



智享会

HR Excellence  
Center

玩酷学习—移动互联网时代的人才  
培养实践

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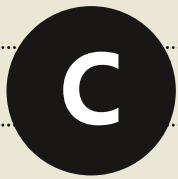
移动互联时代  
的冲击

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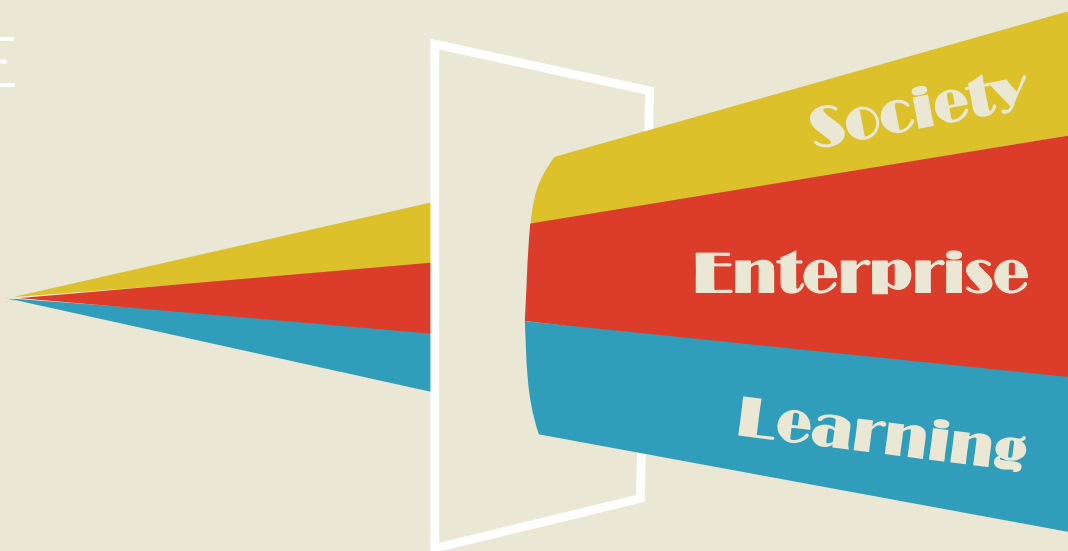
# 关于银联





# 探索转型

CHANGE



**Society**

社会转型

**Enterprise**

企业转型

**Learning**

学习转型

1

移动互联网时代



1

# 组织能力



用户导向



创新



敏捷

1

## 培训对象的变化

去中心化

平等

人人都是

对学习的享乐式追求

参与感

个性

被关注

游戏化

追求成长的极致体验

交朋友

能闪亮

关注过程

兴趣

# 1

## 学习模式的演变



简介

Intro

# 混合式学习屋：三O2O模型

O2O

纵深战略 ( WHERE )

演进战略 ( WHO )

横拓战略 ( WHEN )

Offline2Online  
线下 ↔ 线上

Obtain2Output  
输入者 ↔ 输出者

Office2Offtime  
工作 ↔ 生活



碎片化



移动化



游戏化



社区化

技术混合

行动学习+教练技术

...

平台混合

E+M+微

...

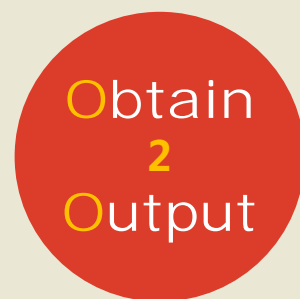
资源混合

内部+外部

...



