
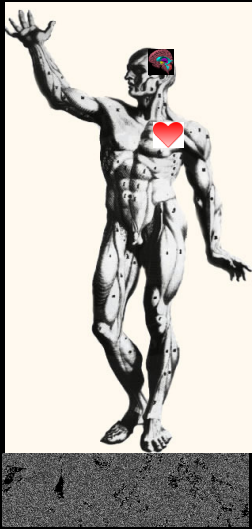




Anatomy of Organization



Destiny

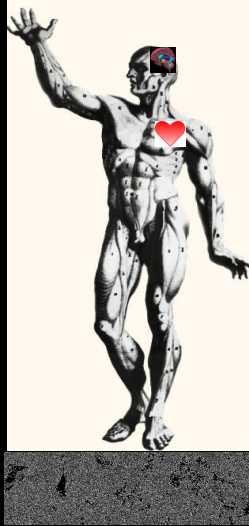


- Brain
- Heart & Sole
- Life System
- Body and Organ
- Character

Anatomy of Organization



Destiny = Vision



Brain = ?

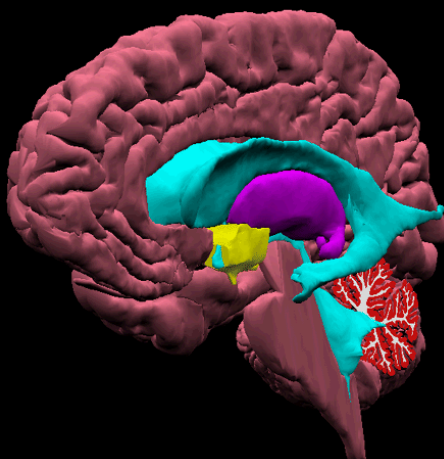
Heart & Sole = Purpose & Mission

Life System = Business Process

Body and Organ = Org. Structure

Character = Values

Brain of the Organization



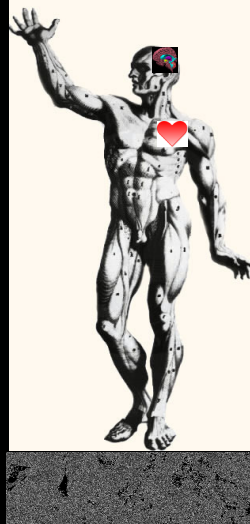
Brain = TCPI² (Total Continuous Process Improvement and Innovation)

Vitamin = Knowledge Management and Knowledge sharing

Anatomy of Spansion Thailand



Destiny = Vision



Brain = TCPI²

Heart & Sole = Purpose & Mission

Life System = Business Process

Body and Organ = Org. Structure

Vitamin = Knowledge Management

Exercise = sharpen the saw (4D HRD)

