

公司文化講座第34講 決策是沒有好壞，只有問你準備好了沒有：

<https://youtu.be/qQ90TbkBSy8>

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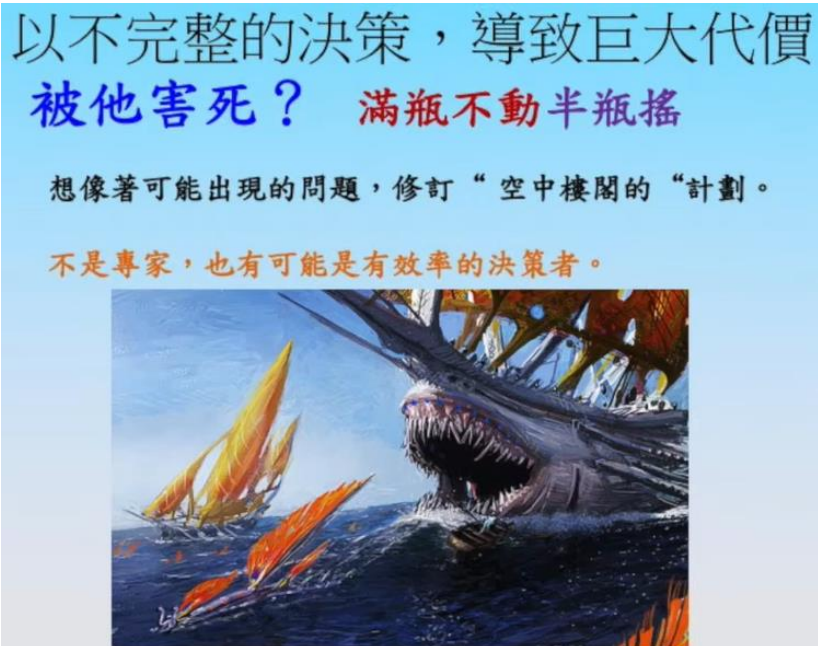
智慧是長期積累的知識和記憶。大腦同時只能保持7個左右的資訊，所以需要依靠潛意識和肌肉記憶來快速應對變化。

除了自己的經驗，還可以從他人的案例中獲得靈感。比如飛機失事時緊急降落在樹林中的案例。

培養"狀況察覺"能力很重要，包括感知資訊、分析判斷和採取行動三個步驟。這需要長期的訓練和積累。

通過幾個生動的案例，說明了不夠警覺和準備的後果是嚴重的，比如被狐狸混進狗群、戰場上遇到意外情況等。

決策沒有絕對的好壞，關鍵是要做好充分的準備。不能用"失策"等理由來自我安慰，而是要努力提高經驗和技能。



智慧包括三個層面：知道做什麼、知道怎麼做，以及知道為什麼要這樣做。後者可以讓有改進的空間，而不是盲目跟隨前人。

好，這是智慧講座的第十講，其實沒有多少東西可以講，

智慧的智，就是累積的知識/是長期記憶。實際上，如果像我這樣子，每次發表演講一個鐘頭，東西還是緩不及及。因為，人腦海裡面同時浮現的，只有七樣東西是不夠用的。所以，智慧應該是如何運用程式記憶？

肌肉的記憶就是完全無厘頭，可能忽然就出現狀況，你就要能夠處理，而不是什麼東西都跟想的一樣啊。這裡有船先過了，那裡的船過來，這個再轉過去，這是沒有辦法的，因為實際的狀

況，隨時在變/時時在變，好像我們騎著摩托車經過一個十字路口，不巧號誌燈都壞掉了，四個方向的來車，都要想辦法在這個路口，殺出一條路來，這個時候大家也沒有時間溝通，也沒有時間去比手勢畫腳，就是一邊騎一邊看啊。隨時/隨地/情況改變，而做什麼/做調整。當然最安全的方法，就是把速度減慢。所以開船，海上雖然是畫的有分道航行制，只是給大船參考。有時候大船在讓其他的小船時，也會有預期不到的行動發生，所以這個時候，人也是一樣，把船的速度放慢，就有應變的時間，停車需要的距離都會縮短，所以只能靠大腦裡面的潛意識，隨時反應過來，這個東西就是需要一段時間的培養哪。除了做過的事情，可以培養經驗，從來沒碰過的東西，就是要靠靈感來解決，

船長的決策特質？ 誰是如來佛

- 從自己的架構 認識到 更可行的方法- 由於廣泛的刻意練習。
- 對潛在問題更加敏感，
- 更真實評估動態的發展。
- 它們更耐操=依靠的是長期記憶，而不是短暫的工作記憶。



