知識管理

聰明複製，建構菁英企業
台灣IBM案例分享

知識管理策略思維
應用知識管理機制提昇企業智慧資本

IBM人力資源部副總經理
柯火烈

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1 知識管理必須要有價值，能協助組織應用知識資產、成長營收，達成組織的長期經營目標

ASSET UTILIZATION

Efficiency

Reuse captured intellectual assets

Competency

Manage knowledge transfer to improve employee skills

REVENUE EXPANSION

Innovation

Bring people together across time and geography to share ideas

Responsiveness

Marshall resources to respond to customer requirements

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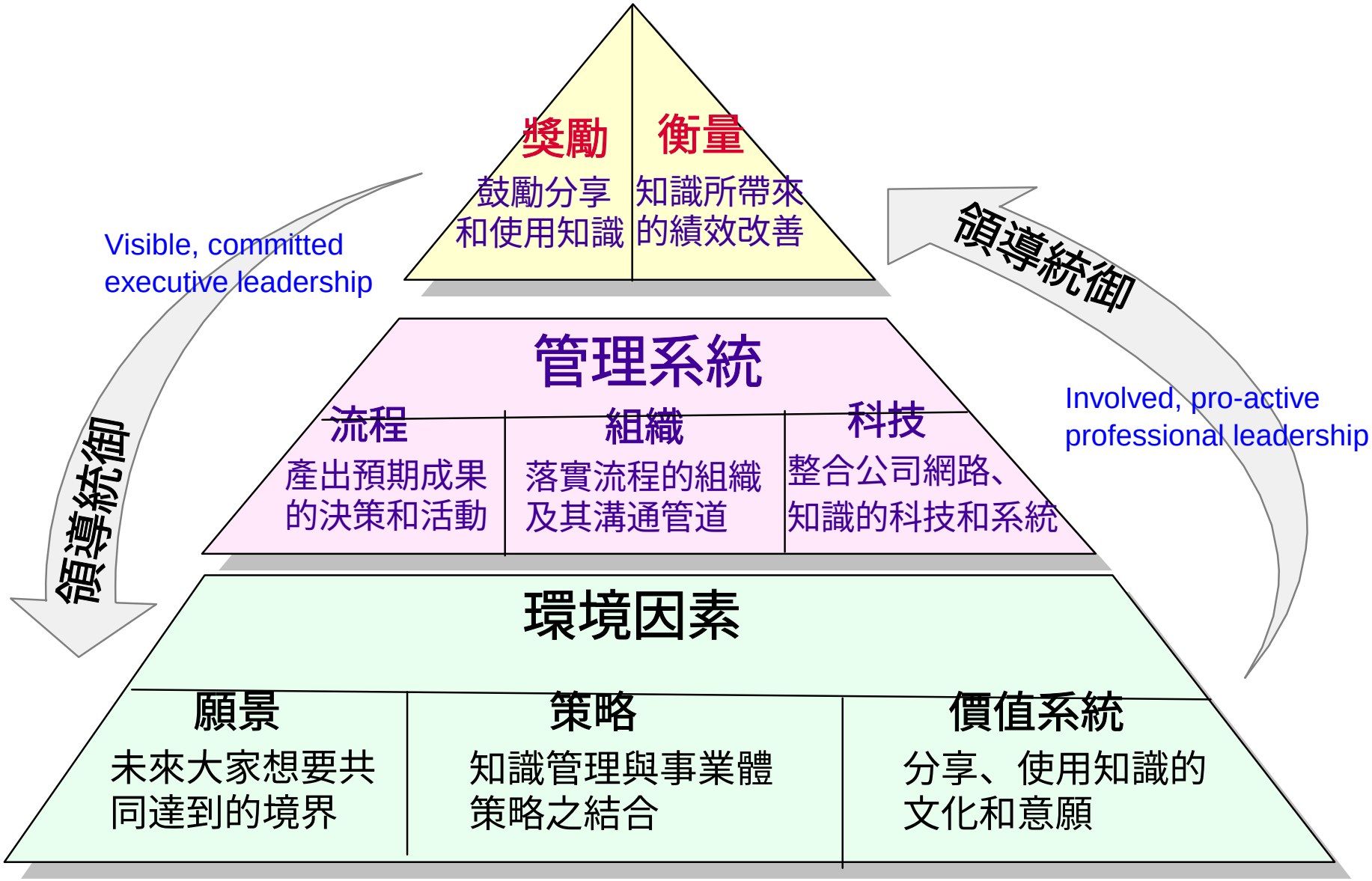
2 推動知識管理需要一套適合組織的知識管理架構，以有效翠取和分享員工的經驗與智慧。



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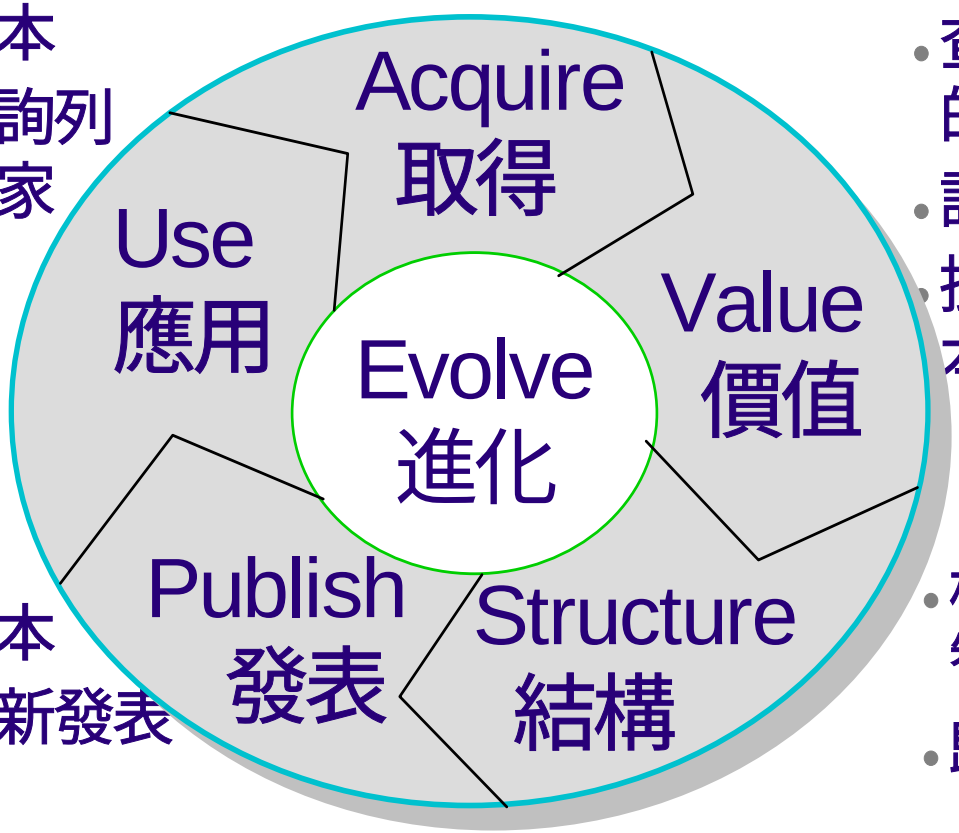
3 採取通用的智本管理流程或步驟，以有效結合網路社群，共同創造與分享有價值的智本。

