

公司文化講座第31講 航行危機的總結 披著羊皮的狼 ICU 啦沒知識 黑暗之心 船長面臨的挑戰：<https://youtu.be/2eaLv70v8W0>

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走捷徑的風險：

雖然走捷徑可以節省成本,但往往會帶來潛在的風險。當出現問題時,往往是執行人或其主管受到處罰,而不是原本想要創新的高層。需要適當評估,不要等到出問題時才做。

•這種容忍，造成規則和管理的混亂。

當出現錯誤時，往往是走捷徑的人，
或那些默許的人，發現自己要被紀律檢討，

而不是那些高級主管，想要創新的人，
(要去做檢討)。



Moment an angry hippo
snaps and kills crocodile
trying to
take a short cut

抄近路 風險自付？

船隻航行速度：

船隻航行速度過快，可能會帶來危險,需要保持在自己掌控的範圍內。特別是在船型轉換時,更需要謹慎,等到有把握後再增加速度。

人性分析：

研究顯示,大多數人都是"披著羊皮的狼",只要有機會就會做出不道德的事情。這是因為人性本質上是壞的,做好人已經是一種犧牲。只有在有約束條件(如退休金)的情況下,人們才會表現得更好。

常態化問題：

容易對日常工作習以為常,忽視其中的危機。需要小心檢視日常作業,最好有人監督。

創傷記憶：

一些嚴重的創傷經歷會在人的內心留下永久的陰影,即使傷口已經好了。這種創傷記憶會讓人一再夢到,並引發身體反應。

船長工作挑戰：

船長工作壓力大,需要隨時應對各種緊急情況,如撞船、擱淺等。需要快速做出反應和決策,但

沒有現成的參考資料。

這是智慧講座的第七講，我們經常在抄近路，為公司節省成本，但是出了事，往往發現走捷徑的人，或是被主管默許的人，自己要被公司的紀律檢討，而不是原來那些高級主管，想要去做創新的人要被檢討。就是說節省雖然好，可能有潛在的風險，所以自己要做一个適當的評估啊，不要等到事情出來的時候，才做代罪羔羊。

海上航行的危機，全部的總結，就是一個#船速太快#，所以沒有把握的時候，不要隨便加車，把船速保持在自己覺得有把握的速度內航行，尤其是船隊在轉換航線/船型的時候，好像從油輪/散裝，改到貨櫃船的時候，這一點自己一定要把持住，就是說等到有把握的時候再加車。(或是由貨櫃船轉到散裝/油輪去坐做船長的時候，這兩種船型的操船特性完全不同。就是俗稱的尖船與圓船，所以在我的操船點線面跟避碰點線面，裡面有很詳細的說明，各位可以到我的痞客邦 [sailed4seas](http://sailed4seas.blogspot.com) 上面去參考，所有的操作資料完全公開，還有圖形說明)

小綿羊與大野狼 **郎心 狼心**

研究顯示: 人有兩種，但是表現型有四種



- There are sheep in sheep's clothing
- There are wolves in wolf's clothing
- There are also sheep in wolf's clothing
- But the largest group are wolves in sheep's clothing — they haven't violated. 退休輪機長出事 增壓機壞掉 滑油乳化!!

睏破三領草蓆?

好 看了下面是小綿羊與大野狼，研究顯示人有四種類型，

第一種是披著羊皮的羊

第二種是披著狼皮的狼

第三種是披著狼皮的羊

第四種嗎，是披著羊皮的狼。

所以各位要捫心自問你是哪一種？研究顯示大多數的人都是大野狼，只不過外面披了一層小綿羊的羊皮，跟圖片上面顯示是一樣的嘛！只要有機會大家都想要違規，都想要怎麼樣？惡作劇一場嗎！這是人性，如果不被紀律懲罰的話，你最想做的事。沒有人要要做好人，每個人天生都是壞人，因為你做好人，已經是賠上了一輩子，偶而壞一下啊，還是偷偷來爽一下，也是很好的，所以俗話說，睏破三領草蓆？睡破三件草蓆，不知道郎心意，不知道隔壁人，他到底是大野狼，還是小綿羊。所謂郎心/狼心啊，是狼心狗肺，還是忠義一生，這不是三天兩天，就能夠知道的。

好，知不知道這一層羊皮是甚麼東西？這層羊皮就是我們的退休金，跟我們的合同獎金，因為

有這一層的盼望，有的人退休金將近差別到一千萬，所以大家都是小綿羊啊，因為金箍咒罩在哪裡，等到退休以後，領到退休金，家裡已經不缺錢了。就有可能了變成是大野狼，所以退休前跟退休後的表現了，可能會相差很遠，這是船上主管常見的事情。



