

GfWM-Treffen auf der CeBIT am 18.03.2007

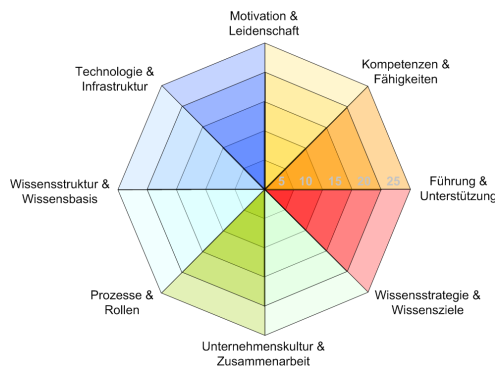
100 Jahre (Wissens-)Management



- Vorstellungsrunde und Erwartungen
- Eine kurze Geschichte des (Wissens-)Management
 - Taylorismus
 - Deming und TQM
 - Balanced Scorecard
 - DIN EN ISO 9000:2000
 - Toyotismus

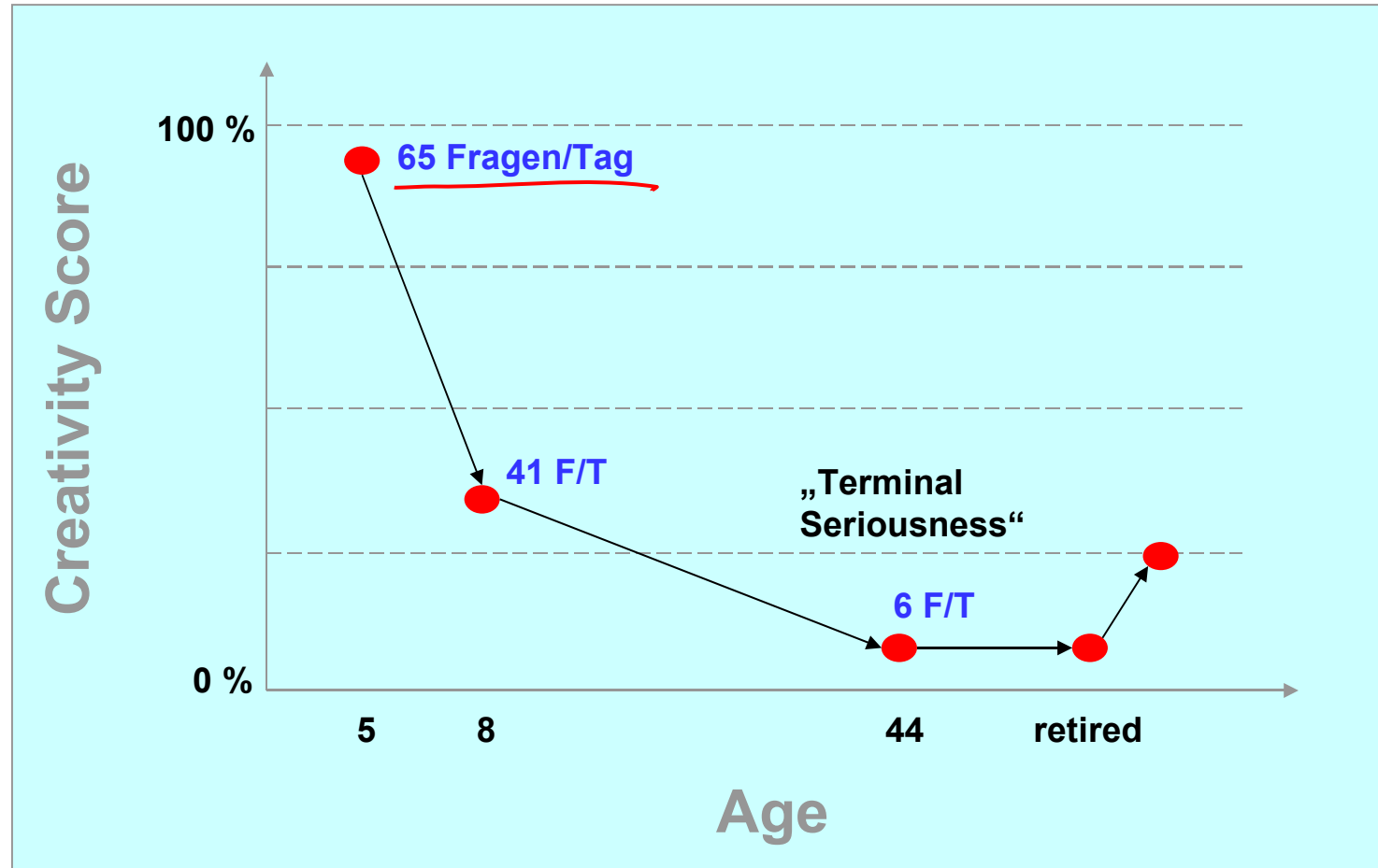


- **Unsere Mission:** Wir befähigen Menschen und Organisationen durch Wissen richtig zu handeln
- **Ganzheitlichkeit:** Betrachtung der Gestaltungsdimensionen Mensch, Organisation und Infrastruktur
- **Portfolio:** Beratung, Coaching, Dienstleistung, Schulung (Software nur mit Partnern)
- **Branchenfokus:** Engineering-Branchen (Automotive, Maschinen- und Anlagenbau, Medizintechnik)
- **Reichweite:** Sitz in Erlangen, Einsatzgebiet weltweit
- **Kunden:** Audi, BMW, Bosch, Elektrobit, Festo, Johnson Controls, Leoni, LTB, Schaeffler, Telekom, TRW, VW, WaveLight etc.



