公司文化講座第２８講 專注眼前的變數 無限變化的世界 江湖的傳說 溝通 70%：
https://youtu.be/heGWdTF7oYs
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電腦和資訊技術的普及：
20 世紀末人們對電腦和資訊技術的擔憂和偏見。
電腦的公平性和普及性，不分年齡都可以使用。
人類的短期記憶局限性，需要依靠肌肉記憶和潛意識來處理複雜資訊。

專業技能的培養：
以乒乓球運動員為例，專注於眼前的變數，不要過度思考。
船長操作船隻/需要處理各種複雜變數，需要良好的訓練和習慣。
專家和非專家的差異在於：對變數的認知和處理能力。
需要主動學習，跳出舒適圈，吸收各方面的知識和技能。

海事事故的原因分析：
人為因素導致的海事事故占 60%，主要是新手犯錯。需要監督和指導，養成良好的習慣。
重視溝通交流，瞭解他人的情緒和擔憂。

好 現在是 21 世紀了，回想二十世紀還不是一個電腦的世紀，一聽到千禧年了，大家就大做文章，說是全世界要停擺了，舊世代有很多人了趕不上電腦的使用，所以就說了，不公平/你們小孩子頭腦好/反應快，所以用電腦比較快上手。其實世界上最公平的東西，就是電腦。 他不管你是 9 歲，還是 90 歲，去按他的鍵盤，你按到 9，他出來的數字就是 9。所以世界上其實沒有，沒有專家/不專家，因為每個人的短期記憶，都只有七樣的東西。至於這七樣東西管不管用？就是看你的功夫下的夠不夠深？

看這一位大哥，他去參加乒乓球比賽，當他要發球的時候，他的眼睛裡面，只有看到這一顆乒

兵球,他要不要去考慮等一下,第二拍要打,往哪裡打/拍子要怎麼握/腳步要怎麼站,如果他東想西想,球就發不出去了。所以很多東西要放在潛意識裡面,讓肌肉記憶替我們在做事,我們就是專注在眼前的變數,這樣子才不會顧此失彼。

- Forces at hands
  - Propeller
  - Rudder
  - Bow Thruster
  - Anchors
  - Tugs

- Forces to be aware Always
  - Approaching Speed
  - UKC
  - Pivot Point
  - Lateral Motion
  - Drifting angle
  - Slow Steaming
  - Shallow Water Effects
  - Bank Cushion/Suction
  - Passing Ship Effects

- Forces to be use Beforehand
  - Wind
  - Current

每個人的決策只能由注意到的7項資訊+ 工作記憶所架構起來的

有限的理性,要去處理無限的世界。

這是船長要操作的變數,有些東西是不可抗力,像風力水流/這是天時。有些東西是人力可以控制的,像主機/舵角/船艏推進器跟錨練,這些叫做地利。還有一些東西,就是隨時在變,時時在變的:好像船隻的前進速度/水深的多少,迴旋支點的變化/船隻的側運動/漂流角,還有淺水效應/岸推力/岸吸引力。這些很明顯的,就已經超過理智能夠處理的七樣東西,所以除了不可抗力/天時,可以事先配合一下,以外/其他的東西,就需要有人幫忙協助,一起來注意,這叫做人和。

成為船長? 哥 我只是江湖傳說而已

» 船長不是只靠直覺,就能上手。 那是黑手。
  船長如果架構不清,患得患失。 那是船副。

» 船長 不僅是有技術架構,而且還是已經學會了,如何自我學習的人

» 幹十年瞭望,不能獲得船長的知識和技能。

» 幹十年船長,不能獲得領港的知識和技能。

» 幹十年領港,不能獲得全部領港的知識和技能。

» 幹十年講師,不能獲得全部海員的知識和技能。

如果說只有一個人在做的話,這些東西的優先順序就很重要。什麼是主要的影響因素?好像水深就是一個很大的變數,水一淺/舵效就變差/船速就變慢,應該說是水一淺,就要要找到這些變數的連帶關係?哪一個是最先/最主要的因素,需要先注意,然後再照顧其他的東西,這就是一個專家的養成過程。以有限的理智/短期記憶,要去處理無限變化的世界。所以沒有養成良

