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<div class="blog-posts hfeed">

<div class="date-outer">

<h2 class="date-header"><span>2018年10月21日 星期日</span></h2>

<div class="date-posts">

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<h3 class="post-title entry-title" itemprop="name">

《下一波商業創新模式》導讀分享會，會後反思

</h3>

<div class="post-header">

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<div style="background-color: white; color: #1d2129; font-family: Helvetica, Arial, sans-serif; margin-bottom: 6px;">

<b><span style="font-size: large;">《<a href="https://www.books.com.tw/products/0010770971" target="\_blank">下一波商業創新模式</a>》<br/>圖像溝通x策略創新x商業設計思維</span></b></div>

<div style="background-color: white; color: #1d2129; display: inline; font-family: Helvetica, Arial, sans-serif; margin-top: 6px;">

<span style="font-size: large;"><a class="\_58cn" data-ft='{"type":104,"tn":"\*N"}' href="https://www.facebook.com/hashtag/%E6%88%90%E5%B0%B1%E8%A7%A3%E9%96%8B?source=feed\_text" style="color: #365899; cursor: pointer; font-family: inherit; text-decoration-line: none;"><span class="\_5afx" style="direction: ltr; font-family: inherit;"><span aria-label="主題標籤" class="\_58cl \_5afz" style="font-family: inherit; unicode-bidi: isolate;">#</span><span class="\_58cm" style="font-family: inherit;">成就解開</span></span></a><br/><span class="\_5afx" style="color: #365899; cursor: pointer; direction: ltr; font-family: inherit;"><a class="\_58cn" data-ft='{"type":104,"tn":"\*N"}' href="https://www.facebook.com/hashtag/%E6%96%B0%E7%AA%81%E7%A0%B4?source=feed\_text" style="color: #365899; cursor: pointer; font-family: inherit; text-decoration-line: none;"><span aria-label="主題標籤" class="\_58cl \_5afz" style="font-family: inherit; unicode-bidi: isolate;">#</span><span class="\_58cm" style="font-family: inherit;">新突破</span></a></span></span></div>

<div>

<span style='color: #365899; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'><br/></span></div>

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<tr><td style="text-align: center;"><a href="https://1.bp.blogspot.com/-pzNFxCRy-WM/W8q3-VsDOTI/AAAAAAAALNE/GGsTXqhZ23IjRR4s5PC\_G22uEirIjLpkQCLcBGAs/s1600/44285629\_10155819999963715\_7388330406187106304\_n.jpg" imageanchor="1" style="margin-left: auto; margin-right: auto;"><span style="font-size: large;"><img border="0" data-original-height="720" data-original-width="960" height="480" src="https://1.bp.blogspot.com/-pzNFxCRy-WM/W8q3-VsDOTI/AAAAAAAALNE/GGsTXqhZ23IjRR4s5PC\_G22uEirIjLpkQCLcBGAs/s640/44285629\_10155819999963715\_7388330406187106304\_n.jpg" width="640"/></span></a></td></tr>

<tr><td class="tr-caption" style="text-align: center;"><span style="font-size: large;">第一次在超大攝錄鏡頭前分享講授</span></td></tr>

</tbody></table>

<div>

<span style='color: #365899; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'><br/></span><span style="font-size: large;"><br/></span>

<span style="font-size: large;">第一次到光點台北這個場地</span><br/>

<span style="font-size: large;">第一次在超大攝錄鏡頭前分享講授</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">對內斂與有些害羞的我來說</span><br/>

<span style="font-size: large;">要在一群人前講話</span><br/>

<span style="font-size: large;">本來就不是易事</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">更遑論要在大大的攝錄鏡頭前</span><br/>

<span style="font-size: large;">分享講授</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">但很開心我還是完成這個挑戰了</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">我做了一個對我很重要的調整</span><br/>

<a name="more"></a><br/>

<span style="font-size: large;">一開始我會覺得</span><br/>

<span style="font-size: large;">要分享這本書的導讀</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;"><span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'>《下一波商業創新模式》</span><br style="color: #1d2129; font-family: Helvetica, Arial, sans-serif;"/><span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'>圖像溝通x策略創新x商業設計思維</span></span><br/>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;"><br/></span></span>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;">對我來說有些困難，且有壓力</span></span><br/>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;">因為我自己並沒有實踐的實績</span></span><br/>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;">對我自己這關過不去</span></span><br/>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;"><br/></span></span>

