

14

2002 12

: (The knowledge Advantage)

: Rudy Ruggles & Dan Holtshouse

:

: (1999), (2001)

:

- Rudy Ruggles : Ernst & Young Business innovation Center .

Knowledge management Tools

- Dan Holtshouse : Xerox

1. 「 」가

2.

3.

4.

5.

6.

1. 「 가

가 .

Knowledge Advantage

- Michael Polanyi :

1. :

- GM :

- (The knowledge-creating Company)

- :

- Tom Stewart : (Intellectual Capital)

2. (1995)

- Peter Senge : Fifth Discipline()

- (CKO) Infra Bechtel

3. (1996)

⇒ Baldrige CEO 가

Trend

Rank

4. (1997)

“ 가 가 가 ”

- , ,

- Infra, , , , , ,
3~4

5. (1998)

Knowledge Advantage가 , , ,

▪



- (Edward O. Wilson)

: , ,



- !
(Alan Webber)

: 가 , 가 .



- (Peter Drucker)

:



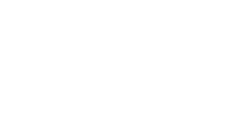
- ()

:



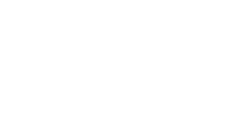
- (Bob Bauer)

:) . 3가 (, ,)



- (Christopher A. Bartlett)

:



- ,
(James Brian Quinn)

:

▪

/

_____ ()

[Redacted]

- : :
(Stephen Denning)

가
가 .

- :
(Stan Davis)

가
가 가

- :
(Karl-Eric Sveiby)

.

[Redacted]

- : :
(Brian Arthur)

.

- :
(Lester Thurow)

가

, , 가 ,

- :
(Stan Davis & Chris Meyer)

가, ,

2.

, , , , , .

(Edward O. Wilson*)

/

- . 4가 가 .
- . (Cognitive neurosciences)
- 가 . (Behavioral genetics)
- ** (Consilience) . (Evolutionary biology)
(ex) , (Environmental sciences)

가 .

* Harvard University

** 1840

(Alan M. Webber*)

(**)

1,600

- CEO

가”

Forum Compuserve 24 Forum ,

가

* Fast Company

** CEO

(Peter Drucker*)

?:



-
-
-

“

가”

...

가

...“가

”

가

가

가

?:



-
-
-

,

...

,

(Results) :

(Manner) :

(Responsibility) :

*

3.

가 가 가
가 .

(*)

SECI

** 가

(Socialization) :

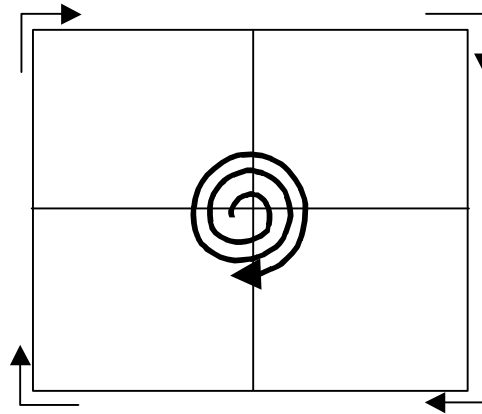
가 : OJT

(Externalization) :

(Combination) :

(Internalization) :

