



Does knowledge worker productivity really matter?

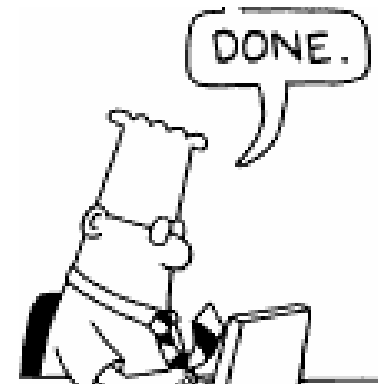
Rainer Erne

IKnow, Graz
02.09.2010

Agenda:

Does knowledge worker productivity really matter?

- The question:
Does knowledge worker productivity really matter?
- The study:
What is success in expert work?
- The findings:
Performance indicators for expert work
- The conclusions:
Management of expert work



The question: Does knowledge worker productivity really matter?



“The most important, and indeed the truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing.

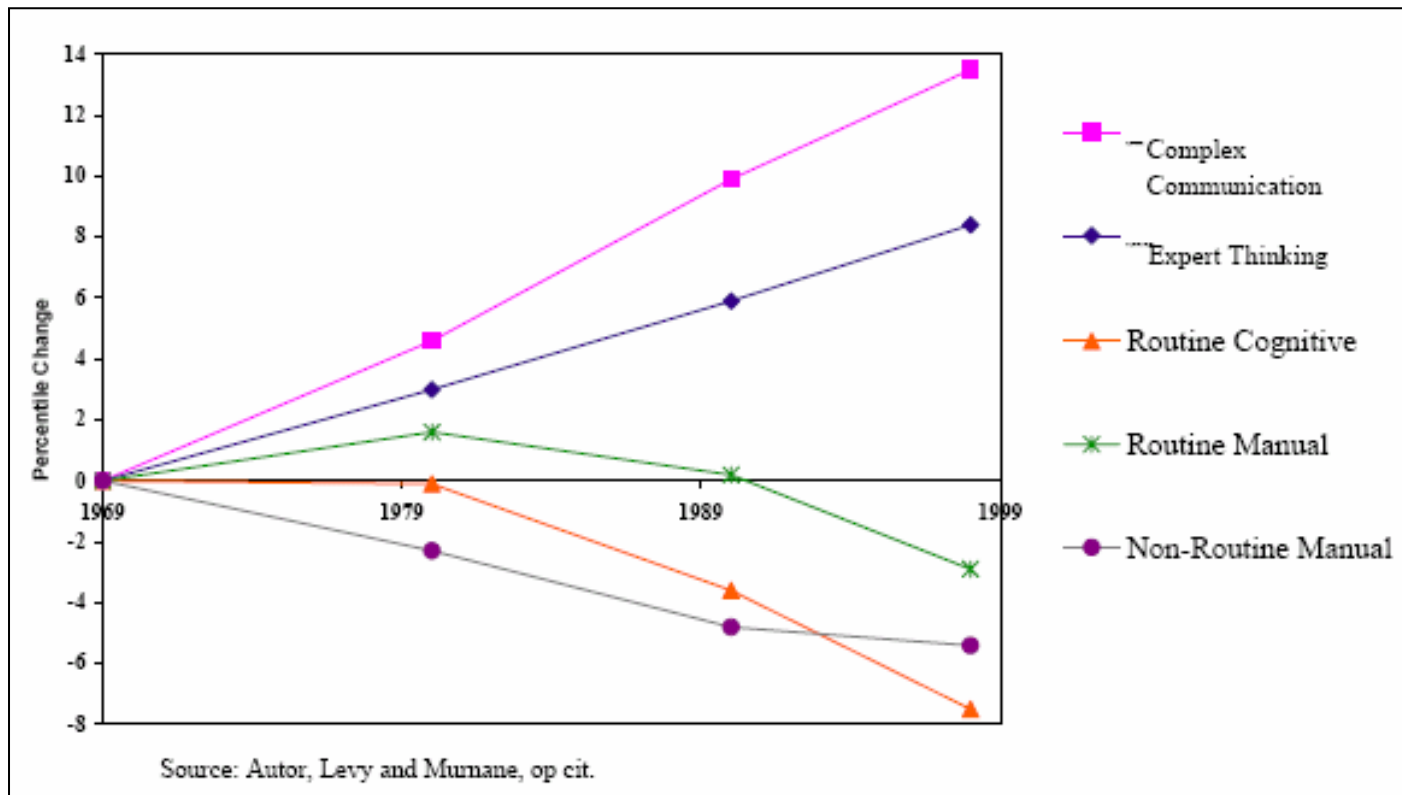
The most important contribution management needs to make in the 21st century is similarly to increase the productivity of knowledge work and the knowledge worker.