Management = Unternehmensführung

Wissensmanagement = Wissensorientierte Unternehmensführung



Quelle: Chic Thompson – What a great Idea! 2001

Canadian Institute of Knowledge Management:
„Knowledge Management is knowledge-enabling business management.“

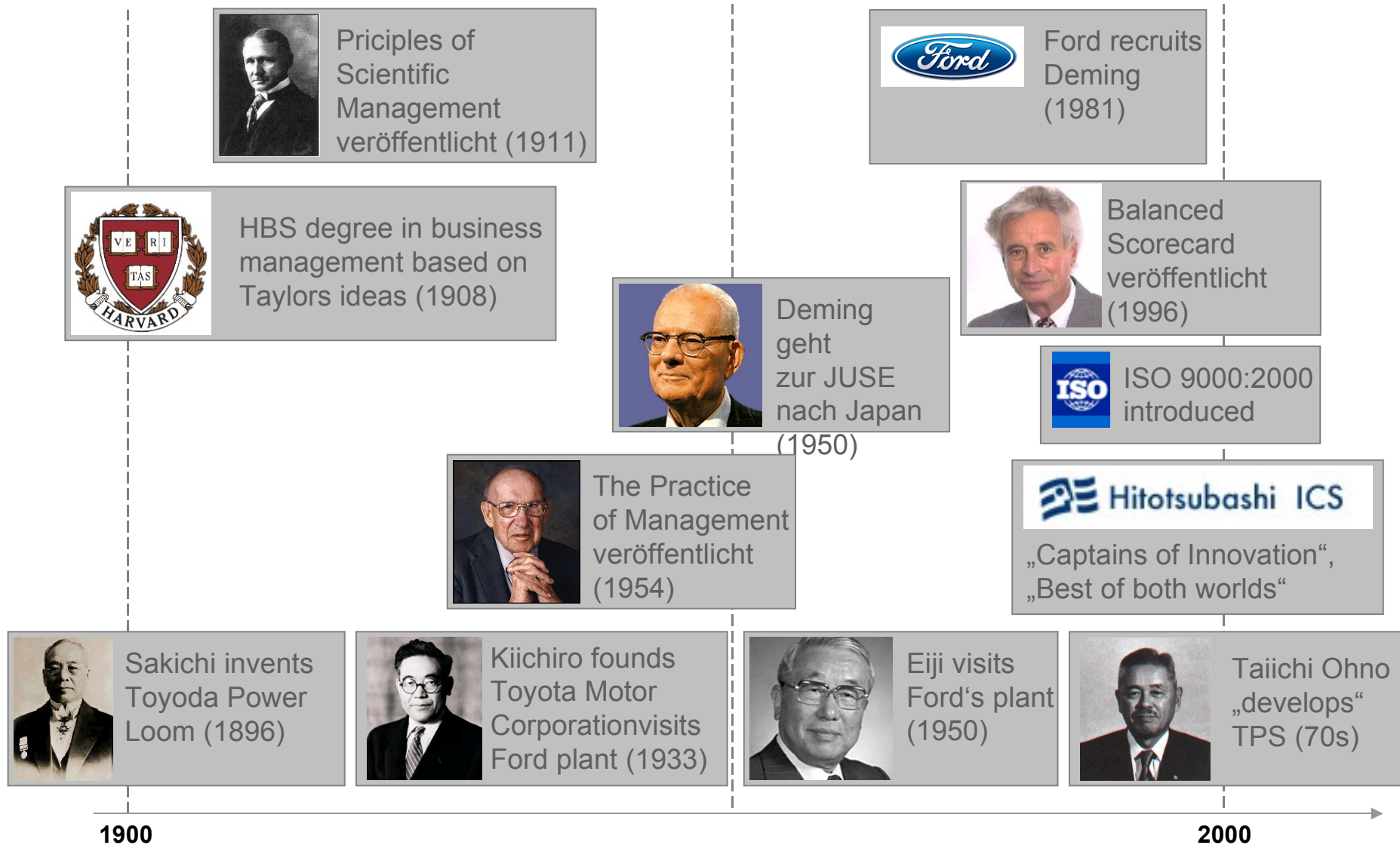
David A. Garvin (in HBR on KM):
„A learning organization is an organization skilled at creating, acquiring and transferring knowledge and at modifying its behavior to reflect new knowledge and insights.“