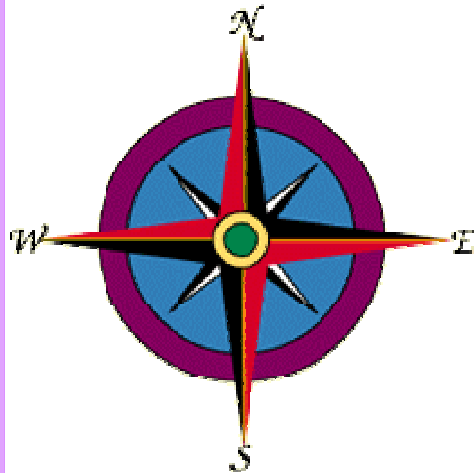
Character = Values

Spansion (Thailand) Way: From Direction to Execution



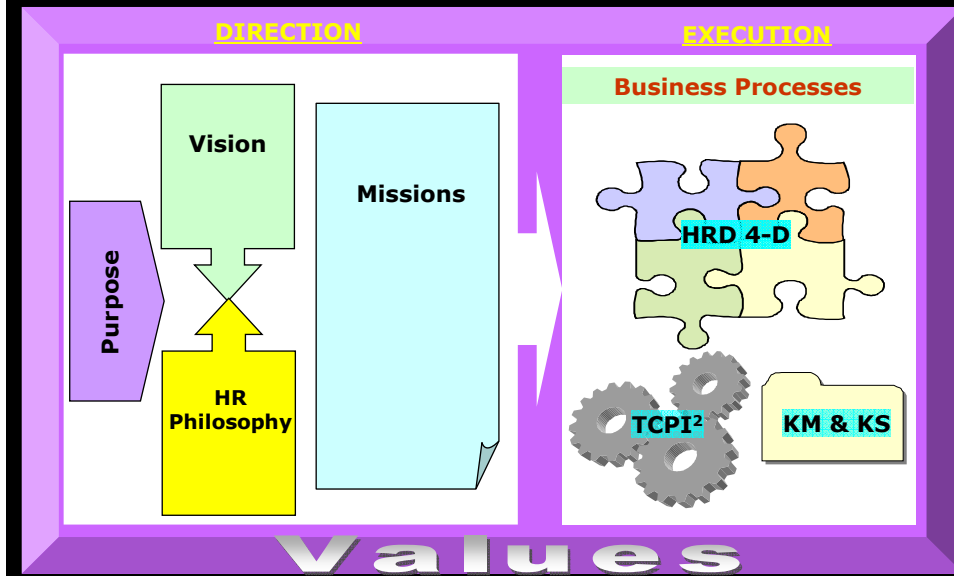
DIRECTION

EXECUTION



Organization Character

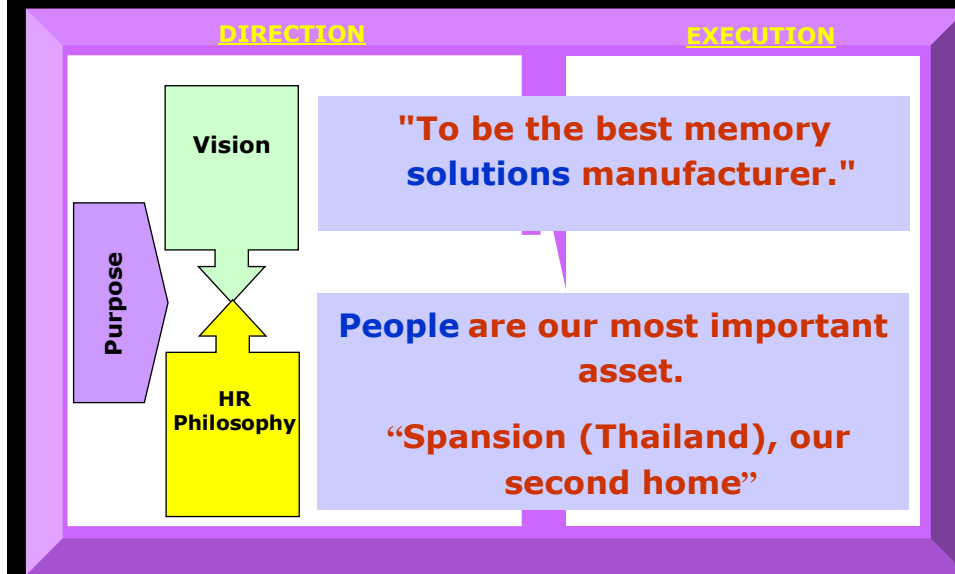
Spancion (Thailand) Way: From Direction to Execution



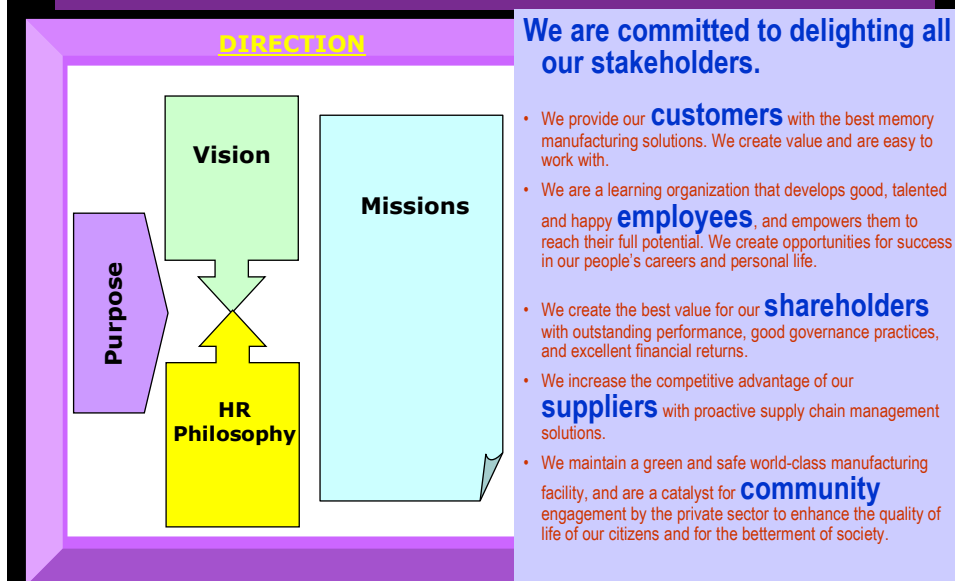
SPANSION (THAILAND) LIMITED: Purpose



SPANSION (THAILAND) LIMITED:
Vision & HR Philosophy



SPANSION (THAILAND) LIMITED:
Mission



SPANSION (THAILAND) LIMITED:
7 Core Values



Direction

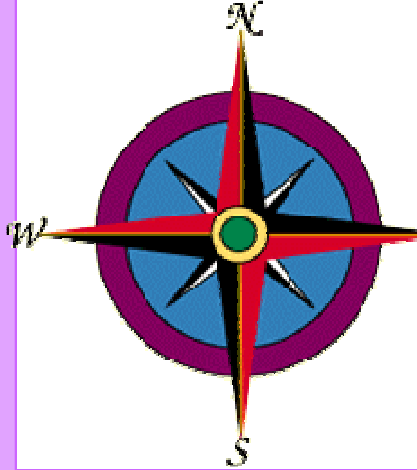


Direction to Execution



DIRECTION

EXECUTION



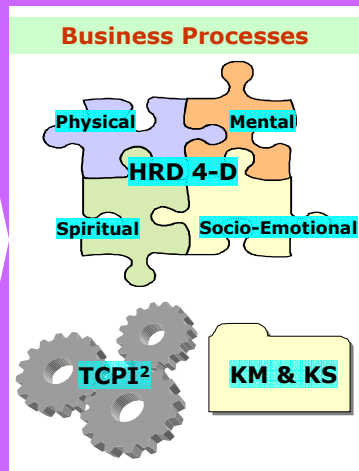
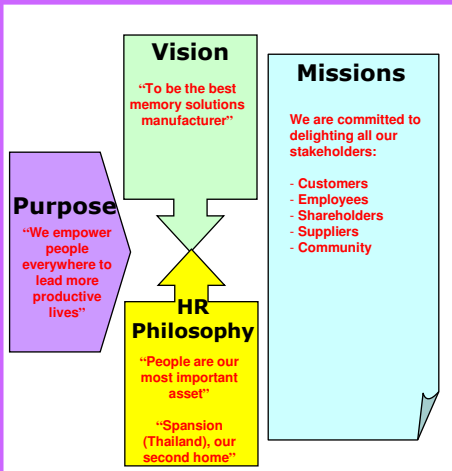
7 Values

