

The 7 Habits of Highly Effective People

Habit 5: Seek First to Understand then to be Understood

1. Principles of Empathic Communication、『彼此溝通瞭解』摘要…

▶ 『聆聽與了解、Listening and Understanding』：

- We have such a tendency to rush in, to fix things up with good advice. But we often fail to take the time to diagnose, to really, deeply understand the problem first.

我們常常都會急著介入，用自以為好的建議去解決問題；卻往往沒有先花時間診斷，真正深入的去了解問題。（拿自己的眼鏡給別人戴？拿自己的藥給別人吃？）

- 彼此的溝通，需要經過好幾個傳遞的過程：『我想要說的、我所說的、你所聽到的、你想你聽到的…』。所以好的溝通，通常包括好的『組織能力』、好的『傳達能力』、好的『聆聽能力』、與好的『瞭解能力』。【曠野微聲 2016-09-18】

▶ 『品格與溝通、Character and Communucation』：

- What training or education have you had that enables you to listen so that you really, deeply understand another human being from that individual's own frame of reference?
- If you want to be really effective in the habit of interpersonal communication, you cannot do it with technique alone. You have to build the skills of empathic listening on a base of character that inspires openness and trust.

▶ 『共感的聆聽、Empathic Listening』：

- Empathic (from empathy) listening gets inside another person's frame of reference. You look out through it, you see the world the way they see the world, you understand their paradigm, you understand how they feel.
- The essence of empathic listening is not that you agree with someone; it's that you fully, deeply, understand that person, emotionally as well as intellectually.
- 雅各書提到要『快快的聽』，其實是包括了：『願意去聆聽、專心去傾聽、用心去體會、接納其感受』。【曠野微聲 2022-05-20】

▶ 『先診斷再開處方、Diagnose before you Prescribe』：

- You wouldn't have any confidence in a doctor's prescription unless you had confidence in the diagnosis.

▶ 『四種從自身經驗出發的回應方式、Four Autobiographical Responses』

- Because we listen autobiographically, we tend to respond in one of four ways.

批判：Evaluate—we either agree or disagree;

探測：Probe—we ask questions from our own frame of reference;

指導：Advise—we give counsel based on our own experience; or

詮釋：Interpret—we try to figure people out, to explain their motives, their behavior, based on our own motives and behavior.

▶ 『理解與感受、Understanding and Perception』：

- With all our differences, we're trying to work together—in a marriage, in a job, in a community service project—to manage resources and accomplish results. How we do it?

- ▶ 『然後再尋求被理解、Then Seek to be Understood』：
 - When you can present your own ideas clearly, specifically, visually, and most important, contextually—in the context of a deep understanding of other people’s paradigms and concerns—you significantly increase the credibility of your ideas.
- ▶ 『一對一、One on One』：
 - Don’t push; be patient; be respectful. People don’t have to open up verbally before you can empathize. You can empathize all the time with their behavior. You can be discerning, sensitive, and aware and you can live outside your autobiography when that is needed.

2. 相關的經文…

- ▶ 關於『聆聽、Listening』：
 - 未曾聽完先回答的，便是他的愚昧、和羞辱。
Anyone who answers without listening is foolish and confused. (NCV)
(箴言：十八13)
 - 愚昧人不喜愛明哲、只喜愛顯露心意。
Fools find no pleasure in understanding but delight in airing their own opinions. (NIV)
(箴言：十八2)
 - 我親愛的弟兄們、這是你們所知道的，但你們各人要快快的聽、慢慢的說、慢慢的動怒，因為人的怒氣、並不成就神的義。
My dear brothers and sisters, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry, because human anger does not produce the righteousness that God desires. (NIV)
(雅各書：一19-20)
- ▶ 關於『表達、Express』：
 - 舌頭若不說容易明白的話，怎能知道所說的是甚麼呢？這就是向空說話了。
If you don’t speak in a way that can be understood, how will anyone know what you’re saying? You will be talking into thin air. (GW)
(哥林多前書：十四9)
 - 你們的言語要常常帶著和氣，好像用鹽調和，就可知道該怎樣回答各人。
Let your conversation be gracious as well as sensible, for then you will have the right answer for everyone. (TLB)
(歌羅西書：四6)
 - 隨事說造就人的好話，叫聽見的人得益處。
Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen. (NIV)
(以弗所書：四29b)
 - 義人的心、思量如何回答，惡人的口、吐出惡言。
A good man thinks before he speaks; the evil man pours out his evil words without a thought. (NASB)
(箴言：十五28)

