公司文化講座38講 風險補償 自滿 complacency 莫非定律: https://youtu.be/9G-MKs-fcnE 2024-12-09 06:48:40

人類需要刺激和冒險,否則會感到無聊和乏味。但過度的冒險也可能帶來危險和代價。

自滿是一種錯誤的心理狀態,認為自己很安全而忽視了實際的風險。這在 NASA 的太空計劃中曾經造成過嚴重的後果。

墨菲定律指出,任何可能出錯的事情都有可能出錯。這也體現在人類的一些行為模式中,比如跳 傘運動不斷提高難度,以及政府建設高價快速公路/卻無法真正解決交通問題。

管理者需要適當地給予員工刺激和挑戰,避免他們自己去尋找危險的刺激。同時也要警惕自滿 心理,時刻保持警惕,注意風險評估。

這次講座探討了人性中對刺激和冒險的需求,以及如何在安全和風險之間找到平衡的管理之道。



好,這是信任講座的第四講,<u>這個無聊的冒險,我可不玩</u>,大家都怕無聊,好像失業在家的/ 像這種退休的,在家裡如果沒有受到一點刺激的話,晚上會睡不著覺,可是要去冒險,又可能 要付出代價,所以到底要怎麼辦?人的注意力只有十分鐘的時間,這個世界上最嚴酷的酷刑/ 不是拔指甲/拉頭髮,是把人關到一個鐵桶裡面/灌了水,然後接上呼吸器/鼻胃管,丟在裡面 保持恆溫,把光線全部都關掉,只要兩天,這個人就會開始出現幻聽/幻覺/幻想,七天以後這 個人就廢了,因為他沒有感官跟外面的世界溝通,感官全部都只能在大腦裡面活動,這個就是 他們對待戰俘的方法,所以人不能沒有刺激。

刺激是人類的三大基本需求之一,如果沒有風險/刺激,如果沒有風險/無聊,大家就會做一件 事,叫做什麼風險補償。看眼前這一位美女,她怎麼樣,她在擦口紅/在講手機/手裡面還把的 什麼/方向盤,這個就是風險補償,如果四周都沒有來往的車子,她又怕被人家照相,不敢闖 紅燈,停在裡就會開始怎麼樣/開始畫口紅/講手機,就會疏忽了對四周的注意力,這個就叫做 風險補償。在駕駛台當班的時候,有時候也是這樣,海面上沒有船/無聊,就下去什麼/泡個咖 啡,還是到後面修改海圖,就會增加這個什麼/一點刺激性在工作上面,以前有的船經常在放 大洋,就是可能十幾天看不到一條船,大副當班無聊,所以跑到廚房去煮宵夜,你要混,還是 把人際關係搞好,不巧他又人際關係不好,人家就故意的買了什麼/攝影機,對著時鐘方向拍 到他/早上五點進廚房,然後又去拿佐料/煮泡麵,因為他下面的部屬不一定會跟長官反應,平 常大副班船長也沒有上去查班/還是查哨,就是這樣,船長不給他刺激,不來查他的班,他就 自己



擅離職守下去,煮泡麵,被抓到的時候,他當然就被炒魷魚了,船長也什麼背了黑鍋,說你管 理不善,這是不是管理不善,事實也是,所以也不冤枉。因為每個人都需要刺激,你不給他刺 激,他就自己找刺激,這個就叫做風險補償。

風險不能不要,但是要注意對不對?沒有風險意識死得更快,就像這隻烏龜一樣,危險的時候 縮成一堆,不危險的時候頭就伸得這麼長,所以人需要刺激,有刺激才會有進步,這就是誰/ 主管的責任,主管要讓同事們在船上/生活的充實而愉快,就是要做一點監督/走動式管理的工 作,不然人是有天生的惰性。

