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未来，不止一种答案

In the future, there is more than one answer



梁德超 | 清华大学航天航空学院 研究生

面对人工智能，我也会焦虑

研究方向？职业起点？人生路径规划？

Research interests? Career start? Life planning?

人工智能可能在2026年底前超越任何单个人类

AI may surpass any single human by the end of 2026

如果连“智慧”都不再稀缺，靠什么建立自己的位置?

If ‘intelligence’ is no longer a rare commodity,

on what basis can one establish one’s position?



旧地图正在失效，新地图正在生成

过去

学会一项技能

可以长期复用

In the past

Learning a skill could be reused over the long term.

现在

技能半衰期缩短

任务被持续重组

Currently

Skill half-lives have been reduced

Tasks are being continuously reorganized.

未来

路径不会消失

但会频繁改道

The future

The path will not disappear but it will frequently change.

不是找一条永远正确的路线

It is not about finding a path that is always right

而是建立一种能力：当路线改变时，仍然能够判断、学习、连接他人，并持续创造价值

Rather, it is about building a capability: to continue to assess, learn, connect with others and create value even when the course changes

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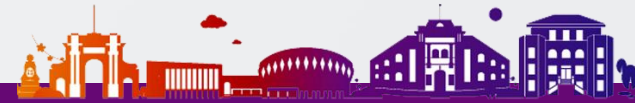
01

面对全球变局

In the face of global upheaval

判断比预测更重要

Judgement is more important than prediction



领域在变，问题内核不变



航空飞行器•航天小卫星
Aircraft · Space Satellites

未来能源
Energy of the Future

神经调控•脑机接口
Neural Modulation · Brain-Computer Interfaces

领域在变，追问不变：
Field may change, but the questions remain the same:

怎样让前沿技术从“可以做”走向“真正可用”
How to take cutting-edge technology from ‘feasible’ to ‘truly usable’

可持续校准的坐标

新坐标
New Coordinates

愿意长期从事哪类问题?

能提供什么独特价值?

Sort of questions ? Unique value ?

职务会变化，任务会重组
Roles may change, and tasks may be recombined

问题更稳定，路径可持续校准
The system is more stable, and the path can be calibrated on an ongoing basis

可持续校准的坐标：让前沿技术安全、可靠、可信地进入真实世界
Bringing Cutting-Edge Technology into the real world safely, reliably and trustworthily

02

面对人工智能

In the face of Artificial Intelligence

不比速度，比层级

It’s not about speed, but about hierarchy

AI在重组任务，而不是替代工作

全球就业处在生成式人工智能的影响范围内

Global employment is within the sphere of influence of generative artificial intelligence

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是任务转型，不是岗位消失

It is a shift in roles,

not the disappearance of jobs

岗位 job

标准流程 Standard Procedure	自动化 Automation
信息整合 Information Integration	人机协作 Human-machine collaboration
情境判断 Situational Judgement	价值上升 Increase in value
信任与连接 Trust and Connection	价值上升 Increase in value

工作由哪些任务组成？ What tasks does the job involve?

哪些会被自动化？ Which tasks will be automated?

哪些会因AI更重要？ Which areas will become more important?

不比速度，比层级

从“完成给定任务”
Complete the given task

AI擅长检索、生成、计算、排序
在给定目标下寻找方案
AI is good at retrieval, generation, calculation, ranking
It can find solutions under given conditions



价值上升
Value increase

上移到“定义价值与连接现实”
Define value and connect reality

理解情境 · 识别问题
协调目标 ·建立信任
把结果转为现实决策
Understand situation · Identify problem
Coordinate goals · Build trust
Turn the results into practical decisions

真实世界没有一张完整、干净的题目纸

The real world does not have a complete and clean piece of question paper

持续更新，本就是一种核心能力

01

专业深度

Professional depth

02

问题建构

Problem construction

03

AI工作流

AI workflow

04

跨界连接

Cross-border connection

不是等完全确定才出发，在快速变化的时代

很多确定性本就是行动后才出现的

Not entirely sure to set out, in the era of rapid change

A lot of certainty comes after action

掌握主动权

Verification

Expertise defines the boundary

Action

Verify in real scenarios

探索
AI扩大方案空间

→

核验
专业知识定边界

→

重构
新证据重构问题

→

行动
到真实场景验证

Exploration

AI expands the space for solutions

Reconstruction

New evidence reconstruction issue

什么时候把任务交给AI，什么时候把问题拿回来

When to give the task to AI and when to bring the issue back

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03

面向未来

Looking to the future

把机会转变为模式

Turning opportunities into a model



不只是加入，还要深度参与

19.3%

女性在AI工程师中的平均占比
The average percentage of women in AI engineers

真正的机会，不只是加入，

而是给予做成重要项目的机会

Real opportunity, not just to join,

but to give the opportunity to do important projects

01 **做项目** Project → 02 **有反馈** Feedback → 03 **被认可** Recognition → 04 **被推荐** Recommend

进入定义问题、配置资源和决定技术方向的位置
Define problems, allocate resources, and determine technical direction

最好的合作——“双向导师制”



经验者
Experienced person

⇄

年轻人
Young people

不是单向交棒，是双向互补
It's not one-way,
but it's two-way complementary

没有任何一项技能永不被替代

但我们可以成为持续更新的人

No skill is ever completely replaced

But we can be the ones who keep updating

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