线下 ↔ 线上



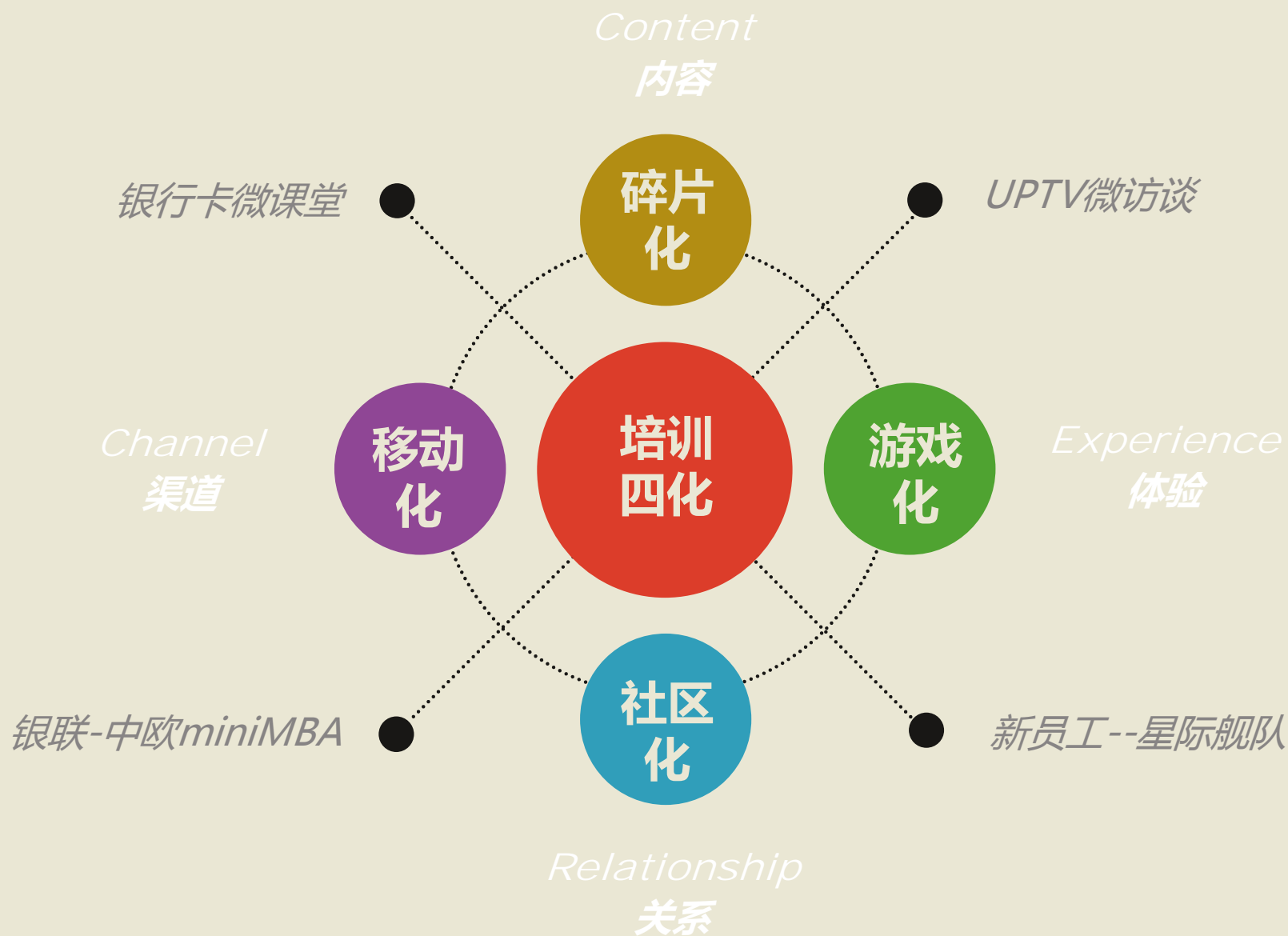
输入 ↔ 输出



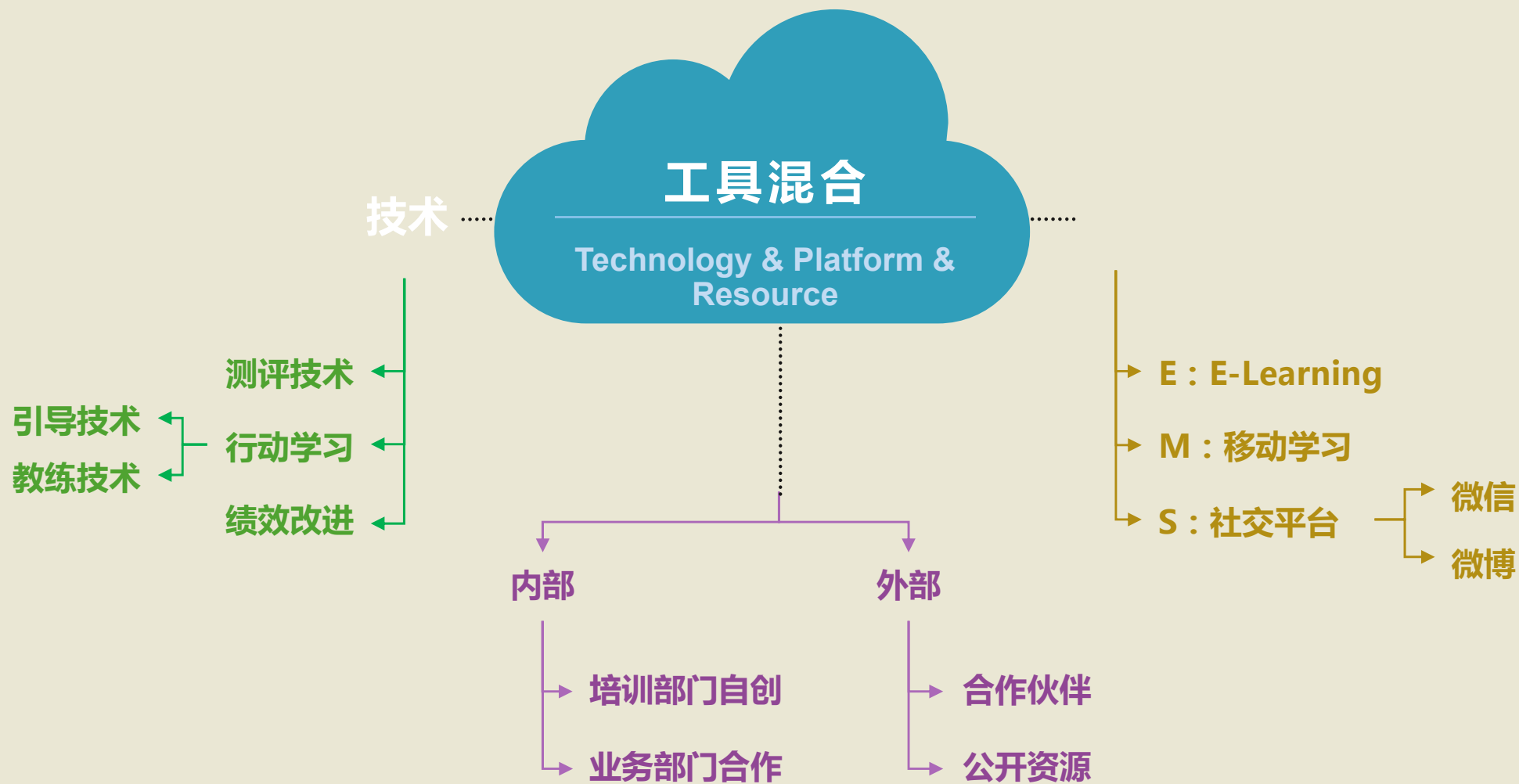
工作 ↔ 生活

<b>作用</b>	扩展学习渠道	增加学习效果	延展学习半径
<b>类别</b>	线上课程线下活动 面授课程线上交流 线上线下混合设计	课前测试差距 课中任务导向 课后行为改变	学习融入工作 学习融入生活 工作融入生活
<b>驱动因素</b>	线下	输出	生活
<b>相关概念</b>	泛在学习 虚拟教室 社交化学习	转翻课堂 众智共创 建构式学习	终生学习 在岗学习 嵌入式学习

