

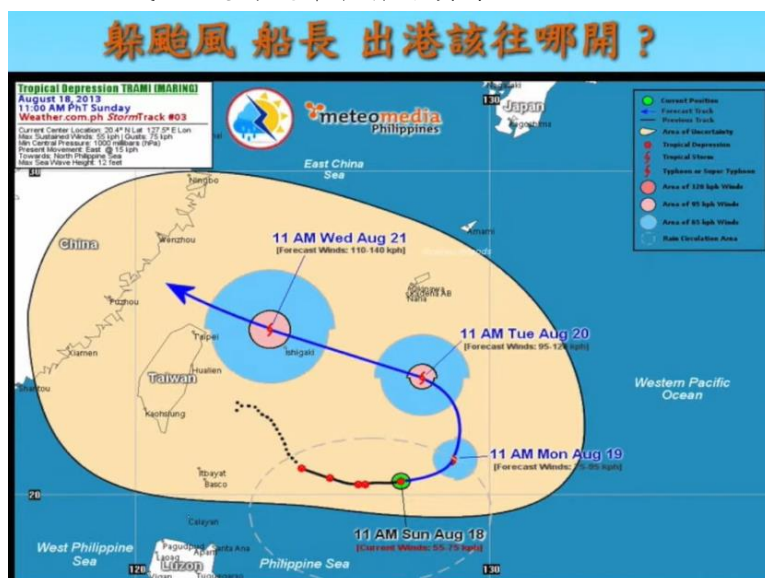
公司文化講座第33講 黑水溝 一翻兩瞪眼 趕快叫船長 擺地攤 一條大白鯊：

<https://youtu.be/FzX1sTVQd2c>

2024-12-04 04:57:12

氣候變遷對颱風路徑和強度的影響：

由於北極和北歐地區變暖，颱風的熱量傳遞功能受到影響，導致颱風路徑變得不確定，有往西或往東偏移的情況。颱風的生成/也變得更常在菲律賓等地區出現。



船隻躲避颱風的策略：

如果颱風路徑偏北，最好往南躲避；如果從南邊來，可以先往西/繞過颱風再往南。

絕對不能開到黑水溝或澎湖等容易受颱風影響的水域。小型船隻可以就近避風，不必遠離港口。但要注意颱風持續時間/可能超出預期。

船長的責任和決策：

船長必須自行判斷最佳躲避策略，不能完全依賴公司建議。一旦發生事故，責任最終在船長身上，不能推卸。

船員文化和年輕船員的特點：

不同船員有不同的動機和心態，需要傳承經驗和技能。

年輕船員容易緊張焦慮，需要培養良好的工作習慣和冷靜分析能力。

有些年輕人表面上很忙碌，實際上缺乏主動性和解決問題的能力，需要適當引導。

好 這是智慧講座的第9講，今年以來因為地球暖化，北極啦/北歐啦都熱浪襲人，攝氏30幾度。颱風本來是負擔熱量南北運輸的功能，現在北邊已經跟南邊的熱量，差距沒有麼大。所以颱風就不往北走了。有往西走的，有往東走的，就亂走。還有在台灣附近，形成三個小颱風，在那邊亂轉，還有一個號稱有史以來氣壓梯度最低的颱風，結果也是雷聲大/雨點小，完全沒有帶到足夠的能量。然後颱風的生成的地點，緯度也提高了10度，提高在菲律賓附近，以前

是在五度到 10 度緯度的地方生成，所以現在地球的氣候就是亂了套。

船在高雄/要躲颱風，請問你出了港以後是要往南開/還是往北開？當然啊，一般人都是會往南邊開，因為印像上颱風是只有往北走，沒有往什麼/往南走的，除非是還在生成的階段，颱風中心眼還沒有確定，才會在那邊游移，有一位船長，就是從高雄出了港，沿著台灣海峽往北走，在高雄到台中這一段還好，因為什麼是台灣島擋住了颱風北邊的來風，颱風的風向是逆時鐘的，所以颱風接近台灣的時候，他北邊外圍的風是東北風，東北風順著中央山脈與台灣海峽直接下來，就到了台中附近/澎湖附近的水域，這邊一向就是號稱黑水溝，地形風啊/加上地形浪來到了台中這裡，風狂/雨劇/大風/大浪，所以躲颱風由南高雄往北走，船開到台中這裡了，就過不去了，風浪太大，航向都把持不住。這時候船長不得不/要掉頭往南走，可是上一講已經講過了，在大風浪之中/調頭/調的不好，就是翻船。