好,冒險就等於自滿,這是什麼/沒有刺激,每個人都需要風險,沒有它就會變得無聊/注意力 不集中,如果沒有足夠的風險,就會去冒險。

一個人會自滿,是因為他的風險認知不足,而不是事件的本身原因,這個已經講過很多遍,外 在的世界永遠都是在變動的,主要是什麼/要把握住自己的缺點在哪裡?要知道自己容易犯什麼 樣的錯誤?才有辦法去應付外在世界的變化。看這個 Party Animal High 咖,這些人就是什麼? 在平常的日子,都會單調乏味了,然後就會去找尋刺激。尤其是在年輕的小弟弟/小妹妹會跑 這個夜店,聽震耳欲聲的聲音,光夜店的聲音本身就是一種很大的刺激,再加上肢體的運動, 可以發洩什麼/一個禮拜單調乏味的生活步調,是不是會產生危險?就是看/看個人把持到什麼 程度,如果你再用藥的話,可能就越陷越深,就沒有辦法回復到正常的狀態。

好 現在瞭解一下什麼/叫做自滿, complacency:雖然實際上威脅是存在的,但是精神上卻感

到很爽,感覺自己神智清楚和處於低度的興奮,雖然沒有任何明確原因來支持,幾乎在不自覺 的狀態/感覺到虛偽的安全。這是美國 NASA 的定義, NASA 就是美國的航太總署,這些人是什 麼/像 40 年前台大最流行的科系就是台大物理系,這些人讀了台大物理系,準備到什麼/美國 的麻省理工學院去留學,或是伯克萊,然後進 NASA 工作/要發射人造衛星/登陸月球,所以 NASA 應該是集合了全地球上最聰明的人,使用的最多的經費來發射登陸小艇,結果美國的太空任務 阿波羅 13 號,是 NASA 執行的一次重大的失敗,這就是挑戰者太空梭。



我們說國父革命,十次革命/第十次才成功,挑戰者太空梭,卻是什麼/發射十次/前面九次都 成功,第十次發射上去/七十秒就在空中爆炸,當時全美國的中小學電視實況轉播,火箭一發 射升空/過了沒有兩分鐘就炸掉,火箭不見了啊,上面的太空人,也是什麼啊/光榮的殉職,這 在中小學生的心目中留下了很沉重的傷痕,美國人算是丟臉丟到家了,早上太空梭爆炸,下午 美國總統雷根就發表聲明,安慰了三種人,

第一種是什麼/太空人的家屬,失去了至親,第二種是太空總署裡面的人,你們失去了一個好 朋友,第三種是什麼/就是全國的老百姓啊,今天在這邊遇到國家這麼重大的災難/傷亡事件, 所以雷根號稱是最偉大的溝通者,巨細無遺啊,從家屬/同事/跟全國的同胞都安慰到了,事後 調查失事的原因

美國某位官員/可能是太空總署裡面的官員,第二天他說會爆炸都是因為什麼/因為太空梭裡面 用的晶片有問題,德州儀器做的晶片在哪裡做的?在臺灣做的晶片失效/然後發生事故,這就是 以前講的:當事實越少的時候,專家就越多。事後調查發現第九次飛行回來的時候,就已經發 現不對勁了,為什麼/因為以前的火箭都是液體燃料噴火,噴火就會回火,從燃料出口倒燒回 去,燃料艙有三圈的0-ring 圓型隔離橡皮環,就是隔離外面的火焰/跟溫度/跟燃料之間,結 果 0-ring 圓型隔離環是橡膠做的,這一次因為發射的機械故障/第十次發射延誤了好幾周, 然後天氣已經變冷了,這些隔離環因為是橡皮做的/又冷縮熱脹,所以燃料艙的火焰回火,就 整個把燃料艙燒爆炸了。所以這跟臺灣有沒有關係啊/沒有關係。 美國臉丟大了,所以美國人也要研究什麼/什麼東西叫做人為因素。他把這個東西/叫做自滿。 其實要發射前一天晚上,上一航次隔離圈的照片,還有裡面滑油化驗的樣本都攤在桌子上,本 來工程師是要/就事論事,他要調查清楚原因/才要發射,無奈某高級長官一通電話,然後顧問 公司就改口說/可以發射,所以這就是官腔害死人啊。