好的習慣，就很容易出事，

船長雖然說是需要有良好的訓練，養成良好的習慣，但是如果只靠直覺就反應的話，就跟工廠裡面的黑手是一樣的。如果船長的訓練不夠，就會患得患失啊，一邊做/一邊手上又覺得不對勁，顧此失彼，就是眼高手低嘛，跟船副也是沒有差別。船長應該是不僅有了相當的技術，還要能夠學會/怎麼自我學習?就是遇到新的狀況，也能夠把它融會貫通。
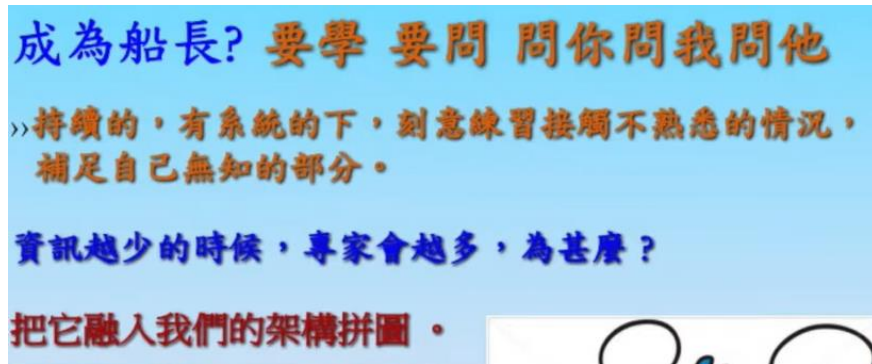
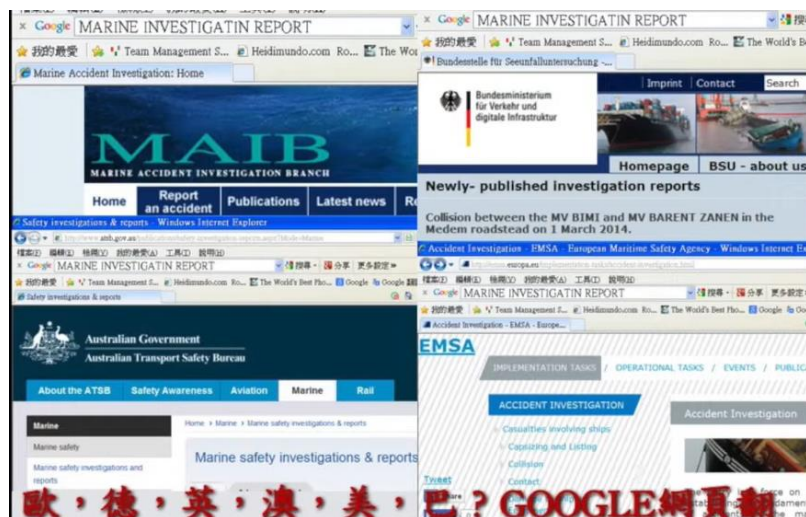話說四個人站在駕駛台，
一個瞭望幹了十年，他也不知道船長在做什麼？
做十年的船長，也是不曉得領港跟我的知識跟技能，是差在哪裡？
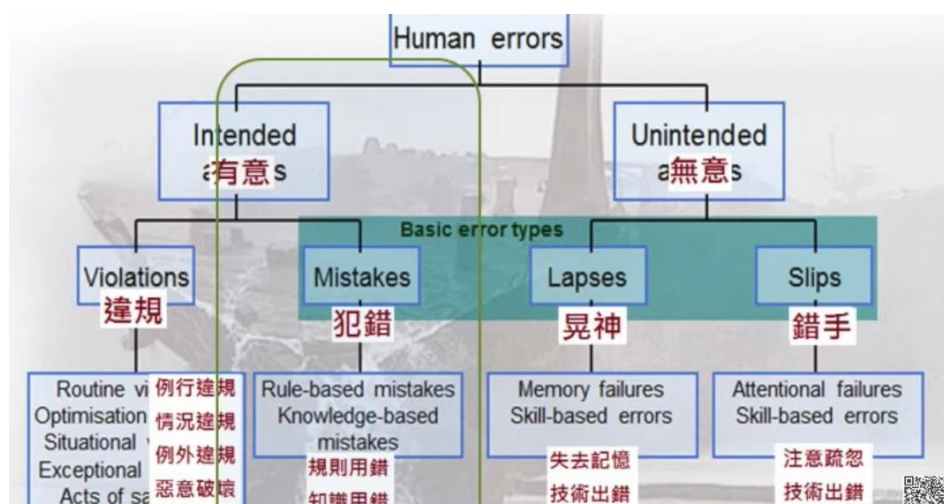幹了 10 年的領港，也不見得知道，這一個港口裡面其他的領港具有怎樣的知識跟技能？
哪做了 10 年的講師，難道就可以獲得全部海員的知識跟技能嗎?

