

企業動態經營的太極觀點

Taiji Perspective of Dynamic Business

企業管理學報

第 110 期(105 年 9 月)

頁 47-65

吳天方*

Tain-Fung Wu

何雅利**

Ya-Lee Ho

* 亞洲大學經營管理學系教授
Professor of Department of Business Administration, Asia University.

** 亞洲大學經營管理學系兼任助理教授/逢甲大學企業管理學系兼任助理教授/欣中天然氣股份有限公司展業部經理(聯繫作者)
Assistant Professor of Department of Business Administration, Asia University; Assistant Professor of Department of Business Administration, Feng Chia University; Manager of Business Department, Shin Chung Natural Gas Co. (correspondence author).

摘要

企業因應瞬息萬變的全球化競爭環境，除了必須具備產業特定技術與知識的硬能力外，也必須重視溝通、團隊合作、人際關係等軟能力。「易經」認為宇宙一切現象都有陰陽性質，其存在和發展是由陰陽二者的推移調節過程中決定。「陰」屬於隱性，代表「軟能力」；「陽」屬於顯性，代表「硬能力」。太極陰陽兩力的動態作用，促使組織整體利益不斷擴大。全球市場中的贏家是能夠及時回應的企業，在陰陽眼創新概念的帶領下發展企業獨特資源，進行快速靈活產品創新，藉由軟能力與硬能力有效協調和重新部署，提升生產效率與創造顧客價值，持續企業競爭優勢，帶動整個企業價值向上提升。本文以東方哲學思想太極陰陽兩儀觀點檢視企業活動與論述動態陰陽能力對企業發展的重要性，在硬能力與軟能力動態相互推移過程中，塑造一個不斷擴大與成長的太極企業。

關鍵字：太極、動態能力、軟實力、硬實力

ABSTRACT

This article elaborates that the masculine and the feminine ability are important concepts for the development of the enterprise by the eastern philosophy—Taiji. In order to survive in the fast changing and global competing environment, enterprises not only need good professional, knowledge and other hard skills, but also need excellent communication, teamwork, interpersonal relationships, and other soft skills. Yijing, “the Chinese book of change”, advocates that all phenomena in universe have the nature of masculine and feminine elements, and their existence and development all depend on the balance between the masculine and the feminine. Yin attributes the feminine and represents soft competences; Yang attributes the masculine and represents hard competences. Coordination of the masculine and the feminine increases the organizational profit. Winners in the global marketplace are those firms that can demonstrate timely responsiveness. Following Yin eye and Yang eye, rapid and flexible product innovation, coupling with the soft competences and hard competences to effective coordination and redeployment, raise production efficiency and create more value. We believe the dynamic model between the hard competence and soft competence can construct sustainably expanding enterprise.

Keywords: Taiji, Dynamic capabilities, Soft competences, Hard competences