Direction to Execution



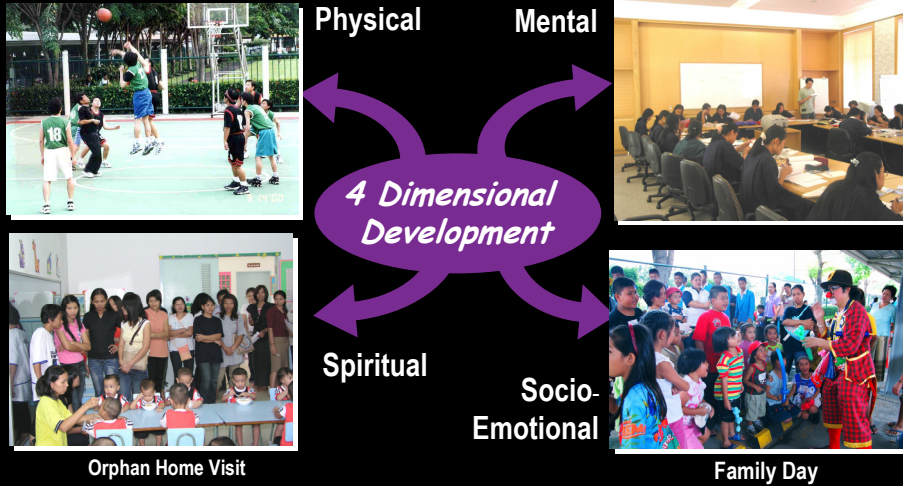
DIRECTION

EXECUTION

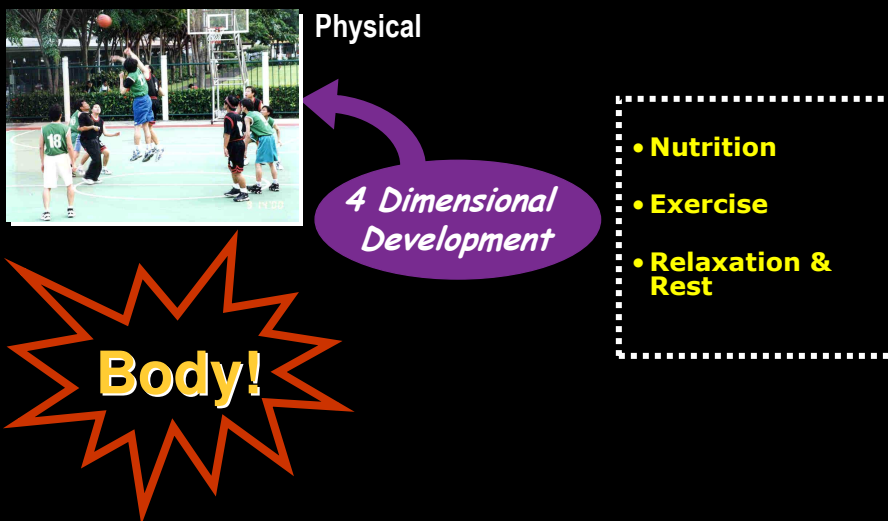


7 Values

WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY



WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY



WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY

- Continuous Education
- Learning Environment
- Knowledge Sharing



WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY



- Integrity
- Sense of giving
- Empathy



Orphan Home Visit

WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY

- Social Skills
- Teamwork
- Fun & Enjoy

4 Dimensional Development



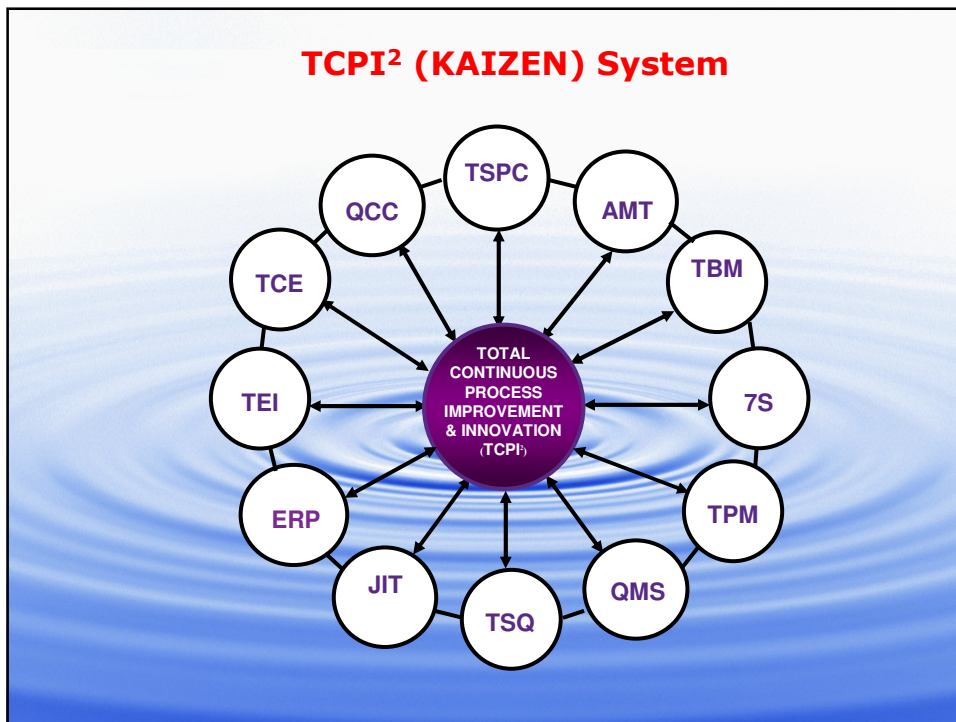
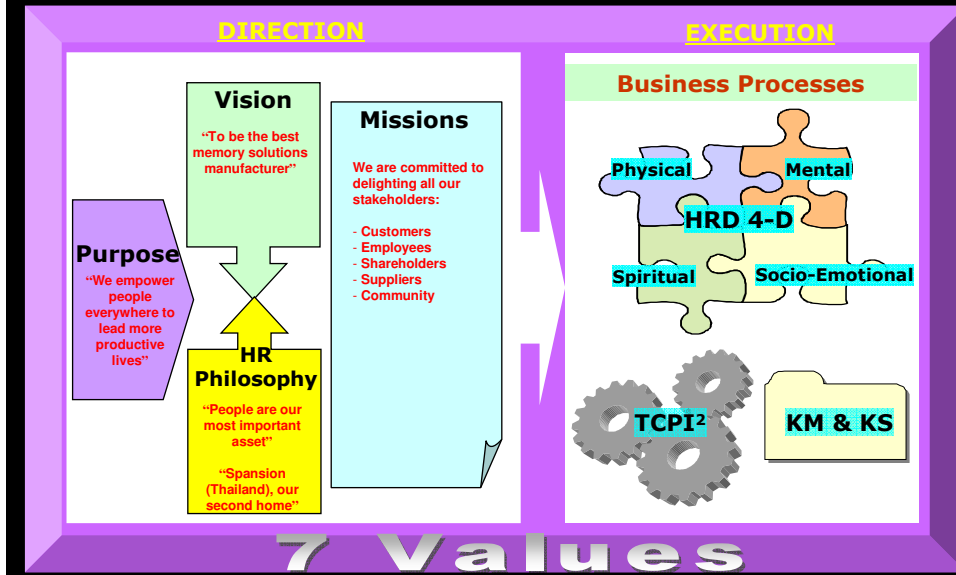
Socio-Emotional