這就是智慧的慧。這個靈感的出現，也是給有準備的人哪，有一位開飛機的大哥啊，他這個飛機兩邊的油箱，他只加了一邊，以為另外一邊的油也是滿的啊。就飛上去，飛到一半沒有油了，完了/附近又沒有近的機場，只有一片森林，他就只能把這個飛機，開到這個森林最茂密的地方，把這個油門跟什麼/把它關掉，當然他這個要控制好飛機，關掉之後還有一點前進的動力，因為他這個發動機都已經關掉了，所以最後飛機沒有動力，造成失速/就直接從天空往下面掉(普通他降落/應該是有一個滑行的過程)，失速/失去空氣的浮力，沒有速度飛機就直接往下掉。然後下面都是樹林，就把他的飛機接著，保住小命。

人家就問他說：附近都是樹林沒辦法降落，你怎麼會忽然有這個靈感啊？他說好像是以前小時候，看漫畫的時候，有過這樣的印象。所以說，多參考別人的案件，若有遇到類似的狀況，就能提供足夠的靈感去解決。

我們看三副/可能像大白鯊啊，在海面橫衝直撞，受到強大的壓力/可能會採取倉促的行動，如果做到船長，應該是像什麼/像如來佛一樣，對潛在性的問題/更加敏感。這個就是說，他對這個外面海面上的狀況，一看就知道要採取什麼樣的行動啊/可能哪邊會有問題/哪一條才是真正有問題的？船長對真實動態的評估，發展比較正確的估計，而且就是在倉促時間/短暫之下，他也不會手忙腳亂，這個都是我們的長期的記憶，要長期的培養阿，不是說自己一廂情願，希望達到如此境界就可以了。最主要的，還是要什麼/就是要把心思放在上面，對於事情的發生，就是要仔細的研究，幫自己做好準備。

下面這個叫 situational awareness 叫作狀況查覺，還是什麼/態勢感知，照我的想法，這個

應該叫做航海想要，我們遇到事情，首先要感官能夠接收，眼睛要能看到/耳朵要能聽到，也許是警報裝置/也許是外面船隻的動態，感官要感覺到這是新的威脅，這是感覺/知覺/警覺之一。



第二個要在看到這東西後，我們就要有心裡面的想法，啊/這個危險，啊/這個沒關係，等一下/可能會有什麼問題？一看到東西觸景傷情/或是望文生義，看到/聽到/就已經知道，大概是怎麼回事？這個就是我們所必須培養的直覺。然後

第三個才是什麼？知道我們需要的做法。就好像考試看到題目，知道要怎麼寫，可是你實際寫的時候，能不能粗心大意？不行。可不可以計算錯誤？也不行。所以明明覺得好像是會寫，可是真正要寫的時候，五條只寫了三條。剩下兩條，就沒辦法/想不起來，結果還是一樣，腦子不管用。

所以這個航海想要，就是 1. 想法 2. 跟著要能有做法。看到頭/就知道尾，這個孔子說的：舉一隅不以三隅反，吾不與也。就是說這桌子有四個腳，給他看這個腳/你這樣子做啊，只要刨一個凹槽/然後要怎樣，然後其他三隻腳照做。他只能做出來你講的這一個腳，其他三個腳做不出來，你沒有說到這個，他就是什麼/沒有用，對不對？所以看到類似狀況，就能預測到會發生什麼事情，這個也是什麼長期培養出來的。

好 看到下面，這裡有四個狀況，第一個，貓跟老鷹兩個在決鬥，他下面的教訓就是說什麼：Some lessons can only Be Learned once. “有些教訓，你這一輩子只有一次”，錯過了這一次，你的小命就沒了，沒有第二次的機會。所以任何時刻，都要做好萬全的準備。

左下角這一個，這位大哥一隻手拿著什麼 AK47，另一隻手拿的雨傘，然後這個是怎麼樣，搞不清楚狀況，他說 Because You Never know when it's gonna rain." 因為你永遠也不知道什麼時候會下雨？"，所以這個就是把事情的優先順序弄錯了，對不對？你當兵打仗最重要就是保住一條小命，可是物以稀為貴啊，你要槍隻/子彈滿地都是，死人旁邊都有，可是你要撿到一隻雨傘，就沒有麼容易了，所以，就是把雨傘牢牢帶著。