下面看，normalization 常態化，常態化是甚麼？好像我們去滑雪，千辛萬苦一步一腳印，走到山上，好不容易，山上的風和日麗，然後就怎麼樣。雪鞋穿了/就準備往下衝。至於詳細的路徑來是甚麼？等一下需要準備些甚麼東西，就沒有在規劃，因為經常在滑這條路，就好像完全沒有問題。看，現在全世界酬勞最高的運動員是甚麼？F1 方程式賽車的車手舒馬克（他在百分之一秒的競爭之中，經常得到冠軍），為甚麼？就是看他玩的是甚麼東西嗎！對不對？你如果是羽毛球，一個球拍最多能一千 c 或兩千，或給你上萬，你是高爾夫球，球桿給你一萬或兩萬/十萬一套球具。超級跑車的賽車手，他玩這是甚麼東西啊？一億/兩億/十億，你都不一定買得到，因為都是手工訂做的。所以他的酬勞，當然是最高的，平常的賽車都是跑多少？300/400/500/600 公里每小時，滑雪能夠滑了多少速度，最多一兩百公里，所以對於速度的追求跟掌握已經麻痺了，結果舒馬克一摔，一樣頭部撞擊石頭受傷昏迷，然後他老婆，就非常愛他，在他家裡給他用兩億美金做了一個東西叫做

I see you, (ICU 啦，沒知識)，加護病房把所有病房裡面緊急救護的工具都弄來了，就在家裡。開玩笑，老婆花這麼多錢來救他，來為他準備這些加護病房嗎，是不是非常的愛他？其實，如果你有一個老公出事了，今天如果他不幸掛了，他的遺產是給誰啊？不一定通通給他老婆啊。萬一他沒掛掉，因為大家都知道他沒死，在那邊昏迷指數 3，躺在哪裡要加呼吸器。他的遺產要給誰啊，財產還是他的，他沒有遺產，還沒死啊！所以，可是他身價還有好十幾億美金，怎麼辦？就來 NGO 非政府組織，老婆，幫他去招標/去招商/去比價，大家來搓圓仔湯，東弄西弄花了兩億，把錢花花嗎，要不然錢在他身邊也沒用，言外之意，不知道各位懂還是不懂。這個回去想一想。所以像以前空軍的飛行員是不准騎摩托車的，因為他摩托車也是越騎越會快，經常會出車禍。因為他已經習慣了高速的運動。(2013 年 12 月 29 日，因為滑雪意外，頭部撞擊石頭受傷昏迷，至今 10 年過去了，仍是車迷心中的痛)

好，這就是常態化的錯誤，習以為常就不知道，忽略了其中的危機，所以越是日常的作業，越需要你小心。當然最好是有一位人在旁邊監督/照看，(因為魚最不知道的東西，就是它生活在其中的海水)，下面是”黑暗之心”，十九世紀的小說，看他說的，#我可以告訴你，畢竟對一個海員，去刮到在他的照顧之下，哪個應該永遠漂浮東西的底部，是個”無法原諒的罪”，可能沒有人知道，但是你永遠不會忘記，那”波”的一生聲啦，就好像一拳打在你的心上，你會記得/做夢夢到。半夜醒來（好不容易睡著了）你又會想起來，年復一年，他會讓你全身發冷又發熱啊#。

“Heart of Darkness 1899”

原來 你不必這樣

I can tell you. After all, for a seaman, to scrape the bottom of the thing that's supposed to float all the time under his care is the unpardonable sin. No one may know of it, but you never forget the thump—eh? A blow on the very heart. You remember it, you dream of it, you wake up at night and think of it—years after—and go hot and cold all over.



這是說，他帶的一條船要沿著剛果河，進到內陸去搜收象牙，結果就在河口，船隻擱淺，去弄了一下，船底破洞，這東西就造成他心裡的重大創傷。他隨時會想到，我作夢還經常夢到，好不容易的睡著了，又經常半夜醒來/覺得沒事/又忽然想到。每一次/一想到/夢到，就開始全身發冷又發熱，那個當時受驚害怕的荷爾蒙又全部都回到身上。前幾年，十幾年前，臺北市拔河，有一位大哥，把手纏繞在副繩上，幾百個人在拉，手臂被大家拉斷掉，雖然現在傷口老早就好了，可是還經常怎麼樣？每天來個兩三次，就劇痛，那個手斷掉的個痛啊，又重新都回來了，身體的大腦又分泌那個痛苦的荷爾蒙，這是痛到連心臟都快要跳不起來的痛，但是傷口老早就好了，可是沒辦法人的海馬迴，已經記憶到重大的創傷，所以這是告訴我們，做一個船員啊不能出海事，出了海事，別人也許不知道，可是在你的內心，還是留下永遠的陰影，除了小心，還是要再小心以避免犯錯。

