Chapter 1

什麼是組織行為？

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觀點交鋒 | 文本論戰 —— 學術為尊

正面

走進附近的大書局，你會看到許多管理類的書籍，它們的書名就告訴了我們應該要了解哪些主題：

- *The Secret* (Berrett-Koehler, 2014)
- *Turn the Ship Around!* (Portfolio, 2013)
- *The Way You Do Anything Is the Way You Do Everything* (Wiley, 2014)
- *Leadership Safari* (Best Seller, 2014)
- *Business Is a Baby* (Amazon Digital Services, 2014)
- *Think Like a Freak* (William Morrow, 2014)
- *Spiraling Upward* (Amazon Digital Services, 2015)
- *Refire! Don't Retire* (Berrett-Koehler, 2015)
- *Top Dog* (Amazon Digital Services, 2015)

組織行為的暢銷書通常都有很可愛的書名，而且讀起來很有趣。但他們把管理員工的工作弄得好像只需要好聽的口號和五個簡單的步驟。如果你細看這些書，就會發現大部分都是根據作者的個人意見而非實質的研究。暢銷的主要原因是讀者普遍認同自己讀到的觀點，而且喜歡作者的寫作風格。通常，作者都是演說家或顧問，他們真正的工作是對你傳達觀念。如果作者是商界老鳥，值得懷疑的便是：一個人的經驗能否轉換成人人適用的有效管理實務？即使作者以數字導向，例如《蘋果橘子思考術》(*Think Like a Freak*) 作者 Steven Levitt 和 Stephen Dubner，他們的管理推論也並非根據管理方面的研究。因此，何苦將自己的管理哲學奠基於這些雜書？其實只需要花點功夫，就可以從大量人類組織行為的科學研究中得到這些知識。

反面

人們都想要了解管理「好的一面、壞的一面以及醜陋的一面」。有經驗或有志者寫出讀者感興趣的主題，而出版商則擇優發行。書籍暢銷時，我們就知道人們會從中學習，並透過應用作者的管理理念而得到好處。這是很好的過程，這樣的書籍可以提供讀者別人透過經驗習得的管理祕訣。比起學術界最新的晦澀文獻，從別人的實戰中學習管理不是更好嗎？我們在生活中獲得的許多重要觀點，並不一定都出自嚴謹的實證研究。

「膨風」的管理準則有時候也會獲得出版，而且還可能風靡一時。但在數量上會比每年僅侷限在學術圈期刊裡所發表的深奧研究還多嗎？差遠了！有時一本暢銷商業書籍出現時，早有了上千份的類似主題之學術期刊文章。這些文獻幾乎無緣被職場人士拜讀 —— 被深埋在學術書庫堆裡，充斥著奇怪的縮寫和「行話」，期待著有那麼一天可以重見光明、為人所應用。通常它們適用於特定的管理情境，因此更加狹隘。例如，下面這些主題就是 2015 年出版的部分最新管理及 OB 研究：

- *Transferring Management Practices to China: A Bourdieusian Critique of Ethnocentricity*
- *Cross-Cultural Perceptions of Clan Control in Korean Multinational Companies: A Conceptual Investigation of Employees' Fairness Monitoring Based on Cultural Values*
- *The Resistible Rise of Bayesian Thinking in Management: Historical Lessons from Decision Analysis*
- *A Model of Rhetorical Legitimation: The Structure of Communication and Cognition*

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正面	反面
組織行為是個複雜的學科，很少會有、甚至可以說完全不會有放諸四海皆準的通則。你會把《星際大戰》(*Star Wars*) 或《絕命毒師》(*Breaking Bad*) 書中的那些領導手法，用來管理 21 世紀的軟體工程師嗎？當然不會！我們也不該採用那些沒有研究基礎的領導方法。	• *Underlying Institutional Maintenance and Change* 我們並不想揶揄這些研究，但我們認為，所有創造知識的方法都可加以批評。如果商業書籍有時候可能「膨風」，那麼，學術文獻也可能佶屈難懂甚或文不切題。暢銷書可以幫助我們了解別人如何工作以及如何有效管理，不應該認為這些書毫無價值。既然沒有單一的正確方法，可以學會在組織中管理人的科學和藝術，明智的管理者便應該從多元管道汲取不同見解：自身經驗、研究發現、觀察他人，還有暢銷商業出版品。作者和學者有很重要的角色必須扮演，一味指責擁有花俏書名的商業書籍並不公平。