- 評估智本需求
- 公佈智本需求
- 自實作者取得智本投書

- 找到和擷取智本
- 假若需要，諮詢列於智本裡的專家
- 提供回饋
- 參與討論



- 查對智本投書的完整性
- 評估智本投書
- 批准或退回智本投書

- 發佈新智本
- 通告社群新發表的智本

- 格式化和編輯智本投書
- 歸類

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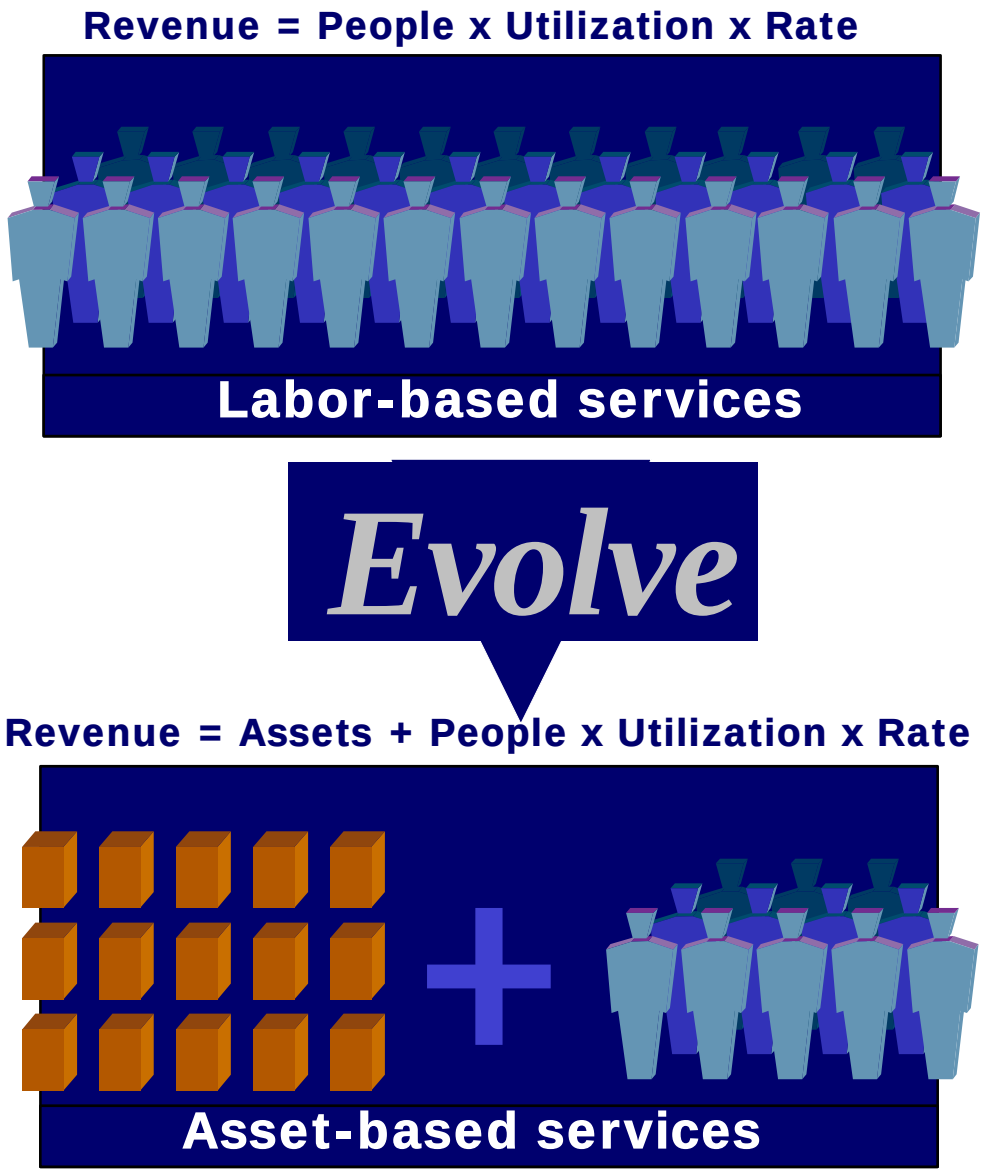
4 KM需與組織的策略方向一致。例如：IBM以成為『asset-based services』的主要提供者為策略方向

- IBM must leverage existing skills, methods, and assets
- Reusable assets must become a larger percentage of total revenue on client engagements
- Labor must become a smaller percentage of total revenue
- Project teams will have the capability to quickly assemble high quality solutions developed from previously proven models
- IBM will realize improved profit margins on engagements and increased customer satisfaction



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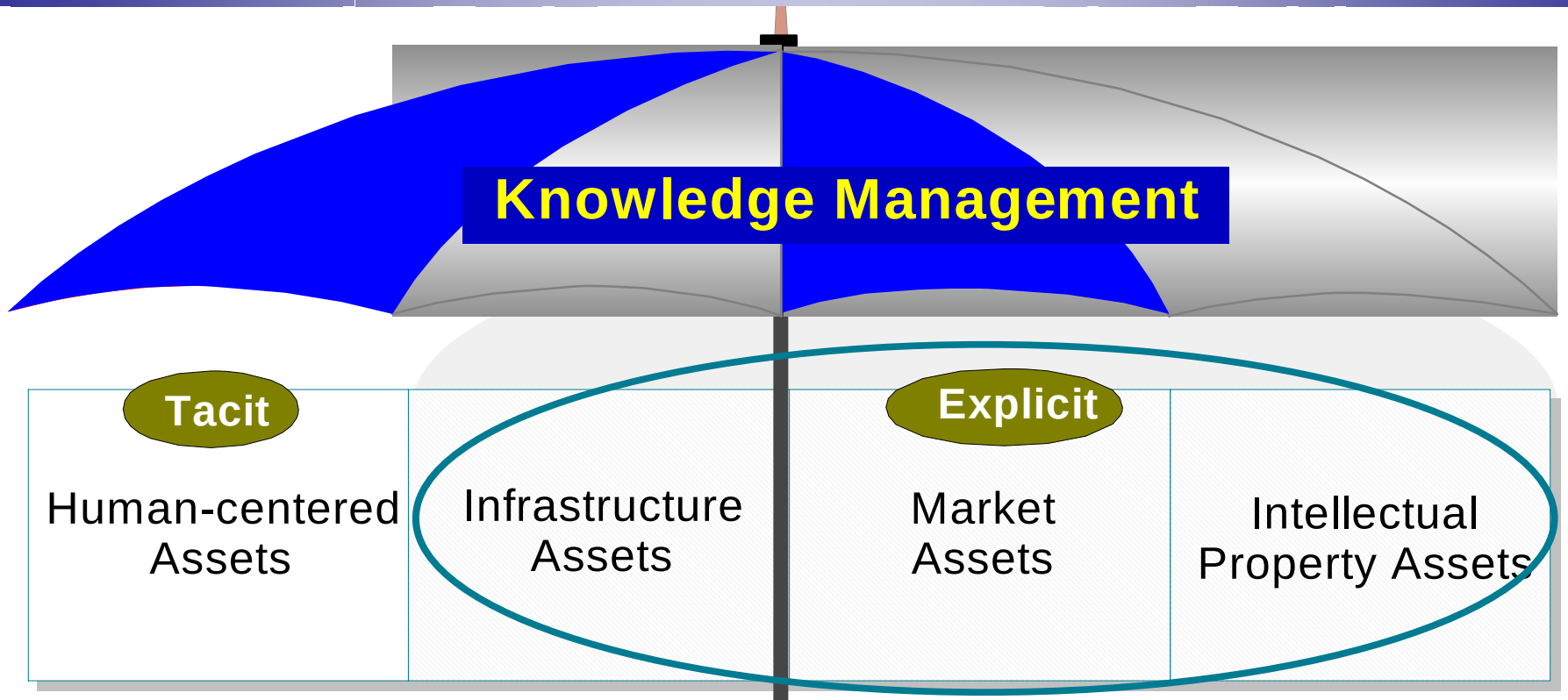
4 例子：IBM以知識管理作為『asset-based services』模式的根基