所以這一切的都是需要？自我學習/自我去精進啊，跳出自己的舒適圈，不是會做就好了，還要知道為這樣子做?這樣子才可以比較有勝算/有把握。我們說船長不是江湖的傳說，船長是要真的有一手的人。

俗話說資訊越少的時候，專家就越多。因為人都是這樣，滿瓶不動半瓶搖，幹幾年了就覺得自己十八般武藝，已經樣樣皆通了，其實知道的越多的人，就是越謙虛，這就是一樣。所以 要自我挑戰，自己去接觸自己不熟悉的東西，才會有進步的空間，要成為船長，就是要怎麼樣，要學/要問，問誰/問你/問我/問他。要自問/問上級，還要問了解的人，這樣子才會對 自我學

習有益。

一般來講,普通的海事案件可以參考的,現在世界各國只要是送交給政府部門的海事調查報告,都是全面公開的,這裡面包過括了美國 英國 澳洲 還有歐盟 巴拿馬,這些國家的海事調查報告都是公開的,目的是希望藉由公開這些資訊,讓航運界學到必要的經驗與教訓,可惜的是提供的建議,還是言不及義。所以沒有接觸到問題真正的核心,可是大家都是這樣子做啊,這就是貓一套/狗一套,習慣害人的地方。各位可以直接在網頁上面打 Marine, investigation report 海事調查報告,出來的頁面,就是有英國的,還有德國的,還有法國的,都可以直接去參考。這些海事調查報告,事件的經過交代的很清楚,但是是事實的成因,很多都是套公式,用標籤,就是說:講得不清不楚,也沒辦法。這就是為什麼,我一直要 推廣這些東西,希望大家能夠有一些比較準確的說法,讓這些後進,可以養成良好的認知與習慣啊,避免以後的錯誤,與海事案件的繼續發生。

好, 看了這位大哥去衝浪,結果滑到前面,看到了浪裡面,有一隻巨大的鯊魚,請問你這時候要怎麼樣解決問題?結果答案就是抱著衝浪板不放,這樣子讓鯊魚咬下來的時候,你不會一刀兩斷啊。身體斷成兩截,斷手斷腳,這就是因為/可能有聽過相關的報導,所以你才有辦法臨時解決這些東西。

我們說人為因素要解決的是犯錯。錯誤占海事案件的 60%,60%的意思?犯錯的都是新手,因為他對規則不了解,對知識的使用產生錯誤,新手/就是需要監督吧!這是一定的啦,很多公司都明文規定,三副班就是船長的班,3 副的任何事情啊,船長要一律負責,只有到二副班,船長才可以回去睡覺,
年輕人就是因為沒有養成良好的關係,所以需要別人的監督跟指導,所以就是要自我努力,就不要偷懶,充實知識還是比較重要,年輕人有的時候?沒有警覺性,除了自己的緊張以外/對外界的變化不夠了解,所以多跟資深的海員/船長/大副聊一聊,可以吸收經驗教訓,就算他在複述/他的語氣/聲調裡面,還有這種恐懼/害怕的成份,都可以跟他的情緒相應,遇到同樣的狀況,我們也會?自己開始緊張/惶恐,也就是說溝通,如果光是書面的溝通,會得不到其中的情緒響應。