COGNEON-Prinzip:
„Wissen kann „geklaut“ werden, die Fähigkeit zu lernen nicht.“

Eine kurze Geschichte des (Wissens-)Management

Von Taylorismus bis Toyotismus

Eine kurze Geschichte des Management von Taylorismus bis Toyotismus



1900

2000

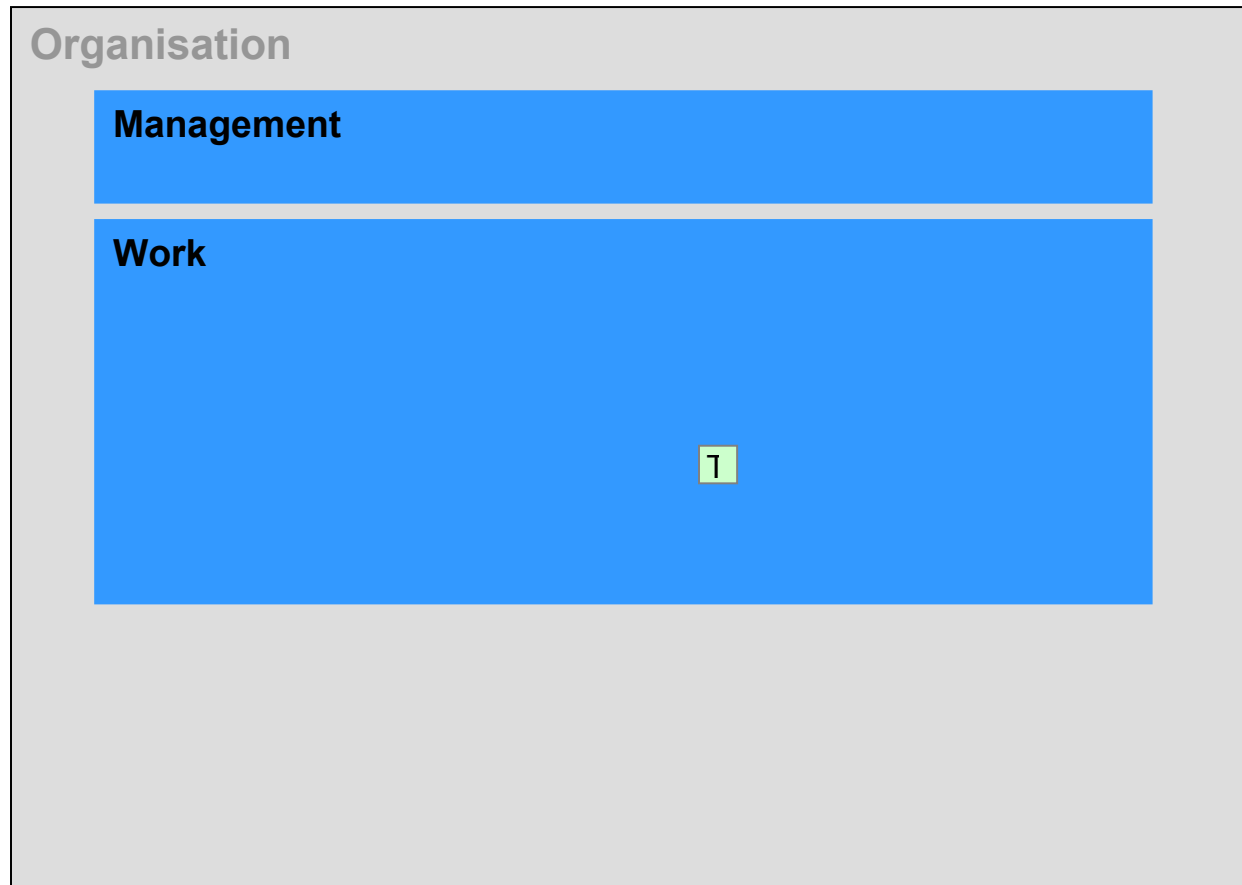
Taylorismus – Mass Production

Principles of Scientific Management



- Replace rule-of-thumb work methods with methods based on a scientific study of the **tasks**.
- Scientifically select, train, and develop each worker rather than passively leaving them to train themselves.
- Cooperate with the workers to ensure that the scientifically developed methods are being followed.
- Divide work nearly equally between managers and workers, so that the **managers** apply scientific management principles to planning the work and the **workers** actually perform the tasks.





