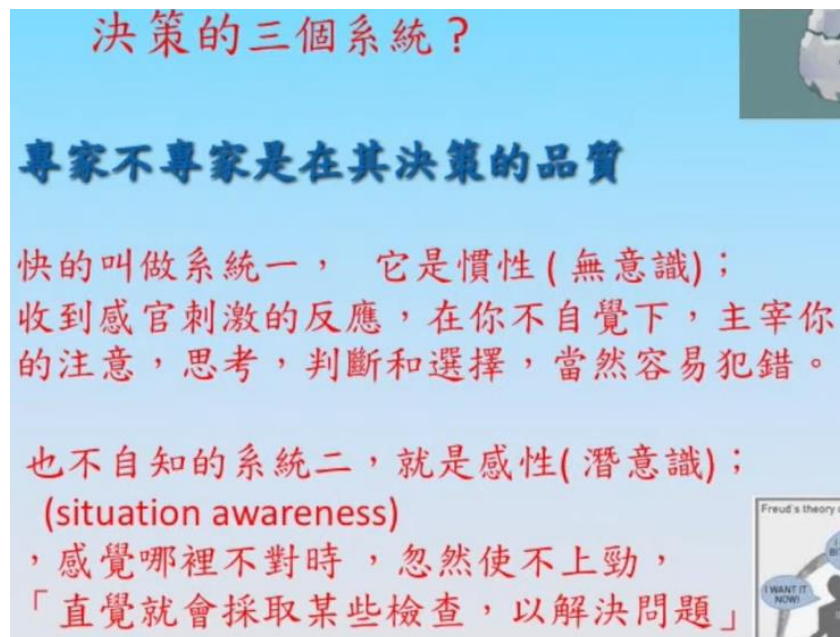


公司文化講座第29講 晃神 做事的類型 剛剛好就好：<https://youtu.be/o9ISm9jCXc0>  
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專家是人類記憶協同作用的產物，人的記憶也會出現超載和晃神等問題。

人的決策行為可分為三種類型：系統一（直覺反應）、系統二（感覺判斷）和系統三（理性思考）。不同類型的人適合不同的決策方式。



人的行為類型可分為四種：行動型、理論型、感覺型和習慣型。每種類型都有優缺點，需要培養良好的習慣。

人類天性包括：不求最好、相信直覺、滿足最低要求、拖延、缺乏確認、似是而非、相互掩蓋錯誤等。這些特點既是人類進步的動力，也可能導致錯誤。

人從小就習慣於依賴他人做決定，長大後也傾向於尋求權威人士的指導。這既是人性使然，也需要自我修正。

講座分析了人類決策行為的心理機制和常見問題，為提高決策能力提供了啟示。

好 這是智慧講座的第五講，專家是人類各種記憶協同作業下的產物，人的記憶也有超載的時候，當然這都是疲勞過度的時候，對於年紀大的人，有一種危險啊就是叫做晃神，忽然所有的記憶就忽然消失了。可能要過個10幾/20秒/還是1分鐘之後，才發覺得自己/好像是不知身在何處？可能要重新再去檢視附近的環境，才能知道發生了什麼事，這聽起來好像是比較神奇。其實人的身體有三種東西會錯亂，第一個就是呼吸會錯亂，這時候就會吸不到空氣。

第二個心跳的節奏會錯亂，這時候血液就打不出去，  
第三個就是大腦的神經會錯亂，導致忽然失去所有的記憶，  
所以在船上的工作，不能單靠個人，需要有一個團隊。

### 告訴我：你是哪一種決策者？

理性的是系統三，(意識)

通常在系統一失敗後，系統二又不知道要幹嘛(或做了也沒效)，系統三其實就是「意識」，迫使你去找資源，思考更多的邏輯，檢查各個步驟，交由感覺去做決定，選擇較好的方案。

船長決策模式：系統一：系統二：系統三：

船副決策模式：系統三：系統二：系統一：



慣性：(專業)  
感性：(警覺)  
理性：(認知)



