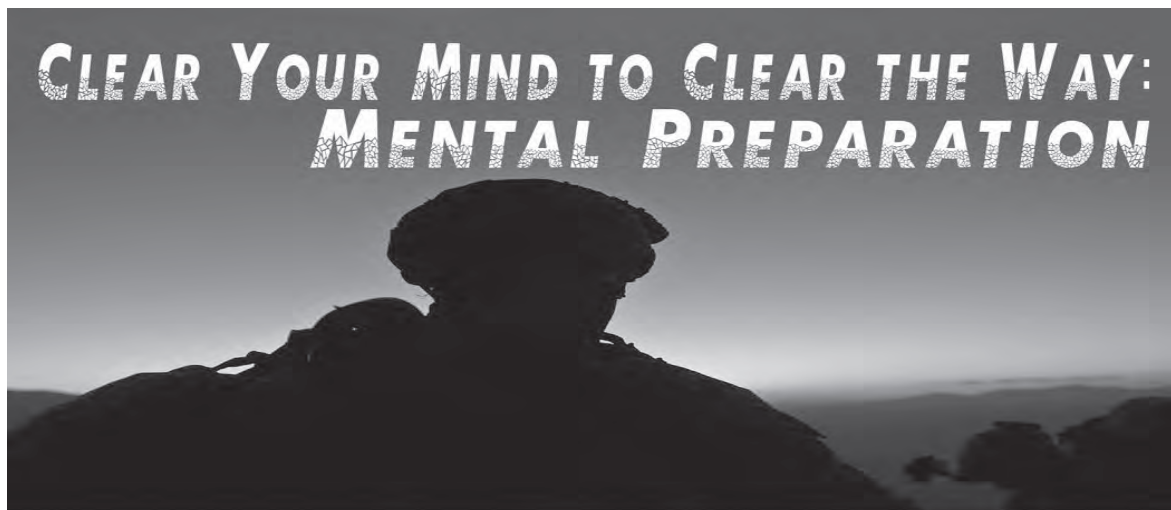




濾化心智清除道路：心理準備

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Engineer route clearance missions require hours of planning and preparation. Some of this preparation occurs each time a unit gets a mission and is part of the standing operating procedure or troop leading procedures. Some of the preparation is role-dependent: a .50-caliber gunner must check headspace and timing, a robot operator must check the functionality of the cameras on the robot, a squad leader must ensure that his squad has adequate water and food, and a Buffalo driver must conduct operator level preventive maintenance checks and services. Each member of a route clearance team is responsible for a different task to prepare for each mission. However, the one aspect of preparation that is easily overlooked when there are so many other tasks to complete is individual mental preparation—the ways that team members prepare themselves mentally to be in the right mind-set before leaving the base. The purpose of this article is to help Soldiers develop a mental preparation routine, integrate it into mission preparation, and consistently establish the right mind-set as they leave base to clear routes.

工兵道路清除任務需要數以小時之整備與計畫，部分整備工作是在單位每次接獲任務時而產生的，另一部份則是在執行過程或部隊指揮程序中須完成的。部分整備工作係依任務不同而定：一具50機槍兵必須檢查栓鎖距離與發火

時間，一位自動控制操作員必須檢查上面的攝影系統是否功能正常，身為班長必須確定班上是否足夠的水與食物，身為水牛防爆車的駕駛必須執行一級預防保養。道路清除中隊的每名成員都須為每一項任務中不同的執掌工作負責。不過，在諸多工作中其一容易被忽略的準備工作就是成員們的心理準備工作，其方式就是成員們於離開基地執行任務前做好自我正確的心理調適工作。這篇文章的目的是幫助士兵在日常生活中培養心理準備工作，當他們離開基地執行清除道路時，把它併入任務準備中，並且一貫地建立正確的心態。

A Soldier may have many things on his mind before leaving the base that could prevent him from being completely focused on the mission. However, he cannot afford to wait until his team gets several kilometers down the road to set aside personal problems and be ready to search for improvised explosive devices (IEDs). Personal concerns may not be easily left behind. Route clearance missions can be very boring, and news from home can interfere with focusing on the road or the enemy. During the mission, it is important to recognize when these thoughts become distractions and to deal with them using a refocus plan. (See “Clear Your Mind to Clear the Way: Managing the Moment,” *Engineer*, January–April 2011.) Many elite athletes have learned to use a mental preparation routine to help eliminate distractions before a performance so that they can focus when they step into the arena.

