



Tell your stories at 'Police Yung Shu Tau'

Peter F. Drucker has written: "The true investment in the knowledge society is not in machines and tools but in the knowledge of the knowledge worker."

The Force has become a highly professional police force because it has knowledge-based officers. While possessing knowledge does not mean one has a magic wand to help overcome problems and challenges before they arise, it does help to find solutions to problems, enhance efficiency and relieve stress at work. Then, how can knowledge be acquired? The sole way is to "learn", and "knowledge sharing" is one of the crucial ways to do so.

Last December, I was appointed Force

Knowledge Management Champion with the mission to promote knowledge sharing within the Force by way of storytelling. A group of enthusiastic officers sharing a common objective has formed a knowledge management team called "Police Yung Shu Tau". By gathering valuable experience and stories of Force members, the team has sorted out a wealth of the tacit knowledge hidden in trivial matters at various levels and consolidated them in a "Stories Database" for the valuable experience and knowledge of the Force to be shared and passed on.

The culture of "Yung Shu Tau" is to enable everyone to tell his or her own stories to share experience and feelings. We hope

this culture would take root and grow in the Force so that Force members can share their stories through the platform of "Police Yung Shu Tau", including those about pride and memories and even those about learning a lesson in the hard way.

I sincerely hope you can write those exciting police stories or little-known happenings buried deep in your heart in about 100 words so as to let your valuable experience and knowledge be passed on.

Stories can be sent to dickylau@police.gov.hk. Each published story will be awarded a small gift.

By Knowledge Management Champion Chief Superintendent Lau Chi-wai



到「警隊榕樹頭」 分享你的故事

「在知識社會中，真正的投資並非機器和工具，而是知識工作者。」

— 管理學泰斗彼得·杜拉

香港警隊能成為一支高度專業的隊伍，全賴一眾知識型的警務人員。知識不是可幫助我們預防問題出現的魔法棒，但它可幫助我們找出解決問題的方法，提高工作效率及舒緩工作帶來的壓力。我們可怎樣汲取知識？我可以告訴大家，辦法只有一個，就是「學習」，而「知識分享」正是其中一個重要的學習途徑。

去年十二月，我獲委任為知識管理先鋒，以說故事的模式在警隊推廣知識分享。我與一群志同道合，充滿熱忱的同事成立了「警隊榕樹頭」知識管理團隊。透過收集警隊成員寶貴的經驗和故事，將日常工作中不為人

注意，或是散落在不同層面的隱性知識加以整理，構成一個「故事資料庫」，讓警隊寶貴的知識和經驗可以得到分享和承傳。

榕樹頭是讓人說故事的地方，分享經驗和感受。我們希望這種文化能夠在警隊日漸壯大，讓人員透過「警隊榕樹頭」這個平台，把日常工作的事，自豪的，刻骨銘心的，甚至是「撞板」的故事，與大家分享，同時給其他同事一個學習的好機會。說到這裏，我想切希望你把埋藏在心底那些精彩的警察故事或鮮為人知的往事，寫成約一百字的文章寄給我們，分享你的寶貴經驗和知識。

請把故事電郵至 dickylau@police.gov.hk，如果你的故事被採用，我們會送上精美禮物一份。

知識管理先鋒劉蕙總警司

More about story-telling

"Some people think that we're made of flesh and blood and bone. Scientists say we're made of atoms. But I think we're made of stories! When we die, that's what people remember, the stories of our lives and the stories that we told." - Ruth Stotter.

In Latin and Greek, "story" can be understood as wisdom and knowledge. Not only can storytelling illustrate complicated ideas and instill moral values, but also arouse the listeners' emotions and opinions and thereby allowing them to grasp and memorise the message more easily. It is difficult to deliver tacit knowledge by simply using words or pictures. But through storytelling, tacit knowledge can be conveyed more effectively with description of scenarios, locations and characters.

In an organisation, storytelling plays a key role to connect knowledge to be delivered with past experience to facilitate exchanging and sharing. In summary, the spirit of storytelling encourages reflection, mutual-trust, facilitating experience-sharing, and enhancing cohesiveness of the organisation.

"Forget power point and statistics. To involve people at the deepest level, you need stories" - Robert McKee.

By Ms Lui Ching-ye, Cherie Assistant Project Officer Hong Kong Polytechnic University Knowledge Management Research Centre



說故事 傳心意

「有人認為我們是由血肉和骨骼組成，而科學家認為我們是由原子構成。但我認為我們的世界卻是由故事形成的！當我們離開世界時，人們所記住的只是我們的故事和我們所說過的故事。」

— 羅夫史托特

「故事」二字在拉丁文和希臘文中意思為知識和智慧。透過說故事的方式，不但可以闡明複雜的意思和深層次的道理，更能喚起對方的情感和見解，使他們更容

易掌握及憶起所接收的信息。要傳達隱性知識，單靠簡單的文字或圖畫表達是非常困難的。而故事在情景、地點和人物等中，能更有效地表達當中的意義。

在機構中，故事同時扮演一個重要角色，把現在要傳達的知識與人員過往的經驗緊扣起來，協助知識的交流和分享，從而鼓勵成員反思、建立團隊互信、促進經驗交流及學習、和加強成員與團隊的凝聚力等。

正如羅伯特麥基所寫：「若期望人們熱切的投入和參與，你需要的是故事，而不是 powerpoint 和數據。」

香港理工大學知識管理研究中心 助理項目主任呂靜儀