<span style='background-color: white; font-family: "helvetica" , "arial" , sans-serif;'><b><span style="color: red; font-size: large;">後來</span></b></span><br/>

<span style='background-color: white; font-family: "helvetica" , "arial" , sans-serif;'><b><span style="color: red; font-size: large;">我重新做了目標的定錨</span></b></span><br/>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;"><br/></span></span>

<span style='background-color: white; color: #1d2129; font-family: "helvetica" , "arial" , sans-serif;'><span style="font-size: large;">我在這樣短短的分享時段裡</span></span><br/>

<span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'><span style="background-color: white;">我的目標是</span></span><br/>

<span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'><span style="background-color: white;"><br/></span></span>

<br/>

<ol>

<li><span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'>讓與會者對這本書有點熟</span></li>

<li><span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'>讓與會者回去會更好使用這本書</span></li>

</ol>

<div>

<span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'>關於這兩點，我相信我是「相對」的專家</span></div>

<div>

<span style='color: #1d2129; font-family: "helvetica" , "arial" , sans-serif; font-size: large;'>確實可以提供他們一些協助</span></div>

<div>

<span style="font-size: large;">因為</span></div>

<div>

<ol>

<li><span style="font-size: large;">我過去有多次被天下雜誌邀約搶先試閱新書與介紹導讀新書</span></li>

<li><span style="font-size: large;">很喜歡看書，看書翻書資歷十數年</span></li>

<li><span style="font-size: large;">企管背景、企業管理顧問經歷</span></li>

<li><span style="font-size: large;">教練會談經驗中經常協助來談者看到自身<b><span style="color: blue;">模式</span></b></span></li>

<li><span style="font-size: large;">比與會者們更早一點看到這本書，相對多讀了幾遍</span></li>

<li><b><span style="color: red; font-size: large;">熱誠─對書的介紹確實有熱誠</span></b></li>

</ol>

<div>

<span style="font-size: large;"><br/></span></div>

</div>

<br/>

<span style="font-size: large;">這樣的自我心理建設</span><br/>

<span style="font-size: large;">讓我自己可以很平穩地面對陌生情境的挑戰</span><br/>

<span style="font-size: large;">我<b><span style="color: blue;">喜歡自己這樣的「從容」</span></b></span><br/>

<span style="font-size: large;">即使不熟悉，即使還沒準備完全</span><br/>

<span style="font-size: large;">但仍然可以「從容」應對</span><br/>

<span style="font-size: large;">這是屬於我的成就解開</span><br/>

<span style="font-size: large;">超喜悅Der</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">很感謝好夥伴好戰友推我一把</span><br/>

<span style="font-size: large;">他說當我們面臨機會時</span><br/>

<span style="font-size: large;">要勇敢把握</span><br/>

<span style="font-size: large;">就算沒勇氣，也要有人把他推下海</span><br/>

<span style="font-size: large;">哈</span><br/>

<span style="font-size: large;">當他這樣說時，我立馬想到一個小故事</span><br/>

<span style="font-size: large;"><a href="https://blog.xuite.net/cyehome/twblog/182548745-%E5%88%B0%E5%BA%95%E6%98%AF%E8%AA%B0%E6%8E%A8%E6%88%91%E4%B8%8B%E6%B0%B4%E2%80%A6" target="\_blank">到底是誰推我下水…</a></span><br/>

<span style="font-size: large;">超有畫面的</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">-----------------------------------------------</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">這樣的活動中，FOR我自己的<a href="https://www.managertoday.com.tw/articles/view/30065" target="\_blank">重點摘要</a></span><br/>

<br/>

<ul>

<li><b><span style="color: blue; font-size: large;">方法工具不在新舊，實用性與產出新且有效就好</span></b></li>

</ul>

<blockquote class="tr\_bq">

<span style="font-size: large;">有學員說，他覺得這本書中所提概念都不算新也不算深，比較像入門書，我不認同此觀點；但我同意他所說，本書中所提概念都不算新也不算深，但在企業輔導的經歷告訴我，方法工具不在新舊，實用性與產出有效且符合企業需求就好，更何況，本質性的方法工具好好掌握應用，反而有機會共創出很新穎的火花與很新的創新模式，個人覺得書中提供的三個視角很實用，若<b><span style="color: red;">切換</span></b>這三視角再配上它提供的<b><span style="color: red;">操作方法與活動</span></b>，確實很有機會創出新商業模式：如圖</span></blockquote>

<table align="center" cellpadding="0" cellspacing="0" class="tr-caption-container" style="margin-left: auto; margin-right: auto; text-align: center;"><tbody>

