

# Office Politics & Biblical Values

## 如何處理辦公室政治

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Quest For Life Gospel Camp  
Eastern University, PA  
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**感謝神星期一又到了!**



## **Called To Work Office Politics & Biblical Values**

**如何更享受工作 – 職場使命 (1)**

**如何處理辦公室政治 (2)**

# Expectations 期望

- What are your challenges at work  
你在工作中面臨的挑戰是什麼
- What questions do you want to get answered  
你有什麼問題想得到回答

# Expectations 期望

- Career, Networking, Mentoring
- Office Politics
- Leadership Insights
- Communication Skills
- Conflict Resolution Strategy
- Called To Work Resources (website, email, talks)

# Elaine的三個職業模式

- I
- T
- Pi

$\pi$

# 1on1 with Direct Management

- **Typical 30 minutes weekly or biweekly**
- **Accomplishment since last meeting**
  - CCP Clear, Concise, Prescriptive (call to action)
  - Seek feedback, clarify what support is needed
  - Walking solution, proactive in problem discovery/solving
  - Not task completion, need to show Impacts w/ numbers
- **Current priority and time allocation**
  - Align expectation, avoid surprises
  - Above the line vs. below the line
- **Future Career Development**
  - Career goal in 3 to 5 years
  - What it takes to move to the next level/role
  - Training, hard/soft skill development

# Career Development

- **Know Your 5Ps**
  - Purpose, Principle, Passion, People, Performance
- **Know Yourself**
  - Strengths Finder, Personal Brand, SWOT
- **Know Others**
  - Networking, Mentoring, Relationship, Team Building
- **Let Others Know You**
  - Career Model, Journey Map
  - Interviews
  - 360 Degrees Leadership
  - Recommendations, References

# Develop a Network of C.R.I.M.P.S.

- C: Connector 連接
- R: Realist 現實主義
- I: Industry Insider 業界人士
- M: Mentor 導師
- P: Partner, Ally (meeting) 合夥人
- S: Sponsor 資助人



# M.E.N.T.O.R. Best Practices

What it takes to commit to successful MENTOR experience


**M**odel after good examples in our network of C.R.I.M.P.S.  
(Connector, Realist, Industry insider, **M**entor, **P**artner, **S**ponsor)

**E**ncourage growth in “Strengths Finder”

**N**urture on areas of development

**T**alent match to the business need and opportunity

**O**bserve confidentiality/honesty and build trust

 **R**egular check-in with preparation, execution, follow up

# Networking: Art of getting Advice and Counsel

Develop a Network of Influence:

- **C: Connector**
- **R: Realist**
- **I: Industry Insider**
- **M: Mentor**
- **P: Partner**
- **S: Sponsor**



Locate, land, succeed, transition, recover in your career: Relationship comes first!

Good connections with:

1. face to face
2. eye to eye
3. hand to hand
4. one on one



- **Meet/Build personal relationship that lasts for a life time: Help others, Seek advice**
- **Plan to meet 1 person a month: Take the Online connection to Offline relationship**
- **Think of 2 questions to ask, be prepared to listen**
- **Follow up thank you note**

# N.E.T.W.O.R.K.I.N.G.: Before, During, After



Names, facts, stories to remember 記住名字和故事

Enthusiastic attitude building your **Brand**, perception 熱情的態度

Teachable heart in **Mentoring Relationships**, actions 受教之心

Winning with encouragement, **Common Ground win win**,  
CCP clear concise prescriptive communication 簡單有效地交流

Open mind, **offer to give not just receive** 開放的心, 給予

Relate to others, regular follow up/progress or as needed  
與他人建立聯繫并及時跟進

Kind and considerate of boundary 熱心、善解人意

Impression-making experience and story 動人的經歷和故事

Noble character, integrity 高貴的品格、正直

Go the extra mile, get prepared before the meeting  
多做一些準備

# Discussion Topics – Samples

- Journey Map
- Summary of Experiences
- SWOT: Strengths (SOAR), Weaknesses, Opportunities, Threats
- Outsider's Views
- Career Interests
- Personal Interests

# Strengths

Passionate, Purpose Driven, Visionary Leadership  
Execution with Excellence for Complex Programs  
Analytics, Automation, Process, Marketing  
Deep Business & Technology Experiences  
Connector, Achiever, Mentor  
U.S. and Global

## Small Business Analytics

Strategic Decisions    Win Local  
Self Servicing        Mobility Offers  
Smart Big Data        Holistic Solutions  
Proactive, Predictive, Prescriptive

## Fiber to the Building

VIP Program \$1B multi-year investment  
Deliver fiber to 1M additional businesses  
AT&T Business Fiber: Cable killer  
In Region, Out of Region  
GigaPower, Network on Demand

## Cornell, Princeton, Bell Labs

Electrical Engineering, Materials Science  
Executive Education: Columbia, U Penn, Cornell  
Microelectronics, Digital Video  
AT&T China: Director promotion in 1995

# 360° Leadership @ Work

**Elaine Kung**

NoD & Integrated Experience Director

Future

Span of Control, High Growth, Game Changer, Leverage Strengths

## NoD & Integrated Experience

Integrated Operations Experience  
Transformation of Customer Experience across Solutions  
Products to Premier Integrated Solutions on Platforms

## Business, Product, Marketing

Wireless: Mobility Solutions Services

Wireline: Network Management, Network Integration,  
Content Distribution, Security, Consulting,  
Hosting, Telepresence, WorldNet

Sales/Marketing: Financial Value Selling,  
Consultative, Verticals

Hosting Client Engagement: Complex hosting solutions  
Job offer as Executive Director in 2000, then budget freeze

Client Network Implementation: Team of 30+ project  
managers for 60+ Fortune 500 customers

## Hong Kong to U.S.

Living on the Edge (homeless, refugee) – Miraculous  
Living the American Dream (30 yrs later) – Rethink Possible

Born in Hong Kong



## Community Give Back: Leadership, Mentoring, Family Ministries

Board, Interviewer, Book Award, Race Scholarship: Cornell, Princeton  
Founder, President, Speaker: Called To Work professional development conferences  
Board, Advisor, Mentor, Speaker: STEM, Students, Young Professionals, Churches, Education in Asia  
Counselor, Teacher, Speaker, Stephen Minister: Children, Youths, Parents, Teachers

## Industry Awards

Women of Color STEM Industry Career Achievement  
Most On Fire Manager  
Successful Women in Business  
US President's Volunteer Service

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***Innovation  
happens at the  
intersection of:  
Passion +  
Creativity +  
Culture***

## Core Strengths

- Strategic perspective
- Change agent
- Multiplier of team member impact
- Smart risk taking; failing fast
- Automation & innovation