# 培训经营：四化

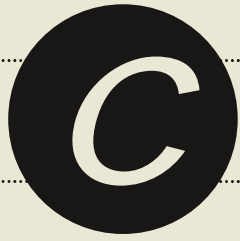


# 培训经营：工具混合



社群学习的  
实践探索

**C**ommunity



# CONTENTS



何谓社群学习



社群学习意义



运营社群学习

何谓社群学习

What



# 何谓社群学习

一群人



共同  
兴趣 任务

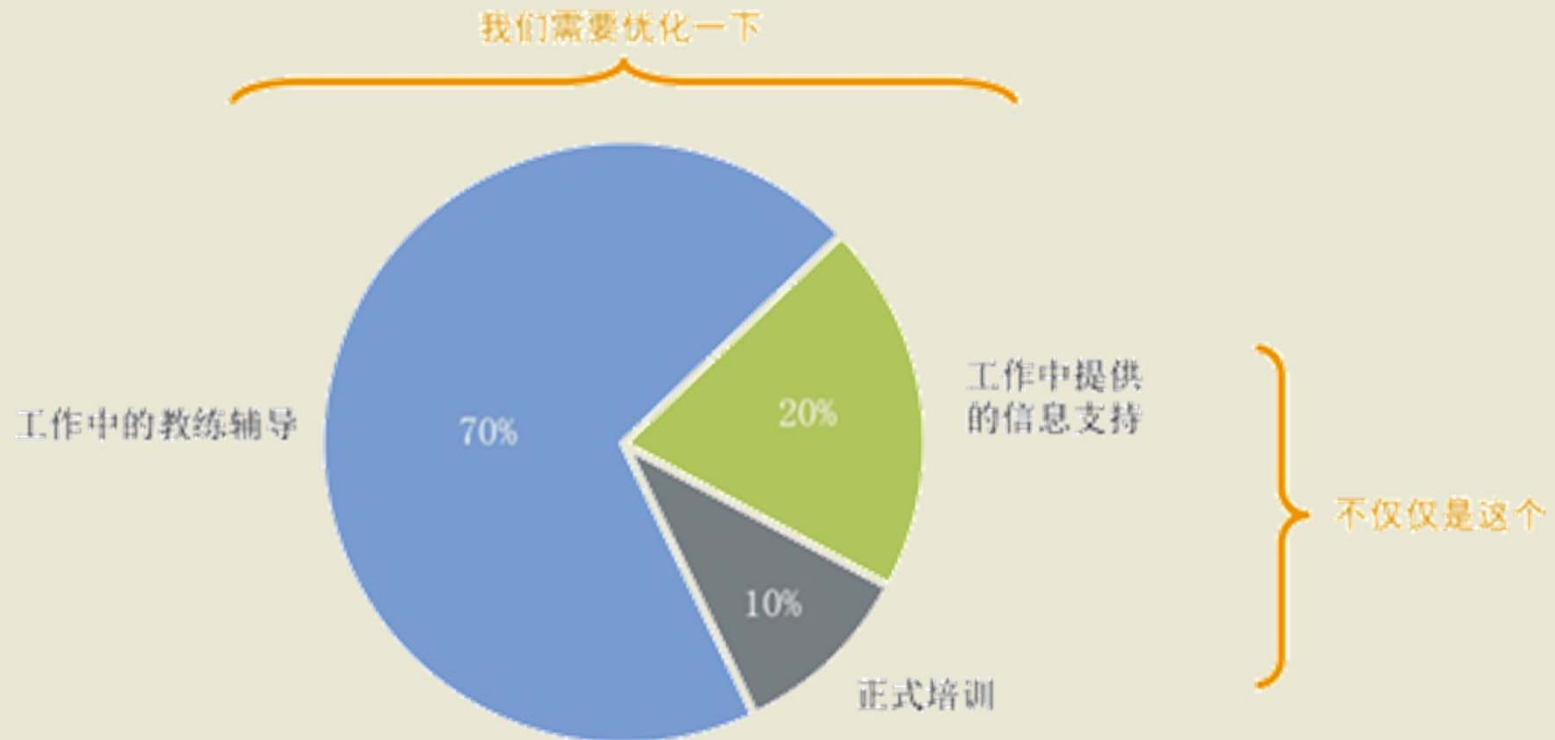


交互式  
学习行为



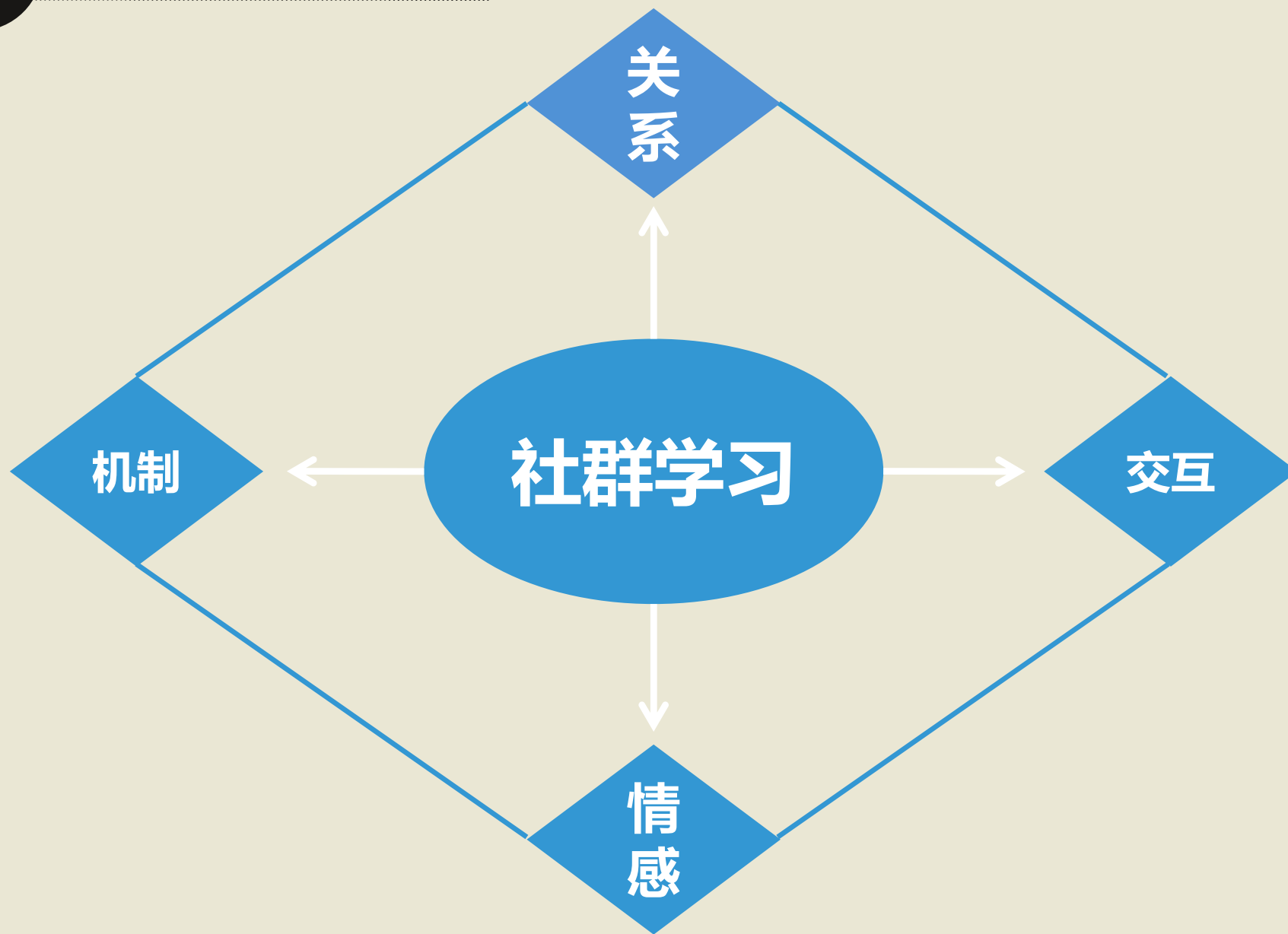


## 正式学习向非正式学习的延伸





# 社群学习四要素

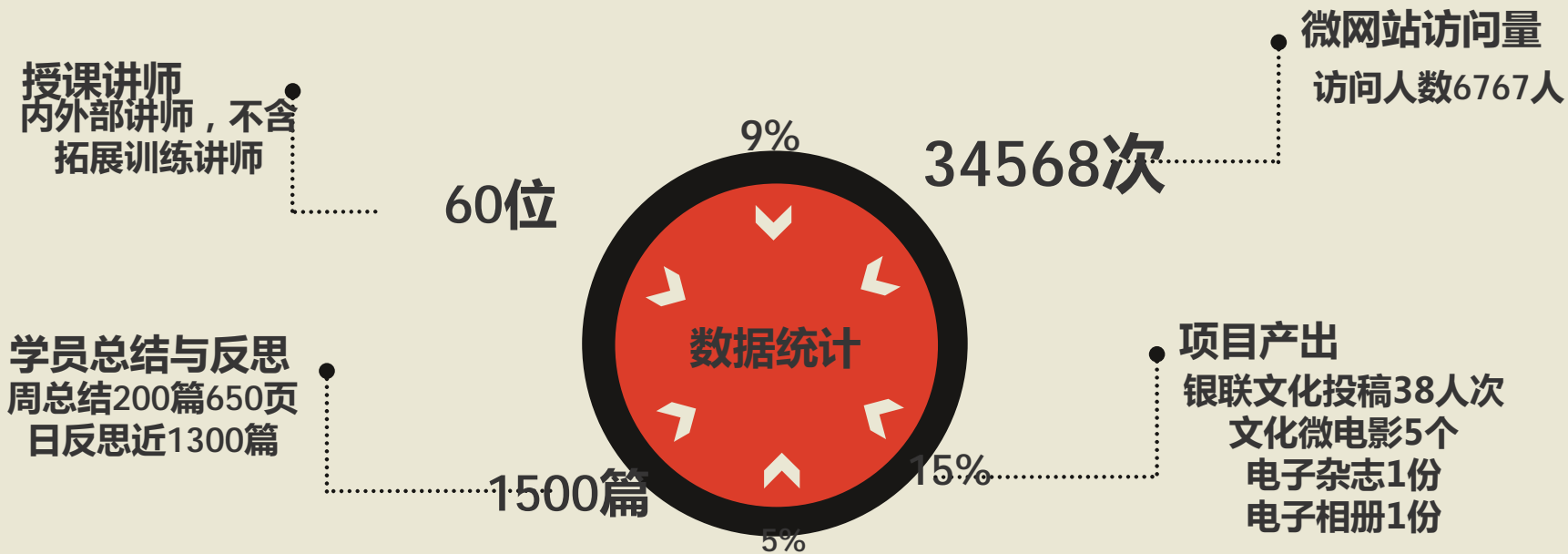


