

Newsletter

12月 Dec 2023

順應變局、開創新局

Adapt to Change and
Pioneer a New Era

非對稱的績效考核

Asymmetric
Performance Appraisal

藍堂愿：

關關難過關關過
保持信心積極創造願景

Kevin Lan: Overcome Every
Obstacle Keep Your Confidence
to Actively Create Visions



歡迎關注
USINewsletter

Realizing IDEAS Together

Newsletter

NO.95



December, 2023

本期出刊 2023 年 12 月 1 日

Published on 1st of Dec 2023

創刊 1999 年 Since 1999

<https://www.usiglobal.com/tw/publications>

上海證券交易所股票代碼 601231

發 行 所 環旭電子 (臺灣廠) - 環鴻科技股份有限公司
發 行 人 魏鎮炎
地 址 南投縣 542007 草屯鎮太平路一段 351 巷 141 號
電 話 +886-49-221-2700
編輯企劃 總經理室 / 行銷企劃部
總 編 輯 陳銘昌
執行編輯 黃紹恩
編輯委員 張瑞靜 / 傅詠怡 / 林靜宜 / 林育慈 / 童婉怡 / 王裕懷
特別感謝 崔鵬 / 高英 / 李燕 / 羅青 / 王燕 / 朱芳
設計製作 博印多商業設計工作室

Published by USI-Taiwan Site (Universal Global Scientific Industrial Co., Ltd.)
Publisher CYWei
Address No. 141, Lane 351, Sec., 1, Taiping Road, Tsao-tuen, Nantou, Taiwan 542007
Tel +886-49-221-2700
Editorial Supervisor President Office / Marketing Communication
General Editor Spencer Chen
Executive Editor Liao Huang
Editorial Committee Nancy Chang / Felicia Fu / Chingyi Li / Emma Lin / Sandy Tong / Ticky Wang
Acknowledgement Olivia Cui / Avy Gao / Yan Li / Qing Luo / Yan Wang / Judy Zhu
Art Design Point Commercial Design Studio

本刊為環鴻科技委託博印多商業設計工作室設計製作。
版權所有，未經同意不得轉載。

All rights reserved by USI.
Reproduction without permission is prohibited.



本期刊採用FSC認證紙張與大豆油墨印刷

- 02 董事長專訪 CHAIRMAN INTERVIEW
順應變局、開創新局
Adapt to Change and Pioneer a New Era
- 06 總經理暨營運長專訪 PRESIDENT & COO INTERVIEW
非對稱的績效考核
Asymmetric Performance Appraisal
- 10 人物特寫 FEATURE CLOSE-UP
藍堂愿：關關難過關關過 保持信心積極創造願景
Kevin Lan: Overcome Every Obstacle
Keep Your Confidence to Actively Create Visions
- 16 樂活久久 LOHAS FOREVER
人際互動與健康關係
Interpersonal Interaction Affects Your Health
- 20 理財與法律 FINANCE & LAW
淺談新婚夫婦如何理財
Navigating Finances as Newlyweds
- 24 英文補給站 ENGLISH CLASSROOM
2022 到 2023 年必須要懂的潮單字
Trending Words of 2022 and 2023
- 28 環旭電子新聞集錦 USI News
環旭電子新聞集錦
USI News

特別企劃 SPECIAL COVERAGE

- 30 炫彩飛旭 ASTEELFLASH UNIVERSE
飛旭電子新聞集錦
Asteelflash News
- 34 夥伴焦點 PARTNER FOCUS
法國飛旭集團 Bedford 廠總經理
Andrew Buss：值得做的事 就要把它做好
Managing Director of Asteelflash Bedford Andrew Buss:
If a Job Is Worth Doing, It's Worth Doing Well
- 40 文化好吃驚 CULTURE CLASH
慕尼黑啤酒節
The Oktoberfest
- 44 享樂生活 LIVING · EATING · TRAVELLING
從實習菜鳥到產生影響力：我在 GDL 廠的一段旅程
From Internship to Impact: My Experience at USI Guadalajara
- 48 兩岸藝文 CROSS- STRAIT LITERARY AND ART
一種寂靜已充滿喧囂
A Silence Already Filled with Noises
- 54 職場聊天室 OFFICE CHAT ROOM
提升你的領導力：有願景的團隊和建立你的人脈策略
Enhance Your Leadership: Cultivate a Visionary Team
and Developing Your Networking Strategy
- 58 ESG 永續 360 ESG 360
電動車革命關鍵之電池管理系統 (上)
Battery Management System: The Key to
Electric Vehicle Revolution Episode 1
- 62 影像迴廊 PHOTO GALLERY
疫情後的朋友聚
Spend Time with My Friends After Pandemic

順應變局、開創新局

作者：董事長 / 陳昌益



「最終能生存下來的物種，不是最強的、也不是最聰明的，而是最能適應改變的物種」，這是生物學家達爾文所提出來的看法，而我認為這個「適者生存」的法則也適用在企業永續成長。舉例來說，1955 年名列在 Fortune 500 的企業中，現在只剩下 49 間企業還持續名列在 Fortune 500 的名單，也就是說，隨著大環境的變遷，如果企業不能順應變局、與時俱進，最終將只能面臨被超越甚至是被淘汰的命運。

環旭成立於 1976 年，2000 年跨足到大陸，2020 年再進一步擴展至全球，在這 47 年的過程中，我們經歷了多個階段的科技創新，包括個人電腦、網路、手機，再到現在的電動車及人工智慧。在科技持續演進之下，我們明確看到多個國際大趨勢，這些趨勢不僅可能會改變許多既有的商業模式，也可能會帶動創新產品的出現，進而發展出新的產品供應鏈，因此，我認為我們持續處於一個有前景的產業，未來亦將會有很多的商機。

今年以來，隨著全球消費性電子產品市場明顯放緩，環旭也開始面臨發展上的考驗。回顧過去五年，全球歷經中美貿易摩擦、疫情蔓延、供應鏈中斷，這些事件過去沒有人經歷過，而在這段全球局勢劇烈變遷的期間，環旭團隊展現高度韌性，共同合作在 2022 年實現營收達到 100 億美元的里程碑，這是全體夥伴們的成就。正因為如此，我對於我們的未來持續非常樂觀，因為我知道我們有一群有能力可以完成創舉的團隊，而未來這一至二年的挑戰剛好會是一個完美的時點，讓我們可以冷靜思考，並重新調整未來要開創的新局。

要達到企業永續成長，McKinsey 的研究發現，在 2010-2019 年間，有 25% 的企業是完全沒有成長，但同時約有 10% 的企業是能夠達成每年 10% 的營收成長，也就是說企業永續成長是完全有可能。從成長的來源來看，首先，有 25% 是來自於「執行力 (execution)」，即聚焦企業內部，透過落實執行力來達到在效率、品質與成本上的優勢，進而增加市占率，達成業績成長，這可以說是企業成長的原發性基礎。從這個角度來看，環旭隨著規模擴大，逐漸增添了成熟企業的框架及謹慎，但也逐漸少了新創企業的敏捷及活力。因此，在今年的策略會議上我宣佈成立「數位轉型中心 (Digital Transformation Center, DTC)」，由我直接帶領，並將招募下一個世代的年輕夥伴，全職投入來檢視目前的營運流程 (business-led end-to-end process) 以縮

小績效差距 (performance gap)，優化競爭力。除此之外，我們還需要關注中長期成長策略，因為企業成長有 43% 是來自於「市場動能 (market momentum)」，即公司依據對於市場及技術發展的判斷，提前投資或布局於具有高度潛力的新技術及新領域，等待時機成熟後所能帶來之高速成長。最後，企業成長有 32% 是來自於「併購 (M&A)」，即透過辨別產業與技術的趨勢及客戶的需求，來進行併購以快速補足自身能力的不足，從而達成合併收購之成長 (inorganic growth)。

"The moment you start to preserve what you have built is the moment you start losing it" 是我在哈佛學習期間聽到並時常提醒自已的一句話，也因此，我曾經跟大家分享成長思維 (growth mindset)，並一直要求自已要多聆聽團隊智慧以打破我的既定思維 (fixed mindset)，同時我也發現到我少有機會與廣泛的團隊直接進行策略對話，尤其是環旭下一個世代的年輕團隊。所以，我在八月時邀請了 261 位夥伴跟我一起進行一場策略的腦力激蕩，透過問卷來了解下一個世代的年輕夥伴在市場、客戶、組織、團隊及企業文化上的見解，因為我相信每個人的所思所想、所見所聞都有助於發掘我們在發展上的契機及盲點。

我認為我們現在站在一個可以對環旭未來發揮重大影響力的時刻，每一位夥伴都有著舉足輕重的角色。因此，我期待大家都可以嘗試走出舒適圈 (comfort zone)，敞開心胸 (open-minded) 去改變既有的慣性、認知、及假設，接受事情可以有不同的看法或處理方式，放膽把自己做大，對團隊帶來衝擊及影響力，再透過不斷的學習，甚至是歸零學習，培養面對改變時的適應力。最後，我相信透過 DTC 的成立以及與廣泛的策略溝通，我們將可以更有效地配置有限資源來縮小機會落差 (opportunity gap)，立足於市場的機會及挑戰，來拉開與競爭者的距離，開創環旭的下一個十年。

Adapt to Change and Pioneer a New Era

Author: Chairman / Jeffrey Chen

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change." This is a viewpoint proposed by biologist Charles Darwin. I believe the "Survival of the Fittest" theory also applies to the sustainable growth of business. For example, in 1955, there were companies listed in the Fortune 500, but now only 49 are still on the list. This means that, with the changing environment, if enterprises cannot adapt to and keep up with the times, they will ultimately be surpassed or even eliminated.

Founded in 1976, USI expanded its presence to Mainland China in 2000 and extended its global reach in 2020. Over 47 years, we've experienced several stages of technological innovation, from PC, the internet, and mobile phones to electric vehicles and artificial intelligence. With technology continuously evolving, we can witness various international trends. These trends have the potential to change many existing business models and drive the emergence of innovative products, leading to the development of new product supply chains. Therefore, I believe we continuously operate in a promising industry, and there will be many business opportunities in the future.

Since this year, as the global consumer electronics market has shown a noticeable slowdown, USI has also faced challenges in our development. Reviewing over the past five years, the world has experienced unprecedented crises, such as the US-China trade tensions, the spread of pandemics, and disruptions in the supply chain. During this period of intense global upheaval, the USI team has demonstrated remarkable resilience. Through collaborative efforts, we have achieved a milestone of reaching \$10 billion in revenue in 2022. This is an accomplishment for all our partners. Because of this, I remain highly optimistic

about our future. I know we have a team capable of achieving remarkable feats. The challenges of the next one to two years will be a perfect moment for us to calmly reflect and readjust for the new opportunities ahead.

McKinsey's research found that between 2010 and 2019, 25% of the companies experienced no business growth. However, at the same time, about 10% of the companies achieved a 10% annual revenue growth. This indicates that sustainable growth is entirely possible. Looking at the sources of growth, firstly, 25% comes from "execution," which focuses on internal aspects of the company. It means paying attention to internal aspects of the business, improving efficiency, quality and cost control through effective execution can ultimately increase market share and achieve performance growth. This can be considered the primary foundation of business growth. From this perspective, as USI expands in scale, we are gradually adding the framework and caution of a mature enterprise but may have somewhat reduced the agility and vitality of startups. Therefore, in this year's strategic meeting, I announced the establishment of the "Digital Transformation Center (DTC)," which I will lead directly. We will recruit the next generation of young



partners fully dedicated to reviewing our current business-led end-to-end processes to narrow the performance gap and optimize competitiveness. In addition, we need to focus on medium to long-term growth strategies. This is because 43% of business growth comes from "market momentum". This means that companies, based on their judgment of market and technological developments, invest early or position themselves in high-potential new technologies and fields, waiting for the right moment to reap high-speed growth. Finally, 32% of business growth comes from "Mergers and Acquisitions (M&A)." This involves identifying trends in industries, technologies and customer demands. Through strategic acquisitions, companies can quickly enhance capabilities and achieve inorganic growth.

"The moment you start to preserve what you have built is the moment you start losing it." This is a motto I heard during my study at Harvard, and it's something I often remind myself of. Therefore, I share the concept of a growth mindset with everyone, and I've constantly pushed myself to listen to team's wisdom to break my fixed mindset. I've also noticed that I have limited opportunities to engage in direct strategic discussions with the broader teams,

especially the young generation at USI. So, in August, I invited 261 partners to engage in strategic brainstorming with me. Through surveys, I sought to understand the insights of the young generation on market trends, customer perspectives, organizational dynamics, teamwork and corporate culture. I think that everyone's thoughts, observations, and experiences contribute to uncovering opportunities and blind spots in our development.

I believe we are currently at a pivotal moment that can significantly impact on USI's future, and every member plays a crucial role. Therefore, I hope everyone can step out of their comfort zones and be open-minded to change existing habits, perceptions and assumptions. Embrace the idea that things can be viewed or handled differently, have the courage to expand your influence, and make an impact on the team. Through continuous learning, even starting from scratch, we can develop adaptability in the face of change. Finally, with the establishment of the DTC and extensive strategic communication, I believe we can allocate limited resources more effectively and narrow the opportunity gap. By seizing market opportunities and challenges, we can exceed competitors and pioneer USI's next decade.

Adaptarse al Cambio y ser Pionero en una Nueva Era

Autor: Presidente / Jeffrey Chen

"El sobrevivir no es cuestión de ser el más fuerte de la especie, ni el más inteligente. Es aquel que mejor se adapta al cambio." Este es un punto de vista propuesto por el biólogo Charles Darwin. Creo que la teoría de la "supervivencia del más apto" también se aplica al crecimiento sostenible de los negocios. Por ejemplo, en 1955 había empresas en la lista Fortune 500, pero ahora solo 49 permanecen en la lista. Esto significa que, con el entorno cambiante, si las empresas no pueden adaptarse y mantenerse al día con los tiempos, serán superadas o incluso eliminadas en última instancia.

Fundada en 1976, USI expandió su presencia a China en 2000 y amplió su alcance global en 2020. A lo largo de 47 años, hemos experimentado varias etapas de innovación tecnológica, desde la PC, el internet y los teléfonos móviles hasta los vehículos eléctricos y la inteligencia artificial. Con la tecnología evolucionando constantemente, podemos presenciar diversas tendencias internacionales. Estas tendencias tienen el potencial de cambiar muchos modelos de negocios existentes y llevar a la aparición de productos innovadores, impulsando el desarrollo de nuevas cadenas de suministro de productos. Por tanto, creo que operamos continuamente en una industria prometedora y habrá muchas oportunidades de negocio en el futuro.

Desde este año, dado que el mercado global de productos electrónicos de consumo ha mostrado una notable desaceleración, USI también ha enfrentado desafíos en nuestro desarrollo. Al revisar los últimos cinco años, el mundo ha experimentado crisis sin precedentes, como las tensiones comerciales entre Estados Unidos y China, la propagación de pandemias y las interrupciones en la cadena de suministro. Durante este período de agitación global intensa, el equipo de USI ha demostrado una notable resistencia. A través de esfuerzos colaborativos, hemos logrado alcanzar una cifra récord de \$10 mil millones en ingresos en 2022. Esto es un logro para todos nuestros socios. Debido a esto, mantengo una gran optimismo

sobre nuestro futuro. Sé que tenemos un equipo capaz de lograr hazañas extraordinarias. Los desafíos de uno o dos años próximos serán un momento perfecto para reflexionar con calma y ajustarnos para las nuevas oportunidades que se presenten.

La investigación de McKinsey encontró que entre 2010 y 2019, el 25% de las empresas no experimentaron crecimiento empresarial. Sin embargo, al mismo tiempo, alrededor del 10% de las empresas lograron un crecimiento anual del 10% en sus ingresos. Esto indica que el crecimiento sostenible es completamente posible. Al analizar las fuentes de crecimiento, en primer lugar, el 25% proviene de la "ejecución", que se enfoca en los aspectos internos de la empresa. Significa prestar atención a los aspectos internos del negocio, mejorar la eficiencia, la calidad y el control de costos a través de una ejecución efectiva que, en última instancia, puede aumentar la cuota de mercado y lograr un crecimiento en el desempeño. Esto se puede considerar como la base principal del crecimiento empresarial. Desde esta perspectiva, a medida que USI se expande en escala, estamos agregando gradualmente el marco y la prudencia de una empresa madura, pero es posible que hayamos reducido en cierta medida la agilidad y vitalidad de las startups.