小組活動

管理 OB 之道

請將全班分組，每組約為 4 人，每組應考慮下列情境：

假設你將進入某大製藥公司地區經理特別委員會，委員會要開會討論一些問題，公司設定的程序如下：

1. 各委員應先私下研究該問題，並就可以怎麼做提出獨立構想。
2. 會議開始時，各委員應花一分鐘向大家簡報。

在會議中，委員會必須就每一個問題的最佳解決方案及支持理由達成共識。至於如何做，完全取決於委員會成員，但必須取得一致決，而非多數決。

以下是委員會要考慮的問題：

公司對於留鬍子並沒有既定政策。Tom 是一位藥品業務代表，有一年多的經驗，業績平平但有下滑趨勢。他的絡腮鬍長且頹廢，對外表有很大影響。他的嗜好是在業餘藍草 (bluegrass) 樂團擔任貝斯手，而且覺得頹廢的絡腮鬍是表演的重要部分。Tom 表示他的絡腮鬍是一種個人時尚宣言，純屬個人自由。

許多醫師和藥師對 Tom 的外表頗不以為然。他的主管也多次和他談到外表對業績的影響，但 Tom 仍我行我素。

主管擔心 Tom 的業績持續下滑，也擔心銷售團隊在醫界的專業形象。Tom 說他的業績下滑和絡腮鬍無關，但當地其他區域的業績卻明顯比去年進步。

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小組達成一致決定時，將於全班討論下列問題：

1-01 你認為公司對於 Tom 的鬍子擔心的是什麼？應該管到他的外表嗎？

1-02 關於 Tom 鬍子的問題，你小組一致的決定是什麼？

1-03 假設 Tom 告訴你說，留絡腮鬍是他個人宗教信仰要遵循的一部分。這樣的宣言，會不會改變你和他討論這個問題的方式？

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Chapter 2

組織內的多樣化

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觀點交鋒｜平權行動計畫已然失效

正面

美國最高法院大法官 Sonia Sotomayor 可說是該院最堅定的平權行動支持者……就理論上而言。在 2014 年贊成密西根州州立大學招生作業禁止少數族裔平權行動的案件中，Sotomayor 法官拒絕使用這個術語。她語帶弦外之音地表示，「平權行動」代表「僅基於種族而特意給予的優惠待遇」。沒錯，的確如此，但那不正是重點嗎？

「平權行動計畫」(affirmative action programs, AAP) 目的在於啟動職場多樣化流程，但那是很久以前的事。這種作法目前在亞利桑那州、加州、佛羅里達州、密西根州、內布拉斯加州、新罕布夏州、奧克拉荷馬州及華盛頓州都已遭禁止，因它雖然可以增加少數族裔的比例，但並不能創造正面的多樣氛圍。其原因包括：

- **平權行動降低了對每個人的標準，將僱用指標從經驗、教育和能力轉變成基於種族或其他非績效特質的配額。**因此，組織的績效標準明顯降低。沒有因為這個計畫而獲益的其他群體會心生怨恨，並因而導致職場歧視。「受到幫助」而進入該組織者，也會有低自我能力的感受（「要不是 AAP，我不知道自己能不能進得來」），以及刻板印象威脅（「我是透過 AAP 進來，擔心別人看不到我的能力」）。
- **研究指出，少數族群在追求更高教育時，並沒有受到 AAP 的幫助。**事實上，一項大規模研究顯示，在平權行動下分發入學進入法學院的少數族群學生，與不採平權途徑進入排名較佳學校的法律系學生相比，績效表現更加優異。
- **世界上有些 AAP 導致了衝突。**例如斯里蘭卡內戰的部分原因，就是進一步分化泰

