



Master 60'

大師輕鬆讀

突破 死腦筋



A Whack on the Side of the Head

這樣做讓你更有創意！

841

周周出刊・中英對照

{原著}

創意專家

羅傑・馮・歐克

Roger von Oech

★《洛杉磯時報》等媒體好評推薦

★暢銷全球，已翻譯成25種語言

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「本書體現在商業環境中，創意常是玩樂、幽默，
與暫時拋開邏輯、實際考量與傳統智慧的產物。」

——《洛杉磯時報》

A Whack on the Side of the Head

How You Can
Be More Creative

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大師輕鬆讀

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這樣做讓你更有創意！ P.6

創意思考最大的阻礙是死腦筋，而要突破死腦筋通常需要有意識的努力，才能擺脫慣性，以一種不符合過去慣例的方式進行思考。

Introduction

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創意思考是一種能力，能將毫無關聯的點子混合成創新有效的組合，以新的方式實際運用知識和經驗。創意思考最大的阻礙是閉鎖的死腦筋，而要破除這些死腦筋通常需要有意識的努力，才能有創意地面對生活。

Mental Lock 1

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有一個方法可以讓你變得更有創意，即是在面對每個問題時永遠都要找出第 2 個、第 3 個正確答案。千萬不要只滿足於唯一一個正解。

Mental Lock 2

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有些人會變得不敢思考有創意的事，是因為他們害怕被別人認為那些想法「不合邏輯」。在現實中，只有在實際將點子化為事實的階段才有必要談邏輯。如果在想像階段拘泥一切是否合乎邏輯，就會扼殺創意發想的過程。

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循規蹈矩 P.15

挑戰一直以來的做事方法也是創意思考的途徑之一。這麼做雖然不一定會產生令人滿意的解決方案，但永遠不要害怕挑戰那些被普遍接受的規則，並且去看看在不知不覺遵循的慣例底下，是否潛藏有效的創意想法。

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大部分真正有用的點子都來自務實的人準備好運用想像力，然後將那些想法轉化成現實的時候。

Mental Lock 5

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比起過度嚴肅以對，有能力在重大場合開心大笑並從中獲得樂趣，更能激發無比強大的創意。

Mental Lock 6

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你可以是你商業領域中的專家，但你也應該要保持開放，尋求其他領域使用的點子並納為己用。

Mental Lock 7

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當你過分鉅細靡遺地琢磨每一件事，會使想像力無處發揮。一項專案在規畫階段時，你要注入一些模糊不清的可能性，讓創意得以湧現。

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有時候我們會因為耍笨而想出有創意的點子。不做任何假設，我們便可以從嶄新的角度，自由地評估和考慮事情。這就像是打破社會強加在我們內心的魔障，從中獲得解脫之後以全新的觀點看待問題。

Mental Lock 9

犯錯很糟糕 P.28

社會通常會把失敗當作壞事。然而，如果嘗試創意思考時，犯錯代表你正踏上一條嶄新路徑。不管什麼時候失敗，你都會獲得回饋，讓你知道應該如何改變做法及嘗試不同事物。

Mental Lock 10

我沒有創意 P.30

一個人所思所想都會變成真的。如果你想要變得更有創意，那麼就開始在大腦想像你很有創意的樣子。

Epilogue

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創意點子對事業成功與否大有助益，但如果你毫無作為，它們也就沒那麼有價值了。關鍵在於將你的點子化為行動。先是創意思考，然後讓一切動起來。

延伸閱讀

創意的實踐 P.34

在你職業生涯的大部分時間裡，人們大概會不斷告訴你，你不是最優秀的一個，或者你不具備對的條件，因此創意必須留給別人去發揮。那不是事實。這一切都取決於你。

重點 導讀

這樣做讓你更有創意！

創意思考最大的阻礙是死腦筋，而要突破死腦筋通常需要有意識的努力，才能擺脫慣性，以一種不符合過去慣例的方式進行思考。



媒體創意人
俞國定 導讀

面對任何商業課題，首要之務就是超越過去的經驗，提出嶄新做法。因為：

- 當環境改變了，已經不可能用過去的方法解決今日的挑戰。
- 創意思考充滿不可思議的樂趣，不但能刺激大腦，還能耳目一新。

但是，請問問自己一個簡單的問題：

「你上一次出現有創意的想法是什麼時候？」

有些人苦於無法有創意地思考事情，這可能有好幾個原因，包括：

- 1** 大多數的日常活動需要的不是創意，而是傾向追求效率。
- 2** 教育制度獎勵人們遵循既定程序，而非進行創意思考。
- 3** 許多人的個人信念也十分重視利用現有程序來應付挑戰。

換句話說，突破你的慣性做法是創意思考不可或缺的根本原則，創意思考最大的阻礙是死腦筋，而要破除這些死腦筋通常需要有意識的努力，才能有創意地面對生活。

有 10 種死腦筋會扼殺創意思考。你不僅需要意識到它們的存在，並且要盡可能消滅它們扼殺創意的力道：

- 1 每個問題只有一個正確答案**——要更有創意，在面對每個問題時永遠都要找出第 2 個、第 3 個正確答案，千萬不要只滿足於唯一一個正解。
- 2 那不合邏輯**——最棒的點子是結合不受限制的創意發想和合乎邏輯、合情合理的實際執行。如果在發想階段拘泥一切是否合乎邏輯，就會扼殺創意發想的過程。
- 3 循規蹈矩**——人類每一個偉大的進步都是源自有人願意打破規則，在廣為接受的常規之外尋找有創意的事物。
- 4 講求務實**——人類擁有一種獨一無二的能力，可以幻想現實不存在的狀況。這類不切實際構想的價值不在於它們本身，而是在於它們可以刺激產生創意思考。
- 5 玩樂沒有意義**——比起過度嚴肅以對，人們在歡樂有趣的環境中最能發揮創意，因為這時死腦筋鬆動了，防禦心降低，也不用管規矩、實用性或

犯錯會受到責罰。在這樣的環境中，創意會源源不絕。

6 那不是我的專長——最好及最有創意的點子通常來自貫穿專業領域的界線，來自其他領域的成功點子移植到另一個領域的時候。

7 避免模糊不清——人們大多會避開不確定的事，因為有可能會發生溝通問題。然而，在一個充滿創意的情況下，正是那種模糊不清才會留下空間，讓想像力得以發揮。

8 別當個傻瓜——傻瓜的工作就是讓人們擺脫社會鼓勵的慣性思考模式。為了避免因為順從他人或以群體為主的考量而做出決定，你需要抱持某種傻

瓜的觀點，以全然不同的視野自由地看待任何狀況。

9 犯錯很糟糕——假如你在意能否產出社會認可的答案遠多於創造原創性的點子，你便跳過了創意過程中的想像階段。嘗試創意思考時，犯錯代表你正踏上一條嶄新路徑。

10 我沒有創意——商界人士很熟悉所謂自我應驗的概念。如果你想要變得更有創意，那麼就開始在大腦想像你很有創意的樣子。

有了創意卻毫無作為也沒有任何意義，關鍵在於將你的點子化為行動。有人願意花錢購買點子時，你的點子才具有實質利益。現在就走出去測試市場吧。

原著作者簡介

羅傑·馮·歐克 Roger von Oech

1977年創辦Creative Think公司，客戶包括蘋果、IBM、卡地亞、哥倫比亞影業、雀巢、迪士尼、NASA、可口可樂、索尼、Google、微軟和美國游泳協會。有4本關於創意的著作，包括經典的《A Whack on the Side of the Head》，已翻譯成25種語言，並發行促進創意發想的牌卡和磁力組合玩具。以自創的「創意的歷史」專業獲得史丹佛大學博士學位。



當頭棒喝

A Whack on the Side of the Head

創意思考是一種能力，能將毫無關聯的點子混合成創新有效的組合，以新的方式實際運用知識和經驗。創意思考最大的阻礙是閉鎖的死腦筋，而要破除這些死腦筋通常需要有意識的努力，才能有創意地面對生活。

Creative thinking is the ability to combine non-related ideas into new and effective combinations. It is the practical application of knowledge and experience in new ways. The biggest barriers to creative thinking are mental locks, and a conscious effort is usually required to break those locks and approach life creatively.

在任何商業專案中，首要之務就是超越過去的經驗，提出嶄新做法。這個世界不停地改變，每個人都需要培養創意思考的技巧。

In any commercial project, it is imperative to go beyond what worked in the past and to come up with new approaches. The world is constantly changing, and creative thinking skills need to be cultivated by everyone.

