

如何啓發孩子的領導力潛能 (續)

How to Activate the Leadership Potential of Children

(continued)

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2012年4月22日北加州中文教師研習會

A talk given by Priscilla Yeh on April 22, 2012

at Daoyuan Hall, CTTB for ANCCS*



FOCUS ON EDUCATION | 教育專欄

討論出一個願景我們還要討論價值觀。第一個價值觀是「盡力而為」，我們要每個學生都說：「在這45分鐘裡，我要盡我所能，做得最好。」等下我告訴你，為什麼馬馬虎虎做不行。第二個價值觀是「團隊精神」，我的工作做完了不算完，要全部人的都做完才算做完。

現在解釋一下「策略」，也就是用什麼方法。還沒開學以前，我就先去學校了解到底需要做哪些工作，需要多少人來掃地，幾個人拖地，幾個人抹黑板，幾個人抹桌子。然後把全部需要做的事，分成30幾項，並且非常詳細地描述，例如用哪一種拖把，哪一種掃把，工具用完以後要怎麼處理，要不然下個禮拜慘了，每樣東西都壞了、不見了。掃地的時候，牆角、桌子下面、椅子下面要怎麼樣掃，寫得非常非常清楚。

到打掃的那天，吃午飯的時候每個人抽一個籤，抽到幾號，今天下午的工作就是那一號。吃完午飯以後還有一點時間，她們就回到校舍去看看佈告欄，這一號是什麼工作，用什麼工具，怎麼做法。所以上課鈴響以前，每個人都很清楚自己的工作是什麼，怎樣才能夠做得最好。

30幾份工作裡，有兩份需要的時間較短。為什麼時間短？因為她們的另一項工作是做檢察員，檢查其他同學做得好不好。任何一個同學把工作做好以後，要去找檢查員說：「請妳檢查我的工作。」假設這個同學很馬虎的話，檢

After having developed the vision, we moved on to discuss value. The first value is do my best, we want everyone to say, 'I'll do my best with my task in this 45 minutes period!' I'll tell you why doing a sloppy job won't cut it later. The second value is team work. That means, the job is not done when I finish my task, only when everyone in the class has finished her job, then the job is considered done.

Let me give you a few more details on strategy, in other words, what method we would use to reach the goal. Before the school year started, I went into the school building to check out the scope of this cleaning job. How many students would it take to sweep, to mop, to wipe the white board and desks, etc.? Then, I came up with a list of 30 or so tasks with very specific description for each task, including what kind of cleaning tools to use, how to put away all the cleaning tools after each use so that the tools will stay in good condition, what are the important things to pay attention to when doing each task, etc.

At lunch time on the day of the class, every student draws a number from a hat. The number tells the student which task she will be doing that day. After lunch, there is enough time for the students to go to the bulletin board to check out the job description of her job, the kind of tool to use, what to pay attention to, etc. This way, every student understands what to do and how to do it.

There are two tasks which require less time to do than other tasks. Why? For these two students, they have additional duty as inspectors. The inspector's duty is to make sure that all the tasks were done well. When a task is done, the student will go and ask the inspector to inspect her task. If the student's work was sloppy or incomplete, the inspector points these out and has the student complete the task better. Why does the inspector need to be accountable? Because I told the inspector, "If you did not do a good job inspecting other student's work, when the class is over and all the students are gone, then you will have to finish the tasks all by yourself."

察員會告訴她，妳桌子底下沒掃，或是牆角沒掃，所以妳還得把它做好。檢察員為什麼需要認真？因為我跟檢察員講：「如果妳沒有檢查好，等全部人都走了，放學以後妳自己一個人來做，因為妳沒有盡好妳做檢查員的責任。這裡就是一個學習領導力的好機會。」

什麼是第二個價值觀「團隊精神」？任何人做好自己的工作，要去看看還有誰需要幫忙，不可以躲在教室裡面做功課。

用抽籤的方法，這樣每個人每個禮拜，都有不同的工作，不會老是做一個工作，那妳就只會做一個工作。因為每樣工作都是一個學習的過程。非常重要，孩子做得好時要趕快誇獎，不要等，不要吝嗇，一定趕快誇獎她們做得多好。她們一被誇獎以後，會做得更好，更想要去幫助別人。