Family Day

WELL-BALANCED EMPLOYEES: THE RIGHT CHEMISTRY





TCPI² (KAIZEN) System: Strategy Driven



- **Total Employee Involvement (TEI)**

- It's a system in which employees and management are fully integrated to solve problems, and build corporate morale for the joint benefits of the company and employees.

- **Total Continuous Education (TCE)**

- It's developed to deliver essential knowledge on a continuous basis to employees.

- **Total Productive Maintenance (TPM)**

- It's a maintenance system of machines and equipments that involves operation employees to maximize equipment effectiveness.

- **Total Supplier Quality (TSQ)**

- It's a program to enhance and control the capability of suppliers to supply an organization with quality raw materials according to our standard.

TCPI² (KAIZEN) System: Strategy Driven (cont.)



- **Total Benchmarking System (TBS)**

- It's the evaluating process of organization recognized as industry or world "leaders", then use their best practice as standard comparison or apply the competitive best practice to our firm.

- **Advanced Manufacturing Technology (AMT)**

- It's the use of highly automated and advanced computerized design and operational systems that have increased the accuracy, flexibility of the manufacturing process.

TCPI² (KAIZEN) System: System and Process Driven



• **Quality Management System**

- It's a linkage system between the company's business plan, quality/EHS policy, quality/EHS objectives, planning and measuring to achieve standard worldwide requirements .

• **Just in Time Manufacturing (JIT)**

- It's a production and inventory control technique to minimize waste.

• **Sort, Set in order, Shine, Standard, Sustain, System and Safety (7S)**

- It's a set of technique providing a standard approach for organizing, cleaning, developing and sustaining a productive and safety work environment.

TCPI² (KAIZEN) System: Tool and Technique Driven



• **Total Statistical Process Control (TSPC)**

- It's the application of statistical tools to control or reduce variation of the process.

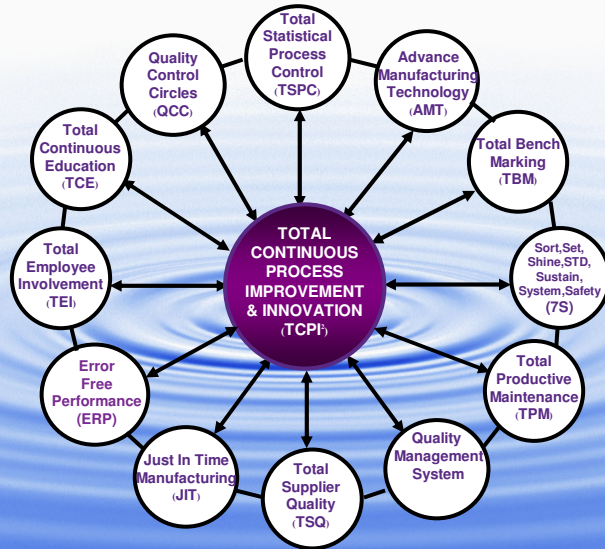
• **Quality Control Circle (QCC)**

- It's a small group activity consisting of an action team who continually improve and maintain the quality of products, service, etc.

• **Error Free Performance (EFP)**

- It's based on the concept of preventing mistakes and eliminating error.