▶ 關於『共感、Empathic』：

- 知識是叫人自高自大，惟有愛心能造就人。

Knowledge puffs you up with pride, but love builds up. (NCV)

(哥林多前書：八1b)

- 要彼此同心，不要志氣高大，倒要俯就卑微的人，不要自以為聰明。

Live in harmony with each other. Don't be too proud to enjoy the company of ordinary people. And don't think you know it all. (NLT)

(羅馬書：十二16)

3. 分享與討論…

- ▶ 在這次的主題閱讀中，印象最深刻、或是對自己最有幫助的概念是什麼？

•

- ▶ 對於『共感瞭解』與『彼此溝通』有什麼樣的心得？

•

- ▶ 有沒有什麼其他的分享？

•

4. 我們的回應…

✎ 我們的回應：

•

✎ 背誦經文：

•

5. 摘要…

- ▶ Communication is the most important skill in life. You spend years learning how to read and write, and years learning how to speak. But what about listening? What training have you had that enables you to listen so you really, deeply understand another human being? Probably none, right?

溝通是人生最重要的技能。你花了多年學習閱讀和寫作，也花了多年學習說話；但聆聽呢？你受過哪些訓練，使你能真正、深入地理解另一個人？很可能沒有…。

- ▶ If you're like most people, you probably seek first to be understood; you want to get your point across. And in doing so, you may ignore the other person completely, pretend that you're

listening, selectively hear only certain parts of the conversation or attentively focus on only the words being said, but miss the meaning entirely. So why does this happen? Because most people listen with the intent to reply, not to understand. You listen to yourself as you prepare in your mind what you are going to say, the questions you are going to ask, etc. You filter everything you hear through your life experiences, your frame of reference. You check what you hear against your autobiography and see how it measures up. And consequently, you decide prematurely what the other person means before he/she finishes communicating. Do any of the following sound familiar?

如果你和大多數人一樣，你可能首先尋求的是『被理解』；你想把自己的觀點表達清楚。然而，在這個過程中，你可能完全忽略了對方——假裝在聽、選擇性地只聽談話的某些部分，或只是專注聽對方說出的字句，卻完全錯過了其中真正的意思。

為什麼會這樣呢？因為大多數人聆聽時，目的是為了『回應』，而不是為了『理解』。你一面聽，一面在腦中準備自己等等要說的話、要問的問題。你也會透過自己的人生經驗與既有的觀點來篩選所聽見的一切；你把對方的話與自己的生命故事對照，衡量它是否符合你的經驗。因此，對方還沒說完，你就過早判定對方想表達的是什麼。以下幾種情況，你是否覺得很熟悉呢？

- ▶ "Oh, I know just how you feel. I felt the same way."

"I had that same thing happen to me."

"Let me tell you what I did in a similar situation."

『喔，我完全知道你的感受，我以前也有同樣的感覺。』

『我也曾遇過一模一樣的事。』

『讓我告訴你，在類似的情況下我是怎麼做的。』

- ▶ Because you so often listen autobiographically, you tend to respond in one of four ways:

Evaluating: You judge and then either agree or disagree.

Probing: You ask questions from your own frame of reference.

Advising: You give counsel, advice, and solutions to problems.

Interpreting: You analyze others' motives and behaviors based on your own experiences.

因為我們常常從自己的生命經驗出發來聆聽，所以傾向以四種方式之一作出回應：

評價（Evaluating）：先作判斷，然後表示同意或不同意。

探問（Probing）：依照自己的觀點與經驗來提問。

建議（Advising）：提供勸告、建議，以及問題的解決方法。

詮釋（Interpreting）：根據自己的經驗，分析他人的動機和行為。

- ▶ You might be saying, "Hey, now wait a minute. I'm just trying to relate to the person by drawing on my own experiences. Is that so bad?" In some situations, autobiographical responses may be appropriate, such as when another person specifically asks for help from your point of view or when there is already a very high level of trust in the relationship.

你可能會說：『嘿，等一下，我只是想藉著自己的經驗來與對方產生連結，這有那麼不好嗎？』在某些情況下，從自身經驗出發的回應確實是合宜的；例如，當對方特別請你從你的角度提供幫助，或是彼此關係中已經有很深的信任基礎時。