知識管理的七個誤區

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美國的9·11恐怖襲擊事件暴露出了美國當局在信息溝通上存在的缺陷。其實早在恐怖襲擊事件發生的前幾個月，聯邦調查局駐明尼蘇達州和鳳凰城的分支機構就已經各自收集到了一些具有預兆性的相關信息。但是這兩個分支機構並沒有彼此進行相關信息的溝通。如果當時他們把各自的信息實現共享、提高警覺，也許就能逃過這場浩劫。

　　信息的封閉同樣可能使公司遭受重創。很多公司已經意識到知識管理的重要性，而且舍得投資，但是收效甚微。如果你審視一下公司的知識[管理方法](http://big.hi138.com/guanlixue/jibenlilun/guanlifangfa/)，就能發現他們在執行上存在的問題。

　　公司常常因為陷入以下七個誤區而犯下了毀滅性的錯誤 ：

　　1. 知識管理是與知識有關。

　　知識可以被管理嗎？知識是高度私人化的財產，而管理卻包含了組織流程。所以知識管理需要把個人的知識轉化成公司的知識，實現公司內部的共享和恰當使用。

　　2. 知識管理只與技術有關。

　　很多公司太過於關注知識體系的建立，以至於把相關的技術當成自己工作的全部。但是他們失敗了。我所知道的一個大公司創建了Rolls Royce知識平臺——一個真正的技術傑作。但是，每個人都只是熱衷於系統的設計，絲毫不關心體系究竟如何運行，體系究竟能夠解決什麽問題，以及如何把體系與公司的技術戰略進行有效整合。最後，體系根本無法跟上瞬息萬變的商業變化，更無從滿足個人用戶的需求，於是每次的系統升級都成了一項十分讓人望而生畏的任務。

　　3. 系統應該包羅萬象，無所不能。

　　實際上，如果你為自己設定了太多期望，到頭來可能因為顧此失彼而以失敗告終。你應該意識到根本沒有必要解決所有的信息問題。你應該腳踏實地從解決細微的問題開始。

　　我曾經合作過的一個電信公司就采用了正確的方法。為了得到一個銀行大客戶的訂單，這家電信公司把知識管理工具與這個客戶所擁有的全球銷售團隊的工作成果進行了整合。這支銷售團隊沒有因為冗長而繁復的銷售循環而消磨掉自己的戰鬥力，一直保持著成功銷售的靈活頭腦。有了這支銷售團隊的昌盛不衰做堅強後盾，再加上從知識管理中悟出來的道理，這家電信公司幫助銷售團隊最大程度地發揮了銷售能力，取得了輝煌的業績。

　　告誡：即使你從小事做起，也應該擁有做大事的思維。因為你需要預見你正在進行的知識管理在公司發展壯大時能否依然發揮功效。

　　4. 知識管理的目標就是創建一個文檔存儲庫。

　　當然，如果你的員工常常發現在找尋或者利用關鍵信息時需要付出大量不必要的勞動，那麽文檔管理的確是你的頭等大事。但是，你應該在重視信息的價值和可靠性的同時，也要關註這些信息如何存儲。

　　我所知的全球性公司的研發部門有效地解決了這個問題。它們把白皮書和研究報告放在網上實現共享，但是發現幾乎沒有人使用這些信息資源。然後這個公司為這些喜歡相互詢問不喜歡找尋資料的員工建立了一條通道：他們可以找到創建相關信息的科學家，向其尋求幫助。這樣的方法讓員工感到歡欣鼓舞、士氣大增。結果，員工的工作效率大大提高，在更短的時間裏做出更好的決定。

　　5. 你可以購買現成的系統。

　　這是一種很理想的想法。知識管理體系對於使用的公司來說都是獨一無二的。在很多好的工具都實現商業化的同時，也出現了這樣的問題：這些新的工具將如何更好地融入公司的發展、運作，如何與技術戰略進行有效整合。如果你的知識管理計劃要求員工使用4個搜索引擎、3個文檔管理體系、6種協作工具、多種[計算機](http://big.hi138.com/jisuanji/)系統，那麽你註定要失敗。

　　6. 知識管理就是知識控制。

　　公司總是過度擔心員工把知識用在不當之處或者不放心讓員工掌握太多的信息。於是公司就人為地為知識的索取或掌握設置了層層的關卡，直到把知識管理體系的潛力消耗殆盡。

　　最近一個管理者告訴我，他的公司已經創建了一種精確的系統，不但可以跟蹤所有的客戶關系，還可以防止銷售員掌握這些信息，因為他們擔心員工投靠競爭對手時把這些重要信息帶走。

　　最後，知識管理並不是在維護一個古老過時的數據庫。知識管理應該是培養一種健康的環境，身處其中的員工會問諸如此類的問題：“有誰知道......？”“誰能幫我？”也就是說建立一個開放的體系，鼓勵員工之間相互交流，創造員工交往的機會。