好下面看看什麼/叫做墨菲定律,任何事情只要有可能出包的/就會出包,台語說鴨蛋密密也是 有縫。墨菲定律就說,人再極端不可能的事情/都有可能會發生。跳傘:跳傘是什麼/追求一定 的死亡率/為什麼?因為如果他每次去跳兩百/三百公尺跳不死,他就會自動提高跳到一千公尺/ 兩千公尺,還不行就要怎麼樣/跳到一公里/兩公里,

跳的越高/裝備就越精良,有越精良的裝備/越跳不死,他就跳越高,所以現在人類跳傘已經跳 到哪裡去了/跳到外太空去了,大氣層外面跳傘/跳進來重返大氣層/高溫/高熱/高壓什麼/高速 啊,所以要穿太空衣才能跳,所以跳傘就是什麼/追求一定的死亡率,跳不死他就會抬高他的 賭注,

這又跟馬大哥的政績有關了,這是什麼國民黨執政這八年/交通預算沒有少,但是老百姓沒有 感覺,為什麼/預算通通拿去做高架道路/快速道路,這些高架道路/快速道路都是好到什麼人/ 有錢人,結果花蓮縣的縣長民意支持度最高,因為什麼/他的錢都拿去做人行步道,讓老百姓 能感覺得到。高架道路/快速道路都是好到誰/好到有錢人。普通老百姓認為說什麼/今天公家 開了一條高架道路/以後上班就快了,結果一點都不快。因為路通了/路大條了,大家開車覺得 方便快速,就怎麼樣/就去買車子,所以你看五陽高架一好的時候,汽車購買率就提高了,但 是什麼/只要今天有一個人開車開的爽,明天就會有一個人去買車,要買到什麼東西啊/要買到 他開車/跟坐火車是一樣的,根本就沒有快到哪裡去,因為大家都有車/每個人都開到高架/快 速道路上面去,

高架/快速道路只有變成越來越多的停車場,到最後大家都忍耐不住了/不再買車了,高速公路 飽和了/這時候大家才會開始停止買車,等於是一種軍備競賽/你越多高速公路/我就買越多車 子,越多車子你高速公路怎麼/最後還是保持一樣的龜速,有開高速公路跟沒開一樣,而且開 車的都是有錢人,當然啊大家開上去以後,塞車又是一樣的。蓋越多的高架道路/罵的人越多, 所以政績永遠都上不去。

公司文化講座38講 風險補償 自滿 complacency 莫非定律: https://youtu.be/9G-MKs-fcnE Detailed summary The main content of this lecture can be summarized as follows:

Humans need stimulation and adventure, otherwise they will feel bored and dull. However, excessive adventure may also bring danger and consequences.

Complacency is a mistaken psychological state, believing oneself to be safe and ignoring actual risks. This has led to serious consequences in NASA's space program in the past.

Murphy's Law states that anything that can go wrong will go wrong. This is also reflected in some human behavioral patterns, such as increasing the difficulty of skydiving activities and governments building expensive expressways that fail to solve traffic problems.

Managers need to appropriately provide employees with stimulation and challenges to prevent them from seeking dangerous thrills themselves. They also need to be wary of complacency, always staying alert and mindful of risk assessments.

In conclusion, this lecture explored the human need for stimulation and adventure, and how to find a balance between safety and risk in management.

Okay, this is the fourth lecture of our new seminar. I don't play this boring adventure. Everyone is afraid of boredom, just like those of us who are retired and unemployed at home. If we don't get a little stimulation, we won't be able to sleep at night. That's when we need to take risks, but that may come at a cost. So, what should we do? Human attention span is only ten minutes. The cruelest torture in the world is not pulling fingernails or burning hair, but locking a person in an iron barrel, filling it with water, connecting a breathing apparatus, keeping it at a constant temperature. Turn off all these lights, just give it two days, and this person will start to experience hallucinations and delusions, and then this person will be done for because they can't communicate with the outside world, everything can only happen inside the brain. That's it, that's it, their way of treating prisoners of war, their way of treating prisoners of war, so people cannot exist without stimulation, stimulation is one of the three basic human needs. Desire, one of the three basic needs, if no risk, if no risk, everyone will do something called what risk compensation, that's the name. Now let's look at this beautiful woman in front of us. What is she like, she is applying lipstick, talking on the phone, and holding a steering wheel in her hand. So, if there are no cars passing by, and she is afraid of being photographed and dare not run the red light, then what will happen next. Start drawing lipstick while