他也是沒有調好，可能也是不會什麼/算波浪週期，所以一轉向，再加上大浪打來，甲板上的貨櫃就被打到海裡面去了，好像連幾片艙蓋都有下去，所以船長就是什麼/造成事故。船長跟我是同一個世代，大副就做了 10 年，等做到船長要躲颱風，還不知道要往南躲/還是往北躲？所以海上的年資，並不能保證了你有足夠的知識與學識，也不能事情會做就好/沒出事就好，做船長跟作機艙不一樣的地方，就是船長是一翻兩瞪眼，養兵千日/用兵一時，到時候，你的學識經驗不夠，就是危害到全船的生命財產。

颱風應該往哪邊躲？如果颱風的路徑的偏北，當然最好是往南躲，如果颱風是從台灣往香港方向，從南邊過來的，最好還是怎麼樣往西躲，就是往香港邊開，先走到颱風前面，看颱風的走勢，再決定是否需要的再往南走。這是基本常識，絕對不能隨便把船開到什麼黑水溝/澎湖水域去。如果颱風往北邊來的話，你就沒地方跑了，你又不能把船開到大陸上去。

好 看還有一個船長，在公司上過班，上船了做船長，同樣船在高雄，不過他這一條是小船，然後每次颱風一來，高雄港就開始疏散封港，港區所有船隻都要離開港區/往外面開，這些小船每次都躲颱風，一開開到一兩百海浬外面，然後等到颱風過去，開港的時候再叫他回來作業。颱風過後船再往回開，都要四五個鐘頭才能再進港，碼頭上面又因為颱風/堆積了一兩天的作業量，沒有辦法消化。櫃場都塞到爆掉，因為他上過班，公司的長官就跟他講說：你船的比較小，颱風也不大啊，你就不要亂跑，你就在什麼壽山，還是附近的岸邊，下個錨等等/等颱風過了啊，讓你船第一個進來，你就可以回家啦。

船長一聽既然是長官的要求，聽了好像也不錯，於是聽從長官的指導，出去躲颱風就也沒有往南跑/也沒有往北跑，就找附近一個錨地/就下了錨/在那邊等。結果等了多久/等了 3 天啊，這個颱風特別久，普通都是吹一天，這個颱風在台灣附近/繞了三天，然後船下錨，在錨地裡沒有動力/風大/雨大/浪大，船就在海上騎馬打仗，咚/咚/咚/跳了三天。跳到大家怨聲載道說：風浪大是沒吃/沒喝/沒睡/沒站/沒坐啊，廚房也沒辦法煮，床鋪也沒有辦法睡。全船罵聲不絕，船長一看不對勁，起錨調頭要走，哪是老調了，對吧！大風浪中調頭，一個調的不好，差點一陣大浪來，船都快要翻掉，船長事後提起，還是心有餘悸。還好是沒有翻啊，請問船翻/沈了，或是像最近一陣大雨大風的，高雄外面拋錨的船，就有七條被吹去擱淺，還好是吹的西南風/

吹去擱淺，對不對？如果船不行吹去翻了，請問這是誰的錯？

## How can we become a C/E ? 如何成為輪機長？給你10秒鐘下機艙

»放洋，進出港，在碼頭  
»沒俾，沒舵，沒電，碰撞，擱淺，  
進水，失火，漏油

感覺是 什麼? ... 有沒有直覺  
先做甚麼 動作? .....程序記憶  
注意甚麼 變數? .....短期記憶  
需要甚麼 協助? .....建立團隊

這就是人為因素的重點，前面就講過，出了事/兇手是誰！推給別人都沒有用，既然身為船長，不管外面的壓力多大，全船的生命財產都是你的手上，所以船長要自己做判斷，一般就是船公司裡面做的人/長官，也沒有辦法替你的生死做決定，所以這一定是船長/自己的問題。真的出了事，公司的人會假裝沒有說過/還沒有聽過/不知道怎麼回事。所以船長一定要有決斷力啊，不能就是不明是非，就聽從公司建議。

做一個輪機長雖然沒有像甲板這麼一翻兩瞪眼，機艙就是出的苦工，可是在出海事的時候，做輪機員其實是在比較不利的位置，因為他機艙的工作，經常就是在水線下，還要配合駕駛台的操作，這就是做輪機長跑船的風險之一。在公司接新船的這一系列之中，輪機員的升遷非常快，快樂到好像四年多，就可以做到輪機長，真是笑死了。因為在公司輪機長只要熟悉接新船的一種船型就可以了。做甲板是絕對不可能的，要十年的功力，還不見得稱職。