## Experience

- 20+ years in Business Solutions
- Deep & broad knowledge of Business Solutions products and channels
- Significant cross functional engagement
- Executive Women's Leadership Experience

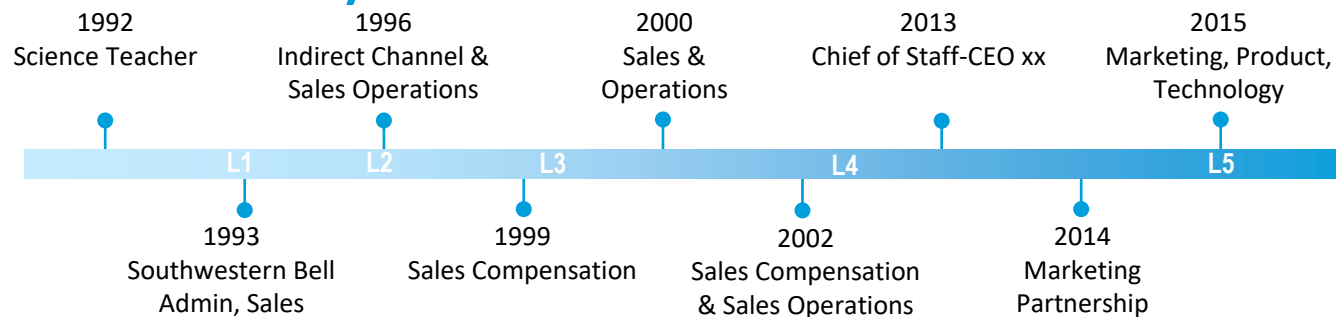
## Awards

- Power 100; Women of the Channel; xx
- Top 100 under 50 Diverse Executive Leader
- President's Club/Diamond Club (3X)

## Education

- MBA with Distinction from the xx School of Business, University of xx.
- BS in Elementary Education, Minor in Special Education, xx University

## Career Journey





- Take chances
- *"Make good coffee"*
- Go beyond



- Continuous learning = long term success



- Passion can move mountains
- What we do can be life impacting



- Communicate often
- Customer experience matters
- Storytelling is powerful

- Plan ahead
- Capture their attention
- Public speaking is fun

- Listen carefully
- Solve their problems

- Change mgmt = hard work
- Failure is a gift
- Title ≠ Power

- Manage stakeholders
- Create value
- Be a hero – run into the fire

- Goal alignment is critical to engagement
- Balance transparency & accountability with agility

***If you're uncomfortable, then you're growing***

# Subordinate Retirement Farewell Email to Elaine

## From Louis XXX (FE Top Rated Level 2)

**From:** XXX, LOUIE M

**Sent:** Wednesday, March 25, 2015 4:22 PM

**To:** KUNG, ELAINE H

**Subject:** RE: Louis XXX DBMS Transition matrix [Congratulations and Thank You Louis!]

“THANK YOU! You are the best manager I could have ever hoped to work for to finish my career at AT&T. Thank you so much for caring so much and doing so much to make sure your team was highly empowered! It has been a blast and I will miss working with you. I wish the very best for you and your family. I think President Obama should have you on his staff so we could see the impossible become reality – that is how much I think of you!”

Tom XXX, Small Business Product Marketing VP Response:

“This is a very nice commendation from Louis. It is a reflection of how he and your team feels about you.”

Matt XXX, FTTB AVP Response:

“That is really cool. Nice job, Elaine.”





# Elaine Kung Running the Show

## Matt XX's 9/4/14 Recognition Email

**From:** XX, MATTHEW J  
**Sent:** Thursday, September 04, 2014 10:18 AM  
**To:** KUNG, ELAINE H  
**Cc:** XX, THOMAS F; XX, LOU; XX, XX  
**Subject:** Running the Show

I'd like to reiterate for Tom's and Lou's benefit (and Eb!) what I said this morning. The level of commitment that the cross-functional team has demonstrated throughout the last two years is astounding.

For two years, you have led a cross-functional governance call, every Thursday, without fail.

What is particularly impressive is that the key players on that team have been there with you.

I've never seen a project team stay that engaged for that long.

Your ability to lead that team, gather consensus, and maintain cohesion, started out strong and has improved greatly over time.

Thank you for your efforts, and as a colleague and shareholder, I'm glad you're here!



# 12 Qualities Employers Look For

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- ✓ Enthusiasm
- ✓ Positive attitude
- ✓ Willingness to learn, Curiosity
- ✓ Self-starter, Motivated
- ✓ Proactive Problem Solver
- ✓ Works well in teams
- ✓ Strong work ethic
- ✓ Well rounded personality
- ✓ Desire to contribute
- ✓ Volunteer (extra-curricular)
- ✓ Basic math skills
- ✓ Literate (reading, writing)

# Extraordinary Leader Model

<b>Character</b>	<ul style="list-style-type: none"> <li>+ Displays high integrity, honesty, trust, and a deep sense of caring for the success of our company, customers, and employees.</li> </ul>
<b>Focus on Results</b>	<ul style="list-style-type: none"> <li>+ Delivers industry-leading performance and results.</li> <li>+ Sets and delivers stretch goals.</li> </ul>
<b>Leading Change</b>	<ul style="list-style-type: none"> <li>+ Demonstrates awareness of global market and competitive trends.</li> <li>+ Ignites change through innovation and transformation.</li> <li>+ Drives required changes in the culture.</li> <li>+ Takes smart, calculated risks.</li> </ul>
<b>Interpersonal Skills</b>	<ul style="list-style-type: none"> <li>+ Builds trusted relationships and strategically collaborates across workgroups to achieve mutual outcomes.</li> <li>+ Builds high-performing and diverse teams.</li> <li>+ Makes hard decisions to shape team dynamics.</li> <li>+ Grows capabilities in others to grow enterprise performance.</li> <li>+ Drives alignment by communicating boldly and with clarity .</li> </ul>
 <b>Personal Capability</b>	<ul style="list-style-type: none"> <li>+ Continuously develops highly competitive and advanced skills.</li> <li>+ Makes decisions quickly, deliberately and with care.</li> <li>+ Recognizes and seizes opportunities.</li> <li>+ Applies deep functional skills.</li> </ul>