The most valuable assets of the 20th-century company are its production equipment.

The most valuable asset of a 21st-century institution, whether business or nonbusiness, will be its knowledge workers and their productivity”

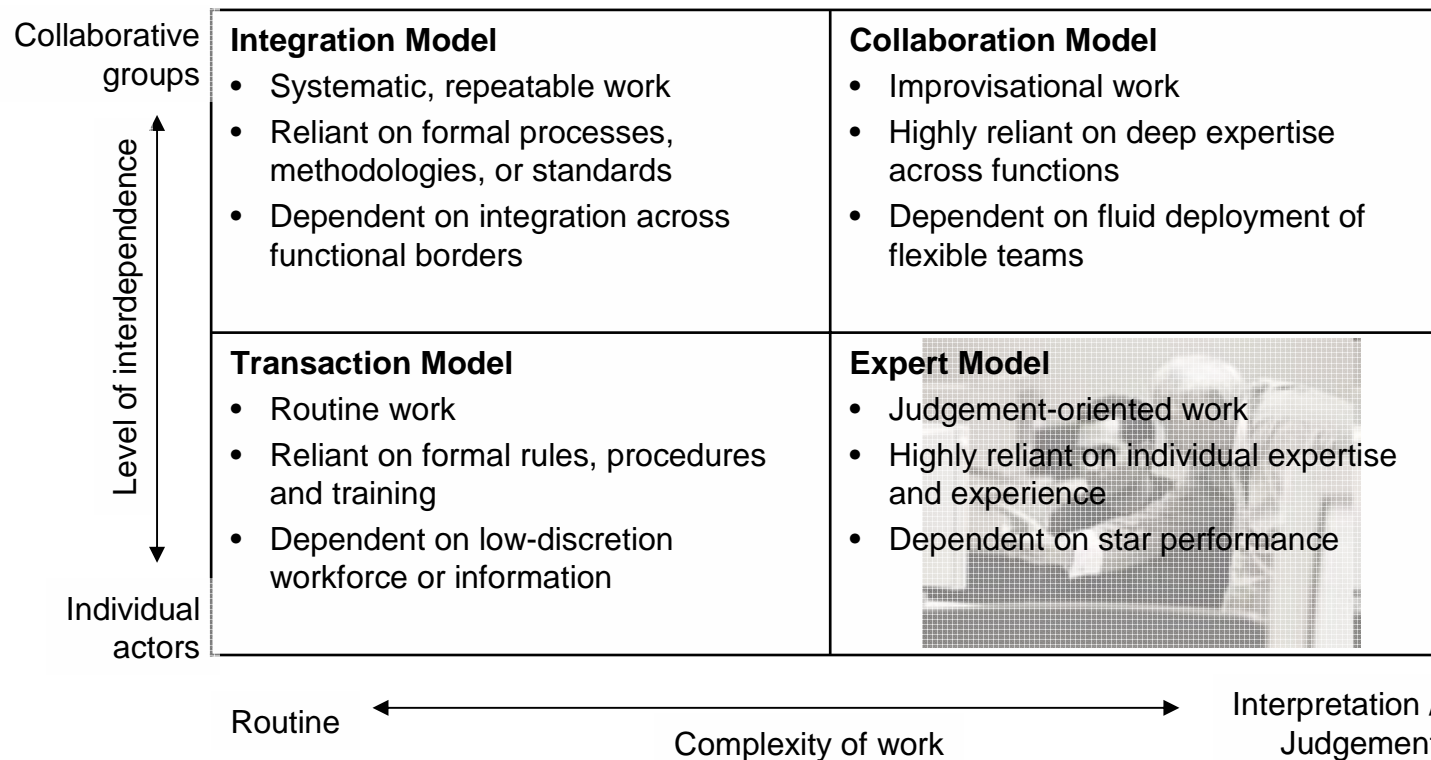
Drucker, P.F. (1999) Management challenges for the 21st century. New York, Harper, p.135.

The question:
Does knowledge worker productivity really matter?



