換言之，美好的一天是「組合」出來的。在全心投入職場之餘，如果能適時變換工作內容，透過不同的活動搭配、組合，就可以轉化心境，消化壓力，心情也會更好。只要懂得利用一些小訣竅，就能朝著擁有平衡的「組合式生活」前進。Step1 善用早晨「黃金時間」

「一日之計在於晨」，一早起床，大腦剛開機，不僅身體狀況最佳，前一天的壓力也已排除，所以思緒特別清晰、幹勁 十 足。若能善用早晨黃金時間，1小時的工作效率可比下午的 2 個小時。每天提早1小時出門。清晨是外在雜務、電話最少的時間，想要擁有無人打擾、自行運用的工作時間，試試每天提早1小時踏進辦公室，不但避開交通尖峰期，更可以提早考慮今日每件工作的順序並開始著手準備，甚至順手將一些瑣碎的事情處 理完畢。

以下是為了測試需湊滿200字，引用文章。重要工作盡量在早上10點前完成，早上10點前，可謂一天的黃金時段，這時間內可以做哪些事情？以一對一會談取代大堆頭早會。日本時間管理專家高井伸夫認為，一般公司開早會經常是召集一大群人，然後進行毫無焦點的討論，效率並不高。他建議主管以「與部屬的個別會談」取代集體會議，但最好事先列出會議大綱， 主要的問題包括「目前工作上遇到哪些 困難、你打算怎麼做」等等，讓部屬預 先有所準備。屆時，雙方就大綱討論，便很有效率，可能10分鐘就解決。

管理中心

目標：工庶務倉消耗品：較2021 H1實績較目標設定節省1%

b. 行動計畫：每月中心主管會議，進行Energy表現分析；LO採用新的2019 baseline，H1實績較2019同期比，下降4%達標

c. 生活垃圾與工業垃圾落實分類 -- E棟試行，7月份起推展全廠，成功關鍵四要素：

分流：生活(廠房外)與工業下腳料垃圾(廠房內)分流

堅持：阿姨拒收不按規定分類的垃圾桶

支持：幹部協助阿姨

養成思維與習慣：員工需養成丟垃圾在正確地點的習慣

d. 毒害垃圾：專人每日固定時間負責監督，針對毒害垃圾產出，每月進行會議檢討，每月處理—金額較2020減少12%，數量減少13%

開發中心

開發階段建議客人採用方便量產的作法，並確實記錄這些改善提案。

CR2完成後開TDM。銷樣完成後開PE REVIEW MEETING。

開發階段加入聰明製工具以及電腦針車。

DTR系統：開發新的DTR巨集，連結ERP / Adidas PDM / 開發資料，確保資料一致，減少重工，減少開發文書工作量。

增進開發資料正確性並且容易分享給各單位，目前約70%的功能可使用，後面會再增加需求。

CWA List追蹤會議：每週追蹤CWA的進度，設定固定會議，討論能否簽CWA，簽CWA後追蹤事項，PT試作進度，追蹤表格同樣以自動化巨集，連結ERP / Adidas PDM / 開發資料，專人追蹤彙報，確保現場順利上線。

營運中心

季度新型體生產計劃準備

目標: 依照SP3，確認PF計畫符合level loading規劃

目前實績:FW21失敗檢討

新型體模具產能及交貨數追蹤

模具需求數計算，尤其是dual-source型體& critical 型體

T3加工複雜度管理

改善計畫:

NMD R1 V3, ZX 22, ZX 5K boost , VS Pace底部廠商產能追蹤

ZX 22, Hoops 3.0 family, ZX 5K boost , NMD R1 BP &接單後模具需求分析

SS22 型體加工部件分析，加工廠商產能平準化

SS22 型體複雜工序落在組底及針車，底部提前生產累計庫存，面部極大化GQT產能

SS22 T3加工重點電繡，開發也需準備SOP及交貨標準，以免影響量產交貨

For test, type 200 characters. This is name A0001 article that talk about schedule controlling. 排定時間表、每日行事曆。確認了當天的待辦事項後，接下來就是拿出行事曆，把這些工作排進去。只要情況許可，就把工作委派或發包出去把「別人做比自己做更有效率」的工作，盡 量發包出去。不要事必躬親，要懂得適時授權。每項工作押上時間—接到一個案子，不管有無確切期限，自己先設一個預計完成時間。然後回推一下每天需要花多 少時間才能做完，並訂出進度表。尤其是大型專案，更須細分出較小的