2 問問自己一個簡單的問題：

你上一次出現有創意的想法是什麼時候？

Ask yourself a simple question;

When was the last time you came up with a creative idea?

這個問題直擊創意思考的核心本質——亦即，為什麼要挑戰規矩，進行創意思考。有 2 個好理由：

This question gets at the essence of creative thinking - namely, why challenge the rules and think creatively. There are two good reasons:

4 **1** 當環境改變了，已經不可能用過去的方法解決今日的挑戰。

1 When circumstances have changed, it is no longer possible to solve today's challenges with yesterday's methods.

2 創意思考充滿不可思議的樂趣，不但能刺激大腦，還能耳目一新。

2 Creative thinking is incredibly good fun, mentally stimulating and refreshing.

6 創意思考是用一種過去沒有嘗試過的組合，融合知識與經驗後的實際應用，因而開創出一條新的道路。這是導向新的可能與改變的實踐過程。創意思考通常需要將一個已知的事實，以一種不符合過去慣例的方式進行思考。

Creative thinking is the practical application of a blend of knowledge and experience in a previously untried combination which opens the way to new applications. It is the practical process leading to new possibilities and to change. Creative thinking usually requires taking a known fact and considering it in a way that does not conform to previously accepted conventions.

有些人苦於無法有創意地思考事情。這可能有好幾個原因，包括：

- 8 **1** 大多數的日常活動需要的不是創意，而是傾向追求效率。我們大部分的日常生活，完全是自動運作。創意思考則一定得要有意識的努力才行。
- 2** 教育制度獎勵人們遵循既定程序，而非進行創意思考。我們被鼓勵學習別人最佳想法，而非創造自己的想法。
- 10 **3** 許多人的個人信念也十分重視利用現有程序來應付挑戰。

以上這些態度就是阻礙創意思考的死腦筋。事實上有 10 種死腦筋，接下來 10 個章節將會一一討論。有時候，你需要一記當頭棒喝才能打破這些死腦筋，將你從常規的思考模式中解脫出來，然後開始創意思考。這些「當頭棒喝」可能是你自己想要創意思考，或者有可能是受到外在環境逼迫，重點是這些當頭棒喝都會使你以非傳統線性方式進行思考。

- 12 在人類歷史上，有一些最好（也最具有財富報酬）的想法都來自某個人某一次的「當頭棒喝」。它可以幫助當事者預先察覺問題所在，發現出乎意外的機會，或產生令人興奮的新點子。

養成習慣，經常想辦法突破你的死腦筋，讓你得以進行一些創意思考。

Some people have a lot of trouble thinking creatively. This can be for any number of reasons, including;

- 1** In most daily activities, creativity is not required and efficiency is more highly sought after. In most of our daily lives, we function entirely on automatic pilot. Thinking creatively must be a conscious effort.
- 2** Education systems reward following established procedures rather than creative thinking. We are encouraged to learn other people's best ideas rather than generate our own.
- 3** Many people have personal belief systems that place a high value on approaching challenges using existing procedures.

These attitudes are mental locks that stymie creative thinking. In fact, there are 10 mental locks which are treated in the next 10 chapters. Sometimes, you need a mental "whack" on the side of the head to get you to break those mental locks and shake you out of routine patterns of thought to think creatively. These "whacks" may be self induced by a desire to think creatively, or they may be forced on you by external circumstances, but the important issue is they make you think on unconventional lines.

Some of the best (and most financially rewarding) ideas in the history of mankind have come from someone who has had a mental "whack" on the side of the head. It can help a person spot a problem before it arises, uncover an unexpected opportunity or generate an exciting new idea.

Make it a habit to constantly look for ways to open your mental locks long enough to do some creative thinking.

正確答案

The Right Answer

有一個方法可以讓你變得更有創意，即是在面對每個問題時永遠都要找出第 2 個、第 3 個正確答案。千萬不要只滿足於唯一一個正解。

One way to become more creative is to always look for a second and third right answer to every question. Never be satisfied with just one correct answer.

14 大腦有一個內建的過濾能力。意思是說，當你身處在一個吵雜紛亂的空間，你仍可與身邊的人交談無虞。你的大腦會過濾不相干的東西，只聚焦在你專注的人事物。因此人們總是能找到他們想找的東西。

The mind has a built in filtering ability. This means that in the booming confusion of a noisy room, you can carry on a conversation with the person next to you. Your mind filters out everything else, and tunes in to the one thing you concentrate on. People invariably find the things they look for.

制式教育教導我們理解任何事物的概念，你也因此學會如何找資料，以及如何識別你找的是否為正確答案。然而，這種教育制度的設計也將人們訓練成對任何問題只要找到一個正確答案就停止尋找。數學也許可以這樣，因為只存在一個合理解答，但人生經常要在衝突的價值中做出選擇，其中存在許多「正確」答案。如果你被訓練成找到一個答案就停止追尋，你可能會錯失其他同時存在的更好答案。

A formal education teaches you the concepts to use to understand any subject. You also learn how to search for information, and how to recognize when you have found the right answer. However, the education system is also geared towards training people to stop looking when they have found one correct answer to any question. This may be fine for maths where only one answer logically exists, but life is often a choice between conflicting values, and a number of "correct" answers exist. If you are trained to stop looking once you've found one answer, you may be missing other better answers that also exist.

16 在真實世界，保持彈性是生存的必要條件。如果你經常遵循每個問題浮現的第一個答案，你可能會錯過其他大好機會。當選擇的可能性愈多，你所做的決定就能愈好。在實際操作上，通常第 2 個或後續的正確答案會握有解決任何問題或挑戰的創造性關鍵。

In the real world, flexibility is required to survive. If you constantly follow the first answer to every question that arises, you can be missing huge opportunities. The more possibilities you have to choose from, the better any decision can be. In practice, it is usually the second or subsequent right answer that holds the creative key to solving any problem or challenge.

那麼，你要如何在心理上鼓勵自己為每個問題尋求更多正確答案？試試下列方法：

- 18 **1** 試著改變問題的措詞順序，引導你的思緒朝不同方向進行思考。
- 2** 為你提出的每個問題找尋多種答案。
- 20 **3** 面對每個問題時都滿心期待會出現一連串的答案，不要停止思考，直到想到為止。
- 4** 不要讓你的想法受限於傳統觀念。試試看詭異、新奇、天馬行空或奇怪的切入方式。

So how do you mentally encourage more than one right answer to every question? Try these ideas;

- 1** Try changing the wording on the question to lead your thoughts in different directions.
- 2** Look for multiple answers to every question you ask.
- 3** Fully expect to come up with a number of answers to every question, and don't stop thinking until you do.
- 4** Refuse to limit your thoughts to traditional ideas. Try the bizarre, novel, impractical or strange approaches.

關鍵思惟

「看到大家都看到的，卻能想到別人想不到的，是為發現。」

——阿爾伯特·聖捷爾吉，
物理學家暨諾貝爾獎得主

「孩童進入學校前是問號，離開時成了句號。」

——尼爾·波士曼，教育家

「腦袋裡只有一個想法是世上最危險的事。」

——埃米爾·沙爾捷，法國哲學家

「有些人擁有無中生有的發明技巧，有些人則沒有，但這是你可以學習的。你必須有能力克制自己不要一頭栽進第1個解決方案，因為真正高明的方案可能就在不遠處。發明家會說『對，是可以那樣做，但似乎還不是最理想的辦法』，然後他會繼續思考。」

——湯馬斯·杜比，發明家

Key Thoughts

"Discovery consists of looking at the same thing as everyone else and thinking something different."

– Albert Szent-Gyorgyi,
Nobel prize winning Physician

"Children enter school as question marks and leave as periods."

– Neil Postman, Educator

"Nothing is more dangerous than an idea when it's the only one you have."

– Emile Chartier, French Philosopher

"Inventing is a skill that some people have and some people don't. But you can learn how to invent. You have to have the will not to jump at the first solution because the really elegant solution might be right around the corner. An inventor is someone who says, 'Yes, that's one way to do it, but it doesn't seem to be an optimum solution.' Then he keeps on thinking."

– Thomas Dolby, Inventor

那不合邏輯

That's Not Logical

有些人會變得不敢思考有創意的事，是因為他們害怕被別人認為那些想法「不合邏輯」。在現實中，只有在實際將點子化為事實的階段才有必要談邏輯。如果在想像階段拘泥一切是否合乎邏輯，就會扼殺創意發想的過程。

Some people become afraid to think of something creative because they are afraid others will brand their idea as being "not logical". In reality, logic is only essential during the practical phase of bringing any idea to fruition. Dwelling on logic in the imaginative phase stifles the creative processes.