準備好了船長？給你10秒鐘上駕駛台

» 白天？ 晚上？ 大霧？

» 漁船多，商船多，目標距離近，
沒船位，沒俾，沒舵效，擱淺，
燒大火，淹大水，人員受傷

要觀察？ 需要？ 感覺

先做？ 確認 需要？ 慣性

注意？ 變數 需要？ 理性

需要？ 協助 需要？ 人緣



好 有的人讀航海系，胸懷大志，要週遊各國，賺大把的美金，立志要坐船長，要做到中華民

國待遇最高的領港，很多時候也是有點運氣的成份。看看能做一個船長面臨的挑戰是什麼？船過蘇伊士運河，早上 4/5 點要開始起錨過河，等船出運河來，已經是下午 4/5 點，吃個飯大副班過了，接著又是三副班，在蘇伊士灣裡面航行，四面都是油井/工作船，做船長的還不得休息，要當三副班，要弄到晚上的 12 點過後，二副上來接班，這已經是 20 個鐘頭了，才可脫了衣服回床上躺著睡覺。睡到半夜 1 點半，聽到你的電話鈴聲響了，船長去接電話，只有聽到兩個字啊，船長~~，船長就說：啊！什麼事？沒有回答，只聽到駕駛台上面一陣慌亂，又是車鐘，又是舵令，請問你是船長，這時候，你要怎麼辦？當然這也沒有辦法啦，就是屁滾尿流啦，趕快東摸摸西摸摸，要摸什麼東西？要摸手電筒。手電筒是每一個上船的人，房間必備的東西。因為你不知道什麼時候，有緊急狀況，尤其是船上的駕駛台，還是燈火管制，你更不知道上面是怎麼樣？所以拿的手電筒，穿著睡衣/拖鞋，就往上衝。到了駕駛台，可能有很多的情況，也許是旁邊一條船很近啊，快要碰撞，就像桑吉輪三副叫船長上來，也是過了兩分鐘就撞船，過了 3 分鐘就全船起火了，就已經燒得差不多了。所以做船長的挑戰就是這樣，可能會擱淺/可能風浪很大/船已經歪了一邊了，時候請問你要怎麼辦？

你要採取些什麼樣的步驟？需要你注意什麼？需要什麼樣的協助？什麼東西沒有辦法在現場翻優良船藝的書籍，像世越號的船長。所以下面我們會講些大海航行的時候，比較特殊的狀況，包括德翔臺北擱淺，可能都是同樣的原因。至於不怎麼緊急的情形，在我的痞客邦部落格裡面，各位可以再去參考。www.sailed4seas.com 這是我的網頁。



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Okay, this is the seventh lecture on wisdom. We often take shortcuts to save costs for the company, but when something goes wrong, we usually find that the person who took the shortcut or their supervisor who allowed it is the one being disciplined by the company, instead of the senior executives who intended to innovate. So this means that being fast is efficient although it may have potential risks, so we need to make a proper evaluation ourselves and not wait until things happen to do so. Wearing the

blame of the lamb, what do we say about the crisis of sailing on the ship? All of it? The conclusion is that the ship is moving too fast, right? When uncertain? Don't add any more cars casually!

Keep the boat speed within a speed that you feel confident and especially when transitioning between different types of ships in the fleet, like going from a cruise ship to a cargo ship. I must hold on to myself, that is to say, wait until you are sure before accelerating. We watched this, below it says raising fish and wolves in wheat. What does this research show? There are four types of people. The first type is a sheep wearing sheepskin. The second type is a wolf wearing wolfskin. The third type is a sheep wearing wolfskin. What is the fourth type, a wolf wearing sheepskin. Everyone needs to ask themselves sincerely, which type are you according to the research? Most people are like big wolves, just wearing a layer of sheepskin on the outside, which is the same as the one shown in our image.

As long as there is a chance, everyone wants to return, and everyone wants to play some pranks. This is human nature. If not disciplined and punished, what is the thing you most want to do? No one wants to be a good person. Everyone is inherently bad because? Being a good person is already a sacrifice for us for a lifetime, but occasionally being a little bad to have some fun secretly is also enjoyable. It's also very good, so there is a saying that the soul is troubled, the ball is broken, and the three pieces of grass mats, not knowing what rightness is, not knowing the person next door, whether he is a big wild wolf or a small sheep, so the heart of a wolf, the lung of a wolf, is this loyalty?

I don't know if you can know in three or two days whether this sheepskin is our pension or our contract bonus, because there is this layer of constraint, some people nearly differ by 10 million. So everyone is like a little lamb, because this golden hoop covers where it is. After retirement, when you receive the pension, the family is no longer short of money, so it is possible to become a big wild wolf. So, the performance before and after retirement may be very different. Let's look at what normalization is. It's like going skiing, one step at a time, finally reaching the top of the mountain, it's sunny and windy, and then what to do with the snowshoes on, ready to rush down.