Understanding of Skills, Knowledge & Expertise of the Individual

Capturing and communicating "know how" for reuse

Methods:
- **Business processes**
- **Methodologies**
- **Systems**
- **Business Models**
- **Approaches**
- **Tools**

Organization:
- **Management Philosophy**
- **Propagation of Knowledge**

Brands
Positioning
Customer base
- **Company name**
- **Backlog**
- **Distribution channels**

Collaborations
Franchises
License agreements
Contracts

Protected by law:
- **Copyrights**
- **PATENTS**
- **Trade Secrets**
- **Trade Marks**

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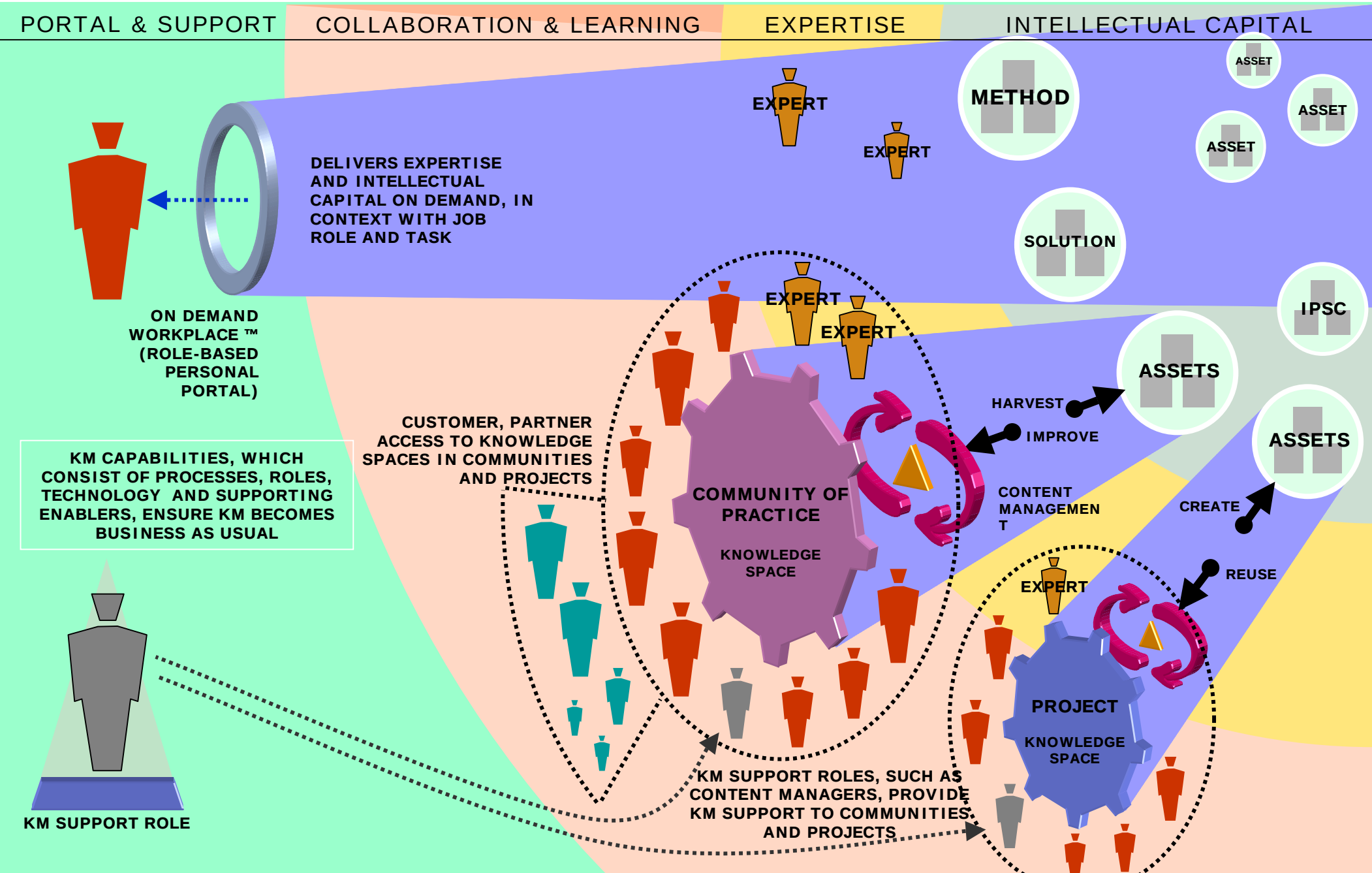
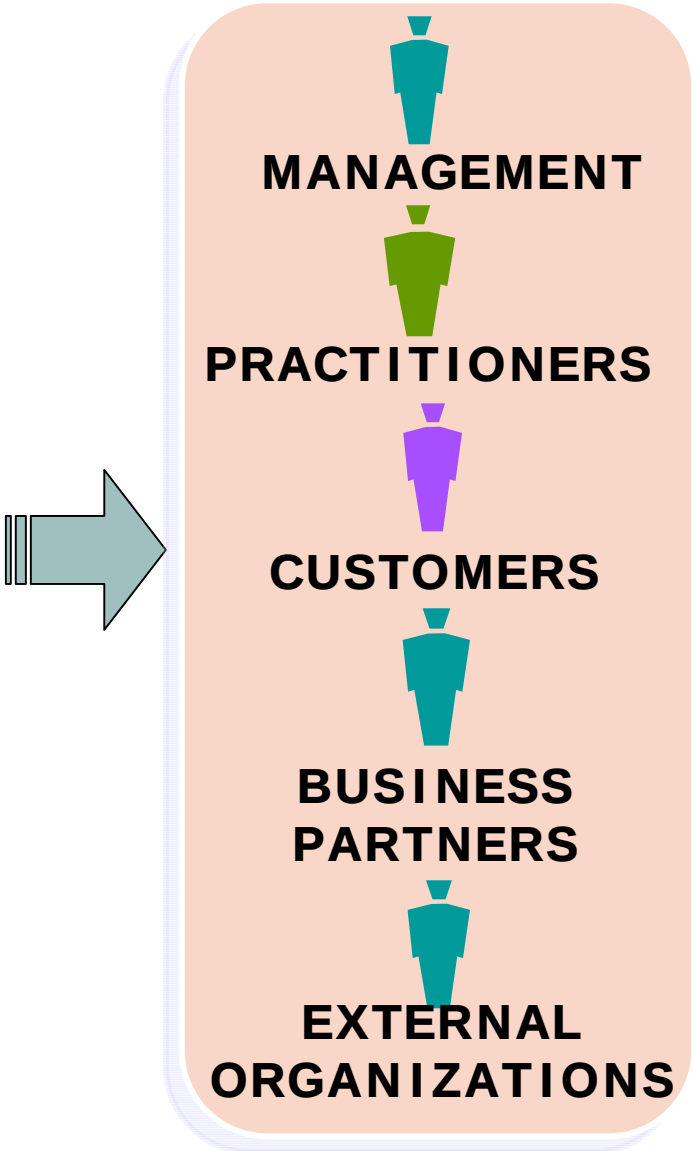
5 知識管理要能與員工日常作業融合，並有各種業務或知識社群共同產生與重複使用智慧資本