TCPI² (KAIZEN) System

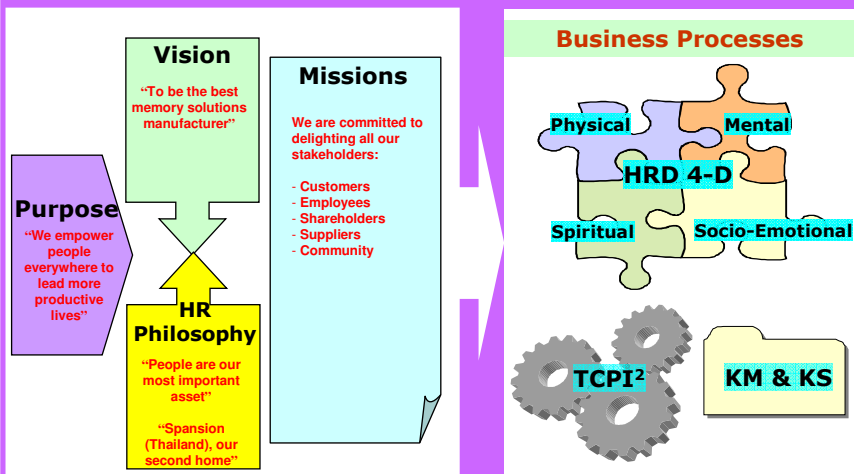


Direction to Execution

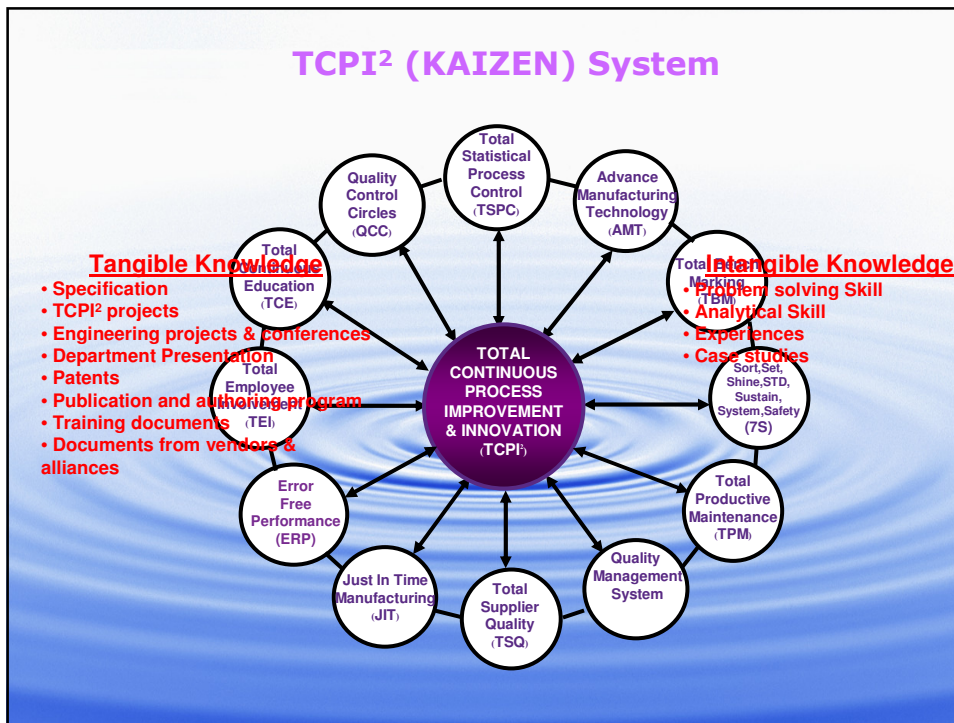



DIRECTION

EXECUTION




7 Values



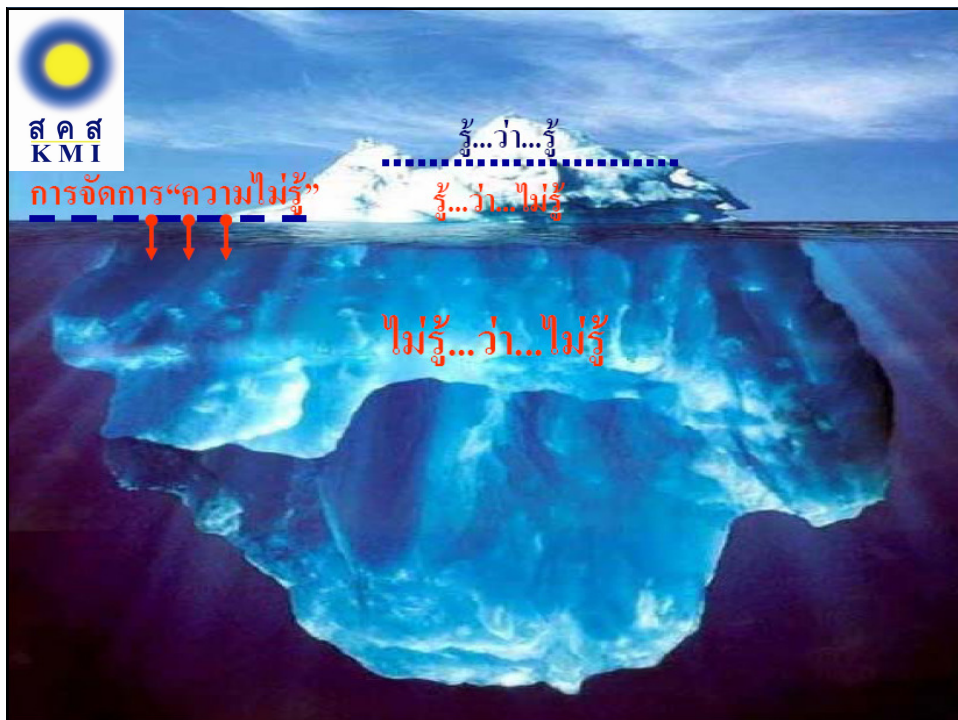


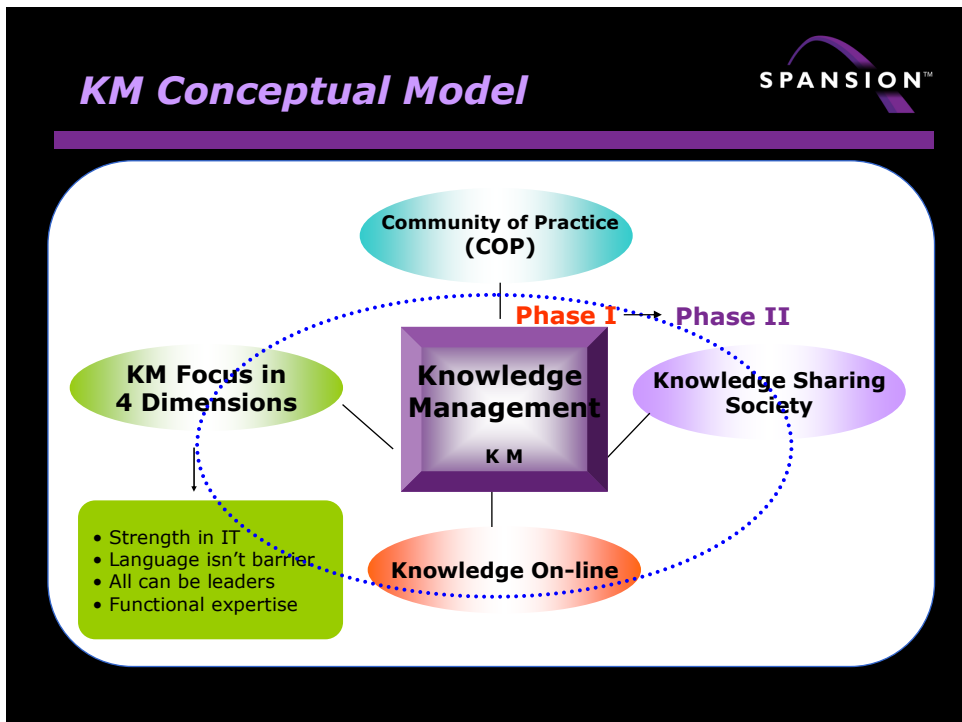
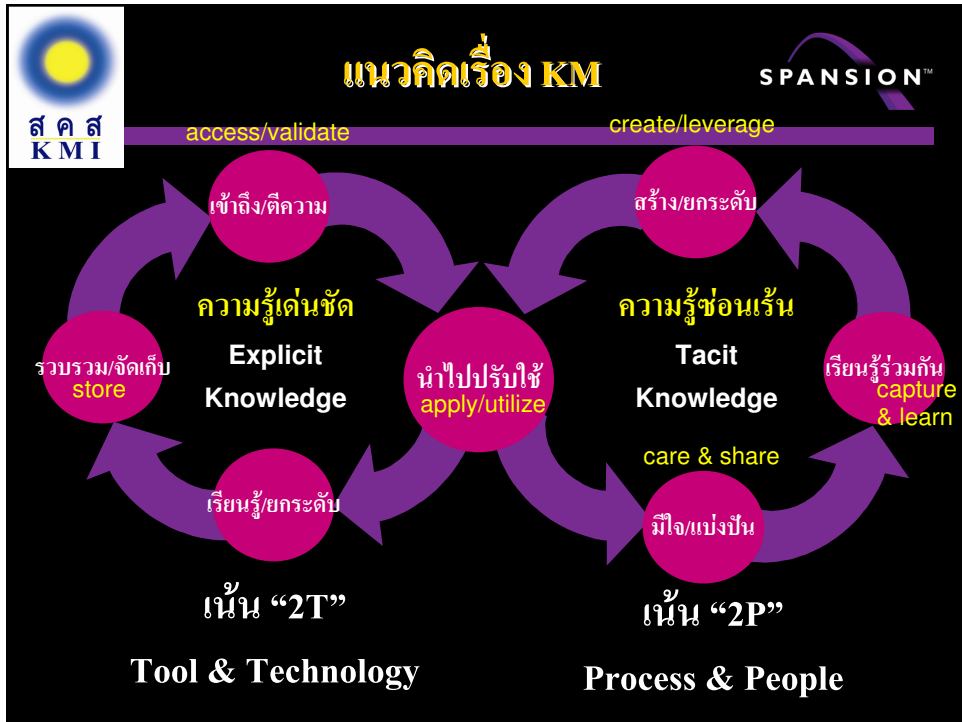
ชนิดของความรู้