# 如何處理辦公室政治

## 羅馬書 12:1-2, 9-21

在生活中尤其是在工作職場中，我們經常會遇到難以相處的人。我們將要討論如何：

- 與難以相處的人打交道
- 處理辦公室政治和變得自信
- 解決矛盾衝突
- 將敵人轉變為朋友
- 提高情商并建立積極正面的人際關係

我們會研討聖經，明白如何以實踐的和重大影響的方式來應用於真實工作中的例子。

# “Politics” Dictionary Definition

## 政治字典定義

- Activities associated with the governance of a country or other area 國家地區管理行為
- Especially the debate or conflict among individuals or parties having or hoping to achieve power 個人或政黨因掌權存在的衝突
- Leadership: Ability to influence others to be their best for the greater good 能夠影響別人成為他們最好的，為整個團隊的利益

# 領導者的特點

- **Vision 願景** – 有想法并能為團隊指引方向 目的 Purpose
- **Influence 影響力** – 啟發和激勵他人堅持原則，並能分享和完成共同目標 熱情 Passion
- **People 人** – 專注培養團隊成員，期待成員 最佳表現

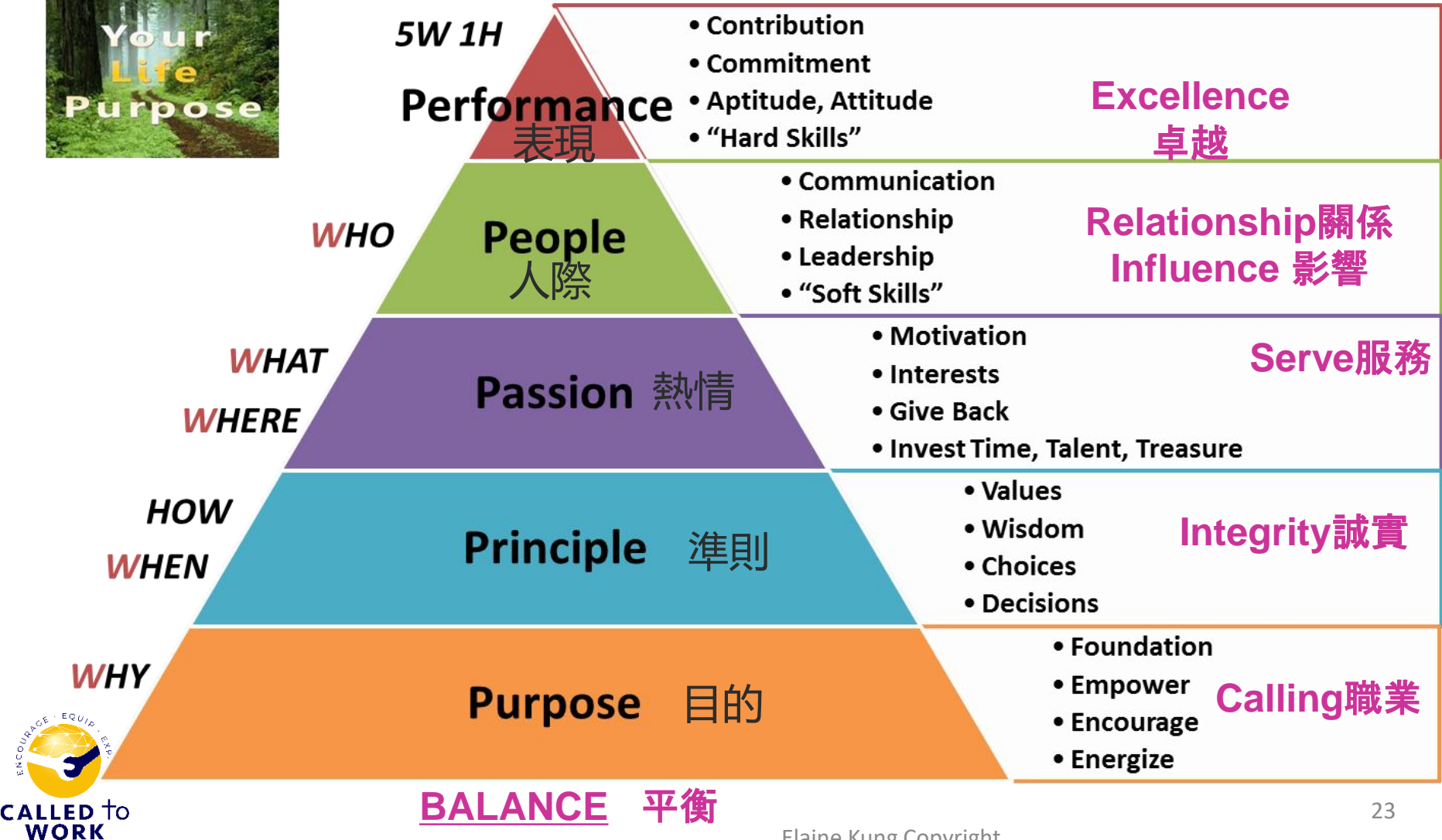
或 5Ps 360°領導力 @處處

Personal, Professional, Philanthropy



# 7 Faith Pillars of Excellence @ Life

## 卓越人生的7層信仰柱



# 360° Leadership 360°度領導力

Methods that help focus and improve leadership habits.

Are you doing the same thing over and over again and expecting different results?

This is the definition of insanity. It is time to change and get results.

Successful leaders make choices every day that move them in the direction of your vision. You have the power to achieve all that you want. The secret to getting there is:

