公司文化第十講 操船的點線面 操船成敗關鍵 船長 take over 領導統禦的意義：
https://youtu.be/2isyxKI_hu0
2024-12-13 01:27:03

港內操船的關鍵因素:
迴旋支點:船隻轉向時,船頭向右/而船尾向左的一個關鍵點。
回轉半徑:與使用的舵角大小有關,舵角越大/回轉半徑越小。
回轉速率:是成功操船的關鍵,回轉速率不夠/會導致撞船。

案例分析:
一艘船進入高雄港時,由於回轉速率無法建立,最終撞到了碼頭。
造成問題的可能原因有:迴旋支點位置不對、回轉半徑太大、舵角太小,以及港內的岸推力和岸吸力。

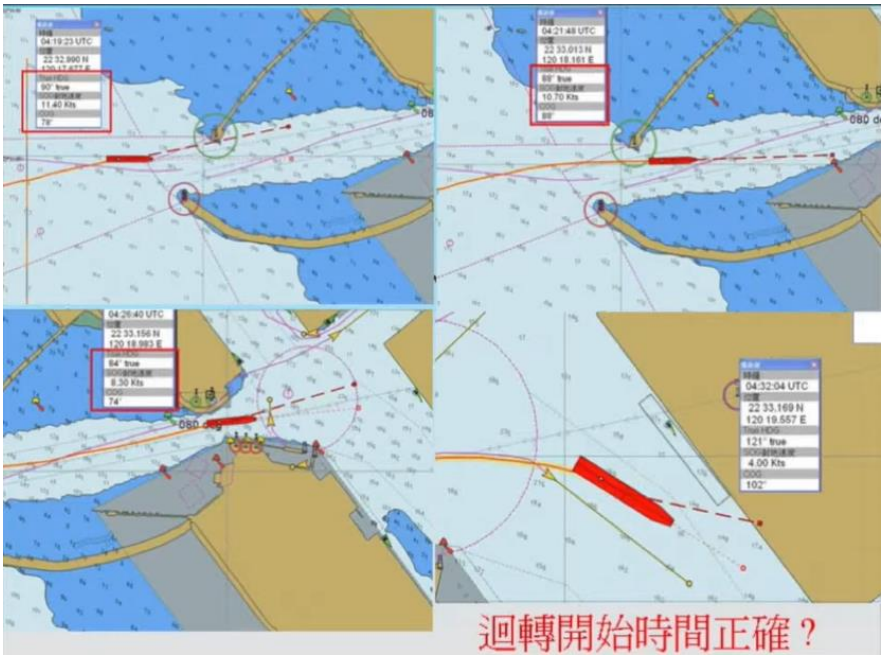
船長與領港的責任:
公司要求船長在出現問題時,要先主動向領港詢問,而不是等到事故發生後再來詢問。
船長需要提前掌握操船所需的知識和技能,而不能完全依賴領港。

人際關係的影響:
如果船長與公司領導關係好,即使操作不善/也可能得到庇護。
如果沒有良好的人際關係,即使操作有問題/也很難得到幫助和指導。
總的來說,這次討論圍繞著港內操船的關鍵因素,以及船長與領港之間的責任劃分和人際關係的影響展開，試圖從專業和人文兩個角度,全面分析敏感的話題。

好，今天是我們義氣講座的第三講，要處理的問題，也是很敏感/就是船長跟領港的關係。
港內操船牽涉到的就是我們操船的點線面,操船的點/就是迴旋支點,線/就是船隻的回轉半徑,面/就是牽涉到我們的回轉速率，回轉速率快的話/船體掃到的面積就少，回轉速率快的話/回

轉半徑就短，回轉速率慢的話/回轉半徑就會變長。

好，一條船進高雄港，左上角是進高雄港外防波堤的速度是 11.4 節，等到進到信號台附近的內防波堤的時候/速度是 8.3 節(右上角)，到碼頭邊的時候(右下角)，因為回轉速率沒有辦法建立/所以船隻轉不過去/撞到碼頭上的船，在右下角船隻雖然船頭(船艏向)已經轉過來了，可是實際船前進的方向(虛線)，還是依照 102 度是 COG Course Over Ground 對地的航向前進，船隻的船首向跟船隻實際前進方向(對地航向)的夾角叫做漂流角 drift angle。漂流角大的時候/等於是我們的什麼/回轉速率高，我們掃到的面積也大/碰撞的機率也就高。