Por lo tanto, en la reunión estratégica de este año, anuncié el establecimiento del "Centro de Transformación Digital (DTC)", que dirigirá



directamente. Reclutaremos la próxima generación de jóvenes socios dedicados por completo a revisar nuestros procesos actuales liderados por el negocio para reducir la brecha de rendimiento y optimizar la competitividad. Además, necesitamos enfocarnos en estrategias de crecimiento a medio y largo plazo. Esto se debe a que el 43% del crecimiento empresarial proviene del "momentum del mercado". Esto significa que las empresas, basándose en su juicio sobre los desarrollos del mercado y la tecnología, invierten temprano o se posicionan en nuevas tecnologías y campos con alto potencial, esperando el momento adecuado para obtener un crecimiento rápido. Finalmente, el 32% del crecimiento empresarial proviene de las "fusiones y adquisiciones". Esto implica identificar tendencias en industrias, tecnologías y demandas de los clientes. A través de adquisiciones estratégicas, las empresas pueden mejorar rápidamente sus capacidades y lograr un crecimiento inorgánico.

"El momento en que comienzas a preservar lo que has construido es el momento en que empiezas a perderlo". Este es un lema que escuché durante mis estudios en Harvard, y es algo que me recuerdo a menudo. Por eso, comparto el concepto de una mentalidad de crecimiento con todos, y constantemente me he esforzado por escuchar la sabiduría del equipo para romper mi mentalidad fija. También he notado que tengo oportunidades limitadas para participar en discusiones estratégicas

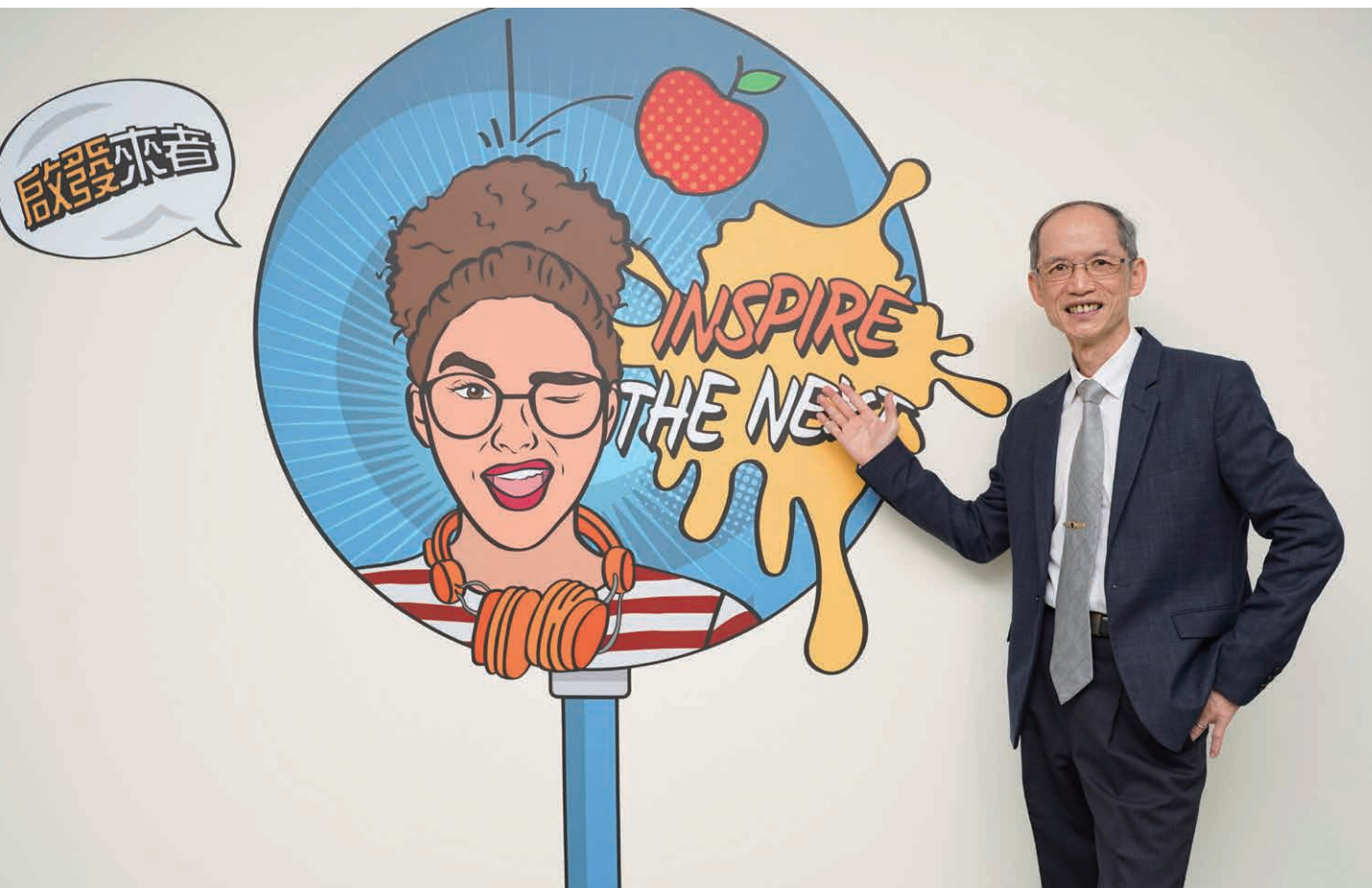
directas con equipos más amplios, especialmente la joven generación en USI. Por eso, en agosto, invité a 261 socios a participar en sesiones de lluvia de ideas estratégicas conmigo. A través de encuestas, busqué comprender las percepciones de la generación joven sobre tendencias de mercado, perspectivas de clientes, dinámicas organizacionales, trabajo en equipo y cultura corporativa. Creo que los pensamientos, observaciones y experiencias de todos contribuyen a descubrir oportunidades y puntos ciegos en nuestro desarrollo.

Creo que actualmente nos encontramos en un momento crucial que puede impactar significativamente en el futuro de USI, y cada miembro juega un papel crucial. Por eso, espero que todos puedan salir de sus zonas de confort y estar abiertos al cambio de hábitos, percepciones y suposiciones existentes. Acepten la idea de que las cosas pueden verse o manejarse de manera diferente, tengan el coraje de ampliar su influencia y tener un impacto en el equipo. A través del aprendizaje continuo, incluso comenzando desde cero, podemos desarrollar la adaptabilidad frente al cambio. Finalmente, con el establecimiento del DTC y una amplia comunicación estratégica, creo que podemos asignar los recursos limitados de manera más efectiva y reducir la brecha de oportunidades. Aprovechando las oportunidades y desafíos del mercado, podemos superar a los competidores y liderar la próxima década de USI.

非對稱的績效考核

作者：總經理暨營運長 / 魏鎮炎

常態分佈（Normal Distribution）又名高斯分佈（Gaussian Distribution），是一個在數學、物理及工程等領域常見而重要的統計原理和工具。自然界、人類社會、心理和教育等領域中的大量數據，例如學生成績的好壞、能力的高低等，也是呈現常態分佈現象。用圖描繪其分佈情形，則是以平均數為中線，構成左右對稱之單峰，中央點最高，然後逐漸向兩側下降，曲線的形式是先向內彎，再向外彎。因其曲線呈鐘形，因此人們又經常稱之為鐘形曲線，數量越大，鐘形曲線越明顯。



USI 的員工人數已經多達 24,000 人以上，因此員工的績效表現，照理來說應該也是呈現常態分佈，比如說常見的，20% 優良，60% 普通，另外 20% 落後；或是 15% 優良，70% 普通，另外 15% 落後之類。然而我們的制度設計卻是非對稱分配：10% O(Outstanding)，20% S+(Successful)，65% S(Standard)，5% S-(Improvement Needed) and U(Under Performed)。

這麼多年運作下來，其實每年績效評核的結果，S- 和 U 加起來大約只在 3~4% 之間，從沒有達到 5%，也就是說實務上我們傾向肯定和鼓勵員工。但是即便如此，還是不時有爭議發生！尤其是某些員工在一年當中並沒有從主管那裏得到績效不佳的反饋，但到了年末卻收到 S- 甚至是 U 的通知，自然很難接受！更糟糕的是，當他們向主管反映的時候，得到的答案竟然是「沒辦法，HR 規定的！」這是少數主管需要再做足的地方，主管平常就應該給予員工即時的回饋，要讓員工明白做不好的地方，並督促其改進。若實在是不適合該職位，可以安排到其他單位，也許能適任並發揮才能。實在沒地方去，要被資遣，彼此應該也比較能夠諒解。

大多數被評為 S 的員工，沒有特別意見，但是也有少數感到不滿意的，因為他們不明白為什麼隔壁的同事沒有什麼了不起，卻得到 S+ 甚至 O，而自己的表現也沒有比較差，為什麼只能是 S！這又凸顯另外一個問題，雖然制度上有 10% 的 O，20% 的 S+，但標準最好嚴格一點，名額並不一定要用滿，否則考績好的員工恐怕不僅不能帶來示範作用，反而會影響團隊士氣，徒然讓員工覺得主管只是偏心。

年度績效考核並不是一個制式的行政工作，大家交差了事，做完了就束之高閣，等明年再來一次。其正向意義在於回饋員工的優勢和改善空間，使員工能從中瞭解主管對其工作表現的評價和期望，進而提高工作動力和自我價值感，與公司共同成長，所以各級主管對於績效評核更需要特別用心。

我們的績效評估制度主要是由員工自評和主管評核回饋構成，沒有下對上和同事互評，因此也可以說是非對稱的。很多同事應該都聽過 360 度績效評估制度，所謂 360 度評估是指由員工自己、上司、直接部屬、同仁同事甚至顧客等全方位的各個角度來瞭解個人的績效。不過，這個制度雖然比較全面和客觀，並非沒有缺點，因此在沒有充分溝通準備之前，我們不敢貿然行事，以免未蒙其利先受其害。目前我們先從北美地區開始試行，如果效果不錯，我們再一步步推行到歐洲和亞洲。

最後再次強調，進行績效評估的時候，盡量將標準訂得高一點，運用量化的評比標準，切忌只憑個人喜好或印象打分數，也不能對新進人員有所偏頗。同仁若對績效評核的結果有疑慮，要勇於和主管反映和溝通，只透過其他的管道發洩負面情緒，並沒辦法解決問題。萬一走到要解除勞務關係的地步，主管和人資部門必須要尊重其立場，用同理心好好處理，對雙方才有助益。

Asymmetric Performance Appraisal

Author: President & COO / CY Wei



The normal distribution, also known as the Gaussian distribution, is a common and important statistical principle and tool in fields such as mathematics, physics, and engineering. It is also observed in a wide range of natural phenomena, human society, psychology, and education, such as the distribution of student scores or the distribution of abilities. When graphically represented, it forms a symmetric bell-shaped curve with the mean as the central point and gradually decreases towards both sides. The curve initially bends inward and then outward. Due to its bell-shaped curve, it is often referred to as the bell curve, and the shape becomes more pronounced with larger samples.

USI has reached over 24,000 employees. Therefore, the performance of employees should theoretically follow a normal distribution, for example, the common distribution of 20% excellent, 60% average, and 20% poor, or 15% excellent, 70% average, and 15% poor. However, our appraisal result is asymmetrically allocated: 10% O(Outstanding) · 20% S+(Successful) · 65% S(Standard) · 5% S-(Improvement Needed) and U(Under Performed).

After many years of implementation, the results of performance appraisal show that the combined percentage of S- and U ratings is usually around 3% to 4% and rarely reaches 5%. This indicates that, in practice, we tend to recognize and encourage our employees. Even so, disputes still arise from time to time, particularly when certain employees did not receive feedback from their supervisors throughout the year but were notified of poor performance with an S- or even a U rating at the end of the year. That was unacceptable for them. Moreover, when they brought up the issue with their supervisor, they were told that "it's HR's policy". This is what minority supervisors need to do better: give employees timely feedback on their performance and help them understand what they must improve. Suppose employees are not suitable for their current positions, they can be transferred to another unit where they may be better suited to utilize their skills. Then, if there are no other options, they would have mutual understanding even if asked to leave.

Most of the employees rated as S did not argue. Still, there were also a few who felt dissatisfied because they didn't understand why their colleagues who were not outstanding could get S+ or even O. At the same time, their performance is not inferior but can only be rated as S! This points out another issue. Even if our performance appraisal allocates 10% of O and 20% of S+, the standards should be stricter, and the quotas do not necessarily have to be filled. Otherwise, good-performing employees may not bring demonstration effects. It could affect team morale and make employees feel that the supervisor is biased.

The annual performance appraisal is not a routine administrative task that everyone finishes the work and puts it aside until we do it again next year. Its positive significance lies in providing feedback on employees' strengths and weaknesses, allowing them to understand how their supervisors evaluate their performance and expectations, thereby increasing motivation and self-worth to grow with the company. Therefore, all levels of management should pay special attention to performance appraisals.

Our performance appraisal system mainly consists of self-assessment and supervisor feedback, without upward or peer reviews. Therefore, it can be considered as asymmetric. Many colleagues may have heard of the 360-degree performance appraisal, which means understanding an individual's performance from various perspectives, including self, supervisors, direct subordinates, colleagues, and even customers. This system is more comprehensive and objective, but it is not without flaws. Therefore, we dare not act rashly without sufficient communication and preparation, preventing disadvantages before bringing benefits. We are starting to pilot this system in the North American region. If it is practical, we will roll it out to Europe and Asia areas step by step.

When conducting performance appraisals, setting high standards and using quantifiable criteria rather than personal preferences or impressions is important. Bias towards new employees should also be avoided. Suppose there are concerns about the evaluation results, it is important to communicate with superiors rather than venting negative emotions through other channels. If the situation reaches the point of terminating employment, both the supervisor and HR department should respect the staff's position and handle the situation with empathy for the benefit of both parties.

Evaluación de Desempeño *Asimétrica*

Autor: Presidente y COO / CY Wei



La distribución normal, también conocida como distribución gaussiana, es un principio y herramienta estadística común e importante en campos como matemáticas, física e ingeniería. También se observa en una amplia gama de fenómenos naturales, la sociedad humana, la psicología y la educación, como la distribución de puntajes de estudiantes o la distribución de habilidades. Cuando se representa gráficamente, forma una curva simétrica en forma de campana con la media como punto central y disminuye gradualmente hacia ambos lados. La curva se curva hacia adentro inicialmente y luego hacia afuera. Debido a su forma de campana, a menudo se la denomina curva de campana, y la forma se vuelve más pronunciada con muestras más grandes.

USI ha alcanzado más de 24,000 empleados. Por lo tanto, el desempeño de los empleados teóricamente debería seguir una distribución normal, por ejemplo, una distribución común del 20% excelente, el 60% promedio y el 20% deficiente, o del 15% excelente, el 70% promedio y el 15% deficiente. Sin embargo, nuestros resultados de

evaluación se asignan de manera asimétrica. El 10% obtiene una calificación de O (Outstanding), el 20% S+ (Successful), el 65% S (Standard), el 5% S- (Improvement Needed) y U (Under Performed).

Después de muchos años de implementación, los resultados de la evaluación del desempeño muestran que el porcentaje combinado de calificaciones S- y U generalmente está alrededor del 3% al 4% y rara vez alcanza el 5%. Esto indica que, en la práctica, tendemos a reconocer y alentar a nuestros empleados. Aun así, surgen disputas de vez en cuando, especialmente cuando ciertos empleados no recibieron retroalimentación de sus supervisores durante todo el año, pero se les notificó un bajo desempeño con una calificación S- o incluso una U al final del año. Eso fue inaceptable para ellos. Además, al plantear el problema con su supervisor, se les dijo que "es la política de Recursos Humanos". Esto es lo que los supervisores necesitan mejorar: brindar a los empleados retroalimentación oportuna sobre su desempeño y ayudarles a comprender en qué deben mejorar. Si los empleados no son adecuados para sus puestos actuales, pueden ser transferidos a otra unidad donde puedan aprovechar mejor sus habilidades. Luego, si no hay otras opciones, tendrían un entendimiento mutuo incluso si se les pide que se vayan.

La mayoría de los empleados calificados como S no discutieron. Sin embargo, también hubo algunos que se sintieron insatisfechos porque no entendían por qué sus colegas, que no eran sobresalientes, podían obtener una calificación de S+ o incluso O. Al mismo tiempo, su rendimiento no es inferior, ¡pero solo puede ser calificado como S! Esto señala otro problema. Incluso si nuestra evaluación del desempeño asigna un 10% de O y un 20% de S+, los estándares deberían ser más estrictos, y las cuotas no necesariamente tienen que ser cubiertas. De lo contrario, los empleados con buen rendimiento pueden no mostrar efectos demostrativos. Esto podría afectar la moral del equipo y hacer que los empleados sientan que el supervisor está sesgado.