決策的三個系統，專家/不專家是在他決策的品質，

快的叫系統一，是慣性：受到感官刺激的反應，在你不自覺下，主宰你的注意/思考/判斷，而做決策。當然啊沒有仔細思考是容易犯錯。

系統二，其實自覺性也不高，就是我們的感性。感覺哪裡不對的時候，忽然使不上勁，直覺得就會再做某些檢查，以解決問題。好像小艇操演的時候，忽然小艇的煞車壞了，小艇慢慢往海面上面滑落，這時候水手長不自覺，就走到煞車的控制台前面，等到大腦反應過來的時候，剛好可以及時/把煞車桿拉住/避免小艇掉到海裡面去。人們依照直覺跟潛意識去反應，等到意識過來，自己已經採取行動/採取了哪些步驟，知道與行動的時差是 0.2 秒。這是經過心理學家實驗出來的，就是潛意識會先指揮我們的身體去採取行動，但是這些行動的意義，要過了 0.2 秒才會浮現到我們的意識層面。(跆拳道/打球)

第三種就是理性的決策，我們說船上出不出事，只有 1 分鐘的差別，既然時間不夠，理性是不是就不管用？也不是，因為理性的思考可以避免一再犯同樣的錯誤，一錯再錯，錯的已經沒有辦法忍受的時候，我們就會採取系統三，痛定思痛/坐下來，好好思考到底是發生了事？



所以做船長的決策順序是，系統一/系統二/系統三，對於沒有直覺/沒有慣性的人來講，他一定要先思考，然後憑他的感覺，挑選一個方案/一個辦法去做，做嘗試錯誤久了，才會養成他認可的習慣。事實上他認可的習慣，可不可以/管不管用，還沒有人知道。



我們人做事的類型有四種，

第一種就是行動派，不管三七二十一先做再說，行不行了也不知道。這是他腦子不好使，他也沒辦法。像這種行動型，不管三七二十一，衝過去就做了，這種人就是/他腦袋裡面空空的，你叫他要停/看/聽，都不知道要看什麼/聽什麼/想什麼，他就不管，他只能去嘗試錯誤，由錯誤中來學習。

第二種是理論派，一定要搞清楚前因後果，沒有全部看完了，是不會去考試的，你叫他明天就考試了，你只有3個鐘頭了，你還從第一章第一頁開始看，緩不濟急/遠水救不了近火啊，你就重點跳著看就好了。他有沒有辦法做？他也沒有辦法，因為他越跳的看/他越焦慮。所以他沒辦法，他只能耐心的一頁一頁的看。

第三種感覺型，要感覺對了才要做，感覺沒有來的時候，就遲疑不前，或者是有很強烈的急迫感，一定要這樣子做，一定要怎樣做。

第四種的是習慣型，等於是有點強迫症，他一定要同樣的事情/要做三遍，還是一定要走回原來的老路，要不然他就沒有辦法安心回家。家裡拖鞋沒擺好，他一定要走回去擺好，他才能夠安心出門。

其實這些類型，也不是不求上進/不思改過，這就是天生的荷爾蒙。天生的荷爾蒙在作孽。所以是我們要克服的問題，是要知道自己的個性，適不適合從事於這種類型的判斷/決策。不過不管你是行動型/理論型/感覺型/還是習慣型，有一個好處就是，只要你養成良好的習慣，這些東西，都可以迎刃而解，你還是可以做船長的。

人類的天性，就是不求最好，剛剛好就好。就好像打橋牌一樣啊，千辛萬苦 just make 剛剛好，夠墩數就可以了，最有成就感。有的人喜歡唱歌，然後就貼文出來說，啊剛剛飆了一條歌，真

是過癮，我就去聽聽看，到底是飆到什麼程度，結果發現高音唱不上去，也只能唱到他最高的地方，還是有點走音，但是這樣啊，他就很高興了，因為如果太輕鬆的話，就沒有挑戰性，就是剛好達到自己要的一個點，就心滿意足了。問題是你設的點是高還是低，哪一般大家都是由低都到高，也不會希望自己能很快就超越。

