Chapter 13

權力與政治

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權力人人愛

正面

我們並不一定會承認自己想要的每一樣東西。例如，某心理學家就發現，人鮮少承認自己愛錢，但卻認為其他人都愛錢。這種想法只對了一半，其實 —— 每個人既愛錢，也愛權力。

哈佛心理學家 David McClelland 因鑽研潛在動機研究而頗具聲望。他利用人們描述圖片的方式衡量其權力動機，這種方法稱為「主題統覺測驗」(Thematic Apperception Test, TAT)。為何他不乾脆直接問別人到底有多想要擁有權力？因為他相信，許多人其實心裡想要擁有權力但卻不願意承認，或者甚至自己也未察覺；而這點正是他的研究發現。

為什麼我們會迷戀權力？因為對我們有好處。權力讓我們更能掌控自己的生活，更能隨心所欲。生活中很少有比感到無助更糟的事，也很少有比感到能掌控自己未來更好的事。研究顯示，掌握權力地位的人，會得到他人更多的尊重、自尊高（這不足為奇）也更健康。

以 SAC Capital Advisors 創辦人也是華爾街最有權力者之一的對沖基金經理人 Steve Cohen 為例。Cohen 身價直逼 111 億美元，購買畢卡索名畫、住豪宅、擁有高級管家、坐頭等艙周遊世界。每個人都極盡所能的討好他，甚或親近他。某位專欄作家寫道：「在他的辦公室裡，大筆資金來來去去，事業起起落落，A 型人的自我性格一下子膨脹一下子又壓碎，有時變化只在幾小時之間。」這一切對 Steve Cohen 來講有什麼不好？

通常，跟你說權力如糞土的，都是得不到權力的人。權力欲望就像妒忌心一樣，可能是人們不願意承認的一個祕密。

反面

當然，有些人酷愛權力，且經常無所不用其極的爭奪權力。但對大多數人而言，權力並非什麼重要的東西，甚至有些人棄之如敝屣。

研究顯示，大多數人有權有勢時，感覺並不自在。某項研究要求受試者於開始在 4 個人的團隊中工作之前，「以 1（最高）到 4（最低）表示自己希望在地位和影響力方面的排名」。結果只有三分之一 (34%) 的受試者選擇最高地位。在第二個研究中，研究人員主要針對參與 Amazon 群眾外包系統 Mechanical Turk 線上服務的員工。他們發現，人們追求權力的主要原因是想要贏得尊重。如果可以不用取得權力便能受到尊重，當然是再好不過。在第三個研究中，研究人員發現，人只有在擁有高能力時才會渴望權力 —— 換言之，當影響力有助於團體時，他們才覺得需要權力。

這些研究指出，我們經常把對權力和其他事物的渴望混為一談 —— 例如到底是渴望受到尊重，還是渴望助我們的團體和組織一臂之力。在這些情況中，大部分人有時候是為了更崇高的目標而追求權力 —— 而且只有在認為權力確實能有所幫助之時。

另一項研究則證實了，大部分人想要得到的是同儕的尊重，而不是權力。此研究的作者 Cameron Anderson 精確做出了結論：「想要快樂不見得要有錢，你只需對團體做出重要的貢獻；而真正能提高個人在團體中地位的是投入、對他人慷慨以及犧牲小我完成大我。」

喔，對了，關於 Steve Cohen 呢……，你知道他因未能妥善監督員工進行內線交易而認罪，並支付了 12 億美元的罰金，同時也因此被迫關閉 SAC 嗎？

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小組活動

比較影響力戰術

將學員分成每 3 人一組，每人都扮演一個角色：一位影響者、一位受影響者，以及一位觀察員。可隨機決定這些角色。

一開始，學員做出一套含有 7 種戰術的卡片供本活動使用。這些戰術包括合法、理性的說服、鼓舞式的訴求、商議、交換、逢迎和施壓（詳見本章內容之定義）。由影響者抽出一張卡片，切勿讓其他人知道抽出的卡片內容。