La evaluación anual del desempeño no es una tarea administrativa de rutina que todos finalizan y guardan hasta que la realicemos nuevamente el próximo año. Su importancia positiva radica en proporcionar retroalimentación sobre las fortalezas y debilidades de los empleados, permitiéndoles comprender cómo sus supervisores evalúan su desempeño y expectativas, lo que aumenta la motivación y la autovaloración para crecer con la empresa. Por lo tanto, todos los niveles de gestión deberían prestar especial atención a las evaluaciones de desempeño.

Nuestro sistema de evaluación de desempeño principalmente consiste en autoevaluación y retroalimentación del supervisor, sin revisiones ascendentes o entre pares. Por lo tanto, se puede considerar como asimétrico. Muchos colegas pueden haber oído hablar de la evaluación de desempeño 360 grados, lo que significa comprender el desempeño de un individuo desde diversas perspectivas, incluyendo autoevaluación, supervisores, subordinados directos, colegas e incluso clientes. Este sistema es más completo y objetivo, pero no está exento de defectos. Por eso, no nos atrevemos a actuar precipitadamente sin suficiente comunicación y preparación, previniendo desventajas antes de obtener beneficios. Estamos comenzando a probar este sistema en la región de América del Norte. Si resulta práctico, lo implementaremos paso a paso en las áreas de Europa y Asia.

Cuando se realizan evaluaciones de desempeño, es importante establecer estándares altos y utilizar criterios cuantificables en lugar de preferencias personales o impresiones. También se debe evitar el sesgo hacia los nuevos empleados. En caso de preocupaciones sobre los resultados de la evaluación, es importante comunicarse con los superiores en lugar de expresar emociones negativas a través de otros canales. Si la situación llega al punto de terminar el empleo, tanto el supervisor como el departamento de recursos humanos deben respetar la posición del personal y manejar la situación con empatía en beneficio de ambas partes.

藍堂愿： 關關難過關關過 保持信心積極創造願景

採訪編輯：總經理室 / 行銷企劃部



自清華大學核工所畢業後，Kevin 的第一份工作就選擇了 USI，這也是他過去 26 年半服務的唯一公司。但在過去的經驗中，他挑戰不同的單位，利用輪調增廣自己的見聞。1997 年，他從產品工程師做起，途中歷經了產品工程、專案管理、業務管理、產品線與事業處管理，產品包含手持式裝置、無線區域與廣域通訊模組，運用在消費、工業、汽車電子與穿戴應用等領域，不斷精進自己。2023 年 9 月，他爭取成為數位轉型中心 (DTC) 的主管，未來將與林潔興資深副總共同領導這個充滿潛力的團隊。

Kevin 回憶職涯的種種挑戰，其中最大的轉捩點就是 2007 年，從工程專案管理團隊 (Eng&PjM) 轉到業務管理 (BM)，當時他向資深副總 Gilbert 提問：「沒有業務管理經驗，真的可以勝任這份工作嗎？」Gilbert 則鼓勵他試試看，於是他心一橫，從實事求是的工程腦，轉變成以滿足客戶需求為主的業務，中間還花了不少時間學習商管知識，這才深深感覺到每份工作都需要專業，「以前覺得業務只需要報價很簡單，工程團隊就做得要死，有時還要背黑鍋，但實際上要取得客戶信任、維持長期合作關係，都需要花費許多精力才能達到預期的效果。」任何工作都要真正投入進去，才能體會箇中酸甜苦辣。

身為主管，Kevin 認為領導者必須擁有三項重要的領導品質：「誠信與當責」、「謙虛」與「勇氣」。



首先領導者必須融入團隊，願意分享知識與經驗，與大家一起打拼，視情況擔任不同角色，像是啦啦隊、救火隊、教練。Kevin 把組織形容為一個倒三角形，而非正三角形。主管應把公司的同事當作是「內部客戶」，唯有內部客戶提升滿意度，才能盡全力服務外部客戶，如此一來，越來越多的人滿意於該組織的表現，就會有好的績效，形成正向的循環。

再者，每個專業領域都有優秀人才，也有值得學習的地方，主管要保持謙虛，積極正面學習新知，關心世界的運作與市場的變化，個人與組織能力的提升，往往也可以推動團隊成員抓住成長的機會。Kevin 年輕時曾看過一部香港警匪片《傲氣雄鷹》，主角曾說過的一句話一直是他職涯上的座右銘：「有信心不一定會贏，但沒有信心一定會輸。」，Kevin 說：「你只要有 50% 以上的把握，就可以衝了。」若是什麼都沒準備就亂衝，失敗的機率非常大；但如果過分要

求 100% 再行動，機會早就隨著耗費的時間消失了。多年的職場生活，即使有時並沒有十足把握，但他仍相信成員們定能團結合作朝著目標前進，到最後往往也都能得到不錯的結果。

「要成為一位優秀的工程師，大概需要磨練幾年？」相信很多人都抱持這樣的疑問，Kevin 認為，至少需要 2 到 3 年的時間，不只是工程師，其他的專業職務也是如此，磨練這般的時間，才能在既有的崗位上學習到專業技巧與解決問題的方法，除了時間上的磨練，該如何「優秀」？他舉了一個例：USI 提供給客戶產品的設計與生產製造服務，對於一個設計工程師而言，也需要了解生產製造的過程，設計出來的產品才有量產性。此外，不但要設計符合客戶要求的產品，更要在維持優良品質的條件下力求效率與經濟的製造，為公司創造最大利益。

數位轉型中心 (DTC) 是 2023 年 9 月成立的新組織，大家或許對它還很陌生，Kevin 做了簡單的介紹：在既有的基礎上，隨著業務的增長、多元化的產品方案服務、全球化的生產製造據點，面臨快速變化的環境，我們還是有需要持續改善的地方。成立 DTC 的目的，是讓公司有一個專屬團隊可以針對業務與生產流程及跨團隊合作執行面上的痛點，找到有效率且可行的解決方案與推動「不斷再合理化」(Constantly Re-rationalization) 的進程。目的是善用合適的數位技術與工具持續提昇公司的營運效率與競爭力，極大化營運成果。同時也希望 DTC 成為一個人才培育的搖籃，初期計劃先遴選各單位擁有豐富經驗且富有企圖心的成員一同加入，短期期許能夠針對已知的痛點找到改善或解決方案，中長期預計借助集團內部與業界專業顧問團隊的協助，建立更穩固的基礎，達到公司持續獲利成長的目標。

身處在電子行業平常的工作壓力非常大，如何保持身心靈的健康是大家要正視的問題。身為南投在地人，好山好水的南投讓 Kevin 培養出許多能親近大自然的嗜好，年輕的時候他喜歡釣魚，有了孩子後，騎單車變成了家庭樂趣，除了南投的縣道與公路外，他與孩子們還騎上集集大山，甚至也順利環了一圈台灣島！現在則是重新找回對慢跑的熱情，疫情前也曾經陸續跑了幾場半馬，他也立下目標，希望能在三年內跑完一場全馬。在公司方面，他期許大家把 DTC 當作內部的 **Reliable Partner**，藉由彼此通力合作，優化業務流程，一起打造 USI 永續發展的平台，也期許自己夠將自身所學傳承給下一代的青年才俊，培養更多 USI 的人才。最後 Kevin 也鼓勵各位同事，儘管目前還是面臨很大的挑戰，但是關關難過關關過，相信各位能一同克服所有的困難挑戰，創造更開闊的願景。



Kevin Lan: *Overcome Every Obstacle Keep Your Confidence to Actively Create Visions*

Interviewed by: President Office / Marketing Communication



After graduating from Institute of Nuclear Engineering and Science of Tsing Hua University, Kevin chose USI as his first job, and it has been the only company he has served for the past 26 and a half years. Throughout his career, he sought challenges in various departments, broadening his horizons through rotations. Starting as a Product Engineer in 1997, he went through roles in product engineering, project management, business management, product line and business unit management. He worked on products including handheld devices, wireless local and wide area network modules, applied in consumer, industrial, automotive electronics, and wearable applications, constantly improving himself along the way. In September 2023, he strived for the role of Head of the Digital Transformation Center (DTC), where he will co-lead this promising team alongside SVP Jye Lin.

Kevin recalled various challenges in his career, with the most significant turning point being in 2007 when he transitioned from the Engineering and Project Management team to Business Management. At that time, he asked SVP Gilbert, "Without any business management experience, can I really handle this job?" Gilbert encouraged him to give it a try. So, he mustered up the courage and transformed from an engineer who likes to seek truth from facts to a business-focused professional, spending a considerable amount of time learning about business management. It was then that he deeply realized that every job requires expertise. "I used to think that being a salesperson was as simple as just providing a quote to customers, while the engineering team did all the hard work and even had to take the blame sometimes. But in reality, gaining the trust of customers and maintaining long-term partnerships require a lot of effort to achieve the desired results." He learned that you have to truly invest yourself in



any job to experience its ups and downs. As a manager, Kevin believes that leaders must possess three essential leadership qualities: "Integrity and Accountability," "Humility," and "Courage." Firstly, leaders must integrate themselves into the team, be willing to share knowledge and experiences, work together with everyone, and assume different roles as needed, such as being a cheerleader, a firefighter, or a coach. Kevin describes the organization as an inverted triangle, rather than an upright one. A supervisor should treat colleagues in the company as "internal customers." Only by improving their satisfaction can they fully serve external customers. In this way, more and more people will be satisfied with the organization's performance, leading to good results and creating a positive cycle.

Furthermore, every professional field has outstanding talents and there are always areas to learn from. Managers should remain humble, actively seek to learn new knowledge, be concerned about how the world operates and how the market changes. Personal and organizational growth often also encourage team members to seize opportunities for growth. Kevin recalls a line from a Hong Kong crime thriller *Proud and Confident* he watched when he was young, "Having confidence doesn't necessarily guarantee a win, but lacking confidence definitely leads to a loss." Kevin says, "If you have more than 50% certainty, you should go for it." If you charge



ahead without any preparation, the chances of failure are very high. However, if you insist on 100% before taking action, the opportunity may have already disappeared along with the time spent. Over many years in the workplace, even if there were times when he didn't have complete certainty, he still believed that the members could unite and work together towards the goal, and in the end, they would achieve good results.

"To become an excellent engineer, how many years of practice are typically needed?" We believe many people have this question. Kevin believes that it takes at least 2 to 3 years, not just for engineers, but for other professional positions as well. It's through this period of practice that one can learn the professional skills and problem-solving methods required for their role. In addition to the time spent honing skills, how does one become "excellent"? Kevin provides an example: USI provides design and manufacturing services for the products offered to customers. For a design engineer, it's important to understand the manufacturing process so that the designed product can be produced in quantity. Furthermore, it's not only about designing products that meet customer requirements, but also about efficiently and economically manufacturing them while maintaining high quality standards, in order to generate maximum profit for the company.



The Digital Transformation Center (DTC) is a new organization established in September 2023. Kevin provided a brief introduction: With the growth of our business, diverse product solutions and services, and global presence, in a rapidly changing environment, there is still a need for continuous improvement. The purpose of establishing DTC is to have a dedicated team to address pain points in business, production processes, and cross-team collaboration, finding effective and feasible solutions, and driving the process of "Constantly Re-rationalization." The goal is to leverage appropriate digital technologies and tools to continuously improve the company's operational efficiency and competitiveness, maximizing operational results. At the same time, DTC aims to be a cradle for talent cultivation. In the initial phase, the plan is to select members from various functional teams with rich experience and ambition. In the short term, the expectation is to address known pain points and find improvements or solutions. In the medium to long term, with the assistance of corporate and industry professional consultant teams, the goal is to establish a more solid foundation to achieve the company's goal of sustained profitability and growth.

Working in the electronics industry can be highly stressful. It's important for everyone to address how to maintain their physical, mental, and emotional well-being. As a native of Nantou, Kevin has cultivated many hobbies that allow him to be close to nature in this area known for its beautiful scenery. When he was younger, he enjoyed fishing. After having children, cycling became a family activity. In addition to the county roads and highways in Nantou, he and his children have also cycled up the Jiji Mountain, and they even successfully circled the entire island of Taiwan! Now, Kevin has rediscovered his passion for jogging and has participated in several half-marathons before the pandemic. He has set a goal for himself to complete a full marathon within the next three years. In terms of the company, he expects everyone to treat the DTC as an internal Reliable Partner. Through mutual cooperation, they can optimize business processes and work together to create a platform for the sustainable development of USI. He also hopes to pass on what he has learned to the next generation of young talents and nurture more talent in USI. Finally, Kevin encourages all colleagues to face the current challenges with determination. He believes that with determination, everyone can overcome all difficulties and challenges, creating a broader vision together.

人際互動與健康關係

作者：台灣草屯廠 / QA&CSR / 永續發展暨企業職安處 / 安衛管理部 / 張瑞靜



人類天生是社會性生物，我們具備連結的本能。心理學家馬斯洛提出的需求層次理論強調，除了食物、水和安全之外，愛和歸屬感被視為人類五大基本需求之一。這包括建立人際關係、親密關係、與他人的連結以及融入社會群體。當這些需求得到滿足時，整體健康和生活品質都會顯著提升。

舉個例來說，2022 年的「世界幸福報告」顯示，台灣在全球 146 個國家和地區中排名第 26，比 2021 年下降了兩個名次，疫情雖然已趨緩，但人與人之間的疏離感卻尚未完全恢復。

社交關係對健康的重要性

社交關係對於減低健康風險、改善身體健康以及延長壽命具有關鍵作用。穩固的社交關係不僅有助於強化免疫系統，還能增加您的預期壽命達 50%。然而，有些人可能雖然參與社交活動，但仍感到孤獨，因為他們缺乏真正的連結。另一些人可能擁有親密的朋友和家人，但仍渴望建立更深厚的聯繫。

儘管每個人對孤獨的體驗各不相同，但它通常表現為社交孤立、被忽視或失去歸屬感。若不加以控制，孤獨可能對情緒和身體健康造成嚴重影響，研究指出社交隔離可能增加健康風險，包括老年癡呆風險增加 50%、腦血管中風風險增加 32%、冠心疾病風險增加 29% 等其他健康問題。

提升社交關係的方法

為了避免社交隔離對健康造成威脅，您可以考慮以下方法：

- 與家人和朋友享受更多美好時光。
- 加入與您的興趣或嗜好相關的團體、社團或課程，或擔任志工。
- 表達對他人的感激之情。
- 積極參與社區活動，並關心鄰居。
- 擴大您的社交圈子，結交新朋友，特別是那些可能與您不同的人。
- 提供社會支持給他人，如傾聽朋友的困難並提供幫助，如果無法親自見面，建議透過電話保持聯繫。

總而言之，心理健康對於維護身心健康至關重要。主動與親朋好友聊天，分享生活點滴，同時讓心靈獲得紓壓。最後，請謹記「微笑五步驟」——S- 睡得好、M- 多活動、I- 多互動、L- 常關心 / 愛微笑、E- 健康飲食，保持微笑、與他人互動，這是維護心理健康的關鍵。

Interpersonal Interaction Affects Your Health

Author: Taiwan Tsao-tuen Site / QA&CSR / S&HS / HS / Nancy Chang



Human beings are inherently social creatures, driven by an instinct to connect. Maslow's Hierarchy of Needs theory emphasizes that, beyond the basics of food, water, and safety, love and belongingness are considered one of the five fundamental human needs. This includes establishing interpersonal relationships, intimate connections, connection with others, and integration into social groups. When these needs are met, overall health and quality of life experience a significant boost.

For instance, the "World Happiness Report" of 2022 revealed that Taiwan ranked 26th out of 146 countries and regions worldwide. This was a drop of two positions from 2021. Even as the pandemic began to recede, the sense of alienation among individuals had not fully improved.

The Importance of Social Relationships for Health

Social relationships play a crucial role in reducing health risks, improving physical well-being, and extending lifespan. Strong social connections not only help bolster the immune system but can also increase your life expectancy by up to 50%. However, some individuals may engage in social activities yet still feel lonely because they lack genuine connections. Others may have close friends and family but still long for deeper bonds.

While everyone's experience of loneliness is unique, it typically manifests as social isolation, feeling ignored, or a sense of not belonging. If left unaddressed, loneliness can have serious implications on both emotional and physical well-being. Studies indicate that social isolation may increase health risks, including a 50% increased risk of dementia, a 32% increased risk of stroke, a 29% increased risk of coronary heart disease, and other health issues.