22 最佳點子來自以下兩者平衡的組合：發想階段有創意、不受限制的創意思考，以及執行階段合乎邏輯、合情合理的想法。

開發新點子有 2 個主要階段：

24 **1** 發想階段：此時湧現各種有趣好玩的點子。這個階段會盯著規則，然後想著「要從哪裡打破規則」。這個階段既沒有限制也沒有規則，任何問題都可以從不同角度檢視，任何領域的想法都可以混合運用。

2 執行階段：在此階段點子會經過評估和使用。此時關注的是任務期限前完成目標所需的條件。

26 上述兩個階段都是必要的，也都各自具備強項與弱點。在任何專案中，這些階段可以出現在不同時間點。如果你限制發想階段只能出現合乎邏輯、既定的點子，你就是用已知的解決方案限制最後的結果。同樣的，如果你容許執行階段存在模稜兩可的曖昧狀況，你最後就會產生不切實際的結果。

The best ideas come from a balanced mix of creative non-limited thinking in the conceptual phase and logical no-nonsense thought in the practical phase.

There are two main phases in the development of new ideas;

1 An conceptual phase where ideas are generated and played with. This phase looks at the rules and considers where these rules should be broken. There are no boundaries or rules to follow. Any problem can be examined from any angle and ideas from any discipline can be intermingled.

2 A practical phase, where ideas are evaluated and used. This phase looks at the requirements to meet the deadline imposed, and gets something done.

Both phases are required, and both have their own sets of strengths and weaknesses. Each phase is appropriate at different times in any project. If you limit your imaginative phase to logical and established ideas alone, you limit the outcome to known solutions. Similarly, if you allow the practical phase to include ambiguity, you end up with something impractical.

社會（尤其是教育制度）通常只鼓勵邏輯思考，而不會贊同或鼓勵不合邏輯或創意思考。

28 隱喻法是鼓勵創意思考的有效辦法，隱喻可以幫助我們利用其他概念來理解某個點子，然後檢驗其中的相似性或差異性。事實上，運用隱喻是讓想法發展的唯一方法。人們通常會仰賴發展成熟的東西來檢視未知的事物（汽車原本被稱為「無馬馬車」，火車頭則是「鐵馬」等等。）

某種角度來看，隱喻是一種心智地圖——藉由熟悉的東西來理解新的事物。要將複雜的過程或想法簡化成比較容易了解的形式時，運用隱喻的效果非常好。隱喻是一種類推方法，賦予熟悉和陌生的事物一個新鮮的切入角度。

30 隱喻法是創意思考的絕佳工具。在面對任何挑戰時，若你開始試著用隱喻的方式面對它，你就是開始以創新的方式朝目標邁進，運用看似無關領域的優點處理手上的問題。大部分實用且創新的點子都是從這樣的混合中源源不絕地產生。

仔細留意你身邊的人使用的隱喻，想一想若改變這些隱喻將會如何改變他們呈現的整體面貌。接著檢視你自己生活中習以為常的隱喻，思考這些隱喻如何不經意地將你導向固定不變的路徑，而不是讓你擁有充分創造性的自由。

Society (and especially the educational system) is generally geared towards logical thinking alone. Non-logical or creative thinking is frowned upon and discouraged.

Metaphors are an effective way of encouraging creative thought. Metaphors help us to understand one idea by using some other concept, and then examining the similarities or differences. In fact, the use of metaphors is the only way thinking grows. People tend to examine the unknown in the light of how it compares to the well established. (Cars were originally called "horseless carriages", locomotives were "iron horses", etc.).

In a way, a metaphor is a mental map - a way to comprehend something new using something familiar. Metaphors excel at making complex processes or ideas easier to understand. They are analogies which give a new perspective on both the familiar and unfamiliar.

Metaphors are an excellent tool for creative thinking. When you start trying to make a metaphor about any challenge, you are starting to come up with innovative ways to approach the goal. You are bringing the advantages of a seemingly unrelated discipline to bear on the problem at hand. It is from this mix that the most useful creative ideas flow.

Pay close attention to the metaphors people around you are using. Consider how a change in metaphors would change their entire outlook. Then examine the metaphors in your own life that you take for granted, and consider how these may inadvertently be channeling you along predetermined paths rather than allowing full creative freedom.

關鍵思惟

「幾年前，我讀到一篇報導討論地球上包括人類在內，各種動物的運動效能表現。這項研究透過測試從 A 點到 B 點消耗的最少能量來判定何種生物最具效能，結果禿鶯拔得頭籌。人類的表現實在不怎麼樣，排在所有動物名單的倒數 1/3。不過，其中有人頗有洞見地進行了人類騎腳踏車的實驗。結果人類效能變成禿鶯的兩倍！這顯示人類的能力在於成為工具製造者。當人類發明了腳踏車，創造出來的工具可以放大人類的天生能力。你可以說，個人電腦就是 21 世紀的腳踏車，因為這個工具可以放大我們天生聰明才智相當的部分……」

——史蒂夫·賈伯斯，蘋果共同創辦人

「世界上有兩種人：會把每件事分成兩類的人，跟不會這麼做的人。」

——肯尼思·博爾丁，經濟學家

「我相信，大腦不只是一台處理資訊的電腦而已，它也是儲存經驗的博物館、編寫全像投影畫面的裝置、可以玩耍的遊樂場、能變得結實的肌肉、打造想法的工作坊、值得較勁的辯論對手、一隻被撫摸的貓咪、可以探險的遊戲房、時不時要翻動的堆肥，以及其他 43 種事物。有成千上萬種正確的方法可以塑造大腦，端看你認為什麼是重要的。」

——羅傑·馮·歐克

Key Thoughts

"A few years ago, I read about the efficiency of locomotion for various species on the earth, including man. The study determined which species was the most efficient, in terms of getting from point A to point B with the least amount of energy exerted. The condor won. Man made a rather unimpressive showing about a third of the way down the list. But someone there had the insight to test a man riding a bicycle. Man was twice as efficient as the condor! This illustrated man's ability as a tool maker. When he created the bicycle, he created a tool that amplified an inherent ability. That's why I like to compare the personal computer to the bicycle. The personal computer is a 21st century bicycle, if you will, because it's a tool that can amplify a certain part of our inherent intelligence..."

– Steve Jobs, co-founder of Apple Computers

"There are two kinds of people in this world; those who divide everything into two groups and those who don't."

– Kenneth Boulding, Economist

"I believe that the mind is not only a computer that processes information, it's also a museum that stores experiences, a device that encodes holograms, a playground in which to play, a muscle to be strengthened, a workshop in which to construct thoughts, a debating opponent to be won over, a cat to be stroked, a funhouse to be explored, a compost pile to be turned and forty-three others. There are a lot of right ways to model the mind all depending on what you think is important."

– Roger Von Oech

循規蹈矩

Follow The Rules

挑戰一直以來的做事方法也是創意思考的途徑之一。這麼做雖然不一定會產生令人滿意的解決方案，但永遠不要害怕挑戰那些被普遍接受的規則，並且去看看在不知不覺遵循的慣例底下，是否潛藏有效的創意想法。

Challenging the accepted way that things have always been done is one avenue of creative thinking. It may not necessarily lead to a good solution, but never be afraid to challenge the normally accepted rules and see whether a useful creative idea is lurking beneath the surface of automatic compliance with convention.

32 人類大腦善於辨識模式、次序、週期、形狀、程序、相似性與可能性。尤其是模式，會成為我們個人生活風格的規則。然而，有時候為了創意思考，我們必須準備好向外尋求答案，突破舊有模式。否則，我們就像是帶著眼罩生活，無法看到左右兩側。

The human mind excels at recognizing patterns, sequences, cycles, shapes, processes, similarities and probabilities. Patterns, in particular, become rules for our own personal lifestyle. However, sometimes to think creatively, we have to be prepared to look outside the established patterns. Otherwise, we run the risk of living with blinkers on, unable to look sideways.

人類每一個偉大的進步都是源自有人願意打破規則，在廣為接受的常規之外尋找有創意的事物。例如，許多運動比賽一再進化，是因為有人打破傳統規則，提出新的變化，然後才變得廣受歡迎。

Every great advance in mankind has originated with someone who was willing to break the rules and look outside the accepted norms for something creative. For example, many sports have evolved through someone breaking the traditional rules and coming up with new twists that became popular.