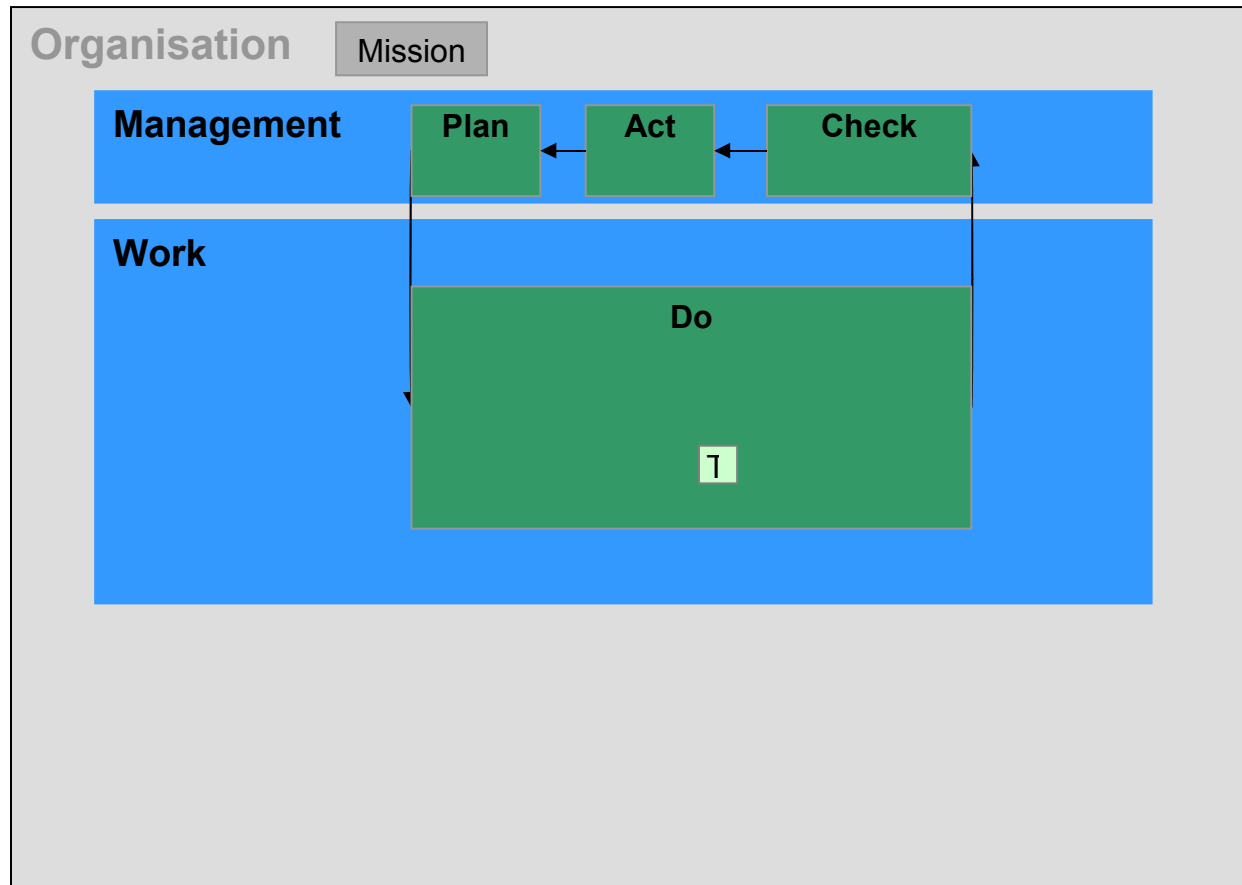
Deming und TQM

„If you can't describe what you are doing as a process,
you don't know what you are doing“



W.E. Deming
(1900-1993)

- **Create constancy of purpose for the improvement of product and service, with the aim to become competitive, stay in business, and provide jobs.**
 - Adopt a new philosophy of cooperation (win-win) in which everybody wins and put it into practice by teaching it to employees, customers and suppliers.
 - Cease dependence on mass inspection to achieve quality. Instead, improve the process and build quality into the product in the first place.
 - End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost in the long run. Move toward a single supplier for any one item, based on a long-term relationship of loyalty and trust.
- **Improve constantly, and forever, the system of production, service, planning, of any activity. This will improve quality and productivity and thus constantly decrease costs.**
 - Institute training for skills.
 - Adopt and institute leadership for the management of people, recognizing their different abilities, capabilities, and aspiration. The aim of leadership should be to help people, machines, and gadgets do a better job. Leadership of management is in need of overhaul, as well as leadership of production workers.
 - Drive out fear and build trust so that everyone can work more effectively.
 - Break down barriers between departments. Abolish competition and build a win-win system of cooperation within the organization. People in research, design, sales, and production must work as a team to foresee problems of production and use that might be encountered with the product or service.
 - Eliminate slogans, exhortations, and targets asking for zero defects or new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
 - Eliminate numerical goals, numerical quotas and management by objectives. Substitute leadership.
 - Remove barriers that rob people of joy in their work. This will mean abolishing the annual rating or merit system that ranks people and creates competition and conflict.
 - Institute a vigorous program of education and self-improvement.
- **Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.**