任務，分段逐日完成及檢 視，才能保持平穩的腳步，邁向目標。

排定事務優先順序，但保持彈性—依照工作本身價值，判斷出輕重緩急和優先順序後，分別列入「緊急清單」或「重要清單」等。萬一遇到突發狀況，比方某個專案進度嚴重落後，就必須另排時間，補上進度，因此，行程表要 預留部份彈性空間，以備不時之需。

除了工作上的時間表，建議你為生活也建立一套例行的「行程表」。這是指生活中被你視為「非常重要」、「不可或缺」的活動，最好預先排進時間表，避免受外來次要之事擠壓。

For test, type 600 characters. This is name B99998 article that talk about advantage of concentrate & increase the quality of working.。專注象限顯示的4種專注程度中，橫軸代表專注的品質，從分心到集中；縱軸則代表注意力的分布，從窄到寬。當我們處於右上角 的「策略區」時，表現會最好。若想集中注意力，建議：拒絕一心兩用。分心，會讓你兩頭都做不好。例如開會時，不要滑手機，否則容易漏掉會議重要訊息，也讓與會者感覺未受尊重。試著一天在某個時段「斷絕聯繫」關掉電子郵件，或是讓手機調到靜音，專心處理手上最重要的事。每天固定在同一時間這麼做，讓專注成為習慣。透過冥想、打坐或靜心，練習掌控自己的注意力。冥想時，可從自數呼吸開始，先從1數到10，不到1分鐘就可以完成。當注意力能夠愈來愈集中後，可以重複多做幾次。Step4 有效處理新進資訊—面對外來不斷湧入的訊息，不可能置之不理。但若不懂得聰明整理歸類，只會淹沒在雜亂無章的資訊汪洋裡。美國知名企業顧問Laura Stack曾提出6D資訊管理流程：不妨運用這6個D，套用在日常工作最常見的 3 種訊息—紙本文件、email 與語音留言上：Step5 從工作流程節省時間—同類型的工作一起做盡量在同一時段做同類型的事，一次回覆所有信 件，一次閱讀所有公文、一次打完連絡電話等。可節省不同事務間的「切換時間」，且在工作速度上產生「遞增」效應。類似的問題一併思考同類型的問題，在解決對策上可能更容易類推， 可有效縮短思考方案的時間。 可合併的會議一起召開如此可節制開會的頻率及次數，且在相關議題上 取得一致結論，降低出現前後矛盾的機率。

1. Create A Culture Of Feedback

One of the most overlooked realities of "feedback" is that we need a ratio of three appreciations to every one "criticism" for relationships to thrive. Appreciation is feedback that builds strong relationships. Without this, everyone falls prey to a fear of retribution (what I say will be used against me) and a fear of futility (what I say won't change anything). - Daphne Scott, DS Leadership Life

2. Take Action On Their Grievances

If and when employees do raise concerns, grievances, and/or ideas, make sure you are taking action on them. A very quick way to lose trust is to ask for feedback and do nothing about it. Even if there is a reason you cannot take action, make sure to communicate why that is not possible. If it is something you are hearing often and can do something about, take a steptoday to address your employees' concerns. - Monica Thakrar, MTI

3. Make It Safe To Share

Employees tend to be less vocal about sharing ideas, grievances and concerns, especially when they perceive there will be negative repercussions. As a manager, if you are going to ask your employees to be vulnerable, then you must be willing to do the same. The way they see you interact with others (including your boss) is going to give them the litmus test they need to discern whether it is safe for them to share. - Susan Taylor, Generon International

4. Give Them Hope

I work with talented people who are unhappy at work and consider moving on to new, more satisfying positions. One reason is that the work is no longer challenging. The best people often want challenges, but managers can see them as being great right where they are. There needs to be hope that there is room for change and flexibility within their company and their role. Otherwise, top people will feel stagnant. - Jessica Sweet, Wishingwell Coaching

Forbes Coaches Council is an invitation-only community for leading business and career coaches. Do I qualify?

