

公司文化講座 3 7 講 理性對付不理性 疲勞駕駛 溝通錯誤 催眠的語法 講話吞吞吐吐 要撞船了：<https://youtu.be/QfBY-aBWRio>

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外部世界是不斷變化的,需要瞭解自己的弱點,用理性來克服感性上的缺陷。

分析了事故中通信不暢的問題,包括:

港務台沒有明確表達自己的需求,而是過度使用"先生"等疏通性語言。

出港船駕駛員由於酒後駕駛,短期記憶力下降,無法及時做出正確反應。

雙方溝通時出現語言障礙,如"大舌頭"等。

進港船駕駛員的錯誤在於:

習慣成自然,忽視了身邊其他船隻的動態。

過度依賴本地領港員的建議,而沒有自己獨立判斷。

在危急時刻反應遲鈍,未能及時採取有效措施。

總之,這是一起典型的航海事故案例,突出了人為因素在安全管理中的重要性,需要駕駛員時刻保持警惕,並改善雙方的溝通協調能力。



好,這是信任講座的第三講,外在的世界是變動不居,隨時在變/時時在變,要怎麼樣應付萬變?當然最重要的,還是要瞭解自己。因為這世間的重大議題,多多少少別人都已經處理過了。別人處理的只是通則/一般的原則,可是本身自己有什麼樣的弱點,是只有自己才知道的。這個也是亞里斯多德講的,人的品格/就是用自己的理性來對付不理性的地方。就是用理智來克服感覺上面的缺陷。

黑天鵝跟白天鵝,這是天鵝湖裡面的兩隻天鵝,一隻好/一隻壞,有時候自己扮演著壞人的角色,但是內心卻是覺得自己仍然是好人。

好,下面看,這一個發生的碰撞的通訊跟聯絡的情形,就是有一條船,他要出港/在港裡面的時候就有走浮標的航道。浮標航道意思是說,超出了浮標的界線就會擱淺,他在港裡面喝了一點

酒，所以已經神智不清了。可以說是酒醉駕駛，也可以說是什麼/疲勞駕駛。好，看這個出港的船叫做 Union Moon/聯合之月，進港船叫做 Stana Feronia。這個出港船的大哥喝了酒，可是不會馬上開去擱淺，因為他的長期記憶還支撐著他，在航道裡面是不可以隨便亂開的，隨便一開/就隨便就會出事，可是等到航道接近要走完的時候 就是圖上看到這個羅經花，這個左下角的這個位置，就是航道要走完的浮標。



這時候他去跟港務台報告:說他要出港。下面是他們三方通話的資料，在晚上 18 點 55 分 55 秒的時候，港務台呼叫這條出港的船:他說 我跟你確認，前面這個 Stana Feronia/Stana Feronia 進港，正在接近你的位置，你能不能確認/先生/你會保持這條船紅燈對紅燈好嗎？這個出港船就回答說:我瞭解了，我現在準備把我的航向向左轉。

56 分 45 秒的時候，這個港務台又說了:先生/請你確認/先生再一次請你。先生你說/你要向/正在準備把你的航向向左轉嗎？這裡就要注意啦，這個港務台是不希望他向左轉，可是聽到對方講說/出港船講說要左轉，他就用了什麼三個 sir/先生，你能確認/先生再一次請你/先生，連續講了三個先生。然後並沒有把自己的需求講出來，”請你不要左轉”，還是再問:”你/你說/你剛剛要把你的航向轉到左邊?”

所以說這個叫做溝通不良啊，你不希望他左轉/因為左邊有船，海上都是這個靠右邊走/跟馬路上是一樣的，大家靠右邊走，你要向左轉/對面也有船來，你不是去找死嗎?你在這種情況之下，還問他先生/先生你說/你要向左轉(嗎)，