接著，影響者快速擬定並行使一套策略，並對受影響者施用這項戰術。受影響者在短時間來回交手中做出真實的回應，並說明該戰術是否有效。觀察員嘗試判斷其所用的是哪一項戰術，以及哪種權力基礎（強制權、獎賞權、合法權、專家權或參考權）可以強化此戰術。影響者就所採用的方法予以確認或否定。

變動每個人的角色和卡片，之後進行全班討論：

13-01 根據你的觀察，對影響者而言哪種影響情境可能得到最好的結果？

13-02 所抽到的戰術和每個人扮演的特定角色之間有無良好的搭配？換句話說，如果影響者的權力基礎配合受影響者，對於影響者而言該戰術是否有效？

13-03 這項練習告訴了我們什麼關於權力和影響力的道理？

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Chapter 14

衝突與協商

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觀點交鋒｜職業運動罷工肇因於貪婪老闆

正面

我和大家一樣，都十分痛恨不斷的罷工、停工，以及球隊與球員工會之間反覆的協商。在美國各大職業運動聯盟中，職棒大聯盟 (MLB) 在歷史上曾有過八次罷工，但自 1995 年以來，是唯一沒有罷工的聯盟。你一定對為什麼要一直罷工大感不解。其實說穿了，就是因為老闆的貪婪無度。

最近每一次罷工或停工，主要幾乎都是因為金錢以及如何分配金錢的問題。例如，由美國與加拿大冰上曲棍球隊所組成的北美國家冰球聯盟 (NHL)，2012 ～ 2013 球季停賽的始作俑者就是球隊老闆們；他們要降低球員的收益分配、取消薪資仲裁、設定合約期限、改變自由球員規則並且取消簽約獎金。當中一些訴求於哲學層面上頗耐人尋味：大老闆們既在搶人大戰中處處設防，又想在利益談判上討價還價。

儘管老闆們抱怨長期契約不公平，但明尼蘇達荒野隊 (Minnesota Wild) 的老闆 Craig Leipold（著名的協商鷹派），仍然簽下了兩位頂級先發球員 Zach Parise 和 Ryan Suter，兩人的契約完全相同，都是十三年 9,800 萬美元。像這樣的契約就表明了，老闆們希望球員工會能夠自救。

如果老闆們都在賠大錢，有這類行為或許還說得過去，但事實並非如此。NHL 有三支價值各超過 10 億美元的球隊，而其他球隊的價值也很少低於 2 億美元。這些老闆們可一點兒都不委屈，幾乎個個家財萬貫、身價不斐。洛杉磯國王隊 (Los Angeles Kings) 的老闆 Philip Anschutz 據說就擁有 120 億美元的淨資產。

根據《富比士》雜誌報導，國家美式足球聯盟 (NFL) 的球隊，目前平均價值超

反面

大聯盟的老闆們很容易成為眾矢之的，但他們才是勞資爭議的最大受害者。真正強人所難的其實是球員和他們所屬的工會。

的確，大聯盟球員大多是因為自己卓越的天賦和所承擔的風險，才得以獲得豐厚的報酬；有能力投資球隊的老闆也確實都很闊綽（投資者通常都是如此）。但爭議的癥結在於，被寵壞的球員和一群沽名釣譽只會搧風點火的工會領袖。

關於後面這一點，應全部歸咎於工會協商者（他們自己也獲得了數百萬美元的酬勞），如果扣除掉鷹派的名聲和強硬的協商戰術，他們啥事也沒做。就以 NHL 球員工會領袖 Donald Fehr 為例，原本安排在早上 10:00 的「協商」，他老兄 11:15 才姍姍來遲，12:00 一到，又立刻宣布因另有午餐會議而匆匆離席。

至於球員呢，職業運動員大多根據自己的價值享受不同權利；例如 NFL 退休球員暨工會代表 Chester Pitts 即談到，他是如何將就選了一輛 85,000 美元的賓士，而不得不放棄價值 25 萬美元的名車。當然啦，人一生當中免不了都必須做些犧牲。在簽了一紙四年大約「只有」499 萬美元的契約之後，還是新人的火箭隊四分衛 Geno Smith 開除了他的經紀人。Smith 宣稱該契約「難以下嚥」。我可以預見這小子未來在球員工會中的發展。

