要教他們怎麼釣魚？

首先要挑竹竿，什麼/這樣的長度柔軟適中，然後繩結怎麼綁/鉤子怎麼綁/魚餌要選什麼/還在那邊講的津津有味！回頭一看，下面五個人/兩個在打瞌睡/另外一個再喝水/其他兩個已經跑掉了，所以大家還沒有聽完/竿子都還沒摸到/就已經什麼/已經頭腦不管用/腦子不好使已經受不了了。



他沒辦法！一看這是什麼人啊/這些人沒辦法教了，自己就魚線綁一綁/鉤子弄一弄，就丟到海裡面釣魚了，一釣一條/其他本來幾個在後面打瞌睡的就精神就來了，然後第二條/第三條/第四條，等到釣到第五條上來的時候，回頭一看岸邊已經十幾個二十個人在幹嘛？在拿著竹竿在那邊削竹竿了，因為什麼？本來你教他釣魚的時候，他要死不死/愛聽不聽/愛理不理/跟學校些學生是一樣的，等他看到你已經有實際的收穫，知道這樣做有什麼好處？你就是不教他，他自己也要來學，就是新時代的溝通的方式，就是直接給他看到願景。領導人就是直接給他看到願景，或者跟他講自的需求/讓他來配合，如果他能達到要求/他就有成就感，如果只是你教他的，他只不過是交差了事。學的可能還是是不像，這就是公司文化講座，到此為止，下面還是要講/講什麼？

溝通的能力也就是俗話常說的，你的人就是太直接了，你講話應該要委婉一點/要婉轉一點才不容易得罪人，到底什麼是委婉/什麼是婉轉 以後會有一些講座。

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Detailed summary

The summary of this lecture is as follows:

Overview: This is the ninth lecture on company culture, mainly discussing the difference and connection between leadership and management. The lecture points out that leadership is a key skill necessary in the 21st century, while management is a product of the 20th century, and both are essential.

Main content:

(1) Difference between leadership and management:

Leaders are the ones who lead the way, they must have vision and direction to guide the team forward.

Managers are the ones who clean up and handle complex issues behind the scenes.

(2) Relationship between leadership and management:

If a team only has leadership without management, it will be disorganized.

If there is only management without leadership, the team will feel busy but directionless.

An excellent company needs a balance of emotional leadership and rational management skills.

(3) Importance of communication skills:

The most critical ability for leaders is good communication skills, in order to understand the strengths and weaknesses of subordinates and resolve conflicts.

The new way of communication in this era is to show employees the vision and needs first, encouraging them to cooperate voluntarily, rather than simply issuing commands.

(4) Indirect and tactful communication:

The lecture ends by mentioning how to express one's thoughts indirectly and tactfully, which is an important communication skill to be discussed in the next lecture.

In conclusion, this lecture deeply explores the relationship between leadership and management, emphasizing the importance of communication skills and laying a good foundation for future discussions.

This is the ninth lecture of our Trust Lecture series, and our cultural lecture is also nearing its conclusion. This lecture will still talk about leadership and management. Management can be said to be a product of the 20th century because at that time the emphasis was on mass production. Leadership, on the other hand, is an essential power of the 21st century because it is a century of horizontality, where everything is changing constantly and any management system is not enough to cope with these changes. Only by respecting the diversity of people, utilizing all our organizational capabilities together to discover and solve problems, can we have the essential skills for companies in this new era. Okay, so looking at management is like how we climb

a mountain.

When the deputy team leader is at the back of the line, if someone in front can't move anymore, is injured, or can't carry their backpack, as a manager at the back, you have to help tie up loose ends. It's about ensuring everyone moves forward at the same pace. If not possible, you need to ask the person in the front to slow down. Therefore, managers can be said to be the ones behind helping others clean up their mess. So, dealing with these complexities, That leader is the one at the front, he needs to guide the team in the right direction, he cannot stand at the back and let others go wherever they want. He needs to have a vision, to have a direction, so if a team has only people mindlessly walking in front, it's best if everyone can keep up from behind.

The leader is not Jesus or some Buddha, he should just focus on moving forward and leave the rest to themselves. As a team, there should be someone at the back helping to clean up and handle things, that's the manager. If a team has only leadership without management, it will end up being a scattered mess, and if there is only management without leadership, without giving these people a direction, everyone just feels very busy, and then they receive the inducement of carrots and sticks, which is just superficial work to deal with things. So for a company to be strong, it needs both emotional and rational endurance, both of which are essential. Recently, Evergreen Shipping Line is still celebrating its 50th anniversary. This company can be said to be the most thoughtful in taking care of the welfare of seafarers in the shipping industry.