<b>VTs:</b> Belfast VTS <b>UM:</b> <i>Union Moon</i> <b>SF:</b> <i>Stena Feronia</i> (bridge VDR conversations in brackets)		
Time	From	Content
1855.55	VTs	<i>Union Moon</i> - Belfast Harbour Radio Just to confirm, the <i>Stena Feronia</i> inward just approaching your position. Can you confirm sir you will see this vessel red to red over?
1856.03	UM	I see. Just now I alter my course to port.
1856.10	VTs	Sir, can you confirm sir again please sir, you say you just altered your course to port over?
1856.18	UM	Sorry, please repeat. (on <i>Stena Feronia</i> 's bridge a voice can be heard muttering an expletive)
1856.24	VTs	Sir, can you confirm, did you say you just altered course to port is that correct?
1856.26	UM	Yes to to to to port, yes is correct.
1856.29	VTs	Yes sir, this will stand you into danger with the <i>Stena Feronia</i> . You are standing into danger with the <i>Stena Feronia</i> . She is bound to the north side of the fairway buoy over. (on <i>Stena Feronia</i> 's bridge the third officer can be heard saying 'She's altering')
1856.43	UM	I see
1856.47	VTs	<i>Stena Feronia</i> - Belfast Harbour radio over ( <i>Stena Feronia</i> 's third officer continues, 'Very slowly..(unclear)')

這個等於是對他這個神志不清的人是一種什麼/是一種確認的動作。剛剛他就說他要向左轉，現在你在問他/向左轉，好像是你同意他的意思/你並沒有說出你港務台關切的是什麼東西?這個就是溝通錯誤。

看 56 分 18 秒：港務台連續/你/你/你先生/先生催眠了一陣子以後，這個出港船就回答了。Sorry Please repeat 對不起/請重複。所以港務台問得不清不楚/出港船聽得迷迷糊糊。

因為以後會講到催眠的語法，同樣的東西講三遍，就等於是在催眠。他已經把什麼/先生/先生/先生/你/你/你重複講了兩次，所以對這個頭腦不清的人，就是很大的負擔。出港船一說請重複，就聽到進港船的駕駛台上面/有人就罵了一句，罵什麼/也聽不清楚，然後港務台一聽/出港船要求他重複，他沒辦法/他又再重新來了一遍，他說先生請你確認/你是不是說你要向左轉向/是不是正確?

所以港務台還是沒有講出自己的要求，只是問他說，你是不是說你要左轉，這個出港船就開始回答 yes, to to to portside, correct。他說啊:是的，轉/轉/轉啊/左轉，你說的對。看，到這裡就是溝通不良的第二個徵兆，就是講話吞吞吐吐，你看像這位大哥就是說的什麼? yes to to to 誰也知道這個就是大舌頭嘛，大舌頭的時候，舌頭大的時候，是什麼/都是 to to to to/都是塞到這個講話的聲音。

過了三秒鐘，這個港務台，就忍耐不住了，就開始長篇大論了。” yes sir(是的先生)，this will(這會) stand you (讓你) into danger with the *Stena Feronia*，他說你這樣子，會跟什麼 *Stena Feronia*/進入危險，你跟這條船會發生危險。他正接近了航道浮標的北邊。”

看，這裡港務台，同樣的話重複了兩次。你現在會跟進港船發生危險，然後說進港船的位置，在浮標航道的北邊，他還是沒有講出來，進港船跟這個出港船的相關位置。

他應該直接就說，”你的左邊有船要進港/請你不要左轉”。他說，你會跟哪一條船發生危險，而且他用的是什麼 Stena Feronia，直接用的是船名，船名經常都用的是女人的名字，所以，他跟他講，你正在跟這個 Stena Feronia 發生危險，對這個頭腦不清楚的人，有時候他會反應不過來船名不知道 Stena Feronia 是什麼東西?在海面上，稱呼船隻，一般前面都會加一個什麼 Motor Vessel，這個動力船隻/Stena Feronia，這樣子給對方，有更清楚的瞭解，你現在講的是一條船的名字，而且他只有說是，Stena Feronia 接近航道的北邊，這位大哥其實是已經什麼不知道身在何處?因為喝了酒的關係，就是短期記憶缺乏。剛剛記得的東西，現在頭腦已經沒有了，所以這就是溝通的錯誤結果。港務台只有說:危險，危險，沒有叫他不要向左轉。



到 56 分 43 秒，這個是已經過了 15 秒，在對話裡面來講是很長的時間，只有聽到出港船簡短的回答了一句 I SEE。我知道/知道是什麼?應該要採取什麼行動?都沒有講。所以港務台一聽他這樣子講就知道/沒有辦法講，就調準矛頭/對準出港船去呼叫。