溝通 70%是在我們的語氣跟聲調，從跟別人談話的情緒裡面，可以更準確的掌握哪一個才是重點，就好像各位看這些文字，好像頭腦都很清楚啦，其實你的印象並不深，眼睛的記憶只有 10 分之一秒，但是耳朵的記憶短期記憶是有兩秒鐘，是讀書記憶的 20 倍時間，所以聽聲音的記憶是比較深刻的，有時候你看這些文字，好像插了一些語助詞啊，亂七八糟，好像讀起來，不能一氣呵成，都是故意的，因為就是要讓你的頭腦產生似是而非的感覺，看一遍/看兩遍啊，才看清楚來加深你頭腦的印象，所以我的講座不是隨便做做的，都是配合著對潛意識的教育，增加你閱讀的功能而作的 。你要親自用耳機去聽了我講話的聲調，你才知道真正的重點是在哪裡?

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Detailed summary
This discussion involves the following main topics:

Popularization of computers and information technology:

Concerns and biases towards computers and information technology at the end of the 20th century.
Fairness and accessibility of computers, usable by all ages.
Human limitations in short-term memory, requiring muscle memory and subconscious to process complex information.
Cultivation of professional skills:

Using table tennis players as an example, focusing on present variables without overthinking.
Ship captains needing to manage various complex variables, requiring good training and habits.
The difference between experts and non-experts lies in their cognitive abilities to perceive and handle variables.
Active learning is necessary, stepping out of the comfort zone to absorb knowledge and skills from various aspects.
Analysis of maritime accidents:

Human factors account for 60% of maritime accidents, mainly caused by novices making mistakes.
Supervision and guidance are needed to develop good habits.
Emphasizing communication to understand others' emotions and concerns.

Overall, this discussion highlights the accessibility and fairness of information technology, while also emphasizing the proactive learning and stepping out of comfort zones necessary for cultivating professional skills. The analysis of maritime accidents points out the importance of human factors, highlighting the need for stronger supervision, guidance, and valuing communication.

Okay, now we are in the 21st century, reminiscing about the 20th century, it's still not a computer century. When the millennium comes, everyone talks big, saying that the whole world is going to stand still. In our generation, many people can't keep up with using the computer, so they say it's unfair. Children have good brains and quick reactions, so they can quickly learn to use computers. In fact, the fairest thing in the world is a computer. Whether you are 9 years old or 90 years old, when you press his keyboard, you still press "9". He came out with the number 9, so in this world, there isn't actually anything that isn't expert or non-expert because everyone's short-term memory only has seven items. As for these seven items, whether they work or not depends on how deep your skill is.

Let's look at this big brother – he is going to participate in this table tennis match. When he has to serve, he only sees this table tennis ball in his eyes. Whether he needs to consider where to hit with his second shot, how to hold the paddle, and how to position his feet will depend. If he thinks about this and that, then this ball cannot be thrown out. If this ball cannot be thrown out, then many things will be placed in our subconscious mind to let our muscle memory help us. We focus on the variables in front of us so as not to be stubborn and make mistakes. Let's see, these are the variables that the captain needs to operate. Some things are beyond our control, like wind and water currents, which we call weather.

And some things are within our control, like this. Vehicle speed, stomping the foot, manual propeller and anchor chain, we call these our ground forces. There are some other things that are constantly changing, like the ship's forward speed, water levels, pivot point variations, lateral movement, drifting feet, and the diving effect due to thrust and suction. These obvious factors have already exceeded the seven things that our human intellect can handle. So, other than relying on uncontrollable external factors like weather, we need someone to help us pay attention and assist in handling the rest. If only one person is doing something, then the priority order of these things becomes very important. What are the main influencing factors seem like water depth is a big variable.

