

公司文化講座 3 9 講 謙虛自滿 未雨綢繆 混淆學歷就是經歷 官大學問大：

<https://youtu.be/sLZgK1B6P48>

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自滿是任何組織中都可能發生的問題，即使是最強大的組織也不例外。

自滿往往導致意想不到的問題發生，如鐵達尼號沉船事故。

保險公司最害怕的就是人們自認為能夠精確計算風險。

應對自滿的方法：

要為未來的問題提前做好準備，而不是等到問題發生時再去應對。

要通過訓練和學習來克服自滿，而不是依賴現有的知識和經驗。

要保持謙遜的態度，認識到自己的弱點和不足。

學歷與經驗的關係：

學歷高並不等於能力強，關鍵是要有實際操作的經驗和技能。

新手需要前輩的指導和經驗傳授，才能真正掌握工作所需的技能。

快速升遷可能導致缺乏相關經驗，需要注意培養全面的能力。



職位與能力的關係：

有時候，職位高的人並不一定有相應的知識和能力。

不應該直接與高位者硬碰硬，而是要設法找到可接受的解決方案。

最終的目標是自己也能爬到高位，然後再改變現有的作風和形態。

講座主要探討了自滿問題的危害，以及如何通過謙遜、學習和經驗積累來克服自滿，並正確認識學歷、經驗和職位之間的關係。




好，這是信任講座的第五講，今天主要講的就是自滿。自滿：是在任何階級組織層級裡面/都可能發生的事情，就算是地表最強的單位，美國航太總署都會發生。當你認為沒問題的時候，就會出問題，叫做墨菲定律。保險公司最恨的就是什麼？自認為聰明的 calculative risk/ 計算中的/ 風險已經精算過。

往往就是這樣出事，好像說鐵達尼號那時候/ 船公司的大力宣傳，尤其是鐵達尼號的船長也在宣傳說，人類可以造出永不沉沒的船隻。結果就有四家保險公司聯合承保鐵達尼號的海險，四家保險公司總共收了多少錢的保險費？每家收一塊錢美金/ 象徵性的，要知道那時候過大西洋的船票，頭等艙是三千塊美金一張，頭等艙那是隨便可以點龍蝦/ 鮑魚的，結果鐵達尼號處女航就沉了。

克服自滿 用新家私

- 要評估新設備，可能會影響用戶的風險意識和風險管理策略嗎？
- 他們會感到厭倦？可能會誘導風險補償嗎？
- 他們原有的技能會有退步危險嗎？



Risk compensation – 環境越安全 越會去冒險

他一沉以後, 這些保險公司要不要賠啊? 要賠啊, 因為他有保險契約。那他們賠得起嗎? 美國最有錢的貿易鉅子都死在上面, 所以這四家保險公司就此倒閉/銷聲匿跡。這就是無法預知的風險, 大家都說不會沉/結果首航處女航就沉。而且死了一大堆人啊, 你賠都賠不完, 這就說的是墨菲定律。人類最諷刺的東西。

好, 看下面這張圖片, 這是美軍最精良的部隊/海豹部隊, 台灣有兩棲偵察連, 人家是四棲啊/山訓、海訓、空訓/山地戰、雪戰, 什麼訓都訓過了, 結果, 這是臨出發要去打仗, 在航空母艦上面在做訓練, 每個人都是什麼/用左手在打槍, 對不對? 那右手都亂放/有的放在下面/有的放在褲兜/有的放在什麼/胸前, 這是美國的左撇子部隊/專門訓練左手的, 世界上有/沒有左撇子部隊。

克服自滿 不要不要不要

- 不要混淆學歷就是經驗。 要有注意力
- 人們不可能正確地注意他們工作環境的風險, 除非已經一段相當長的時間, 且得到同事們的指導(已經意識到這些風險)。



注意力何來? 需要刺激↑

沒有嘛, 對不對? 那他們為什麼要用左手打槍, 右手又沒有什麼/射擊軍紀/沒有標準的動作/位置, 這就是準備/如果在戰場上右手受傷的時候, 左手還可以保留一點殘餘的戰鬥力, 所以要練習用左手打槍, 那可不可以等到右手斷了/再來練習啊, 那已經躺在那裡右邊的手被炸掉了, 還是被子彈打到了, 那一邊痛/一邊抖/再練習左手打槍, 已是不可能的事/對不對? 因為疼痛的感覺會讓右手沒有辦法固定。所以像這種, 就是什麼? 再精良的訓練, 也沒有辦法 cover 克服什麼/意想不到的情況, 要為未來的問題先做準備好, 不是等到右手真的斷的時候, 再來練習打槍。那個時候, 就已經來不及了。

