

BÓ YÌ
博 弈

jīn

chán

金 蝉

tuō

qiào

脱 壳

The golden cicada slips out of
its shell.

CHARACTER CARD · 金

jīn *gold*



jīn

gold

8 strokes

BÓYÌ 博弈 · Think Like a Chinese Strategist

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Stroke data: Make Me a Hanzi (github.com/skishore/makemeahanzi), derived from Arphic Technology fonts under the Arphic Public License, via Hanzi Writer data.

BÓYÌ 博弈 · Free character card · 1

BÓYÌ 博弈 · Week 21 · 02

CHARACTER CARD · 蝉

chán *cicada*



chán

cicada

14 strokes

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BÓYÌ 博弈 · Week 21 · 03

CHARACTER CARD · 脱

tuō to slip off

A large, bold calligraphic character '脱' (tuō) is centered within a square frame. The character is written in a traditional style with thick strokes. A vertical dashed line runs through the center of the character, and a horizontal dashed line runs across the middle, intersecting at the center of the character.

tuō

to slip off

11 strokes

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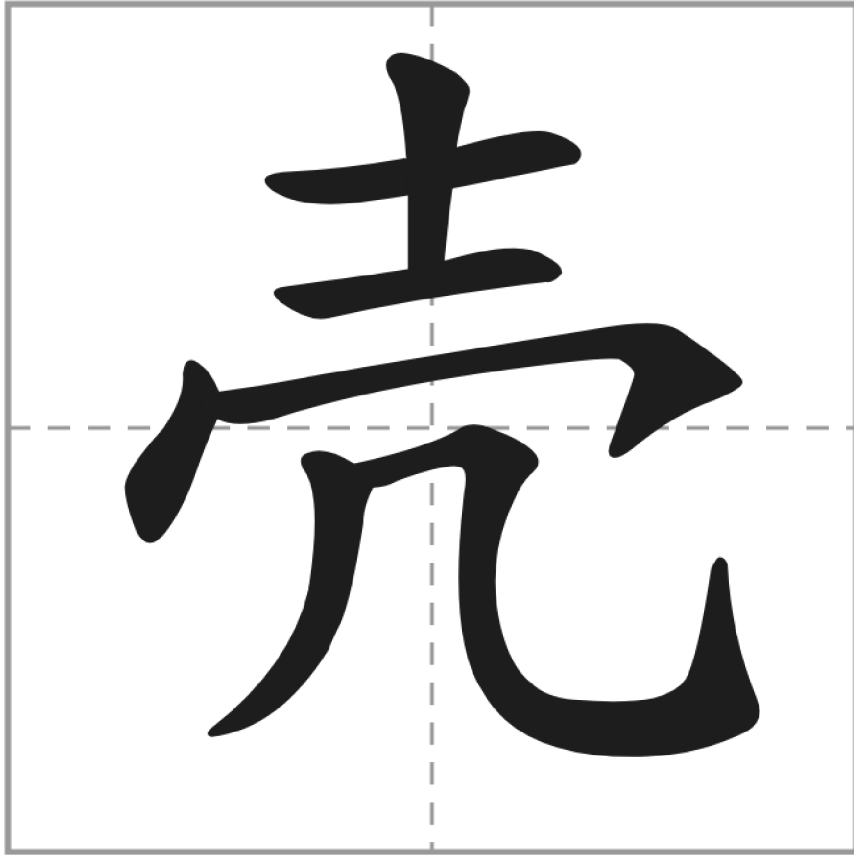
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BÓYÌ 博弈 · Free character card · 3

BÓYÌ 博弈 · Week 21 · 04

CHARACTER CARD · 壳

qiào *shell*



qiào
shell

7 strokes

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BÓYÌ 博弈 · Week 21 · 05

Practice · 金蝉脱壳 jīn chán tuō qiào

Trace the first row, then write the whole phrase four times. Say it out loud each time.

jīn	chán	tuō	qiào
金	蝉	脱	壳

金蝉脱壳 · The golden cicada slips out of its shell.

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BÓYÌ 博弈 · Free practice · 1

① 字面意思 · LITERAL MEANING

第 21 计 · 金蝉脱壳

The golden cicada slips out of its shell

《三十六计》原文

存其形，完其势；友不疑，敌不动。巽而止蛊。

Keep the shape, keep the posture; allies do not doubt, the enemy does not move. The old image: wind stopping under a mountain.

古代那一行 · THEN

形

形留在原位

The shape stays where it was.



势

姿态仍然完整

The posture still looks intact.



壳

壳留下，翅膀带走

The shell stays, the wings leave.

② 背后道理 + ③ 今天怎么用

壳留下，翅膀带走

The shell stays, the wings leave.

位置

壳骗的是你在哪儿

The shell lies about where you are.

今天怎么用 · NOW

问谁

谁还能拍板

Who can still decide?



落定

开口前先落定下一步

Line up what comes next before you speak.



交清

把工作交干净

Hand things over properly.

中国人的解法

先落定、交干净

Line up the next step, then hand things over properly.

结论 · THE TAKEAWAY

安静的公司，两种读法

Two ways to read a quiet company.

别只看一切照常

Look beyond business as usual.

看蝉 · READ THE BODY

问谁拍板，看活在哪

谁能拍板／还剩谁／活在哪

Who can still decide, who is left, and where the work actually happens.

↓ VS ↓

只看壳 · READ THE SHELL

信头照旧，继续付钱

看信头／照常开会／继续付钱

*The letterhead stays, meetings go on as usual, and you keep paying.*看壳问蝉
核对人在哪

看壳，也要问蝉去哪了。

Watch the shell. Ask where the cicada went.

BÓYÌ 博弈

Watch the shell.
Ask where the cicada went.

YouTube · @yoko-boyi

boyi.snsaladdin.com/21/

Week 21 Journal