**know in Head, commit in Heart, action in Hands, walk/talk in Habits**

介紹聚焦和提升領導力習慣的方法。

你是否反覆做同一件事情確期待不同結果。  
現在應該現實一點來做出成果。

成功的領導者每天都按照自己的願景來做決定。  
你完全有能力得到你想要的。但是要理解下面三個關鍵詞：

日常習慣 My Daily Habits

@家（個人），@工作（專業），@社區（慈善）

Personal

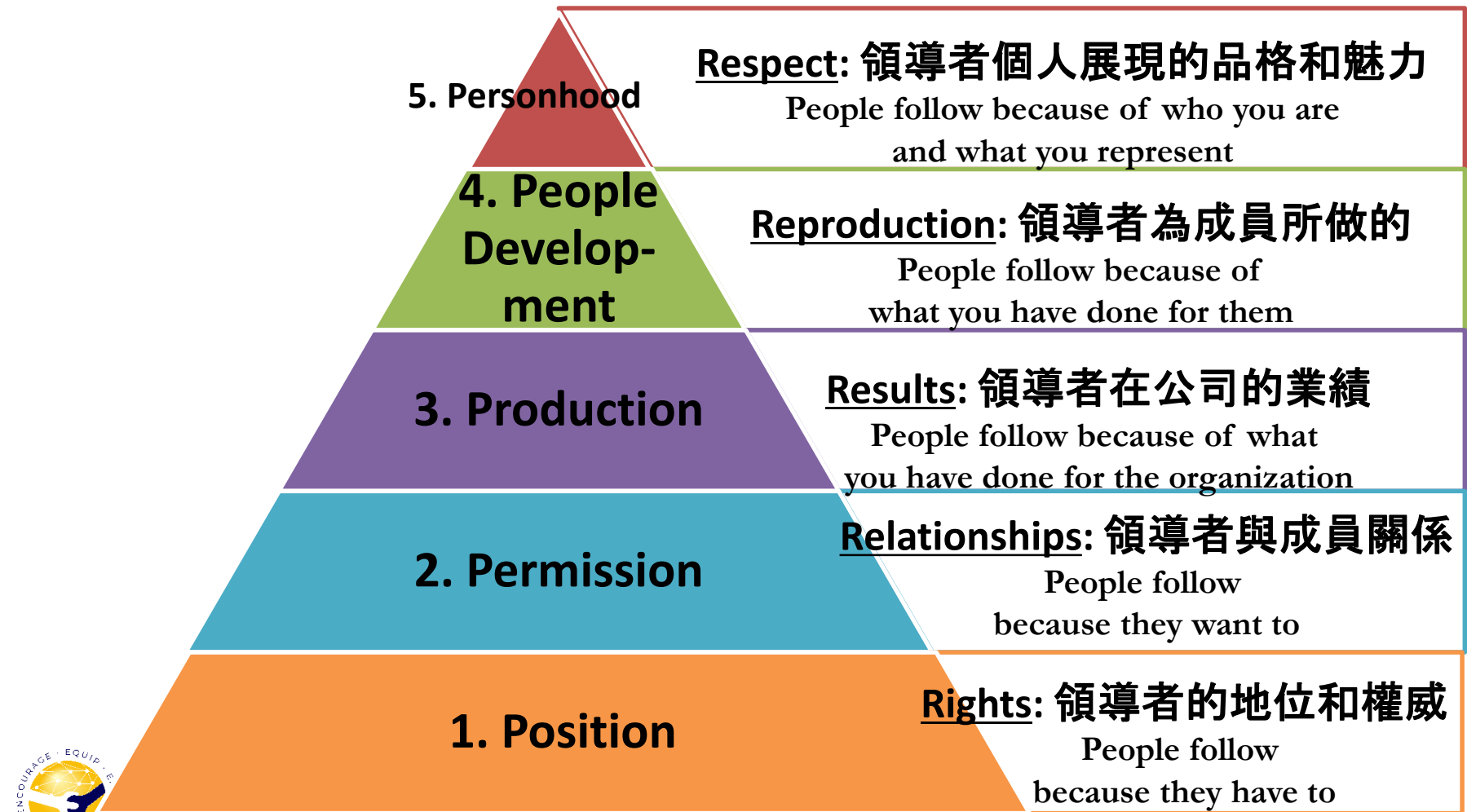
Professional

Philanthropy



# 5P: John Maxwell 的5級領導力

## 5R: 影響力定律



# 領導者行為

- 為錯誤負責并及時糾正 Take responsibility for mistakes and make every necessary adjustment without hesitation
- 對他人負責 Be accountable to others
- 學會聆聽 Listen to hear messaging and Listen without interrupting
- 訴說並不責難 Speak without accusing
- 回答並不爭論 Answer without arguing
- 享受並不抱怨 Enjoy without complaining
- 信守承諾 Commit/Promise without forgetting
- 投入到夢想當中，并不斷完善自己 Immerse yourself in the VISION/DREAM, dedicate your time to perfecting your strengths
- 打造致勝文化 Create a culture of winning
- 執行 EXECUTE!
- 回饋 GIVE BACK!

**做最好的自己！ You owe yourself your best!**

# **L.E.A.D.E.R.S.H.I.P. is a LIFESTYLE 是一種生活方式!**

**L: Love愛, Listen聆聽, Light光**

**E: Everybody can be a leader每個人都可以成為領導者**

**A: Apply the VIP, 5P, 5R**

**D: Develop the brand and leader within you**

**發展個人品牌和領導力**

**E: Equip 裝備, Encourage鼓勵, Energize加強, Empower授權**

**R: R.E.L.A.T.I.O.N.S.H.I.P. & N.E.T.W.O.R.K.I.N.G.**

**S: Servant heart僕人之心**

**H: Honesty誠實, Humility謙遜, Humorous幽默**

**I: Influence影響力, Integrity正直**

**P: Potential to be discovered and realized發現和發揮潛力**



**Lead UP**

**Lead ACROSS**

**Lead DOWN**

# R.E.L.A.T.I.O.N.S.H.I.P. Lead Up: 領導力的基礎

1. Respect the People Who Are Important to Your Leader  
尊敬對領導重要的人
2. Catch Your Leader's Enthusiasm 發現領導的熱誠
3. Know Your Leader's priorities 了解領導的優先權
4. Available to Work w/ Your Leader's Weaknesses 包容領導的弱點
5. Earn Your Leader's Trust 獲得領導的信任
6. Connect with Your Leader's Interests (outside of work) 迎合領導的情趣
7. Obedient spirit 順服的精神
8. Nurturing character 培養他人的品格
9. Servant heart 僕人之心
10. Listen to Your Leader's Heartbeat 聆聽領導的心聲
11. Support Your Leader's Inspired Vision 支持領導願景
12. Understand Your Leader's Personality 了解領導個性

