

יצירת ידע חדש ותובנות בארגון באמצעות תובנות שיתופיות

Just Figure out What's Next Steve Jobs

סדנא אינטגרטיבית- מדיה חברתיים
החוג ללימודי מידע וידע
אוניברסיטת חיפה, 27 מרס 2014

עידן השיתוף במידע

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- לדעת איך למנף את האינטליגנציה הקולקטיבית (Collective Intelligence) (עובדים, ספקים, לקוחות) לטובת הפירמה.
- מדדים איכותניים של המידע ותרומתו.
- ביצועים ברמה הקולקטיבית תורמים גם לביצועים אישיים.
- לפתח את הביצועים הקולקטיביים של העובדים.
- להנחות תהליכי שיתוף וליצור את תנאי העבודה להיווצרותם (אמון ומחויבות קולקטיבית)

שימוש ב- Collective intelligence

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□ בשנת 2000 התקיים באוניברסיטת סטנפורד כנס
The unfinished Revolution; Strategy – בנושא
and Means for Coping with Complex Problems
בראשות Douglas Engelbart שאחד המסקנות שלו
היה הצורך בהעמקת שימוש ב- Collective
intelligence כדי לפתור בעיות מורכבות בארגונים.



Engelbart, D. (1995). *Boosting Our Collective IQ: A Selection of Readings*, BLT Press for the Bootstrap Institute .

Internal Social Media

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" In many organizations the number of dedicated CI personnel is very small. At Alcatel-Lucent we use internal Social Media tools to comply with this challenge. For over three years Alcatel-Lucent has been using Social Media internally to increase knowledge sharing across the company now having close to 69,000 members globally. We adopted Social Media tools used throughout the company for Competitive Intelligence purposes".

Alexandra Nelles

Alcatel-Lucent, 2013

מדיה חברתיים – האתגר הארגוני' 27-Mar-14

- פלטפורמה של **IBM** הנקראית Connections המשולבת עם תוכנת SharePoint של מיקרוסופט.
- בקהילת המודיעין של IBM חברים כ- 26,000 מעובדי החברה (2012). יותר ויותר אנשים מודעים לנושא ומשתתפים בתהליך המודיעיני. מישהו רואה מידע מעניין על מתחרה, למשל מוצר חדש – הוא מייד משתף רבים ומשם זה מגיע לרבים אחרים בלי פילטרים ובלי התערבות "פוליטית".
- בממוצע לעובד בחברה יש כ- 150 קשרים פנימיים עמם הוא מתקשר באופן שוטף.

Collective intelligence

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□ Collective intelligence

is shared or group intelligence that emerges from the collaboration, collective efforts, and competition of many individuals and appears in decision making. (Not **Shared Knowledge**).

□ Collective intelligence - or crowdsourcing - refers to harnessing the power of a large number of people to solve a difficult problem as a group. Collective intelligence can also be a valuable marketing tool. (Financial Times Lexicon). **Collective intelligence** is what we term a positive-sum economy. (Nobel, J. “Collective intelligence: From pyramidal to global”).

□ The most important information resource is the employee. Every employee must be a collector, producer, and consumer of information and intelligence. This is called the "corporate hive" (Robert Steele, (1996), “Creating a Smart Nation”, *Government Information Quarterly*, Volume 13, Number 2, pp. 151-173

Most Effective Primary Research Source

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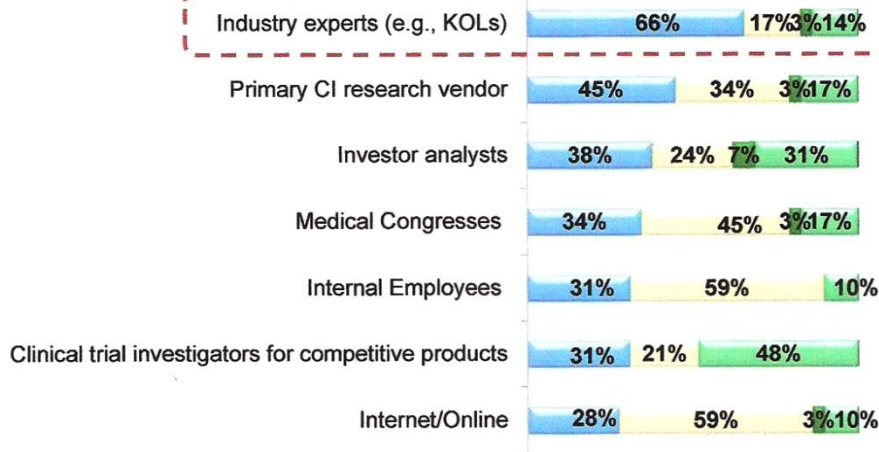
KOLs Seen as Most Effective Primary Research Source (1 of 2)

