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封面人物 Jon Gornstein: 光有能力是不够的, 得超越能力
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Jon Gornstein

Jon Gornstein是培颂能公司(Persona GLOBAL, Inc.)的创办人和总裁，是一位在变革领导力，组织架构调整，和人际沟通的应用行业里的先锋者。在他40年的事业生涯中，Gornstein先生曾在超过49个国家从事工作，并为大型跨国公司所面对的竞争压力和政策改革的需要提供咨询服务。于1980年，他创办了培颂能公司(Persona GLOBAL, Inc.)，提出了当人们在公司能有效地沟通时，公司会有更好的机会获得卓越的业绩。自创办培颂能公司以来，Gornstein先生已与世界上公司业绩和领导能力领先的顾问公司合作，共同开发了一套全面针对组织架构调整，变革领导力和绩效管理等方面的培训方式和衡量标准。

Competency Is Not Enough. Go Beyond.

光有能力是不够的，得超越能力

——培颂能公司创办人 Jon Gornstein 访谈录

Competency Is Not Enough. Go Beyond.

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Take competency one step further by training for fluency, the ability to engage in interpersonal relationships.

运用培训的力量提升人际能力，可以超越工作技能。

人际能力与工作技能大不相同

In business, competency and fluency are far from synonymous. Competency is possession of knowledge of a particular task or subject.

在商业场合，工作技能和人际能力远非同义词。工作技能仅仅指对某一特定工作任务的知识 and 技能。

Fluency is the ongoing demonstration of expertise no matter how much time has passed since competency was first achieved.

从你开始掌握了工作技能的第一天起，无论过

了多久，人际能力是另一种持续性展示你的专业度的能力。

Many companies view competency as an individual's ability to complete a technical job or task. In most cases, however, that is not enough — being competent does not make one fluent.

很多公司认为工作技能就是一个人能够完成一项技术任务或技术工作的能力。然而，仅仅有这个能力是不够的，工作技能并不能带来人际能力。

Consider an example. When it comes to a foreign language, some have basic competency — they understand what is being said or can speak at a basic level. On the other hand, they may lack the fluency to carry on an in-depth conversation.

比如，当你在练习一门外语，你具有了一些基本的技能 - 可以理解或说一些基础的语言。另一方面，你可能会缺乏一些进行深度对话的能力。

The same scenario applies in business.

Say an individual enters the realm outside competency and expertise and must connect with another person to establish insightful interpersonal relations. Weakness in this area exemplifies lack of fluency and represents a major obstacle to success.

商务中也会出现同样的问题。比如你进入了一个在你的技术和专业之外的领域，同时你必须和别人建立起富有建设性的人际关系。在这一方面能力的缺失会成为成功的阻碍。

The difference between competency and fluency can be especially glaring within the context of interpersonal relationships. Those whose expertise is in the sphere of technical competence tend to be very analytical and less perceptive in recognizing and reacting appropriately to the subtleties of interpersonal relations.

工作技能和人际能力的差异尤其表现在人际关系上。那些在技术上的专家通常表现得比较具有分析能力，但是对于辨识出细微的人际关系上则表现得



比较迟钝。

Often their interpersonal behavior reflects a corporate culture that

minimizes the importance of people and communication skills — a major oversight resulting in real bottomline consequences.

那些行为往往反应了一种公司文化 - 对人际和沟通能力的不重视。这种疏忽往往导致无法达成最低结果。

Why is this? Consider that interpersonal relations impact business outcomes. Those more skilled in interpersonal relations are more aware and insightful in their communications during negotiations and transactions. Such proficiency is a classic example of the difference between fluency and competency.

为什么会这样？人际能力会影响最后的商业结果。那些在人际技能上更强的人在谈判和交易过程中会有更深的洞察力。这种专业度是在工作技能和人际技能上最典型的差异表现。

增强人际技能的科技

Business development software support tools such as Team Visibility, Playbook and Mobile PC Game Planning have emerged to help achieve business fluency. The tools are sophisticated enough to take into account the variables that occur in interpersonal relationships.



业务支持软件系统，比如：Team Visibility, Playbook和Mobile PC Game 能帮助你提高业务中的人际技能。那些工具非常成熟，完全可以面对人际关系中会出现的各种场景。

The goal is to enable users to adapt contained in competency technology, which has been relatively unchanged for more than two decades.

这些工具的目标近二十年来从未变过，就是帮助用户更好的运用人际能力。

Through the use of handheld devices, learners can ascertain needs and the communication styles necessary for appropriate responses. These support tools are programmed to provide advice on recognizing and speaking the other party's language based on input from the user's observations, all accessible within seconds. Such capability can be an immediate help to those who never considered interpersonal relationships relevant

to their profession.

通过手机APP，使用者可以确定对方的沟通风格并获得相应互动方式的建议。这些支持工具都被编程，根据观察输入的信息作出行为方式的判断，从而在几秒内给出合适的建议。这对于那些从未考虑把人际技能当成一种专业度的用户是一种立竿见影的帮助。

人际技能为 HR 争取更多组织内的话语权

There is another notable value to fluency: its potential impact on HR. Including interpersonal communication fluency among HR responsibilities can give departments a greater say at the corporate table — especially when financial results of fluency become readily apparent.

人际技能还有另外一种显著的价值：它能极大的影响HR的工作。人际沟通的能力能帮助HR在组织中有更大的话语权 - 尤其是当人际能力对业务的影响日益明显的情况下。

Instead of their traditional roles as cost centers, fluency's ROI offers the potential of transitioning into profit centers, a possibility bound to attract the attention of chief financial officers.

与传统的作为成本中心的职责不同，人际能力的投资回报率提供了HR转化到利润中心的潜力。这也将引起公司首席财务官的关注。

Organizations that move beyond.
组织也因此不断在自我超越。ct