1. **看來還好，不是真的重要** - 所以我們可以跳過這一步。阿達，如果它沒破，就不必修啦。

2. **大概“OK”罷或這樣更快。**  
阿達，我們已經做了幾百萬次就相信我們吧。

**直覺錯誤**



看看人類的天性，包括哪些部分：

第一就是看起來還好，不是真的很重要，因為不太重要啦，所以可以跳過這一步，如果網還沒有破，就不必修了。

第二個是大概 ok 吧，相信我，每次我們都是省略這步驟啊。做了一百萬次/都還沒問題，是直覺的錯誤，直覺/覺得沒問題/自動化思考。旁邊這位大哥說，in fact 事實上，I do as my gut tell me “我做事都是憑的我的膽量”。膽子大的時候就不做啊，膽子小的時候就多做一點啊，每個人從小到大都是這樣。膽量在哪裡？在我們的肚子裡面啊，緊張/害怕的時候/它就會糾結。今天要這樣子做的時候，覺得好像身體也沒有不舒服的感覺啊，就這樣做了，這就是直覺的錯誤。

第三是現在就夠好了，我們已經達到組織的最低要求啊，不要做到 100 分，60 分就可以了。

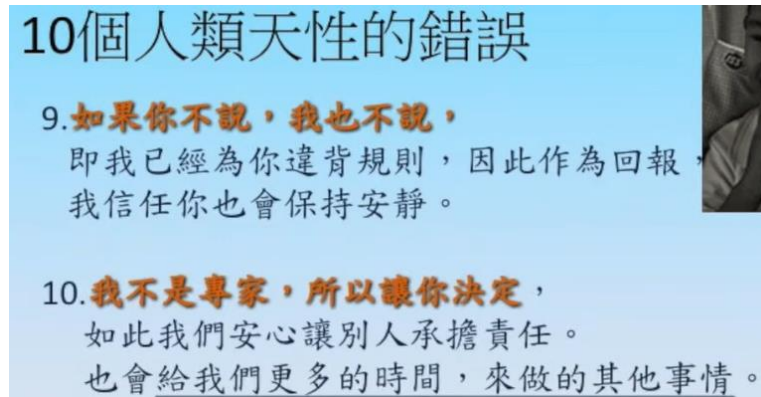
第四是前面已經檢查過了，等一下別人又會來檢查一次。如果規定要每個鐘頭抄表，他就這鐘頭抄錶過，下個鐘頭就不要抄了，反正的再過一個鐘頭，別人又會來抄表，本來一個鐘都要抄一次錶的，就變成兩個鐘頭才去抄表一次。就是想要節省時間，造成錯誤的因素。

第五是晚點啊，不必擔心晚點再做。像我家女兒，每次吃完飯都不去洗碗，他媽媽就在叫了啊，快點去洗碗，女兒就說晚點/晚點，他媽媽聽到她這樣子講，就自己出來把碗洗了，因為她說她的晚點/就是明天。所以人就是這樣，相信晚點會做，自己不會忘記，到時候事情一忙，還是一樣忘了。

再來第六就是懶得查說明書，對不對，我已經不記得了，但是沒關係 先這樣子做做看，等到一切都不管用的時候，再去看說明書，這就是太過於相信自己，所以沒有去仔細做確認。

第七必須在時限內完成，但是不可能，哪可能有時間把所有的東西都做過一遍？所以 先這樣子做一下，

第八看起來好像我上次也遇到這種情形，好像我是這樣子做的，這樣子事情就好像比較簡單了，因為依照自己的想法來做，即使做的方法毫無根據，“似是而非”，這就是很多人痛恨的東西，因為個個都是按照自己的方便在做事，只怕不能把真正的問題解決啦。要不然就是用一些好像很有道理的理由，替自己來辯解，別人也沒有辦法要求他做到完美的地步。