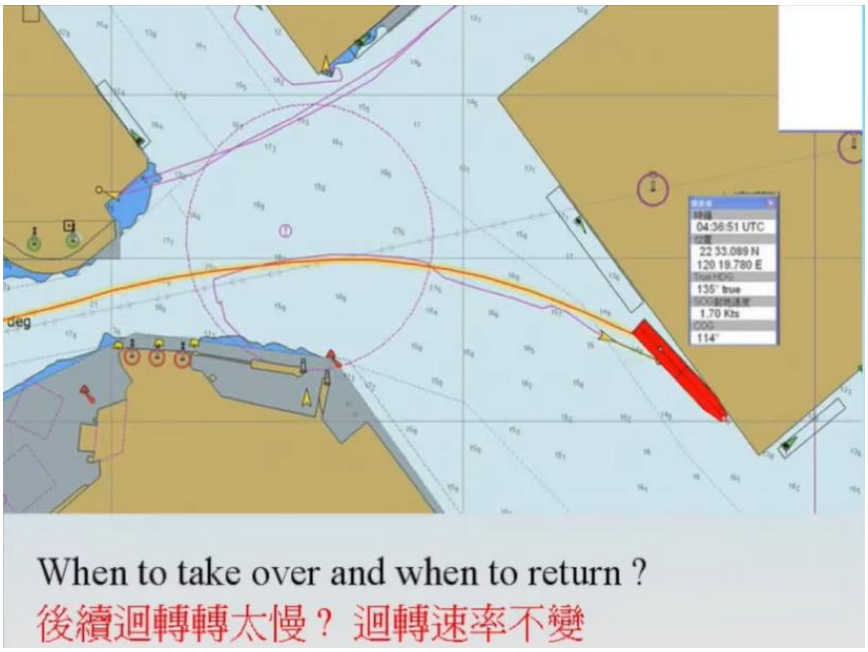


好講到這裡，就又有人要開始留言了，也沒辦法。總之碰撞點線面/跟操船點線面/我在痞客邦所有的文章/都已經發表，免費入場，各位如果是真的想靠這一行吃飯的話，是真的/應該要好好去研究一下，包括現在在高雄/基隆港裡面的操船，有時候也是不盡人意。

好我們講了這麼多，操船是一個連續的操作，船隻從開始下右舵/右滿舵/減車/停車?到底什麼時候船長才要介入?這就是看船長對操船點/線/面瞭解的透不透徹，實際來講/不要講說/現在船上的船長/就是有些領港/恐怕也是搞不太清楚，因為這是一門新的學科，為什麼我要寫這些東西，就是這樣。

現在我們說這條船的問題是什麼?回轉速率沒有辦法建立(對地航向轉不到 144 度/碼頭的法線方向)，回轉速率沒有辦法建立/可能原因很多，可能是迴旋支點的位置不對(拖船施力的方向或位置/或大小車不對)，這是操船的點。可能是回轉半徑太大(轉得太慢)/就是什麼/用的舵角太小。也有可能是什麼?在港裡面特別的危險/就是岸推力/或者是岸吸力。尤其是在河道裡面，因岸推力/岸吸力造成碰撞更是不計其數，相信萬海的船長體會甚深，基隆/高雄雖然寬大，可是這些東西(岸推力/岸吸力)都還存在的，尤其是在船速過高的時候，

岸吸力的影響，因為水底下的水壓變化(水深不夠)，就會更加嚴重。平常都是速度 under control/前進速度在控制之下，不會產生問題。有時候也可能是/因為回轉的太早，所以船尾先去擠壓到水底之後，受到碼頭產生的岸推力/本來應該向右轉的，因為岸推力的影響/造成船隻反而向左轉，最後雖然是大舵大車/想建立回轉速率，到最後關頭還是快到碼頭/才建立回轉速率(因為船艏向已經轉過去了)，還好高雄港有這麼遠/這麼寬大深，如果像是漢堡港還是鹿特丹的迴船池/就是一個圓圈，你從河道直直的開過來/船一到圓圈，你就要能夠做一百八十度的大回轉/要求的技術層面就更高了，還不要講說/我們高雄港是天然的良港/無風/無流/無潮水，除非是有颱風的情況。



好，這裡大概介紹一下/什麼叫做迴旋支點，也就是操船的點迴旋支點。船隻很奇怪的就是船在開始向右轉的時候，船頭是向右/可是船屁股實際上是向左邊去的(被舵版推的)，所以整條船身就是船頭向右/船尾向左，在船隻的前後中線上有一個點/它也不向左邊移動/也不向右邊移動，這一個點順著船隻前進在水裡運動的軌跡，就是本船的迴轉曲線。