Ways to Enhance Social Relationships

To avoid the health risks of social isolation, you may want to consider the following suggestions:

- Enjoy more quality time with family and friends.
- Join a group, club or class related to your interests or hobbies, or volunteer activities.
- Express gratitude towards others.
- Be active in your community and care about your neighbors.
- Expand your social circle and make new friends, especially those who may be different from you.
- Provide social support to others, such as listening to a friend's problems and offering help or keeping in touch by phone if you can't meet in person.

In short, mental health is crucial to maintaining physical and mental well-being. Take the initiative to chat with friends and family, share your life moments, and let your mind unwind. Lastly, remember the "Five Steps of SMILE" - S - Sleep, M - Mobile, I - Interact, L - Love/Laugh, E - Eat Healthy. Keeping a smile on your face and interacting with others is the key to maintaining your mental health.



淺談新婚夫婦如何理財

作者：台灣南崗廠 / ADM / 財務總處 / 第二財務中心 / 林佩萱

隨著浪漫的婚禮結束，新婚夫妻進入了一個全新的生活階段。然而，除了生活中的種種挑戰，夫妻雙方還需要面對一個重大的難題：如何理財？有些人認為繼續財務獨立，甚至 AA 制即可；有些人則認為你的就是我的，邁入家庭生活後，新婚夫妻該怎麼做理財規劃？

建立共識和目標

進入婚姻後，不再是一人飽、全家飽的單身狀態。夫妻之間的共識和共同目標是建立理財規劃基礎的第一步。在開始制定財務計劃之前，夫妻應該坐下來深入了解彼此的開銷項目和財務價值觀。這是確保他們在財務方面取得一致的重要一步。

列出固定家庭支出，包括租金、水電費、食物等，然後討論並確定共同的目標，例如購房、教育基金等。這樣可以確保雙方知道自己在財務方面的責任和目標，並確保這些目標是可行的。

此外，建立財務共識還包括確定每月的儲蓄目標和支出預算。了解每月的固定家庭支出，以及共同開銷和私人開銷的占比，可以幫助夫妻們具體了解他們的財務狀況，並確保不會花超過預算。

創建預算

制定預算可以避免不必要的浪費，並幫助夫妻實現共同目標。首先，評估每月的固定支出，如房租或房貸、水電費、食物和保險等，然後分配資金給不同的支出項目。確保這些基本需求得到滿足，然後才考慮其他支出。

預算也應該包括娛樂、休閒和儲蓄。儲蓄部分是建立財務安全的關鍵，因此應該確保每個月都有一部分資金用於儲蓄和投資。

儲蓄和投資

當新婚夫妻在固定支出上取得共識後，他們需要考慮確定儲蓄比例並建立備用基金。這些儲蓄可以用於應對突發開支，如醫療費用、汽車維修或家庭緊急情況。

此外，夫妻們應該探討長期投資策略。這包括儲蓄股票、退休帳戶等選項。雖然投資有風險，但它也可以幫助實現共同的財務目標，如退休計劃或教育基金。

不過，請注意，投資需要謹慎，最好諮詢專業財務顧問，特別是在投資和退休規劃方面，以確保做出明智的決策。

經濟狀況監控

夫妻應該定期檢查他們的財務狀況，並根據人生不同階段的變化調整他們的財務計劃。這包括更新預算、重新評估儲蓄目標和投資策略。

定期檢查財務狀況有助於保持財務健康。當夫妻取得了共同財務目標的里程碑，無論是付清房貸、實現旅行夢想還是建立教育基金，並在每個里程碑達成時慶祝，這有助於保持動力。

經濟狀況監控

除了共同討論，夫妻們還應該考慮如何在財務方面分工合作。這不僅助於提高效率，還可以減少混淆和誤解。討論誰將負責支付帳單、監控支出和管理日常財務事務。這種角色分工可以根據夫妻之間的強項和偏好來分配，但關鍵是確保這些角色是明確且可持續的。

共同參與

確保夫妻雙方都參與財務決策是建立共同財務責任感的關鍵。這意味著共同討論重要的財務決策，如大型購買、投資或退休計劃。開放的溝通是關鍵，特別是在解決財務問題時。夫妻應該以合作和理解的方式處理財務困難，並找到共同解決方案。

在婚姻生活中，理財非常重要但常被忽視。新婚理財金錢觀的建立以及財務規劃，絕非單方努力就能一手掌握。所以談理財前，先談心，這樣新婚夫妻共同規劃理財投資，才能避免在往後的日子衍生各種不必要的爭吵，當雙方的消費習慣達到共識與默契，無論是購房、子女教育還是退休計劃，不但可以更有效率的管理家庭開銷，也能更有信心的與對方構築長久的未來，創造幸福美滿的家庭。

Navigating Finances as *Newlyweds*

Author: Taiwan Nankang Site / ADM / Finances / Finance Center II / Cora Lin



As the romantic wedding comes to an end, the newlyweds step into a brand new phase of life. However, alongside the various challenges that life brings, there's a significant question both partners need to address: How to manage finances? Some may believe in maintaining financial independence, even sticking to the "split the bill" approach, while others may adopt a "what's yours is mine" attitude. So, as the newlyweds embark on this journey together, how should they go about financial planning?

Establish Consensus and Goals

Develop reasonable financial budgets and ensure that Entering marriage means transitioning from an individual to a collective financial state. Finding consensus and shared goals between spouses is the first step in establishing a financial plan. Before setting out a financial strategy, couples should sit down and gain a deep understanding of each other's expenses and financial values. This is a crucial step in ensuring they are aligned financially.

List down the regular household expenses, including rent, utilities, groceries, etc., and then discuss and establish common goals such as buying a house, setting up an education fund, etc. This ensures that both parties are aware of their financial responsibilities and objectives, and that these goals are achievable.

Additionally, establishing financial consensus involves determining monthly savings goals and expenditure budgets. Understanding the breakdown of monthly fixed household expenses, as well as shared and personal expenses, can help couples have a concrete grasp of their financial situation and ensure they do not overspend.

Create a Budget

Creating a budget can help prevent unnecessary spending and assist couples in achieving common goals. Firstly, assess fixed monthly expenses like rent or home loan, utilities, groceries, and insurance. Then allocate funds to different expense categories. Ensure these basic needs are met before considering other expenditures.

The budget should also encompass entertainment, leisure, and savings. The savings component is pivotal in establishing financial security, so it's crucial to allocate a portion of funds for savings and investments every month.

Savings and Investments

Once newlyweds have reached a consensus on their fixed expenses, they should consider determining a savings percentage and establishing an emergency fund. These savings can be used to cover unexpected expenses such as medical bills, car repairs, or household emergencies.

Additionally, couples should discuss long-term investment strategies. This includes options like saving in stocks, retirement accounts, and more. While investments come with risks, they can also help achieve shared financial goals such as retirement plans or education funds.

However, please note that investments should be approached with caution. It's advisable to seek advice from a professional financial advisor, especially when it comes to investment and retirement planning, to ensure wise decision-making.

Monitor Economic Conditions

Couples should regularly review their financial situation and adjust their financial plans based on changes in different stages of life. This includes updating budgets, re-evaluating savings goals, and refining investment strategies.

Regularly checking your financial status helps maintain financial health. When couples reach

significant milestones in their joint financial goals, whether it's paying off a home loan, fulfilling a travel dream, or establishing an education fund, celebrating each achievement helps keep the motivation alive.

Division of Financial Roles

In addition to open discussions, couples should also consider how to collaborate and divide financial responsibilities. This not only improves efficiency but also reduces confusion and misunderstandings. Discuss who will be in charge of paying bills, monitoring expenses, and managing day-to-day financial affairs. The division of these roles can be based on each spouse's strengths and preferences, but the key is to ensure that these roles are clear and sustainable.

Participate Together

Ensuring that both spouses are involved in financial decisions is crucial for establishing a sense of shared financial responsibility. This means discussing significant financial decisions together, such as major purchases, investments, or retirement planning. Open communication is key, especially when addressing financial challenges. Couples should approach financial difficulties in a cooperative and understanding manner, finding solutions together.

In married life, financial management is crucial but often overlooked. Establishing a shared financial perspective and planning requires joint effort and understanding. So, before discussing finances, it's important to have open and honest conversations. This way, newlyweds can collaboratively plan their financial investments, avoiding unnecessary conflicts in the days ahead. When both partners reach a consensus and understanding about spending habits, whether it's for buying a house, educating children, or planning for retirement, it not only leads to more efficient management of household expenses but also builds confidence in constructing a lasting future together, creating a happy and fulfilling home.



2022 到 2023 年 必須要懂的潮單字 *Trending Words* of 2022 and 2023

作者：巨匠美語 / 陳穎蓓
Author: Gjun Inc. / Sunnie Chen

每年世界知名的英文字典都會選出最適合年度代表的單字，也會將新創的字彙編列進字典中，我們可以透過這些單字來回顧過去發生了些什麼事，一起來看看這些單字哪些你最有共鳴吧！

Every year, well-known English dictionaries select a word that best represents the year, and they also include newly coined words in the dictionary. Through these words, we can review what happened in the past. Let's take a look at which words resonate with you the most!



去年牛津字典史上第一次將 2022 年度單字開放讓大眾選字，短短兩週就有超過 30 萬人前往投票。猜猜最後是哪個字獲選？

Goblin Mode

哥布林模式 (Goblin mode) 是一個俚語，當你處於哥布林模式或是進入哥布林狀態，意思就是你放棄了，決定耍廢，不再嘗試符合社會期望，或是試圖抵抗，不同程度的放鬆耍廢有以下幾種說法：

Goblin mode is a slang term. When you are in goblin mode or going goblin mode, rather than trying to keep up with the social expectations or fight against them, you are slobbing out and giving up. Some other terms to describe different levels of relaxation and idleness include:

Goblin mode

旁若無人，想怎麼吃怎麼穿，想怎樣就怎樣。

You do and eat and wear whatever you want, not caring about others at all.

- Julie and Kane broke up because he didn't like when she went goblin mode.

Julie和Kane分手的原因是因為Kane受不了Julie在家時邋遢的樣子。

Veg out

賴在沙發上，能不動就不動。

You relax and do very little on the sofa, not moving much.

- It's a long week. I am going to veg out on the sofa all day this weekend.

這禮拜好漫長。週末我要整天窩在沙發放空看電視。

Kick back / chill

單純想放鬆，沒有懶散的意味。

You want to relax and rest from hard work. This word doesn't carry a sense of laziness.

- I plan to spend the day kicking back/chilling at home and watching Netflix.

我打算在家放鬆看Netflix。

Gaslighting

除了哥布林模式，美國韋氏字典選了「煤氣燈效應」作為年度單字。煤氣燈效應源自於 1944 年的一部電影，在現代英文中，煤氣燈效應指的是加害人藉由扭曲事實以控制被害人，來獲得好處。

Apart from goblin mode, Merriam Webster, the American dictionary publisher, selected gaslighting as its word of the year. Gaslighting has its origin from a 1944 film. In modern English, gaslighting means an abuser tries to control a victim by twisting their sense of reality, especially for the abuser's own advantages.

- We've always argued, but recently, she is accusing me of gaslighting her.
我們一直都有爭執，但她最近指控我情勒她。
- Her husband is gaslighting her when he denied abusive behaviors and declared she created everything.
她先生對她情感操縱，否認有過虐待行為，堅稱是她自己編出來的。

你怎麼知道別人是否在對你情緒勒索呢? 如果有人對你說:「你知道我這麼做都是因為愛你。」或是「相信我，這樣做對大家都好。」他們很可能就是在對你使用煤氣燈效應。除了gaslighting之外，常見表達情緒勒索的單字還有 emotional blackmail，意思是用威脅來控制別人。

How do you know you are gaslit? If someone says to you, "you know I only do it because I love you," or "Believe me. This is for the best," they are probably gaslighting you. Another useful word you need to know is to "emotional blackmail." It means to control someone by implying threats.

- It was simply emotional blackmail to stop her from leaving him. = He was simply blackmailing her to stay.
他只是在情緒勒索她，要她留下來不要離開。
- They say children need their mother. It is just emotional blackmail to make me feel guilty to go to work. = They are just emotional blackmailing me to make me feel guilty to go to work by saying children need their mother.
他們說小孩需要媽媽。這只是在情緒勒索我，讓我因為選擇去上班而有罪惡感。

以下是常見的情勒術語：
Here are some common phrases gaslighters may use:

- I never said that. That never happened.
我沒說過。這沒有發生過。
- You feel insecure and confused.
你一定是覺得不安，頭腦混亂。
- You are crazy. You are sensitive. You are dramatic.
你瘋了。你太敏感了。你太戲劇化了。
- You are the issue, not me.
你是問題的癥結點，不是我。

在澳洲，有些字雖然未入選文年度單字，澳洲麥格理字典也將menty-b、spicy cough及the ick這些都新增至字典當中，因為這些字在日常對話及網路上隨處可見。

In Australia, although some words, like menty-b, spicy cough, and the ick might not be selected as the word of the year, they have all been added to Macquarie Dictionary because they are wildly used either in a conversation or online.

Menty b

Menty b 是情緒崩潰 mental breakdown 的簡稱，比起把情緒崩潰當作疾病，許多 Z 世代的年輕人會把情緒上的困境拿來開玩笑，因此 menty b 是一種比較輕鬆的方式來描述情緒上的低潮。

Menty b is short for mental breakdown. A lot of Generation Z (Gen Z) is joking about mental health struggles. It's a light way to talk about heavy moments.

- Don't mind him. He just broke up and failed to sign the deal with the client. He is just having a little menty b.
不用理他。他剛剛分手而且案子也沒簽下來。他情緒有點低落。
- All this work is going to give me a menty b.
這麼多工作我真的要崩潰了。

Spicy cough

Spicy cough 是新冠肺炎的另一說法。如同 menty b 是對心理疾病一種比較輕鬆的說法，spicy cough 的出現也是一樣的。

Spicy cough is another way to say COVID-19. Just as "menty b" is a more casual way of referring to mental health issues, the emergence of "spicy cough" follows a similar pattern.

- Make sure to sanitize your hands and wear a mask. You don't want to catch a spicy cough.
你不需要確診的話，記得要消毒雙手跟戴口罩。
- Sorry I can't come this weekend. I have to self-isolate, managed to catch the spicy cough.
抱歉這週末我不能出席了。我必須要自我隔離，不知怎麼我竟然確診了。

The ick

當你的約會對象或交往對象有讓你不舒服的言行，讓你瞬間覺得反感，不能忍受，可以說 feel the ick 或 get the ick。反過來說，如果是讓別人不舒服了，那就是 give the ick。

You feel the ick or get the ick when your date or partner does something unpleasant and that turns you off immediately. You can also give the ick the other way round.

- I thought I liked him but suddenly I got the ick. I just can't look at him in the same way.
我當時滿喜歡他的，但突然就沒感覺了，回不去了。
- What is your biggest ick in a guy?
你最不能接受男生哪一點？

這個字也很像中文說的踩到別人的地雷 (pet peeve)，但 pet peeve 強調是「個人」的感受，有些人可能覺得這些事物 / 行為沒怎麼樣，可是你就是受不了。

This term is quite similar to "pet peeve". However, "pet peeve" emphasizes the individual's feelings. Some people may not be bothered by these things or actions, but for you, they are simply intolerable.

- My wife's pet peeve is people leaving dirty clothes on the floor.
我太太受不了有人把髒衣服留在地上。
- One of my biggest pet peeves is people driving too slowly on the highway.
我最不能忍受的事情之一就是在高速公路上開車很慢的人。

當過去兩年因為 COVID-19 而衍生出了像是 goblin mode 以及 spicy cough 與疫情相關的單字。今年隨著疫情趨緩，各國逐步解封，不知道今年大家會用什麼單字來定義 2023 年呢？讓我們一起期待吧！

Over the past two years, words like "goblin mode" and "spicy cough" have emerged in response to COVID-19. As the pandemic gradually recedes and countries start to reopen, it's interesting to see what word will define 2023. Let's look forward to it together!

環旭電子新聞集錦

USI News

環旭電子宣佈完成收購泰科電子有限公司汽車無線業務
USI Completes Acquisition of TE Automotive Wireless Business from TE Connectivity Ltd.