**10個人類天性的錯誤**

9. **如果你不說，我也不說，**  
即我已經為你違背規則，因此作為回報，  
我信任你也會保持安靜。

10. **我不是專家，所以讓你決定，**  
如此我們安心讓別人承擔責任。  
也會給我們更多的時間，來做的其他事情。

第九就是：如果你不說，我也不說。大家互相掩蓋。

第十就是我不是專家，所以讓你決定，這是人的天性。我們看嬰兒，嬰兒在地上到處亂跑，抓到東西就往嘴巴裡面塞，他媽媽就在大叫，不行 不行 不可以 不可以，弄了幾次以後，小朋友就學會了，他拿東西要吃的時候，他就先看看他媽媽反應，他媽媽點頭微笑啊，他就拿起來把牠吃掉。所以這是我們從小孩子就開始養成的習慣，從小就是交給父母親幫我們做決定，所以長大了以後，就是另外找別的權威，讓船長/讓領港/讓課長/讓經理/讓上司，為我們去煩惱，所以這也不是我們不求長進，因為我們從小受的教育就是這樣子，只是你現在已經長大了，你要自己尋求解決的方法，掌握自己的命運。

其實人家說，錯誤是成功的踏腳石，這十個人類的天性/錯誤，其實也是促成我們進步的一個動力，問題是誰需要付出進步的代價？是你要犯錯，然後你來承擔，讓公司能夠進步？還是由公司來自我修正？這個下次會再講。

公司文化講座第29講 晃神 做事情的類型 剛剛好就好：<https://youtu.be/o9ISm9jCXc0>  
Okay, this is the fifth lecture of our wisdom seminar. So, let's talk about experts. They are products of various collaborative operations of human memory. Human memory can also be overloaded, of course, this happens when there is excessive fatigue. For older people, there is a danger called "mind wandering," where suddenly all memories disappear and it may take a few seconds, a dozen or twenty seconds, or even a minute before realizing that one seems to be disoriented and needs to re-examine the surrounding environment to find out if something has happened. This may sound somewhat miraculous, but in reality, the human body has three things that can be disrupted. The first is irregular breathing, where one may not be able to breathe in air. The second is irregular heartbeat rhythm, which may result in the blood not circulating

properly.

The third is that the rhythm of our heartbeat can be irregular, causing the brain's nerves to malfunction, leading to a sudden loss of memory. Therefore, when on a boat, it is necessary to rely not only on oneself but also on a team for good decision-making. If someone is not skilled in decision-making quality, we call them System 1. This system reacts to sensory stimuli under the control of habits, dominating your attention, thinking, judgment, and choice without your awareness. Certainly, making mistakes is easy without careful thinking. The second type is that our self-awareness is not very high. When our intuition suddenly feels something is not right, we may not catch it immediately. Intuition can help in detecting and solving problems.

For example, when practicing steering a small boat, if suddenly the brakes of the boat fail and it slowly slips onto the sea surface, your hand may unconsciously move to the brake control panel. By the time you realize it, you find yourself in front of the control panel. Good, this can promptly grab hold of the brake lever to prevent the small boat from falling directly into the sea and getting damaged. Our intuitive response is different from our subconscious reaction. When we become conscious, we take certain actions and steps. This time difference is 0.2 seconds, as proven by experiments. Therefore, our subconscious mind directs our body to take action, but the significance of these actions only becomes apparent to our conscious mind after 0.2 seconds.

This is similar to when we touch boiling water and instinctively drop the cup, or when a taekwondo gold medalist anticipates the opponent's move and instinctively counterattacks, knocking them down in less than 0.2 seconds. These have been validated by scientists through experiments. The third type is our rational thinking. We say the difference of just one minute can determine whether an incident occurs on a ship. Is rationality ineffective in this case? Not really, as rational thinking can help us avoid making the same mistakes repeatedly. When we can no longer tolerate making mistakes, we resort to systematic thinking, sitting down to contemplate deeply on what has happened. Hence, in our decision-making as a captain, we use System 1, System 2, and System 3.

For individuals lacking intuition and habit, they need to engage in rational thought, rely on intuition, and choose a course of action based on feeling. Through trial and error, habits are formed, leading to the type of person who carries out actions without much consideration. I don't know if it will work. The second type is the theoretical faction, you must figure out the cause and effect. If you don't read all of it, you won't be able to take the exam. You ask him to take the exam, the exam is tomorrow, you only have three hours left, and you start reading from the first page of the first sheet. You can't handle it in time. You can't pour fresh water into a burning fire.

Just focus on jumping through it. Does he have a way?