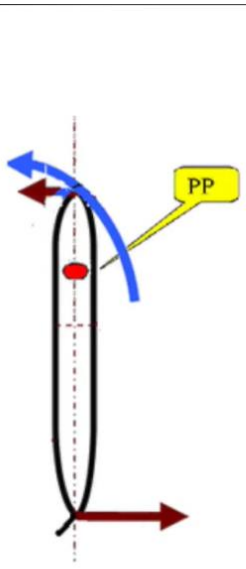
這一個點就叫做迴旋支點(PP: pivot point)/進車的時候它在船舯前面/倒車的時候在船舯後面。所以我們訓練操船的第一個項目/就是倒車航行，你要能夠學會/怎麼樣控制船隻倒退的方向，也就是利用離迴旋支點最遠的(迴轉的力臂最長的)一個工具/船首推進器，你就會了解迴旋支點的運作。

第二個迴轉的半徑，迴轉的半徑依照使用的舵角大小而改變，使用的舵角越大/轉得越快，但有時候迴轉不盡人意，因為會受到風向/水流的影響。

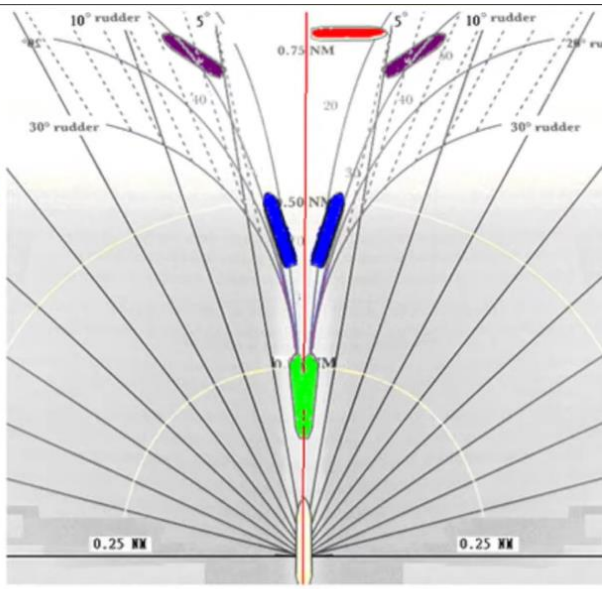
另外一個迴轉速率:迴轉速率就牽涉到操船的成功與否/的最大關鍵。轉得過去/船速太高/沒關係，前面還有航道可以緩衝/減速，轉不過去/船體就直接撞到碼頭上。現在這個例子/就是迴轉速率沒有辦法建立。

好，我們看現在船首向是 135 度，可是船隻實際前進的方向是 114 度，差了 20 度的漂流角。

所以船一直往碼頭上面衝過去，因為他的迴轉速率/與漂流角還沒有穩定/還是很大/有 20 度，表示他轉得太慢了/才會還帶著漂流角。如果說船現在對地的實際方向是 140 度/也就是碼頭的方向/很好，船隻雖然還有剩餘的速度/可是船還可以往前面繼續衝/去減速。
所以關鍵就是在迴轉速率夠不夠?迴轉速率不夠/你就是撞碼頭，你能轉到 140 度/而且已經穩定在 140 度，沒有漂流角/你就不會撞碼頭，這就是我們操船的成敗的關鍵/在於迴轉速率能不能夠建立/能夠達到你要的迴轉方向。



(迴旋支點圖)



(高速船多舵角迴旋曲線圖)