# R.E.L.A.T.I.O.N.S.H.I.P. Lead Up: 領導力的基礎

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Enthusiasm

Leader's Priorities

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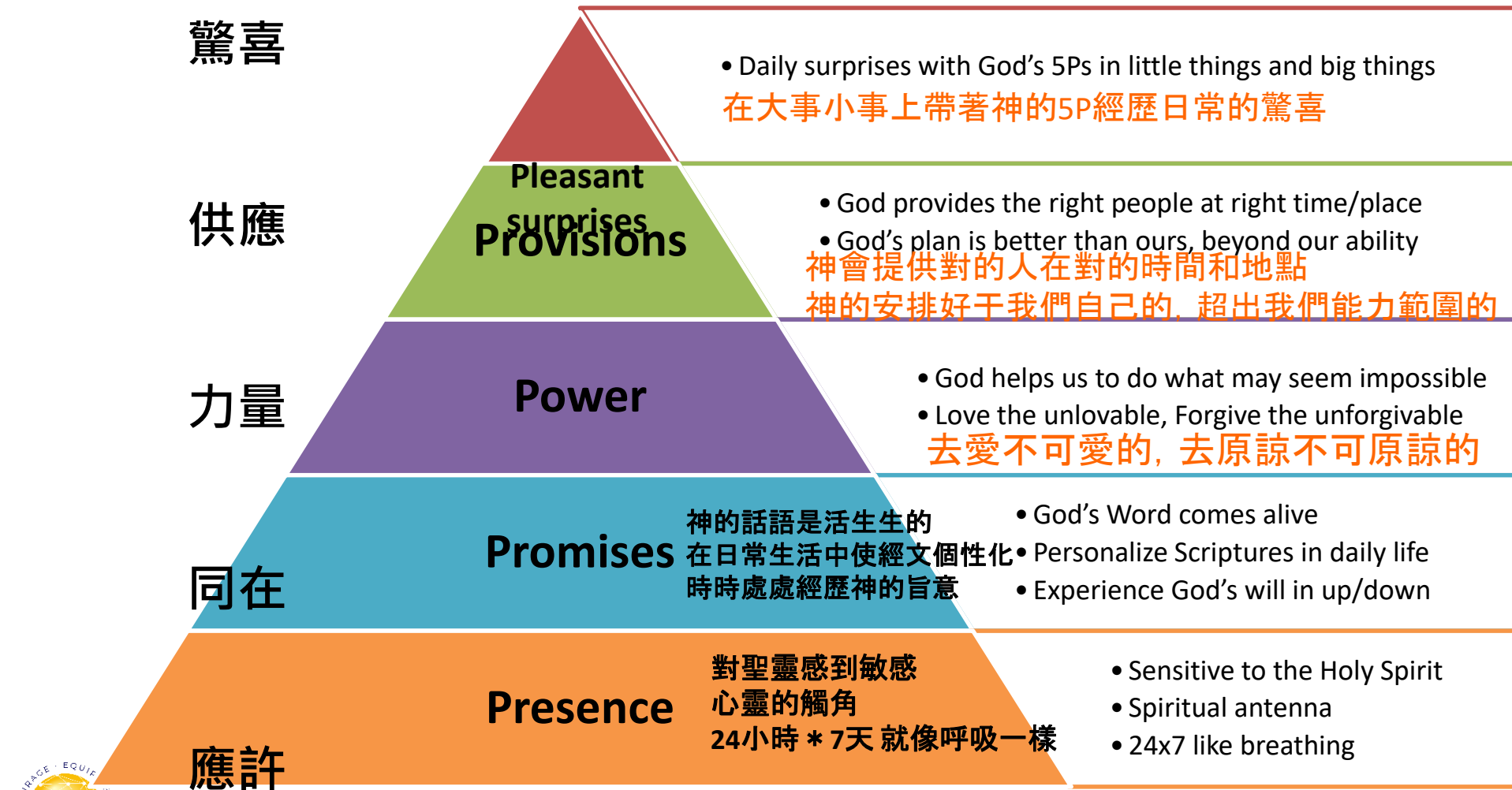
Heartbeat

Inspired Vision

Personality

# 5P: Experience Abundant Blessings from God

## 經歷來自神的豐富的祝福



# 基督徒的核心价值和其对我生活和事业的影响

“我是葡萄树，你们是枝子。常在我里面的，我也常在他里面，这人就多结果子。” - 约翰福音 15:5

“圣灵所结的果子，就是仁爱，喜乐，和平，忍耐，恩慈，良善，信实，温柔，节制。这样的事，没有律法禁止。”

加拉太书5: 22-23

- 尊重，荣誉，顺服权柄
- 信任，赦免，扶持帮助，创造力，委身，勇气
- 努力工作和团队精神
- 该做什么和不该做什么

# 什么是最重要的领导力和领导技能

“你们是世上的盐。你们是世上的光。”

马太福音 5:13-14

- 榜样的行为 - 核心价值和性格
- 领导能力 - 战略思维（异象），组织能力，和人际交往能力
- 简洁清楚的语言表达能力，演讲技巧，并建立彼此信任的关系
- 导师，教练，扶持，影响，提升
- 技术和商务上的专长



# 如何在我们日常的生活中经历主，活出主的生命

“要常常喜乐。不住地祷告。凡事谢恩。”

帖撒罗尼迦前书5:16-18A

- 不管环境是高是低，是好是坏，随时转向神
- 与神同行，凡事靠主
- 求神给特别的恩典，忍耐，和智慧来处理难处
- 跟随主，将每一个工作，每一个挑战，都当作神要我们学习的功课

# 如何在我们日常的生活中经历主，活出主的生命

“人**种**的是什么，**收**的也是什么。” 加拉太书 6:7B

- 基督徒的信仰和 神的生命不断的改变模成我的个性，性格：
  - ✓ 诚实，快乐，忍耐，谦卑，甘心乐意助人，并积极委身
  - ✓ 可以应对不公正的待遇，知足常乐
  - ✓ 有合宜的自尊，并积极的思维，思考
- 神的恩赐和旨意引导了我的一生和我的事业
- 在我生命中每一步，神都与我同在，并赐我够用的恩典，智慧，力量，和往前的信心

# 活出一个荣神益人的见证！

“不要效法这个世界。只要心意更新而变化，叫你们察验何为神的善良，纯全可喜悦的旨意。”罗马书12:2

“我们晓得万事都互相效力，叫爱神的人得益处，就是按他旨意被召的人。”

罗马书8:28

# 工作裏的人事關係

- 自我省察，因為良好的人際關係，始於內心尋求與人和平相處
- 留意自己會否只講求個人成就，忽視團隊精神
- 學習控制(Regulate)調節自己的情緒，將感受化作建設性的溝通和行動，思考如何迎向新挑戰及與同事建立美好關係
- 接受大家性格相異、生活習慣不同之處，認識同事的處事作風，設身處地去瞭解別人的思想和感受
- 要以善對惡，實踐保羅的教訓, E.Q.

- 雇員和老闆
- 假意與真誠
- 盡心和為主
- 賞賜和刑罰

# Rules To Live By 生活準則

- **Golden Rule** 黃金法則

Treat others as YOU want to be treated

以你希望被對待的方式去對待他人

- **Platinum Rule** 白金法則

Treat others as THEY want to be treated

以他人希望被對待的方式去對待他人

- **Executive Platinum Rule** 超白金法則

Treat others as WE want to be treated

以我們希望被對待的方式去對待他人

- **Diamond Rule** 鑽石法則

Treat others as JESUS treats you

以上帝耶穌對待你的方式去對待他人

# How to Handle “Politics” 掌控政治

## Matthew 馬太福音 10:16

I am sending you out like sheep among wolves.  
Therefore be  
as **shrewd as snakes** and  
as **innocent as doves**.