<p>วิทยาการ</p> <p>เป็น“หลักวิชา”</p> <p>มาจากการเรียน “ปรียัติ”</p> <p>อยู่ในสื่อต่างๆ</p> <p>เป็นความรู้ที่ “บันทึกได้”</p> <p>คือเห็นได้ก่อนข้างชัด</p>	<p>ภูมิปัญญา</p> <p>เป็น “ประสบการณ์”</p> <p>ได้จากการ “ปฏิบัติ”</p> <p>อยู่ในหัวคน</p> <p>เป็นความรู้ที่ “ฝังลึก”</p> <p>ซ่อนเร้น</p>
<div style="border: 2px solid blue; padding: 5px; display: inline-block;"> <p>Explicit Knowledge</p> </div>	<p>Tacit Knowledge</p>

...เราคงต้องกลับไปสู่ศีลธรรมพื้นฐาน ศีลธรรม
พื้นฐานของสังคมนั้นคือ **การเคารพศักดิ์ศรีของคน
ทุกคนอย่างเท่าเทียมกัน** โดยเฉพาะคนเล็กคน
น้อย คนยากคนจน ถ้าสังคมไม่มีศีลธรรมพื้นฐาน
ต่างๆ เหล่านี้ การพัฒนาต่างๆ จะบิดเบี้ยวไป...





