

公司文化講座第27講 十年之前你不怎麼樣 一萬個小時 給他問題 頂得住壓力：<https://youtu.be/xwaV2r-qzL4>

2024-12-03 02:32:29

成為專家需要長期的刻苦練習和積累經驗。不能僅僅依靠書本知識和標準操作程式，而是要深入理解原理，培養應對新情況的能力。這需要大約1萬個小時的實踐和學習。

在壓力下，人的短期記憶和警覺性容易受到影響，只能依靠長期記憶和直覺來做出決策。因此，專業人士要能夠保持冷靜處變不驚。

對於學習和教育，也要注重營造輕鬆愉快的環境，而不是簡單的打罵。過度的壓力會抑制學習效果。

作為新手或下屬，要主動學習前輩的經驗教訓，並勇於接受挑戰，不斷提升自己。作為上級，要適當給予下屬壓力和鼓勵，促進他們的進步。

總的來說，成為專家需要長期的積累和實踐，不能僅依靠表面的知識和技能，而是要深入理解原理，培養應變能力。同時也要注重營造良好的學習環境，發揮人性的積極因素。

領導要解決甚麼？十年前就該知道

對於任何特定的任務，解決方案可能有很多種。

處理不確定性的能力 (恐懼 害怕)
權衡證據與直覺的能力 (緊張 壓力)

(十年之前，你不怎樣，我也差不多。)

(十年之前，你不知道要做甚麼?)
(十年之後，你已知道如何去做?)
(再過十年，你也不知道為何這麼做?)

**當你知道為甚麼，
你就永遠不會錯了。**



好，這是智慧講座的第三講。一個領導要解決的問題？十年前就應該知道了。做一個領導者要有處理不確定性的能力，以及權衡證據與直覺的能力。就是能在眾多的變數之中，直接找到問題的核心。十年之前，你不怎麼樣，我也差不多。

對一個一個新手來講。十年前你上了駕駛台不知道要做什麼東西？You don't know what to do 等過了十年，你有了經驗，有了教訓，有人教導你已經知道要

做些事情，你已經知道如何做。但是再過十年，你也不知道為什麼要這樣子做，所以前面十年上駕駛台，是感覺到不知道要做？感覺一陣焦慮/緊張/害怕/恐懼/不安。



十年之後，你得到的是？是習慣/是慣性。你已經有一套做法，可以先看看/再看看，慢慢來，先處理，再處理，你已經知道要怎麼做/也可以應付大部分的問題。但是要等到出了事情的時候，才有辦法仔細檢討/到底為什麼？在哪裡哪一個環節出了問題？所以就算你幹了十年/二十年/三十年，你也不一定懂得其中的眉目，其中的秘訣在哪裡？這就是人生啊，貓一套/狗一套/每個人都有一套。很多時候都是似是而非，這就是理智沒有辦法 cover 的東西，也是專業知識有所不足的時候。但是也沒有人會說/會覺得有什麼不對勁，因為習慣已經克服你的焦慮不安的感覺。沒這些焦慮不安的感覺，實際上你已經失去再去進步的動力。套句前輩的話，幹了二十四年船沒有出海事，並不能保證第二十五年就不會出海事。

好十年之前，十年之後，這裡並不是在吊書袋/賣弄學問，What to do 要做什麼東西啊？就好像在書本上得到的靜態的知識/標準作業程式 How to do，就好像師傅一步牽著你的手，說你現在這一步啊疏忽了/這一步的沒有做到/應該要怎麼樣。但這都不是真正的知識，真正的專業知識是你要懂得為什麼要這樣子做，因為你要懂得他的原理。

在你書本上沒有遇到的 case，老師沒有教過的情形發生的時候，你才有反應的能力。海上避碰的情形是千變萬化，所以你就要懂基本的東西，你才有應付新事情的靈感。這是說，專家也不能知其所以然啊？不知其所以然，因為這個專家可能只是領班，做的久不一定做的好。所以現在的心理學家研究，要成為一個專家啊。打高爾夫球的/玩樂器的/或是開藥/做船長需要多少時間的刻苦練習啊？