34 創意思考家會不斷挑戰規則。他們拒絕遵守以合乎常規為名的盲目假設。他們了解，問題不必然只能用現成的規則才能解決，而規則本身就是可以協商的。

Creative thinkers are constantly challenging the rules. They refuse to follow blind assumptions in the name of conformity. They realize that problems need not necessarily be solved with set rules, but the rules themselves are open to negotiation.

基本上，文化與社會都會透過同儕壓力使人遵守遊戲規則。這對於自我規範是有實際價值的，但它也會限制你想出有創意的做法。所謂打破規則不代表去做任何違法、不道德或違背倫理的事。打破規則是指挑戰社會不成文法律及習俗。意思是，不因為同儕壓力而限縮可能的解決方案。

36 挑戰規則也許有效，也許無效，但通常來說都值得你努力。當你只著重方法而非結果，你就可能陷入極端受限的思考陷阱了。

養成習慣定期檢視那些神聖不可動搖的信念。舉例來說，公司要激勵士氣有個很棒的做法是讓大家檢視公司規定，然後決定哪一條要捨棄或替換。你對自己的生活也要這麼做。斷捨離與創新之間有直接關聯，能夠讓自己擺脫過時建議與模式也相當有趣好玩。

Culture and society in general are organized to exert peer pressure to play by the rules. This is of practical value in organizing ourselves, but it limits your ability to think of a creative approach. Breaking the rules doesn't mean doing anything illegal, immoral or unethical. It simply means challenging society's unwritten laws and conventions. It means not limiting the possibilities of a solution because of peer pressure.

Challenging the rules may or may not prove to be effective, but it is generally worth the effort. When you are method centered rather than result oriented, you can fall into the trap of thinking along extremely restrictive lines.

Get into the habit of periodically examining all sacred cows. It's great for company morale, for example, to hold a rule examination and decide which company rules should be discarded or replaced. Do the same thing within your own life. There is a direct link between elimination and innovation. It's also great fun to be able to rid yourself of outdated advice and patterns.

關鍵思惟

「有破壞，才有創造。」

——巴布羅·畢卡索，藝術家

「創意思考可以單單只是明白，過去一直以來的做事方式並沒有特別過人之處。」

——魯道夫·弗萊施，教育家

Key Thoughts

"Every act of creation is first an act of destruction."

– Pablo Picasso, Artist

"Creative thinking may simply mean the realization that there is no particular virtue in doing things the way they have always been done."

– Rudolf Flesch, Educator

講求務實

Be Practical

大部分真正有用的點子都來自務實的人準備好運用想像力，然後將那些想法轉化成現實的時候。

Most of the really useful ideas have come from practical people who were prepared to think imaginatively and convert those ideas into reality.

38 人類的思緒不會受限於現實或此時此刻。意思是說，我們擁有一種獨一無二的能力，可以產生與任何現實世界限制無關的念頭，這也代表我們可以幻想現實不存在的狀況。

Human thoughts are not limited to the real or the present. This means we have the unique ability to generate ideas which are unrelated to any real world constraints. It also means we can mentally imagine situations which do not physically exist.

啟動創意思考的 2 種方式：

40 **1 提問「要是……會怎樣」的問題。**
把現實擺在一旁，讓你的想像力盡情奔馳。要是沒有物理定律會怎樣？要是出現另一種情況會怎樣？可能性是無窮無盡的，但目的是要你停止不知不覺，不明所以就遵循的思考方式，改採不同的思考路線。接受在沒有預設前提下思考結果會如何。
例如，你可以想想，「要是」有某位名人遇到這個挑戰，他們的做法會是什麼？
換個方式，你也可以試著從「要是你自己就是那個概念本身，你會如何看待事物？」的角度來檢視任何問題。這種好玩有趣的推測方式有時可以產生很實用的結果。

Two ways to prime creative thoughts are;

1 Ask "what if" questions.

Forget the realities, and let your imagination run riot. What if physical laws were not present? What if another situation arose? The possibilities are endless, but the aim is to think along different lines from those you automatically follow, without even realizing it. Accept no assumptions and consider the results.
For example, you may consider "what if" someone famous were confronted with this challenge. What would be their approach?
Alternatively, try looking at any problem from the perspective of "what if you were the concept you are considering. How would you view things?" This playful speculation can sometimes yield practical results.

2 利用心智跳板。

有些令人感到興奮的點子會刺激產生創意思考，這類點子的價值不在於它們本身，而是在於它們可以帶你去的目的地。通常，心智跳板是指天馬行空的點子，最終會導向一個實際、有創意的概念。

換句話說，心智跳板提供的是對於解決問題毫不實際的方法，但光是思考這個方法，你就能獲得實際可操作的點子，最後讓你完成一樣的目的。這些心智跳板是新點子的發射基地台。

42 通常來說，提出「要是……會怎樣」的問題或利用心智跳板都是不被贊成的，因為它們原本就不切實際。如果要在真實世界生活，這樣想當然可以理解。然而，歷史上大多數有創意（並且能獲利）的點子都來自人們能從日常生活的現實面退後一小步，挖掘出不尋常、有想像力的想法。這個訣竅可能有賴於維持兩者之間的平衡，但不去輕忽創意的可能性。

2 Use mental stepping stones.

These are provocative ideas that stimulate creative thoughts. Their value lies in where they lead, not in and of themselves. Often a stepping stone is an impractical idea which eventually leads to a practical, creative concept.

In other words, a stepping stone suggests an impractical way to solve a problem, but by considering that idea, you get to a practical idea which will achieve the same end. They are a launching pad for new ideas.

In general, asking "what if" questions or using stepping stones are frowned upon because of their impractical nature. This is understandable if you want to live in the real world. However, the most creative (and most profitable) ideas in history have come when people have had the ability to take a small step backwards from the practicalities of day-to-day life and explore unusual imaginative ideas. The trick possibly lies in the balance, but don't neglect the creative possibilities.

關鍵思惟

「如果你把任何一種活動、藝術、領域、技巧做到極致，推向未曾到過的境界，發揮到最大的可能性，那麼你就是把它逼到了魔幻境地。」

——湯姆·羅賓斯，作家

「每個小孩都是藝術家，問題在於長大後如何繼續當個藝術家。」

——畢卡索

Key Thoughts

"If you take any activity, any art, any discipline, any skill, take it and push it as far as it will go, push it beyond where it has ever been before, push it to the wildest edge of edges, then you force it into the realm of magic."

– Tom Robbins, Author

"Every child is an artist. The problem is how to remain an artist after growing up."

– Picasso

玩樂沒有意義

Play Is Frivolous

比起過度嚴肅以對，有能力在重大場合開心大笑並從中獲得樂趣，更能激發無比強大的創意。

The ability to laugh and have fun in a great setting makes the creative juices flow far more strongly than can ever be achieved by taking the process too seriously.

人們在歡樂有趣的環境中最能發揮創意，因為這時死腦筋鬆動了，防禦心降低，也不用管規矩、實用性或犯錯會受到責罰。在這樣的環境中，創意會源源不絕。

People are the most creative when they are in a fun and playful type of environment. That's because your mental locks are loosened, your defenses are lowered and there is no concern about the rules, practicalities or punishment for being wrong. In this type of environment, creativity flourishes.

44 大部分的人會將生活視為是一種非贏即輸的情況，也就是一切都只有一個正確答案。然而，事實上，如果你採取開放的態度，不理會社會強加在你身上「應該如何」的規矩，你永遠都可以從任何情況學到更多東西。在這種情況下，你可以盡情犯錯，盡情實驗，最重要的是，可以盡情嘗試各種不同的創意組合，之後再去驗證是否可行。

Most people approach life as a win-lose situation, where there is only one correct answer. In reality, however, you will always learn more from any situation if you approach with an open attitude, free from all the society imposed "supposed to" rules. In this situation, you are free to fail, free to experiment and most of all, free to try creative combinations that can prove their practical use at later stages.

換句話說，實用的創意來自先在一個好玩、無所謂犯錯的環境下嘗試各種做法，然後從中取得最好的結果、進行評估、匯整程序，接著再以可行的方式將構想整理成一套結構。

In other words, practical creativity comes from first being able to try various approaches in a fun environment where failure is irrelevant, and then take the best results, evaluate them, organize the procedures and structure the idea in a useful form.