Two-thirds of participants rate Key Opinion Leaders/ industry experts as a highly effective primary source for collecting CI, and another 17% find this source somewhat effective. Although clinical investigators are less used for intelligence, 60% who use them rate them highly effective as well.

Q. Please indicate the effectiveness of each of the following sources your company uses for primary CI research.
[Choose the best option for each primary source type.]

Primary Research Source Effectiveness

■ Highly Effective ■ Somewhat Effective ■ Not Effective ■ Not Used



(n=29)

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90% ציינו כי תרומת העובדים אפקטיבית

‘מדיה חברתיים – האתגר הארגוני’ 27-Mar-14

הביצוע בפועל

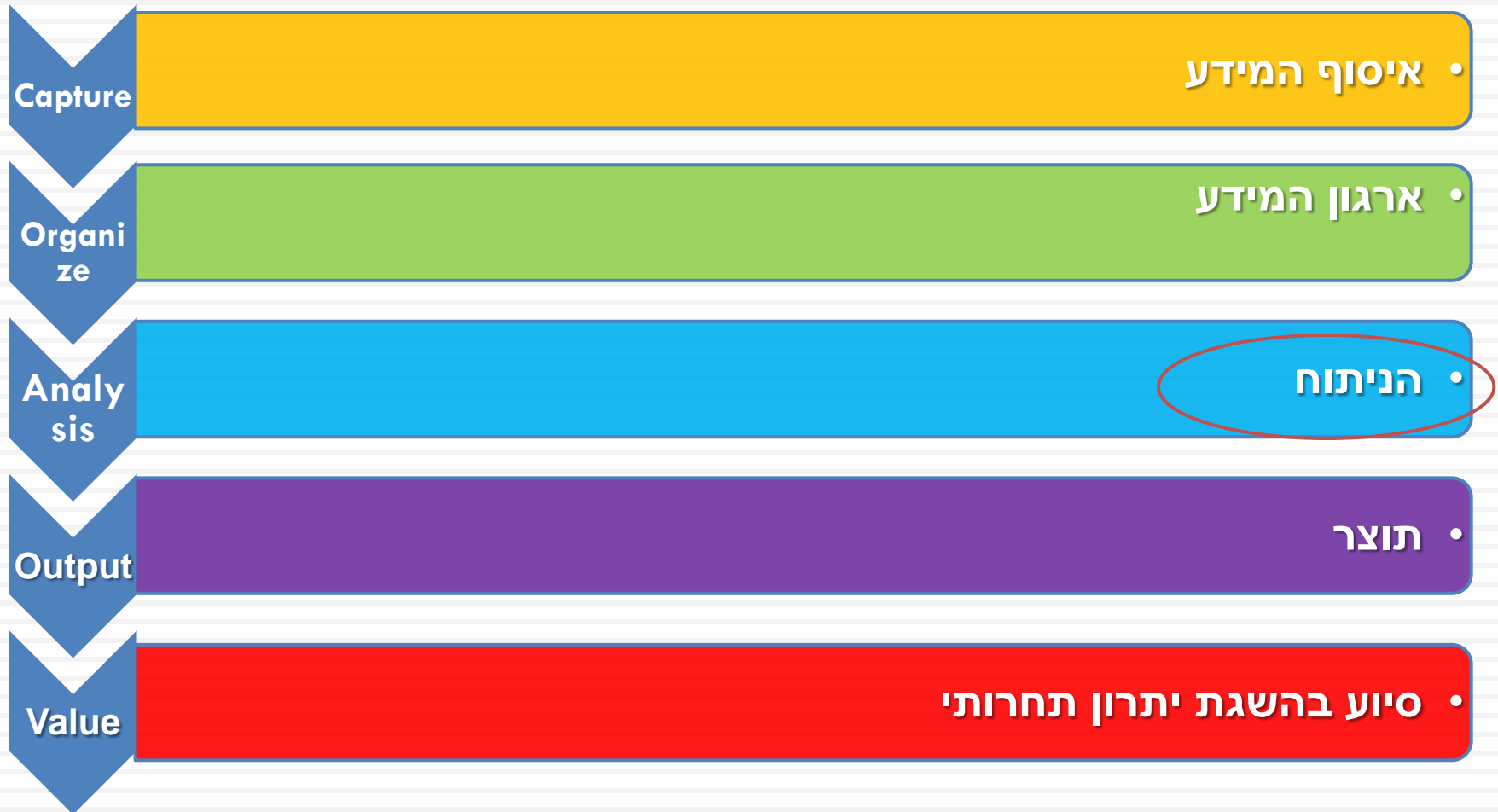
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הבחנה בין:

- **פעילות שוטפת** במסגרתה מידע (על סביבת התחרות) מועבר באופן שוטף לעובדים ולמנהלים (דו-סטרי) כחלק מהפעילות ומהמידע הזורם בארגון.
- **פעילות ממוקדת** שבה מתקיים מפגש (פנים אל פנים ו/או באמצעות מערכת מידע ייעודית) בין גורמים שונים בארגון מתוך מטרה להעלות רעיונות ולפתור בעיות.

תהליך השיתוף ויצירת ערך חדש

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Absorptive Capacity

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- "יכולת של ארגון להכיר בערכו של המידע חדש המגיע מחוץ לארגון, להטמיעו ולעשות בו שימוש עסקי".
- absorptive capacity פועל בתחומי ניהול שונים ביניהם ניהול ידע.
- "a firm's ability to recognize the value of new information, assimilate it, and apply it to commercial ends".... in order to be innovative an organization should develop its absorptive capacity".

Cohen W. and Levinthal, D. (1990). "Absorptive capacity: A new perspective on learning and innovation", *Administrative Science Quarterly*, Volume 35, Issue 1 pg. 128-152. Also: Cohen W., and Levinthal, D., (1989), "Innovation and learning: the two face of R&D", *The Economic Journal*, No. 99, pp. 569-596.

27-Mar-14

מד"ח חרבתיים - האתגר הארגוני

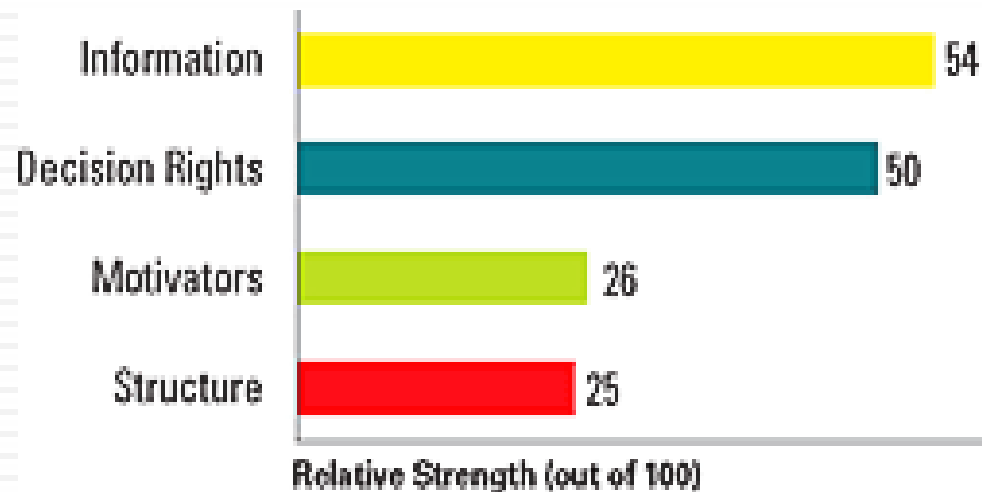
Collaborative Intelligence

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- **Collaborative Intelligence** is an approach that has been used in a business setting to tackle: Firstly by applying a range of techniques to ensure senior executive awareness and advocacy, and second by embedding intelligence in business processes to collaboratively deliver outputs that support decision making.
- **Makes it possible for organizations to “all know what each knows”** to aid in decision making, reduce competition and ultimately drive success.