需要的是一萬個小時。宇宙人有一條歌，唱的一萬小時經歷。就是慶祝他們樂團成立十年。十年說是一萬個小時分成十年，一年 一千個小時啊，一年 365 天扣

掉休息，平均 一天就是要練習三個鐘頭左右，

一代宗師？內行人不說外行話

» **打高爾夫球，玩樂器，開藥的專家，領導或船長需要10多年的刻苦練習。**

» 不斷摸索知識與技術領域，從事超出目前的水平，性能或舒適的任務。



這一萬個小時要怎麼樣？不是躺在那裡千篇一律不求進步。跟做女工/作業員/生產線一樣啊，要自我挑戰要超出我們能力的範圍，自我去精進，才能夠成為專家。所以說內行人不要講外行話，要成為一代宗師，不能自欺欺人，話說一百年前鐵達尼號的船長操船出神入化，一百年以後，哥斯達協和號的船長在大海裡面轉彎，轉個彎都會轉去擱淺，就是對最基本的回轉半徑的需求，沒有足夠的瞭解，才會發生這樣的事情。

當然要成為專家最重要的關鍵，就是要能夠吸收別人的經驗/教訓，作為一個晚輩/新進的船副要去吸收上級指導員/船長/大副/資深海員們的知識跟經驗，在帶領部屬的時候，也要驅使他走出他的舒適區。要對他發起挑戰，話說人性的三大需求：第一個你要肯定他，即使只有有一點點的進步。第二個你要刺激他，刺激他/他才能夠產生進步的動力，所以要考一考他/經常問他問題，就會啟發他思考的能力。像我做三副的時候，船長就問我說，有三樣東西/他的 GM/就是他的穩定值是負的？到現在我也答不出來，可能其中一個是潛水艇，另外一個是直升機，第三個是甚麼？現在我也搞不清楚。

下面看專家，專家就是靠得住，在壓力之下他做的決策還是正確的，要頂得住壓力要靠長期記憶，因為人一緊張，血壓就高，血壓一高，人的短期記憶會消失。壓力再大的時候，連長期記憶也不記得了，就只剩下潛意識，好像受到重大的衝擊/出了車禍，自己昏倒，別人一定是問自己叫什麼名字？旁邊的女朋友叫什麼名字，老早就忘掉了。因為女朋友不是長期記憶的一部分，