46 許多重要的發明與構想最初都只是為了好玩而設計，通常要經過一段時間後，更為可行的應用辦法才會變得更具體。對於任何組織來說，這種經驗教訓都非常清楚。想要發揮最大的創意，就要在組織裡建立一個好玩、有幽默感的環境，比起待在抑鬱或一成不變的環境中，你會更有生產力。

不管是什麼樣的公司，商業致勝關鍵之一就在於員工。要讓員工發揮最大潛力，就要打造一個有趣、不會讓人感到威脅的環境，鼓勵有創意的點子，進行評估然後轉化成可應用的現實。幽默感不但能凝聚眾人，還能產生驚人的突破性構想。

Many important inventions and ideas were originally conceived for the purpose of play. It is often not until some time has passed that the more practical applications become clearer. The lessons are clear for any organization. To maximize creativity, create a fun, humorous environment within the organization. You will be more productive than a somber or even an ordinary routine environment.

One of the great keys to the commercial success of any company lies in its people. To get the most out of people, create a fun, non-threatening environment in which creative ideas are encouraged, evaluated and translated into practical reality. Humor is the cement that holds the entire group together, and produces the significant breakthrough ideas.

關鍵思惟

「玩樂是我的謀生工具，把玩樂的成果整合起來才是工作。」

——電腦架構工程師

「不笑不足以為道。」

——老子，哲學家

「有些事因為太嚴肅正經了，你不得不笑看它們。」

——尼爾斯·波耳，物理學家

「每當我們雇用新員工，我們不是那麼在乎他們有多聰明或多有效率。對我來說，最重要的人格特質是他們的赤子之心與熱烈程度。當人具備這兩種特質，就會很有熱忱——而且他也會是能產生新點子的人。」

——人資經理

Key Thoughts

"Play is what I do for a living. The work comes in organizing the results of the play."

– Computer Architect

"As soon as you have made a thought, laugh at it."

– Lao Tzu, Philosopher

"There are some things so serious that you have to laugh at them."

– Niels Bohr, Physicist

"Whenever we hire new people, we're not so concerned with how intelligent or how efficient they are. To me, the most important characteristics are their playfulness and intensity. When people have these two traits, they're enthusiastic - and they are the ones who generate new ideas."

– Personnel Manager

那不是我的專長

That's Not My Area

你可以是你商業領域中的專家，但你也應該要保持開放，尋求其他領域使用的點子並納為己用。

You can be a specialist in your business field, but you should have an open outlook and look for ideas used in other fields to adapt.

48 在現代社會，專精是一個大家普遍接受的事實。缺少專精，我們永遠不可能在任何特定領域累積足夠的知識。然而，就創意思考的策略來說，專精可能會讓一個人停止尋找新點子，因為那是別人的事，或覺得那不屬於他們關注的領域。

令人驚訝的是，最好及最有創意的點子通常來自貫穿專業領域的界線，來自其他領域的成功點子移植到另一個領域的時候。其中訣竅在於擁有一種探索的心態，可以鼓勵你為自己的專業主動尋找新點子。許多好點子都是因為有人接觸了自己專業以外的領域，然後將嶄新點子運用在自己原來的領域。

50 以下是構思一些跨越專業點子的實用建議：

1 閱讀虛構故事或小說，它們會點燃你的想像力。

52 2 研究運動賽事隊伍。為什麼有些隊伍歷久不衰，有些則不然？

3 研究大自然和宇宙。大自然如何解決問題？你可以如何調整應用？

54 4 回溯歷史，尋找形塑及影響這個世界的點子。

Specialization is an accepted fact of life in the modern world. Without it, we could never achieve useful amounts of knowledge in any particular field. However, as a strategy for creative thinking, specialization can lead a person to stop looking for new ideas because it is someone else's job or because it is outside their main area of interest.

Surprisingly, the best and most creative ideas often come when disciplinary boundaries are cut across, and successful ideas from one area are transplanted into another area. The trick lies in having an exploratory mind set, which encourages you to actively search out new ideas for your specialty. Many good ideas have come because someone has been involved in an area outside his specialty, and applied a novel idea to his own field.

Here are some practical ideas on how to generate those cross-specialization ideas;

1 Read fiction or novels. They will fire your imagination.

2 Study sports teams. Why do some consistently perform well, while others don't?

3 Study nature and the universe. How are problems solved by nature, and how can you adapt these?

4 Look through history for ideas that have shaped and influenced the world.

- 5** 研究報紙的分類廣告，了解大家想要擺脫的是什麼？
- 56 **6** 閱讀過期的科學雜誌。有哪些過去的點子可以用現在的科技予以實現？
- 7** 報名參加表演課程，學習如何處理情緒以及別人的反應。
- 58 **8** 去跳蚤市場觀察二手物品上的標價。
- 9** 到回收場晃晃尋找靈感。
- 60 **10** 參加魔術表演或學個幾招。認識符號與聯想的力量。
- 11** 以開放的心態聆聽音效錄音。
- 62 **12** 閱讀專業以外的產業雜誌。

不管什麼時候當你想到點子，試著把它寫下來，之後你就可以努力讓它變得更好。

關鍵思惟

「你要特別留意那些已被別人成功運用的新鮮有趣想法。你的點子唯一需要有創意的地方，是如何把這個點子應用在你要解決的問題上。」

——愛迪生，發明家

「任何人都可以在精品店找到流行時尚，或在博物館覓得歷史。有創意的人則會在五金行找尋歷史，在機場尋獲流行時尚。」

——羅伯特·維德，記者

「絕大多數的科學進步都發生在有人被迫轉換領域的時候。」

——彼得·波登，物理學家

- 5** Study the classified section of the newspaper. What do people want to get rid of?
- 6** Read old science magazines. Are there old ideas that can now be realized with modern technology?
- 7** Enroll in an acting class to learn how to handle emotions and people's reactions.
- 8** Go to flea markets and study the values placed on objects.
- 9** Roam around a junkyard looking for ideas.
- 10** Attend a magic show, or learn some tricks. Learn the power of symbols and association.
- 11** Listen to sound effects recordings with an open mind.
- 12** Read trade magazines in an area outside your specialty.

Whenever you come up with an idea, try and write it down so you can work on it and refine it later.

Key Thoughts

"Make it a point to keep on the lookout for novel and interesting ideas that others have used successfully. Your idea has to be original only in its adaptation to the problem you are currently working on."

– Thomas Edison, Inventor

"Anyone can look for fashion in a boutique or history in a museum. The creative person looks for history in a hardware store and fashion in an airport."

– Robert Wieder, Journalist

"Most advances in science come when a person is forced to change fields."

– Peter Borden, Physicist

避免模糊不清

Avoid Ambiguity

當你過分鉅細靡遺地琢磨每一件事，會使想像力無處發揮。一項專案在規畫階段時，你要注入一些模糊不清的可能性，讓創意得以湧現。

When you spell everything out in too much detail, you leave no room for imagination to function. Inject some ambiguity into the planning phase of a project in order to let creativity flourish.

64 想要變得更有創意有一個方法，就是留意世界上模糊不清的事物。這種模糊不清在某些狀況下會是激發創意思考的強大力量，尤其在你發想新點子時，模糊不清的狀況會逼迫你提出必須要解決的問題。

人們大多會避開不確定的事，因為有可能會發生溝通問題。然而，在一個充滿創意的情況下，正是那種模糊不清才會留下空間，讓想像力得以發揮。舉例來說，假如你給別人的指示不是很明確，他們可能會以很有創意的方法處理該挑戰；倘若你一開始就給予對方清楚明確的指示，便無法鼓勵他們做出這樣的成果。

One way to become more creative is to take note of the ambiguity in the world. This ambiguity can be a powerful stimulant for creative thought in some circumstances, especially when it forces you to ask the type of questions that need to be answered when you are developing a new idea.

Most people shy away from ambiguity because of the communication problems that can arise. However, in a creative situation, that very ambiguity can leave some room for imagination to flourish. If you issue ambiguous instructions to someone else, for example, they may solve the challenge in a creative way that you would never have encouraged if you'd given detailed and specific instructions in the first place.

66 一些可以找到有助創意的模糊不清的地方，包括：

1 矛盾悖論。

當你理解到你正處於一種矛盾狀況時，你就快要想出有創意的解決辦法了。矛盾悖論指的是兩種不同的解決方案，兩者看似都是正確的。這會迫使你去懷疑原本的假設，然後用有創意的方式去思考。

Some places to turn to for creative ambiguity include;

1 Paradoxes.

When you realize you have come up to a paradoxical situation, you are more than half-way towards generating a creative solution. Paradoxes are two separate solutions, which both seem to be right. They force you to question your assumptions, and to think creatively.