反面

制定平權行動政策旨在確保平等，而目前仍有需要。美國於 1965 年考慮黑人問題時，詹森總統即說道：「你不能把一個長年被鐵鏈綑綁步履蹣跚者帶到一條起跑線前，釋放他後對他說：『你可以和其他人自由競爭了。』還理直氣壯地自認已經做到完全公平。」黑人人權運動精神領袖金恩博士同意這樣的說法，並表示為了創造公平機會，只要還有人處於弱勢，就需要有積極的措施。因此，我們應該要問的是：美國少數族群的生活待遇和多數族群一樣嗎？不！沒有任何指標顯示一樣。

南非透過公平就業法對黑人有平權行動；中國有「優惠政策」，要求最高政府職位須任用少數民族及婦女；以色列有基於階級的平權行動，以協助婦女、阿拉伯人、黑人和身心障礙人士；印度有保護政策，一種針對低參與種姓的平權行動；斯里蘭卡有標準化平權行動政策，以協助教育率較低地區的居民；馬來西亞的新經濟政策 (NEP) 為低收入多數族群（馬來人）提供有利條件；巴西、芬蘭、法國、紐西蘭及羅馬尼亞有教育 AAP；德國的基本法對婦女及殘障人士有 AAP；俄羅斯對婦女及少數民族有保障名額；而加拿大就業平等法，則對婦女、身心障礙人士、原住民和有色人種提供平權行動。

事實上，公平自在人心。平權行動的確可以提供機會，但接下來，達成學校或雇主的期望則是當事人自己的責任。就如部落客 Berneta Haynes 所寫：「我並不羞於承認，如果沒有平權行動，我也不確定自己能否順利展開現在的法律生涯。身為出身於窮苦家庭的非裔美國婦女，我並不懷疑，是平

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正面	反面
米爾人和錫蘭人的平權行動。在非洲，協助黑人的配額制度創造了種族優越感和印度人邊緣化的氣氛。事實上，大部分國家都面臨了平權行動政策所帶來的問題。 平權行動已失去了它創造多樣化的功能，現在應透過重視以擇優為基礎 (merit-based) 的成就，建立真正的平等。	權行動幫助我進大學、取得學位並進入法學院。」 如果一定要對平權行動做任何改變，就應該擴大該計畫，直到未獲得公平待遇的族群，完全跟上長期以來一直得天獨厚的族群為止。

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小組活動

差異

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教師隨機將全班分成每 4 人一組。小組之成員不能根據坐位、友誼或偏好，務必是真正隨機決定。暫不開始進行討論，而由各組員先在紙上回答下列問題：

2-01　你的小組多樣化程度如何？以 1 至 10 表示，其中 1 = 非常不同，而 10 = 非常相同。

將紙收起來，每個人向其他成員分享自己對下列問題的回答：

- 小時候你喜歡玩什麼遊戲／玩具？
- 你認為自己最神聖的價值觀是什麼（以及為什麼）？
- 你有任何信仰嗎？
- 請談談你的家庭。
- 全世界你最喜歡哪裡？為什麼？

然後每位組員在紙上回答下列問題：

2-02　你的小組多樣化程度如何？以 1 至 10 表示，其中 1 = 非常不同，而 10 = 非常相同。

在小組討論之後，計算討論前和討論後的平均評分。各組將向全班分享平均分數的差異，並回答下列問題：

2-03　你的個人評分在討論後有沒有增加？你小組的平均評分在討論後有沒有增加？

2-04　你是否認為，如果有更多時間討論，小組的平均評分還會再增加？

2-05　你認為淺層多樣化和深層多樣化，在團體接受個人差異中扮演什麼角色？

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Chapter 3

態度與工作滿足感

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雇傭忠誠是個落伍的觀念

正面

「忠誠」這個字眼已經是老掉牙的落伍觀念了，雇主僱用員工後會照顧他一輩子，員工終其一生只待在同一家公司，這樣的時代已經遠去了。

Linda Gratton 教授表示：「忠誠已死，遭短期約聘契約、外包、自動化與多種兼職身分所扼殺。面對可能長達五十年的工作生涯，誰會只想偏安一處？有機會就換工作，才是這個世代的主流。」許多雇主也同意這一點；只有 59% 的雇主表示自己對員工忠誠，而僅有 32% 認為員工對他們忠誠。

