

正向思考態度

6. 系统化计划 (Organized Planning)

希尔提出「计划的悖论」:过度计划导致瘫痪但无计划注定失败。

他主张「动态计划法」- 先以80%完成度的计划行动,再随情报更新迭代。

核心法则:

- 1. 墨菲定律预设:假设首版计划必有缺陷,预留 30%资源应对突发状况。
- 2. 杠杆式执行:集中资源攻击「关键节点」(如产品发布会、专利申请)。

希尔方法详解

「计划六边形」架构:

- 1. 核心目标:置中,所有决策必须指向此点。
- 2. 资源盘点:
 - 列出**人力、资金、知识、时间**四类资产。





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- 区分「已拥有」与「需获取」资源。
- 3. 障碍预测:
 - 写下可能阻碍(如资金断链、竞争者模仿),并预先制定对策。
- 4. 时间轴:
- 逆推法设定里程碑(例:若目标是两年后上市,第18个月需完成B轮募资)。
- 5. 备援方案:
 - 至少准备三种替代路径(如**直营失败转加盟、实体转在线**)。
- 6. 检核机制:
 - 每周回答:「本周行动让我离目标近了1%吗?」





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历史案例深度剖析

案例一:约翰·洛克菲勒

希尔分析,洛克菲勒垄断石油业并 非靠运气,而是「系统化摧毁竞争者 计划」:

- 1. 控制铁路运费(资源杠杆)。
- 2. 低价倾销逼对手破产(障碍清除)。
- 3. 收购炼油厂统一标准(备援执行)。

案例二:华特·迪斯尼

迪斯尼在建造乐园时,因资金不足 采用「分阶段开放」计划:

- 1. 首期只完成「美国小镇大街」, 门票收入再投入下一区。
- 2. 利用媒体宣传「未完成的神秘 感」, 反而刺激游客重复入园。





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6. Organized Planning

Hill proposes the "paradox of planning": over-planning leads to paralysis, but no planning is doomed to failure.

He advocates a "dynamic planning approach" - where the plan is 80% completed and then iterated as the intelligence is updated.

Core Principles:

- 1. Murphy's Law presupposes: Assuming that the first version of the plan must be flawed, 30% of the resources are set aside to deal with unexpected situations.
- 2. Leveraged execution: Concentrate resources to attack "key nodes" (e.g., product launches, patent applications).

Hill Method explained

Plan Hexagon Structure:

1. Core objective: Centered, all decisions must point to this point.





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2. Resource Inventory:

- List four types of assets: manpower, capital, knowledge, and time.
- Distinguish between "owned" and "needed" resources.

3. Obstacle Prediction:

- Write down possible obstacles (e.g., disconnection of funds, imitation by competitors) and develop countermeasures in advance.

4. Timeline:

- Retrograde milestones (e.g., if the target is to go public in two years, the 18th month is required to complete the Series B fundraising).

5. Redundancy Scheme:

- Prepare at least three alternative paths (e.g., direct sales failure to joining, physical to online).

6. Validation Mechanism:

- Weekly Answer: "Did this week's actions bring me 1% closer to my goal?"





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In-depth analysis of historical cases

Case 1: John Rockefeller

According to Hill's analysis, Rockefeller's monopoly on the oil industry was not due to luck, but to "systematically destroy competitors":

- 1. Control rail freight (resource leverage).
- 2. Low-price dumping forces opponents to go bankrupt (obstacle removal).
- 3. Unified standards for the acquisition of refineries (redundant implementation).

Case 2: Walt Disney

When Disney was building its parks, it adopted the "phased opening" plan due to lack of funds:

- 1. The first phase will only be completed on "Main Street in America's Town", and the ticket revenue will be invested in the next district.
- 2. Use the media to promote the "unfinished mystery", which in turn stimulates visitors to enter the park repeatedly