## 新员工培训游戏化微网站



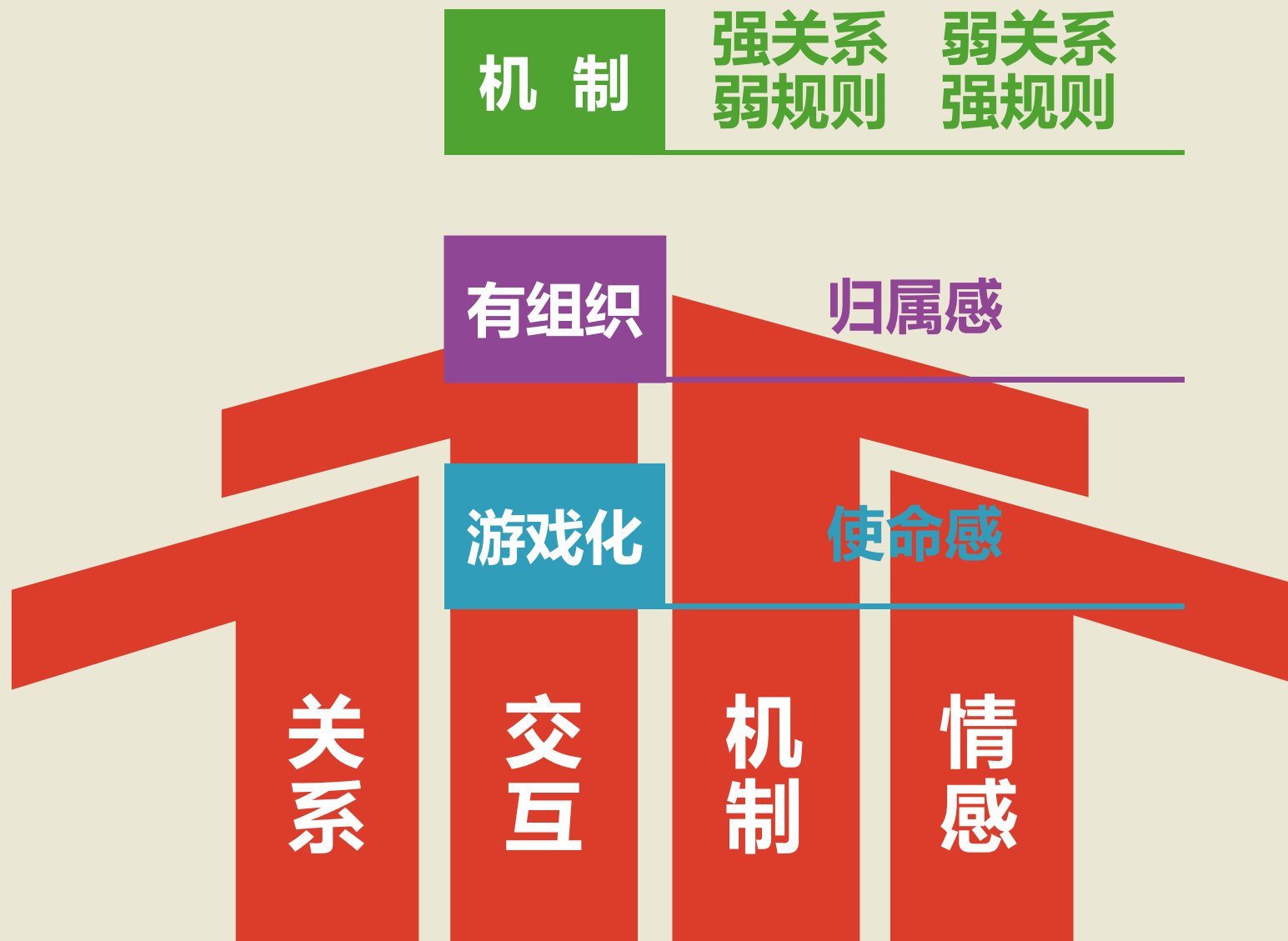
- ◆学员人数52人
- ◆学习周期1个月
- ◆总体满意度9.82
- ◆开发课程40余门
- ◆访问人数6700余人
- ◆微网站访问量35000余次

# 数据统计





# 何谓社群学习



# 新员工培训机制

组织

舰队  
委员会  
长老院

任务

任务清晰  
全员参与  
外松内紧  
协作自主

规则

众包众筹  
规则明确  
过程监控  
动态调整

# 新员工培训游戏化任务系统



项目运作机制详细说明

### (三) 星舰系统

在本次星际远航项目中，星舰是基本小组单位，学员们全部分散在各艘星舰中，每艘星舰承载8—10名成员。

<b>COMMAND &amp; COMMUNICATIONS</b>	<b>ENGINEERING</b>
1. COMMANDER'S CANTINA	1. REACTOR HEAT EXCHANGER
2. CAPTAIN'S CANTINA	2. REACTOR HEAT EXCHANGER
3. OFFICERS' QUARTERS	3. REACTOR HEAT EXCHANGER
4. MAIN LUNAR ANTENNA'S BROADCAST ANTENNA	4. REACTOR HEAT EXCHANGER
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- 星舰简介**

星舰是由银河系联盟（简称银联）开发的可进行恒星系间航行的星际战舰，用于完成银河系联盟下达的个人无法完成的星舰任务。每艘星际战舰载有8—10名舰员，分别任舰长、副舰长、轮机长等数个职务（将在职称系统中详细介绍）。
- 星舰属性**