(2023-10-30 上海) 環旭電子股份有限公司（環旭電子，上海證券交易所證券代碼：601231）今天宣佈已成功完成對泰科電子有限公司汽車無線業務的收購交易。此項交易正式於 2023 年 10 月 27 日完成股權交割，是環旭電子成長戰略和擴張規劃中的一個重要里程碑。被收購的汽車無線業務將沿用其正式名稱「赫思曼汽車通訊」，該名稱在汽車行業中廣為人知。作為電子設計和製造的全球領導企業，環旭電子熟知赫思曼汽車通訊的巨大潛力，其將為公司業務組合增添價值。赫思曼汽車通訊將繼續由現有管理團隊領導，致力為客戶提供最先進的汽車無線解決方案。



(2023-10-30, Shanghai) Universal Scientific Industrial (Shanghai) Co., Ltd. (USI, SSE 601231), is pleased to announce the successful completion of its acquisition of the TE Automotive Wireless business from TE Connectivity Ltd. The acquisition was formally closed and completed on October 27, 2023, marking a significant milestone in USI's strategic growth and expansion initiatives. The acquired business will be resuming its formal name "Hirschmann Car Communication", which has been well-known among the automotive industry. USI, a global leader in electronic design and manufacturing, has discerned the immense potential of Hirschmann Car Communication as a valuable addition to its portfolio. Hirschmann Car Communication will be led by its existing management team continually and remains committed to providing state-of-the-art automotive wireless solutions to its customers.

Pisces
Wi-Fi 7
eAP



迎接 Wi-Fi 7 環旭電子推出 Pisces 企業級無線路由器 助力企業應對高密度資料挑戰
Embracing Wi-Fi 7: USI Launches Pisces Enterprise Access-Point to Support Enterprises with The Challenges of High-Density Data

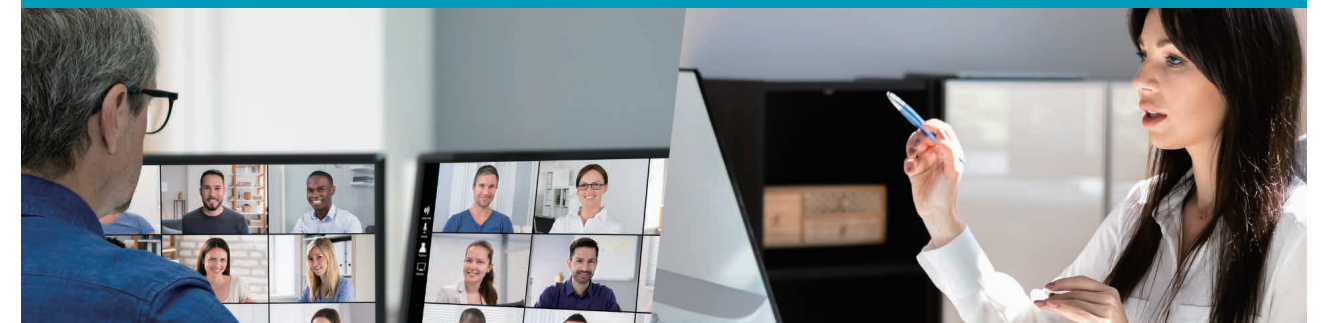


(2023-10-24 上海) 環旭電子（USI，上海證券交易所股票代碼：601231）為了滿足當今快速發展的數據需求，宣布推出一款創新的 Wi-Fi 7 企業級無線路由器 PoC（Proof of Concept）產品，名為 "Pisces"（以下簡稱 Pisces Wi-Fi 7 eAP）。這一產品的推出將為企業網絡和網絡安全領域的專業客戶帶來一個嶄新的高性能解決方案，滿足不斷增長。



(2023-10-24, Shanghai) USI (SSE: 601231) is stepping into the future of wireless networking with the launch of an innovative Proof of Concept (PoC) product, Wi-Fi 7 Enterprise Access-Point, named "Pisces" (referred to as Pisces Wi-Fi 7 eAP). This product marks a significant advancement in meeting the escalating demands of data connectivity, offering a high-performance solution for professional clients in enterprise networks and network security.

環旭電子的消音降噪音頻解決方案即將登場，滿足現代工作環境
USI's Echo Cancellation and Noise Reduction Audio Solution to Satisfy Modern Work Environments Set to Debut



(2023-9-26 上海) 環旭電子（USI，上海證券交易所股票代碼：601231），作為全球電子設計和製造領域的領軍企業，即將推出一款滿足現代工作環境的新產品——全功能 Audio Dock。這款由環旭電子設計和研發的全功能 Audio Dock 具備回聲消除和降噪功能，將重新定義視訊會議體驗，提升工作效率，可謂是音頻會議技術的重大躍進。



(2023-09-26, Shanghai) USI (SSE: 601231), a global leader in electronic design and manufacturing, is set to introduce a new product that caters to the needs of the modern work environment – All-In-One Audio Dock. Designed and developed by USI, this full-featured Audio Dock comes equipped with echo cancellation and noise reduction capabilities, redefining the video conferencing experience, enhancing work efficiency, and marking a significant leap forward in audio conferencing technology.

飛旭電子新聞集錦

Asteelflash News



Asteelflash 高管訪問捷克 Pilsen 廠

Asteelflash Executives Visited Pilsen Site

位於捷克的 Pilsen 廠迎來了兩位貴賓—Asteelflash 的高管 Nicolas Denis 先生和 Felix Timmermann 先生。他們向我們介紹公司未來的計劃，說明了我們與 USI 合作的正面影響。此外，兩位主管也向我們表示，推動公司的成功，每個人都是重要的一份子。在訪問期間，當地管理團隊也向兩位高管介紹 Pilsen 廠努力的成果，感謝兩位主管寶貴的建議和經驗傳承，我們期待下次的訪問。

We had two rare visitors in Pilsen, Czech of Republic – Asteelflash Executives Mr. Nicolas Denis and Mr. Felix Timmermann. They came to present us the company's plans for the future, and they showed us the positive impact of our collaboration with USI. Besides, they assured us how important each one of us is for the success of the company. The visit also included a presentation of our results by the local team of managers. Thank you for the valuable advice and the transfer of experience. We look forward to the next visit.



與 Bedford 廠財務團隊相見歡

Meet Bedford Finance Team



是時候認識我們在 Bedford 廠的財務團隊了！從左至右分別是進貨總帳控制專員 Nikolina Florio，EEMEA 會計流程主管 Christine Warwick，以及會計助理 Lanre Folami。

It's time to meet our Finance team in Bedford! From the left is Purchase Ledger Controller Nikolina Florio, Process Expert Accounting EEMEA Christine Warwick, and Accountant Assistant Lanre Folami.

Nina 負責監督公司開支，提交所需文件，並確保發票按時全額支付。Christine 管理整個團隊，監控 Bedford 廠的財務活動，並提供必要的支援。Lanre 負責管理薪資發放，是討論任何薪資相關問題的最佳人選。

Nina oversees company expenses, submits required paperwork, and ensures invoices are paid on time and in full. Christine manages her team, monitors the Bedford Site's financial activities, and provides support as needed. Lanre maintains payroll and is the go-to person to discuss any issues related to pay.

這三位女士是財務部的中堅力量，確保公司在財務經濟方面的高效運行和健全發展。這項任務有時會很困難，要求也很高，但她們團結一致，目標一致，心往一處想，勁往一處使。

These three ladies form the backbone of the Finance Department, making sure the economic side of the company runs efficiently and is in good health. It can be a difficult and demanding job at times, but they are united, share the same objectives, and think alike.

蘇州廠智能倉庫正式啟動

Smart Warehouse at Suzhou Site Officially Put into Operation

2023 年 8 月 25 日，蘇州廠智能倉庫正式啟用，實現了貨物自動化存儲和管理，開啟了精細化倉儲管理運營的新篇章。環旭電子董事長陳昌益、Gilles Benhamou 及資深副總吳英斌希望基於大數據、人工智能等新技術力量，從根本上改變倉庫作業模式、提高作業效率，並對於智能倉庫的順利建成給予了高度肯定。

On August 25, 2023, the smart warehouse





at Suzhou Site was officially put into operation, realizing automated storage and management of goods, and ushering in a new era of refined warehouse management operations. Chairman of USI Jeffrey Chen, Mr. Gilles Benhamou, and SVP Andrew Wu expected that based on the power of new technologies such as big data and artificial intelligence, the operation mode of the warehouse would be fundamentally changed and the operation efficiency would be improved, and they highly affirmed the successful completion of the smart warehouse.

智能倉庫占地 2389 m²，貨架超 8 米，可達 1836 個儲位空間。通過倉庫管理系統 (WMS) 和倉庫控制系統 (WCS) 的高度集成，結合自動導航、視覺識別系統、智能揀選系統，實現了儲位智能定位。倉內無人化作業和貨到人智能揀選，可以快速、高效地完成各環節操作，提高運營效率，實現了貨物的自動化存儲和管理。

The smart warehouse covers an area of 2,389 square

meters, with shelves exceeding 8 meters in height, providing 1,836 storage spaces. Through the high integration of Warehouse Management System (WMS) and Warehouse Control System (WCS), combined with automatic navigation, visual recognition system, and intelligent picking system, intelligent positioning of storage spaces has been achieved. The unmanned operation inside the warehouse and Goods-to-Person Picking System allows for rapid and efficient completion of various operations, enhancing operational efficiency and realizing automated storage and management of goods.

感謝「智多星」張軍帶領「智囊團」的伙伴們攻堅克難、保質提速，因為他們的堅持與付出，成就了從傳統倉儲到智能倉儲的重要轉變。

We extend our gratitude to Jun Zhang and his partners for their perseverance and efforts in overcoming challenges and improving quality and speed. It is their dedication and contributions that have brought about a significant transformation from traditional warehousing to smart warehousing.

突尼西亞廠榮獲 2023 年非洲改善獎傑出獎 Asteelflash Tunisia Won the Outstanding Award in the Africa Kaizen Award 2023 Competition

我們很榮幸宣布 Asteelflash 突尼西亞廠在由非洲聯盟發展機構 (NEPAD) 和日本國際協力機構 (JICA) 於 10 月 10 日在衣索比亞舉辦的「2023 年度非洲改善獎」競賽中獲得傑出獎。

We, Asteelflash Tunisia, are deeply honored to announce that we have just won the Outstanding Award in the "AFRICA KAIZEN AWARD 2023" competition organized by the African Union Development Agency (NEPAD) and the Japan International Cooperation Agency (JICA), which took place on 10th October in Ethiopia.

其中，我們獲得「大型企業」項目的傑出獎，這是對我們公司持續改進理念的肯定。國際評審團的認可也證明了公司對卓越運營的承諾以及對社區的積極影響力。

This Outstanding Awards in the "Large organisations" category is a celebration of our company's continuous improvement mindset. The recognition of this international jury also testifies for our commitment to operational excellence and our positive impact on our community.



在此，首先感謝 Asteelflash 突尼西亞團隊的不懈努力，另外我們也特別衷心感謝突尼西亞工業、礦業和能源部的指導者和合作夥伴：UGPQ (國家品質專案管理小組) 和 CETIME (機電產業技術中心)，他們的智慧和支持是我們一路走來的寶貴財富。

On this occasion, we would like to recognize first and foremost the incredible Asteelflash Tunisia team who have worked tirelessly, and especially to extend our warmest thanks to our mentors and partners from the Tunisian Ministry of Industry, Mines and Energy: the UGPQ and CETIME whose wisdom and support have been invaluable along the way.

法國飛旭集團 Bedford 廠總經理

Andrew Buss

值得做的事 就要把它做好

採訪編輯：總經理室 / 行銷企劃部



我們很榮幸邀請 Asteelflash Bedford 廠總經理 Andrew Buss 接受採訪，今年是他任職 Bedford 廠的第 10 年，對於公司的團隊與文化，他給予相當的肯定。

Q1. 請簡單介紹一下您自己。

我今年 56 歲，過去主修電子和電氣工程，1988 年畢業後，我就一直在電子業工作。我最初在一家委託成品製造商 M/A-Com（後來的泰科電子和科巴姆公司）擔任見習生產 / 設計工程師，在那裡工作了 26 年，並晉升為營運經理。後來我進入 EMS 領域，先是在劍橋的 PartnerTech 公司工作，現在來到 Asteelflash Bedford 工作，今年剛好是我在公司的 10 週年。我最初擔任營運經理，之後成為專案管理團隊的負責人，並擔任廠總經理三年多。



我有兩個已經長大成人的孩子和兩個小孫子，最小的孫子只有 4 週大。我喜歡騎自行車，包括公路自行車和登山車，我盡量每週出去騎個幾次。我也喜歡打高爾夫跟釣魚，在幾年沒去釣魚後，最近又重新拾起這個興趣。另外，我試著每年至少去滑雪一次，通常是去法國阿爾卑斯山。

Q2. 請用三個字形容 Bedford 團隊。

多元、充滿活力、經驗豐富。

Bedford 團隊中有許多擁有不同背景和文化的成員，我們有一面旗幟牆，上面掛滿了我們員工母國的旗幟。目前牆上一共有 20 面國旗。

我們正在快速發展，2023 年的營業額將大大高於 2022 年，在新增人力上也有許多挑戰。英國脫歐導致現在的招聘工作比以往任何時候都還要困難，因此我們需要能夠對周圍的變化做出快速反應。

隨著與汽車公司業務的增加，我們從不同產業（像是汽車業）聘請了經驗豐富的人員，以確保有真正瞭解我們業務的員工。

Q3. 你最難忘的時刻是什麼？

家庭是我生命中最重要的事物，對我而言，孩子和孫子的出生是最難忘的。

Q4. 公司文化對您而言的重要性是什麼？您採取了哪些方式來維持所期望的公司文化？

公司文化非常重要。我把公司視為一個大家庭。Bedford 廠原本是個家族企業，儘管我們現在已成為大企業的一份子，但我們仍努力保持這種氛圍。

我努力確保職場擁有良好的溝通，讓所有員工都知道我們哪裡做得好，哪些方面可以改進。

Q5. 您的領導風格會隨時間而不斷變化嗎？

在職業生涯的早期，身為一名年輕的主管，我一切以結果為導向，有時甚至會損害到自身團隊，就為了要勝過其他生產團隊。

至今我仍非常看重成果的產出，因為這是企業成功的關鍵，但同時我們也需要確保團隊的幸福。近年來，世界已經發生了變化，尤其是在疫情期間和疫後，我們都需要隨之改變，保持業務進展順利。



員工非常希望工作能夠有彈性，我們試著盡可能去滿足。作為一個製造廠區，能做到這一點並不容易，但我們會繼續努力，為員工和公司做出最大的貢獻。

Q6. 在工作上您如何指導年輕人？

以身作則。我不會要求任何人做我自己做不到的事情。我喜歡用某些方法來做事，而且一直做得很成功，所以我會灌輸同樣的思維和做法。我也會努力傾聽並向我的指導對象學習，因為他們經常會有一些好的想法，可以改進我的工作方式。

Q7. 您如何看待近年來人工智慧的快速發展及其在 EMS 行業的應用？

人工智慧仍然是一個新事物，但它在未來似乎會成為一個極其強大的工具，能夠應用在許多業務領域上。在我看來，人工智慧在行銷和廣告方面可能是一個很好的應用工具，尤其是運用在市場分析和開展行銷活動方面。

我認為，我們還不知道人工智慧能發展多遠，也不知道它未來將如何被運用。我讀過一些文章，說人工智

慧可以設計電子電路，或建議取代現有設計和降低 BOM 成本的方式。最終，我相信人工智慧將融入日常生活，成為任何企業不可或缺的一部分。

Q8. 什麼是您以前不看重，但現在卻覺得很重要的？

在我的孩子出生之前，能買到手錶和衣服等好東西已經很不錯了，我從來都不是一個非常重物質的人。我的家人之前有時會抱怨不知道該給我買什麼當生日禮物或耶誕節禮物，因為我從來沒有想要的東西。

但後來我意識到，經歷是人生最重要的事情之一，尤其是和家人一起去旅行和做些事。當孩子還小的時候，我們需要決定是去度假，還是買一輛新車、擴建房子，但我們總是選擇去度假。我們帶孩子們去澳洲和美國，這樣可以一起體驗不同的地方，也可以讓他們瞭解更廣闊的世界。

Q8. 到目前為止，您的座右銘是什麼？

我的祖母曾對我說過這樣一句話，雖然是老生常談，但對我來說依然很受用，那就是「值得做的事，就要把它做好。」

Andrew Buss

Managing Director of Asteelflash Bedford

If a Job Is Worth Doing, It's Worth Doing Well

Interviewed by: President Office / Marketing Communication

We were honored to have Andrew Buss, Managing Director of Asteelflash Bedford Site, interviewed. This year marks his 10th year at Bedford Site. Also, he speaks highly of the company's team and culture.

Q1. Please briefly introduce yourself.

I am 56 years old, and my major was electronics and electrical engineering. Since graduating in 1988, I have been working in the electronics industry. I started as a trainee production/design engineer for an OEM company, M/A-Com Ltd, which later became Tyco Electronics and Cobham. I worked there for 26 years and progressed to the level of Operations Manager. Then I moved into the EMS world, first at PartnerTech in Cambridge and now at Asteelflash Bedford, where I have just celebrated 10 years. I started as Operations Manager, and then became the Head of the Program Management Team and have been the Managing Director for just over three years.