雙方的忠誠度都很低。在大部分的情況下，這是必然的 —— 為什麼要留住績效不佳的員工？這只是雇主尊重地回應員工忠誠度的一種方法。不可否認，有一些違反雙方默契的行為發生。例如，Renault 汽車因不實的商業間諜指控，而將服務了三十一年的員工 Michel Balthazard（及另兩位員工）解聘。真相大白之後，Renault 毫無誠意地讓他們復職，並勉強敷衍表示：「Renault 感謝這些同仁以往的貢獻，並預祝他們日後更加成功。」

至於現代員工對雇主的忠誠，則顯得更無價值了。Deloitte 會計師事務所一名主管表示，現在員工的離職態度是：「我經驗、本事已學夠，準備打包走人了。」談什麼忠誠？想都甭想！事實上，研究指出，近來大學畢業生不喜歡自己工作的，只有 9% 還會待在原公司超過一年。但這也沒什麼不好。留在組織內、但對工作不滿意的「忠誠」員工會造成很大的傷害。如果只是生產力低落還算最好的狀況，嚴重的話，這種人可能不斷從事具有破壞性的 CWB。對該員工而言，一直留在組織裡，不論原因為何，都將侷限自己的職涯和收入前景。

反面

同意：談到雇主和員工時，「忠誠」這個字眼的確已經落伍了。但這個基本概念在職場中依然存在。我們現在只是以較精密的標準（例如組織信任和組織承諾）衡量忠誠。當然會有一些雇主及員工對彼此的忠誠度很低，但那並不是常態。

管理大師 Tom Peters 表示：「昨日、今日、明日，談到追求利潤，無時無刻皆須以忠誠為重。」密西根大學的 Dave Ulrich 教授認為，「鼓勵忠誠的領導者不僅是希望員工承諾而已，還希望他們能從工作中找尋意義。」承諾、投入和信任，這些都是忠誠的基石。

雇傭關係確實在改變。例如（大部分而言），對於毫無貢獻的員工，雇主不再額外加碼退休金。這樣不好嗎？許多雇主已協助員工對自己的退休計畫負責。

此外，雇傭忠誠不僅沒有凋零，反而是雇主開始對不同的員工展現了忠誠。真的，雇主不再拒絕開除年資長但無能勝任的員工。這是好事一樁，因為這些員工會拖垮每個人的生產力和士氣。此外，在全球化的世界中，顧客可以有多種選擇。養一堆「朽木」（沒有貢獻的人）的組織，將無法在競爭中生存。但公司對於能將工作做好的員工，還是保有高度忠誠，這才是正確的方向。

總之，如果組織及其人員舉止正派，員工就會忠誠 —— 信任、投入及承諾。雇主如果擁有優秀且懂得授權的管理者，將可獲得高度的這類員工忠誠。真正的相互關係才是更健全的商業模式，遠勝於員工待在一個組織中好多年，目的僅在於換取組織照顧。信任和忠誠的鏈結有賴於個人的關係。職場心理學家 Binna Kandola 即表示：「職場面貌或許已有改變，但忠誠未死，人與人之間的聯繫是很強韌的！」

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正面	反面
清醒吧！愈早體認到雇傭之間大多只是交易性的中短期關係，對彼此愈好，職場已經不再是可以幻想忠誠的地方了。	