克服自滿

- 如果人們沒有相關的經驗就被晉升,
- 他們將會低估其所負責的風險 (無長期記憶), 暴露自己與同事, 公司和環境於危險中和可能潛在的巨大成本。

好, 前面說克服自滿要訓練, 自滿: 就是認為沒有問題的時候, 就叫做自滿。那要為未來的問題先做準備, 所以要先經過訓練, 今天如果有新的儀器/新的設備出現, 取代了很多的工作, 這時候會可能產生什麼/新的自滿啊。好像以前沒有避碰雷達, 大家看到船, 就要去做雷達測繪,

以前沒有電子海圖，船一開/三分鐘/五分鐘就要去定一個位置。這都是經過幾百年的鍛煉都已經是

不成問題了，可是忽然跑個避碰雷達出來，真運動的顯示跟相對運動的顯示又不一樣。

不要混淆個人的地位與其具有的知識。

把有相關知識和經驗的人，放在最好的位置需要我們提高關注。一個人的階級越高，須負更大的責任，去確保那些有關知識 會被傳承。



電子海圖更是神龍見首不見尾，永遠只有 24 寸要 cover 全世界三萬六千海裡的區域，哪可能會完全啊，所以，海研五號就是這樣，中午掉頭的時候，船長就隨便掉個航向，兩百度對著琉球群島開，可是他怕不怕？他不怕，因為至少還要五六個鐘頭才會開到琉球，可是他不曉得，大副上來接班的時候，也沒有核對航向，船就直接開到澎湖去擱淺，這就是使用新的儀器/設備造成當值人員的鬆懈心態。

所以有新的東西更是要加強訓練/嚴格控制。看這些年輕人坐在懸崖邊上面？對不對，要是老頭子不要說坐下去了，在旁邊站著就頭暈眼花/就直接摔死了。這些年輕人不但坐在那裡，還什麼擠眉弄眼/有的抬頭/有的抬腳/東看看西看看，一點都不什麼/擔心會掉下去，因為他們有自信，他們感覺頭不暈/眼不花，所以他可以做額外的動作，那老頭子就不敢靠近，怕一陣暈眩/就直接掉下去，這就叫做風險補償。越有把握的人/越會做冒險的行動，那越沒有把握/反而可以活得更久，所以船上都需要一些老頭子。

好，剋服自滿，不要混淆了學歷就是經歷，我們看到很多海事院校出來的學生，考試 90 分/拿公司的獎學金，這些人出來的是什麼？我們說知識的三個階段，

第一個階段知道要做什麼 know what to do，知道要做什麼/但是怎麼做/優先順序是什麼/什麼東西重要/什麼東西可以忽略，那就是需要前輩們的指導，用他們的經驗跟技術來指導新進的人員，所以並不是什麼學歷高的人就能能力比較強，能力是要能夠達至可以接受的成果，而不是嘴巴上面講的是一套/實際去做的時候就不會了，這就是作為公司主管/還是在船上做主管應該要注意的，知道怎麼做是他的什麼/學識。

知道要注意什麼事項？是他的什麼/他的注意力，注意力需要什麼/經驗的引導，有的公司接新船一次十幾條，就缺什麼/十幾個船長/輪機長/三副/二副，這是船員市場最好的時候，叫做事求人啊。不是船員去找工作，是船公司在找船員，只要你接了第一條船，第二條/第三條都是你的什麼/囊中之物，因為你比較熟練，那這時候升遷就會很快。

那升遷快的話，雖然是這條船熟練，可是其他相關的經驗可能就會缺乏？所以公司如果不小心就會付出巨大的成本跟代價，這不只是船公司要注意，而是什麼/自己作為一個船員也要曉得，不管你這條船做的再順/再熟，還是要什麼/多讀一讀公司的通告/跟前輩們多聊聊/吸取一下別

人的經驗，那才不會導致重大成本的發生。克服自滿，主要的是什麼/要靠的謙虛，自己/去訓練自己/去思考自己。

你再高/再強/都是假的，自己的弱點才是我們最需要客服的東西，這都是需要謙虛/而不是自滿。最後一個就是某人的地位/官大/學問大，這就是最經常犯的錯誤。其實在某些股份有限公司裡面沒有說什麼/真正的專家能升得上去，靠的最多就是關係好/個性好/還是長相好，那這些東西都是什麼/繡花枕頭好看而已。真正遇到事情，有沒有辦法處理/也不一定有辦法處理，可是沒辦法，他在那個位置/他就有什麼話語權，他可以講話/講的對/講的錯，都是部屬自己要承擔，所以不要跟他硬碰硬，但是要轉個圈，另外找些可以接受的解決辦法，不要就是把事情弄得太僵了。學領導統御最主要的目的，是要自己爬上去/等上去的時候，再改變他們管理的作風跟形態。