<tr><td style="text-align: center;"><a href="https://3.bp.blogspot.com/-Mo1MjAth5fU/W8vRrqaTClI/AAAAAAAALNc/QqJwvKvPsPY3cvi\_ACvL0YGlx86dZjtPwCLcBGAs/s1600/44433000\_10155823070958715\_4959041648815243264\_n.jpg" imageanchor="1" style="margin-left: auto; margin-right: auto;"><img border="0" data-original-height="960" data-original-width="720" height="640" src="https://3.bp.blogspot.com/-Mo1MjAth5fU/W8vRrqaTClI/AAAAAAAALNc/QqJwvKvPsPY3cvi\_ACvL0YGlx86dZjtPwCLcBGAs/s640/44433000\_10155823070958715\_4959041648815243264\_n.jpg" width="480"/></a></td></tr>

<tr><td class="tr-caption" style="text-align: center;"><span style="font-size: large;"><b><span style="color: red;">切換視角</span></b>+共創方法, 來做到「策略創新」</span></td></tr>

</tbody></table>

<br/>

<br/>

<ul>

<li><span style="font-size: large;"><b><span style="color: blue;">「合作共創」對我是重要提醒: </span></b>書中提供新工作方法，它提到五項，其中的「合作共創」對我是重要提醒</span></li>

</ul>

<blockquote class="tr\_bq">

<span style="font-size: large;"><b>以人為本的視角</b> / <b>圖像思考</b> / <b>合作共創</b> / <b>反覆執行</b> /<b>宏觀視野</b></span></blockquote>

<ul>

<li><span style="font-size: large;"><b><span style="color: blue;">看到察覺</span></b>自己確有一點還不錯之處─有位學員結束後說我的<b><span style="color: red;">結構化</span></b>很清楚，在我導讀分享後，對剛到手的這本書立馬有一點的圖像感覺，有<b><span style="color: red;">見樹見林</span></b>的感受，這段話對我而言，是很大的鼓勵，很謝謝她。</span></li>

</ul>

<br/>

<span style="font-size: large;">-----------------------------------------------</span><br/>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;"><br/></span>

<span style="font-size: large;">一開始 (<a href="http://lulwechange.blogspot.com/2015/03/blog-post.html" target="\_blank">開場參考</a>)</span><br/>

<span style="font-size: large;"><br/></span>

<br/>

<ul>

<li><span style="font-size: large;"><b><span style="color: blue;">問好：</span></b>長官/主辦/老師/在座學員們大家下午好</span></li>

<li><b><span style="color: blue; font-size: large;">舉手問答：</span></b></li>

</ul>

<br/>

<blockquote class="tr\_bq">

<span style="font-size: large;">先說一下，我這個段落有多少時間<br/>這個段落的目的是<br/>讓大家對這本書有點點熟</span></blockquote>

<span style="font-size: large;"><br/></span>

<br/>

<blockquote class="tr\_bq">

<span style="font-size: large;">一開始前，先請教一下大家幾個問題，請大家用舉手回答我</span></blockquote>

<blockquote class="tr\_bq">

<span style="font-size: large;">在座曾經看過這本書的 / 今天剛拿到這本書的，都還沒翻的 / 已經簡單翻過的</span></blockquote>

<br/>

<ul>

<li><b><span style="color: blue; font-size: large;">自我介紹：</span></b></li>

</ul>

<br/>

<blockquote class="tr\_bq">

<span style="font-size: large;">安璐，PPT上的最重要一句話，業界奧黛莉赫本，平常的工作除了企業顧問輔導外，是教練，相較大家熟悉的健身教練，我做的是企業教練，也做很多一對一個人教練諮詢，對象有企業中高階主管，也有中年轉型或轉業的資深工作者，也有職場年資三到五年的工作者，或想要重新探索定位自己生涯的人。在書籍導讀方面，過去曾經多次受天下雜誌邀約撰寫新書試閱的導讀與推薦，也曾經做過數本書的導讀分享會，對書籍導讀很有熱誠，希望今天跟大家一起有個愉快的交流</span></blockquote>

<br/>

<ul>

<li><span style="font-size: large;"> <b><span style="color: blue;">接下來的流程介紹</span></b></span></li>