這個是在 56 分 47 秒最下面一行，港務台呼叫 Union Moon  
這時候就聽到進港船的船上三副/講了一聲。

好剛剛沒有提到，在這 56 分 29 秒的時候，港務台在呼叫這個出港船，講了長篇大論，這個時候進港船的船上/三副就講了一句，”對方的船隻正在轉向”，至於是左轉/還是右轉?三副並不清楚。等到港務局跟這個出港船的對話講完了，沒有得到正確的回應，港務台掉過頭來/再跟進港船聯絡的時候，進港船的三副又講了一句，”對方的船隻正在慢慢的轉向”。

好 56 分 47 秒港務台呼叫進港船，56 分 50 秒進港船就有人回答，這個是進港船的船長在回答。

三副在幹嘛/三副前面已經叫了兩句了，第一句就是”他已經在轉向”，第二句是”他轉向很慢”，現在船長在跟港務局對話的時候，進港船的三副又講了一聲，”他已經轉向了”，但是三副有沒有講說/這個出港船是向左轉/還是向右轉，三副是在駕駛台上面跟船長講話，

這個港務台又在邊長篇大論，看港務台說了些什麼話，他說 “Yes sir，是的先生，你能不能跟這個 Union Moon 出港船談一談，他已經向左轉向”，所以港務台也不是傻瓜，知道出港船已經向左轉向，”look 看起來跟你會發生危險，over 請回答?” 港務台講了這麼多，在這個時間就聽到說進港船的三副在那邊講 “coming to collision” 要撞船了，然後很快又重複了一句 “coming to collision” 要撞船了，就是三副連叫了兩聲 “要撞船了”，

這個時候過了八秒鐘，進港船的船長在幹嘛?/在呼叫出港船 Union Moon/Stena Feronia，三副在那邊鬼叫，船長要不要理他/船長沒有在理他。船長還在依照港務台的指示/去跟出港船聯絡，進港船的三副又在叫了 “coming to collision” 要撞船了，三副連叫了三次要撞船了，這個船長只有什麼回答了一句 “Yes” 好的/好的什麼/也沒有採取行動，過了六秒鐘要撞船了五十七分零六秒，三副終於忍耐不住了，就直接下舵令，三副叫什麼 “to the STARBOARD” 向右轉

又過了兩秒，這個進港船的船長才反應過來，開始叫了一聲 “Full to Starboard” 滿舵右轉，要等到船長下了舵令，AB 才肯回答/說什麼/向右打滿舵，但是這時候來/不來得及，這時候已經來不及了。我們看到是出港船撞別人，他是船頭向左轉，他船頭撞壞了。進港船(藍色)是怎麼樣直直的開/別人開過來撞他，所以，他的左邊被人家撞出一個大洞，人都可以站在裡面往外看，這個就是說什麼，再講講進港船的錯誤在哪裡?

進港船的錯誤/這個錯誤/最大的錯誤就是船長的習慣成自然，他經常在進出港，而且有當地的領港執照，三副在那邊哇哇叫/哇哇叫。船長不理他/不理他/也不看/也不聽，最後等他自己眼睛看到的時候，已經來不及要撞船了。事實上從三副剛開始在講說，對面的船已經在轉向的時候，船長就應該要有警覺/不要認為人家年紀小，就是什麼都不懂/是沒有用的，只有你自己才是最靠得住的/等你心思不集中/晃神的時候，這時候就會出事了。

公司文化講座 37 講 理性對付不理性 疲勞駕駛 溝通錯誤 催眠的語法 講話吞吞吐吐 要撞船了：<https://youtu.be/QfBY-aBWRio>

Detailed summary

This is a discussion about maritime safety. It mainly includes the following key points:

The external world is constantly changing, and we need to understand our weaknesses and use rationality to overcome emotional deficiencies.

A ship collision incident involving both "black swan" and "white swan" scenarios was discussed.

Problems with poor communication in the accident were analyzed, including:

The port control did not clearly express their needs and instead excessively used informal language like "sir."

The outbound ship's driver's impaired short-term memory due to drunk driving prevented timely correct responses.

Language barriers, such as "talking too much," arose during communication.

Errors by the inbound ship's driver included:

Being complacent and ignoring the dynamics of other nearby ships.

Over-relying on local pilot guidance without independent judgment.

Reacting slowly during critical moments and failing to take effective measures promptly.

In conclusion, this is a typical maritime accident case that highlights the importance of human factors in safety management. Drivers need to remain vigilant at all times and improve communication and coordination abilities between parties.