而平均薪資高達 200 萬美元 (NFL)、258 萬美元 (NHL)、382 萬美元 (MLB) 及 490 萬美元 (NBA) 的勞工，是否還真的需要工會？ NHL 俱樂部將其 76% 的總收益花在球員的薪資上，但就在最近停賽的前一年，總計還虧損了 2.73 億美元。NBA 也好不到

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正面	反面
過 14.3 億美元，而達拉斯牛仔隊 (Dallas Cowboys) 的價值更高達 32 億美元；即使是低收益且經營不善的球隊，也還能賺錢。就以傑克遜維爾美洲虎隊 (Jacksonville Jaguars) 為例，Wayne Weaver 於 1993 年以 2.08 億美元買下這支球隊。該球隊從來沒有打進超級杯，而且在該區戰績幾乎一直敬陪末座。但這支乏善可陳的球隊真的讓 Weaver 賠本了嗎？他在 2012 年以 7.7 億美元高價賣出該球隊。 從本質上來看，實際上是闊綽的老闆們嘗試協商對自己有益的規則，避免為了爭奪球員而彼此競爭。這是一個厚顏無恥的偽善企圖，就在不斷批評球員工會的同時，卻利用本身的結盟協商出圖利自己的合約。	哪裡去，許多球隊都在虧錢。就以達拉斯小牛隊 (Dallas Mavericks) 為例，即使在人口第四大的都會區打球且於 2011 年贏得 NBA 總冠軍頭銜，但打從 2002 年起即很少獲利。 人們很容易認為大聯盟運動的勞資爭議特別多，但這未必是事實。聽說過 2015 年美國煉油廠工人罷工（數十年來最大型罷工）嗎？或聽過正逐日上演的全球速食業低薪工人大罷工？因為某些因素，這些罷工並沒有像運動罷工一樣成為眾人皆知的事件。我們可以關注運動罷工，但不應該將一切歸咎於球隊老闆。

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小組活動

協商角色扮演

本個案可以考慮兩種劇情；一個較具分配性，另一個較具整合性。全班同學 2 人一組，一位扮演工程主管，另一位扮演行銷主管。針對兩個協商過程，請各自閱讀自己所屬的特定資訊。兩個劇情具有相同的整體情境，但雙方的優先事項和展望不同，隨著該組應從事「爭奪資源」劇情，還是「結合未來」劇情而異。

個案

Cytrix 發展記錄自行車及跑步表現的整合式系統。跑者及騎士只要穿戴 Cytrix 腕錶，利用 GPS 訊號，辨識位置以及移動距離，就可以將這些資訊上傳到 Cytrix 挑戰網。使用者可以在上

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面記錄自己不同時間的表現，也可以利用社交媒體工具，比較自己與朋友的表現。大部分使用者都是業餘學生運動員，或忠實的成人愛好者，例如馬拉松跑者。

組織必須決定如何在行銷及工程部門之間，分配固定數量的資源，以供未來發展之用。團隊管理高層並未就資源分配做出執行決策，而是要求各團隊分配 3,000 萬美元規劃未來的發展，並決定誰將執行不同部分的專案。

行銷組特定資訊（僅供行銷經理閱讀）

行銷組一直在追蹤主要銷售地區並已有結論，認為 Cytrix 在市場已經飽和。為了未來的成長，需要思考新的客戶來源，尤其是注重健康但還沒有固定運動習慣的一般消費者。此外，也要針對競爭產品的銷售以及競爭者未能滿足的消費者需求，深入研究。行銷組的主要目標是分配足夠資源，以資助此項研究。該組還想要保留開發新產品的控制權。行銷組希望看到工程組扮演諮詢的角色，協助決定如何最有效地製造出滿足前述需求的裝置。

工程組特定資訊（僅供工程經理閱讀）

工程組最近一直在追蹤新硬體的發展，以便改善偏遠地區距離和速度估算的準確性。其他公司的類似設計，已經開始進行實驗。工程組認為，如果想要充分落實這項改善目標，就必須進一步發展技術，讓設備更輕巧、生產成本更低廉。工程組的主要目標是分配足夠資源，以發展這些新技術。工程人員也希望看到行銷組扮演諮詢的角色，決定如何最有效地宣傳及銷售這項新裝置。