I have two grown-up children and two grandsons. The youngest one is only 4 weeks old. I enjoy cycling, both road and mountain bike. I try to get out for a ride a couple of times per week. I also like to play golf and have recently got back into fishing after not going for several years. Besides, I try to go skiing at least once a year, usually in the French Alps.



Q2. Please describe the Bedford Team with three words.

Diverse, Dynamic, Experienced.

We built a team in Bedford that encompasses people from many different backgrounds and cultures, and we have a wall with flags representing all the countries that our employees come from. There are currently 20 flags on the wall.

We are growing fast with turnover on track to be significantly higher in 2023 than in 2022, and this has brought many challenges as we seek to increase our workforce. Brexit has made recruitment more challenging now than ever before, so we need to be able to react quickly to the change around us.



We have hired experienced people from different industries, such as the automotive sector, as we increase our business with automotive companies to ensure we have employees who really understand our business.

Q3. What was the most unforgettable thing or occasion you have experienced?

My family is the most important thing in my life, so the birth of my children and grandchildren is the most unforgettable.

Q4. How important is company culture to you, and what measures do you take to maintain your desired culture?

Company culture is very important. I regard the company as a big family. Asteelflash Bedford was originally a family-owned business. Even though being a part of a large organization now, we try to keep this feeling.

I try to ensure good communication and let all the employees know when we are doing well and what things we can improve.

Q5. Did your leadership style change over time?

Early in my career, as a young supervisor, it was all about results. Sometimes at the detriment of my team in order to outperform the rest of the production team.

Nowadays, I still respect results because that makes the business successful. But we need to be tempered with ensuring the wellbeing of the team. The world has changed in recent years, particularly during and after the pandemic. We all need to change with it whilst ensuring we keep the business on track.

There is a great desire for flexibility for the workforce, and we need to try to accommodate this as possible as we can. As a manufacturing site, this is not always easy to achieve. However, we will keep working to do the best for our people and the company.

Q6. How do you mentor young people?

I try to mentor by example. I would not ask anyone to do something that I have not done myself. I like to do things in certain ways, and I've been successful in doing those tasks, so I try to instill the same thoughts and practices. I also try to listen and learn from any person I am mentoring, as they often have good ideas that can improve the way I do things.

Q7. What is your idea about the rapid development of AI in recent years and its applications in the EMS industry?

AI is still very new and looks as though it could be an extremely powerful tools in the future. It could have

very useful applications in many areas of the business. Marketing and advertising strike me as something that AI could possibly be a good tool for, particularly for analyzing markets and developing marketing campaigns.

I don't think we yet know how far AI will be able to go or what it will be able to do. I've read articles that AI can design electronic circuits or suggest ways to take an existing design and reduce the BOM cost. Eventually, I believe that AI will be a part of daily life and an integral part of any business.

Q8. What do you cherish now that you did not before?

Before my children were born, it was nice to be able to buy nice things like watches and clothes. I've never been a very materialistic person. My family complains sometimes that they don't know what to buy me for my birthday or Christmas because there's never anything I want.



But then I realized that experiences are one of the most important things, especially going to places and doing things with my family. When our children were young, we needed to decide whether to go on holiday, get a new car or build an extension on the house, and we always chose to go on holiday. We took the children to Australia and America as well as so we could experience different places together and they could get an understanding of the wider world.

Q9. What is your motto for life so far?

Something my grandmother used to say to me. It's a clichéd but still holds true for me—"If a job is worth doing, it's worth doing well."



慕尼黑啤酒節

作者：Asteelflash Bad Hersfeld 廠 / Human Resource / Adelina Ibrahim

慕尼黑啤酒節每年在德國巴伐利亞州首府慕尼黑舉行，是一個為期兩週的民俗節日，充滿啤酒、美食和歡樂的氣氛。每年吸引來自世界各地超過 600 萬名的遊客，是世界上最受歡迎、規模最大的民俗節慶之一。啤酒節每年舉辦持續 16 天，通常在十月的第一個星期天結束。



雖然主要與啤酒有關，但啤酒節不僅僅局限於飲酒。傳統上，會場內會設置 38 個啤酒帳篷，提供傳統的巴伐利亞飲品、美食和音樂會。在慶祝活動中還有各種吸引人的遊戲和遊樂設施。

然而，這一切是如何開始的呢？

慕尼黑啤酒節的歷史

啤酒節的慶祝活動已經有 200 多年的歷史，起源自巴伐利亞王儲路德維希（後來的國王路易一世）和薩克森的特蕾莎公主於 1810 年 10 月 12 日的婚禮。巴伐利亞國民警衛隊成員 Michael Dall'Armi 首先提案，想以不同方式來慶祝王

室婚禮。他建議用一場盛大的賽馬會來為這對新人慶祝。慶祝活動在某片空地上持續了五天，後來這片空地以新娘的名字命名為「特蕾莎草坪」(Theresenwiesen)。這裡也被稱為 "die Wiesen"，直譯為「草地」，特蕾莎草坪至今仍是啤酒節的舉辦地。



你知道嗎？第一屆的慕尼黑啤酒節並沒有供應啤酒。不過，儘管當時沒有各種充滿特色的啤酒帳篷，這個活動依然象徵著慕尼黑啤酒節的起源。

各式美食

作為慕尼黑的重要旅遊活動，慕尼黑啤酒節傳承了巴伐利亞的習俗、傳統和價值觀。慶祝活動由慕尼黑市長主持，以傳統的禮炮開場和開桶儀式拉開活動序幕。

為支持當地供應商，所有啤酒帳篷的啤酒都是由慕尼黑當地的六家釀酒廠專門釀造。每年，約有 600 萬遊客會喝掉 758 萬公升的啤酒，相當於 200 萬加侖。至於提供的食物，每頂啤酒帳篷都有自己

的菜單，通常會提供巴伐利亞美食，如椒鹽卷餅、香腸、德國麵疙瘩等。較小的帳篷可能專提供起司、海鮮、餃子或糕點。甚至還有帳篷會自帶麵包店和咖啡廳，或者提供烤乳豬和馬鈴薯沙拉。

傳統服飾

啤酒節的傳統服裝包括男士的「Lederhosen」和女士的「Dirndl」。Lederhosen 意為「皮褲」，是德國和奧地利阿爾卑斯山地區傳統的工作服。Dirndl 則是農民的傳統服裝，由上衣、裙子和腰間有綁蝴蝶結或繩結的圍裙組成。

你知道嗎？從女性腰部蝴蝶結的

位置很容易看出她們的婚姻狀況。

- 繫在左前方表示單身。
- 綁在右邊代表已婚或戀愛中的女性。
- 繫在中間表示：不想透露自身情況，跟你沒關係！
- 圍裙繫在後部中央代表兒童、女服務生或寡婦。

所以說，如果你對擁有大量美食、啤酒和歡樂氣氛的文化體驗感興趣，啤酒節就是你的最佳選擇！儘管世界各地如今都在舉辦啤酒節，但沒有什麼能與原汁原味的啤酒節相比。因此，明年十月，帶上您的 Dirndl 或 Lederhosen，前往慕尼黑體驗道地的巴伐利亞文化吧。



The Oktoberfest

Author : Asteelflash Bad Hersfeld Site /
Human Resource / Adelina Ibrahim

The Oktoberfest is a two-week long beer, food and fun filled folk festival held annually in Bavaria's capital Munich in Germany. Attracting over 6 million visitors from all over the world every year, it is one of the most popular and largest folk festival in the world. The celebration is held annually for 16 days, typically ending with the first Sunday in October.

Mainly associated with beer, the folk festival involves much more than just drinking. Traditionally, the grounds house 38 beer tents that contain traditional Bavarian drinks, food and live music. The celebrations also include a variety of other attractions like various carnival games and amusement rides.

However, how did it all start?

The History of the Oktoberfest

Being a century long tradition, the Oktoberfest is celebrated for more than 200 years now, starting with the wedding celebrations of Bavaria's Crown Prince Ludwig, who later became King Louis I., and Princess Therese of Saxony-Hildburghausen on October 12th, 1810. Michael Dall'Armi, a member of the Bavarian National Guard, first introduced the idea to celebrate the royal wedding a little differently - a big horse race should honour the couple instead. The festivities

went on for five days in an open field, which was later named "Theresenwiesen" after the bride. The field is also called "die Wiesen", which literally translates to "the meadow", is to this day home of the Oktoberfest.

Did you know that the first Oktoberfest did not feature any beer? Nevertheless, even without the characteristic beer tents, the occasion marked the official start of the Oktoberfest.

Food and Drinks

Being an important tourist attraction for the city of Munich, the Oktoberfest promotes Bavarian customs, traditions and values. The celebrations are kicked off by Munich's mayor with a traditional gun salute and a ceremonial keg tapping.

Supporting local suppliers, all beer tents serve beer, which is exclusively brewed for the occasion and stems from six local breweries. Yearly approximately 6 million visitors consume upwards of 75,800 hectolitres of beer, which is equivalent to 2 million gallons. As for the food served, each beer tent focuses on their own menu, which commonly serve Bavarian



food, like pretzels, sausages, spätzle, and many others. Smaller tents might focus on smaller dishes including cheese, seafood, dumplings or pastries. There is even a tent with its own bakery and café or one famous for its suckling pig and potato salad.

The Attire

Traditional Oktoberfest attire consist of "Lederhosen" for men and the "Dirndl" for women. Lederhosen, which translates to "leather pants", were traditional work clothes worn by German and Austrian workers in the Alps. The Dirndl is traditionally attire worn by peasants and consist of a bodice, a skirt and an apron tied around the waist in a bow or knot.

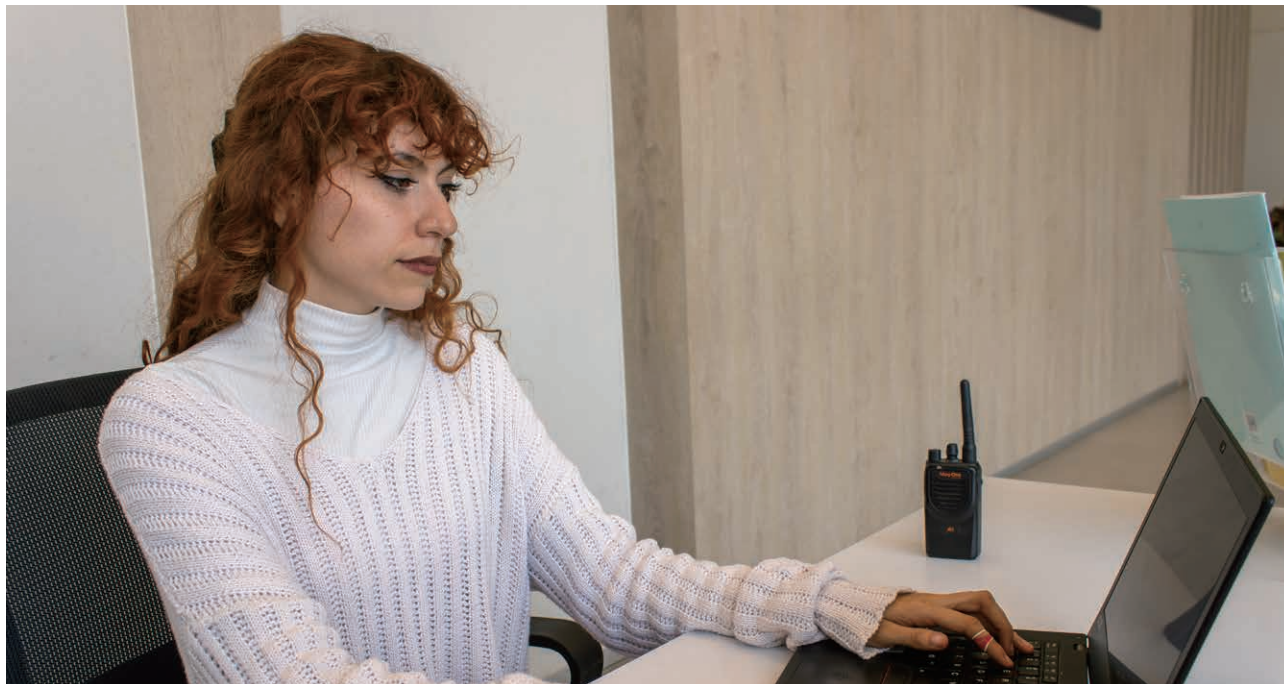
Did you know? The placement of women's dirndl waist bow is an easy way to spot their relationship status.

- Tied on the left towards the front it means the woman is single.
- Tied on the right is for married women or someone in a relationship.
- Tied in the middle means: I don't want to tell anyone. None of your business.
- An apron tied in the central back is for children, waitresses or widows.

So, if you are interested in a cultural experience that includes a lot of food, beer and fun the Oktoberfest is the event for you! Even though nowadays the Oktoberfest festivities are held all over the world, nothing compares to the original. So next October: grab your Dirndl or Lederhosen and head over to Munich to experience authentic Bavarian culture!

從實習菜鳥到產生影響力： 我在 GDL 廠的一段旅程

作者：墨西哥 GDL 廠 / HR Division / Security Section / Laisa Orozco



生活充滿著未知和陌生，但這也給了我們獲取各種知識的機會。我選的職涯方向，大家常對它有些誤解和刻板印象——我是一名犯罪學家，從事研究、分析、干預和預防反社會行為的工作。

踏入職場時，我剛從大學畢業，雖然在防治性別暴力方面有些經驗，但我對企業界方面卻一無所知。不過，USI 提供我拓展視野的機會，並在這片天地中找到能夠為社會做出貢獻的途徑。

身為實習生並不代表我的聲音就無人聽聞。我有機會發起各種專案，並以不同方式幫助人們。安全部門在人資部門中相對較新，而作為人資部門的一分子，對我來說一切都很陌生，然而同事們非常熱烈歡迎我提出的任何想法。

從實習的第一天開始，我就受到了熱情友好的對待。當遇到困難時，每個人都樂意伸出援手，在 USI，你永遠不會孤單。你的成功被看作是大家的成功，沒有人希望看到你失敗。

在實習初期，我負責建立一個安全報告的數據庫。現有的系統資訊不足，因此會要求員工親自前往安全辦公室填寫紙本表格報告事件。最初的文件格式並未提供足夠的空間來詳細說明事件。所以，我首要的任務之一就是對其進行改進。新的格式可讓員工進行更詳細的事件描述，包括發生時間和地點。如今，我們已完全淘汰紙本，除了一些特殊情況外，整體報告過程已數位化，員工可以藉由二維碼填寫電子報告。過渡到能夠自動更新的數位格式和數據庫是重要的一步，這不僅使我的部門受益，也符合組織實現無紙化的目標。

在實習期間，我逐步承擔了更多的責任。我仍然負責部門的調查工作，但也有機會制定安全指南和協議，



並培訓新團隊成員。USI 也鼓舞了我繼續進一步學習安全審計、風險分析和損失預防等方面的課程。

儘管我在 USI 的實習結束了，但我很幸運能夠留在這裡繼續工作。挑戰是人生旅程的一部分，而且總有改進的空間。對於 USI，我再怎麼感激都不為過，他們引領我進入了這個之前原本陌生的領域。同事們給了我機會，在 USI 的時光激發了我對犯罪學和犯罪預防領域進一步深造的渴望，並著重在企業面的研究上。

感謝在 USI 支持我的每一個人。我與他們建立了長久的友誼，也學到了寶貴的經驗。對我而言，進入一家新公司和學習新領域，非常具有挑戰性，但這裡的人一直都是充滿耐心且敬業的導師。我看見同事們辛勤工作，鼓舞我要學習他們的奉獻精神；我欽佩這裡的許多人，每一個跟我互動過的人都讓我留下了印象。

From Internship to Impact: My Experience at USI Guadalajara

Author: GDL Site / HR Division / Security Section / Laisa Orozco



Life is full of the unknown and unfamiliar, which presents opportunities to gain knowledge about a wide range of subjects. I chose a career path that carries some misconceptions and stigmas—I'm a Criminologist, which involves studying, analyzing, intervening in, and preventing antisocial behaviors.

When I first joined the workforce, fresh out of college without a degree, I had experience in gender violence prevention, but nothing related to the corporate world. USI gave me a chance to expand my horizons and find ways to contribute to the society within its walls.

Being an intern didn't mean my voice went unheard. I had the opportunity to initiate various projects and assist people in different ways. The Security Department was relatively new, and as a part of the HR Department, everything was new to me. However, they welcomed any ideas I had.