一位士兵於離開基地執行任務前總是五味雜陳，其可能妨礙士兵對於完成任務的專注程度。然而，他不能等到中隊著手完成數公里道路後，不顧個人問題，然後準備搜索即造爆裂裝置(IEDs)。內心擔憂難以拋諸腦後，面對煩悶的道路清除工作以及家人的消息，干擾執行任務時對道路與敵人的注意力。執行任務期間若發現注意力不集中，運用恢復專注力的手段十分重要。(詳見「屏除雜念清除道路：作業當下」工兵季刊2011年1-4月)。很多傑出的運動員已經學習使用心理準備常規來幫助在競賽之前消除心中雜念，以便當他們走進競賽場上時，他們能專注於完美的表現。

The following is an example from baseball legend Hank Aaron. The interview comes from *Heads-Up Baseball*, by Ken Ravizza.

下列是棒球傳奇漢克·艾倫的一個例子。來自「領導棒球」主編肯·羅斐茲的專訪。

Question: You mentioned coming to the park and “focusing.” What does that mean to you?

問題：你提及來到球場並「專注」為何意？

Aaron: That means tuning out everything else. You get to the ballpark sometimes and you see three or four guys sitting around the corner playing cards, you see somebody over in the corner talking on the telephone; anything other than taking the time to focus in on what they have to do. When you get to the ballpark, you ought to be able to get yourself in tune to knowing who the pitcher is that you’re going to face. It’s kind of like taking a harness and putting it on a horse and letting him look nowhere but straight ahead. If you concentrate, and start thinking about what you’re doing, consistently, you’re going to automatically become a better hitter. That’s what separates the guy that’s going to hit .300 from the guy that’s going to hit .270.

艾倫：這意味著排除一切事情。你有時到達棒球場時你看見3或4個人坐著在一起玩牌，你會看見一些人在角落打電話；任何事情焦點應著重在他們必須做什麼事情上。當你到達棒球場時，你應該使你自己了解哪位投手是你將要面對，就像騎馬時你需要一付馬具並放上去一樣，讓賽馬只能直視前方，假使你集中心智並不斷思考你正在做的事，你自然而然會成優秀的打者。這就是300安打者與270安打者的差別。

Question: You were amazingly consistent over an incredible number of years. To what would you attribute that?

問題：你經年維持極為驚人的數字，這是如何辦到的？

Aaron: The same that we’re talking about. I think my ability to focus was a lot different than the average guy’s. A lot of guys would be distracted by different things. I was totally in tune with what I was doing. I was involved with a lot of things—I went through divorce, I went through having a child die, I went through the home run record—but as soon as I got to the ballpark, my focus would always change. A lot of people used to carry things on the field, but for some reason, once I put that uniform on, or once I walked into that clubhouse, no matter what happened at home, I could totally get focused. I could focus in on pitchers and what I had to do.

艾倫：這正與我們所談論的是一樣的。我認為我的專注力有別於一般人。

許多小伙子容易被其他的事情分心，我會全然專注在我正做的事務上。我曾經歷許多事，離婚，一個孩子死去，創造全壘打紀錄，但每當我一回到球場上我的精神立刻集中起來。有些人習慣帶著幸運物上場，但奇怪的是我一穿上球衣或走進球員休息室，不管在家發生什麼，我都能完全集中精神。我能專心的與投手對決以及我必須做的工作上。

While Hank Aaron was not dealing with a combat situation, he was dealing with performing under a great deal of pressure. Besides what was stated in the conversation above, he was also dealing with being an African-American pioneer in a sport where many white fans did not want him to succeed in breaking Babe Ruth's home run record. However, he learned to mentally prepare himself for each game upon arriving at the ballpark. He did not wait until something significant happened in the game or when it was his turn to bat; he began preparing when he got to the ballpark. An effective mental preparation routine helps Soldiers get ready for action in the same way as precombat checks, standing operating procedures, preventive maintenance checks and services, and troop leading procedures. It provides a funneling effect to help eliminate distractions, establish consistency, promote focus, and increase self-confidence.