על מה מתבססת הצלחה של ארגון?

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Gary L. Neilson, Karla L. Martin, and Elizabeth Powers (2008), "The Secrets to Successful Strategy Execution", *HBR*, October.

RANK	ORGANIZATION TRAIT	STRENGTH INDEX (OUT OF 100)
1	Everyone has a good idea of the decisions and actions for which he or she is responsible.	81
2	Important information about the competitive environment gets to headquarters quickly.	68
3	Once made, decisions are rarely second-guessed.	58
4	Information flows freely across organizational boundaries.	58
5	Field and line employees usually have the information they need to understand the bottom-line impact of their day-to-day choices.	55
6	Line managers have access to the metrics they need to measure the key drivers of their business.	48
7	Managers up the line get involved in operating decisions.	32
8	Conflicting messages are rarely sent to the market.	32
9	The individual performance-appraisal process differentiates among high, adequate, and low performers.	32
10	The ability to deliver on performance commitments strongly influences career advancement and compensation.	32
11	It is more accurate to describe the culture of this organization as "persuade and cajole" than "command and control."	29
12	The primary role of corporate staff here is to support the business units rather than to audit them.	29
13	Promotions can be lateral moves (from one position to another on the same level in the hierarchy).	29
14	Fast-track employees here can expect promotions more frequently than every three years.	23
15	On average, middle managers here have five or more direct reports.	19
16	If the firm has a bad year, but a particular division has a good year, the division head would still get a bonus.	13
17	Besides pay, many other things motivate individuals to do a good job.	10

- Focus corporate staff on supporting business-unit decision making.
- Clarify and streamline decision making at each operating level.
- Focus headquarters on important strategic questions.
- ■ ■ Create centers of excellence by consolidating similar functions into a single organizational unit.
- ■ ■ Assign process owners to coordinate activities that span organizational functions.
- ■ Establish individual performance measures.
- ■ ■ Improve field-to-headquarters information flow.
- ■ Define and distribute daily operating metrics to the field or line.
- ■ ■ Create cross-functional teams.
- ■ Introduce differentiating performance awards.
- ■ Expand nonmonetary rewards to recognize exceptional performers.
- ■ ■ Increase position tenure.
- ■ ■ Institute lateral moves and rotations.
- ■ Broaden spans of control.

BUILDING BLOCKS ■ Decision Rights ■ Information ■ Motivators ■ Structure

VOCE

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How Voice of the Customer Via Employees Can Harness Frontline Insights

In 2010, **Steve Wallin** launched Best Buy's first formal VOC (Voice Of Customer) department and created the Voice Of the Customer through the Employee (VOCE) program as Vice President of Consumer Insights Strategy & Execution (ISE). VOCE was selected as a *Harvard Business Review/McKinsey & Company M-Prize* winner for Management Innovation.

Your employees are an asset that you have already paid for and they can provide some of the best **customer and competitive information** available.

WINNERS ANNOUNCED!

We're thrilled to introduce you to the winners of the Beyond Bureaucracy Challenge—the second phase of the HBR/McKinsey M-Prize for Management Innovation. <http://www.mixprize.org/m-prize/beyond-bureaucracy>

מז"ה חבובתיים - האתגר הארגוני 27-Mar-14

[bureaucracy](http://www.mixprize.org/m-prize/beyond-bureaucracy)

Butterfly effect...

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- **Butterfly effect:** The ways that economic, security and political developments, which often start as small, almost imperceptible shifts, can grow and ripple outward – impacting people, companies and industries far from the initial event.

Explain causes of competitive intelligence failures*

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Conclusions: *Intelligence failures derive from limited analysis and verification of data, lack of resources, limited recognition of the value of competitive intelligence and the status of those generating it.*

Communication between staff and senior management should be carefully managed to avoid failures.

* Tsitoura, N., & Stephens, S. (2012). “Development and evaluation of a framework to explain causes of competitive intelligence failures”, *INFORMATION RESEARCH*, VOL. 17 NO. 2, JUNE.

**אם תמיד תעשה את מה שתמיד
עשית, תגיע תמיד רק לאן
שהגעת!**

תודה רבה

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