From day one of my internship, I received a warm and friendly reception. Everyone was willing to lend a hand when challenges arose, and at USI, you're never alone. Your success is seen as everyone's success, and no one wants to see you fail.

At the beginning of my internship, I worked on creating a database for security reports. The existing system was lacking in information and required employees to physically visit the Security Office and fill out paper forms to report incidents. The initial format didn't provide enough space to explain the incidents adequately. So, one of my first tasks was to revamp it. The new format allowed for more detailed incident descriptions, including when and where they occurred. Today, we've eliminated the paper format



entirely, and the reporting process is now digital, except for a few exceptions. Employees can fill out electronic reports using a QR code that's accessible to everyone, everywhere. Transitioning to a digital format and database that updates automatically was a significant step, benefiting not only my department but the entire organization's goal of going paperless.

During my internship, I evolved more responsibilities step by step. I still oversee the investigative aspects of the department, but I've also had the chance to develop security guidelines, and protocols, and provide orientation to new team members. USI has inspired me to pursue additional courses on Security Audits, Risk Analysis, and Loss Prevention.

Even though my internship at USI ended, I've been fortunate to continue my journey here. Challenges are a part of any journey, and there's always room for

improvement. However, I cannot emphasize enough how thankful I am to USI for guiding me into this previously unfamiliar world. They gave me an opportunity, and my time at USI has fueled my desire to further my career in criminology and prevention, with a focus on the corporate aspect.

I'm grateful to everyone who has supported me during my time at USI. I've formed lasting friendships and learned valuable lessons. Entering a new company and field where I lacked expertise was challenging, but the people here have been patient and dedicated mentors. I've witnessed their hard work, and it's inspired me to emulate their dedication. I admire many individuals here, and each person I've interacted with has left their mark on me.

一種寂靜 已充滿喧囂

藝術家：劉真辰
策展人：張翀
地址：M 藝術空間



靈丹妙藥 107，藥用植物和礦物，油彩，純棉無酸紙，76.5x108cm, 2021

初看藝術家劉真辰的作品，會被他作品中「盲目」的美所吸引——一種不可說的，被優先感知的美。很多優秀的藝術家都具有這種「盲目性」。只有在創作中抓住那些產生於瞬間的寶貴「盲目性」，才能從程式化的思維邏輯中突圍，發生不可了之的形變，並實現審美的「救贖」。盲目性，既引領觀眾進入作品，同時又成為了昇華作品的關鍵因素。

展覽入口處引用了後現代主義詩人約翰·阿什貝利的詩《一些樹》。這首詩通過樹來隱喻社會，家庭和人的關係。在挑戰常規認知的同時，也演繹出事物本身所具備的矛盾性。由這首詩來進入劉真辰的作品再恰好不過了：Panacea 系列是人與植物的一場對



靈丹妙藥 284，藥用植物和礦物，油彩，純棉無酸紙，76.5x108cm, 2021

話——形聲聞味觸在進入植物的時刻實現一種「通感」，植物恣意蔓延，在正負形態和生死概念間轉換。冰碑系列是對環境問題的一種詰問，也是對人類關係和社會發展的又一次重新審視，在融化中損毀又建立，消失又記憶。萬花筒系列展現了單一元素在光的折射下變為複雜融合圖像的過程。日常看似自治地進入重組迴圈，就像宇宙，源於微小，終於紛繁；看似萬端變幻，又確無新事。在滴系列作品中，蠟融化又凝固，光、溫度、形態、聲音紛擁襲來，每一滴都是時間的單位，每一滴都是敲打自己靈魂的鼓聲。

不妨說，這些作品都在反復的矛盾間，讓感官聚合又歸於穩定。萬物早已齊備，畫布已然呈現——一種寂靜已充滿喧囂。



人渴求意義，並努力在日常事物裡找到存在的意義，例如樹木的存在和我們的存在——在阿什貝利的詩中，這些交織在一起的樹既可以描述樹木生長本身，也可以象徵人們尋找自己的過程；是藝術家的創作生涯，也是日常生活中人與事件、命運交織在一起的複雜關係。

阿什貝利將他詩歌中的所有內容都置於「迷離的光」中，劉真辰的作品和我們眼見的世界也無不在這種「迷離」之下，而我們同時知道，我們不斷尋找時發出的千萬種喧囂最終可以籠罩於一種寂靜，這種寂靜不只是起點，也是歸宿。



A Silence Already Filled With Noises

Artist: Liu Zhenchen
Curator: Zhang Chong
Venue: M Art Center



PANACEA 263 · Medicinal plants and minerals, Oil color, Cotton acid-free paper, 76.5x108cm, 2022

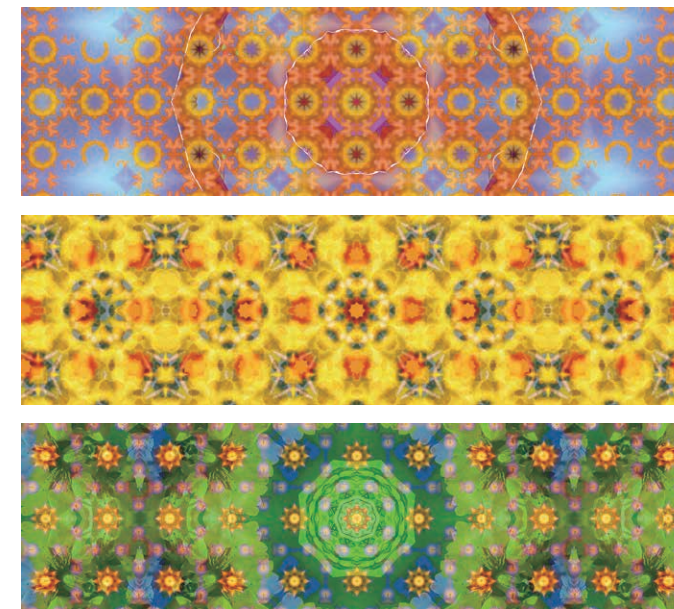
At first glance, the works of the artist Liu Zhenchen draw attention with their "blind" beauty—a kind of ineffable, prioritized perception of beauty. Many outstanding artists possess this "blindness." Only by seizing those precious "blind" moments that arise in the act of creation can one break free from the confines of procedural thought logic, giving rise to transformations that are beyond description and achieving the aesthetic "redemption." Blindness not only guides the audience into the work but also becomes a crucial factor in elevating the work.

The entrance of the exhibition features a quote from the postmodernist poet John Ashbery's poem "Some Trees." This poem uses trees as a metaphor to depict relationships within society, family, and among



PANACEA 278 › Medicinal plants and minerals, Oil color, Cotton acid-free paper, 76.5x108cm, 2021

individuals. It challenges conventional understanding while also illustrating the inherent contradictions within things themselves. Entering Liu Zhenchen's works through this poem is fitting: the *Panacea* series represents a dialogue between humans and plants—where senses of form, sound, taste, and touch converge upon entering the realm of plants. The plants grow freely, transitioning between positive and negative forms, as well as concepts of life and death. The *Ice Monument* series poses questions about environmental issues, providing another reexamination of human relationships and societal development. It is a process of destruction and creation within the melting, disappearing yet remembered. The Kaleidoscope series demonstrates how a single element transforms into a complex integrated image under the refraction of light. What appears as a self-consistent daily routine enters a reorganized cycle, much like the universe, originating from the minute and culminating in the diverse; it appears as an ever-changing multitude, yet ultimately, nothing is truly new. In the *Drip* series, wax melts and solidifies, inundated by light, temperature, form, and sound. Each drip is a unit of time, and each drop is a drumbeat that resonates within one's soul.



Kaleidoscope, video (7_39), variable size, 2023

It could be said that these works exist in a constant cycle of contradictions, allowing the senses to converge yet return to stability. All things are already in place, and the canvas is already presented—a kind of silence has filled the tumult.

Humans yearn for meaning and strive to find purpose in everyday things, such as the existence of trees and our own existence. In Ashbery's poem, these interwoven trees can describe the growth of trees themselves, but they can also symbolize the process of people searching for themselves. It represents the artist's creative career, as well as the complex relationships between people, events, and destiny intertwined in everyday life.

Ashbery places all the content of his poetry in "dazzling light", and Liu Zhenchen's works, as well as the world we witness, are all under this "dazzling" influence. At the same time, we know that the myriad of noises we emit when searching can eventually be enveloped in a kind of silence. This silence is not just a starting point, but also a destination.



KALEIDOSCOPE ›rylic, Silk-screen printing 73x73x3cm, 2022



PANACEA 281 › Medicinal plants and minerals, Oil color, Cotton acid-free paper

提升你的領導力： 有願景的團隊和建立你的人脈策略

作者：台灣南崗廠 / ADM / 企業服務總處 / 藍文貞
講師：東吳大學政治系 / 劉必榮教授



2023 年第三季管理論壇，我們很榮幸邀請到東吳大學政治系劉必榮教授來分享「願景團隊之領導決策與執行」，與大家談談如何建立願景團隊、為什麼部屬願意跟隨我、如何增加團隊凝聚力、在團隊中如何建議互信機制、要如何建立人脈來幫助事情成功等議題。

劉必榮教授提到領導不只是帶團隊，更重要的是團隊的建立，他從下面觀點來說明：

找到對的人才

談到建立團隊，美國學者蘇利文提出一個觀點—找人，而不是找方法。蘇利文指出，找人，並且完全授權，讓他來幫我們完成任務，這比自己悶著頭找方法更有用。建立團隊的首要任務是找對人，但在找人前需要先清楚了解自己要什麼。

願景明確、清晰

領導力的一個核心面向是明確願景。領導明確闡明願景，可以吸引合適的人來幫助更快實現該願景。領導者說明清楚「What」和「Why」，將「How」留給團隊。What 指的是清楚闡述「什麼」是我們的願景目標，以及 Why「為什麼」要



朝共同目標努力，最後 How 是要讓團隊來執行達成目標的工作，但往往對領導者而言，最難的是放手也就是「授權」，如何更有效的放手讓團隊完成目標，也考驗著領導者的能力。

人才

現在你吸引人才加入你的團隊了，可是他待不久。為什麼待不久？優秀人才通常期望的是什麼？人才進來了，也需要懂得留才，要留住優秀人才，領導者需要學會將公司的政策落實，能說好公司的故事，並讓屬下感到被關心，劉教授指出兩個例子：

- 領導叫得出我的名字，也叫得出我孩子的名字。
- 領導說願意給我一個機會，因為在這個位子上我可以成長。

建立信任與形象

建立信任需要時間，需要言出必行、需要平易親民、行事需要透明化。信任是建立在四根柱子上，這些是展現成事的力量：

- 善盡職責：把自己每一天的工作，認真盡責地在規定期限內完成，即可獲得上司和部下的信任。
- 團隊合作：領導者最重要的工作，就是統一所有人的方向，帶領團隊順利運作。
- 坦率、誠實、公平：願意坦率聽取他人意見，誠實而不說謊的人，才是值得信任的人。
- 行動力、執行力：沒有一個人會信任只會紙上談兵的人。

鼓勵領導者示弱

示弱可以是建立牢固關係的黏著劑，透過示弱將艱難的決定和靈感結合對於領導至關重要。

人脈是成事的關鍵

成事，除了能力還需要有人脈，做為領導者要推動改革，需要有人唱和。改革，需要建立人脈網絡，這樣才能成事。還需要找出隱形的意見領袖來帶動。但有個前提，領導者不能擺出領導的架子，並且要讓員工覺得表達意見是很安全的。

在演講的尾聲，劉教授特別提到在數位時代，領導該如何凝聚團隊的向心力也是學問。在數位時代，我們所處的環境愈來愈透明，屬下也愈來愈希望能跟領導有直接的接觸，想要多知道一點領導個人的想法、經驗與喜怒哀樂。資訊本身就是力量，所以領導必須決定要讓屬下知道多少東西，以建立彼此的互信，同時保留多少資訊，以維持自己的威權。

感謝劉必榮教授的精采分享，我們期待他在第四季繼續更深入分享身為領導者如何做決策、執行決策、以及如何跨文化的溝通。

Enhance Your Leadership: Cultivate a Visionary Team and Developing Your Networking Strategy

Author: Taiwan Nankang Site / ADM / Corporate Service / Lois Lan

Lecturer: Soochow University Department of Political Science / Professor Bihrong Liu

In the third quarter of 2023, we are honored to have Professor Bihrong Liu from the Department of Political Science at Soochow University to share insights on "Leadership Decision-Making and Execution in Visionary Team" during our management forum. He will discuss topics such as how to establish a visionary team, why subordinates are willing to follow me, how to increase team cohesion, suggesting mechanisms of trust within the team, and how to build a network to help achieve success.



Professor Liu emphasizes that leadership is not just about leading a team; more importantly, it involves the establishment of the team. He explains this from the following perspectives:

Find the Right Talent

When it comes to building a team, American scholar Sullivan puts forth an idea - look for talent, not methods. Sullivan points out that finding the right talent and fully empowering them to accomplish the task is more effective than trying to figure out everything on our own. The primary task in building a team is to find the right talent, but before doing so, it's essential to have a clear understanding of what we need.

Have Clear and Defined Vision

A core aspect of leadership is having a clear vision. Articulating a clear vision as a leader can attract the right people to help achieve it more efficiently. Leaders should make the "What" and "Why" clear, leaving the "How" to the team. "What" involves clearly stating the vision and goals, while "Why" explains why everyone should work towards the common goal. Finally, "How" involves letting the team execute the tasks to achieve the goals. For leaders, the most challenging part is often delegation, or "empowering" the team. Effectively delegating tasks to the team to accomplish the goals is a testament to a leader's capability.



Talent

Now you've attracted talent to join your team, but they don't stay long. Why? What do excellent talents usually expect? When talents come in, you also need to know how to retain them. To retain outstanding talents, leaders need to learn how to implement company policies, tell the company's story well, and make subordinates feel cared for. Professor Liu pointed out two examples:

- The leader can recognize me and my child by name.
- The leader said he was willing to give me an opportunity because I can grow in this position.

Establish Trust and Impression

Building trust takes time, requires keeping promises, being approachable, and acting transparently. Trust is built on four key points, which can make things happen.

- Fulfilling Responsibilities: Completing your daily tasks diligently and responsibly within the specified deadlines earns the trust of both superiors and subordinates.
- Team Collaboration: The most crucial task for a leader is to align everyone's direction and lead the team to operate smoothly.
- Transparency, Honesty, Fairness: A person who is willing to listen openly to others' opinions, who is honest and doesn't lie, is the one worth trusting.
- Initiative, Execution: No one will trust someone who only talks on paper without taking action.



Encourage Leaders to Show Vulnerability

Showing vulnerability can act as a bonding agent in building strong relationships. It combines difficult decisions and insights crucial for effective leadership.

Networking is the key to success

Achieving success requires not only competence but also a network of connections. As a leader driving reforms, it's crucial to have supporters who can echo your ideas. Reforms necessitate the establishment of a network, enabling effective implementation. It's also essential to identify hidden opinion leaders who can drive progress. However, a prerequisite is that leaders should not adopt an authoritative stance, and employees should feel safe expressing their opinions.

In the closing remarks, Professor Liu emphasized that in the digital generation, it's also essential for leaders to understand how to foster cohesiveness within their teams. In this era, our environment is becoming increasingly transparent, and employees often desire direct contact with their leaders. They want to know more about the leader's personal thoughts, experiences, and emotions. Information is power, so leaders must decide how much they want to share with their team members to build mutual trust, while also considering how much information to retain to maintain their authority.

We extend our gratitude to Professor Liu for his insightful sharing. We look forward to his further discussions in the fourth quarter on how leaders can make decisions, execute them, and engage in cross-cultural communication.