Okay, this is the third lecture of our newly appointed lecture series. Today we talk about the external world, which is constantly changing and evolving. How should we deal with these changes? Of course, the most important thing is to understand ourselves because many important issues in this world have already been dealt with by others. What others have dealt with are just general principles, but what weaknesses do we have within ourselves? Only we ourselves know that this is also what Aristotle said about human character, using our reason to deal with our irrational aspects and using our wisdom to overcome the deficiencies we feel above. This black swan and white swan are the two swans in Swan Lake, one good, one bad. Sometimes we ourselves play the role of the villain, but in our hearts, we still believe that we are good people. Okay, let's look at it below. This is a poll that happened, a swan fake army tuck he is an impulse, well so this is a safe world, it is scip generally mic communication and contact situation retrospective, so here is a message that he wants to come out when in the harbor, there is a route for buoys, which means that if it exceeds the buoy's boundary, it will run aground. He drank a little in the harbor, so he is already unclear, it can be said to be drunk driving, or what is fatigue driving. Okay, let's look at the departing ship called The Union Moon's entering harbor boat is called Stana Feronia, and the outgoing boat is this one.

This gentleman has had some drinks, but he won't run aground immediately because his long-term memory still supports him in the waterway; he can't just randomly start sailing. If he starts randomly, he will run into trouble. When he approaches the end of this waterway, which we can see on this map, the floating buoy at the bottom left corner, is where the waterway ends. At this time, he will go report to the port office that he is ready to depart. Below is the data of their three-way call at 18:55:55 in the evening. The port authority called this departing vessel and said, "I am confirming with you, the vessel Stana Feronia is coming into the port and approaching your position. Can you confirm, sir, that you will keep this vessel on red light to red light?". The departing vessel responded, "I understand, I am now preparing to turn my heading to the left." At 56 minutes and 45 seconds, this port authority said, "Sir, please confirm, sir, once again, sir, would you say that you are preparing to turn your heading to the left here, we need to pay attention because this port authority does not want you to turn left, but when he heard the other party say that the departing vessel said it wants to turn left, what did he use? The three "sirs." Sir, can you confirm, sir, once again, sir? He said "sir" three times in a row." If you don't speak out your needs, please don't make a left turn. Or should I ask you again? You mentioned just now that you wanted to turn left, so we call this poor communication.

You don't want to turn left because there are ships on the left side. On the sea, everyone sticks to the right, just like on the road. Everyone sticks to the right. If you want to turn left, there are also ships coming from the opposite direction. Won't you be heading towards danger? In this situation, if you still ask him, "Sir, do you want to turn left?" It's like asking a confused person what they want. It is a confirmation action. Just now he said he wants to turn left, now you need to ask him if he is turning left, it seems like you need to agree with his intention. You did not mention what you care about, this is a communication error.

So let's see, 56 minutes 18 seconds, the port authority repeatedly, you, you, sir, sir, after a while, this departing ship responded. Sorry, please repeat. So the port authority's question was unclear, the departing ship heard it unclearly. Because in the future, we will talk about the syntax of hypnosis, the same thing, repeating three times is equivalent to hypnotizing, he has already said, what sir sir sir you you you repeated twice, so for this confused mind, it is a heavy burden. And when he said please repeat, someone on the bridge of the departing ship cursed, what he cursed also couldn't be heard clearly. Then the harbor master heard, the departing ship requested him to repeat, he couldn't do it, and he repeated it again. He said, sir, please confirm whether you said you want to turn left, is that correct?

So the Port Operations Department still did not express their own requirements. They just asked him if he meant to turn left, then this departing ship began to respond

with "yesto to to to topoyesis correct." He said, "Oh yes, turn, turn, turn left, yes, what you said is right." We see here a second sign of poor communication, which is speaking in a hesitant and stumbling manner like this big brother saying "yesto to to to." Everyone knows this is called being long-winded, or having a big tongue. When the tongue is big, everything becomes "to to to to" and is stuffed into the voice of speaking. Then, after three seconds, the port operator couldn't bear it anymore and started a long discourse.

"Yes sir, this will send you into danger with the Stena Feronia," he said, "if you behave like this, you will enter danger with this ship." He is now approaching the north side of the fairway-over-good, and here the port operator has repeated the same thing twice. You will now be in danger with incoming ships, and then he mentions the position of the incoming ship, on the north side of the buoy channel, but he still hasn't spoken out. The incoming ship and the related position of this outgoing ship, he should just say, "There's a ship on your left entering the port, please do not make a left turn." Also, he would say, "Which ship will you be in danger of, and what they are using is Stena Feronia, directly using the name of the ship.