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小組活動

什麼可以滿足你對工作的夢想？

請每位學員在小紙片上寫下，大學畢業後理想中第一份工作的職稱。然後隨機將全班分成5～6人一組，並完成下列步驟：

1. 列出各成員希望從第一份工作中，得到的前三大特質（會讓他們在工作中感到滿意的）。每人都要表達意見，想法相同者也應一一記錄下來。
2. 各組應分辨各工作特質是內在滿意因素（像是與其他人工作或工作本身）還是外在因素（像是薪資或福利），並在該因素旁邊註明「內」或「外」。
3. 計算內在因素和外在因素的數量，並由多到少列出來。例如，如果每一位組員都提到薪資，就將薪資排在「外部因素」的最前面。

全班重新排列清單、分享這些發現，並討論下列問題。

問題

3-01 對於內在因素或外在因素，何者是比較長的清單？全班有沒有共識？如果有，你覺得是為什麼？

3-02 針對前三項內在或外在特質，會有一致的共識嗎？不論覺得會或不會，請解釋原因。

3-03 看看自己夢想的工作職稱，你覺得自己的工作會有多符合全班共同特質？又有多符合自己列的前三大特質？

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Chapter 4

情緒與心情

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觀點交鋒｜吼叫有時候對大家都好

正面

本章很多地方談到憤怒，因為憤怒是一種很重要的情緒。表達憤怒有許多好處。第一，研究指出，只有對組織有承諾的員工才會表現出憤怒，而且通常只對造成該狀況的領導者發怒。這種憤怒的表達可以帶來正向的組織變革。第二，壓抑憤怒可能降低工作滿足感，並對事情的改善產生無助感。

即使有了這些發現，我們仍聽到很多人說不要對工作挑戰有情緒上的反應。職場文化教導我們絕對要避免表達任何憤怒，免得我們看起來像是不好的員工，或不夠專業，甚至是偏差或暴力者。當然，有時候表現憤怒的確會造成傷害或看起來不夠專業，但我們太過於認同這樣的觀點，以致於教導所有人徹底壓抑正常的情緒，而忽略了一些情緒表達的效果。

新的研究顯示，壓抑憤怒會讓個人付出重大的內在代價。例如，史丹佛大學的一項研究發現，如果在播放二戰期間日本遭受原子彈轟炸的紀錄片時要求觀眾擺出撲克臉，則他們在影片結束之後的談話當中會感受到更大的壓力。另一項研究顯示，壓抑憤怒等情緒的大學生比較有交友困難，且更容易沮喪；而壓抑憤怒的員工則會感受到較大的工作壓力。

為了組織及其員工著想，我們應該鼓勵大家不要壓抑情緒，而應以建設性的方式分享情緒。

反面

是的，憤怒是一種常見的情緒，但對於發洩者和承受者而言，也都是一種含毒的情緒。除了其他疾病影響之外，發怒也有害心臟並可能造成糖尿病。感受他人的憤怒以及類似的敵意，也和組織內的許多反生產力行為相關。美國勞工統計局估計，16% 的重大職場傷害都來自職場暴力。這也是為什麼許多組織都發展出因應技術 —— 以降低憤怒在職場的有害影響。

為了降低傷害，許多公司擬定一些政策，用以規範像是吼叫、漫罵與做出敵意手勢之類的行為。另外有些公司推出了憤怒管理課程。例如某個組織舉辦強制性的內部工作坊，教導每個人如何處理職場衝突，尤其是在衝突暴發之前。該訓練的指導員說：「我們提供具體的工具，用以開啟對話解決問題。」MTS System 是明尼蘇達州的一家工程公司，聘請了外部顧問公司為其組織進行憤怒管理課程。通常，MTS 顧問會主持一個 8 小時的研討會，討論憤怒的來源、衝突解決技巧以及組織政策。研討會之後會與個別員工進行一對一的會談，聚焦於認知行為技術，以管理他們的憤怒。外部講師針對該研討會及一對一會談，收取大約 10,000 美元的費用。但這樣的財務成本相對於學員獲得的情緒利益是值得的。MTS 經理 Karen Borre 說：「你總希望員工彼此能有更好的溝通。」