作为一艘星际战舰，三个主要指标决定了其综合战斗力评价指数，这三个

# 新员工培训游戏化系统



# 新员工培训游戏化任务发布系统



# 新员工培训游戏化积分系统





# 何谓社群学习

关系

交互

机制

情感

T2S → P2P

师生

人人

单向 → 多向

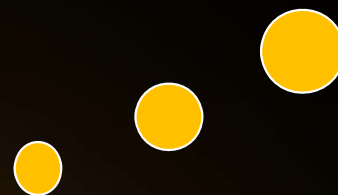
垂直 → 水平

浅关系

强关系

# 新员工培训关系链系统

星际学院毕业晚会筹备团队



星际执行委员会

微电影团队

星际演习任务

老兵走访

星际舰队

招贤榜虚拟团队





# 何谓社群学习

关系

交互

机制

情感

自发

引导

无效

有效

分享

互助



# 何谓社群学习

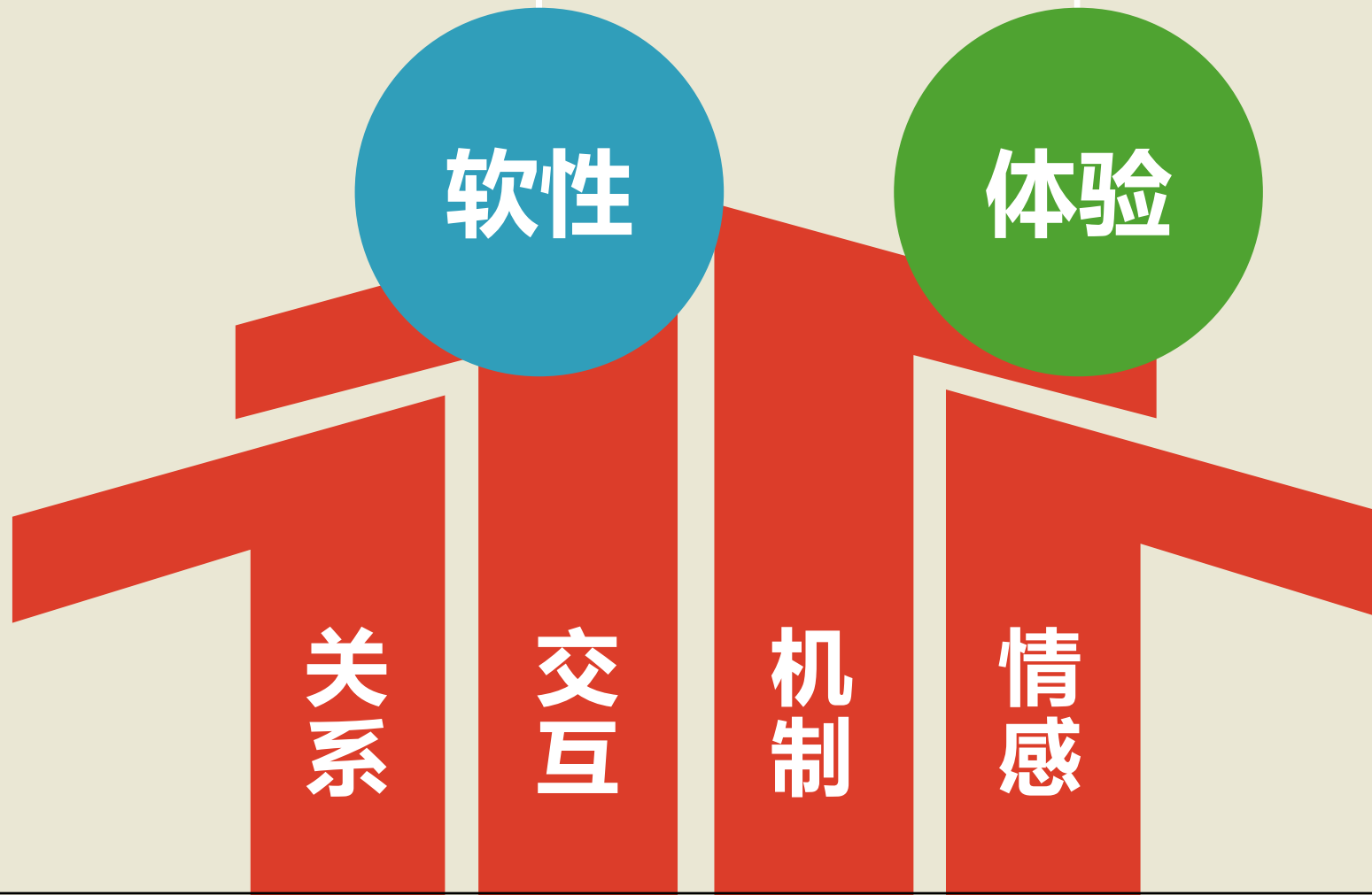


# 新员工培训交互系统



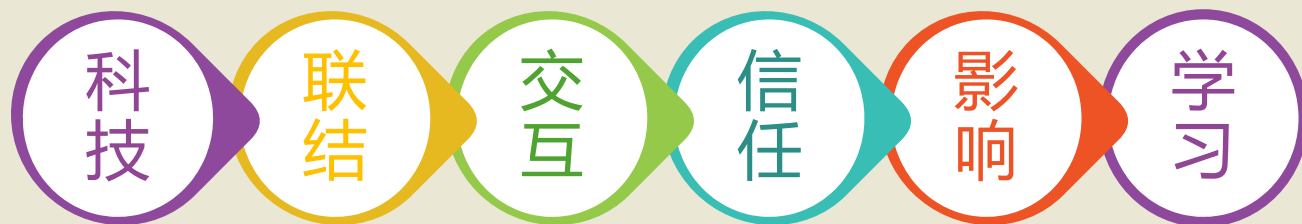


# 何谓社群学习





# 何谓社群学习



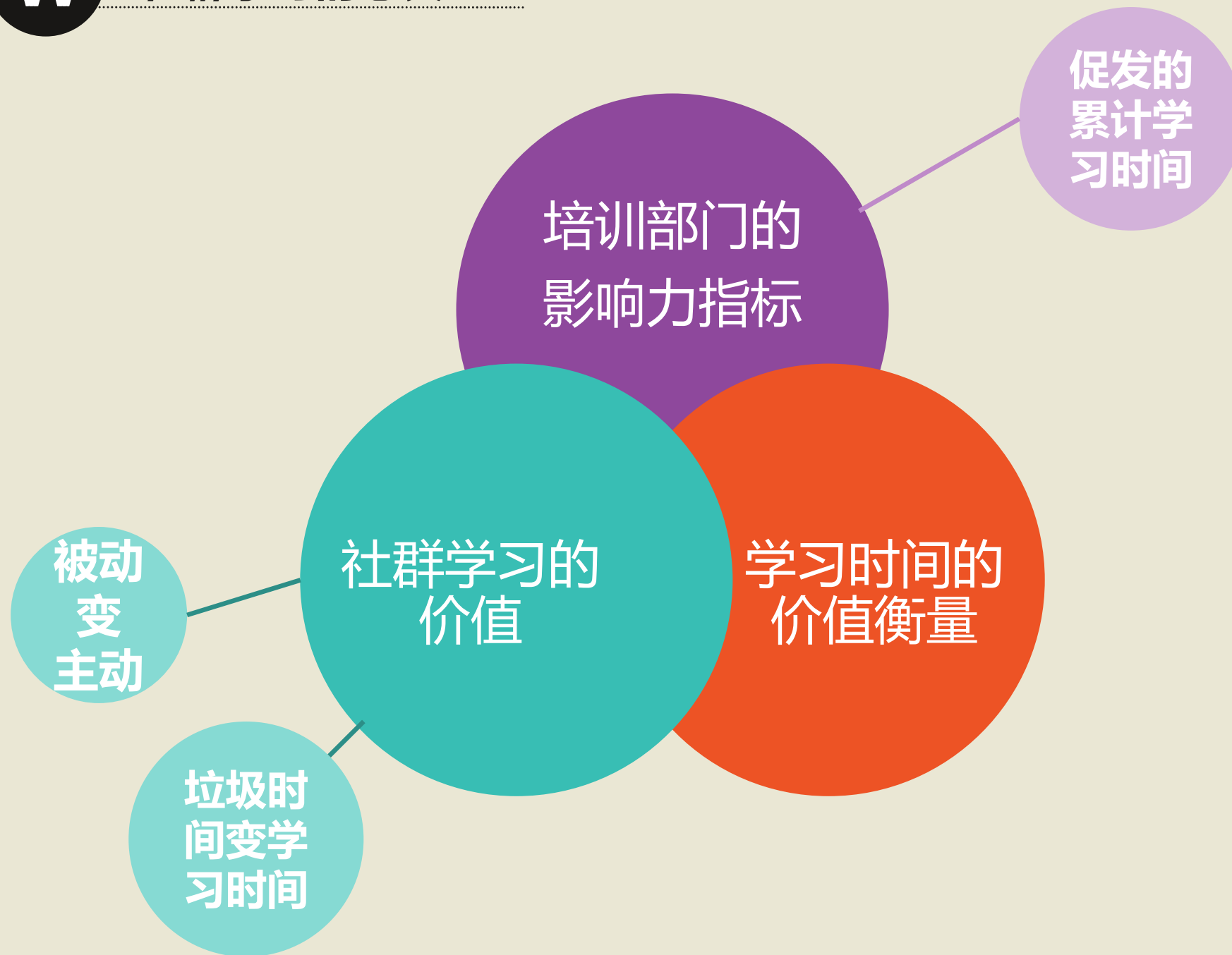
情感

# 制造引爆点



社群学习意义

Why



运营社群学习

How

角色

明确角色与创造角色  
关系链的发现和形成

意见领袖  
人人主角

资源

学习系统  
内部讲师

微信、APP

网络学院  