</ul>

<blockquote class="tr\_bq">

<span style="font-size: large;">接下來的時間，我會帶三個活動，這三個活動是從另一本同年出版的書而來的概念 《<a href="https://www.books.com.tw/products/0010762830" target="\_blank">一流的人讀書，都在哪裡畫線？：菁英閱讀的深思考技術</a>》書作者說「讀書是從數千行字裡，畫出<b><span style="color: red;">專屬自己</span></b>，能夠<span style="color: red;"><b>拓展未來</b></span>、<span style="color: red;"><b>翻轉人生</b></span>的一條線…最終連接到實際的行動」</span></blockquote>

<ul>

<li><b><span style="color: blue; font-size: large;">活動一：關鍵字</span></b></li>

</ul>

<blockquote class="tr\_bq">

<span style="font-size: large;">請每一組準備一張右上角寫上組別的便條貼，每位組員把書拿出來，停在封面，請看著封面寫下屬於你自己的關鍵字或圖形，然後拍照上傳到任務群組。結束後，請小組內分享，請前三組分享；說明一下這活動的意義，<b><span style="color: red;">「專屬自己」</span></b>與關鍵字的關聯性。我的關鍵字是ART，圖形是封面的那一波。有的學員寫的是「X」，很特別的答案，其他學員的答案: 模式 / 機會 / ART / GROWTH / OPPORTUNITY / 圖像溝通 / 市場商機 / 創新模式 / 策略創新</span></blockquote>

<ul>

<li><b><span style="color: blue; font-size: large;">活動二：初衷與定錨</span></b></li>

</ul>

<blockquote class="tr\_bq">

<span style="font-size: large;">作者群提到他們寫這本書的初衷是「<b><span style="color: red;">老公司該怎麼從組織內部著手，創造新成長策略和業務 ?</span></b> 」 ，剛提到的這句話中「從數千行字裡，畫出<b><span style="color: red;">專屬自己</span></b>，能夠<span style="color: red;"><b>拓展未來</b></span>、<span style="color: red;"><b>翻轉人生</b></span>的一條線」這件事不容易，要如何做到? 就是要能夠「要朝目標、用心思索，才能完成這些事」，重點在掌握目的，商業書不是為了娛樂逍遣，而是為了精進，所以要掌握目的，選哪本書 ? 吸收什麼內容 ? 在哪裡畫線 ? 如何應用 ? <a href="http://lulwechange.blogspot.com/2017/09/blog-post\_24.html" target="\_blank">一流的人讀書，都在哪裡畫線? ─「喜歡是不需要的」推薦文</a></span></blockquote>

<blockquote class="tr\_bq">

<span style="font-size: large;">請大家一人拿一張便條貼，在這張便條貼上寫下你個人看這本書的初衷/目的，分組拍照上傳，小組分享，分享後，請大家<b><span style="color: blue;">把自己的初衷目的化成一句提問</span></b>，一句想從書中找到答案的提問 ，例如: 「希望有學到創新方法」化成一提問「創新方法如何做?」「商業如何創造價值?」……其他學員的初衷是: 思考方法 / 學習新的東西 / 商模創新 / 改變公司成長 / 學習 /改變/ 改變公司策略 / 系統性方法引出機會 / 求新求進步 / 想要了解如何開拓客戶 / 看未來創新趨勢 / 找出新的商業模式 / 未來市場 / 授課須求 /靈感 / 突破瓶頸 / 對工作有幫助 /改變想法 / 創造新的商業模式 / 學習圖像式溝通 / 學習創新模式 / 學商業創新模式 / 找新IDEA  / 創新想法 / 找創新模式找機會</span></blockquote>

<blockquote class="tr\_bq">

</blockquote>

<ul>

<li><b><span style="color: blue; font-size: large;">活動三：書的架構</span></b></li>

</ul>

<br/>

<blockquote class="tr\_bq">

<span style="font-size: large;">請大家翻到P17的讀書旅程，這本書運用了三個重要元素，其一就是圖像溝通，所以它的架構也用了讀書旅程的圖像溝通來進行，首先請大家看到它的三個顏色，請對照到P204的三個階段與顏色，紅色代表初步階段，藍色代表演進階段，綠色代表擴散階段，再請大家看一下書的側面，都有著三種顏色，而三種顏色也有不同的呈現方式，有的是一整區塊的，有的有兩個短區塊，有的有一個短區塊，這<b>本書很討厭的地方是它很重，但它之所以這麼重，就是因為它很看重「圖像溝通」，所以它需要用全彩的方式呈現它的內容</b>，所以邀請大家來閱讀這樣的巧思呈現。 </span></blockquote>