The Balanced Scorecard

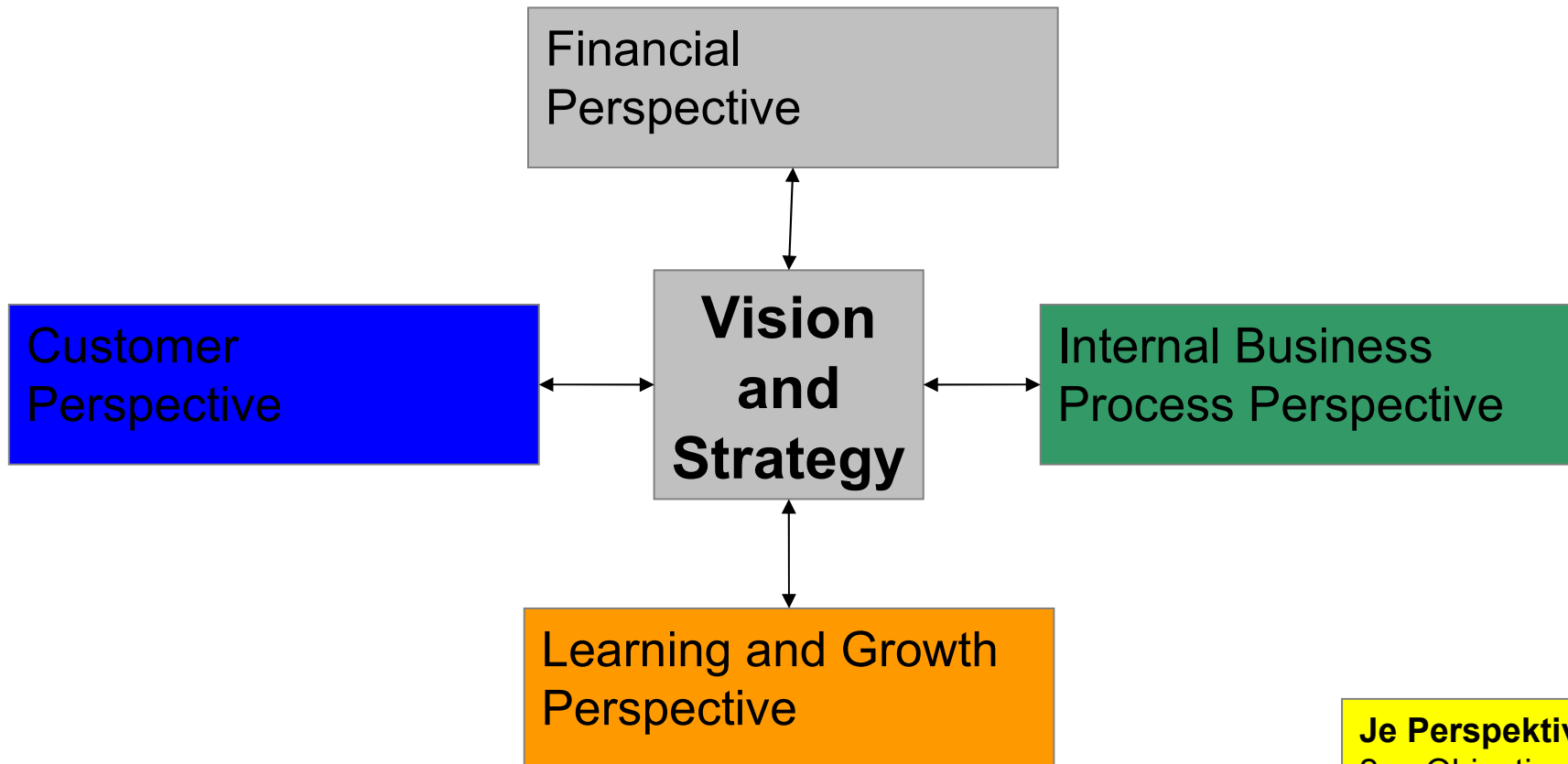
Translating Strategy into Action



Robert Kaplan



David Norton



- Je Perspektive:**
2. Objectives
 3. Measures
 4. Targets
 5. Initiatives

DIN:EN ISO 9000



und nicht

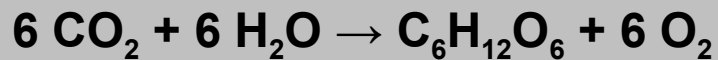


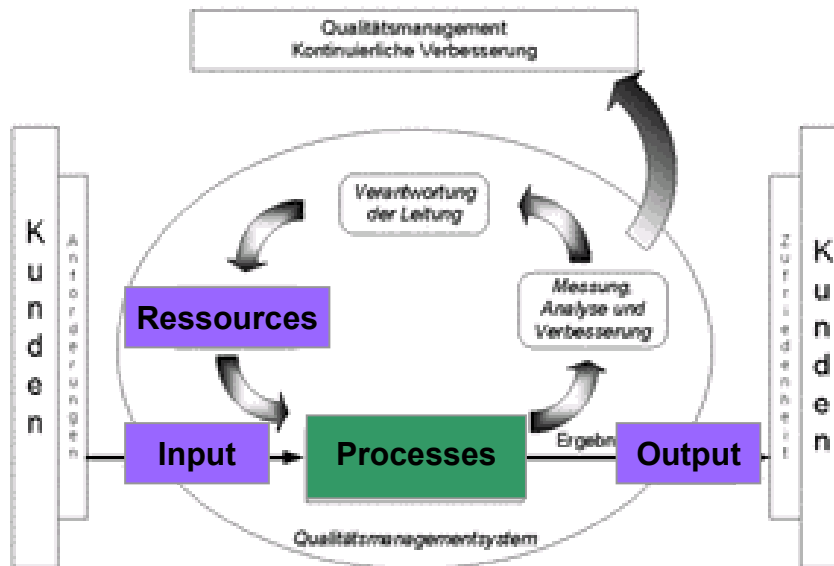
Bild: Ron Dvir

Organisation = Σ Prozesse

und nicht

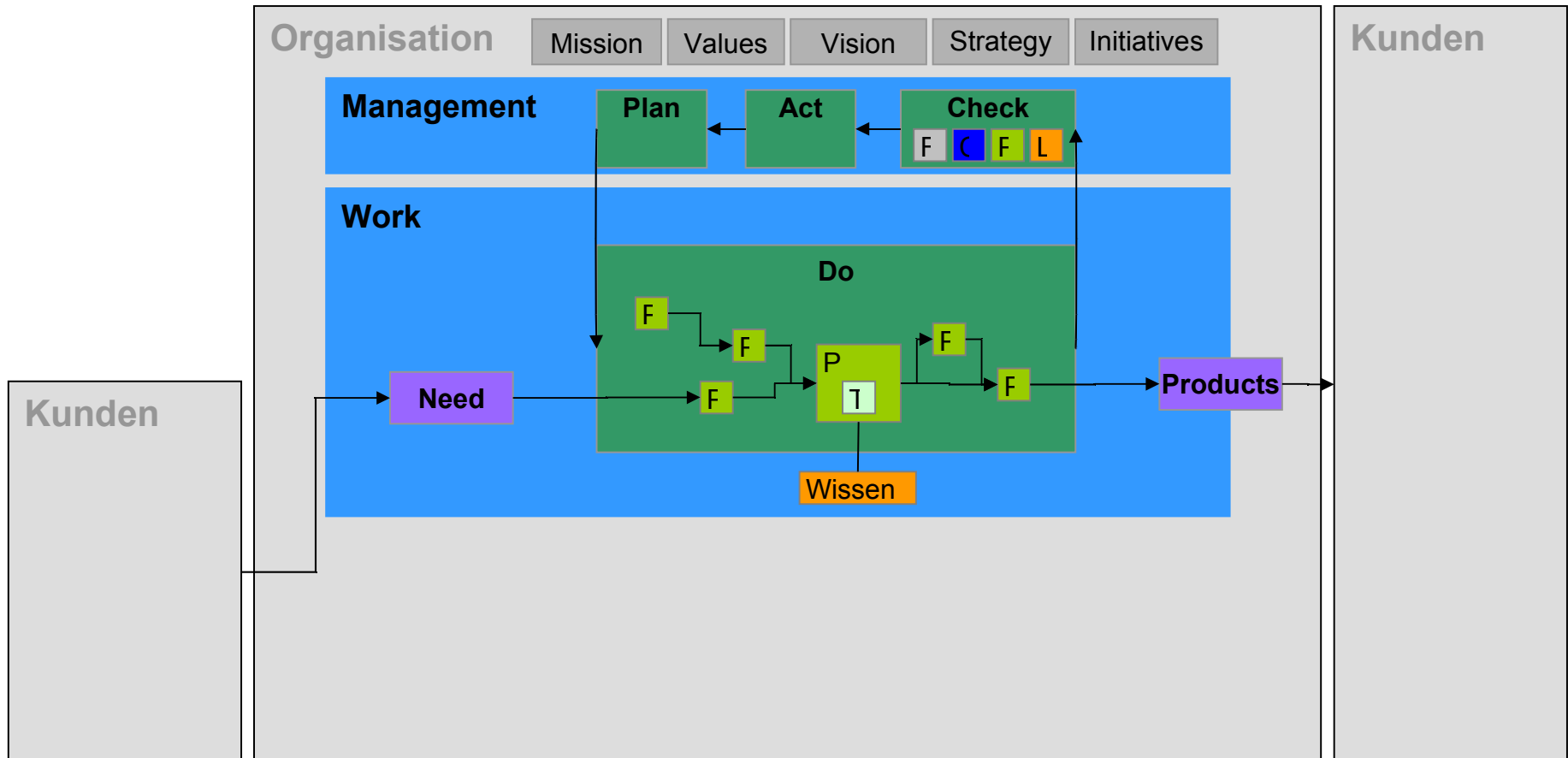


Organisation = Σ Prozessdokumentation



- „Eine Tätigkeit, die die Ressourcen verwendet, um die Umwandlung von Eingaben (Input) in Ergebnisse (Output) zu ermöglichen, kann als Prozess angesehen werden.“
- „Oft bildet das Ergebnis des einen Prozesses die direkte Eingabe für den nächsten.“
- „Die Anwendung eines Systems von Prozessen in einer Organisation [...] kann als prozessorientierter Ansatz bezeichnet werden.“