QQ群

氛围

游戏化  
碎片化

参与感

运营

# 创建角色

角色

明确角色与创造角色  
关系链的发现和形成

重视意见领袖  
人人主角



舰名	U趣舰
级别	福克级护卫舰
战斗力	100

舰长: 龚政	副舰长: 朱雅萍	副舰长: 李璐
舱炮长: 周俊	通信长: 宋瀚	航海长: 罗悦恒
轮机长: 牟浩	舱炮长: 朱广珍	勤务长: 朱叶



舰名	火舰号
级别	匹思级护卫舰
战斗力	100

舰长: 马小龙	副舰长: 葛蓓娅	副舰长: 韩光明
副舰长: 倪岩	通信长: 曹博兰	航海长: 韩树枫
轮机长: 余永甲	舱炮长: 万泽霖	勤务长: 闫冰

H

创建角色



UNION OF GALAXY

# 舰长竞选

银河系联盟星际舰队

UNION OF GALAXY MILITARY ACADEMY OF STARFLEET

# 资源整合

资源

课程体系完善  
内外部资源整合



覆盖产业链的60  
余位讲师倾情授课



# 氛围营造

氛围

游戏化  
碎片化

精美  
设计

及时显  
化激励

秒杀  
快感

竞合

产生  
心流

高潮  
ending

冲突  
混沌

展示

制造  
稀缺

良性  
循环

引发群体意识

不断复盘

形成流程

追求局部

极致体验

运营方式

平台思维

用户参与

不求完美

迭代创新

性价比不高

?

形式大于内容

?