He doesn't have a way either. Why? Because the more he skips while reading, the more anxious he gets. So, he has no way. He can only endure and read one page at a time. Someone like this, who acts without thinking, rushes to do things, has an empty mind. If you ask him to stop and pay attention, he doesn't know what to read, listen to, or think about. He just tries and learns from mistakes. The third type is a feeling-type. Only when you feel it's right should you do it. If you don't feel it, you hesitate or feel a strong sense of urgency. You must do things in a certain way. The third type is the habit-type, a bit of OCD. He must do the same thing three times or walk back the same path.

Otherwise, he can't relax. For example, if the slippers are not placed correctly, he must go back and set them right before leaving. Actually, this type is not about lacking ambition or willingness to change. It's a bit of a natural fit for certain things due to inherent hormones. It's a problem we have to overcome, and we must know our personalities. Whether it's the action type, theoretical type, feeling type, or habit type, the benefit is that as long as you develop good habits, these things can be easily resolved. You can still be a captain. Okay, when we look at human nature, human nature is not seeking the best, just good enough. It's like playing bridge - just making it barely heavy enough is okay.

Some people like to sing, and then they post saying they just nailed a certain song, it's so satisfying. So, I listen to see how far they went and find out they can't hit the high notes and can only sing at the highest point a bit off-key. But they are happy because if it's too easy, there's no challenge. It's just hitting the point they wanted. So, we feel satisfied. The question is, is the point you set high or low? Generally, everyone hopes to quickly surpass it. Looking at human nature, it includes parts where appearance matters more than reality because it's not that important, so we can skip that step if it's not broken. The second part is being somewhat okay, trust me, we skip this step every time, done millions of times.

This is the intuitive mistake of feeling it's okay. The person next to me says, "Fact is, I follow my guts." I make decisions based on my guts, where is the gut? It's inside us, when we're nervous or scared, we're conflicted. But when we feel no discomfort in the body, we proceed. This is the intuitive error. Now, three and four are good enough, we've met the organization's minimum requirements, don't aim for a perfect score, 60% is sufficient. We've checked everything, wait for others. Will come to check again and again, so what is this? If it is required to read the meter every hour, then he reads it at this hour, and doesn't need to read it at the next hour anyway, because someone else will come in another hour to read it.

Originally it should be read once an hour, but now it becomes once every two hours,

which directly leads to errors in order to save time. Don't worry about being late, it can be done later. It's like our daughter at home, every time she finishes eating, she doesn't wash the dishes. Her mother calls her to wash the dishes quickly, but she says "later, later." When her mother hears her say this, she comes out and washes the dishes herself because she says her "later" is tomorrow. So people believe that by doing it later, they won't forget. However, when things get busy, they end up forgetting anyway. They are too lazy to check the instructions, saying they no longer remember them. But it's okay, we'll just do it like this for now.

When everything doesn't work, then we'll check the instructions. This is about having too much trust in oneself without carefully verifying things. Let's look at the seventh and eighth as seemingly, we must complete within implementation, but it is not possible, how could we, we've done everything before so, let's just make do like last time, when I encountered this situation it seems I did it this way, then things seem simpler because, next we just do things according to our own ideas, doing things without a basis, which many people hate, because everyone just does things for their own convenience without solving the real problem, otherwise, using seemingly valid reasons to justify ourselves to others. There is no way to demand him to achieve perfection. The ninth and tenth, if you don't say, I won't say, we all cover up for each other. The tenth is that I am not an expert, so I let you decide. So why is this a human nature? We see babies crawling all over the floor, grabbing whatever they can and stuffing it into their mouths. If the mother nods, they eat it. If the mother screams that it's not allowed, after a few times, the child learns. When the child wants to eat something, they first look at the mother's reaction. If the mother nods and smiles, they eat it. This is a habit we develop from childhood, as we are taught by our parents to let them make decisions for us. So when we grow up, we seek other authorities, like captains, stewards, managers, or superiors, to worry for us. It's not that we don't seek progress, it's just that we have been educated this way since childhood. However, now that you have grown up, you need to seek solutions yourself. They say mistakes lead to success. So, these ten human natures are actually a driving force for our progress. The question is, who needs to pay the price for this progress? Is it you who needs to make mistakes and bear them for the company to progress, or should the company self-correct? We will discuss this further in the next session.