Bottom Line remark



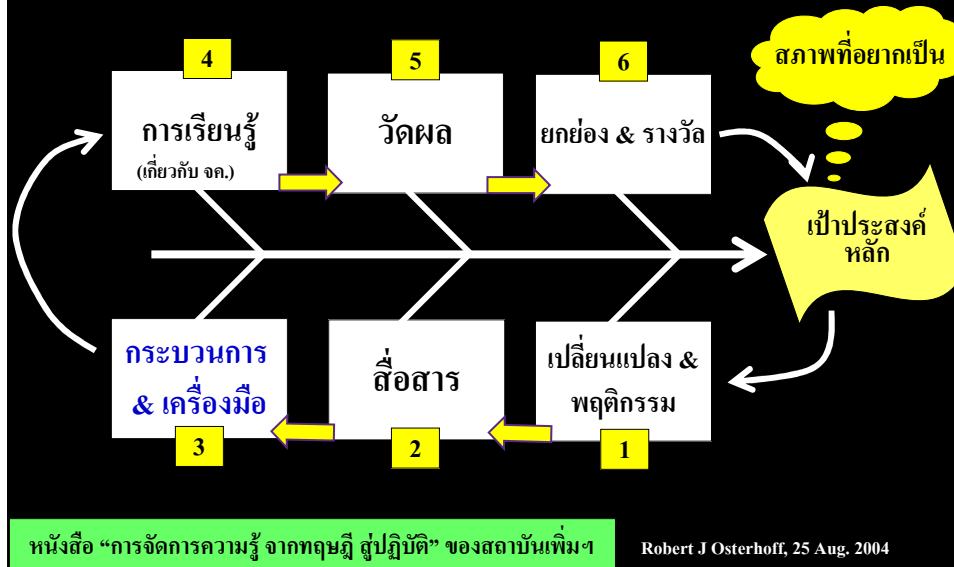
• Tangible Accomplishment

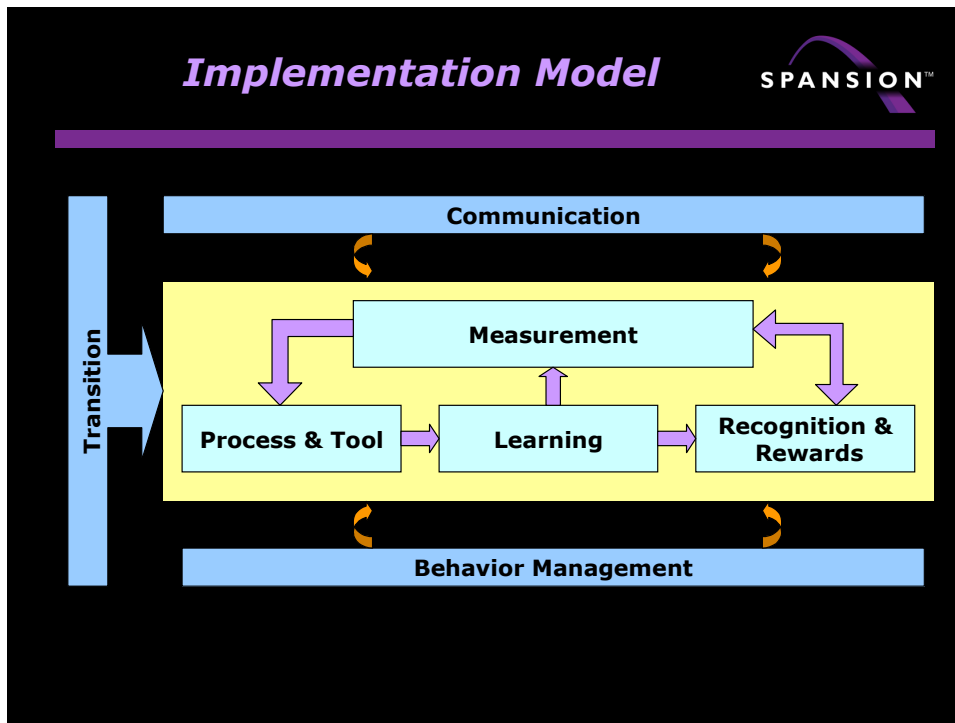
- Knowledge online
- Knowledge sharing environment in the company

• All Time self-reminder

- Will **not** introduce the KM itself to the organization, but only foster the environment for motivating knowledge advancement
- Maintain the existing programs without introducing any redundant ones, and **will not disturb the rhythmic** of the existing programs.

การจัดการระบบการจัดการความรู้ Xerox Model





Transition

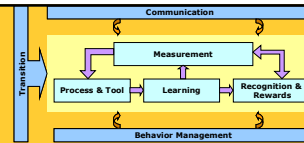
• Step into the knowledge management program

Key Steps and Actions (KM Alignment):

- Formation of the working team (cross functional)
- Add few managers from engineering departments
- No dedicated person but manage in committee fashion while HR is the team secretarial
- Executive staffs are the steering committee to oversee the whole activities and provide support when needed
- Start with 'To really understand ourselves'

Behavior Management

- employee behavior assessment – built on our roots

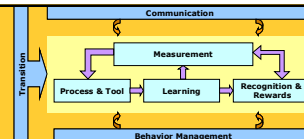


Key Steps and Actions (KM Alignment):

- Performed assessment to acquire the existing infrastructure and employee behavior on the following topics:
 - Knowledge identification
 - Knowledge development and acquisition
 - Knowledge sharing & distribution
 - Knowledge utilization
 - Knowledge retention
- Foster the environment changes to create knowledge sharing rather than introduce words KM

Communication

- Employee's Awareness
- Learning Behavior Alignment



• Existing Channel

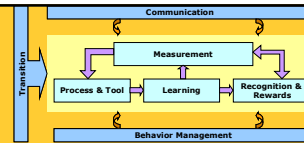
- Dialog magazine
- Quarterly meeting
- On site / Off site meeting
- Notice board
- Voice paging system
- E-mail notification

• KM alignment

- Knowledge management week
- Knowledge management article in dialog magazine
- Frequent notice board notification
- E-mail notification
- Communication in MD quarterly meeting emphasize on knowledge sharing
- Communication in on / off site meeting emphasize on knowledge sharing