右上角這個 wtf is that? = what the fuck is that? “這到底是什麼東西？”。這些都是

什麼，海軍陸戰隊/海豹部隊是受過最精良的訓練，夜戰/血戰/空戰/山地戰，什麼戰訓練都受過。好，這些人的眼睛都在看哪裡啊？都在看這個左上方。下面的按語是什麼：到底是什麼事情發生了，這個意思就是說，不管你的訓練再精良，實際戰鬥上/戰場上，都有你預料不到的事情發生，所以要保持警覺，也不要傻傻的。

右下這一個寫的是什麼，Pay attention, or you will be fucked." 如果你不注意, 你就會被幹掉", 為什麼會被幹掉，因為這些狗集合的是要去幹嘛？是要去抓狐狸的，結果現在被狐狸混到這一堆狗裡面了，結果狐狸也沒有被發現。他這個意思就是說，你不夠警覺 注意力不集中，你就會把小命給送掉。



好 這個這是我們的結論，"決策是沒有好壞，只有問你準備好了沒有？" 我不能說什麼/我是一時失策，還是一不小心/一不注意，這些東西通通都不是理由，也不要拿來自己/安慰自己。因為你之所以會不小心/不注意，就是表示了你做的次數太少，你的經驗還不足。

我們說這一節是智慧。智慧來自三個層面，

第一個要知道做什麼東西，What to do 要做什麼？東西都是誰規定的啊？這都是公司的規定。再來就是要知道怎麼樣做？How to do 這些都是什麼？前輩/老師教的心血結晶，會做了以後，就沒問題了嗎。這還不是真知灼見，

還要知道為什麼要這樣子做？why to do，因為你不知道為什麼要這樣子做？你就沒有改進的空間啊，你就永遠只能追隨的前人的腳步前進，萬一人家走錯路了，你就跟著錯。

船員最危險的時候，就是什麼/有新的航儀出現的時候，好像這個 ARPA 雷達的顯示, 這個真運動顯示與相對運動顯示，搞不清楚/就發生撞船。電子海圖的出現，這個航向怎樣設？怎麼樣畫航線？這個危險區間不會畫/就是開去擱淺，這些都是血淋淋的教訓啊，當然啊這個需要我們以後自己小心應付。

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Detailed summary

This is a lecture on wisdom, mainly covering the following key points:

Wisdom is the knowledge and memories we accumulate over time. Our brain can only hold about 7 pieces of information at once, so we rely on subconscious and muscle memory to quickly adapt to changes.

In addition to our own experiences, we can also gain inspiration from other people's cases. For example, cases where airplanes emergency land in a forest.

Cultivating the ability of "situation awareness" is crucial, including perceiving information, analyzing, and taking action in three steps. This requires long-term training and accumulation.

Through several vivid cases, it is demonstrated that the consequences of being unalert and unprepared are severe, such as a fox infiltrating a group of dogs, unexpected situations on the battlefield, etc.

Decision-making is not absolutely good or bad; the key is to be fully prepared. Instead of comforting oneself with excuses like "mistakes happen," one should strive to improve experience and skills.

Wisdom includes three levels: knowing what to do, knowing how to do it, and knowing why to do it. The latter allows room for improvement and avoids blindly following predecessors.

In conclusion, this is a lively lecture on how to cultivate wisdom and adapt to change, providing many practical insights and revelations.

Okay, this is the tenth lecture of our wisdom seminar. In fact, there isn't much to say. Our wisdom is the accumulation of knowledge, it is our long-term memory. Actually, if, like me, every time I give a speech for an hour, this thing cannot be memorized instantly. Because in our minds, only seven things can appear at the same time, which is not enough. So, our wisdom should be procedural memory. Muscle memory is completely internal and sudden, when situations arise, you must be able to handle them instead of everything being just as we imagine. This boat first passed that boat before coming here and then turned back, unable to change at any time, it's constantly changing,

so we can only rely on our subconscious mind to react to it at any time.

This is what requires cultivation over a period of time. At that time, we said besides the things we have done, we can cultivate experiences, things we have never touched before, that is our inspirations, that is the wisdom. The emergence of this inspiration is also for those who are prepared. There was a big brother who flies airplanes, he filled one side of the fuel tank thinking the other side was also full, then he flew up and halfway through ran out of fuel. There was no nearby airport, only a forest so he... Drive to the densest part of this forest, then what should you do to turn off the throttle? Of course, you need to control the plane well in the beginning there is still a little forward momentum because the engine has already been turned off, so in the end, the plane has no power, it just falls directly from the sky.