好，看這圖片上是法王路易十四，各位看看，人馬臉/然後身體短/又不知道是否腿長?反正長的就是奇形又醜，可是人家把他裝扮的什麼/金光閃閃，拿一個拐杖/還有仙女來賜福，沒辦法/人家是天生的貴族，生下來就是金湯匙，所以再醜人家也把它弄的跟神仙一樣漂亮，事實上，他的知識跟經驗，並不一定能夠配得上他的職位。

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Detailed summary

The main points of this lecture are as follows:

The problem of complacency: - Complacency is a problem that can occur in any organization, even the most powerful ones are not exempt. - Complacency often leads to unexpected problems, such as the sinking of the Titanic. - Insurance companies are most afraid of people thinking they can accurately calculate risks.

Methods to address complacency: - Be prepared in advance for future problems, rather than waiting to react when the problems arise. - Overcome complacency through training and learning, rather than relying on existing knowledge and experience. - Maintain a humble attitude, recognizing one's weaknesses and shortcomings.

Relationship between education and experience: - Higher education does not necessarily equate to strong abilities; the key is having practical operational experience and skills. - Beginners need guidance and experience from senior colleagues to truly master the skills required for their work. - Rapid promotion can lead to a lack of relevant experience; it is important to focus on developing

comprehensive abilities.

Relationship between position and abilities: - Sometimes, individuals in higher positions may not necessarily have the corresponding knowledge and abilities. - Instead of directly confronting those in higher positions, efforts should be made to find acceptable solutions. - The ultimate goal is to climb to a higher position oneself and then change the existing style and form.

Overall, this lecture mainly explores the dangers of complacency and how to overcome it through humility, learning, and experience accumulation, while also understanding the relationships between education, experience, and position.

Okay, this is the fifth lecture of our newly appointed lecture series. Today we will mainly talk about complacency, which can happen at any level of organization, even in the strongest units on the surface, like NASA. When you think everything is fine, that's when things go wrong. This is known as Murphy's Law. What do insurance companies hate the most? The risk of being too clever, the calculated risk that has already been through actuarial analysis. So, this is often how incidents happen. It seems like we heard about the Titanic back then through the shipping company's vigorous promotion, especially the captain of the Titanic who also endorsed it, saying that we humans can build unsinkable ships. However, it turned out that only four insurance companies jointly insured the maritime risk of the Titanic.

How much did these four insurance companies collect in total insurance premiums? One US dollar. Symbolic, you should know that at that time, crossing the Atlantic cost three thousand US dollars for a first-class ticket, where you could casually order lobster and abalone. But the maiden voyage of the Titanic became... Once he is dead, do these insurance companies have to pay? They have to pay, because he only had an insurance contract. Can they afford to pay? The richest trade magnate in the United States died from this, so these four insurance companies collapsed and disappeared. That is an unpredictable risk. Everyone said it wouldn't happen, but the maiden voyage ended up happening, and a lot of people died. Even if you compensate, it won't be enough. That's Murphy's Law, the most ironic thing about humanity.

Now, let's look at this picture: it's the most elite unit of the U.S. military, the Navy SEALs. We have an amphibious reconnaissance unit, but they are amphibious. Three training, naval training, aerial training, along with mountain warfare and snow warfare have all been trained. What's the result? This is starting from scratch. Going to fight on an aircraft carrier, undergoing training - this is for everyone. Using the left hand to shoot, right? What about the right hand? Some put it down, some put

it in their pants pocket, some put it in front of the chest. Is there a left-handed special forces unit in America that specifically trains the left hand? Are there left-handed special forces units in the world? No, why do they need to use their left hand to shoot when there is no standard shooting military skill with the right hand? It's just preparation. If the right hand gets injured on the battlefield, the left hand can still retain some residual combat effectiveness, so practicing shooting with the left hand is necessary. Can we wait until the right hand is broken to practice? It's lying there, the hand on the right side has been blown off or hit by a bullet, feeling pain on one side, trembling, practicing with the left hand later is impossible. Because the feeling of pain will make our hands unable to be stable. So, for cases like this, no matter how stringent the training is, there is no way to cover unexpected situations. We need to prepare for future problems in advance, rather than waiting until it's too late, like when the right hand is actually broken before practicing shooting.