Unlike before, in other companies, we had to run around for every document and every unit ourselves every time we had to board a ship, running around in Taipei to apply for this and that. This company focuses on taking care of the seafarers, and seafarers will also give back to the company. We look at the leaders, and leadership is about influencing the behavior of others to directly achieve the desired results. Management is about leading and managing the complexity ourselves. So. Simply put, a leader is someone who only focuses on moving forward, while the deployment below has to help tidy up behind him. A manager, on the other hand, is someone who handles things themselves and is in charge of the deployment.

The success of a good leader comes from what others provide, while the success of a manager comes from what their deployment provides. The reason we need management, even though it's not ideal, is because one person only has two hands and there are many aspects to a task. Just like an assembly line, it's impossible for you to do all the work with just your two hands; you have to keep running around. So if it needs to be managed, what it is likely to manage is various multi-headed carriages, everyone developing themselves well. From the perspective of a shipping company, it doesn't matter if the captain has good leadership abilities, the company only cares that on

August 1, they send you on board and by next year on August 1, you safely return without any accidents happening.

As for how you behave on the ship, whether you act arrogantly or violently, no one knows. So, the company gives us... The captain's task is to manage the actions on the ship. However, who actually does the real work on the ship? It's the crew. The crew can do a good job or a bad job, they can do things half-heartedly, or they can be dishonest. They may talk a good game but not actually do anything. Therefore, our task is to lead and work for the company, and the reward we receive is money. As long as you don't mess up, you will receive a monthly salary, and I may even give you a bonus based on the contract.

So, what determines the reward we give to the crew for their performance is... Only the satisfaction of the soul, so the cost of leadership is the cost of emotional management, or what, or materialistic also known as the rational aspect. The most effective leadership ability we have is our communication skills, because the trouble with leadership is having to deal with all sorts of crew members from different nationalities. If you don't have good communication skills, you won't be able to understand their strengths and weaknesses, nor will you know their internal struggles and conflicts. So we have taught foolish communication skills, and the best way is to ask. Start by asking about the current situation, then move on to inquire about any past grudges. Next, ask about their future ideals.

Finally, ask about how they feel towards each other. Of course! That's how entertainment is these days. Sometimes it's even more important than work. Actually, it's not always about entertainment being more important than work. For example, when you have overseas clients coming to Taiwan to discuss business, treating them to a meal, drinks, karaoke, and clubbing is crucial. It's not about the money; it's about how you decide the quality of your relationship with them based on these activities. Because for these customers, making a little more or a little less money doesn't really matter, it's mainly about the relationship with you. If you manage the relationship well, your business will thrive; if the relationship is bad, customers won't care even if you lower your prices. They are not here to buy vegetables, right?

Their family won't be lacking, will they? Let's talk about this meal! In the new era, communication has changed, unlike the 20th century before! Everyone is handling new employees. It's like teaching children - first discussing what their daily tasks are, then establishing their priorities, and finally explaining why things need to be done in a certain way. What is a less effective method of communication? In the new era, communication involves directly telling the person why you want them to do something, explaining the reasons so they understand their role and your expectations. They will then do it themselves. There is a story in a Buddhist scripture where a person who

was skilled at fishing his whole life believed his technique must be passed on and so he decided to teach it.

Five people with good qualities, preparing at the beach to teach them how to fish. First, they need to choose a bamboo rod of suitable length and flexibility. Then, they need to learn how to tie fishing knots and bait the hook. The discussion is so interesting. When you look, two of the five people are dozing off, another one is already asleep, and the other two have run away. So, before everyone could finish listening, they have already lost interest and their minds are no longer functioning properly. He can't do it! As soon as this person sees that these people can't teach themselves, he just ties the fishing line to the hook, throws it into the sea to fish. With each catch, the others who were dozing off behind suddenly become energized, and then the second, third, fourth catch, until the fifth one is caught.

When he turns around to look at the shore, there are already ten or twenty people there doing what? They are holding bamboo poles and sharpening them, because when you were trying to teach them how to fish, they would often listen or ignore you, just like those students at school. By the time he sees you, it's already... There are actual benefits in knowing why doing this is helpful, so even if you don't teach him, he will still want to learn. This is the new way of communication in the modern era - showing him the vision directly. That means as leaders, we show him the vision directly or talk to him about our needs and let him cooperate on his own. If he can achieve it, he will feel a sense of accomplishment. If you simply teach him, he may just learn it but not fully understand it. This concludes our company culture lecture. Next, we need to talk about what's next. The ability to communicate effectively is what we often refer to in colloquial terms as being too straightforward. When you speak, you should be more tactful and gentle to avoid offending others. What exactly is being tactful and gentle? We will have some lectures on this later.