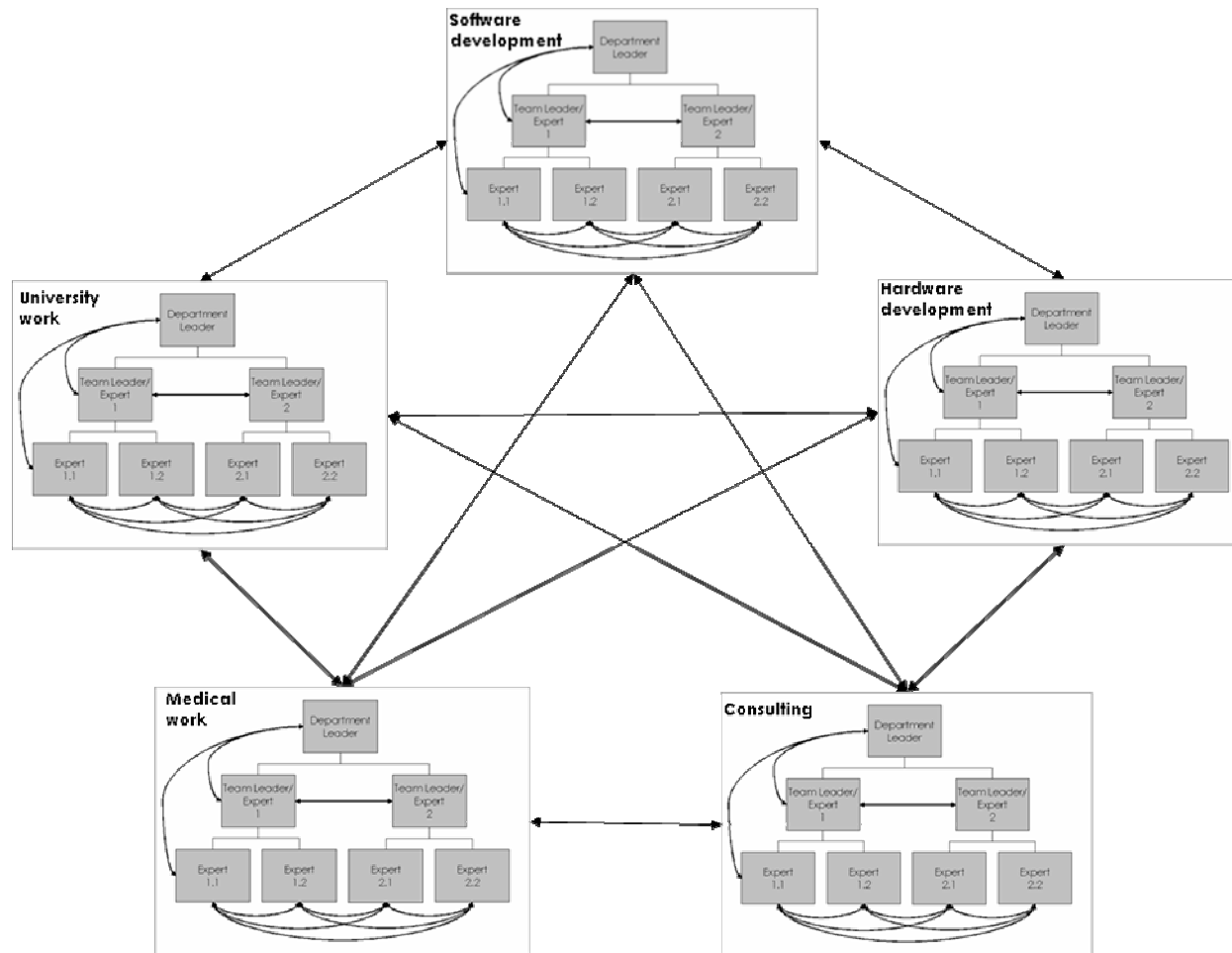
Levy, F. & Murnane, R.J. (2006) How computerized work and globalization shape human skill demands. MIT IPC Working Paper [Internet], 05-006. Available from: <<http://web.mit.edu/ipc/publications/pdf/05-006.pdf>> [Accessed 09.01.2007].

The study: What is success in expert work?



Donoghue, L.P. & Harris, J.P. (1999) Knowledge management strategies that create value. Outlook 1/1999, pp.48-53.
 Davenport, T.H. (2005) Thinking for a living: how to get better performance and results from knowledge workers.
 Boston, Harvard Business School Press.

The study: What is success in expert work?