talking on the phone, then this will neglect attention to the surroundings, this is called risk compensation, this is called risk compensation, and when we are on duty at the helm, sometimes it's like this, if there are no ships on the sea surface, we might as well go down and have a cup of coffee, or go to the back to update the nautical chart. It will increase a bit of excitement, in our work, in the past, some ships often travel in the open sea. It may be that you don't see a ship for a dozen days, the first mate is on duty, so he runs to the kitchen to cook supper. If you want to blend in, or have good interpersonal relationships, unfortunately, he has poor relationships and someone intentionally bought a camera to film him going into the kitchen at five in the morning, then going to get seasoning to cook instant noodles, because he doesn't care about the deployment below and may not necessarily inform the captain.

The captain, who usually takes the first mate's shift, didn't go up to check the shift or stand watch, so that's how it is. If the captain doesn't motivate him or check his shift, he just left on his own. He left his post without authorization, cooked instant noodles, and when he was caught, of course, he was fired. The captain also got into trouble, saying that you managed poorly. This is indeed a case of mismanagement, so it's not unjust. Because everyone needs stimulation. If you don't provide it, they will seek it themselves. This is called risk compensation. We see that we can't avoid risks, but we must be aware that lacking a sense of risk leads to a quicker demise. Just like this turtle, it tucks in when there's danger and stretches its neck when it's safe.

So... We humans need stimulation, with stimulation there will be progress. This is the responsibility of whoever is in charge. The supervisor should ensure that colleagues live on the ship, which is enriching and enjoyable. It's necessary to do a bit of supervisory work in a walk-around management style. Otherwise, people have inherent laziness. We see adventure as self-satisfaction, without stimulation. Everyone needs risk. Without it, we become bored, unfocused. If there's not enough risk, we will seek adventure. A person becomes arrogant because of insufficient risk

awareness, not the event itself. The external world is constantly changing, so we need to focus on understanding our own weaknesses and knowing what kind of mistakes we are prone to making in order to deal with these changes. When we look at this Party Animal High Car, what kind of people are they on ordinary days?

Urban monotony will lead to seeking excitement, especially among young boys and girls who might go to nightclubs to listen to deafening music. The sound of a nightclub itself is a big stimulus, coupled with physical activity that can release pent-up energy from the monotonous and boring pace of a week. Is there a risk in this behavior? It depends on an individual's self-control. If one is also using drugs, they may sink deeper into it and may not be able to return to normalcy. Okay, let's now understand what is called self-satisfaction and complexion. Even though the threat actually exists, mentally feeling very comfortable, feeling clear-headed, and in a low state of excitement without any clear reason to support it, almost unconsciously feeling a false sense of security.

This is the definition given by NASA, which is the American National Aeronautics and Space Administration. These people are like what was 40 years ago the most popular department at National Taiwan University, which is the physics department at NTU. So these people studied physics at National Taiwan University, then went to study at what American institution? Massachusetts Institute of Technology, and then planned to work at NASA. They were supposed to launch artificial satellites and land on the moon. So NASA should have gathered the smartest people from around the world and used the most resources to launch this lunar lander. However, the result was the Apollo 13 mission. But NASA, the American space mission, had a major failure once, which was the Challenger Space Shuttle. So, let's talk about our founding fathers and revolution.