當漢克·艾倫沒有保持戰鬥狀態時，他做起事來則備感壓力。除訪談內容以外，在球場上他也是一位非洲裔的美籍球員的先驅，有很多白人球迷不願見到他打破貝比·魯茲的全壘打紀錄。不過，他每當到球場時都學著為每場球賽的心理調適作準備。他會不期待球賽中達成多麼重大的成就，或者什麼時候該輪到他出場打擊；當他到達棒球場時，他便開始準備。平時有效率的心理準備能幫助士兵準備像是戰備檢查、常備作戰程序、預防保養檢查以及部隊指揮程序等一樣的行動。它提供有如漏斗般的功用，幫助消除容易分心的事物，達到一致性，促進集中力，並且建立自信。

A Successful Past Mission

過去一項成功的任務

Just as history teaches the lessons of the past, personal experiences are helpful to improve performance. Soldiers should close their eyes, take a few deep breaths, and think back to a past training or combat mission where they were completely locked in and focused on finding IEDs. If they haven't had that experience, they should think

of the best mission they've had. It might be a weapons range or some other time when they were really focused. They should think back to the way they prepared for that mission and try to answer the following questions:

- What were you thinking?
- What were you doing?
- How was your focus?

就像歷史過去所教的課一樣，個人經驗有幫助提升效能。士兵應該閉上他們的眼睛，深呼一口氣，並且回想過去所受到的訓練，或者曾執行的作戰任務中全心全力搜尋即造爆裂物的過程。如果他們沒有類似的經驗，也應回想他們曾經有過的最成功的任務。它可能是武器射程或者他們集中精神的時候，他們應該回想任務準備的方法，並試著回答下列問題：

- 你在想什麼？
- 你在做什麼？
- 你如何專心？

Transformation

轉變

An effective mental preparation routine is a way to transform from the normal, everyday self into a mentally focused and prepared warrior. There are many ways to do this. Some Soldiers may focus by listening to a certain type of music. Others may gain confidence and focus as they put on their uniform and personal protective gear. Think of Sylvester Stallone as Rambo—tying his laces, putting on his bandana, and firmly sheathing his knife. Watch the film *Gladiator* and note when Russell Crowe as Maximus picks up and rubs a handful of sand, signaling that he is prepared to fight. The moment of putting on body armor, a helmet, and gloves can serve as a signal of readiness—physical and mental—for the mission. Some Soldiers may clean their weapons before a mission because it helps them to prepare mentally. Some may make up their bunks to signal their transformation. There is no right or wrong answer as long as the routine is purposeful and consistent. What signifies your transformation to a focused and prepared warrior?

日常有效率的心理準備是一種超越平凡的方式，每天精神專注並為自己身為戰士做好準備。有很多方法可以選擇，一些士兵可藉由聽音樂使精神專注；有些人當他們穿上他們的制服和個人防護裝備時，獲得自信及專注。想像一下

席維斯史特龍扮演藍波時，繫上紅頭巾，並且堅決地包覆著他的刀。看過神鬼戰士這部電影時注意當羅素克洛飾演的麥克瑪斯拿起並擦去些許的沙子時，示意著他準備要戰鬥了。戴上鎧甲、鋼盔和手套的時刻，意味著生理與心理已做好執行任務的準備。一些士兵在任務前會整理自己的武器，因為它能幫他們穩定心緒。一些士兵會收拾自己的床鋪，顯示他們心境的轉變。只要這常規是有決心且一致的，沒有正確或者錯誤的答案。何者可顯現出你轉變為專注且做好準備的戰士？