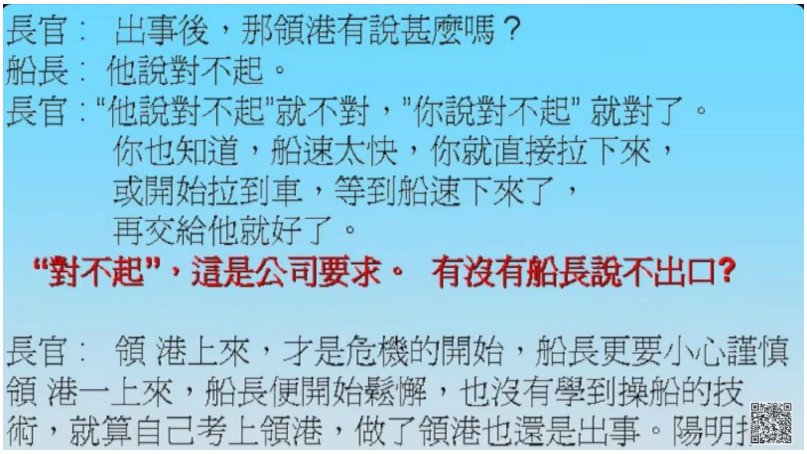
好，出事情以後/公司就開始內部調查，長官就問船長出事以後/領港有說什麼嗎? 船長說/他說對不起，長官就說了/他說對不起就不對了/你要先對領港說對不起，當你知道船速太快/你就直接把車鐘拉下來/或是開始拉倒車/等到船速下來了以後/再交給領港就好了。所以公司要求船長先跟領港對不起(因為船長自己動手操車)，不要等到領港先生出了事以後/才來跟船長對不起。這意思就是說:公司是要船長先下手為強，一看到不對勁/就要 take over/就是馬上接手，問題是哪一個時間點/才是接手的時間點，這就是考驗著船長的操船知識/經驗/跟技術。

我們就說了，連領港實際操船的人/有時候研究都不太透徹，船長要介入/可能困難度更高一點，可是現在資訊發達/要不要介入/能不能介入，其實是看船長自己肯不肯用功，我們人為因素的一個面向，就是學習/怎麼樣才能把我們需要的技術學到手上，是要有一個醞釀的過程。當然你最基本的要知道什麼/叫做感性/理性/跟慣性，也就是說:眼睛看到/嘴巴說的/都是假的，要你能夠做得出來/能夠實際操作/才是你真正的技術。

下面長官又開口講話了，可能大家又不願意聽了。好，長官說:領港上來才是危機的開始，船長要更小心謹慎，如果領港一上來/船長便開始鬆懈，船長當然沒有去學領港怎麼樣操船的技術/自己做船長的時候是這樣/等考上領港的時候也不會知道操船的眉角在哪裡/做了領港也是一樣會出事。陽明公司拒絕的台灣三個領港之中，長榮公司出去的就佔了兩個，表示說雖然長榮出去的船長文質彬彬/風度翩翩/學養俱佳/為人謙和，可是不會操船/就是不會操船。為什麼別人基隆海事的雜貨船/散裝船/亂七八糟船出去的船長，也不見得出事，你台灣最高學府出去

/在這麼大的公司又做得嚇嚇叫，然後連老闆都非常器重，出去做個領港，卻是到處吃鱉。

這又是我們講說領導統御的一環，如果你的人際關係夠好，你經常在出事，你的麻吉就會來幫忙，你啊/小弟啊/你怎麼這個也不會/那個也出事，你要注意/注意，你的麻吉就主動把他的秘訣交給你。如果你沒有這種人際關係/遇到障礙困難/你要怎麼突破?這就好像我們說人際關係的第一關，你明知道你不會操船/你經常出事/別人都沒事，必定其中有詐，關鍵在哪裡?你要怎麼樣請求別人告訴你?就要從第一關:愛在心裡口難開，想要求人幫助/卻說不出口，



所以人際關係不但主導什麼/我們日常的生活，在專業的領域也是一樣，書本上的東西要能夠把你教的會，這世界上的就沒有傻瓜了。很多東西都是要靠臨場的經驗，就好像各位在這邊聽了很多講座/自覺的金光閃閃/已經百毒不侵，實際上場還是有毛病一大堆，所以很多這些秘訣不點不破，好，我們今天還沒完。

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Detailed summary
The main points of discussion are as follows:

Relationship between the captain and the harbor pilot:

For ordinary individuals, this is part of official business, but for the speaker, it is a sensitive topic as both harbor pilots are his mentors.
The speaker hopes for understanding and tolerance from both harbor pilots.
Key factors in maneuvering in the harbor:

Pivot point: A crucial point when the ship turns, where the bow goes right while the stern goes left.
Turning radius: Dependent on the size of the rudder angle, with a larger rudder angle resulting in a smaller turning radius.
Turning rate: Critical for successfully overtaking a ship, insufficient turning rate can lead to collisions.
Case analysis:

A ship entering Kaohsiung Harbor collided with the dock due to the inability to establish a proper turning rate.
Possible reasons for this problem include: incorrect pivot point location, excessively large turning radius, too small rudder angle, and shore thrust and suction within the harbor.
Responsibilities of the captain and harbor pilots:

The company requires the captain to proactively apologize to the harbor pilots in case of issues, rather than waiting until an accident occurs.
Captains need to acquire the necessary knowledge and skills for overtaking in advance, instead of relying solely on harbor pilots.
Impact of interpersonal relationships:

If the captain has a good relationship with company leaders, they may receive protection even if their operations are subpar.
Without good interpersonal relationships, it is difficult to receive help and guidance even if there are operational issues.
In conclusion, this discussion revolves around the key factors of maneuvering in the harbor, the division of responsibilities between the captain and harbor pilots, and the impact of interpersonal relationships. The speaker attempts to comprehensively analyze this sensitive topic from both a professional and humanistic perspective.