They often use women's names, so he tells him, 'You are in danger with this Stena Feronia.' To someone whose mind is not clear, sometimes they may not react quickly or know what Stena Feronia is. At sea, we refer to ships, usually adding something like 'Motor Vessel' in front of it." This powered vessel, Stena Feronia, like this, for the other party, for a clearer understanding, what you're talking about now is the name of a ship, and he only mentioned that this ship is close to the northern side of the shipping lane. This guy actually doesn't know where he is because he drank alcohol, which affects his short-term memory, causing him to lack what he just remembered. Now his mind is blank, so this is a communication error. Incorrect result. The port authorities only mentioned the danger and did not tell him not to turn left, so we hit the...56 minutes and 43 seconds, which is already 15 seconds late in the conversation. It is a long time to hear the departing ship briefly replied with "IC I know what action to take but did not say anything else, so when the port authorities heard him speak like this, they knew that they could not say anything so quickly adjusted the aim and called out to the departing ship. And at 56 minutes and 47 seconds at the very bottom, the port authorities called out to Stanford. At this time, on the ship entering the port, the third mate said just now we didn't mention that at 56 minutes and 29 seconds the harbor master was calling out a long speech to the departing ship. At this time, on the ship entering the port, the third mate said a sentence about the other ship is turning, whether it is turning left or right is unclear. After the conversation between the harbor master and the departing ship was completed without receiving a correct response, the harbor master turned around and contacted the ship

entering the port, where the third mate said another sentence about the other ship slowly turning. At 56 minutes and 47 seconds, the harbor master called the inbound ship, and at 56 minutes and 50 seconds, someone answered that this was the captain of the inbound ship responding. The third officer on board asked what they were doing. Before that, the third officer had already said two sentences. The first one was that they were already turning, and the second was that it was very slow.

Now, while the captain was talking with the port authority, the third officer of the inbound ship said they had already turned. However, the third officer did not mention whether the outbound ship was turning left or right. He was speaking with the captain on the bridge, and as for the harbor master... Over there, the long-winded person was talking about what the Hong Kong Port Authority said. He said, "Yes sir, can you talk to this Union Moon departing ship? It has already turned left, so the Port Authority is not foolish and knows that the departing ship has already turned left. It looks like there might be a danger of a collision with you. Please answer what the Port Authority said. At that time, we heard the third officer of the approaching ship saying, 'coming to collision,' indicating that a collision was about to happen.

Then quickly repeated, 'coming to collision,' indicating a collision was about to happen. The third officer even called out twice, 'about to collide.' And then, at that moment, after eight seconds had passed." The captain of the inbound ship is doing what, calling the third mate of the outbound ship Union MoonStanford over there shouting if the captain wants to talk to him, the captain is not paying attention to him, the captain is still following the instructions from the port authority to contact the outbound ship. Then the third mate of the inbound ship shouted "coming to collision" about to collide, the third mate shouted three times, and the captain only replied with "Yes okay" and did not take any action.

After six seconds, fifty-seven minutes and six seconds, the third mate finally couldn't bear it, and directly gave the order to steer, saying "to the stubble" turn right. Two seconds passed, the captain of the inbound ship finally realized and shouted, "Full to stubble" to turn the helm to the right. But to wait for the captain to give the order to put down the helm, AB only then replied to turn the helm fully to the right. However, at this moment it was already too late. We saw the outbound ship hitting another because its bow turned left, and the bow was damaged. How did the inbound ship hit others in a straight line causing a large hole on its left side? People could stand inside and look outside.

So, what we are saying is, let's discuss the mistakes of the inbound ship. The mistake of the inbound ship, the biggest mistake is the captain's habitual nature, this often happens when entering and leaving the port, and with local pilot licenses shouting and calling on the side, the captain ignores them, doesn't look or listen, and when

finally seeing with their eyes, it's already too late to avoid a collision. In fact, from the moment the pilot started talking, the opposite ship was already turning, the captain should have been alert, not thinking that just because someone is young they don't understand anything, only you are the most reliable. When your mind is not focused and you are distracted, that's when accidents happen.