「錯誤是成功的踏腳石」 多問船副問題 *Case Study for training !!*

不論我們是在意識或潛意識犯下錯誤，只要那個錯誤造成嚴重後果，大腦就不會輕易忘記。

倘若我們犯下的錯誤，使我們身陷危險或災難，並讓我們感到不愉快（比方害怕、難堪、羞恥），大腦的杏仁核便會確保我們記住這些不舒服的情緒。

另外還有其他的腦區，會使我們光是回想過去的經歷，就會產生不愉快的感受，從而再次確保，我們懂得避免犯錯。

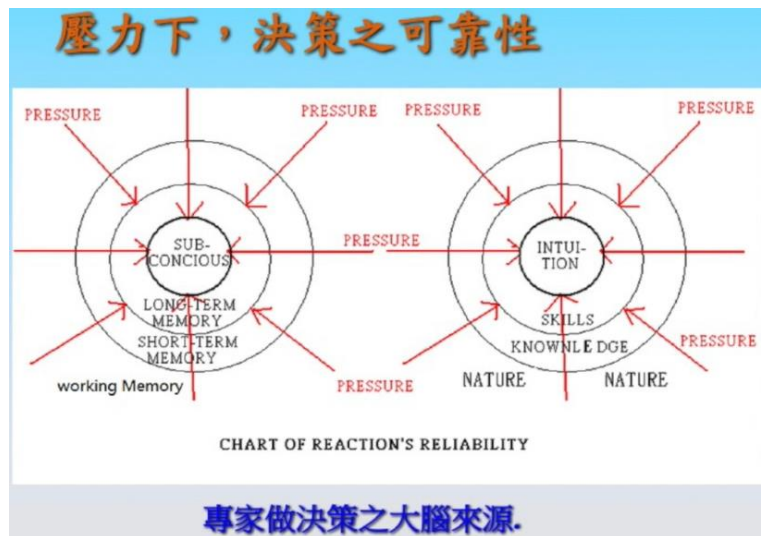
船副會將錯誤事實與難堪情緒相結合，去尋找答案。

所以受到壓力，

第一個的影響就是，對現場環境的警覺性，就已經失去了，

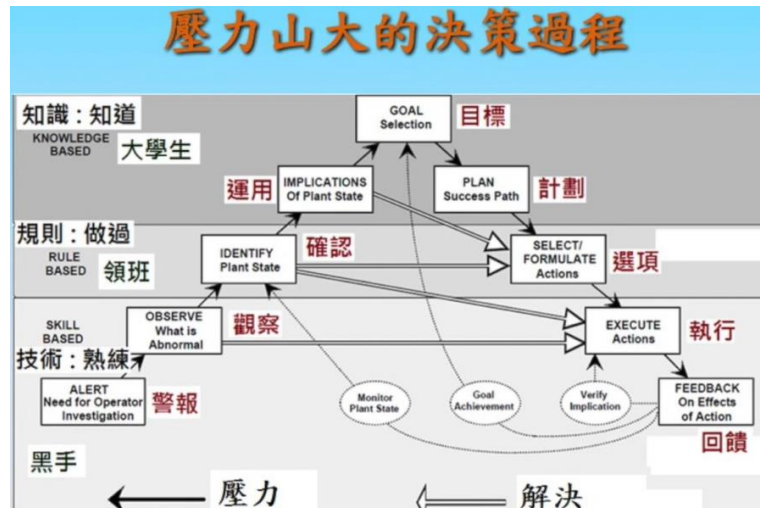
再來，就是短期記憶，也就是我們的知識/技術，可能都受到壓力的影響。

最後就只剩下直覺能夠來幫處理事情，所以要能處變不驚，靠的是我們的長期記憶/直覺。



話又講回來，既然在壓力之下，腦子不好使，我們對小孩子的打罵教育，他的學習效果，他的短期記憶/長期記憶，也是同樣會受到壓縮，所以小朋友的學習，最重要就是要讓他在快樂舒適的環境下成長。

所以專業的養成是要有一個漸進的過程，你不能趕鴨子上架，就是在平常，還沒有自己操作的時候，看別人在操作的時候，就要留心/留意，不要說/等我做了爸爸/才在學做爸爸，那都已經來不及了。現在看這張黑手/領班/大學生工程師又來了，這一次看的是，決策需要的時間越久/他的壓力就越大，



所以用習慣來做決策，如果有傳承，看起來就輕鬆愉快。如果要用規則、用知識來做決策，就會越做越累，學習的效果也是有限。其實這是不一定的，也許在有壓力的時候，你的壓力荷爾蒙會在事後/協助你做這些記憶的動作，不管怎麼樣做一個船長，要處理的東西，總是比三副要多，要注意的事情更多，所以要儘快養成我們的專業，才不會在船上度日如年，明明就是不會幹/不會操/又要假裝很篤定的樣子。

公司文化講座第27講 十年之前你不怎麼樣 一萬個小時 給他問題 頂得住壓力：<https://youtu.be/xwaV2r-qzL4>

Okay, this is the third lecture of our wisdom lecture. What problem does a leader need to solve? Should have known this ten years ago. So, as leaders, we need the ability to deal with uncertainty and the ability to balance evidence and intuition. It is about identifying the core of the problem amidst numerous variables. Ten years ago, you weren't that great. I was almost the same. This younger brother often faced questioning from all the big brothers and seniors at the entrance. This person is half-hearted and still wants to come out to make a fool of himself, so this is how it is for a newcomer. Ten years ago, when you got behind the wheel, didn't you know what to do? After ten years, you have gained experience and lessons, someone has guided you, and you already know what to do.

You know how to do it. But, in another ten years, you also do not know why you did it this way, so in the first ten years, when we got behind the wheel, we felt uncertain about what we were supposed to do, feeling anxious, nervous, afraid, and unsettled. Ten years later, what will you have gained? It's either habit or inertia. You already have a set of methods, look at this one first and then look at that one, take it slow, deal with this one first and then deal with that one, you already know

how to do it and can handle most issues. However, it is only when something happens that we can carefully examine why and where the problem occurred at each stage.