Ten revolutions, the tenth one succeeded. What the challenger in space said was, however, that before the tenth launch, the first nine were all successful. The tenth launch went up for seventy seconds, then exploded in the air. At that time, all the elementary and middle schools in the United States were broadcasting live the rocket launch. Just two minutes after the launch, the rocket exploded and disappeared. The astronauts on board met a heroic end. This left a deep scar in the hearts of elementary and middle school students. Americans felt extremely embarrassed. In the morning, the explosion in space happened; in the afternoon, President Reagan of the United States issued a statement to console three groups of people. The first type, the first type is the family members of astronauts, we lost our loved ones, the second type is the people inside the Space Administration, you lost a good friend, the third type is what? It's the people of the whole country, we are here today witnessing the nation suffering from such a major disaster and casualty incident, so Reagan was hailed as the greatest communicator, and spared no details, comforting not only the family, colleagues, and fellow citizens nationwide, the investigation afterwards revealed the cause of the accident, the United States... An official, possibly from the Space Administration,

said that the explosion was caused by the failure of chips made by Texas Instruments in Taiwan, leading to an accident. This is as we have previously said, the fewer facts known, the more experts there are, and following an investigation, it was discovered that on the ninth return flight, things were already amiss. This is because previous rockets had fuel spraying out from a single source that could cause a fire to burn back towards the fuel.

The fuel tank has three concentric O-rings to isolate the flames, temperature, and fuel outside. The prototype isolation ring is made of rubber. However, due to a mechanical failure during the tenth launch, which was delayed for several weeks, and as the weather turned colder, the rubber isolation rings shrank and expanded with temperature changes. This caused the flames in the fuel tank to ignite and explode the entire fuel tank. So, does this have anything to do with Taiwan? No, it has nothing to do with Taiwan. The United States has lost face, so Americans also need to study something called human factors. They call this thing complacency. In fact, the night before the launch, the photos of the isolation circle and samples from the Huayou Academy were spread out on the table.

Originally, the engineers were supposed to investigate the reasons before the launch, but due to a call from a senior official, the consulting company changed their stance and said they could proceed with the launch. This is how bureaucratic jargon kills people. Okay, now let's see what Murphy's Law is all about. It says that anything that can go wrong will go wrong. In Taiwanese, we call this "a duck's egg falling into honey," implying that there are always loopholes for something to go wrong. Murphy's Law also indicates that people tend to encounter extreme cases at some point. For example, when it comes to skydiving, what are we pursuing? A certain death rate. Why? Because if someone skydives from 200 or 300 meters and doesn't die, they will automatically try jumping from 1,000 or 2,000 meters next.

If that's not enough, then what should be done? Jumping one kilometer, two kilometers, the higher you jump, the better the equipment, the better the equipment, the higher you jump without dying. So now, where have humans jumped with parachutes? They've jumped into outer space, jumping outside the atmosphere, then jumping back in, experiencing high temperatures, high heat, high pressure, and high speed, so you need to wear a spacesuit to jump. So, parachuting is about pursuing a certain death rate, jumping without dying will raise the stakes. This relates to the political achievements of Brother Ma, what is this? The Kuomintang has been in power for these eight years, the transportation budget has not decreased, but ordinary people do not feel why all the money has been spent on building high-priced roads and expressways.

These high-priced roads and expressways all seem to benefit the wealthy. As a result, the county mayor of Hualien has the highest public support because he uses his money

to build pedestrian walkways for the people to feel that high-priced roads and expressways are only beneficial to the wealthy. Ordinary people believe that having a high-priced road built near our house does not make commuting faster, contrary to what was expected. Because this road is open and widened, everyone finds it convenient and fast to drive, so how about buying a car then? So, you see, when the price of good cars rises in Wuyang, the car purchase rate increases. However, as long as one person enjoys driving today, tomorrow there will be another person buying a car. No matter what you buy, driving a car is just like taking a train.

There is no real speed in reaching the destination because everyone has a car and drives on the high-speed road. Only when more and more parking lots become crowded and everyone can no longer endure it will they stop buying cars. When the highways are congested, everyone will begin to stop buying cars. This is like an arms race - the more highways you have, the more cars I will have. But in the end, the result remains the same. Whether you drive or not, the outcome is the same. Moreover, only wealthy people drive. Of course, once everyone starts driving, traffic jams will occur just the same. The more expensive the roads are, the more people will curse, so this achievement will never be elevated.