Start of a Mission

任務的開始

Hank Aaron began his mental preparation as soon as he got to the ballpark. Many elite athletes begin their mental preparation when they enter the locker room and do not end it until they are committed and ready to perform. This might be when they tie the final knot in their shoelaces, when they walk out of the locker room, or when they step onto the playing field. Routines differ for each athlete, but they consistently use their routines in practice and during competition. A Soldier's mental preparation for a mission might begin the moment he receives a warning order or the minute he wakes up before a routine mission. However, it should not begin just when the Soldier is leaving the base or he will not be mentally prepared.

漢克·艾倫一到達棒球場就開始他的心理準備工作。很多傑出的運動員當他們進入更衣室時就開始他們的心理準備工作，並且持續直到他們承諾和準備出賽後，有的則是當他們在綁繫最後一個鞋帶，亦或從更衣室走出來，或者是要走進運動場的那個時刻，對於每名運動員來說都有不同的常規，但是他們在練習時和在比賽期間所使用的常規是一致的。士兵對任務的心理準備可能在接獲緊急命令或是醒來執行日常任務數分鐘內的時候。然而，倘若士兵離開基地或者尚未完成心理準備時就不該執行任務。

End of a Mission

任務結束

At the earliest, a mission does not end until the vehicles are back online, with fuel tanks topped off. It does not end 400 meters before the gate; the enemy is watching and waiting for Soldiers to let down their guard. Similarly, the mission does not end as Soldiers lay in bed trying to sleep. There must be a point of transition from a mission to a resting phase or to the next mission. A good point to use is the after

action review. These reviews are vital because they allow Soldiers to capture and process the lessons learned while they are risking their lives on a combat mission. A journal of personal lessons learned can serve as a transition point to end the previous mission and provide an outlet for frustrations or anger. Writing down these emotions on paper can help keep them from building up over a deployment and growing into sizeable distractions. However, a journal should also include the good things that happen. Reflecting on positive outcomes can help the writer recognize what needs to be done to get similar results in the future. Also, security concerns should be considered by anyone keeping a journal.

最早，任務的結束是以車輛歸營加滿油箱才算，在營門前 400 公尺處不算結束，敵人還正在虎視眈眈地等待士兵鬆懈他們的警覺。同樣地，當士兵躺在床上準備睡覺時任務仍未結束，從一項任務到一個休息的階段或者到下一項任務之間必定有一個心境轉換的轉捩點。行動後回顧是一個很好的方式。這些回顧至關重要，因為這可讓士兵們學到，當他們冒著生命危險執行戰鬥任務時，從中吸取與處理學習所獲悉的經驗。由個人的學習日誌可以作為一個結束先前任務的轉捩點，以及為所遭到的挫折或者憤怒提供一個出路。將這些情緒寫在紙上能幫助他們免於產生踰越一個正在形成且逐漸擴散的鬆懈狀態。不過，日誌應該也包括一些曾發生過的美好事物。反映出的正面效應能幫助作者認定什麼是需要做的，在未來照此要領可達到相似的結果。此外，個人日誌的存放的安全問題應該被要注意。

Personal Mental Preparation Routine

個人心理準備的常規

Figure 1 shows how the mental preparation routine funnels into and connects a Soldier with the mission. It is designed to eliminate distractions and allow focus on the mission. It includes events inherent in troop leading procedures and mental preparation. The following are items that might be included when developing a routine:

圖1顯示心理準備常規於漏斗狀圖形中與執行任務士兵間的關聯。意在消除雜念使其專注於任務中，包括部隊指揮程序事項與心理準備，下列項目包括發展中的常規：

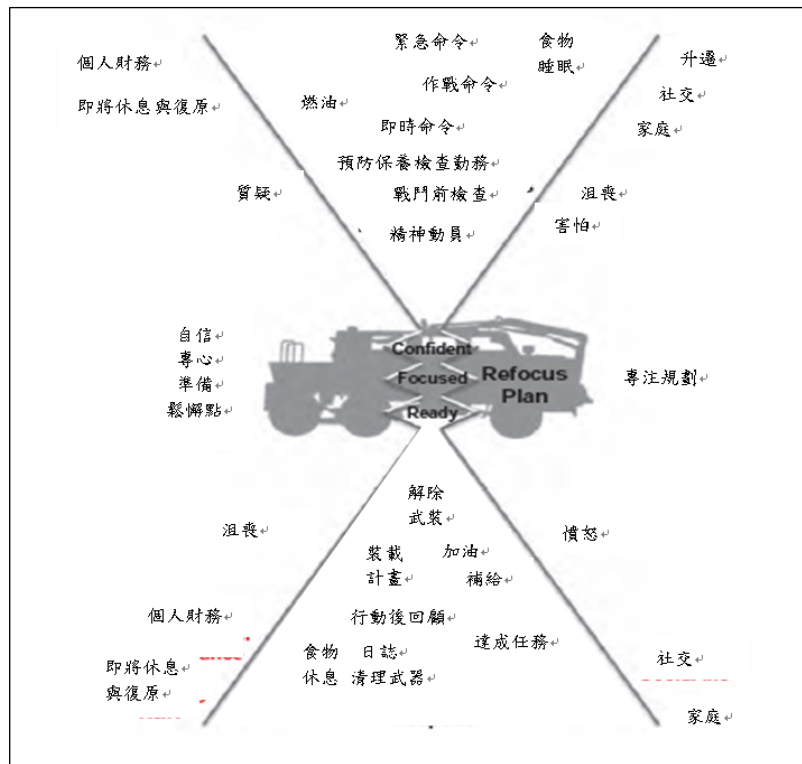


圖1

Before:

■Conduct 5 or 10 minutes of controlled, slow, deep breathing to help clear your mind, focus on the present moment, and relax.

■任務前：

實施5到10分中緩慢的深呼吸有助於屏除雜念，此時要集中精神然後放鬆。

■Study maps of the route and alternate routes. Visualize traveling the roads. Identify potential IED and enemy ambush sites. Ask what other problems could occur along the routes.

■研究地圖中的路線並選擇路線，假想行駛路線的景況以勘查出敵人可能設置急造爆裂物與伏擊的地點，並詢問路線周邊可能發生的其他問題。

■Reflect on personal missions. Why does the Soldier risk his life? Is it to ensure that medical supplies get to a small village? Is to allow coalition forces to safely reach an objective so that they can defeat enemy forces?

■個人任務執行的回饋例如，為何士兵有生命危險之虞？是否確定醫療補給能延伸至小村落？協同部隊是否能安然抵達目標區並擊潰敵軍？

■Choose a focal point or something very small that requires genuine concentration to see. The focal point is helpful in pulling the mind to the present moment and can help in refocusing amidst chaos.

■選擇一個焦點或者非常小到需要認真地看才看得見的事物，焦點有助於將心境拉到現實並專注於危機處理。

After:

任務後

■Prepare an after action review to capture the lessons learned so that there can be future improvement.

■實施行動後回顧所獲取的經驗，能提供未來執行任務改進的學習。

■Write in a journal to help mentally “let go” of the mission. Writing is a powerful tool to release strong emotions.

■撰寫日致有助於任務過後心智的洗滌，寫作是釋放激烈情緒最有用的工具。

■Fully take off the uniform and “shed” the mission at the same time. A mission should not be carried to bedtime or to the next mission.

■要全然地脫下軍服同時忘卻任務，任務得種種不應該伴隨入眠無法忘懷甚或在執行下一個任務時仍揮之不去。

Use Figure 2 to develop a personal mental preparation routine. Write specific actions to take to mentally prepare. Having created a routine, learn it, know it, and use it. Use it during training and before rehearsals. Adjust it and refine it to meet the realities of the current situation. It may be desirable to have one mental preparation routine for missions with advanced warning and another, shorter routine for short-notice missions.