6 KM需具備足夠的能力，有效支援各利害關係人的業務目標



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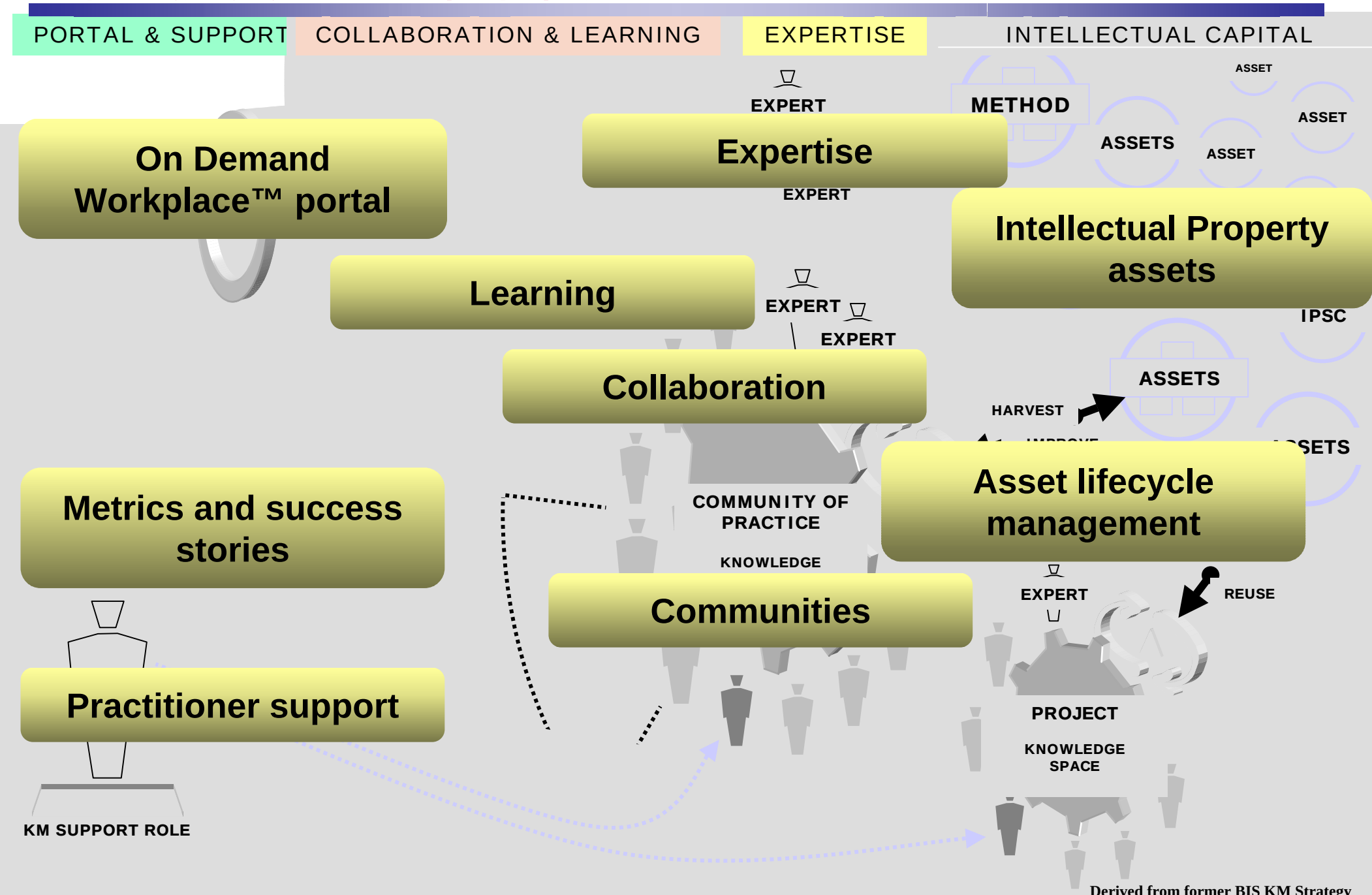
6 例子：IBM的知識管理系統包含流程、組織、科技等能力，並能融入員工的日常作業流程



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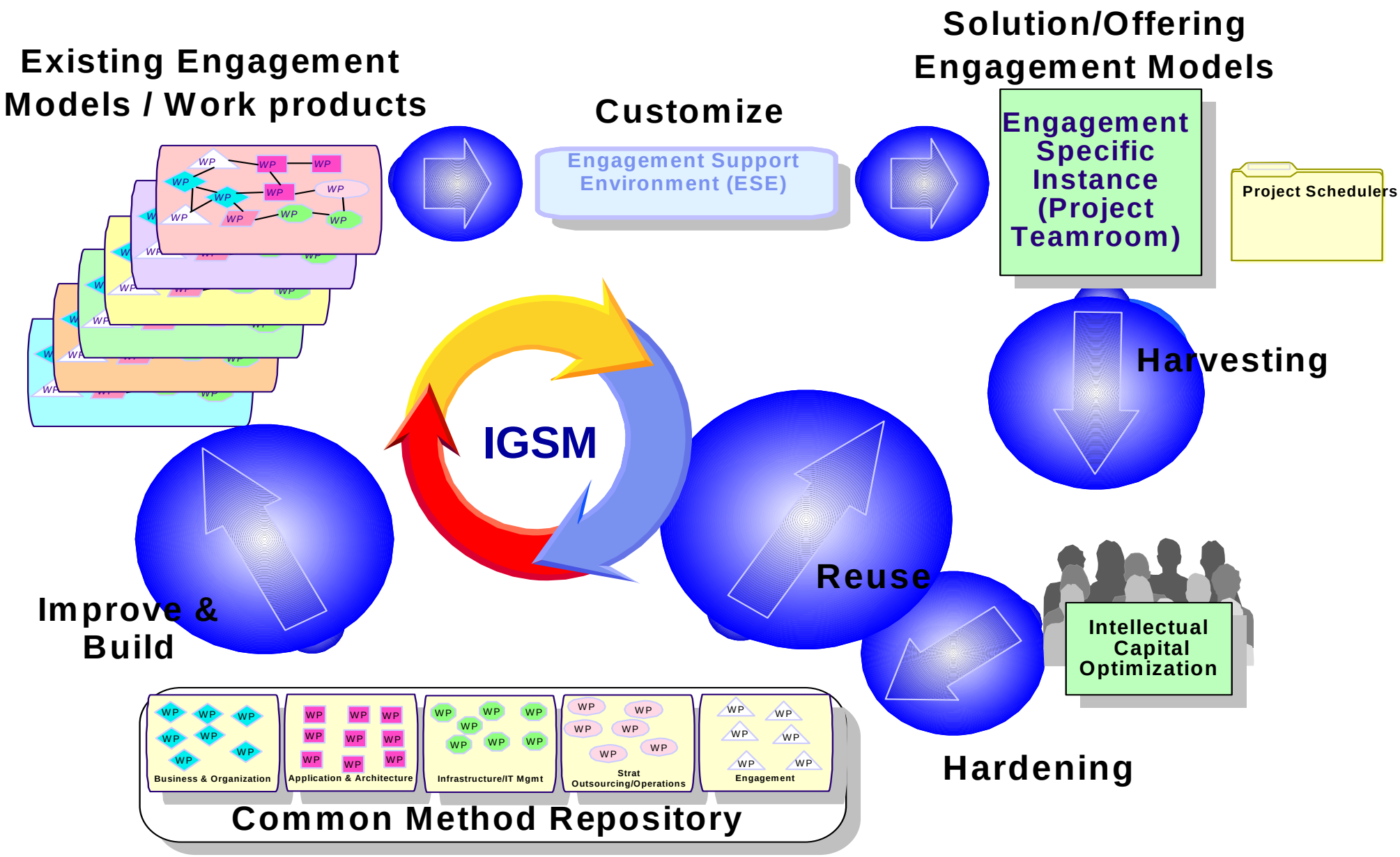
KM與服務生產作業流程整合，在服務的生產過程中就能有效分享或重複使用知識，甚至產生新的知識