我差你們去，如同羊進入狼羣；  
所以你們要  
**靈巧像蛇，**  
**馴良像鴿子。**

# Avoid G.R.O.A.N.S. 避免呻吟

Gossip

閒言閒語

Revenge

意圖報復

Obsess in self pity

自我憐憫

Against Biblical values e.g. mean spirit, form cliques, take sides

反對聖經價值觀：心胸狹窄，拉幫結派

Negative reaction, get personal/angry 消極反應

Selfish agenda

自私議程



# Romans 羅馬書 12:9-21 Love in Action

愛人不可虛假。惡，要厭惡；善，要親近。愛弟兄，要彼此親熱；恭敬人，要彼此推讓。殷勤，不可懶惰；要心裏火熱，常常服事主。

在指望中要喜樂；在患難中要忍耐；禱告要恆切。聖徒缺乏，要幫補；客，要一味地款待。

逼迫你們的，要給他們祝福；只要祝福，不可咒詛。

與喜樂的人要同樂；與哀哭的人要同哭。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。不要以惡報惡；眾人以為美的事要留心去做。若是能行，總要盡力與眾人和睦。

親愛的弟兄，不要自己伸冤，寧可讓步，聽憑主怒；因為經上記着：「主說：『伸冤在我，我必報應。』」所以，「你的仇敵若餓了，就給他吃，若渴了，就給他喝；因為你這樣行就是把炭火堆在他的頭上。」你不可為惡所勝，反要以善勝惡。

# Romans 12:9-21

## Love in Action: EQ

<sup>9</sup> **Love must be sincere.** Hate what is evil; cling to what is good. <sup>10</sup> Be devoted to one another in love. **Honor one another above yourselves.**

<sup>11</sup> **Never be lacking in zeal, but keep your spiritual fervor, serving the Lord.** <sup>12</sup> **Be joyful in hope, patient in affliction, faithful in prayer.** <sup>13</sup> Share with the Lord's people who are in need. **Practice hospitality.**

<sup>14</sup> **Bless those who persecute you;** bless and do not curse. <sup>15</sup> **Rejoice** with those who rejoice; **mourn** with those who mourn. <sup>16</sup> Live in **harmony** with one another. **Do not be proud,** but be willing to associate with people of low position. **Do not be conceited.**

<sup>17</sup> **Do not repay anyone evil for evil.** Be careful to **do what is right** in the eyes of everyone. <sup>18</sup> If it is possible, as far as it depends on you, **live at p.e.a.c.e. with everyone.**

<sup>19</sup> **Do not take revenge,** my dear friends, but leave room for God's wrath, for it is written: "It is mine to avenge; I will repay," says the Lord. <sup>20</sup> On the contrary:

**"If your enemy is hungry, feed him; if he is thirsty, give him something to drink. In doing this, you will heap burning coals on his head."**

<sup>21</sup> **Do not be overcome by evil, but overcome evil with good.**

# Sunday Night Blue Conclusion

## 星期日夜抑鬱症總結

- It's been an absolute pleasure working with you at AT&T. We have been through some crazy times between org A and org B – through it all you impress me and those around you with your **grace, kindness and positive attitude**. 令我深刻的：你的恩典，善良、积极态度
- Last day at AT&T on Thursday, December 7, 2017 – Miraculous Closure and Conclusion. 不可思议的结束与总结

**“Elaine”  
means “Light” 光  
life verse 生命金句**

**“Let your light S.H.I.N.E. before men,  
that they may see your good deeds and  
praise your Father in heaven.” Matthew 5:16**

**馬太福音 5:16**

**你們的光也當這樣照在人前，  
叫他們看見你們的好行為，  
便將榮耀歸給你們在天上的父。**

# Work on S.H.I.N.E. 致力於

Servanthood: others centric, win win, support, understand  
僕人心志

Humility: apology, open mind, listen, collaborate  
謙卑謙遜

Integrity: be yourself, truth, speak up, good/bad times  
正直誠實

Nurture respect: empathy, relationship, ally, network  
培育尊重, 協同合作

Empathy: EQ, choice, respond, take high road, self control  
情感共鳴, 注重情商

# 每一次的职场挑战是思考这些问题的机会

- 我是谁？ Who am I?
- 我想从工作中得到什么？ What am I trying to get from work?
- 我为谁服务？ Who is my boss and who am I trying to please?
- 怎样才能有效地工作？ How can I work effectively?

# 我想从工作中得到什么？

**What am I trying to get from work?**

**不要爱世界和世上的东西。人若爱世界，爱父的心就不在他里面了。原来世上的一切，就如**

**肉体的私慾，  
眼目的私慾和**

**今生的骄傲，**

**都不是出於父，而是从世界来的。这世界和世上的私慾都要渐渐过去，但那遵行 神旨意的却存到永远。- 約翰一書 2:15-17**

# 我为谁服务？

**Who is my boss and who am I trying to please?**

**Matthew 6:24: No one can serve two masters. For you will hate one and love the other; you will be devoted to one and despise the other. You cannot serve both God and money.**

**一个人不能服事两个主人；他若不是恨这个爱那个，就是忠於这个轻视那个。你们不能服事神，又服事金钱（「金钱」亚兰文是「玛门」）**



# 怎样才能有效地工作

## How can I work effectively

Philippians 4: 6-7 Don't worry about anything; instead, pray about everything. Tell God what you need, and thank him for all he has done. 7 Then you will experience God's P.E.A.C.E., which exceeds anything we can understand. His peace will guard your hearts and minds as you live in Christ Jesus.

应当毫无忧虑，只要凡事藉着祷告祈求，带着感恩的心，把你们所要的告诉神。这样，神所赐超过人能了解的平安，必在基督耶稣里，保守你们的心思意念。

Psalms 119: 105 Your word is a lamp to guide my feet and a light for my path. 你的话是我脚前的灯，是我路上的光。

1 Corinthians 13:7 Love never gives up, never loses faith, is always hopeful, and endures through every circumstance.

爱是凡事包容，凡事相信，凡事盼望，凡事忍耐

# P.E.A.C.E. 內心平和

Positive: peer pressure, influence, politics

積極: 同事壓力, 影響, 辦公室政治

Effective communication

交流溝通

Appealing interpersonal and leadership skills

人際交往技巧, 領導能力

Conflict management strategy

解決衝突

Emotional Quotient **EQ**

提高情商

# P.E.A.C.E. & Communication Tips

## 溝通技巧

- ✓ Catch others do Right 聽懂話語
- ✓ Listen, solicit feedback, body language 傾聽、反饋、肢體語言
- ✓ Admit when you are wrong 承認錯誤
- ✓ Proactive, honest, authentic, common ground  
前瞻性、誠實、可信、共同點
- ✓ Speak to groups as individuals, know audience  
作為個體 了解觀眾
- ✓ Sandwich Style 三明治方式
- ✓ Speak with authority, gain influence, consistency  
增強權威 擴大影響 連貫一致
- ✓ Emotions 情感
- ✓ Culture 文化
- ✓ Personality 個性
- ✓ Core beliefs 核心
- ✓ Values 價值
- ✓ Past experiences 經驗
- ✓ World view 世界觀

# Active Listening Examples有效倾听

## 1. Encouragement

What it does: Gives encouragement, keeps the person talking

How to: “I see ...”, “Yes, ...”, “That’s interesting ...”, “Sounds good”

## 2. Restatement

What it does: Shows that you are listening, helps clarify the statement

How to: “What you are saying is ...”, “So, I understand your idea is ...”