Processes and Tools

- Systematically capture explicit knowledge
- Information Management backbone

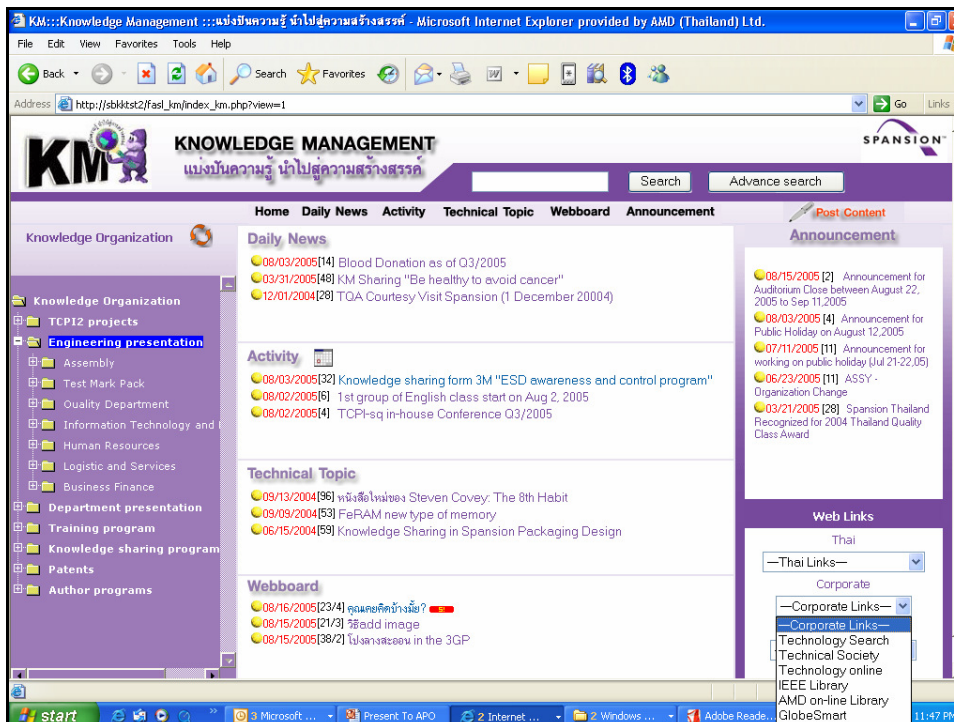


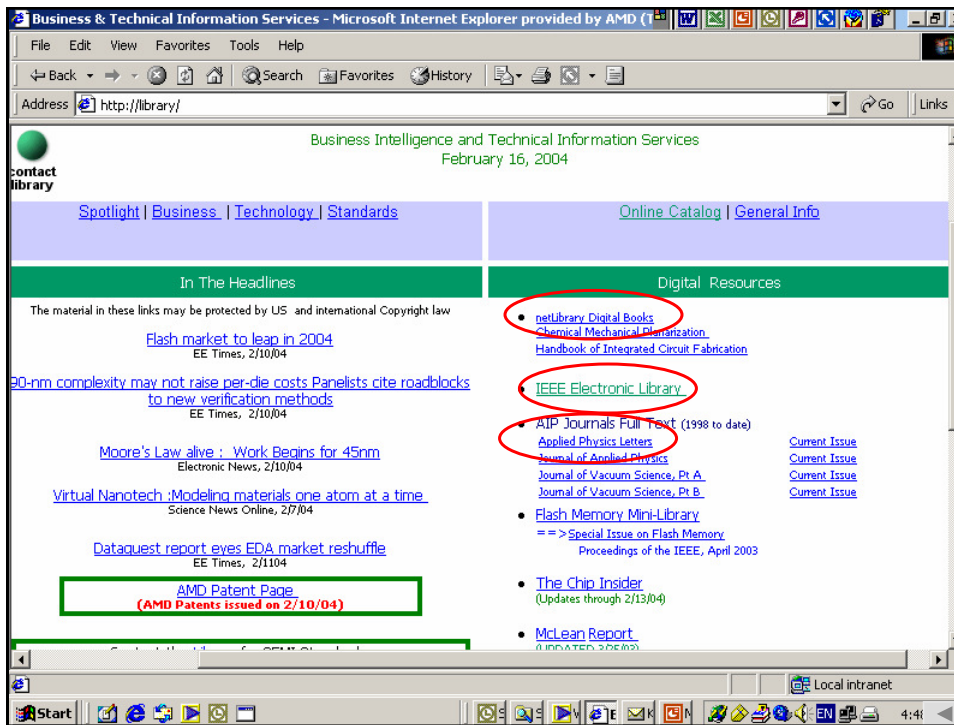
Initial Assessment

Nature of knowledge retention in Spansion (Thailand) is mostly resided in either department web pages, or individually kept by each employee. Knowledge is shared through various presentation programs

Key Steps and Actions (KM alignment):

- Database Consolidation
- E-Library
- Net Meeting Implementation and Utilization
- Setup procedure for best practice in consolidation data
- Complete the knowledge on-line (KM Portal)





Learning

- Create sharing environment
- Ease of use IM system

- **Existing Programs**
 - TCPI² conference
 - Engineering conference
 - Department presentation
 - Various policies to facilitate knowledge sharing & learning I.e. three person teaching program, knowledge transferring recognition program

- **KM Alignment**
 - Co-op, Co-project, Co-thesis policies
 - The internal trainer and mentor policy
 - KM sharing sessions
 - Behavior change in term of knowledge retention, sharing and distribution

KM Sharing Session Activity

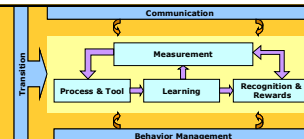


Objective: To build up sharing and knowledge society in the organization

- | | |
|----------------|---|
| Stage 1 | Senior Management Forum (quarterly)
- target: EX & L5 up
- topic: any work experience & sharing
- method: evening talk, morning talk |
| Stage 2 | Technical Knowledge Sharing (monthly)
- target: technical employees
- topic: technical and Technology topics
- method: training session, presentation |
| Stage 3 | Young Talent Forum (as willing)
- target: EX, NE, DL, SMT & all interest
- topic: eg. Patent, publication, SMT tips
- method: small group sharing, training |

Measurement

- Success in system
- Success in Output
- Success in Outcome



• System performance

– Knowledge portal system

- Application Accessibility
- Quantity of participant (measured as incremental percentage)
- Quality of IM system (thru survey)
- Incremental of expert virtual rooms
- Incremental of CoP groups

– Sharing environment

- Knowledge sharing participation and feedback

• Outcome performance

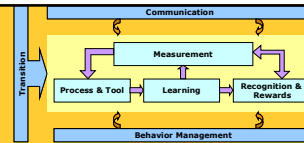
- In phase I, performance will not yet be linked to financial & productivity indices.
- However, ultimate goals is plant-wide productivity improvement and competency excellent.

• Output performance

- # of MTS / principal engineers
- # of patent submission
- # of authoring awards
- # of technical presentation
- # of (valuable) TCPI projects
- # of error free projects
- # of identified experts / trainers

Recognition and Rewards

- Ensure all employees live more productive life
- Attract & retain superior employees
- Manage performance



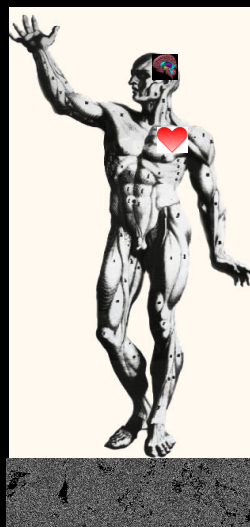
- Program and policy in place
 - Performance Appraisal
 - TCPI Bronze, Silver & Gold Awards
 - MGM Bronze, Silver & Gold Awards
 - Authoring Program Awards
 - Patent Rewarding Program
 - Spot Light Award
 - Knowledge & Skill Sharing Recognition
 - Best Performer Award
 - Best Team Award
 - Technical Career Part (MTS, Sr. MTS, Fellow, Sr. Fellow)
 - Global Performance Management
 - Talent Review
 - Fast Track Policy



Anatomy of Spansion Thailand – In Summary -



Destiny = Vision



Brain = TCPI²

Heart & Sole = Purpose & Mission

Life System = Business Process

Body and Organ = Org. Structure

Vitamin = Knowledge Management

Exercise = sharpen the saw (4D HRD)

Character = Values