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藉由IGSM與社群，員工的服務經驗和智慧將被轉化為資產，儲存於智本資料庫，供大家重複使用、更新或創新。只要經過註冊的員工，就可直接從智本資料庫或從攜帶型智本資料庫、知識入口站、知識咖啡站擷取所需的知識。例子：ICM

智本管理資料庫網站

ICM AssetWeb

攜帶型智本管理資料庫

ICMLite

知識咖啡站

Knowledge Cafe

知識網入口站

Knowledge Portal

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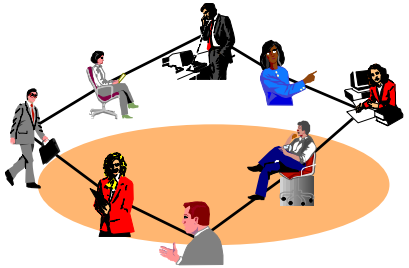
例子：員工可以從知識入口站搜尋知識、專家、案例等

Developer's Depot Now



PEOPLE

Knowledge Networks

IBM Sales Compass

IBM Customer References

IP Asset Catalog

Redbooks

o

Biographies

Project Profiles

ICM AssetWeb

Communities

PEOPLE

SectorNet databases

TeamRooms

PEOPLE

BCS Sales Collateral

Sales One

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「商業智慧」社群成員將「商業智慧」相關的經驗和智慧整理在Team Room裡，方便大家的擷取和研讀。例子：知識咖啡站

Knowledge Cafe

Main Document
By Author
By Category
By Date
By Type

Archive Document
By Author
By Category
By Date
By Type

Personal
Drafts
Favorite Documents

Knowledge Portal

KCafe Education

Team | Document | Discuss/Forum

搜尋: "Documents\Main\2. By Category" 已檢索

搜尋 搜尋

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	Title	Doc Type	Author	Create Date	Rev
	BI Communities of Practice				
	Architectures and Strategy				
	General				
	Architect Education Series - Storage Networking 11/22	Presentation	Judith B Kirkbride/Columbu	2002/11/12	200
★	Architect Education Series: Overview Patterns for e-Business	Presentation	Judith B Kirkbride/Columbu	2002/08/15	200
★	Draft S&S Architecture Work done 2001	Reference	Judith B Kirkbride/Columbu	2002/08/07	200
	Reference Architectures				
	Application Infrastructure Processes				
★	Data Warehouse Strategy/Architecture Guiding Principles - an example from	Other	Cass Squire/San Jose/IBM	2001/08/07	200
★	Technical				
★	Data Analysis and Delivery				
★	Data Management				
★	Data Warehouse Development				
★	Physical Database Design and Performance				
★	Practitioner Support Network (PSN)				
★	Center of Competency				
★	CRM Communities of Practice				
★	Global S&S Community - CRM Transformation				
★	Industrial Sector Community of Practice				
★	Knowledge Management and Innovations Community				

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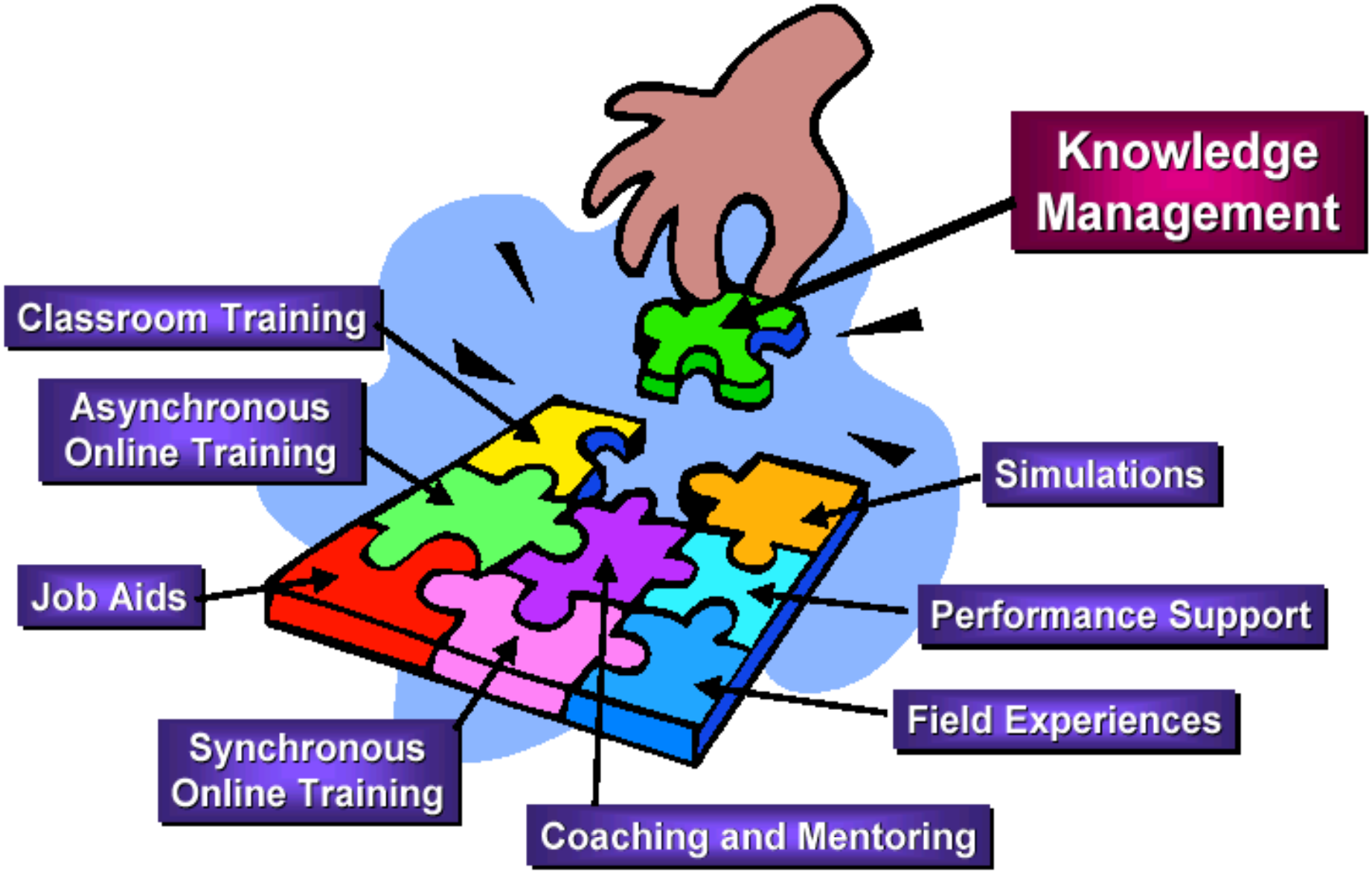
混合式學習已進化到涵蓋數項教育與科技模組的拼圖