電動車革命關鍵之 電池管理系統(上)

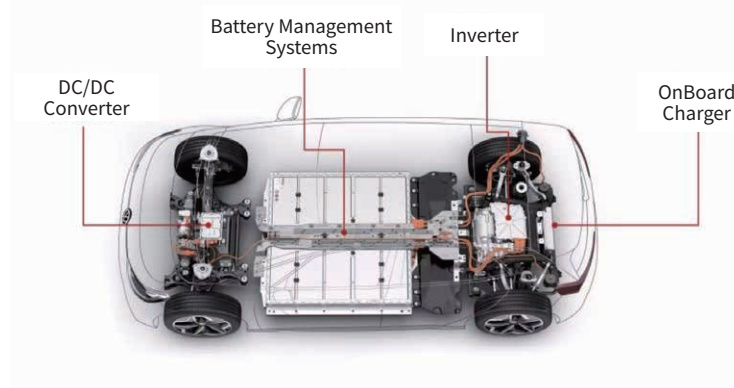
作者：台灣草屯廠 / APE & Telematics Powertrain BU / R&D Div. / 廖銘政
永續委員會 綠色產品與創新小組 / 總幹事 / 謝世南

電動車 (Electric Vehicles, EVs) 在傳統汽車產業已掀起轉型的浪潮，而電池管理系統 (Battery Management System, BMS) 如圖一，正是實現這場革命的核心技術之一，其關鍵在於透過對於鋰電池芯的一系列監測與保護機制，從而降低火災、爆炸和其他危險事件的風險，進而延長電池壽命，延續電池續航力，降低使用者的里程憂慮，是未來電動車發展的重要關鍵因素，並有助於降低碳排放，友善地球環境。

什麼是電池管理系統 (BMS) ？

BMS 旨在監測、管理和優化電池的性能，它通常由多個模塊組成，包括電壓監測、電流控制、溫度監測、電池平衡等，主要功能包括：

- 電池監測：即時監測每個電池單元的電壓、電流和溫度，以確保在安全範圍內運行。
- 充放電控制：優化電池的充電和放電過程，以提供最佳性能和壽命。
- 電池平衡：均衡不同電池單元之間的電壓，確保它們的電池容量均勻分佈。
- 故障檢測：識別並應對電池中的故障或異常，且提前採取措施，確保安全運行。
- 過電壓、過電流、過溫度保護：保護電池免受過度充電或放電影響，以降低火災風險。

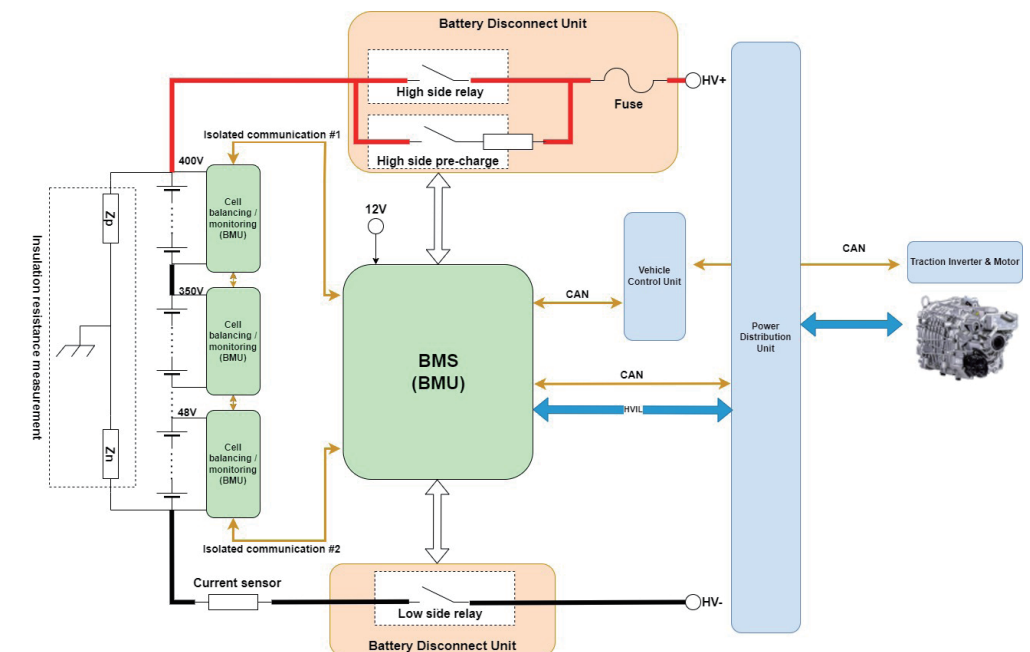


圖一 Volkswagen ID.3 的主電氣化系統

BMS 的硬體架構

BMS 的主要硬體架構如圖二，通常包括：

- 電池控制單元 (Battery Control Unit, BCU)：根據由電池監測模組收集所有電池芯的電壓和溫度數據與電池模組的電流監控，以每個電池芯的整體狀況為依據，實行電池的充電和放電控制。透過計算電池電量資料、電力狀態和健康狀態，持續監控電池的狀況與自動平衡電池的容量。保護控制也是 BCU 的重要功能，其必須執行電池包 (Battery Pack) 正極與負極對殼體的絕緣監控，防止漏電導致安全事故發生，並在發生碰撞或短路時控制接觸器，持續監控溫度感測器，以執行診斷及檢查所有輸入參數是否確實有效，並將訊息透過控制器區域網路 (Controller Area Network, CAN) 傳送至汽車控制單元。
- 電池監測模組 (Battery Monitoring Unit, BMU)：感測每個電池芯的電壓和溫度，並收集所有電池芯的參數訊息，透過執行電池平衡，協助補償電池芯間的不一致之處。
- 電流感測器 (Current Sensor)：即時監測電池系統中的電流。通過測量電流 BMS 可以瞭解電池的充放電狀態，掌握電池的電流變化情況，以便更好地管理電池的使用。
- 電池斷路單元 (Battery Disconnect Unit, BDU)：預充繼電器保護高壓電路避免系統上電時的瞬間大電流衝擊。在一般充電或放電時，若電池電壓發生異常故障的情況下，控制高壓迴路接觸器打開或切斷電池與整車電氣系統的連接，以防止危害的發生。
- 拓樸 (Daisy Chain)：在 BMS 中 Daisy Chain 是一種連接拓樸結構，用於將多個電池模組或電池監測單元以串聯的方式相互連接。這種串聯連接的方式形成一個鏈條，其中每個電池模組通過連接點與前後相鄰的模組相連接，並將每個電池模組的電壓、溫度等訊息傳遞給電池控制單元 (這裡採用 IsoSPI)，使其能夠全面監控和控制整個電池系統。



圖二 BMS 硬體架構圖

正如我們在此部分深入討論的，BMS 透過監測、管理和優化電池性能，確保電池系統的安全運行，同時降低對環境的不良影響。這種綠色技術的應用，使得電動車為減少碳排放、改善空氣品質和保護自然環境作出了實質貢獻。

Battery Management System The Key to Electric Vehicle Revolution Episode 1

Author: Taiwan Tsautuen Site / APE & Telematics Powertrain BU / R&D Div. / Alvin Liao
Sustainability Committee Green Products and Innovation Taskforce / Coordinator / Pack Hsieh

Electric Vehicles (EVs) have stirred quite a wave of transformation in the conventional automotive industry, and the battery management system (BMS) shown in Figure 1 is one of the core technologies to make the revolution happen. The key is to minimize the risks of fire, explosions and other hazards through a series of monitoring and protection mechanisms for Lithium battery cores. Therefore, BMS is a key factor for future EV development to extend battery life, improve battery endurance and minimize users' range anxiety. In addition, it helps reduce carbon emission and is friendly to the Earth environment.

What Is a Battery Management System (BMS)?

BMS is designed to monitor, manage and optimize battery performance. It usually consists of several modules, including voltage monitoring, current control, temperature monitoring and cell balancing, including main functions:

- **Battery monitoring:** BMS monitors every battery cell in real time for the voltage, current and temperature to ensure everything is within the safe range.
- **Charge/discharge control:** BMS optimizes the charging and discharging of batteries for optimal performance and service life.
- **Cell balancing:** BMS maintains a balance of voltage between cells, making sure that they have roughly the same capacity.
- **Fault detection:** BMS identifies and responds to battery faults or errors, and takes necessary actions to ensure safe operations.
- **Protection against over-voltage, over-current and over-temperature:** BMS protects batteries from over-charging or over-discharging and, therefore, minimizes the risk of fire.

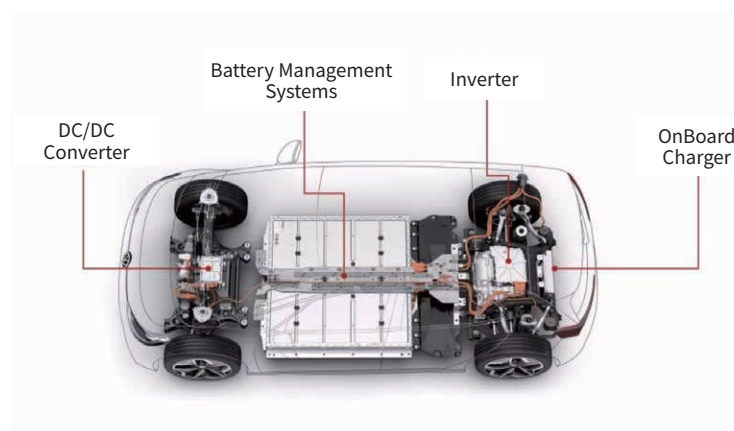


Figure 1 Volkswagen ID.3 Main Electrification System

BMS Hardware Architecture

The main hardware architecture of BMS is presented in Figure 2 and usually composed of:

- **Battery Control Unit (BCU):** the battery charging and discharging are realized based on the overall status of every cell thanks to the voltage and temperature data collected by BCU and current monitoring of battery modules. The battery capacities, power status and health are determined for continuous monitoring of battery conditions and automatic balancing of battery capacities. The protection control is one of BCU's functions, as it monitors the insulation between casing and the positive/negative electrode of battery packs to prevent any safety incident due to electric leak. The BCU controls the contacts in case of collision or short-circuiting, constantly monitors temperature sensors to diagnose and check that all parameters are effective, and transmits messages to vehicle control unit through controller area network (CAN).
- **Battery Monitoring Unit (BMU):** the BMU measures the voltage and temperature of every cell and collects the cells' parameter messages to compensate the inconsistency between cells through cell balancing.
- **Current Sensor:** the sensor measures the battery system current in real time, and the measurements provide BMS a clear picture of battery charging and discharging, allowing it to stay on top of the changes in battery current for better management of battery use.
- **Battery Disconnects Unit (BDU):** the pre-charge relay protects the high-voltage circuits from the impact of instantaneous electric surge as the system is powered up. In a typical case of charging or discharging, when there is something wrong with the battery voltage, BDU opens the HV circuit breaker or disconnects the electric system from batteries to prevent any danger from happening.
- **Topology (Daisy Chain):** the daisy chain in BMS is a connection topology used to connect multiple battery modules of BMUs in series. This series connection creates a chain in which every battery module is interconnected to its neighbors through connection points, thus allowing for the transmission of data like voltage and temperature of every battery module to BCU (IsoSPI in this case). Therefore, the entire battery system is under complete monitoring and control.

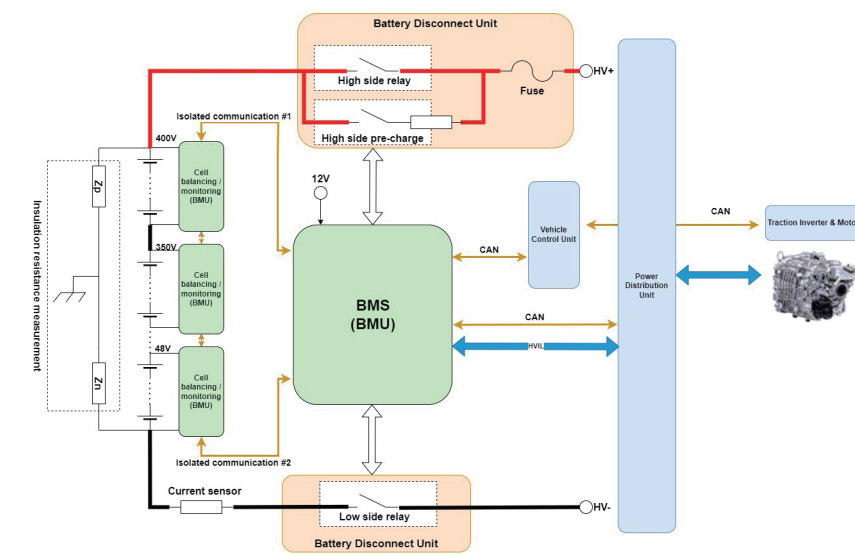


Figure 2 BMS Hardware Architecture

As what we discuss in depth here, BMS monitors, manages and optimizes battery performance, ensures that the battery system functions safely, and minimizes negative impacts on environment. The application of such a green technology gives EVs the ability to do something substantial for CO₂ reduction, air quality improvement and natural environment protection.

疫情後的朋友聚

Spend Time with My Friends after Pandemic

01

台灣草屯廠 / ICS&TW OPS / CCS / 林農益
Taiwan Tsao-tuen Site / ICS&TW OPS / CCS / N.Y. Lin

瓦城泰國料理南港車站店
Thai Town Restaurant Nangang Station Store

疫情過後的同學會，「平、安」二字勝千金。
心平人安樂、逍遙又自在。人在江湖，汲汲營營辛苦營生的目的，莫非求得「平、安」的身心安頓。
After the pandemic, the reunion is worth more than gold. A tranquil heart brings peace and joy, allowing one to be carefree and at ease. In this worldly journey, the toil and hustle for a livelihood ultimately seek the tranquil settlement of body and mind, desiring nothing more than peace.



02

台灣草屯廠 / AMMS / WMS / 莊志信
Taiwan Tsao-tuen Site / AMMS / WMS / Tetsuya Chuang

上海張江廠 Shanghai Zhangjiang Site

久違了。趁出差之際，利用空檔開心地與夥伴再次面對面的小聚。時間永遠不夠，沒聊完的話題就待下回更新唄。

It's been a long time. Taking advantage of this business trip, we happily gathered with colleagues once again in person during our free time. Time is never enough, so we'll save unfinished conversations for the next meetup!



03

台灣南崗廠 / AMMS / MWC / 陳光杰
Taiwan Nankang Site / AMMS / MWC / Jay Chen

台中公園、USI GDL 廠
Taichung Park, USI GDL Site

一晃眼已闊別 15 年 (2008~2023)，從疫情前開始的約定，經歷了無數波折，一路到 2023 年。墨西哥兄弟終於跨越太平洋，還帶來了海葵颱風的熱情，來到台灣，與我一同暢遊台中。

In the blink of an eye, it has been 15 years since we parted ways (2008~2023). From the initial plans before the pandemic. We've weathered countless challenges, all the way to 2023. Finally, my friend from Mexico (with a typhoon) crossed the Pacific to Taiwan, exploring Taichung with me.



04

台灣南崗廠 / ADM / 法務合規智權總處 / 智權部 / 詹德鉅
Taiwan Nankang Site / ADM / Legal, Compliance & IP Unit / IP Department / DJ Jan

新竹南寮漁港
Nanliao Fishing Port, Hsinchu

週末和老婆及岳父岳母來到新竹南寮漁港旅遊，適逢國際風箏節首日，晴空萬里，微風輕拂，數千隻各式各樣的海洋生物風箏填滿了天際，宛如海洋世界在新竹蔚藍天空中的翻版。

Over the weekend, with my wife and my in-laws, we came to Nanliao Fishing Port in Hsinchu for a trip. It happened to be the first day of the International Kite Festival. The sky was clear, a gentle breeze was blowing, and thousands of kites shaped like marine creatures filled the sky, creating a replica of the marine world in the azure sky of Hsinchu.





Newsletter

CALL FOR PAPERS 徵稿活動

截稿日期 / Closing Date

2024 / 01 / 01

收件郵箱 / E-mail

tw.gp.newsletter@usiglobal.com



影像迴廊

主題：我的療癒辦公小物

上班生活壓力大，大家都需要一些療癒，請跟我們分享你辦公桌上療癒小玩意或裝飾的照片！

作品規格：

- (1) 統一以 JPG 檔投稿，每幅不小於 800KB，不超過 2MB。
- (2) 每位參加者投稿總件數以 3 件為限，每張照片需提供 50 字以內的說明（中英文皆可）並標示拍攝地點。



享樂生活

廣邀公司各方達人來文分享生活心得、周遊見聞或是特殊技藝。凡被採用的文章將提供稿費，來稿時請在 e-mail 主旨上註明『享樂生活投稿文章』，我們將擇優刊登。稿費資訊請洽 tw.gp.newsletter@usiglobal.com。



PHOTO GALLERY

My Comforting Office Objects and Decors

Working life is stressful and everyone needs some comfort, please share with us photos of comforting objects or decorations on your office desk!

Image properties:

- (1) Please submit digital images as JPG files. The size of each image should be around 800KB to 2MB.
- (2) Every contributor is allowed to submit a maximum of 3 digital images with a short description within 50 words and noted where it was taken for each image.



LIVING / EATING / TRAVELING

This is a column for you to share stories of living, eating, traveling or special talent. We will pay the writer for the accepted story. Please name your e-mail subject as "Story of Living · Eating · Traveling". We will choose one to publish. Please mail us via tw.gp.newsletter@usiglobal.com to know more information about remuneration.