

知识型 人才管理

张向前 等著

Knowledge-type
Talents
Management

知识型人才
人性假设
管理建议

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内容摘要

因信息经济不断发展，组织面临竞争、内外环境变化日趋激烈，传统人性假设及其对应的组织管理理论表现出相对迟钝和不适应，本书提出组织要灵活应对各种变化，核心是实现知识型人才有效管理。研究主要创新性工作如下：第一，研究知识型人才内涵。提出知识型人才是指一个企业组织中脑力劳动贡献高于其体力劳动贡献者，构建知识型员工复杂性模型与不确定性模型。第二，提出H人假设，研究知识型人才和谐管理机理。H人假设认为：人性是善与恶的综合体，善与恶包括动机、过程和结果。人性善与恶之间可以发生转化，分析影响人性善恶及转化的因素主要有欲望、虚荣、竞争与比较、情感（关系）等，提出在管理过程中最终追求的目标是“善”的结果，研究知识型人才和谐管理机理。第三，研究知识型人才成长路径。研究知识型人才成长的方向，建立知识型人才投资净现值模型、企业与员工的委托激励合同模型和员工之间出资的博弈模型，知识型人才职业生涯博弈管理。第四，构建知识型人才投资交易流动模型。通过建立组织与知识型人才个体智力投资的模型，提出通过政府、企业资助、鼓励社会捐助、个体自身投资及现在通行的金融机构贷款等进行有效实现投资最优的决策。引进熵的理论建立决策矩阵及交易模型，实现组织与知识型人才之间的交易。提出知识型人才流动的研究假设并构建知识型人才流动圆轮模型。第五，研究知识型人才冲突与创新机理。构建了基于和谐管理理论的知识型人才冲突管理模型。构建了包括创新环境、个体内在因素、创新思维和创新技法四大模块的创新型人才作用机理模型，设置了创新问题发现能力、创新问题思考能力、创新问

题解决能力、创新人格化能力和创新成果体现五项评价指标体系与评价方法，提出了培育知识型人才创新性的原则和具体策略。第六，构建基于组织承诺的知识型人才激励绩效薪酬模型。构建基于组织承诺的知识型人才激励模型，提出通过加强内、外在动机的措施激励知识型人才提高其组织承诺，进而推动组织发展。构建了基于组织承诺的知识型人才绩效模型，提出实施激励措施激发工作动机、提供学习和培训机会提高工作能力、充分授权以提供组织支持以及创建合作和共享的组织氛围等途径提高知识型人才绩效，提出人才战略薪酬体系的设计思路。

关键词：知识型人才 人性假设 管理模型

Abstract

With the continuous development of the knowledge – based economy and the fierce change of organizational environment, traditional human nature assumption and organizational management theory exhibits their inadequacy. The key approach to deal with various complexity and uncertainty is the HeXie management of knowledge talents. The main theoretical contribution of this thesis consists of the following five aspects. 1) This thesis researches the connotation of knowledge talents, it brings forward the knowledge talents is that the contribution of mental labor is higher than that of manual labor in a business organization, it constructs complexity and uncertainty model of knowledge workers. 2) This thesis puts forward the H – assumption of human nature, researches HeXie Management Theory – based knowledge talent management mechanism. The H – assumption of human nature is thought that: human nature is a complex of good and evil, including motivation, process and results. This thesis finds that factors affecting human nature include desire, vanity, comparison and affection and so on, brings forward the ultimate goal in the management process is “good”, researches HeXie Management Theory – based knowledge talent management mechanism. 3) This thesis researches the growth path of knowledge talents. It researches the growth direction of knowledge talents, constructs Net present value model of investment of knowledge talents, Enterprise and employee’s incentive contract model, Game model of employees contribution capital. It researches career game management of knowledge talents. 4) This thesis constructs invest-

ment transaction flow model of knowledge talents. Through constructing individual intelligence investment model of knowledge talents to achieve the best investment decision by the government, corporate finance, encourage social donations, the individual's investment and the current financial institution loans and so on. This thesis builds decision matrix and trading model by introducing entropy theory, to realize the trade between the organization and the knowledge talents. This thesis proposes the research hypothesis of knowledge talents flow and constructs round wheel model of knowledge talents flow. 5) This thesis researches on conflict and innovation mechanism of knowledge talents. It constructs conflict management model of HeXie Management Theory – based knowledge talent, constructs mechanism model of innovative talents including innovation environment, individual internal factors, innovative thinking and innovative techniques, sets up the evaluation index system and evaluation method including innovation problem finding ability, innovation thinking ability, innovation problem solving ability, innovation personality and innovation achievements. It puts forward the principles and strategies of cultivating the knowledge talents. 6) This thesis constructs incentive compensation model of knowledge talent based on organizational commitment. It constructs incentive model of knowledge talent based on organizational commitment, to improve organizational commitment, and promote the organization development by strengthen internal and external motivation measurement. It constructs compensation model of knowledge talent based on organizational commitment, proposes the incentive measures to stimulate the work motivation, provides learning and training opportunities to improve working skills, and is licensed to provide organizational support and create an atmosphere of cooperation and sharing. It puts forward the design idea of the senior talented person's strategic compensation system.

KEY WORDS: Knowledge talents; Human nature assumption; Management model

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