68 **2 尋求專家。**

你可以諮詢有這方面經驗的人，但很可能在你身邊並沒有合適的人選。這樣的話，可以試試下列步驟：

- ① 問一個明確的問題，集中注意力。
- ② 擷取一個隨機的資訊，甚至可以翻開任何一本書，隨意選擇書中的一個字。
- ③ 解讀那個隨機選取的資訊，當作你的答案，然後想出你的創意解決方案。你得找到方法將那個資訊應用到你的問題上。你可以試試以字面意義、隱喻來理解，或是打破常規，或以嚴肅方式來看待你的答案。通常，你會發現一開始最不相干的想法到最後可能是最有創意、最有用的。

3 留意夢境。

夢境簡單的來說就是一個自我生成的動畫故事，你的潛意識在其中傳遞訊息給你。在你還記得夢境時，試著把它寫下來。留意下列情節：

- 你在夢裡有什麼感受？
- 那個夢給你什麼感覺？
- 還有誰在你的夢中？
- 夢的背景是什麼？
- 夢中其他人的反應如何？
- 有什麼不尋常的地方嗎？

從你最初的答案背後尋求其他可能性。你的夢獨一無二專屬於你，好好利用它們來幫你解決衝突、啟發你想出解決辦法，或建議新的做法。

2 Consult an Oracle.

This may be someone with experience you can work with, but more likely you won't have anyone appropriate hanging around. In that case, try this procedure;

- ① Ask a specific question to focus concentration.
- ② Generate a random piece of information, even to the extent of opening any book to a designated spot and choose that word as your random choice.
- ③ Interpret that random piece of information as your answer and come up with your creative solution. You then have to find ways that piece of information can apply to the problem. Try being literal, metaphorical, off-the-wall or serious about your answers. Often, you'll find the idea which initially seems the least relevant will turn out to be the most creatively useful.

3 Listen to your dreams.

Dreams are simply a self-generated picture story in which your subconscious is sending you messages. Try to write down your dreams while they are still fresh in your mind. Concentrate on matters such as;

- How do you feel in the dream?
- How did you feel about the dream?
- Who else was in your dream?
- Where did it take place?
- What were the reactions of others in the dream?
- What was unusual?

Look beyond the first answer to other possibilities. Your dreams are uniquely your own. Take advantage of their ability to resolve conflicts, inspire solutions or suggest new approaches.

70 **4 找到你自己的赫拉克利特。**

他是一個古希臘哲學家，寫過一些內容非常晦澀難懂的書。以這種方式探索，你可以用腦力激盪的方式釐清紊亂的思緒，讓你自己能夠更清楚地專注於手上的工作。去尋找你自己的赫拉克利特吧。

4 Find your own personal Heraclitus.

He was an ancient Greek philosopher who wrote some extremely ambiguous books. By going to this source, you can find mental exercise which clears away the cobwebs of the mind, and enables you to focus more clearly on the task at hand. Look for your own Heraclitus.

關鍵思惟

「如果你告訴別人去哪裡，而不是如何前往，結果會讓你大感驚訝。」

——巴頓將軍，美國陸軍

「對於那些清醒的人來說，有一個井然有序的世界；然而在睡夢中，人人便從這個世界轉入各自的世界。」

——赫拉克利特，哲學家

「這世上有兩類真理，小型真理與深奧真理。小型真理很好辨認，因為它的相反就是虛偽不實的假話。深奧真理的相反則是另一個深奧真理。」

——尼爾斯·波耳，物理學家

「我彈奏的音符比不上許多鋼琴家，但音符之間的停頓——啊，那就是藝術蘊藏之處。」

——阿圖爾·施納貝爾

Key Thoughts

"If you tell people where to go, but not how to get there, you'll be amazed at the results."

– General George S. Patton, US Army

"To those who are awake, there is one ordered universe, whereas in sleep each person turns away from this world to one of his own."

– Heraclitus, Philosopher

"There are two kinds of truth, small truth and great truth. You can recognize a small truth because its opposite is a falsehood. The opposite of a great truth is another great truth."

– Niels Bohr, Physicist

"The notes I handle no better than many pianists. But the pauses between notes - ah, that is where the art resides."

– Artur Schnabel

別當個傻瓜

Don't Be Foolish

有時候我們會因為耍笨而想出有創意的點子。不做任何假設，我們便可以從嶄新的角度，自由地評估和考慮事情。這就像是打破社會強加在我們內心的魔障，從中獲得解脫之後以全新的觀點看待問題。

Sometimes we can come up with creative ideas by playing the fool. Assuming nothing, we are free to evaluate and consider from a fresh viewpoint. It's like breaking free from the mental ruts imposed by society and looking at the problem from a fresh perspective.

社會的存在基本上就是要在人們身上施加團體壓力，要人們保持中規中矩並與他人合作。然而，新點子永遠不會在安逸的環境中產生。為了避免因為順從他人或以群體為主的考量而做出決定，你需要抱持某種傻瓜的觀點，以全然不同的視野自由地看待任何狀況。

Society in general exists to exert group pressure on people to stay in line and cooperate with others. However, new ideas are never born in an environment of conformity. To escape making decisions based on the pressures of conformity or a group-think type of mentality, you need the perspective of a fool who is completely free to look at any situation in a totally different light.

72 傻瓜的工作就是讓人們擺脫社會鼓勵的慣性思考模式。令人驚訝的是，傻瓜的思考角度可以幫助任何要做決定的人做出更好的決定，遠遠超越一群什麼都說好的人所做的決定。傻瓜自成一格，運作方式與傳統慣例大相逕庭。

The fool's job is to shake people's thinking out of society's encouraged and habitual patterns. Surprisingly, having a fool's perspective helps any decision maker improve the quality of his decisions far more than a bevy of yes men. The fool operates in a world of his own making that runs counter to conventional patterns.

最重要的是，傻瓜的有趣行徑與觀察可以刺激你的思考。你可能不會採納傻瓜提供的所有建議，但他的點子經常可以暗示你正在考慮問題的第2或第3個正確答案。他們也鼓勵你不要滿足於手上的答案，持續探求更好的解決方案。

Most importantly, a fool's antics and observations stimulate your thinking. You may not be able to use all ideas suggested by the fool, but his ideas often suggest a second or third right answer to what you are considering. They also encourage you to continue looking for better answers than those at hand.

74 那麼，要是你身邊剛好沒有親切的傻瓜可以顛覆你的思惟，該怎麼辦呢？你就得要允許自己暫時當個傻瓜。試試下列傻瓜們最愛用的方法：

1 翻轉你的角度。

以相反的角度觀察事件或行動。意思是，採取群體在那種情況下完全相反的做法。這可能會涉及一些方法，例如琢磨與你期待相反的結果、顛倒你平時做事的特定順序、轉換目標並朝反方向執行、與你通常意見相同的對象唱反調，或者從事與原本預期相反的事。上述這些行為應該會讓你發現一些一直存在，但你從來不曾注意過的事。

76 2 戲謔模仿規則和大家遵循的方針。

腦子只要一出現被大家奉為神聖不可動搖的信念，就把它當馬耳東風。思考一下打破哪條規則會有什麼好處，看看這樣的思路是否會帶你找到有創意的解決方案。

So what do you do if there doesn't happen to be a friendly local neighborhood fool available to jolt your thinking? You've got to grant yourself a temporary license to act foolishly for a while. Try using some of the fool's favorite tools;

1 Reverse your viewpoint.

Consciously look at events or actions from the opposite perspective. That is, do the exact opposite of what the group normally does in that situation. This may involve studying the opposite of your hoped for result, reversing the order in which you do a particular operation, switching the objective and going in the opposite direction, disagreeing with people you normally agree with or doing the opposite of what is expected. Any of these actions should allow you to discover things that have always been there that you've never noticed before.

2 Parody the rules and accepted guidelines.

Make a proverbial steak out of every sacred cow that comes to mind. Consider the advantages that will come from deciding which rules to break, and see whether that train of thought leads to creative solutions.

關鍵思惟

「有個問題有時讓我想不透：是我太瘋狂還是別人太瘋狂？」

——愛因斯坦

「我們都曉得你的想法很瘋狂，問題在於是否夠瘋狂。」

——尼爾斯·波耳，物理學家

「花兩倍力氣鑽研你眼前的東西，你便看不到你身後的好點子。」

——安德魯·默瑟，發明家

Key Thoughts

"A questions that sometimes drives me hazy: Am I or are the others crazy?"