产出无法衡量

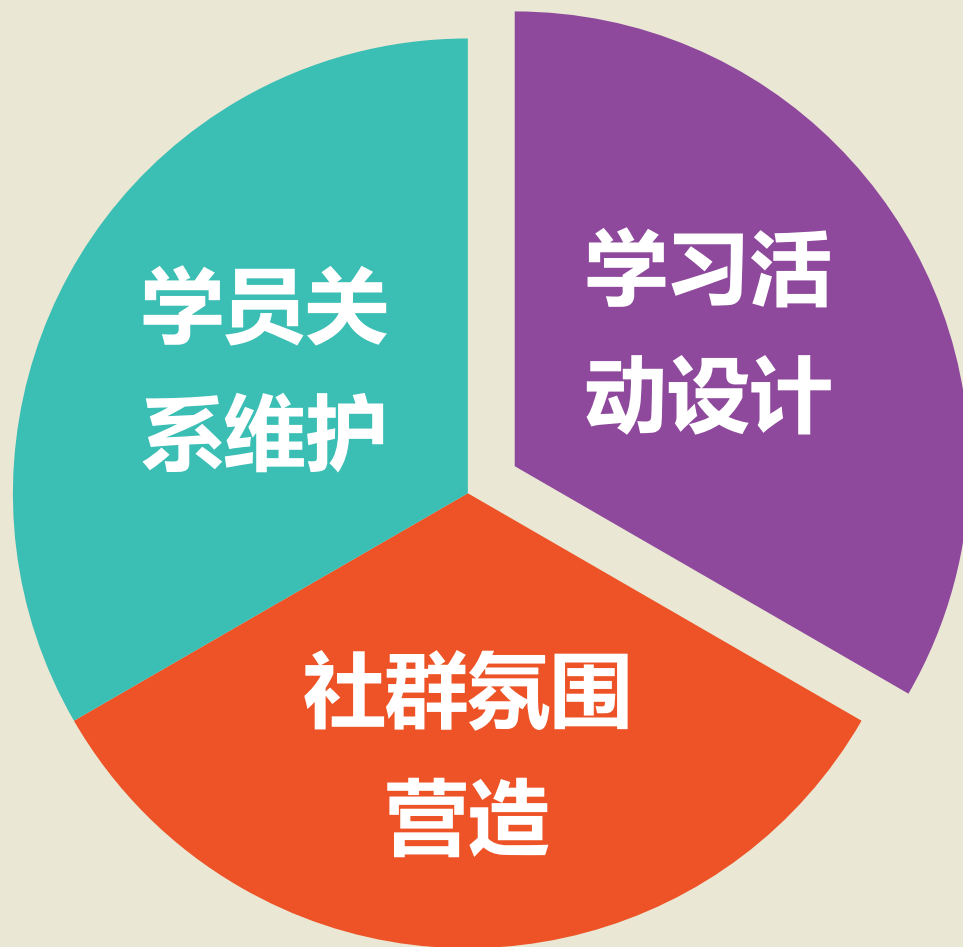
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科技发展

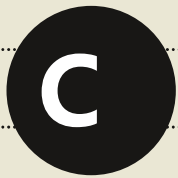
让社群学习成  
为可能，也成  
为趋势

关键在

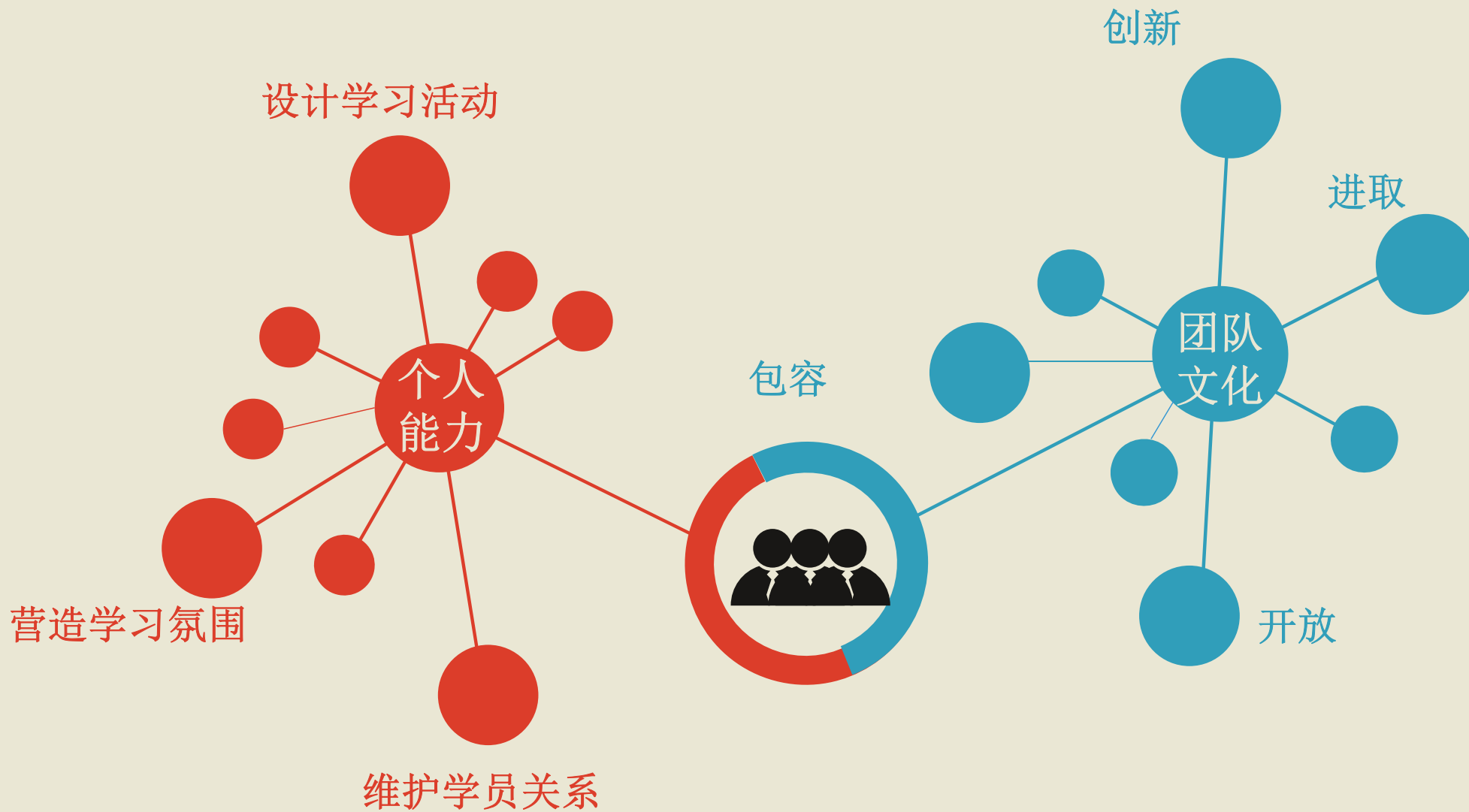


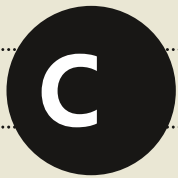


能力要求



# 团队转型





# 运营转型

重运营

轻运营

MOOC的启示

像设计产品一样研发学习课程

像管理业务一样运营培训项目

游戏的启示

3个O2O

社交性游戏化

学员参与

云端资源