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IBM四層次的混合式學習模組

策略	方法	科技
Learn through Collocation	Experience Based Learning	Face-to-Face
	Learning Labs, Classroom, Mentoring, Role Playing, Coaching, Case Studies	Get together, Build Communities & Relationships, Live it, Do it
Learn from Collaboration	Collaborative Learning	Collaborative
	Live Virtual Classroom, e-Labs, Collaborative Sessions, Real-time Awareness, Live Conferences, Teaming	Discuss it, Practice it with Others
Learn through Interaction	Interactive Learning, Simulation & Games	Multimedia
	CBT/MBT Modules, Self-Directed Learning Objects, Interactive Games, Coaching & Simulations	Examine it, Try it, Play it
Learn from Information	Performance Support & Reference Materials	Internet
	Web Lectures, Web Books, Web Conferences, Web Pages, Videos	Read it, See it, Hear it

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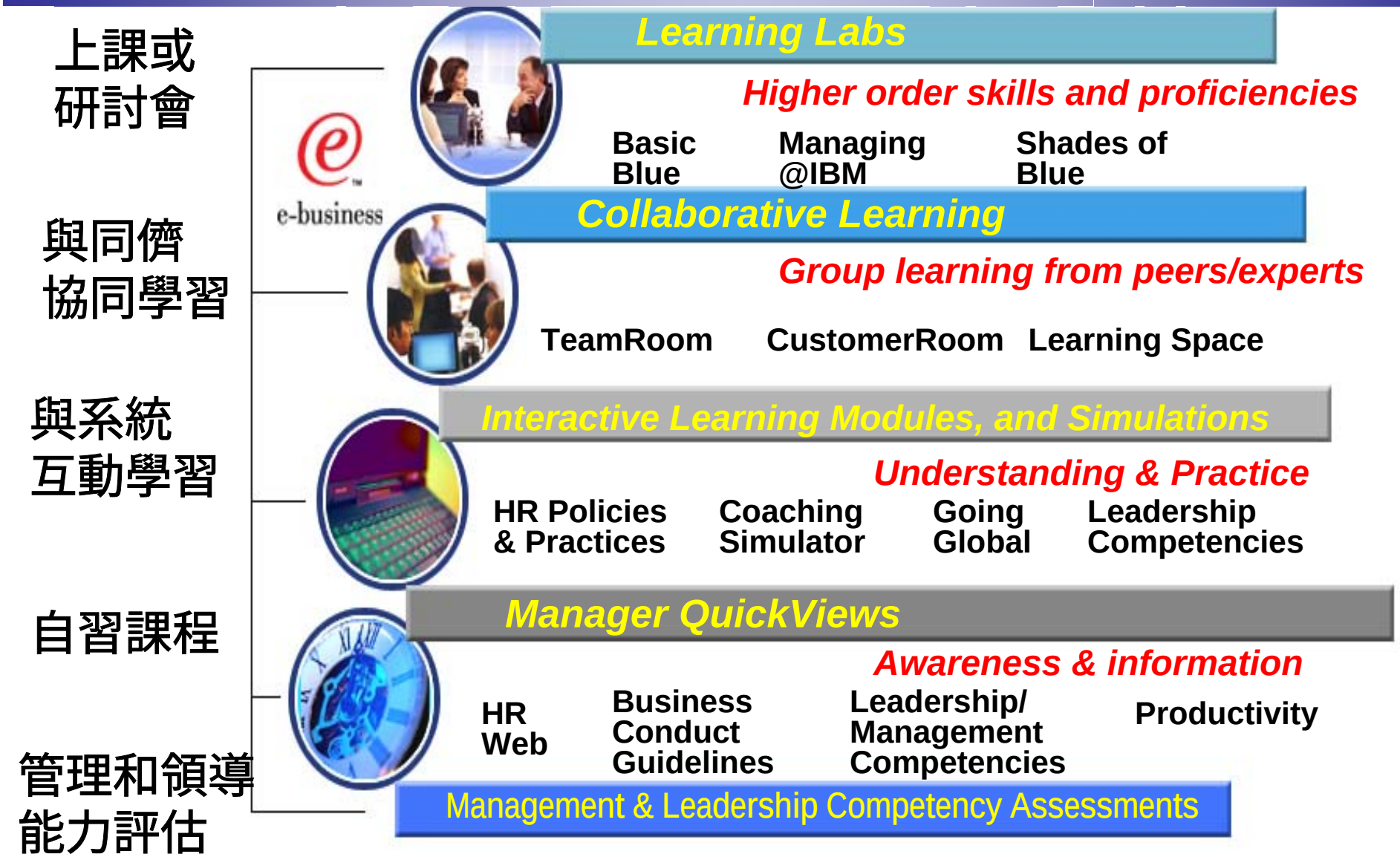
e化學習：以學習者為中心，將學習分為「自習課程、與系統互動學習、與同儕協同學習、上課或研討會」四種模組。

例子：**Management Development e-Learning Model**



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例子：主管培育 — 自習課程

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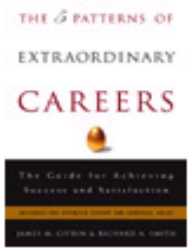

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Ray Hanson, General Manager Singapore, IBM Microelectronics Division, Technology Group Manufacturing, talks about the values and business benefits he and his team derived from their Learning Lab.