好下面說，文化是一個團體的長期記憶，大家都跑了那麼多年船，你的跑船文化是什麼？有的人來跑船就跟少年Pi 的奇幻漂流一樣，是一場華麗的冒險啊，有的人是為了生活所逼，不得已啊/就是硬著頭皮九死一生/拼命幹，也有的人是追求虛榮，也沒大志，出來就是買 Gucci/Prada，船員也是免稅店的常客。也有人是集體的成就，希望能大家都能夠提升。最大多數的時候，往往是什麼/個人的回憶，就是做了這麼多年，有心酸啊/有快樂，有成就/也有什麼/羞愧的時候。怎麼辦/也說不出口，因為就是硬著頭皮/一直幹，所以希望能各位能把自己的知識跟能力，做一個傳承，讓年輕人可以比較容易進入職場，也比較不容易出海事案件。

**新手決策？ 時間與知識的拔河**

» 大多時間都不夠。 如果沒時間再商量，他們  
也會根據有限的經驗，(在時間壓力下)  
去做他們認為 最合理的行動。


**他會做 有時間壓力**



年輕人的決策，年輕人因為是決策的系統 3/是靠理性思考，思考往往緩不濟急，所以越想就越累，越想壓力就越大，整個頭越來越熱，開始冒煙流汗，好在是什麼/年輕人的血壓低，他用腦過度/不中風，年輕人在有限的時間壓力之下，要去做他認為最合理的行動。所以就是什麼/看功夫深不深了，年輕的時候，最重要還是什麼/先把基礎打好，建立良好的瞭望的習慣。先把這些基礎檢查好，至於困難的情形，年輕人只有一個答案，就是#趕快叫船長#，讓船長來處理，學習他的經驗跟他的技術。

**新手會做？ 大腦容量被壓縮**

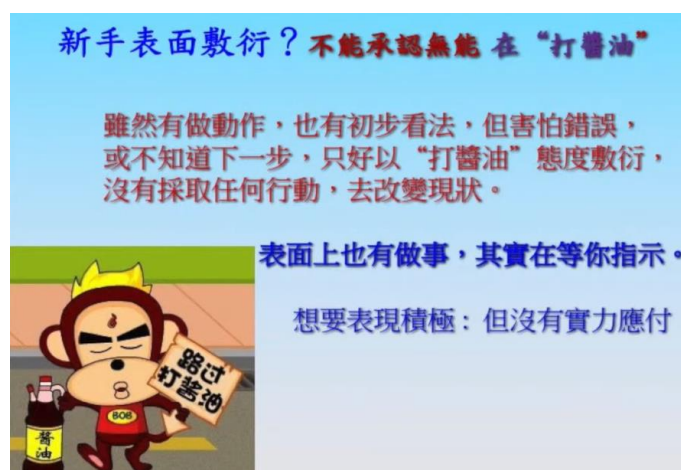
» 以知識基礎解決問題的新手，行為特徵是“以偏概全”  
沉浸在問題的單一面向，並排除其他所有的考慮。



年輕人容易以偏概全的，這是前面講過，在壓力之下/短期記憶/工作記憶都會什麼/被壓縮，只剩下長期記憶。所以很多東西年輕人會看不到，沒有辦法注意到，因為他是在壓力之下作業，

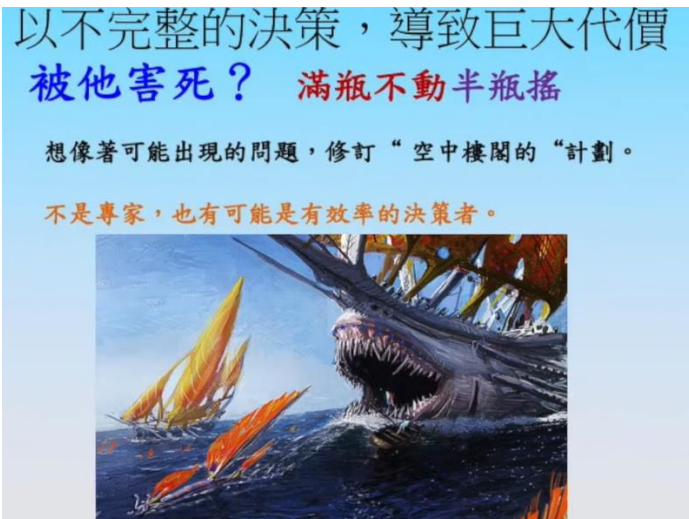
除了培養良好的瞭望習慣，慣性的可以克服甚麼/感覺，可以克服這些不好的感覺，如果他能養成良好的瞭望習慣，他就不會什麼/有遺漏，如果他只是憑書本上的知識，一樣樣要核對，沒有好的習慣的話，也是很容易疏漏。