Normally, there should be a gliding process for landing. This is called a stall, losing the lift of the air without speed, the plane will fall straight down. Fortunately, there are trees below to catch it. The person asked him, "How did you suddenly get this inspiration when there are only forests nearby and no way to land smoothly?" He said, "It seems that I had this impression from watching cartoons when I was a child, so you see, when we refer to other people's cases more, when we encounter similar situations ourselves, it will provide us with enough inspiration. Just like the three of us watching may be like a big shark swimming recklessly in the sea, under strong pressure, we may take hasty actions." If you were to become a captain, you should be sensitive to potential issues like a Buddha would, right?

This means you would be more aware of these external situations on the sea and know immediately what actions to take. You would be able to assess the situation accurately and take the right course of action without panicking even in times of urgency. So all of this relies on our long-term memory and long-term cultivation. It's not just about us wishfully hoping to achieve it. The most important thing is to focus on it and carefully study this matter, helping ourselves to prepare well. Below this, there is something called Situational Awareness, which I'm not interested in. According to my explanation, this is called navigation desire. When we encounter something, we first need the senses to be able

to receive it, eyes to see, ears to hear, maybe it's an alarm device, maybe it's the movement of ships outside, senses need to feel this is our Awareness, it is one of the feelings, one of the alertness, the second thing is to have an idea in our minds when we see this thing, is it dangerous, is it okay, wait, there may be some problems, so when we see things, touch scenes, hurt feelings, that's sight and hearing in business, seeing and hearing, we already know roughly what's going on, which is what we must cultivate, and then the third thing is what? Our practice, we know it's like seeing the exam question and knowing how to write. But when you actually write, can you be

careless? No, you can't. Can there be calculation errors?

No, there can't. So even though you feel like you know how to write, when you actually need to write, if you can only write 3 out of 5 points and can't remember the other 2, then it's no use. So in the end, whether it's navigation or anything else, having the idea is one thing, but having the method is another – you need to see the beginning to know the end. As Confucius said, "To learn and then at due times to apply what you have learned – is that not a pleasure?" Not every one about this is to say that this table has four corners to show him this corner oh you do it like

this here you have to keep a groove and then what do you do and then the other three legs do the same thing so he can only make the one you're talking about the other three cannot be made without talking about that so what is this useless about so what we see the situation and can predict what will happen this is also something that is developed in the long term. Okay, so looking at the image below, there are four scenarios. The first one shows a cat and an eagle having a duel. The lesson here is, "Some lessons can only be learned once." There are some lessons in life where if you miss the chance once, you may lose your life, with no second chances.

In the bottom left corner, there is a man holding an AK-47 with one hand and an umbrella with the other. Regarding this situation, it's not clear what's going on, but he says, "Because you never know when it's gonna rain," because you never know when it might rain. So this is just getting the priority order of things wrong, right? When it comes to being a soldier and fighting, the most important thing is to save your own life. That is, you can have guns and bullets everywhere, with dead bodies all around, but if you want to pick up an umbrella, that's not so easy. So, hold onto the umbrella tightly in the top right corner. WTF is that? What the fuck is that? What exactly is this thing, and what are we looking at here?

The Navy SEALs are trained in all types of combat, such as night, snow, air, and mountain combat. We see where their eyes are looking, all looking at the secret code in the lower left corner. What exactly is happening? So the point is, no matter how excellent your training is, unforeseen events can occur on the battlefield. Therefore, we must maintain our vigilance and not act foolishly. What does the one in the lower right write? "Pay attention or you'll be fucked." If you're not careful paying attention, you'll be taken out. Why taken out? Because this group of dogs is going to do what – they're going after foxes. But now the fox has blended in with this bunch of dogs and no one has noticed, meaning if you're not vigilant enough, not focused, you'll end up losing your life.

This is where our concluding decision comes, there's no right or wrong, just asking if you are prepared or not. Then I can't say whether it was a moment of poor judgment or carelessness, all these are not reasons and should not be used to console oneself,

because you might not pay attention, make a mistake in a moment, make a mistake, a moment of poor judgment means you have done too little, your experience is still insufficient, so we say, this section is wisdom, wisdom comes from three levels, the first is to know what to do, who determines what to do, it's the company's rules, then, you need to know how to do it, all these are the essence of what our predecessors and teachers have taught us. After doing that, will there be no problem?

It's not real insight yet. We need to know why we should do it this way because if you don't know why you should do it this way, then you have no room for improvement. You will forever just follow in the footsteps of predecessors. In case they take the wrong path, you'll also go the wrong way. The most dangerous time is when new navigation appears. For example, the display of APA radar, true movement, relative movement, collision avoidance electronic chart. If the course is not set correctly or how to draw it, this dangerous zone will not be marked. That leads to grounding. These are all lessons learned from previous mistakes. Of course, in the future, we need to be very careful.