Mögliche Einordnung in ein Wissensmanagement-Modell





Toyotismus – Lean Production

„Toyota is as much a state of mind as it is a car company.“



Sakichi Toyoda
(1867-1930)



Kiichiro Toyoda
(1894-1952)

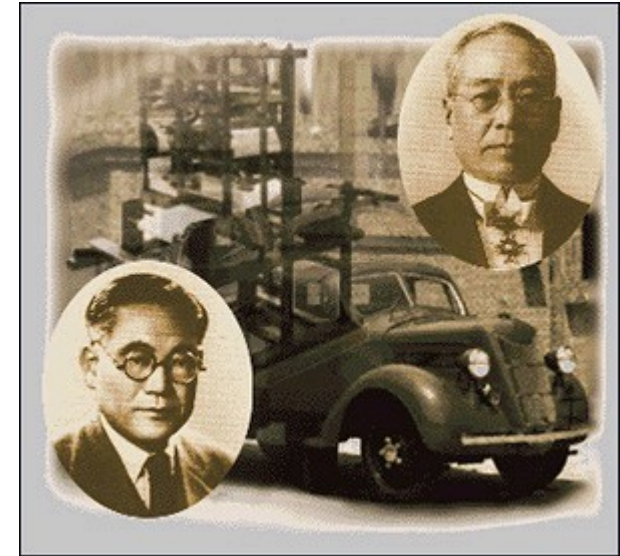


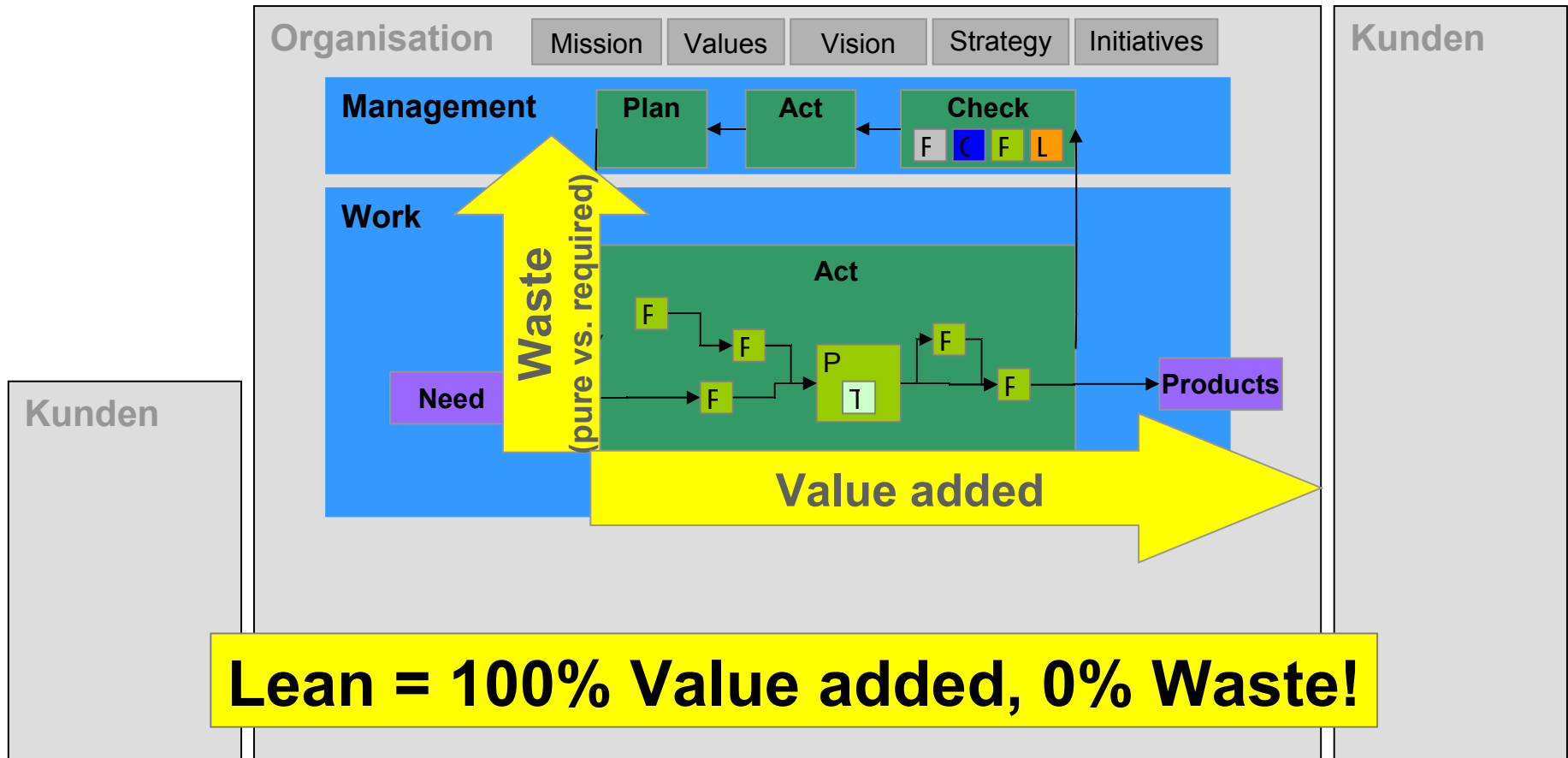
Kiichiro Toyoda
(1913)