運用圖2來發展個人心理準備的常規，寫下特定的行動項目以做為心理準備的手段，創造一些常規學習它了解它然後實踐它，並在接受訓練當中或演練前加以運用，面對當前實際情況加以調整強化，把心理準備常規作為任務執行前進一步提醒是有必要的，此外亦須對短暫任務發展較精簡的常規。

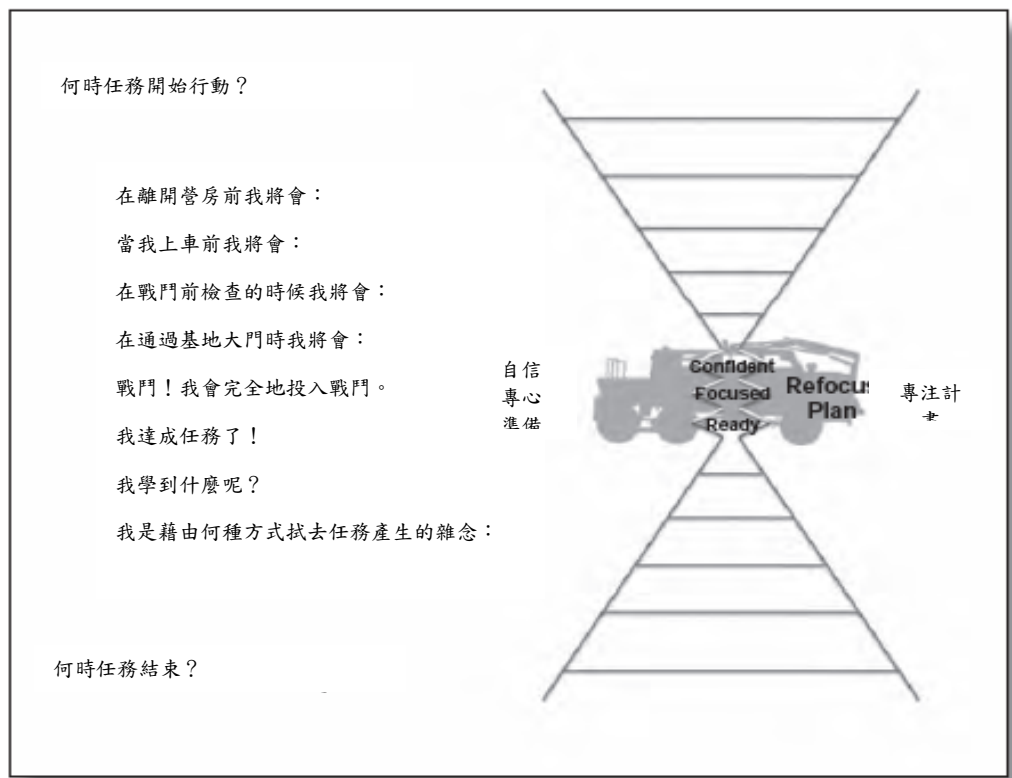


圖2

A mental preparation routine does not guarantee success, but it allows Soldiers to occupy the right mind-set and achieve success more often. Create a routine, practice it, and adjust it as needed. Soon it will become an integral part of mission preparation and allow you to be focused and confident as you leave the base. Even if the mental preparation routine allows you to find just one more IED per month, it will be worth it.

心理準備常規並非任務成功的保證，但它可讓士兵們保有正確的心態而使其更容易達成任務。常規的建立、運用並依需要而調整修正，不久它就會整合成任務整備的一部份，使你離開基地後變得能專注而有自信，即便心理準備常規只讓你每月不過只找到1個即造爆裂物，但它是值得的。

作者簡介

第爾曼少校，西點績效強化中心的講師，他在伊拉克自由行動期間指揮第12騎兵團1營E連，且畢業於西點軍校並擁有加利福尼亞州立大學碩士學位。

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