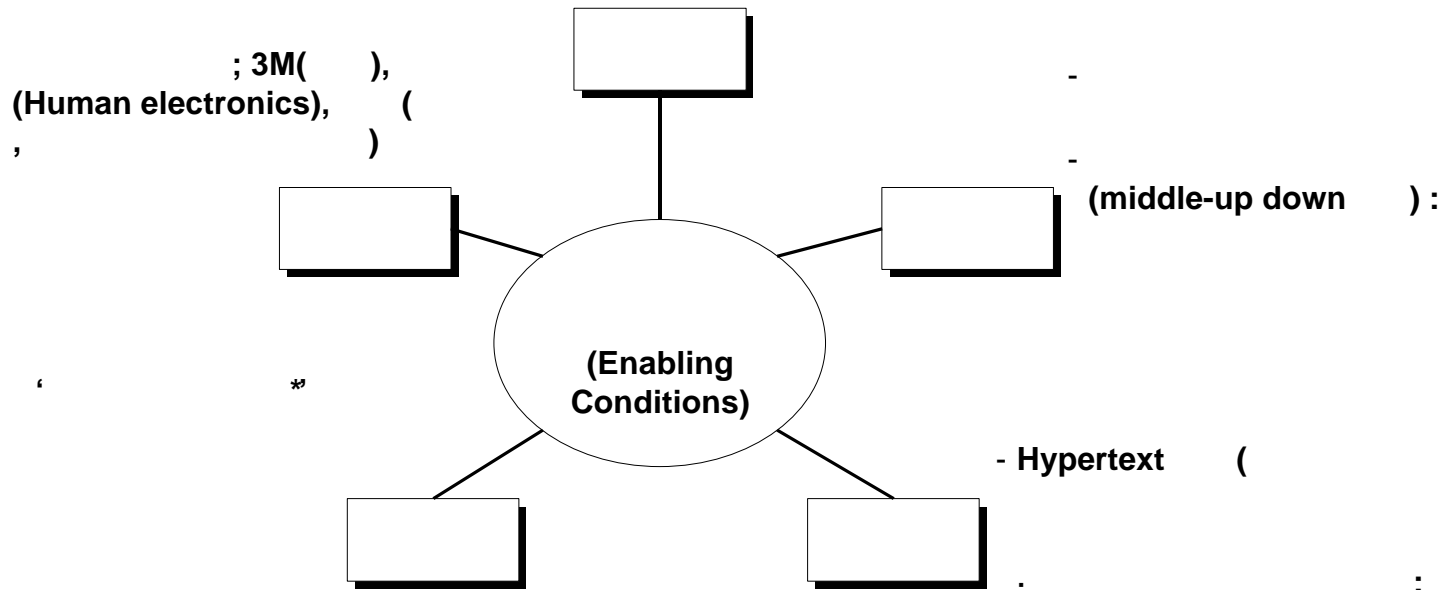
. Learning by Doing



* U.C, Berkeley

**

(Enabling Conditions)



Xerox

(Bob Bauer*)

- , ,
· : , ,
· :
· :
-

:
가
:
:

가

- 가
(Knowledge Ecologies)
**(Communities of Practice)

*

**

Xerox

가

Best Practices

, ,

, ,

(Christopher A. Bartlett*)

- : . .

... - 90

:

: TQM, , Mass Customization .
가

- .
.
.

: Empowerment, , 가 , ,

- :
. :
. : , , 가
. : , ,
.

,

* Harvard

(James Brian Quinn*)

(Intellect)

(Continual)
가

()

()

가

가

가

92%

가

가
가

S/W

Know-what()