By then, it's already too late. We talked about overcoming complacency, training for complacency, which is when we believe there are no problems. We need to prepare for future problems, so we need to undergo training first. So if today we have new instruments and devices appearing to replace a lot of work for us, what might happen at that time? New conceit, because it seems like before there was no collision avoidance radar for everyone. When you see a ship, you have to go do radar mapping. In the past, there were no electronic nautical charts, so when a ship was sailing, every three or five minutes it had to establish a position. After hundreds of years of training, this is no longer a problem, but suddenly a collision avoidance radar appears, showing true motion and relative motion differently.

Electronic charts are like the dragon's head will never show itself, only this 24-inch screen needs to cover the entire world. The area of 36,000 nautical miles, how could that possibly be complete, so, when the Haiyan No. 5 turned at noon, the captain randomly turned the coast by 200 degrees, facing the Ryukyu Islands. Opening up is something he fears or doesn't fear because it will take at least five or six hours to reach the Ryukyu Islands, but he doesn't know that. When the first mate came up to take over, no verification was done, so the ship went directly to run aground in Penghu. This is, using new instruments and equipment, causing a slack mentality among the staff. So when there is something new, we must strengthen training and strict control, just like when we see these young people sitting on the edge of a cliff. For us old folks, we shouldn't even sit down, just standing beside it can make us dizzy and fall to our death. These young people not only sit there but also some frown, some raise their heads, some lift their feet, look here and there, without any worry of falling off because they are confident. They feel not dizzy or blurred vision so they

can make extra movements. But we old folks dare not get close, fearing that a sudden sound might make us fall off directly. This is called risk compensation. Those who are more certain will take riskier actions, while those who are less certain can live longer. So, ships need some older people. We see customer service satisfaction, do not confuse accomplishments with experience. Education is just experience.

Many students who graduate from maritime colleges score 90 on the exam and get scholarships from companies. What are these people when they graduate? We talk about the three stages of knowledge. The first stage is knowing what to do, but what is the priority order for how to do it. What is important and what can be ignored, that is where the guidance of elders is needed to guide new staff with their experience and skills. So, it is not necessarily that someone with a high education level is more capable; rather, capability is about achieving acceptable results, instead of just talking the talk without being able to walk the walk when it comes to actual implementation. This is what supervisors in a company or on a ship should pay attention to.

So, knowing how to do something is his or her knowledge. However, one should pay attention to what matters concerning his attention, what kind of guidance is needed for his attention, and some companies receive a dozen new ships at a time, lacking a dozen captains, chief engineers, third mates, second mates. At this time, it's the best time for the crew market. This is called recruiting, not crew members looking for a job; it is the ship companies looking for crew members. As long as you take the first ship, the second and third ship will be in your possession because you are more skilled. At this time, promotions will be rapid, and if promotions are fast, then Although this ship may be skilled, it may lack other related experiences.

So, if the company is not careful, it may incur huge costs and consequences. This is not only something the shipping company should pay attention to, but also something we as sailors should understand. No matter how smooth or successful your ship is, what still needs to be done is to read more. Pay attention to the company's notices and talk to seniors to learn from their experiences. Only in this way can we avoid major cost incidents. The key to avoiding complacency lies in our humility, self-training, self-reflection, self-assessment, and learning from others. No matter how high or strong you are, it's all fake. Our own weaknesses are what really matter. We need humility, not arrogance. Lastly, someone's status and position may be grand, but the true mistake lies in thinking that success in these limited liability companies is based on anything other than having good relationships, a good personality, or good looks.

These things are just fancy decorations. There may not be a way to deal with a situation that arises, but if there isn't one, he has the right to speak in that position. Whether

what he says is right or wrong, you have to bear it yourselves. Therefore, we shouldn't confront him head-on, but should approach it from a different angle. We should find acceptable solutions instead of letting things drag on too long. Our main goal in learning to lead is to climb up ourselves. When we get up there, we can then change their style and form. Okay, let's look at this picture, it's King Louis XIV. Look at his horse face, and his body is very short with short legs. I don't know, but anyway, he looks strange and ugly. But people put him in shiny golden clothes, holding a cane, and there's a fairy giving blessings. This "justo" is what? This "justo" is unavoidable, he was born into nobility with a silver spoon in his mouth, so even though he's ugly, people still make him look as beautiful as a god. In fact, his knowledge and experience may not necessarily match his position.