<blockquote class="tr\_bq">

<span style="font-size: large;">再來，我們回到 P17的讀書旅程，它有<b><span style="color: red;">5個小圖像</span></b>，分別代表了它所說的五個元素組成 ( <b><span style="color: red;">核心觀念 / 啟發案例 /靈感火花/ 活動/ 範本</span></b>) ，請大家在書中的「建構營收模式」這裡，運用分組討論，把這5個小圖像對照的五個元素名稱寫在旁邊，討論結束後拍照上傳到任務群組。這活動結束後，跟大家分享「看到模式」這件事</span></blockquote>

<blockquote class="tr\_bq">

<span style="font-size: large;">再來，同樣是P17的讀書旅程，中間的三個階段，發現你的新成長機會／打造策略／推動業務，請大家把<b><span style="color: red;">「發現／打造／推動」</span></b>圈起來，舉手搶答，這是什麼詞性?  然後說明它跟下面小項方法的關聯性，再來是「範本」，再舉手搶答，這是什麼詞性?  然後說明它跟這本書主題的關聯性</span></blockquote>

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<ul>

<li><span style="font-size: large;"><b><span style="color: blue;">結尾：</span></b>請大家翻下一頁，「創新領我們前行！」同時說明這本書特色之一，經常有這種兩頁串在一起的大字頁，這也是圖像溝通的一部份，邀請大家一起唸，共同祝福與結尾</span></li>

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<div style="background-color: white; color: #222222; font-family: Arial, Tahoma, Helvetica, FreeSans, sans-serif;">

<span style="font-size: large;">祝福大家</span></div>

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<span style="font-size: large;">總能活出衷心想要的人生</span></div>

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<div style="background-color: white; color: #222222; font-family: Arial, Tahoma, Helvetica, FreeSans, sans-serif;">

<span style="font-size: large;">安璐</span></div>

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<span style="font-size: large;">107/10/21</span></div>

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<span style="font-size: large;">參考連結</span><br/>

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<li><b style="color: #1d2129; font-family: Helvetica, Arial, sans-serif;"><span style="font-size: large;">《<a href="https://www.books.com.tw/products/0010770971" target="\_blank">下一波商業創新模式</a>》圖像溝通x策略創新x商業設計思維</span></b></li>

<li><b style="color: #1d2129; font-family: Helvetica, Arial, sans-serif;"><span style="font-size: large;"><a href="https://www.managertoday.com.tw/articles/view/30065" target="\_blank">別漏掉不起眼的事物！Dyson吸塵器的靈感竟然是這樣來的......</a></span></b></li>

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<span style="font-size: large;">延伸閱讀</span></div>

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<li><a href="http://lulwechange.blogspot.com/2018/04/blog-post\_29.html" target="\_blank"><span style="font-size: large;">「說明」是一項可以學習與熟練的技能</span></a></li>

<li><a href="https://lulwechange.blogspot.com/2018/04/blog-post\_2.html" style="color: #ff9900; font-family: Arial, Tahoma, Helvetica, FreeSans, sans-serif; text-decoration-line: none;"><span style="font-size: large;">在企業內推廣打造創新文化的幾點思考與做法</span></a></li>

<li><a href="https://lulwechange.blogspot.com/2017/08/blog-post\_22.html" style="color: #888888; font-family: Arial, Tahoma, Helvetica, FreeSans, sans-serif; text-decoration-line: none;"><span style="font-size: large;">從此以後，「創新」再也不需要碰運氣！</span></a></li>

<li><span style="font-size: large;"><a href="https://lulwechange.blogspot.com/2017/06/blog-post.html#more" target="\_blank">《鮮活創造人生的方法論》 -上</a></span></li>

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<span itemprop="name">安璐教練</span>

</a>

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<span class="post-backlinks post-comment-link">

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<span class="post-icons">

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<div class="post-share-buttons goog-inline-block">

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<span class="post-labels">

標籤：

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<a href="http://lulwechange.blogspot.com/search/label/%E6%9B%B8%E7%B1%8D%E5%AD%B8%E7%BF%92" rel="tag">書籍學習</a>,

<a href="http://lulwechange.blogspot.com/search/label/%E5%89%B5%E6%84%8F%E5%89%B5%E6%96%B0" rel="tag">創意創新</a>,

<a href="http://lulwechange.blogspot.com/search/label/%E9%AE%AE%E6%B4%BB%E5%89%B5%E9%80%A0" rel="tag">鮮活創造</a>

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<a class="home-link" href="http://lulwechange.blogspot.com/">首頁</a>

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<div class="post-feeds">

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