So even if you have been doing it for ten years, twenty years, or thirty years, you may not necessarily understand the beauty and secrets in it. This is our life, we say one thing but mean another, everyone has their own set of principles. Many times, it is often neither here nor there, which is when our rationality cannot cover and our professional knowledge is sometimes insufficient. But no one would say they feel anything wrong, because habits have already overcome your feelings of anxiety and unease. Without these feelings of anxiety and unease, in fact you have lost the motivation to progress. Following the predecessor's words, having not sailed for twenty-four years does not guarantee that there will be no sailing incidents in the twenty-fifth year. About ten years ago, ten years from now, what are we doing here?

It's not about showing off knowledge by carrying book bags, what should we do? It's like the static knowledge we gain from books, our standard operating procedures on how to do things, is like a master holding your hand, telling you if you have missed a step or not done something the way you should. But this is not real knowledge. Real professional knowledge is understanding why you need to do it this way, because you need to understand its principles in cases not encountered in your textbooks, situations that teachers have not taught, so that you have the ability to react. Then you say the situation we must face at sea is ever-changing, so you need to understand the basics in order to have inspiration to deal with new things.

Then this said, we are experts but cannot know why, not knowing why is why psychologists are studying now, in order to become an expert. To play golf, to play an instrument, to become a captain or to practice medicine, how many hours of practice does it take? It takes ten thousand hours, we are looking at aliens, there is a song that talks about spending ten thousand hours to celebrate their establishment as a band, can also include ten years for ten thousand hours, we can divide it into ten years per year, one thousand hours, subtracting an average of resting days from 365 days in a year. Heaven wants to practice for three hours, so how should these ten thousand hours not just be lying there the same way?

Working as a female worker on the production line, it's just the same. We must challenge ourselves, go beyond our capabilities, and strive for

improvement in order to become experts. That's why experts shouldn't speak like amateurs. We must strive to become grandmasters, not just ordinary individuals. For instance, let's take the captain of the Titanic a hundred years ago. Their handling of the ship was exceptional. However, a century later, the captain of the Costa Concordia barely maneuvered the ship and ended up running aground. This happened due to a lack of understanding of the most basic need of the turning radius. Therefore, to become an expert, the most crucial key is to absorb others' experiences and lessons. As newcomers, we need to absorb the knowledge and experience of our superiors, captains, chief officers, and experienced seamen.

When leading our team, we must push them out of their comfort zones and challenge them. The three essential human needs include affirming their progress, stimulating them, and encouraging them to think. For example, when I was a third officer, the captain asked me a question about certain things related to the ship's stability, and even now, I can't recall the correct answers. So, we need to challenge and ask questions frequently to stimulate critical thinking. Experts are dependable; under pressure, their decisions are correct. To withstand pressure, one must rely on what? Our short-term memory, when a person is nervous, blood pressure rises, when blood pressure rises, then what, our short-term memory will disappear. When the pressure is too great, even long-term memory is forgotten, leaving only our subconscious.

When we are heavily impacted, it feels as if we have been in a car accident and others must ask us our own name and the name of our girlfriend. We have long forgotten these details because our girlfriend is not a part of our long-term memory. Therefore, the first thing affected by pressure is our alertness to our surroundings. Following that, our short-term memory, knowledge, and skills are also influenced by pressure, leaving only intuition to guide us. So, what we rely on to stay calm is our long-term memory and intuition. Since our brains don't function well under pressure, the effects of scolding and educating children may compress their short-term and long-term memories as well. Therefore, the most important thing for a child's learning is to let them grow in a happy and comfortable environment.

Professional development must be a gradual process; you can't rush it. So, when we are not yet able to do things on our own, we should pay attention when observing others doing them. The black-handed team leader university student engineer is here again. This time, the longer the decision-making

process takes, the greater his pressure becomes, so he makes decisions based on habit. This is inheritance. It looks relaxed and pleasant. The more we use rules and knowledge to make decisions, the more exhausted we become. The effectiveness of learning is also limited. Actually, this is not necessarily the case. Perhaps, when under pressure, your hormones will help you perform these memory tasks, no matter what. We always have to pay more attention to things that a captain handles compared to a third mate, so we must quickly develop our expertise so that we do not spend time on the ship feeling like days are passing slowly. Clearly not being able to do the job or pretending to be confident.