　　7. 體系一旦建立起來，員工就會使用。

　　如果方法得當，知識管理可以使一個企業脫胎換骨。這不是一個簡單的任務。在你配置體系之前，你需要提前想到使用新方法可能會給員工帶來的擔心和焦慮。你必須考慮你的企業[文化](http://big.hi138.com/wenhua/)所具有的特性：鼓勵知識共享。最重要的是，你必須勇敢面對這個事實 ：高級管理者必須提供強有力的領導。

　　相信上述任何一種誤區所帶來的災難都是毀滅性的。只有避免這些錯誤，公司才能更好地在正確的時間把正確的信息傳遞給正確的人。

**Misunderstanding of Knowledge Management 7**

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        9.11 terrorist attacks in the United States exposed the U.S. authorities in the information communication shortcomings. In fact, terrorist attacks as early as a few months before, the FBI in Minnesota and Phoenix, each branch had collected a number of a harbinger of relevant information. But these two branches do not communicate with each other relevant information. Had they shared their information, to be vigilant, and perhaps will be able to escape this catastrophe.
        Information on the company closed the same may be hard hit. Many companies have realized the importance of knowledge management, but also willing to invest, but with little success. If you look at the company's knowledge management approach, you can find them in the implementation of the existing problems.
        Companies often because of errors committed in the following seven into a devastating error:
        1. Knowledge management is knowledge.
        Knowledge can be management? Knowledge is highly personal property, and management has included the organizational processes. Therefore, knowledge management requires knowledge of the individual into the company's knowledge, to achieve within the company shared and appropriate use.
        Two. Knowledge Management only with technology.
        Many companies are too concerned about the establishment of knowledge systems, so that the related technology as their work is all about. But they failed. I know a large company created a Rolls Royce knowledge platform - a true technological masterpiece. However, each person is only interested in system design, does not care about how the system is running, the system actually be able to solve any problem, and how to system and the company's technology strategy for effective integration. Finally, the system simply can not keep up with the ever-changing business change, the more impossible to meet the needs of individual users, so each system upgrades have become a very daunting task.
        3. Systems should be all-encompassing, all-powerful.
        In fact, if you set too many expectations for themselves, in the end probably because trade-off but failed. You should be aware that there is no need to address all of the information problems. You should be down to earth to solve a minor problem from the beginning.
        I have worked with a telecommunications company adopted the right approach. In order to obtain a bank's customer orders, which telecommunications companies have knowledge management tools and the customer has a global sales team, integrated results of the work carried out. Zhezhi sales team did not because of lengthy and complex sales cycle while away their fighting capacity, has maintained a successful marketing ingenuity. With Zhezhi the prosperity of the sales team did not decline to do strong backing, combined with knowledge management awakened from the truth, this telecommunications company to help the sales team to maximize sales capabilities, has made brilliant achievements.
        Caution: Even if you are from a small start, should have to do big thinking. Because you need to anticipate your ongoing development and growth of knowledge management in the company whether they can still be useful.
        4. Knowledge Management goal is to create a document repository.
        Of course, if your employees are often found in looking for, or the use of critical information needed to pay a lot of unnecessary work, then the document management really is your top priority. However, you should attach importance to the value and reliability of the information, we must also focus on how information is stored.
        I know the company's global R &amp; D department has effectively solved this problem. White papers and research reports them to be shared on the web, but found almost no use of these information resources. The company then asked for those like each other do not like to find information on the staff set up a channel: they can find relevant information to create scientists, their help. Such an approach was encouraged by the staff, the energized. A result, employee productivity has greatly improved in a shorter period of time to make better decisions.
        5. You can buy ready-made system.
        That is a very good idea. Knowledge management system for the use of the company is unique. In many good tools are commercialized at the same time, there have been such a problem: These new tools will be how to better integrate into the company's development, operation, how to effectively integrate technology strategy. If your knowledge management plan calls for employees to use four search engines, three document management system, and six kinds of collaboration tools, a variety of computer systems, then you are doomed to failure.
        6. Knowledge management is knowledge control.
        Company employees are always too much about the knowledge used in inappropriate or do not trust the staff to master too much information. So companies artificially obtain or have knowledge of the barriers set up layers until the potential of knowledge management systems exhausted.
        Recently a manager told me that his company has created a precise system that not only can track all of the customer relationship, but also to prevent the salesman to master the information, because they fear that the employees relying on competitors to take away these important messages .
        Finally, knowledge management is not in the maintenance of an antiquated database. Knowledge management should be to foster a healthy environment, living in one of the staff will ask questions such as: 'Does anyone know ......? ''Who can help me? 'That is an open system, to encourage interaction among employees, and create opportunities for staff exchanges.
        7. System, once established, employees will use.
        If the methods are appropriate, knowledge management can enable a company reborn. This is not a simple task. Before you configure the system, you need to think ahead of their employees to use the new method may bring concerns and anxiety. You must consider your corporate culture has the characteristics of: to encourage knowledge sharing. The most important thing is, you have courage to face this fact: Senior managers must provide strong leadership.
        I believe any of these errors caused by the disaster are devastating. Only to avoid these errors, the company can better at the right time to get the right message to the right people.