當組織努力嘗試降低工作中憤怒的感受和表現時，每個人都成了最終的贏家。對於員工和顧客，工作環境中的威脅和壓力都減少了。員工更有安全感，而憤怒的員工也經常可以得到幫助。

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小組活動

快樂測試

學員先拿出一張紙，在下列各詞彙旁邊記錄適合自己的答案。

用 1 到 5 分表示你在過去一週內，有這種感覺的程度，其中：

1＝非常少　2＝一點點　3＝普通　4＝相當多　5＝非常或完全沒有

____關心	____煩躁	____憂傷	____警覺	____激動
____羞愧	____沮喪	____激勵	____堅強	____緊張
____罪惡	____果斷	____恐懼	____殷勤	____敵對
____不安	____熱忱	____積極	____驕傲	____害怕

接下來，學員針對過去一年最快樂的記憶寫兩三句話。學員應考慮：什麼讓你感到快樂？快樂的感覺像什麼？這個事件讓你想起什麼？快樂的感覺持續多久？之後，學員可以花幾分鐘時間跟別人談談他們的記憶。

然後，在此快樂評估紙張的背面，學員針對前述項目量表進行第二次的自我評分。完成後，準備討論下列問題：

4-01　仔細檢查你最初的評分，你的回答顯示你上週過得有多快樂呢？這種情況跟往常一樣嗎？

4-02　比較你兩次的評分，第二次有改變嗎？評分上升了還是下降了？你認為這些評分為什麼會改變？

4-03　評分的項目代表 PANAS（Positive and Negative Affect Scale；正負向情感量表）。PANAS 快樂量表業經證實為有效的快樂指標。你認為此項測試是否精確衡量了你的快樂？為什麼？

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Chapter 5

人格與價值觀

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觀點交鋒｜千禧世代比父母輩更自戀

正面

千禧世代有一些很棒的價值觀：身為一個族群，他們精通技術、有社會包容力且積極投入。他們重視生活品質也同樣重視事業，在家庭與工作之間尋求平衡。在這些方面，千禧世代超越了他們嬰兒潮世代的父母；他們的父母比較不熟悉科技、沒耐心、格局小、有一段不惜一切代價追求成功的過往。不過千禧世代有一個很嚴重的致命弱點 —— 他們比較自戀。

一些大規模縱向研究發現，千禧世代比嬰兒潮世代更加自我膨脹，且心理學家發現，自 1980 年代初期開始，其自戀傾向就一直在增加。許多千禧世代的人自認各項特質在平均水準之上，例如學術能力、領導力、公開演說能力以及寫作能力。千禧世代也較多自認為會是「非常棒」的配偶（占 56%，1980 年代的畢業生只有 37%）、父母（占 54%，1980 年代的畢業生只有 36%）及員工（占 65%，1980 年代的畢業生只有 49%）。

Rutgers 大學資深教授 Cliff Zukin 認為，原因在於千禧世代的童年教育。他說，「這是歷史上最受肯定的世代，在他們成長的教養過程中，一直都相信自己可以做到任何想做的事，同時也自認擁有工作所需的技能和才華。」《唯我世代》(*Generation Me*) 作者 Jean M. Twenge 也附和的說，「在 60 年代，沒有人會說『相信你自己』或『你很特別』。」

自戀對社會不好，尤其是在職場。有位主管表示，「〔自戀者〕非常自私；他們重視個人及工作生活中的樂趣。我不敢奢望他們能時時刻刻專注於專案上，而不會感到無聊。」

反面

「唯我世代」(The Me Generation) 不是好幾個世代前的事嗎？老實說，每個世代都覺得自己比之後的世代強！ Wharton School 的 Cappelli 教授觀察到，「在希臘文學中、在聖經中都可以發現〔對年輕世代的〕抱怨。沒有任何證據顯示千禧世代跟其他人有什麼不同，他們只是比較年輕罷了。」雖然千禧世代的人現在已二十來歲，但舉世不變的真理是，年輕人有共同的特質……他們就是年輕嘛。