As for the detailed path and what to prepare next, these things are not in the planning because you often slide this road. Just like looking at who the highest-paid athlete in the world is. Isn't it a Formula 1 racer, because it depends on what they are playing. If it's badminton, it might be a thousand or two thousand. If it's golf, it could be tens of thousands or hundreds of thousands. The supercar racing driver plays with what, maybe a billion or ten billion, you can't necessarily get it because it's all custom made. His remuneration is naturally the highest. Typically, in races, cars cover distances of 300, 400, 500, or 600 kilometers. When it comes to skiing, one can slide

at speeds of up to a few hundred kilometers per hour.

Therefore, the pursuit and mastery of speed have become numb. Consequently, a fall resulting in paralysis of the lower body occurred. His wife loves him very much. She spent two billion US dollars to create an ICU in their home, equipping it with all the emergency medical tools one could need. We joke that the wife spent so much money to save him and prepare the ICU for him because she loves him so much. If your husband had an accident today, and unfortunately passed away, who would inherit his estate? Everything would go to his wife. In case he did not pass away but was in a coma, lying there unconscious with an intubation tube needed, who would inherit his estate? The estate still belongs to him. He did not die, so then what?

Considering he has assets worth more than ten billion US dollars, what should be done? Enter an NGO – a non-governmental organization. The wife can help him solicit bids, negotiate deals, and spend two billion to find a solution. Otherwise, someone else with ulterior motives might approach near his side. Do you understand or not? You all can discuss this in Parliament. Similarly, just like how Air Force pilots are not allowed to ride motorcycles, why is that? Because the more they ride, the faster they go and accidents often occur. They are so accustomed to high-speed movements that they overlook the dangers. Thus, the more routine the task, the more careful scrutiny it requires. Of course, it's best to have someone supervise and watch over us. In the end, we watched this in black.

The 19th-century novel "An Outcast of the Islands" by Conrad, he said, I can tell you after all, for a sailor to come across something that should always float at the bottom under his care is an unforgivable sin. Maybe no one knows, but you will never forget that crying sound, as if it hit your heart. You will remember dreaming, waking up in the middle of the night, struggling to fall asleep again. And you will remember year after year, it will make you shiver and tremble all over, talking about how he took a ship up the Congo River inland to gather ivory, but the boat ran aground at the river mouth and that incident caused a major trauma in his heart.

He would think about it all the time, dreaming and often dreaming in the middle of the night, feeling fine and suddenly thinking about it again, making his whole body cold and hot. The fear hormone was back in full force. We say, a few years ago, decades ago, in Taipei, there was a big brother who accidentally wrapped his hand around a rope and when it was pulled, it broke. The wound healed long ago, but still, every two or three times a day, the pain of the broken hand would return, and the brain would again release painful hormones. This is the kind of pain that even the heart can hardly bear. The wound had long healed, but what could he do? Our hippocampus had already remembered this major trauma.

So this tells us that being a sailor, not going to sea is not just about seamanship,

others may not know, but it leaves a permanent shadow in your heart. We must be careful, even more careful, to avoid making mistakes. Some people, with great ambition, study navigation to travel around various countries and earn a lot of US dollars. They aspire to become a captain, aiming to reach the highest level of treatment in the Republic of China. Often, luck plays a role in this. Let's take a look, what are the challenges faced by a ship captain? Like crossing the Suez Canal setting sail around four or five in the morning, crossing the river and by the time you come out, it's already afternoon around four or five to have a meal.

After the chief mate, there is another third mate to navigate in the Suez Bay with patrol boats on all sides. The captain hasn't rested yet, working until midnight. The second mate may have taken off his clothes, lying on the ship to sleep. It's in the middle of the night and he hears the phone ringing. The captain picks up the phone and only hears two words, "Captain, Captain." He responds with a simple "What's the matter?" Only to hear a commotion on the bridge and a call for a helm order. Now, what would you do if you were the captain at that moment? Of course, there is no way out. It's just a matter of quickly moving and touching, feeling, and sucking whatever you need to feel. If you need to feel something, grab a flashlight.

A flashlight is essential for everyone on board in their rooms because you never know when there might be an emergency, especially when the captain is on the bridge. The bridge is under light control, and you never know what the situation is up there. So, holding a flashlight and wearing pajamas and slippers, rush up to the bridge. There may be many situations, for example, if another ship is about to collide nearby, like when Third Officer Sang Jilun called the captain up and in two minutes, there was a collision, and in three minutes, the entire ship lost power, it had already caught on fire. So, the challenge for the captain is that it could be imminent grounding, severe weather, or the ship may be leaning to one side. So, what would you do in this situation? You need to take some What kind of steps need attention, what kind of assistance is needed, this thing is not in the method to recover this excellent shipbuilding book on the spot, so below we will talk about some special situations during sea voyages, including what caused the grounding in Taipei and De Xiang may be the same reasons.