下面我們講「把事做對」，把事做對也有3個重點。第一是要建立一個信任的文化，第二是要幫助每個人發揮最大的潛力，第三是要借用集體的智慧。

平常要孩子們把事做對，我們常常就叫他們努力，可是我們常常忘了告訴他們，你一個人努力，一個人能夠做的事情實在是非常有限的。所以你一定要能夠借你所有周圍的資源。怎樣去借力？等一下我也可以跟你們分享一些故事。現在先講為什麼要建立信任的文化？因為在一個信任的文化裡，每個人都為自己的行為、決策負責。所以孩子從很小，就要讓他們開始學習做決定，學習負責；要不然的話，他一輩子都想要大人為他負責。

第二是在這個環境裡，每一個人都被信任和尊重。可是，怎麼可以信任、尊重每一個人呢？這就是你要啟發他們潛能的地方。我們這裡有個三角形，三角形的中間是「借用集體智慧的力量」，那你要用什麼條件才可以做到借用集體智慧？

有三個條件：三角形的最上面是「可信賴的」。最重要是你要訓練你的孩子，變成一個可信賴的人。假如說他是一個完全不負責任的人，你怎麼能信賴他？所以你一定要訓練他成為可信賴的。

三角形的右下角是「授權」。假如孩子是可以信賴的話，你就可以開始授權。有的父母很

Being an inspector is a good opportunity to learn leadership.

What is teamwork? It means that whenever an individual student finished her task, instead of hiding in an empty classroom working on her homework, she must walk around and see if there were any other students needing help to complete their tasks.

By drawing a number each week, students have the chance to do different tasks each week. Every task is often a learning process for each student. I was quite surprised that some students seemed at quite a loss as to how to do certain tasks. As you can see, every task could be a learning experience. The most important thing is that whenever the students got their jobs done well, to be generous with compliments right then and there, don't wait. Once the students were being complimented, they became more eager to do even better, as well as helping others to do better.

Now let's talk about 'Do Things Right'. 'Do Things Right' also has three important elements: 1) Building a trusting culture; 2) Inspiring every individual to his/her full potential, and 3) Leveraging on the collective wisdom.

In teaching children how to do things right, we usually focus on teaching them how to work hard. We often neglect to tell them that what an individual can accomplish alone is usually quite limited. Therefore, in addition to working hard, we need to leverage all the resources around us. How to leverage? I will share with you a story a little later. Right now, let's talk about why do we need to build a Trusting Culture? In a Trusting Culture, everyone is held responsible for his/her actions and decisions. Therefore, when we teach children, we need to let them practice making decisions, learning to take responsibility. Otherwise, they will always want adults to be responsible for them..

Furthermore, in this trusting environment, everyone is being trusted and respected. However, how can we just blindly trust everyone? That's exactly why we need to inspire children to their full potential. Here we have a triangle; in the center of the triangle is 'Leveraging on the collective wisdom. Under what kind of condition can we leverage the collective wisdom?

There are three conditions: On the top of the triangle is 'Trustworthy'. The most important thing is to train our children to become trustworthy. How can anyone trust an irresponsible person? Therefore, it is very important that we train them to become trustworthy.

The lower right hand corner of the triangle is 'Empowerment'. If children become trustworthy, then you can begin to empower them. Some parents are quite reluctant to empower their children, because they feel that children do not know enough to make decisions. So they as parents make all the decisions for their children. All they want is for their children to do what they are told and be obedient, then that's perfect for them. What most parents do not realize is that children will most likely be going far away to college at the age of 18, and parents will see them only during the summer or winter vacations if they are lucky. How are

不願意授權給孩子，他們覺得孩子不懂、不會，什麼事情都為他做決定，就希望他聽我的話，乖孩子，很好。可是沒有想到，多半的孩子18歲以後，都離開家了，上大學，而且常常去要坐飛機才能到的地方去上大學。父母一年很少看到，也許只有暑假、寒假。那時候你還能幫他做決定嗎？他從小沒有學過做決定，他怎麼知道該怎麼做決定呢？所以當你不能幫他做決定的時候，你猜誰在幫他做決定？他多半會讓另外一位講話聲音很大的人，來幫他做決定。