爭奪資源的劇情

行銷部及工程部陷入了權力鬥爭的僵局。你這一方（不論是行銷部或是工程部）應幫自己建議的計畫，極力爭取最大可能分配比重的金錢及職權。但仍必須提出適當解決方案，讓對方最終同意協助你執行該計畫。如果無法達成分享資源的協議，執行長將撤換掉這兩個部門的主管。

結合未來的劇情

行銷部和工程部都渴望找出正面的解決方案，致力於滿足公司未來的需求。你知道，如果想要成功，每個人都必須相互合作。因此，希望找出分配金錢與資源的適當方法，讓行銷及工程部門雙方都獲益。計畫可以結合多種技術，以分享並統合資源。

協商

開始協商時，講師隨機將所有組別的一半指定為爭奪資源劇情，另一半為結合未來劇情。一開始先列出你這一方的協商目標和資源，然後依據所屬劇情中所描述的條件，以符合自身觀點的解決方案進行協商。

簡報

之後，將全班聚在一起討論，過程中各自採用的方法，尤其要考慮爭奪資源與結合未來二種劇情之間的結果差異。兩種劇情都可能在真實工作環境中發生，因此，請思考不同協商情境產生的不同策略、戰術和結果。

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Chapter 15

組織結構的基本介紹

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觀點交鋒 |

管理的窮途末日

正面

管理 —— 至少就我們所知，正瀕臨死亡。正式組織結構已經式微，取而代之的是較扁平化、不繁文縟節，且較非正式的組織，而這是一件好事。Apple、Google、Facebook、Twitter 及 Groupon 這類創新企業的誕生與茁壯，絕非官僚體制的功勞，而是有一群自由分工、彈性十足的創業夥伴，有效地推動與落實創新想法所致。在這些企業中，管理主要的功能在於提供協助，而非控制。

管理者的工作範疇，已經擴大到包括打字、記錄以及管理自己的檔案／行程；而行政助理的工作則已擴大至包括在社群網路貼文，以及承擔技術義務。最創新的公司開始思索職稱的必要性，並且轉而強調組織的整體合作。

最佳企業撤除了辦公室的藩籬，鼓勵員工互動交流，並根據其專案興趣成立團隊。這很適合年輕一代的員工，因為他們渴望與前輩高手一同工作，而不是只當下屬，他們也重視彈性工時和在家工作的選擇。職稱消失了，角色也變得不再涇渭分明，從屬關係則依專案而定。

紐約不動產律師 Adam Leitman Bailey 說道：「新舊之間正在纏鬥，我們不知道什麼才是有效的，但最終會以最適合聘用人才的方式為依歸。」而這些人才已經準備好要淘汰過往所知道的管理了。未來成功的企業將會是具備扁平化結構，以及基於績效當責制度的組織。

反面

對組織而言永遠不會有「一體適用」的結構。組織扁平、非正式及合作的程度，應取決於許多因素，但不論如何，管理結構都是必要的。讓我們來瞧瞧下列兩個案例。

人們向來稱讚股神 Warren Buffett 以寬鬆而非制式的架構，組織其投資公司 Berkshire Hathaway，直到發現他的內定接班人兼財務長 David Sokol 因內線交易遭到起訴，才讓人重新省思。如果 Buffett 更嚴密的督導，或是設有適當的控管機制稽查這類「為所欲為」的行徑，難道不會及早察覺 Sokol 涉及不法嗎？Berkshire Hathaway 過去的成就確實是有目共睹，但仍不代表這家公司的結構已臻於完美。

在 Honeywell International，執行長 David Cote 看似一派悠閒又性喜娛樂（他上班騎乘哈雷機車、身穿皮革飛行夾克），但他堅定的職業道德和確實的權力交接，則是有口皆碑。Cote 的控制焦點，不僅止於行政辦公室中。在工廠召開限時 15 分鐘的組織會議時，個人工作職稱逐字印在地板上，清楚顯示誰必須出席（並且是站立著）。Cote 是一位控制狂嗎？也許是，但他成功地整併了三個完全不同的公司文化，以及超過 250 家工廠 —— 新的 Honeywell 已攀上《財星》500 大企業之列，且年營業額超過 400 億美元。利潤成長速度甚至比營業額的成長更快，部分原因出自於 Cote 堅持凍結加薪，且每離開 4 ～ 5 位員工，就只遞補 2 ～ 3 名新員工。