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- Training Magazine: IBM #1 - 03/04
- Setting Goals & Measurements - 02/04
- Providing Feedback - 02/04
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- Give it to Damian Flash - 9/03

Programs and Offerings

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- Shades of Blue
- Diversity Training
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- QuickViews
- IBM Coaching Simulator
- Going Global Website
- TeamRoom Plus Training
- Team Topics

Top Requested Topics
(Feb 2004)

- Leadership Competencies for Managers
- Passion for the People QuickView
- Coaching Overview
- PBC - Setting Goals and Measurements
- Managerial Styles

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(Feb 2004)

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- Managerial QuickViews
- Role of Manager@IBM Initiative

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Manager QuickViews

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- Retention Action Plan
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MDR

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- PBC: Completing & Communic...
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Roles of the Manager: Overview

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Overview | Basics | FAQs | Resources | Tips/Traps

IMPORTANT: This QuickView on **Roles of the Manager** is part 1 of a 5-part series that should be read in this order:

1. **Roles of the Manager**
2. Leadership Competencies for Managers
3. Managerial Styles
4. Organizational Climate
5. Styles Impact on Climate

If you're a new manager, you're wondering what exactly is your role as a manager. If you've been a manager for a while, you know that the expectations of managers have changed a great deal. If you go to the library, you'll find shelf upon shelf of books on the role of the manager. Because of that, this QuickView provides 3 perspectives on being a manager.

1. IBM Business Leadership Model. IBM's strategy recognizes the importance and interdependence of strategy and execution for Business Leadership. This combination is portrayed by the IBM Business Leadership Model.
2. The Roles of the Manager and the Individual

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寰宇大學、業務指南、及主管培育的課程都建有「與系統互動學習」機制，主管培育係透過電子老師〈Edvisor〉，提供學員七天二十四小時的「與系統互動學習」。此外，員工可以應用Team Room組成社群，與同儕協同學習。例子：與系統互動學習 — 主管培育

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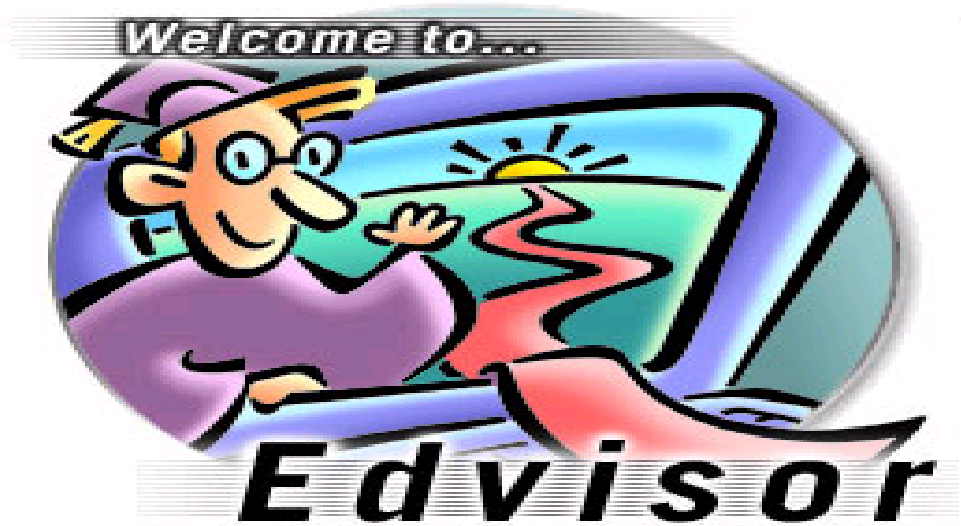

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- Solve a People Management and/or Leadership Problem
- Prepare for the Role of the Manager@IBM Learning Lab
- Develop Yourself: Create a Manager Development Plan

your personalized guide to leadership and management development
"next generation e-learning"

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例子：與同儕協同學習。

AP HR Partner Teamroom - 1. Team WorkSpace\a. by Category - Lotus Notes 中文版

檔案(F) 編輯(E) 檢視(V) 建立(C) 動作(A) 說明(H)

工作區 同步中心 AP HR Partner Teamroom - 1. Team WorkSpace\a. by Category

IBM TeamRoom

Mission | Help | Team | Dates | Personal

Category
CommType
Person
Due Date
Person
Category
CommType
Due Date

Index [All] | Recent Activity | My Folder

New Document | Comment | Add to Folder | View by CommType | View by Person

Subject	Author	Created
ACT! TEMPLATES		
BUDGETS AND STAFFING		
DEVELOPMENT AND COMPETENCIES		
Reference		
HRP Competencies	Beng Leong Chiew	16-Mar-03
HR Advisor Competencies	Beng Leong Chiew	16-Mar-03
HRIW REPORTS		
Reference		
HRP Score Cards - 4Q 2003	Beng Leong Chiew	13-Feb-04
Q4 AP Award Report	Suzana Sulaiman	10-Feb-04
HRP Score Cards - Template	Beng Leong Chiew	02-Dec-03
HRP Score Cards - 3Q 2003	Beng Leong Chiew	02-Dec-03
HRP Score Cards - 2Q 2003	Beng Leong Chiew	26-Aug-03
Talent Scorecard — December 2003	Justin M Compiseno	19-Aug-03
Q2 AP Award Report	Suzana Sulaiman	17-Jul-03
AP Geo & Attrition BRIO files — February 2004	Justin M Compiseno	21-May-03
HRP Score Cards - 1Q 2003	Beng Leong Chiew	30-Apr-03
HRP Score Cards - 4Q 2002	Beng Leong Chiew	16-Mar-03
HRP Scorecards - 3Q 2002	Beng Leong Chiew	16-Mar-03
HRP Scorecard - Aug 2002	Beng Leong Chiew	16-Mar-03
HRP Report - Latest	Beng Leong Chiew	16-Mar-03

local office mode

開始 網址 移至 下午 10:19

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大多數企業機關的員工在執行任務或做決策時，需大費周章地從不同來源取得相關資訊，很多資訊甚至索取無門。但本公司員工可以依照自己的工作性質，將作業流程、知識、線上學習等整合在自己的電腦桌面上，彈指之間完成工作、取得資訊或從事學習等。

Self-service HR

Filtered internal / external content

Messaging

Portals

Search

Collaboration

e-Learning

Workflow

People Finding

Document / Content Management

Application Integration

Further Complication

Most companies have 100s of 1,000s of disconnected intranets

The Goal

Integrated and configurable On Demand Workplace

整合且員工可自行配置的動態式工作環境

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以員工的角色為主，建構動態式工作環境，讓員工可以經由有線或無線網路，隨時、隨地上網執行作業流程、線上學習等。

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依需要調配好電腦桌面後，員工便可從桌面上輕鬆地執行日常作業、尋找專家和智本、學習等，享受真正的One Stop Service。