最近一項研究顯示，千禧世代和嬰兒潮世代在生命的相同階段，對自己的想法很相似。在大學新鮮人階段，千禧世代有 71% 認為自己在學術方面高於平均水準，而 63% 嬰兒潮世代的人，在當大學新鮮人時也有同樣的想法。同樣的，77% 千禧世代的人認為，自己在追求成功方面高於平均水準，而嬰兒潮世代則為 68%。換句話說，「每個世代都是唯我世代。」

在某些方面，千禧世代可能並不比現在嬰兒潮世代的人自戀。一位管理者觀察到，「〔千禧世代〕並沒有以前那種工作與回家的明顯界線，他們晚上、週末都利用臉書為公司效力，因此我們從他們那裡得到非常高的產能。」此外，千禧世代可能更樂於幫助他人。例如 29% 千禧世代的人認為，個人有責任共同解決問題並造福全體世人，但只有 24% 嬰兒潮世代的人有相同程度的責任感。

與其比較不同世代，更正確的方法應該是，比較人們在不同生命階段中的表現。研究證明，人們在二十多歲時會比五十多歲時自戀。由於千禧世代的人正處在二十多歲，而其父母則大多五十多歲，事實上，千禧世代的人並不比嬰兒潮世代者年輕時自戀。

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小組活動

最好的自我

這個遊戲的目的是要得出最能代表每個人的價值觀，下面的橫列代表遊戲的 11 個回合。將全班分成每 4 個人一組（如果學員人數不是 4 的倍數，有些組可以 3 個人），遊戲從名字英文字母排序最前面的人開始（或中文姓氏筆畫最少者先開始）。第一回合，最先開始的學員從第一列中選一個代表自己的價值觀，然後從清單中劃掉，並將其寫在一張紙上。每個價值觀每次只能由一個人使用。依順時針方向輪流，下一位學員依序照做，依此類推直到拿完第一列所有的價值觀，第一回合即結束。

第二回合時，第一個玩家可以從第二橫列中，挑選自己的第二個價值觀，也可以從其他玩家那拿取別人的一個價值觀，加到自己的清單，而對方則應劃掉被挑走的那個價值觀。輪到價值觀被拿走的玩家，可以再從第一及第二列選取兩個新的價值觀。遊戲依順時針方向進行。

剩下的回合依相同方式繼續下去，每一回合新增一列。所有回合結束後，學員將累積的價值觀依對自己的重要性做排序。

1. 自由	正直	靈性	尊敬
2. 忠誠	成就	盡責	探索
3. 愛情	挑戰	沉著	正義
4. 慈善	紀律	安全	領袖氣質
5. 慎重	多樣性	和藹	責任感
6. 智慧	靈感	和諧	喜悅
7. 深度	憐憫	卓越	容忍
8. 誠實	成功	成長	謙遜
9. 勇氣	奉獻	同理心	開放
10. 信念堅定	服務	玩樂	學習
11. 探索	獨立	幽默	理解力

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全班討論問題

5-01 你個人最重要的三個價值觀是什麼？這些價值觀有多能代表你？是否因感到壓力而選擇似乎最為社會所接受的價值觀？

5-02 有沒有能代表自己但卻未列在清單中的價值觀？

5-03 經常有人認為，價值觀只有在矛盾產生而必須做選擇時才有意義，你認為這也是本遊戲的目的之一嗎？你是否同意這樣的假設？

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Chapter 6

知覺與個人決策

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觀點交鋒 | 刻板印象將死

正面

在本章「迷思 vs. 科學」專欄中，我們討論了刻板印象（包括正向刻板印象）的有害影響。所幸刻板印象正日趨滅亡，速度或許緩慢，但必死無疑！不論是針對婦女、少數種族或族裔，還是性傾向弱勢團體。每一年的證據都顯示，刻板印象愈來愈失勢，這全拜社會進步之賜，也歸功於年輕人在職場中逐漸取代了年長者，年輕人比較不會全面性的支持刻板印象。

