

# 從心溝通——禪門心法與溝通談判技巧的對話

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## 摘要

本文以聖嚴法師之「從心溝通」以及法鼓山「溝通禪」為研究對象，就禪門心法的溝通應用與哥倫比亞大學、哈佛大學等現代談判技巧進行對話，嘗試以文獻考察與思想分析為研究方法，藉由重點之梳理與比較，提出兩者的共相與殊相、運用模式分析，期能有利雙方借鏡而增上。考察文本則以聖嚴法師《從心溝通》、〈從「心」溝通的世界大趨勢〉、〈序楊蓓居士《自在溝通——人我互動，從心出發》〉、《法鼓全集》「禪修類」與溝通相關內容，法鼓山禪修中心 2014 年「溝通禪」體驗引導文，以及《鏡與窗談判課》、《從說服自己開始的哈佛談判力》等現代談判論述為主要範圍。本文之發現如下：一、聖嚴法師的「從心溝通」論述呈現禪師視角之特色：理論上以心為主體、以無我為心法，實踐上以溝通為著力點連結其「完成自我」修行層次與禪宗安心層次；溝通技巧則融入佛法、禪法的日用引導，體現六祖惠能：「佛法在世間，不離世間覺。」二、禪式溝通與現代談判之用語或有不同，然溝通過程之步驟與重點存在共通性，如放鬆身心、不預設立場的提問、覺知並消解自身內心的障礙（覺照與自我消融）、探究問題及背後的需求及感受、化敵為友而擴大同心圓等。三、就兩者之差異分析，關鍵則為禪門的無我（空性、佛性）心法，超越談判技巧所用覺知力、大我關注以創造三贏，藉由禪宗圓相模式與談判技巧線性模式的呈現，以心與法的對話產生互為增上之動能。

**關鍵詞：**聖嚴法師、禪宗、自我溝通、談判、佛性、無我

# **Communicating in Buddha-nature——the Interrelationship between Essence of Chan and Negotiation Techniques**

## **Abstract**

This paper researches on Master Shen-yen's discourse of "Communicating in Buddha-nature" and the four-step illustration about applying Chan to communication of Dharma Drum Mountain (DDM). It also provides comparison between topics mentioned above and negotiation techniques taught in Columbia and Harvard Law School. According to *Getting to yes with yourself: and other worthy opponents* and *Ask for More: 10 Questions to Negotiate Anything*, the key and most challenging issue of negotiation is intrapersonal-communication. By employing practice of Chan and four-stage self-transformation, Master Shen-yen and DDM guide meditators to look inside oneself with awareness and contemplation, which can enhance intrapersonal-communication. The core teaching on communication by Master Shen-yen is "No-self" (Buddha-nature or emptiness), which is its most distinguished difference to negotiation techniques. Finally, this paper further analyzes theoretical modules of the essence of Chan and negotiation techniques as circle and line patterns (○, —).

**Keywords : Chan, Master Sheng Yen, intrapersonal-communication, negotiation, Buddha-nature, no-self**