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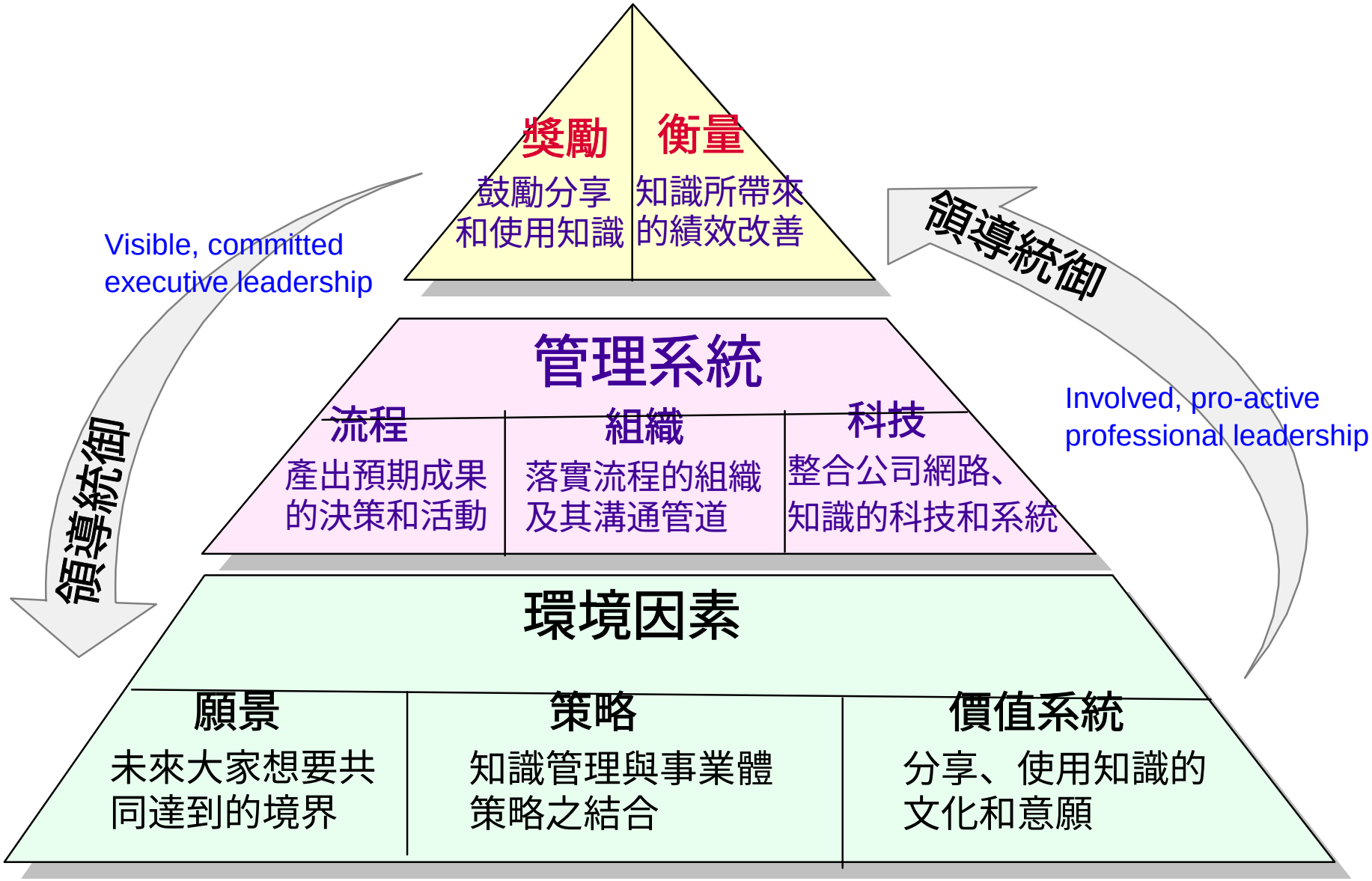
2 推動知識管理需要一套適合組織的知識管理架構，以有效翠取和分享員工的經驗與智慧。



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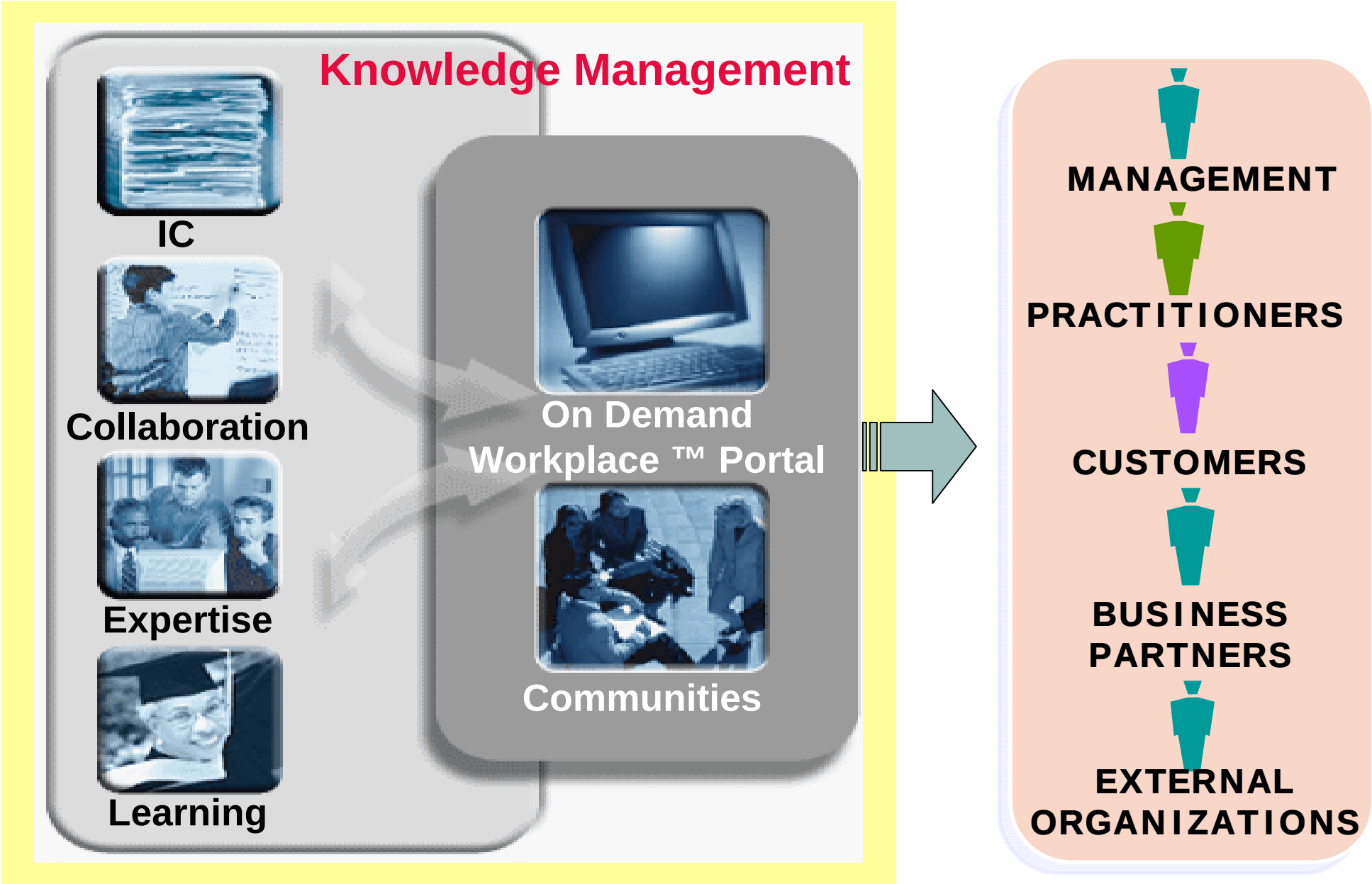

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