

The Age of Knowledge Management:
Are You Ready?

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The Age of Knowledge Management

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知识管理新纪元

你准备好了吗?

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The Age of Knowledge Management

- Contemporary economy is built on knowledge, which includes technology, information, experience, strategies and skills
- Traditional practice separates different domains of knowledge practice
 - Knowledge **Production**: R&D
 - Knowledge **Transmission**: Training
 - Knowledge **Mobilization**: Application taken for granted
 - Knowledge **Retention**: Corporate information systems (including client data base, archives, management information systems); soft knowledge (experience, individual talent) often neglected.



知识管理新纪元

- 当代经济建立在知识上，包括了科技、信息、经验、策略与技巧
- 传统做法把不同领域的知识工作分开
 - 知识 **生产**: 研发
 - 知识 **传递**: 培训
 - 知识 **运用**: 应用（想当然）
 - 知识 **保存**: 机构信息系统（包括客户档案、数据库、管理信息系统）；但经常忽略软信息（经验、个人才华）



The Age of Knowledge Management

- The new knowledge management paradigm integrates
 - Knowledge **Production**: R&D, experience, practice wisdom, collaborative generation
 - Knowledge **Transmission**: Beyond training, focus on learning and active knowledge acquisition
 - Knowledge **Mobilization**: Implementation/application, supervision, monitoring
 - Knowledge **Retention**: Systematic documentation to enhance Corporate information system (client data base, archives, management information systems), including experiential knowledge, personal insights, talents
- Knowledge management directors and knowledge consultants



知识管理新纪元

- 新知识规范整合了不同领域
 - 知识**生产**: 研发、经验、实务智慧、协作开发
 - 知识**传递**: 超越培训，注重学习和主动吸收知识
 - 知识**运用**: 应用/实施，督导、监督、监管，以确保能达到目标
 - 知识**保存**: 系统记录、整理和存档（包括客户档案、数据库、管理信息系统）；包括软信息（经验、独特见解、个人才华）
- 知识经理与知识顾问的新协作模式



Working with Knowledge

- The professional knowledge worker manages knowledge effectively, covering the various domains
- Effective interface with different levels and types of knowledge
 - **Data** (sales statistics, HR files)
 - **Information** (who can train our sales person, where to obtain a loan)
 - **Technology** (MRI, computerized customer service)
 - **Skills**: specific procedures (conflict resolution, negotiation, sales)
 - **Strategies** (marketing, takeover, diversification)
- Focuses on the mobilization of knowledge: **realizing goals and objectives in real life**



知识产业与知识工作

- 新一代知识工作者能有效地处理不同层次和不同性质的知识
 - 数据 (营业统计, 人力资源档案)
 - 信息 (谁可以训练营销人员, 哪里能找到贷款)
 - 技术 (MRI素描, 电脑化客户服务)
 - 技巧: 特定步骤或方法 (冲突调解, 协商谈判, 推销)
 - 策略 (市场推广, 收购, 多元化分散)
- 重点在于运用知识: 在现实生活中达成目标



The New Professional Knowledge Worker

- Accesses and utilizes knowledge effectively,
- Responds to changing environment
- Promotes learning and development instead of training
- Ensure effective knowledge mobilization by clients
- Takes an active role in knowledge production (R&D, documentation, articulation)
- Understands the inherent limitation of the individual, interfaces effectively with knowledge systems and networks of knowledge workers



新一代知识工作者

- 有效地掌握和使用知识
- 能对环境转变作出反应
- 不单培训而是积极促进学习
- 协助客户有效地运用知识，以确保能达到目标
- 积极参与知识生产（研发、记录、表达）
- 了解个人局限，建立与知识系统的有效界面，并开发与其他知识工作者网络的联系、合作



The End

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