那個人可能是一個好朋友，可能有很好的道德觀；可能沒有，你不知道。因為孩子自己無法做決定，自己沒有主軸，這是一件很危險的事情。所以我們在學校裡教學生，也是要注意這一點。假如孩子是個可信賴的人，你就可以授權。授權當然開始授小小的權；不是一來就叫他做一個很重要的事。當他出一點錯誤，沒有關係，最重要是從錯誤中學習。從小練習，他將來才會不怕做決定；因為他有很多的歷練，他做了決定以後他可以完全負責。

三角形的左下角是「互相信任」。因為大家都擁有同樣的願景，同樣的價值觀，在這樣一個環境裡面，大家可以互相信任；只有在具備「可信賴的」、「授權」與「互相信任」這三個條件之下，團隊才可以借用集體智慧的力量，讓每一個人都發揮他們最大的潛力。

☞待續

parents going to make decisions for them when they are far away? If children never had the opportunities to learn to make decisions, how would they know how to make decisions all of a sudden? Do you know who will be making decisions for them when their parents are not around to do that?

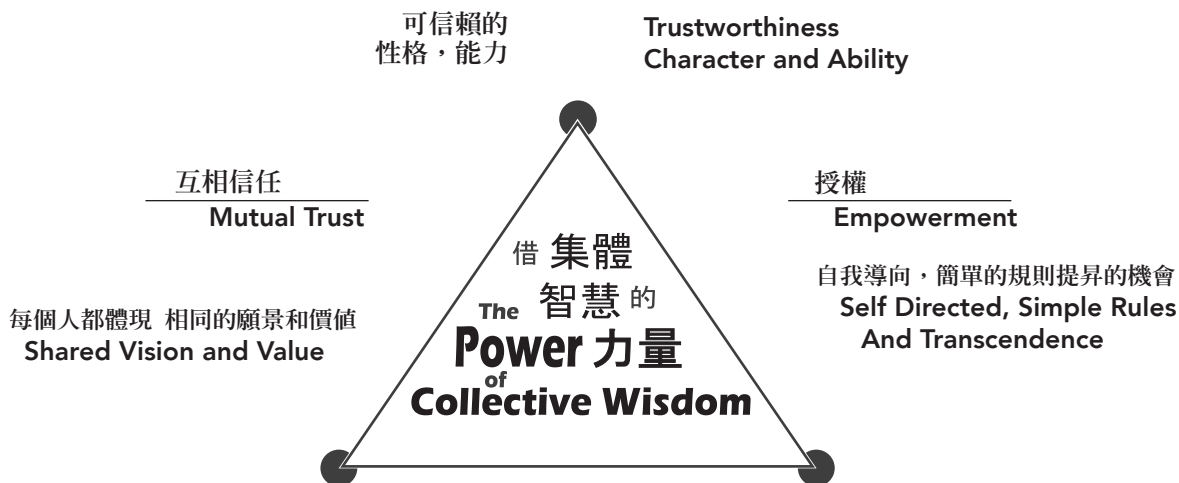
The most likely scenario will be whoever has a loud voice and most bossy will be the person(s) making decisions for them in your absence. It could be a good friend with good moral values, and then it could also be someone without proper values, you'll never know. Since these children do not know how to make their own decisions, they will just follow those who like to give orders, and this is very dangerous for your child. For this reason, the schools need to pay attention to this, too. We teach children to be trustworthy, and when they become trustworthy, we begin to empower them. Of course, we start by empowering them with small decisions, and it is okay if they made a wrong decision on small matters. They can always learn from their mistakes. With lots of practice in decision-making while growing up, they will not be afraid to make decisions as adults, and will be totally accountable for the decisions they make.

The lower left hand corner of the triangle is 'Mutual Trust'. In an environment where every member of the team owns the same vision and values, trusting each other is easy and natural. In an environment with trustworthiness, empowerment and mutual trust, the team can easily leverage on the collective wisdom, allowing team members develop their full potential.

☞To be continued

把事做對的重要因素

The Important Elements of Doing things Right



- 在一具有信任文化的環境裏：
- 每個人都為自己的決策與行為負責；
 - 每個人都被信任與尊重。

- In a Trusting Culture:
- Everyone is responsible for his/her own decision and behavior;
 - Everyone is being trusted and respected