在 1930 年代，當被問到非裔美國人是否「比較迷信」時，84% 的人都持同意態度；75% 的人支持非裔美國人「比較懶惰」的刻板印象。好在，這些刻板印象幾乎已不復存在了。雖然各項研究的結果不盡相同，如今只有 0% ～ 10% 的人同意這類刻板印象。這些結果顯示，雖然種族主義仍然存在，但正在逐漸沒落。

即使還是有人支持刻板印象，但其間的共識已經隨著時間而大幅削弱。例如，如果硬要選出拿來描述一群人的十個形容詞，在過往，這些形容詞多半集中在少數幾個（通常不怎麼正確的）特質上，但現在，選出來的詞語則會因不同的人而有很大的差異。

媒體在這方面扮演著另一個重要角色。雖然媒體報導並不是很好的科學資訊來源，但據其報導，你會以為刻板印象還像以前一樣普遍盛行。幸好，實際並非如此，但是，當刻板印象褪色時，就沒有新聞價值了。很快會有那麼一天，刻板印象思維會如種族主義或性別主義行為般銷聲匿跡。我們應該慶幸，自己生活的社會以及工作的組織，都鄙視刻板印象的思維和行為。

反面

不幸得很，刻板印象還存活著，而且活得好好的！人們可能只是變得更懂得隱藏罷了 —— 隱藏負向刻板印象而張揚正向刻板印象，尤其是在公開（對於點頭之交）、私下（對於親密好友）互動的時候。有人提到負向刻板印象時，聽者即使同意，也會看輕表達的人。研究顯示，人們知道，表達刻板印象會讓自己難堪，因此便不會對他人表達出負向的刻板印象。

我們不能假設沒說出口的刻板印象就是良性的。沒有表達出來的偏見，依舊是不折不扣的偏見，負向刻板印象不會隨著時間自動消失。幸好，正向刻板印象幫忙稍加均衡了一下，而負向刻板印象受到公開譴責時，也可能會有所改變。例如，大約一半 (48.9%) 的人認為義大利人「很熱情」—— 這個比例長時間都沒什麼改變；但現在只有 1.5% 的人會說義大利人「很懦弱」—— 這個比例已隨著時間大幅下降。

一些負向刻板印象的下降，可能看似進步，但實際並非如此。所有刻板印象都不討喜，正向刻板印象會引發負向刻板印象，而負向刻板印象並沒有消失；它們只是被隱藏到暗處。我們只能透過公開討論，誠心期待消除刻板印象，因為隱藏的偏見將更難以改變。

隨著時間推移以及年輕人進入社會和組織，既未消除也沒降低刻板印象。諷刺的是，認定年輕員工抱持刻板印象的可能性低於年長員工，這樣的主張基本上也是一種刻板印象啊（認為年長者比較可能懷有偏見）！

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小組活動

高明的騙子和蹩腳的騙子

將全班每 3 人分成一組（此活動也可以調整成每 4 人一組），讓每位學員寫下四句關於自己的話：其中三句是真話，一句是謊言。謊言不可以太明顯；每個人的目標是讓謊言聽起來像真的一樣。

依次輪流，每位學員都講出真話和謊言。小組針對每一句話最多可以追問兩個問題，然後就每一句話進行表決：真話還是謊言？每個人表決之後，該名學員可以揭露哪一句是謊言。

每個人輪完之後，小組回答下列問題：

6-01 總共找出多少謊言？這些謊言容不容易辨識？

6-02 什麼因素讓你認為某句話是謊言：是那句話本身的可信度，還是說那句話的方式？

6-03 你自認為有沒有可能做一個高明的騙子？高明的騙子必須控制哪些因素，才能讓謊言聽起來像真話？

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