Okay, today is the third lecture of our loyalty lecture series, and the issue to be

addressed is the relationship between the captain and the port leader, which is quite sensitive for the general public. From the captain's point of view, there's nothing sensitive about it, just treating it as part of their job. But for me personally, it's quite sensitive because the Keelung port leader is my enlightening mentor who guided me and without whom I wouldn't have achieved what I have today. And the Kaohsiung port leader is my senior and has also mentored me a lot. So, the two elder brothers, please bear with me today as we discuss this issue objectively. Okay, let's now begin.
Operating a vessel in the port involves the point, line, and plane of vessel operation. The point of operating the vessel refers to the pivot point, the line refers to the turning radius of the vessel's support, and the plane involves the rate of turn and the area covered. When the rate of turn is fast, the area covered is smaller, while if the rate of turn is slow, the turning radius becomes longer. In this case of a ship entering Kaohsiung Harbor, the speed at the left upper corner of the external breakwater of Kaohsiung Harbor is 11 knots. At 4 knots, when entering the convenient inner breakwater of the signal station, the speed is 8.3 knots. However, when reaching the dock, as the turning rate cannot be established, the ship cannot turn and ends up colliding with the ship at the quay.
This collision occurs at the lower right corner of the ship, even though the bow has already turned. However, the ship's actual direction of forward movement still follows the COG of 102 degrees which is the heading COG Coast Overground towards the ground. The difference between the ship's bow direction and the actual forward direction is called the drift angle. When the drift angle is large, it equals what. High rotating speed means larger areas we scan and higher chances of collisions. That's all for now as someone is about to start commenting again. Anyway, points, lines, and surfaces of collision with this hypership point, line, and surface have all been published for free on Pick's website. If you really depend on this line of work, you should seriously study it, including the current hyper ships in Ji Long Hill in Kaohsiung, which are sometimes unsatisfactory.
Okay, we have talked so much about ship bit control, it is a continuous operation. The ship only needs intervention from the captain when it goes from full right rudder to stop. When the ship captain needs to intervene depends on how well they understand the ship's bit control point, line and surface. Actually speaking, not every ship captain onboard may have a thorough understanding, as this is a new discipline. So, why do I need to write about these things again? That's just the way it is. Now what we are talking about is what the problem with this ship is, the rate of turn cannot be established, the rate of turn cannot be established. There could be many possible reasons for this. It could be that the pivot point position is incorrect, this is a super buoy point.

It could be that the turning radius is too large, or it could be that the rudder angle is too small. It is also possible that in the harbor, there is a special danger, such as shore thrust or shore suction, especially in the river channel, causing countless collisions. Although Keelung and Kaohsiung are spacious, these things still exist, especially when the ship speed is too high. The influence of water pressure changes under the water surface on the shore suction force will be more serious than usual. The speed is usually under control, and the forward speed is also under control, so there should be no problems. Sometimes, it may be because the turning is too early, so the stern of the ship first presses against the bottom of the water, and then the shore thrust generated at the wharf should have turned right, but due to the influence of the shore thrust, the ship turns left instead.

In the end, even with a large rudder and full turn, it is only at the last moment close to the dock that the turning rate is established. It's a good thing that Kaohsiung Port is so far away, unlike Hamburg or Rotterdam. The ship pool is just a circle. You need to be able to make a three hundred and eighty-degree turn when you drive straight into this circle. The technical requirements are even higher. Not to mention that Kaohsiung Port is a natural harbor with no wind or current unless there is a high-speed situation. Here we will briefly introduce what is called a pivot point, which is the point where we operate the ship. The pivot point is when the ship is in a strange situation when turning right.

The bow of the ship is pointing to the right, but the stern is actually going to the left. So, the entire ship body is with the bow facing right, with only one point where the bow is facing left. This point does not move to the left or right, it simply follows the ship's rotating trajectory forward. This point is called the pivot point. When you drive a car, the pivot point is in front when moving forward and at the back when reversing. Therefore, the first exercise we practice is reversing navigation. Once you learn how to control the direction of the ship while reversing by utilizing the pivot point, you have mastered this important tool. The bow thruster is understood to operate at the pivot point.

