

Week 7 用STATE法陳述途徑(二)

STATE My Path

如何以有說服力而不惱人的方式對話

產生行動的路程



五種溝通分享的技巧

“What” Skills –What to do 該做些什麼?

1. 分享你的事實 **S**hare your facts
2. 說出你的故事 **T**ell Your Story
3. 邀請其他人表達他們的行為途徑 **A**sk for others' paths

“How” Skills–How to share 如何做?

1. 嘗試性的進行交談 **T**alk tentatively
2. 鼓勵他人嘗試分享 **E**ncourage testing

嘗試性地交談Talk Tentatively

- 代表我們將自己的故事當作“故事”來敘述，而非偽裝成“事實”
- 對於事實與故事，我們都不能百分之百確定那是真的，我們的觀察也可能有失誤
- 我們的故事只不過是我們根據知識與經驗的猜測
- 嘗試性的口氣不代表軟弱
- 避免用否定的文字或語氣開始你的談話

太強勢語氣的修正

Too Forceful	More Tentative
The fact is...	In my opinion...
That's a dumb idea...	I believe that what we should do is...
The only reasonable opinion is to ...	I believe that what we should do is...
You're completely incompetent...	I'm wondering if you're not as experienced in this task as you need to be...

太強勢語氣的修正

Too Forceful	More Tentative
Everyone knows that...	I've talked to three suppliers who think that
	I'm beginning to wonder if

語氣測試 – 分辨語氣是否真誠

- “That’s how I see things. How about you?”
- “In conclusion, I believe we should use the plastic one. Does anyone see it differently?”
- “This is probably the best way to go, but hey, if others have their own views, I guess we could hear them.”
- “I think I have the correct view of the situation, but I really want to know if others disagree.”

語氣測試 - 分辨語氣是否真誠

- “I know it could be painful, even risky to your job, but I really want to know if others disagree.”
- “I agree with John’s point. And I think most smart people would. But if you see it differently, I’d like to hear.”
- “I’ve thought about this a great deal, and I’m absolutely convinced that this is the right way to go. But I want to be clear that my goal is not to get my way here.

鼓勵他人嘗試分享

ENCOURAGE TESTING

1. 如何提出邀請會讓結果大不相同
2. 需感覺安全才會願意分享他們的觀察及故事
3. 清楚表明不管對方想法多麼不同，你都希望聽聽他們的意見

鼓勵他人嘗試分享

ENCOURAGE TESTING

1. 邀請他人發表相反的看法 Invite opposing views
2. 真誠 Mean it
3. 扮演“反方代言人” Play devil's advocate

總結- 用STATE法陳述我的路徑

- 分享(Share) 你的事實
 - 由你的行為途徑中，最不具爭議，最有說服力的部分開始說起
- 說出(Tell) 你的故事
 - 解釋你開始做了什麼樣的推論
- 邀請(Ask) 他人表達他們的行為路徑
 - 鼓勵其他人分享他們的故事和事實

總結- 用STATE法陳述我的路徑

- 常識性的進行討論(Talk)
 - 將你的 故事當作一個故事來陳述，不要將他偽裝成事實
- 鼓勵(Encourage) 他人嘗試分享
 - 保持安全氛圍，讓其他人也能表達不同，甚至相反的意見

練習 The “STATE” Skills

- 決定題目
- 分成五人一組
 - 第一人: Share your facts
 - 第二人: Tell your story
 - 第三人: Ask for others' path
 - 第四人: Talk tentatively
 - 第五人: Encourage testing
- 分享題目, 二分鐘思考時間