還有些年輕人會表面敷衍，好像以前講的，雖然有在做動作，也有初步的看法，但是東摸摸 / 西摸摸/不知道在做什麼/也沒有採取實際的行動，可以改變現狀，似在敷衍，走過/路過/其實只是在借過，這其實還不是壞事，至少表示年輕人還有心做事，只是他不曉得要做什麼？所以只好故意在那邊忙東/忙西/不夠老實。這時候就不要等，看他的言不及義/還是做事抓不到重點，只好直接告訴他/或接手過來做，也不必再考他了，他的能力就是這樣。



好像以前的船上一個冷凍櫃壞掉，這電機師不會修，他就什麼/把各種廠牌的冷凍櫃說明書，有開利的/有三菱的/有什麼 klinge 冷凍櫃的說明書，三家都攤開在控制室地板上，相互比較/比對，其實是什麼？他根本都不知道要從何做起，拿來那麼多說明書，表面上有在研究/探討，其實只是在擺地攤，但求有上級長官路過，能夠出手相救，所以遇到這種下屬的話。你就是直接出手。

他有的人，沒有辦法思考，也沒有辦法擺地攤，遇到事情/緊張的不得了，他乾脆怎麼辦？先做了再說，所以這種就是行動型的，就是他根本就頭腦不好使/他就是胡搞瞎搞，就好像，開這一條大白鯊，在海裡面橫衝直撞。所以像這些，我們要耐心的教導。給他養成良好的瞭望習慣，這些都是新手。這也不是他們犯了什麼錯誤，這就是他的能力不足，提升他的能力，就是我們做一個船長的責任。



公司文化講座第33講 黑水溝 一翻兩瞪眼 趕快叫船長 擺地攤 一條大白鯊：

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Okay, this is our ninth lecture on wisdom this year. Due to global warming, both the Arctic and Northern Europe are experiencing heatwaves. As a result, the function of hurricanes to balance the heat transfer between the north and south has shifted. With the north warming up, there is less contrast with the south, causing hurricanes to move erratically – some heading west and some east. The depth of hurricanes has also increased, previously centered around the Philippines at latitudes of five to ten degrees. This has disrupted the Earth's climate. When our ship leaves Kaohsiung and needs to avoid hurricanes, the usual direction to head is south. The common belief is that hurricanes only move north, not south, unless they are still in the deep stages and the center is not yet confirmed.

There was a captain who, after leaving Kaohsiung, sailed north along the Taiwan Strait. Between Kaohsiung and Taichung, it is relatively safe due to Taiwan Island blocking northern hurricane winds, which circulate counterclockwise. When hurricanes approach Taiwan, the outer winds are northeastern, flowing along the Central Mountain Range and through the Taiwan Strait towards areas near Taichung and Penghu. This region used to be called the Black Water Ditch due to the terrain and winds, which led to severe storms during the windy and rainy season. Therefore, while ships typically navigate away from hurricanes by heading north from Kaohsiung, they may encounter difficulties passing through the Taichung area. The waves are too big, the heading can't hold up, so at this time, the captain has no choice but to turn south.

However, as we discussed earlier, making a turn in heavy waves may lead to capsizing. And it, too, did not land properly, so it may not have calculated the wave cycle, so when it turned, a big wave hit the containers on the deck, and they were thrown into the sea as if even the hatches went down. So, this is what caused the accident. So where should you hide from a typhoon? Well, if the typhoon's path is moving north,

then it's best to head south. If the typhoon is blowing from Taiwan towards Hong Kong from the south, then it is best to hide by heading west towards the direction of Hong Kong, circling in front of the typhoon first, then heading south to observe the typhoon's path, if necessary.

Heading south again is basic common sense, absolutely cannot sail the ship towards any dark waters, or the waters of the Penghu Islands. If the typhoon comes from the north, you will have nowhere to run and cannot go counterattack on the mainland by sailing to the mainland. Then, let's consider this - there is a captain who has worked in the company before boarding the ship. As a captain, the ship is in Kaohsiung, but it is a small ship. Every time a typhoon comes, all ships in Kaohsiung Harbor must evacuate the port and sail outside. These ships, each time they avoid the typhoon, sail out one or two hundred kilometers, and when the typhoon has passed and the port reopens, they are called back to resume operations on the ship.

At this time, it takes about four to five hours for the ships to sail back. On top of the pier, the workload accumulated for a day or two due to the typhoon could not be handled, leading to the overcrowding of your factory's shipments. Therefore, his superior at work told him since his ship was relatively small and the typhoon was not too severe, he should not wander around, avoid getting hurt, stay in a safe place nearby, wait for the typhoon to pass, and then his ship would be the first to enter the port, allowing him to go home. The captain, upon hearing the suggestion from the superior, thought it was a good idea to follow the guidance and avoid the typhoon without moving south or north, finding a safe spot to wait.