The findings: Performance indicators for expert work

Software development

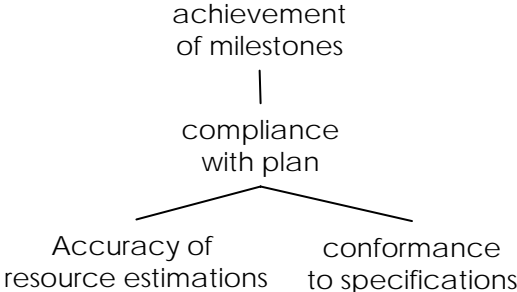
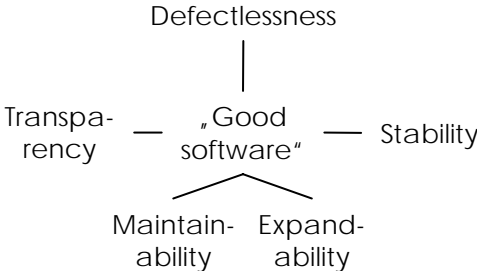
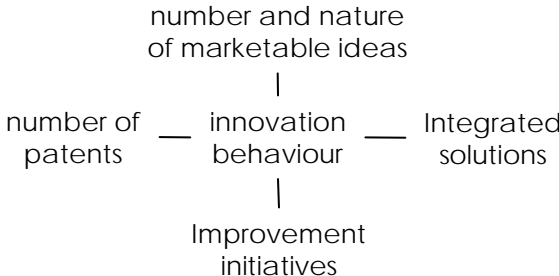


Development of in-depth system knowledge

target group related representation of topics

proactive reporting of issues towards the management

communication and cooperation within the team



The findings: Performance indicators for expert work

Software development

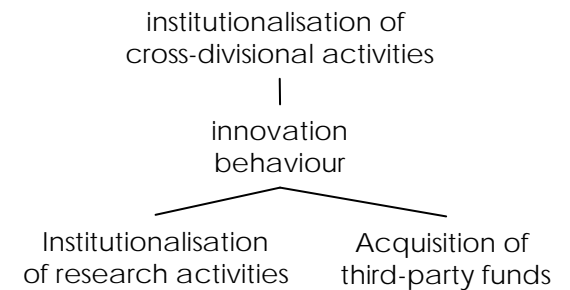


The findings: Performance indicators for expert work

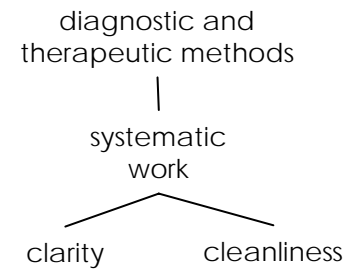
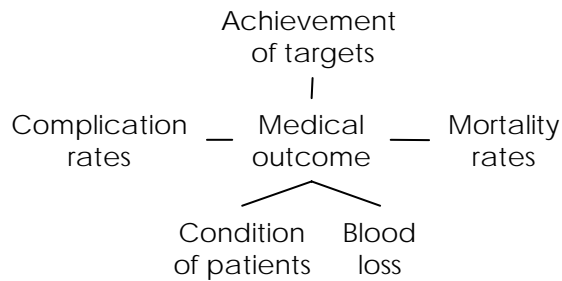
Medical treatment



target group related
representation of topics

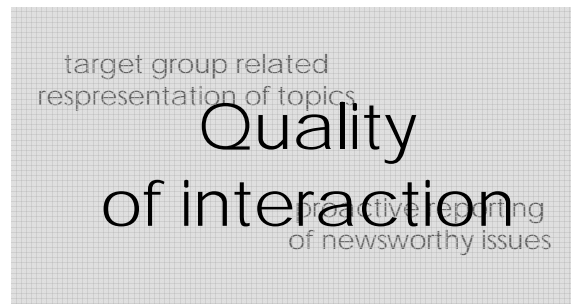


proactive reporting
of newsworthy issues



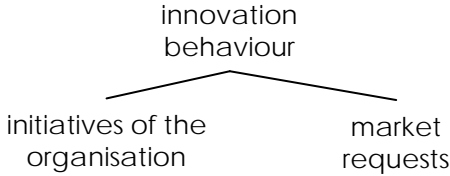
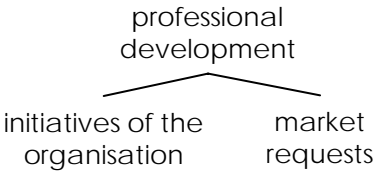
The findings: Performance indicators for expert work

Medical
treatment



The findings: Performance indicators for expert work

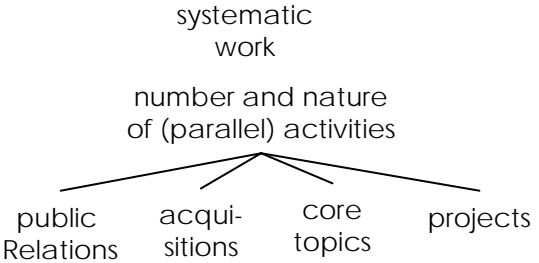
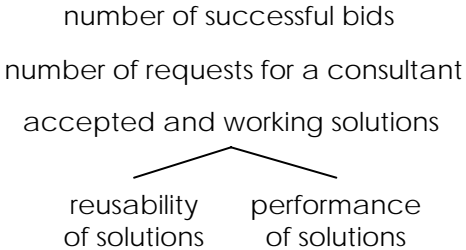
Consulting