The radius of the second turn depends on the size of the rudder we use. Of course, the larger the rudder, the faster the turn. Sometimes it may not meet expectations because it can be influenced by wind direction and water flow. Another factor is the rate of rotation, which is crucial for the success of our maneuver. The key point lies in whether we can make the turn. It's okay if the ship speed is too high, as there is still a channel ahead to pass through. If we can't make the turn, we will directly hit the dock. In this example, the rate of rotation cannot be established. Okay, we can see that the bow of the ship is facing 135 degrees now, but the actual direction the ship is moving forward in is 114 degrees, a difference of 20 degrees.

Therefore, the ship keeps moving towards the dock above because its turning rate is still drifting and has not stabilized yet, which is quite large at 20 degrees, indicating that it is turning too slowly, still accompanied by drift legs. Now, if the ship's actual direction to the ground is 140 degrees, which is the direction of the dock, then it is good. Even though the ship still has some remaining speed, it can continue to move forward. So the key here is whether the turning speed is sufficient. If the turning speed is not enough, you will hit the dock. If you turn to 140 degrees and are already stable at 140 degrees without drifting, then you won't hit the dock. This is the key to success or failure when maneuvering a ship: whether the turning speed can be established to reach the desired turning direction.

After this incident occurred, the company began an internal investigation. The chief officer asked the captain if there was any explanation after the incident at the port. The captain said he apologized. The chief said, "Apologizing is not enough. You need to explain." When you know the ship speed is too fast, you can directly release the car in the middle or start to tilt it until the ship speed slows down, then hand it over to him, that's okay. So the company requires the captain to apologize to the pilot first, do not wait for the pilot to have an accident before apologizing to the captain. This means that the company, or rather the captain, should take action first and when they see something wrong, they should take over immediately.

The question is, at what point in time is the time to take over, and this is what tests the captain's super ship knowledge, experience, and skills. So let's say that sometimes even the research on Lianling Port is not very thorough, the captain's intervention may be even more difficult. But now with the development of information, whether or not to intervene, and whether it can be done, actually depends on whether the captain is willing to put in the effort. One aspect of our human factor is learning how to acquire the skills we need. This requires a process of incubation. Of course, you need to know the basics of what is called sensibility, rationality, and inertia. In other words, what your eyes see and what your mouth says are all false; you have to be able to actually perform the task to truly possess the skill.

The following officer spoke again, maybe everyone doesn't want to listen again. The officer said that taking the helm is just the beginning of the crisis. The captain must be more careful. If the officer takes over the helm and the captain starts to relax, he certainly didn't learn how to navigate the ship when he was a captain himself. When he became an officer, he also didn't know where this beautiful port was for navigation. Even after becoming an officer, accidents can still happen. Yang Ming Company refused among the three navigation companies in Taiwan, and when the company goes out, it represents two, so to speak. Although the captain that the company sent out appears cultured and educated with good manners, and is known for being humble,

the fact remains that he does not know how to sail a ship.
Why is it that others, even those who operate messy and disorderly grocery ships in the Keelung Harbor or those who navigate specialized boats, may not necessarily encounter any issues when out at sea? On the other hand, a person from Taiwan's most prestigious university, working for such a large company, ends up embarrassing themselves. Furthermore, even the boss values him greatly, but when he goes out to lead a dock, he ends up facing setbacks everywhere. This is just a part of what we mean when we say it is a decision agreed upon by leadership. If your interpersonal relationships are good enough, then when you often encounter problems, your magic will come to help you. How come you, this younger brother, can't do this or that, always running into trouble?
You should pay attention to this and that, actively getting their secrets from them. But if you don't have such interpersonal relationships and encounter obstacles and difficulties, how do you break through? It's like we say the first step in interpersonal relationships. You know that you don't know how to sail, and you often run into trouble while others don't. There must be deceit among them. Where is the key here, and how do you ask others to tell you? It starts with the first hurdle: love in your heart is hard to express. You want to ask for help but can't bring yourself to say it, so...
Interpersonal relationships not only play a leading role in our daily lives, but also in professional fields. Being able to understand what is taught in books is vital, as there are no fools in this world. Many things require hands-on experience, just like how all of you have heard a lot of talks here and feel like you are invincible, but in reality, there are still many problems. So, many of these secrets must be uncovered to be truly understood. We are not done today.