– Albert Einstein

"We all know your idea is crazy. The question is whether it is crazy enough."

– Niels Bohr, Physicist

"You can't see the good ideas behind you by looking twice as hard at what's in front of you."

– Andrew Mercer, Innovator

犯錯很糟糕

To Err Is Wrong

社會通常會把失敗當作壞事。然而，如果嘗試創意思考時，犯錯代表你正踏上一條嶄新路徑。不管什麼時候失敗，你都會獲得回饋，讓你知道應該如何改變做法及嘗試不同事物。

Society tends to regard failure as bad. However, when trying to think creatively, errors are a sign that you are traveling down new paths. Any time you fail, you are gaining feedback on where you should alter your approach and try something different.

在達成重大突破，獲得創新想法之前，免不了要遭遇一連串失敗。若非如此，你根本沒有成功機會。

Innovative thought requires failures along the way to any major breakthrough. Without these, you aren't even in the running.

78 大部分的人認為，成功與失敗是相互對立的，然而它們其實是同樣過程之下的兩種產物。本質上來說，產生失敗結果花費的精力同樣可能產生成功的結果。如果我們僅僅因為初次的努力失敗就停止嘗試，我們會變得害怕接觸陌生或有創意的東西。

Most people consider success and failure as opposites, whereas they are actually both products of the same process. In essence, the same expenditure of energy that produces a failure could also have produced a success. Yet if we stop trying simply because our first effort has produced only failure, we become afraid to tackle something new or creative.

假如，你在意能否產出社會認可的答案遠多於創造原創性的點子，你便跳過了創意過程中的想像階段。你會變得更擔心為何會發生錯誤，而不是關心嶄新、意料之外的發展能帶你前往什麼地方。這樣你就是把失敗視為挫折而非跳板了。

If you become more concerned with producing socially-accepted answers than generating original ideas, you by-pass the imaginative phase of the creative process. You become more worried about why an error occurred than where this new and unexpected development can lead. You look at failure as a setback rather than a stepping stone.

80 然而，歷史上充滿失敗，而這些失敗卻成為最終勝利的墊腳石。哥倫布原本要尋找抵達印度的最短航線，結果發現了美洲。愛迪生在選到正確材料前，認識超過 1800 種做不出燈泡的方法。

Yet history is full of errors that served as stepping stones to eventual success. Columbus was looking for a shorter route to India when he discovered America. Thomas Edison knew more than 1,800 ways not to build a light bulb, before he hit on the right materials.

原則是，錯誤有其作用——它們告訴你何時應該改變方向。事實上，通常只有在錯誤發生時我們才會全神貫注手上的挑戰。我們從錯誤中學習，在面對不熟悉的領域時在所難免。

82 獲得成功的確也會有一些缺點。首先，成功會把你的思惟鎖定在一種心智模式，使你不願嘗試其他做法。再者，成功最後也可能會衍生出一連串出乎你意料之外的新問題。

關鍵思惟

「如果你沒有偶爾失敗，那表示你在嘗試任何事物時都不是太有創意。」
——伍迪·艾倫，電影導演

「犯錯會開啟發現的大門。」
——喬哀思，作家

「創新者只是一個不過分重視教育的人。這樣說好了，從一個人6歲到他大學畢業期間，他一年要考3到4次考試。如果他當掉一次，他就完了。但創新者幾乎一天到晚都在失敗，他的嘗試和失敗可能有上千次。如果他成功一次，他就是贏家了。這兩種狀況完全相反。我們常會說，我們最大的工作就是教導新進員工如何聰明地犯錯。我們必須訓練他不斷實驗，努力持續嘗試與失敗，直到他了解怎麼做行得通。」
——查爾斯·凱特林，發明家

「若你每擊必中，那麼你的目標不是太近就是太容易。」
——湯姆·賀希費爾德，物理學家

「若造物主給人類脖子這個配備有其原因，那祂肯定是要我們撐下去。」
——阿瑟·凱斯特勒

The principle is that errors serve a purpose - they tell you when to change direction. In fact, it is usually only when errors occur that we give our full attention to the challenge at hand. We learn from our failures, which are expected when dealing in unfamiliar territory.

Being successful does have some shortfalls as well. Firstly, it tends to lock your thinking into a mental pattern and prevent you from trying other approaches. Secondly, it can end up creating a new set of unforeseen problems of its own.

Key Thoughts

"If you're not failing every now and again, it's a sign you're not trying anything very innovative."

– Woody Allen, Film Director

"A man's errors are his portals of discovery."
– James Joyce, Author

"An inventor is simply a person who doesn't take his education too seriously. You see, from the time a person is six years old until he graduates from College, he has to take three or four examinations a year. If he flunks once, he is out. But an inventor is almost always failing. He tries and fails maybe a thousand times. If he succeeds once then he's in. These two things are diametrically opposite. We often say that the biggest job we have is to teach a newly hired employee how to fail intelligently. We have to train him to experiment over and over and to keep on trying and failing until he learns what will work."

– Charles Kettering, Inventor

"If you hit every time the target is too near or too big."

– Tom Hirschfeld, Physicist

"If the Creator had a purpose in equipping us with a neck, he certainly meant for us to stick it out."

– Arthur Koestler

我沒有創意

I'm Not Creative

一個人所思所想都會變成真的。如果你想要變得更有創意，那麼就開始在大腦想像你很有創意的樣子。

What a person thinks has a way of becoming true. If you want to be more creative, start by mentally visualizing yourself as being creative.

商界人士很熟悉所謂自我應驗的概念。假如有人認為某個市場運作正常，他就會將錢投資進去，因此帶動其他人的信心，很快地該市場就會健全運作。

Business people are familiar with the concept of self-fulfilling prophecies. If someone thinks a market is healthy, he will invest money into it which will raise other people's confidence and soon the market will be healthy.

84 在教育中，一個被老師視為有天分的班級最後的表現會超越其他班級。以銷售來說，最成功的銷售員是那些相信自己會達成業績目標並且樂在其中的人。在運動賽事中，運動員會先預見自己成功的模樣，然後從中引發超凡表現。只消一個念頭，就能對人類行為產生巨大影響。

In education, a class who are treated as gifted by a teacher end up out-performing other groups. In sales, the most successful sales people are those who believe they will achieve their goals, and have fun doing it. In sports, the athletes who visualize their own success beforehand draw superior performances from themselves. Just thinking a particular thought can have an enormous impact in the world of action.

有一個針對創意的大型研究提出相當驚人的結論。最有創意的人是自認有創意的人，而沒有創意的人則在心中覺得自己沒有創意。

A major study of creativity came up with a startling conclusion. The people who were most creative regarded themselves as being creative, while the people who were not creative had a mental image of being uncreative.

86 換句話說，最後的分析指出，你是否有創意基本上端看你是否能說服自己是有創意的人。一旦你能這麼做，你就比較有機會把自己放進一種情況，你會留意自己的創意點子並且付諸行動。假如你說服自己沒有創意，你將會扼殺任何亟欲萌生的創意。

In other words, in the final analysis, whether you become creative or not is essentially a matter of convincing yourself that you are creative. Once you've done that, you are far more likely to put yourself into a situation where you pay attention to your creative ideas and act on them. If you convince yourself that you are not creative, you'll stifle any creative urges.

大部分有創意的偉大想法都開始於有人留意小小的點子，然後循線發展成具有邏輯的結論。有創意的人對於追尋自己發想的點子相當有自信。

Most of the creative big ideas started out by people paying attention to the small ideas and following them through to their logical conclusion. Creative people have the self-confidence to follow through on the ideas they generate.

關鍵思惟

「我關心的不是事物呈現何種樣態，而是人們如何看待事物。」

——愛比克泰德，哲學家

Key Thoughts

"What concerns me is not the way things are, but rather the way people think things are."

– Epictetus, Philosopher

另一個當頭棒喝

A Whack on the other Side of the Head

創意點子對事業成功與否大有助益，但如果你毫無作為，它們也就沒那麼有價值了。關鍵在於將你的點子化為行動。先是創意思考，然後讓一切動起來。

Creative ideas are great for business success, but they aren't worth much if you do nothing with them. The key is getting your ideas into action. Think creatively and then get the ball rolling.