Berkshire Hathaway 及 Honeywell 的案例顯示，在不斷變動、多樣貌而全球化的市場中，管理結構是絕對必要的。

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小組活動

三明治店

將全班分組，每組至少 4 人。

背景：一家新三明治連鎖店的管理者得要判斷消費者喜歡何種三明治，並尋找適當的配方和食材。其必須 (1) 決定食材來源、購買價格和其他後勤需求（例如冷藏），(2) 持續發展採購決策，還要 (3) 管理供應商關係；在此早期階段，財務問題也必須做好安排。有了以上的基礎，該公司將進入行銷的下一個階段，包括訂價以及擬定廣告文宣。最後則是遴選並訓練員工。

各組請就下述項目進行研擬：

簡單結構

請判斷這個組織的簡單結構會像什麼樣子。請記得，簡單結構係指層級少、控制幅度寬而集權化決策的結構。前述各項任務應指派給誰？可能發生哪些種類的授權？由誰居中協調多項作業？會有多少人擔任主管？他們會有何種控制幅度？組織在成長過程中會遇到哪些挑戰？

官僚組織

請判斷這個組織的官僚結構的模樣。官僚組織的特色是層級多、控制幅度窄以及專業分工化的決策。同樣的，你必須決定任務分配、授權、協調以及所需的人數。同時請考慮官僚體制未來成長的可能性。

虛擬結構

如果將許多業務委外處理，請判斷這個組織的虛擬結構會是什麼樣貌。請考慮哪些任務可由餐廳連鎖店以外的人執行，而哪些任務則應保留由內部人員執行。

結論彙報

每一組擬定好不同結構方案後，集合全班討論，由各組描述其如何劃分不同人的職責；然後全班討論哪一種組織體制對此企業可能最為有利。

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Chapter 16

組織文化

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觀點交鋒｜組織應致力於營造積極的組織文化

正面

組織應盡其所能建立積極的文化，因為積極而正面的文化確實有效。研究指出，在工作及生活上都持正向思考者，會比較快樂、較具生產力且過得更充實。藉由已經發現的研究成果，試圖找出如何營造正面組織文化的方法。

在《哈佛商業評論》一篇文章中，Adam Grant 談到一個有趣的概念：將性靈外包 (outsourcing inspiration)。這是什麼意思？ Grant 認為：「愈來愈多研究顯示，公司產品或勞務的最終使用者，包括顧客、病人，以及其他任何產品或勞務的受益者，出乎意料地都能激勵員工，使他們工作更加努力、聰明與更有效率。」

以下是一些具體的例證：

- 美國西北大學的「夥伴計畫」，讓致力研發老人癡呆症藥物的科學家與罹病的病患相識。
- 在美林證券每週的週會開始前，都會介紹一則公司如何幫助客戶改變人生的真人實事。
- Medtronic 前執行長 Bill George 寫道：「全體員工有一個『關鍵時刻』(defining moment)，當病患的故事讓他們深受感動，他們就會親自來到該病患面前。」

要創造正面組織文化，當然還有其他方式，包括協助員工發展專長，以及多重視獎賞少採用處罰。

性靈外包是讓員工感受自己工作價值、提高同理心，以及真實面對他人感激的好方法 —— 這有助於組織提升效率，也會讓員工個人更覺得工作充實有意義。創造正面組織文化並非靈丹妙藥，但是採用的組織都從中獲益不少。

反面

關於運用正面研究成果營造正面組織文化的優點，還有許多懸而未決的問題。先來看看下列三點：

何謂積極正面的組織文化？聘僱關係可以是友好，甚至互利。然而，特意在勞僱利益相左的本質上，利用正面文化將其美化掩飾，反而顯得矯情，甚至可能會危害雙方關係。任何組織偶爾會需要採用一些非常手段，當要請員工走路，或是升遷他人而使其他員工希望落空時，誰能正面且誠實地說明原由？使用糖衣掩蓋，是件危險的事。正面關係能否發展，應該是順其自然，而非利用說教或組織文化，發展矯情的正面形象，畢竟誠實與公正才是長久之計。