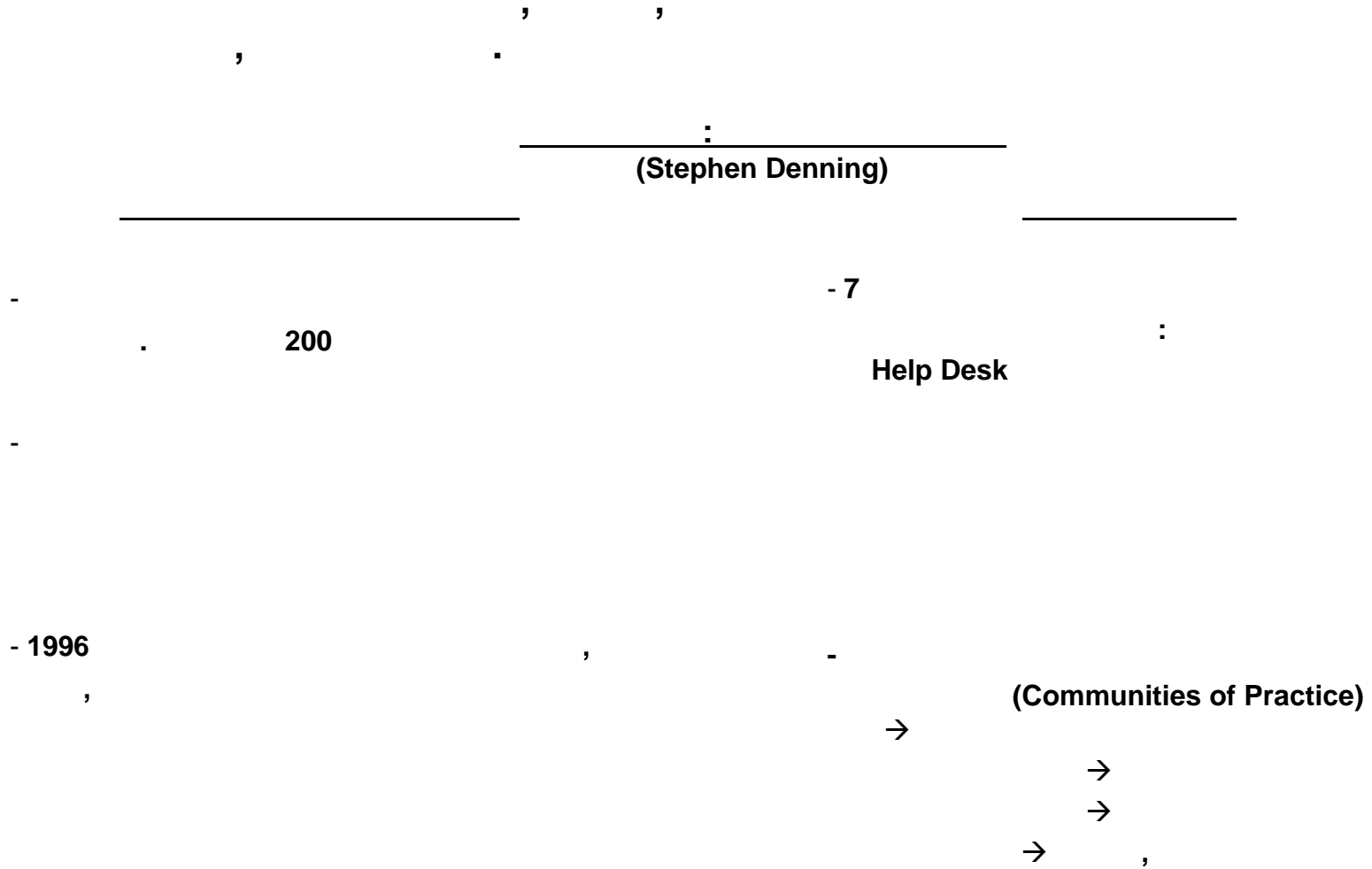
Know-how()

()

()

*

4.



가 .

(Karl-Eric Sveiby)

vs

vs

- 가
: , ,
: , ,
: , ,

- , , ,
, 가
- .

- , , ,
- Taylor , , ,
- , , ,
- .

- , .

5.

.

:

(W. Brian Arthur)

vs

- :

,

가

,

가

-

가

.

-

,

,

,

-

:

.

-

가

-

,

,

.

-

,

.

.

가

.

가

.

. Lock-in

3

(Lester Thurow)

3

- 1 : 1800 , . - , .
- 2 : 1800 ~1900 , . 가 .
가 - , 가 .
- 3 : 20 ~21 , . 가가 가
, , , , 가 .
, . 가
- 3 . Acer Smile Curve
가 가
(: , , ,)



,
 , ,
 ,

(Stan Davis & Chris Meyer)

가
 (19)

/ /

:

-

4

3

.

가 가

,

.

:

.

가

-

,

,

,

,

.

,

:

,

,

:

.

/

:

) GM On-Star System,

가

,

:

,

:

Up grade.

GM

,

.

:
 가 (가) → , , -
 → → , , -
 → 가 , , -
 : 가 . 가 가 가 -
 . . 가 . -
 ()가 , ()가 -
 . . -
 : -
 .10 ,100 . -
 .6 . -

:

:

:

6.

¶ 14 . , , ,

¶ 가 .
.

¶ ,

¶ , 가 가 .

¶ , . , .