保險業主管培養新進業務員之關鍵知識與能力

Key Knowledge and Ability Analysis of Insurance Manager in Training New Staffs

李慶昌[*]

Qing-Chang Li

王永才[**]

Yung-Tsai Wang

胡宜中[***]

Yi-Chuang Hu

---

[*]　集美大學工商管理學院講師
　　Lecturer, Faculty of Business Administration, Jimei University, Xiamen, P.R. China.
[**]　中原大學企業管理學系博士生 (聯絡作者)
　　Doctoral Student, Department of Business Administration, Chung Yuan Christian University. (correspondence author).
[***]　中原大學企業管理學系教授兼主任
　　Professor and Head, Deportment of Business Administration, Chung Yuan Christian University.

摘要

　　保險業務人員的訓練與發展為保險產業重要的基礎，良好的培訓與指導會直接影響保險業新進人員的晉升率和職涯規劃，一流的培訓還有利於吸引更多優秀人才並獲得成功。但如何甄選主管以及如何在不同時期瞭解不同層面人才對於主管的需求，此為保險業亟需解決的重要問題。因此，本研究結合運用決策試驗與評估實驗室法 (DEMATEL)和在其基礎上的層次網路分析法 (DANP)來解決此項問題。經由對保險產業業務主管的關鍵知識技能分析，本研究發現，於現今資訊時代中，資訊更新能力為保險業知識能力發展的最核心因素。而傳統的業務能力卻由於網路資訊發達和消費者意識及資訊的透明而顯得不再關鍵。此結果為保險行業在甄選主管及增進績效上提供一個檢視訓練和評估政策的有效方法。這項方法程序也可以作為其他企業找尋關鍵知識和能力的的良好借鏡。

關鍵字：DEMATEL、ANP、DANP、知識技能、員工培訓

ABSTRACT

　　Training and Development program for the new comers is always a crucial step in Insurance industry. A highly qualified trainer or mentor will directly impact the promote rate of new comers and their career planning. Meanwhile, top tier training will also help in attracting more talents into this industry. However, how to choose a suitable mentor in different situation will be a fundamental task that should be considered for this industry. Our research proposes a combined method of Decision Making Trial and Evaluation Laboratory (DEMATEL) and DEMATEL-based Analytic Network Process (DANP) to solve these problems. Then the case in Insurance Industry was used to illustrate how the proposed new hybrid Multiple Criteria Decision-Making (MCDM) model help in identifying that Information Updating is one of the most important abilities that need to be focused under the information era. However, traditional knowledge on technical effectiveness or customer responsiveness is no longer crucial. The results can provide Insurance Industry Management a new perspective to exam their training and evaluating policy on mentors selection to improve performance. Other industry could also imply the same procedure to find out what are the important aspects of their knowledge and abilities.

Keywords: DEMATEL, ANP, DANP, Knowledge and abilities, New staff training.