實務能凌駕科學嗎？在著手開始鼓吹組織建立正面文化之際，應該要先確認這樣的介入行為，能達到原來的預期功效。我們缺乏足夠的研究來支持預期功效一定會達成，並且不會有其他意料之外的影響。就像有位評論家所言：「許多人相信，改變想法就能重拾自己人生的命運控制權，支持這種論調的研究廣為人知。」但是能找到的研究證據卻不多。

建立正面文化是否過於操縱？心理學家 Lisa Aspinwall 提到「糖精恐怖主義」(saccharine terrorism) 一詞，認為員工有可能被「歡樂教練」(happiness coaches) 強制設定在正面的心緒中。你或許會認為這未免誇大其詞，但是像 UBS、KPMG、FedEx、Adobe 與 IBM 等公司內，確確實實都有歡樂教練對員工施以魔咒。正如某位評論家所言：「當面臨嚴重社會問題，或要求員工在薪資與福利縮減下仍要保持生產力時，鼓勵員工維繫愉悅的表象以度過難關，也不失為一個維持組織控制力的好方法。」因此，何不放棄堅持正面文化，提倡誠實文化不是更好嗎？

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小組活動

迎接新成員

將 3 ～ 4 位學員分成一組，討論以下四個主要問題：

- 請描述你申請入學時，對本校的第一印象。這一點很重要，可幫助確認其他新生入學時可能的假設狀況。
- 請描述你在新環境中的一些早期經驗，以及這些經驗如何強化、或改變你入學前的期待。回答中請納入由校方舉辦的相關迎新活動，以及有助你了解學校文化的任何非預期中的體驗。
- 請列出你希望在入學之前可先更了解的重要問題。回想一下，哪些事物最讓你感到困擾，或難以靠自己解決。
- 請對照自己的早期經驗，以及目前對學校文化的了解。長期互動如何改變你對本校文化的看法？

描述學校整體文化後，將學校換成你所主修的科系，同樣根據上述四個問題進行回答。

設計一套方案

請利用本章資料擬出一套「理想」方案，用以向新生介紹學校文化。其內容描述可以與你自己的親身經驗相似，也可以截然不同，目的是要降低新生在過渡期的焦慮和壓力，並推動一種文化，協助新生盡可能以最有效率及效能的方式達成其目標。你的社會化方案應包括入學前訊息（例如招生簡章）、入學說明會、新生訓練，以及長期性的後續支援與協助等。你必須要決定，在每一個階段，應該由誰負責發送出這些訊息，才能對新生產生最大的助益。

16-01　根據你的觀察和團體討論，新生需要適應的最重要文化元素是什麼？

16-02　你是否認為，學校並未對新生溝通部分文化層面？如果是，為什麼？

16-03　商業組織文化和部門的介紹與大學和科系介紹，具有哪些類似或相異之處？

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Chapter 17

組織變革與壓力管理

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觀點交鋒｜公司應鼓勵減壓計畫

正面

公司對員工做了大量投資，因此，勞動人力的健康和福利是很重要的問題。協助員工最直截了當的方法之一，就是實施壓力降低措施。

壓力降低計畫在財務上的主要利益之一，就是可以降低健康方面的相關成本。職場壓力會導致許多負面且昂貴的健康問題。壓力造成免疫力降低，使得疾病和病假增加。如果員工壓力過重，極可能抱病時還進到公司工作，以致疾病傳染、同僚生病。長期而言，壓力可能導致心臟病等狀況，最終造成非常高的醫療花費。而這些治療，到頭來又增加雇主的健康保險費用。

降低員工壓力，有助於提升工作績效。壓力過大的員工不易集中精神，既可能失去活力、幹勁，也難以想出新的、有創意的點子。壓力也可能造成同事間的衝突，並因而導致以粗魯或敵對的態度對待客戶。最後，覺得壓力太大的員工可能選擇離職，造成流動率及相關人事成本的增加。