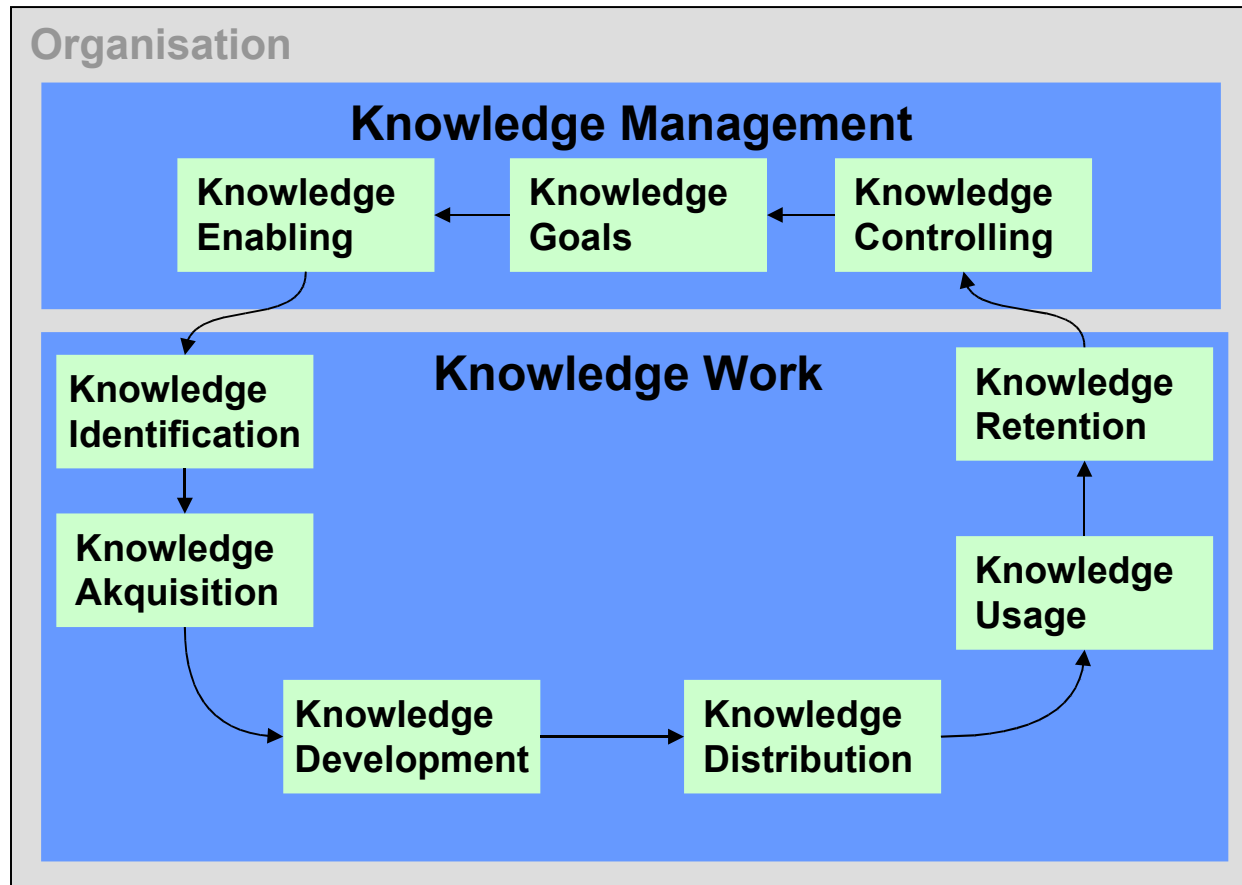


Taiichi Ohno
(1912-1990)

- **Section I: Long-Term Philosophy**
 - Principle 1. Base your management decisions on a long-term philosophy, even at the expense of short term financial goals
- **Section II: The Right Process will Produce the Right Results**
 - ... Principle 2-8 ...
- **Section III: Add value to the Organization by Developing Your People and Partners**
 - ... Principle 9-11 ...
- **Section IV: Continuously Solving Root Problems Drives Organisational Learning**
 - Principle 12. Go and see for yourself (genchi genbutsu)
 - Principle 13. Make decisions slowly by consensus; implement decisions rapidly (nemawashi)
 - Principle 14. Become a learning organization through relentless reflection (hansei) and continuous improvement (kaizen)







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