## 3. Reflection (feeling words)

What it does: Shows that you understand and have empathy (not sympathy)

How to: “You must feel ...”, “Sounds like you enjoyed it”, “That must have been fun”, “I can understand that you feel .”, “That must be frustrating”

## 4. Summarization

What it does: Shows that you understand what is being said

How to: “To summarize, you think that ...”, “If I understand you correctly, the three major issues here are ...”

# Positive Communication Methods

## 积极沟通方式

### Praising and Criticizing with Character and Encouragement 个性鼓励地赞扬评论

- Sandwich your comments – Praise, One for improvement, Praise.
- Use Character words: “I like how you follow through with your responsibility, I suggest you pay more attention to details, and we benefit from your job well done.”
- Avoid simply saying “very good”, “nice job”,..., be more specific and descriptive.

### The Wise Appeal 智慧的请求

- “I understand that you want me to ... because ...”
- “I have a problem with that because ...”
- “Could I please ...?”

### Honor Changes People 尊敬改变他人

- Honor is defined as:
- Treating people as special,
- doing more than what’s expected,  
and having a good attitude.

# 7 Cs of Effective Business Communications

## 高效商業溝通

1. Concise – to the point 簡潔明了
2. Complete – all information the first time 完整徹底
3. Conversational – invites interaction 對話健談
4. Clear – allow every word to be understood 清晰易懂
5. Considerate – answer is understood 體貼周到
6. Confidence – credible information 自信篤定
7. Check – check data and facts 檢查核實

# Conflict Management

## Seek to Understand

### 不爭執方式處理分歧

- Meeting in the Middle 達成共識
- Meeting on your Side 滿足對方意願
- Meeting Later 將來達成共識

# Ephesians 以弗所書 4:26-27

<sup>26</sup> “In your anger do not sin” : Do not let the sun go down while you are still angry, <sup>27</sup> and do not give the devil a foothold.

<sup>26</sup> 生氣卻不要犯罪；不可含怒到日落，  
<sup>27</sup> 也不可給魔鬼留地步。

**Forgive**  
**Forget**

**Unlovable**  
**Unforgivable**



# Embrace Conflicts: Source of Growth and Transformation

## 接受衝突：增長源泉及轉換

**Goals.** Conflict can happen as a result of conflicting goals or priorities. It can also happen when there is a lack of shared goals. 目標衝突

**Personality conflicts.** Personality conflicts are a common cause of conflict. Sometimes there is no chemistry, or you haven't figured out an effective way to click with somebody. 個性衝突

**Scarce resources.** Conflict can happen when you're competing over scarce resources. 稀缺資源

**Styles.** People have different styles. Your thinking style or communication style might conflict with somebody else's thinking style or their communication style. The good news is that conflicts in styles are easy to adapt to when you know how. 方式方法

**Values.** Sometimes you will find conflict in values. The challenge here is that values are core. Adapting with styles is one thing, but dealing with conflicting values is another. That's why a particular business, group, or culture may not be a good fit for you. It's also why "birds of a feather flock together" and why "opposites attract, but similarities bind." 價值觀差異

通過把衝突作為生活的一部分，你可以充分利用每一種情況，把它當作一個學習機會或領導機會。

By embracing conflict as a part of life, you can **make the most of each situation** and use it **as a learning opportunity or a leadership opportunity.**

# Conflict Management Strategy 衝突管理策略

高自信

ASSERTIVENESS

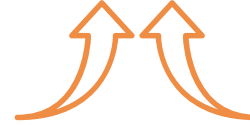
Assertive

Unassertive

COMPETING 競爭



COLLABORATING 合作



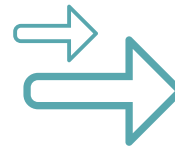
COMPROMISING 讓步



AVOIDING 避免



ACCOMMODATING 適應



低自信

Uncooperative

COOPERATIVENESS

Cooperative

低合作

高合作

Source: J.D. Meier

# Avoiding 避免

## Low Cooperative, Low Assertive

### 低合作 低自信

### 自身目標很難達到，暫時並非長遠之計

- This is when you simply avoid the issue.
- You aren't helping the other party reach their goals, and you aren't assertively pursuing your own.
- This works when the issue is trivial or when you have no chance of winning.
- It can also be effective when the issue would be very costly.
- It's also very effective when the atmosphere is emotionally charged and you need to create some space.
- Sometimes issues will resolve themselves, but “hope is not a strategy”, and, in general, avoiding is not a good long term strategy.

# Accommodating 適應

## High Cooperative, Low Assertive

### 高合作 低自信

### 實用于對方有更好的解決方法

- This is when you cooperate to a high-degree, and it may be at your own expense, and actually work against your own goals, objectives, and desired outcomes.
- This approach is effective when the other party is the expert or has a better solution.
- It can also be effective for preserving future relations with the other party.

# Compromising 讓步

## Mid Cooperative, Mid Assertive

### 中等合作 中等自信

### 兩敗俱傷

- This is the “lose-lose” scenario where neither party really achieves what they want.
- This requires a moderate level of assertiveness and cooperation.
- It may be appropriate for scenarios where you need a temporary solution, or where both sides have equally important goals.
- The trap is to fall into compromising as an easy way out, when collaborating would produce a better solution.

John Maxwell: Marriage needs compromise, each person giving 100% compromise into the marriage. Give up to go up, grow up!

# Competing 競爭

## Low Cooperative, High Assertive

### 低合作 高自信

### 我贏你輸

- This is the “win-lose” approach.
- You act in a very assertive way to achieve your goals, without seeking to cooperate with the other party, and it may be at the expense of the other party.
- This approach may be appropriate for emergencies when time is of the essence, or when you need quick, decisive action, and people are aware of and support the approach.