5. Listen Closely And Follow Up

The best way to encourage employees to be more vocal about grievances and concerns is to first listen deeply, with ears of the heart, then follow up with appropriate action. If nothing can be done, the employee should be provided with a reason. Silence is a killer. The entire process should be transparent, open, and equally accessible to all, not just a select few. - Gaurav Bhalla, Knowledge Kinetics

6. Remind Them You Need To Improve, Too

Leaders are often unwilling to share their own need for development with their teams. After all, shouldn't they be perfect if they're in charge? The thing is, no one is perfect! Everyone needs to develop and improve, or risk stagnation. Your team will be willing to share their thoughts if you let them know you need their feedback to improve yourself, the department, and the organization. - Jessica Glazer, Center for Creative Leadership

7. Make It Confidential

Customer comment boxes work for staff as well. Make it confidential and even anonymous, should the employee prefer, to submit ideas and concerns. However, it's critical to act on these to have a sustainable and positive outcome. Let what you learn lead to discussions, new projects, mentoring and staff meetings. When staff sees action being taken in a politically correct way, they will be more willing to step up. - Laura DeCarlo, Career Directors International

8. Gaze Into The Future

Asking your employees what it would take for them to stay at your company for the next five years will open up a safe discussion about what's going well and what's substandard from an employee's point of view. This open-ended, aspirational conversation is bound to reveal their concerns and ideas! It may also motivate them to be part of the solution to the grievances they have... since you asked. - Deborah Goldstein, DRIVEN Professionals

9. Encourage Open And Honest Dialogue

The majority of staff are not skilled in having a difficult conversation. Furthermore, past attempts have been met with various forms of defensiveness resulting in a fear that stops employees from trying again. An organization that focuses on teaching skill and reducing the fear that surrounds these conversations will be successful in hearing from staff about their concerns. - Karin Naslund, Naslund Consulting Group Inc.

10. Promote Actions Taken

Listen deeply to what the employee is saying, ask probing questions, and ascertain what their desired outcome is. If the opportunity (appropriately) presents itself, speak openly at a team meeting about how an employee came to you with (a concern or an idea) and you took action based on what they shared (being careful not to identify anyone if it’s a concern, and give credit if it was an idea). - Lisa Barrington, Barrington Coaching

11. Keep The Open-Door Spirit

As a small business leader, a teacher and a military officer, I always try to hold what I call an open-door policy. Listening matters. Respond. Be available. Open listening doesn't always require a reaction but so many little grievances can be muted by open communications. A true open-door policy feels like it could lead to many daily distractions but it's often the best preventive medicine. - John M. O'Connor, Career Pro Inc.

12. Cultivate Trust

Cultivating trust and safety in any culture requires intention, vulnerability, compassion, and courage. When we build teams by practicing these in our communication, leadership, and actions, we begin to cultivate trust and safety for employees to do the same. Engaging with honest dialogue, owning our mistakes, and offering space to listen to our people will build collective ownership in working together. - Tonyalynne Wildhaber, The Courage Practice

13. Welcome Negative Feedback

One of the best ways to get honest, direct, feedback from employees is to welcome and encourage them to share their concerns. If you allow them to feel heard about the things that they feel are unfair or could cause issues at work, they will be much more open to then share ideas when they have them. Teaching employees how to share legitimate concerns alongside the things they could get excited about fosters a trusting environment. - Lynda Foster, Cortex Leadership Consulting

If I type over 200 character, it won’t be automatically wrapped text. 11. Keep The Open-Door Spirit — As a small business leader, a teacher and a military officer, I always try to hold what I call an open-door policy. Listening matters. Respond. Be available. Open listening doesn't always require a reaction but so many little grievances can be muted by open communications. A true open-door policy feels like it could lead to many daily distractions but it's often the best preventive medicine. - John M. O'Connor, Career Pro Inc.

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