A change of one liter of water, a stomp will have an immediate effect, the ship's speed will slow down. It should be said that shallow water is the main factor. To find the consequent relationships of these variables, which one is the first and most important

factor, should be addressed first and then take care of other things. This is the process of becoming an expert. Our limited rational short-term memory goes to deal with this ever-changing world. So without developing good habits, it is easy to get into trouble. We say that a captain needs good training to develop good habits, but if they rely solely on intuition to react, it's the same as having a black hand in a factory. If a captain's training is inadequate, they may feel uncertain and make mistakes while working. This is being good in theory but lacking in practice, similar to a first mate. A captain should not only have substantial technical skills but also know how to self-learn. That means being able to adapt to new situations and integrate them. For example, if four people are standing on the bridge, one has been on lookout duty for ten years but doesn't know what the captain is doing, and even a captain with ten years of experience may still have room for inspiration.

Also, there is no guarantee of knowing what knowledge and skills other inspirations in this port possess, so all this requires self-learning and self-improvement. It's not just about being able to do it; you also need to know why you are doing it in this way to have a better chance and certainty. Therefore, we can say that a captain is not a legend in the world of rivers and lakes; a captain must truly be skilled. A popular saying goes, when there is less information, there are more experts. People who stay in one place for years tend to think they know everything. In reality, the more someone knows, the more humble they are. That's why we should challenge ourselves, reach out to unfamiliar things for progress.

To become a captain, we must learn, ask questions, and seek understanding from others, superiors, and knowledgeable individuals. So for self-learning, generally speaking, regarding common maritime cases that can be referenced, the maritime investigation reports submitted to government departments from various countries around the world are all publicly available. This includes the maritime investigation reports of countries like the United States, United Kingdom, Australia, the European Union, and Panama, which are all accessible. You can directly search for these Marine Investigation Reports, such as the one produced by the Marine Accident Investigation Branch (MAIB), on their website. Britain's, Germany's, and France's, all of these can be referred to. However, these maritime investigation reports clearly describe the course of events, but many of the actual causes are vague, using formulaic explanations that are unclear.

Therefore, this is why I always try to promote these things, hoping that everyone can have more accurate statements. This way, those who follow later can develop good knowledge and habits to prevent future mistakes and continue to occur maritime incidents. Okay, next we saw this big brother go surfing and ended up slipping to the front where he saw a massive shark in the waves. How would you solve this problem at

this moment? The answer is to hold onto the surfboard and not let go, so that when the shark bites down, you won't end up getting your body cut in half, with your hands and feet severed. This is because there may have been previous incidents or related reports, so there is a way to temporarily solve these things.

We say that the human factor needs to be addressed. Making mistakes accounts for 60% of human-caused maritime incidents. This 60% signifies that newcomers are the ones making mistakes, as they are not familiar with the rules and therefore make errors in applying their knowledge. Newcomers need supervision, that's for sure. Many companies explicitly stipulate the duty of the third officer, which is basically the captain's position. In this role, the captain is responsible for everything that concerns the third officer; only when the second officer is on duty can the captain rest assured and sleep. Young people lack good habits, hence they require supervision and guidance from others. So what we need is self-effort, not being lazy, and of course, having a solid knowledge foundation is relatively important.

Sometimes young people lack awareness and are not alert to the changes in the outside world, except for their own tension. Therefore, chatting with experienced sailors, captains, or doctors more can help absorb knowledge; even if they express fear or anxiety in their tone, we can resonate with our emotions when facing similar situations. Starting to be nervous and anxious oneself, that is to say, if our communication is only written communication, we won't grasp the emotions within it. We say communication is 70% in our tone and intonation. By listening to others in conversations, we can accurately grasp what the key points are. It's like everyone reading these words seems to understand clearly, but in reality, your impression is not that deep. You need to personally put on headphones to hear the tone of my speech, then you will know where the real emphasis lies.