壓力降低計畫也具有道德的成分。職場對許多員工造成大量壓力，因此，雇主有一定的義務要消除其負面後果。壓力降低計畫是一種可以舒緩員工感受的直接方法。最後，如果雇主展現關心，協助員工降低壓力，員工也會對工作更投入、對公司更忠誠！

反面

雖然雇主在降低壓力某些層面上，有財務利益，但仍應該要問，投資於壓力降低計畫是否真的值得。

首先是操作方面的問題。有些壓力降低措施或行動非常昂貴，需要專業指導人員或練習設備。要看得到財務回報很可能曠日廢時，而立即的研究、設計和執行成本又所費不貲。有愈來愈多企業表示，健康計畫的預期投資報酬都未能實現；同時，員工花在壓力降低活動的時間都沒辦法工作。

另一個問題是，壓力降低計畫具有侵略性。你的老闆或職場上其他人有權來告訴你，應該要有怎樣的感覺嗎？許多壓力降低計畫甚至侵入了員工的個人生活，鼓勵員工公開討論壓力來源。但你真的想要讓主管及同事知道自己為什麼覺得有壓力嗎？討論愈多與壓力相關的敏感議題，就愈難維持專業的工作關係。

最後的問題是，壓力究竟源自工作還是生活？兩者之間很難畫出清楚界線。公司的壓力降低計畫可能是針對工作負荷過大，或同僚人際衝突的問題，但這些問題往往會影響到個人生活的其他領域。反之，如果員工壓力來自生病的親友或是與家人的衝突，那公司又要如何執行壓力降低計畫呢？

組織考慮減壓計畫通常是出於善意，但讓員工保有自己私生活的隱私，可能才是更重要的吧！

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小組活動

專心致志

專注的概念強調：試著將自己的心思聚焦於當下，讓自己沉浸於周遭發生的事。核心原則包括暫時不要對環境以及自己的思維做出立即判斷，讓自己對周遭事物保持開放的心態。專注的好處不僅可以降低壓力，還能減少耽擱延宕、延長集中注意力的時間、增加創造力，以及提升績效。

步驟

這項活動先個別進行，然後以 3 ～ 4 人一組討論自己的發現。雖然完整的職場專注計畫可能需要歷時好幾個星期，但在相對較短的時間內，可開始一些基本的練習，讓自己感受一下完整的專注過程是什麼模樣。以下有三個簡單的動作可茲練習。過程中，每個人都必須放下一切（尤其是手機、平板和電腦），並聚焦於周遭所發生的事。

- 專注式呼吸：除了注意自己的呼吸之外，排除心中一切雜念。專注於如何吸氣吐氣，必要時可計算自己每次呼吸的時間。試著維持這種專注式呼吸 3 分鐘，然後小組可以利用 3 分鐘時間討論各自的感覺。
- 專注式聆聽：現在，除了周遭發生的事情之外，排除心中一切雜念。嘗試聆聽周遭所有聽得到的聲音，但不要妄加判斷或評估。試著維持這種專注式聆聽 3 分鐘，然後小組可以利用 3 分鐘時間討論自己注意到的一些事物。
- 專注式思考：就像在聆聽時一樣，排除心中一切雜念，但這次聚焦於自己對於專注和壓力的構想。不要談論或寫下自己正在想的事（暫時不要）；只要將自己全部的注意力，聚焦於這項練習及其意涵。試著維持這種專注式思考 3 分鐘，然後小組可以利用 3 分鐘時間討論這種練習的感覺。

正如前面所說，這只是一個說明專注練習的簡單範例。在完整的專注計畫中，你將會歷經幾段過程，每個最多可能長達 1 小時。現在你應該已經知道專注作業的大概狀況，請在小組中思考下列問題：

17-01　在專注練習過程中，是否有什麼感到特別愉快或有用的地方？那不愉快或不自在呢？

17-02　關於在職場實施加強專注力活動，你會在意什麼？在推動員工參與專注壓力降低計畫時，可能會面臨哪些阻礙？

17-03　全班集合，一起討論你們的答案。

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