After waiting for how long? Three days. This typhoon was particularly strange, as it normally passes in a day, but this time it circled around Taiwan for three days. When the ship finally lowered anchor and stayed put, it faced strong winds, heavy rain, and rough waves. The ship felt like riding a horse in battle at sea for three days without proper food or sleep. The crew complained, and when the captain realized something was wrong, they attempted to turn around but nearly faced disaster when a huge wave almost capsized the ship. Luckily, it didn't capsize. If the ship had capsized, whose fault would it be? It would be a result of human error, as discussed earlier. Blaming others when a problem occurs is futile.

As a captain, regardless of external pressures, the lives and property of the entire ship are in your hands. Therefore, the captain must make decisions independently. Those in the office cannot decide your fate, so the responsibility falls on the captain. If an incident truly occurs, the company's personnel might pretend not to know or turn a blind eye. Hence, the captain must be decisive and not be confused by unclear situations. It is important to follow the company's advice, but as an engineer, similar to being on the deck, it may not warrant the same level of responsibility. In this

way, a flip of the eyes often results in being assigned to do labor. But when working as an engineer in maritime, it is actually in a more disadvantaged position, because their work often takes place below the waterline.

So, in addition to coordinating with the operations of the control room, this is one of the risks of being a ship's engineer. Below we say that culture is a group's long-term memory. If everyone is gone, after so many years of sailing, what is your sailing culture? Some people come to sail as if on a fantastic adventure, just like the youth in a fantasy drift. Some are forced by life circumstances, so they have no choice but to tough it out and work hard in order to survive. Then there are those who pursue vanity, coming out to buy Gucci and Prada, and the sailors are regulars at the duty-free shops. Some aspire to collective achievements, hoping that everyone can improve. Most of the time, it's often about personal memories, having spent so many years with a mix of heartache, joy, accomplishments, and moments of shame.

What to do? It's hard to say, because one just perseveres and works hard continuously. So, we hope that everyone can pass on their knowledge and abilities, allowing young people to more easily enter this field and making it less likely for them to leave. Let's take a look at young people in the years ahead, because decision-making for young people is based on rationality, on thinking, which often tends to be slow in urgency. Therefore, the more you think, the more tired you get, the more you think, the greater the pressure. The whole head gets hotter, starts smoking, and sweating. Now, what about young people? Their blood pressure is low; using their brains excessively won't lead to a stroke. This is young people, under limited time pressure, what they need to do, they recognize.

For the most reasonable actions, so this is our kung fu deep or not deep, what we talk about when young is most important, whether to lay a good foundation first, establish good habits for treating cancer, get these checks done first. As for difficult situations, young people have only one answer, which is to quickly call the captain, let the captain handle it, let us learn from his experience and his skills. Young people tend to generalize, and as we mentioned earlier under pressure, our short-term memory and working memory will be compressed, leaving only long-term memory. So many things will be missed because under pressure, they cannot be noticed. Apart from nurturing good habits for treating cancer, inertia, we say, can overcome feelings and overcome these negative feelings.

If they can develop good habits for treating cancer, they won't miss anything, but if they just rely on textbook knowledge to check one by one without these good habits, it's easy to lose out. Some young people may seem perfunctory, as if they are taking action based on preliminary thoughts we talked about before, but they don't know what they're doing and don't take actual actions to change the status quo. This is called



incidental compliance, it's not a bad thing, at least it shows that the young person has the intention to do something, but doesn't know what to do, so they busily do this and that. If they are not honest enough, then we shouldn't wait to see if their words match their actions, or if they don't grasp the point, we should take over directly and no longer rely on them.

Their abilities are like this. It's like before on the ship when the freezer broke down, the electrician couldn't fix it. What brand of refrigerator manual has been opened with various brands of refrigerators, including Mitsubishi and CLINCH refrigerators? Raise the manuals of the three families and compare them over there, to actually see what they are. He doesn't even know where to start from, despite having so many manuals! On the surface, it seems like research and exploration, but in reality, it's just setting up a stall. So when confronted with this kind of subordinate, you just need to take action directly. Some people are unable to think or stay calm, and when they encounter a stressful situation, what should they do? Do it first, then talk! So this is the active type, it's just that they really have poor judgment, they just mess around like driving a great white shark wildly in the ocean, so for these kinds of people, we need to patiently teach them to develop good habits. These are all beginners, they haven't really made any mistakes, it's just that their abilities are insufficient, so it is our responsibility as captains to improve their abilities.