# Collaborating 合作

## High Cooperative, High Assertive

### 高合作 高自信

### 希望獲得雙贏的情況

- This is where you partner or pair up with the other party to achieve both of your goals.
- This is how you break free of the “win-lose” paradigm and seek the “win-win.”
- This can be effective for complex scenarios where you need to find a novel solution.
- This can also mean re-framing the challenge to create a bigger space and room for everybody’s ideas.
- The downside is that it requires a high-degree of trust and reaching a consensus can require a lot of time and effort to get everybody on board and to synthesize all the ideas.

# Called To Work Resources

## 職場使命資源

- Past Called To Work conference topics since 1996
- Past AFC – Chinese Missions Convention CMC – annual Called To Work track materials, e.g. West (San Diego 2014), South (Houston 2015), East (Baltimore 2016)
- Daily prayers at work: before, during, after 工作日常禱告
- [www.CalledToWork.org](http://www.CalledToWork.org) website for more
  - Free Email Devotion with PRACTICAL Work Tips every Wednesday
- Seek God daily to experience 寻求并经历

常常喜乐  
不住禱告  
凡事谢恩

***“Rejoice always, pray continually, give thanks in all circumstances; for this is God’s will for you in Christ Jesus.”***

*1 Thessalonians 5:16-18*



# 如何更享受工作 8 to 6 – 6 to 8 Integrated Life

## **CALLED TO WORK**

- ✓ **Your work is more than a paycheck: Job vs. Ministry**
- ✓ **Theology of Work: Work as Worship**
  - Bridge the Sacred and Secular Divide
  - Glorify God at Work vs. Secret Agent
  - Encourage** employees/employers
  - Equip** leaders/influencers
  - Expand** marketplace ministry networks
- ✓ **Be a blessing and receive blessings from God**
- ✓ **Thank God it's Monday!**
- ✓ **Take Jesus to Work – empty seat for Jesus at work**



**Shine for Jesus brightly – salt and light**

Let your light shine before others, that they may see your good deeds and glorify your Father in heaven.” Matthew 5:16

# 5-Minute Prayer Before Work

## 工作前5分钟祷告



- Thank God for our job.
- Tell God what we need to accomplish.
- Tell God our greatest concern.
- Pray for at least one person—boss, coworker, customer.
- Pray for the fruit of the Spirit (**love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, self control** – Galatians 5:22)
- Ask God to build our EQ and use our gifts.
- Surrender our day into God’s hands. Ask God to feed our soul.
- Thank God for His 5P blessings: His Presence, Power, Promises, Provisions, Pleasant surprises.



# 5-Minute Prayer Before Work

## 工作前5分钟祷告



- 為我們的工作感謝神。
- 告訴神我們需要完成什麼。
- 告訴 神我們最關心的。
- 至少為一個人祈禱--老闆、同事、顧客。
- 為聖靈的果子禱告 (仁愛、喜樂、和平、忍耐、恩慈、良善、信實、溫柔、節制。加拉太書 5:22-23)
- 求 神建立我們的情商, 並使用我們的恩賜。
- 把我們的日子交到 神的手中。求 神餵養我們的靈魂。
- 感謝 神給他的 5P 祝福: 神的同在, 力量, 應許, 供應, 驚喜。

# Called To Work Resource Sample Topics

## 资源话题

- For Whom and Why are you Working?
  - How to be a Godly Employee (10 Commandment version)
  - What does a Godly Employer looks like?
  - Industrious or Workaholic? How do you draw the line?
  - 3 Reasons to form a Christian Corporate Cultural Diversity Group
  - 4 Tips on Sharing Salvation with Coworkers
  - 5 Tips on Growing in Christ
  - 6 Reasons Why your Church should Reach the Workplace
  - 6 Teen Tips on Work
  - 7 Tips on Leading a Fruitful Workplace Bible Study
  - 8 Tips on Hosting an Evangelistic Workplace Event
- Enthusiasm Makes a BIG Difference

# J.O.Y.!

主為先  
他為從  
你為末

Jesus first  
Others second  
You last

靠神 事半功倍 >> 靠人 事倍功半

By God's grace:  
Half the effort  
Double the result

By our own ability:  
Double the effort  
Half the result

# Application: Paired Buddy Encouragement

## 應用: 配對鼓勵



Start Doing



Stop Doing



Do More



Do Less

# Elaine's journey by God's Grace for God's Glory (1)

Northwest Bible Church by Senior Pastor Neil Tomba in Dallas:

9-minute interview video in March 2017 <https://vimeo.com/209774108>

35-minute interview video in March 2018 <https://vimeo.com/258565515>

45-minute interview video in October 2017 by Dr. Darrell Bock at Dallas

Theological Seminary. Some feedback: “The way Elaine communicated the need for the church and workplace believers to fully integrate work and faith was powerful! Question on ‘women in the workplace’ versus ‘women in the church’ was addressed.” <https://voice.dts.edu/chapel/2017-10-24/>

Chinese interview article in October 2017 by Chinese Entrepreneur Association in Delaware:

<http://www.ceaa.org/2017/10/%e4%ba%ab%e5%8f%97%e7%a5%9e%e7%9a%84%e7%a5%9d%e7%a6%8f%ef%bc%8c%e5%b9%b6%e6%88%90%e4%b8%ba%e5%88%ab%e4%ba%ba%e7%9a%84%e7%a5%9d%e7%a6%8f-%e8%ae%bf%e8%b0%88called-to-work%e5%88%9b%e5%a7%8b/>

2-hour talks on Leadership, Networking, Communications on October 2016, April 2017 at Chinese Institute of Engineering – San Francisco chapter:

<https://youtu.be/eta3Ppl8bDA>

<https://youtu.be/OKWB9gjd2WA>

# Elaine's journey by God's Grace for God's Glory (2)

Parenting Conference JOY @ Home at Lord's Grace Christian Church, Mountain View, CA in April 2018:

[https://drive.google.com/drive/folders/1noad5\\_h2WOCMd8ApTmEUEqT6j2eMhSSB](https://drive.google.com/drive/folders/1noad5_h2WOCMd8ApTmEUEqT6j2eMhSSB)

Time Management Zoom Online Recording with slides for George Mason University – My Training International in VA in May 2018:

<https://drive.google.com/file/d/1808xF9mohZ09xn3gr-QSH8dHQpgs1tUs/view?usp=sharing>

WeChat Talk Recordings on Parenting in March and May 2018:

- Parenting Teenagers in Mandarin
- Parenting Adult Children in Mandarin
- Career Development for Young People in English

Retirement Party in November 2017 at AT&T HQ in Dallas:

<https://www.flickr.com/photos/135512632@N06/albums/72157689708773054>