88 給創新者的行動訣竅：

1 永不滿足——這種感覺會幫助你注意到潛在問題與機會。如果你覺得不夠滿意，就能確定別人也有相同感覺。請有效運用這種感受。

90 **2 具體計畫**——將目標以白紙黑字呈現出來。關於你想前進的方向以及完成目標需要的事項，都要化成鮮明生動的心智圖。

3 強力出擊——別等到萬事皆備才要開始著手。現在就投入吧，為你的點子加入行動力，去探索這些點子真正的美好之處。

92 **4 別找藉口**——有時候，當你斷絕所有退路，就能從失敗理由的念頭中獲得解脫。

5 拿出一些賭注——當你進行的交易關係到你至關重要的權益時，你將會更有動力、更有創意，以及更加創新。

94 **6 尋求援助**——在你周遭建立起一個支援系統，用以鼓勵你的創意和發明而非阻礙。

7 銷售、銷售、再銷售——有人願意花錢購買點子時，你的點子才具有實質利益。現在就走出去抓緊機會測試市場吧。

Some tips to get moving for innovators;

1 Be dissatisfied - These feelings can help you spot potential problems and opportunities. If you are dissatisfied, you can be sure others feel the same way. Use those feelings effectively.

2 Map out your plans - Have a written statement of objectives. Make a vivid mental picture of where you want to go, and the things you need to do to get there.

3 Take a whack at it - Don't put off starting until something or other happens. Get involved, add action to your ideas, find out how good they really are.

4 Get rid of excuses - Sometimes when you cut off all avenues of retreat, you free yourself from mental excuses for failure.

5 Have something at stake - You'll be more motivated, more creative and much more innovative when your vital interests are at risk in any transaction.

6 Get support - Set up a support system around you that encourages rather than impedes creativity and inventiveness.

7 Sell, sell, sell - The real benefit of any idea only comes when someone else is willing to pay their money for your idea. Get out there testing the market at every opportunity.

96 **8 大膽勇敢**——對你自己的能力有信心，依據你創造的點子採取行動。

9 給自己截止日期——當你為了緊湊的時程表而努力工作時，你就能專注地好好把握你的創意能量。

98 **10 為目標奮戰**——為了把點子化為現實，你需要克服一路上會出現的阻礙。你得願意不計一切代價，只為了將你的點子化為真實行動。

11 努力不懈——如果一出現可能敗跡就讓你自願放棄的話，你將永遠無法完成任何有價值的事。

8 Be courageous - Have faith in your abilities, and act on the idea you have created.

9 Give yourself a deadline - When you have a tight deadline to work towards, your creative energies are focused and harnessed.

10 Fight for it - To transform an idea into reality, you need to overcome the obstacles that can come along. You have to be willing to do whatever is required to put the idea into action.

11 Be persistent - If you are willing to give up at the first sight of failure along the way, you'll never achieve anything worthwhile.

關鍵思惟

「有些人有想法，其中少數人會把它化為行動，讓它成真。這些人即是創新者。」

——安德魯·默瑟，發明家

「要不你就虛度人生不去做想做的事，要不就立即起身去做。」

——卡爾·艾利，廣告公司主管

「試試看？只有做或不做，沒有試試看。」

——尤達，絕地武士

「最極致的靈感來源就是截止日期，那時你就得完成所有該做的事。」

——史蒂夫·卡門，廣告歌曲創作者

Key Thoughts

"Some people have ideas. A few carry them into the world of action and make them happen. These are the innovators."

– Andrew Mercer, Innovator

"Either you let your life slip away by not doing the things you want to do, or you get up and do them."

– Carl Ally, Advertising Executive

"Try? There is no try. There is only do or not do."

– Yoda, the Jedi Warrior

"The ultimate inspiration is the deadline. That's when you have to do what needs to be done."

– Steve Karmen, Commercial Jingle Writer

譯者簡介

楊馥嘉

交通大學外文系畢，美國紐澤西州立羅格斯大學婦女與性別研究碩士。曾於出版業與餐飲業擔任版權經紀、品牌文案與專案執行，現為雜食性自由工作者。譯有《風味搭配科學》、《葡萄酒與料理活用搭配詞典》（合譯）、《習慣致富 人生實踐版》、《飛輪效應》等書。

創意的實踐

在你職業生涯的大部分時間裡，人們大概會不斷告訴你，你不是最優秀的一個，或者你不具備對的條件，因此創意必須留給別人去發揮。那不是事實。這一切都取決於你。

現今的經濟愈來愈把人當作是系統裡的齒輪。這是很可惜的事，因為人是有創造力的。如果你立志找到新的事實、解決老的問題，或者把世界變得更美好，你是可以辦到的。為了做到這件事，就要建立一種「實踐」，不斷地產出、分享和傳遞你做出來的東西。

做這件事有 5 個關鍵原則：

1 相信自己能創作偉大藝術——今天最有價值的工作，沒有一定的做法或保證，但一定是由創意工作所組成。推動這股新動力的來源是包括你在內的任何人，都能選擇踏上創意之旅，並開始產出「藝術」，無論你如何定義它。藝術簡單說就是你渴望傳達的創意貢獻，而且不需任何人同意，你隨時都可以開始創造藝術。當你致力於讓自己更具有創造力、創作你引以為傲的藝術時，你真正表達出來的是你致力於做出原創性貢獻的過程。你決心從事讓自己感到自豪的工作，不管最終的結果如何。而那就是你想要的——沒有打包票的保證，但卻有潛力做出讓世界變得更好的東西。你透過個人的承諾，一次又一次遵循這個實踐的過程，相信自己能夠創造偉大的藝術。

2 大方揮灑你的藝術——一旦你建立起一套實踐，並開始產出藝術，你就必

須持續進行，即便一開始你覺得不真實。如果你夠幸運，有些人會討厭你做的事，而其他人會愛死你的藝術。那樣很好，因為藝術真正的目的是創造不同。你要用你的藝術創造改變，改變永遠帶有緊張感。假如你的所作所為在你的群眾中製造出一種不安感，那意味著你正朝著正確的方向前進。請加足馬力，繼續前進。

3 以專業態度面對你的藝術——請注意，大方展現你的藝術並不代表要免費大放送。金錢能支持你投入於你的實踐，並且讓你有辦法專心於你的工作。你要為你的藝術收取費用，讓它因為擁有有形的市場價值，所以能夠被嚴肅對待。當人們準備好要跟你一起踏上這段旅程，他們便會願意為你的作品支付費用。

4 立志以你的藝術做出改變——一旦你決定要建立專業的實踐，你需要立即回答下列 5 大問題：

- 我想要改變誰？
- 我想要做什麼改變？
- 我怎麼知道這件事是否行得通？
- 我有足夠的意願投入嗎？
- 我是否能將我做的東西傳遞給對它有共鳴的人？

回應上述問題，是你用自己的藝術創造改變的不二法門。

5 持續不斷產出你的藝術——缺乏靈感是一種迷思。有時候，藝術家可能會遲疑於傳遞自己的作品，認為作品還未達他們認定的標準，但這種想法有點走倒退路。如果你真正在創造藝術，你便是活在刀口上，在通往終極成功的路途上，失敗並非意外，而是意料之中的事。每一個投入實踐的創作者都會經歷很長一段時間，幾乎永無止境的挫敗。在建立實踐時你必須設下時程表，無論發生什麼事都要遵守。

誠如賽斯·高汀所言：「這世界上沒有完美的點子，只有你還沒拿出來的下一個點子。沒有人能阻擋你公開播放你的影片。沒有人能阻止你每天寫部落格。沒有人制止你張貼你的藝術創作。通過這些步驟的唯一辦法就是執行這些步驟。」為了要造就偉大的藝術，你必須盡一切努力，把它創造出來。你也必須全心全力投入過程，讓它在未來愈來愈好。

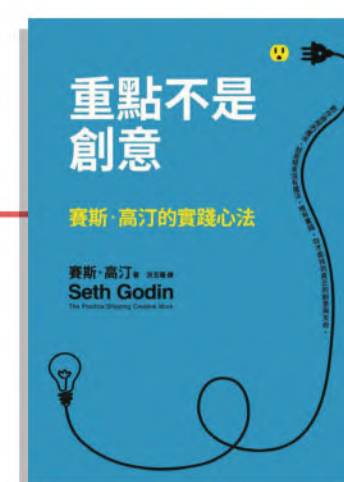
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NO.811 創意的實踐

The Practice: Shipping Creative Work

by 賽斯·高汀 (Seth Godin)

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大師輕鬆讀