communication and cooperation with stakeholders

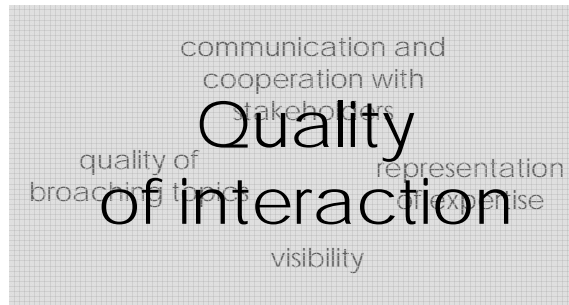
quality of broaching topics representation of expertise

visibility

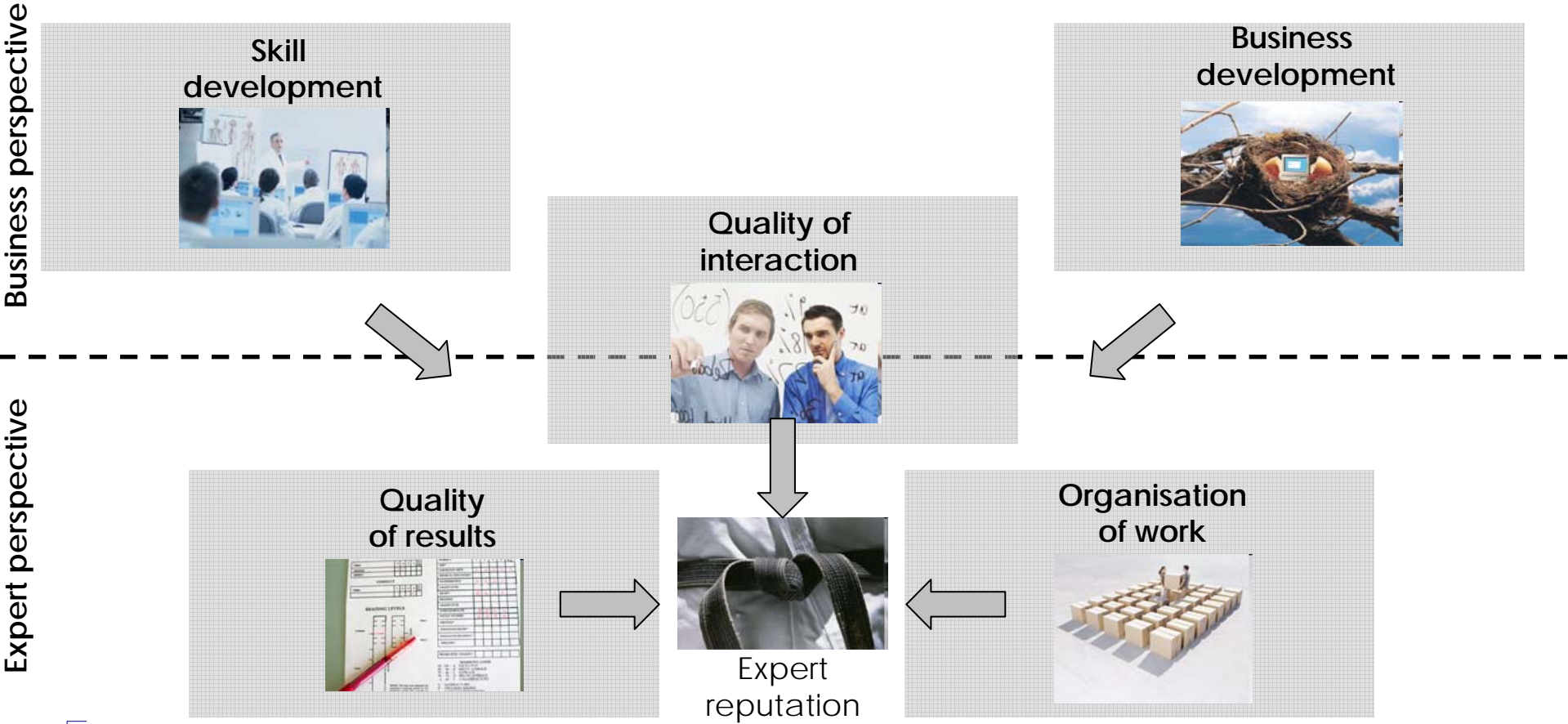


The findings: Performance indicators for expert work

Consulting

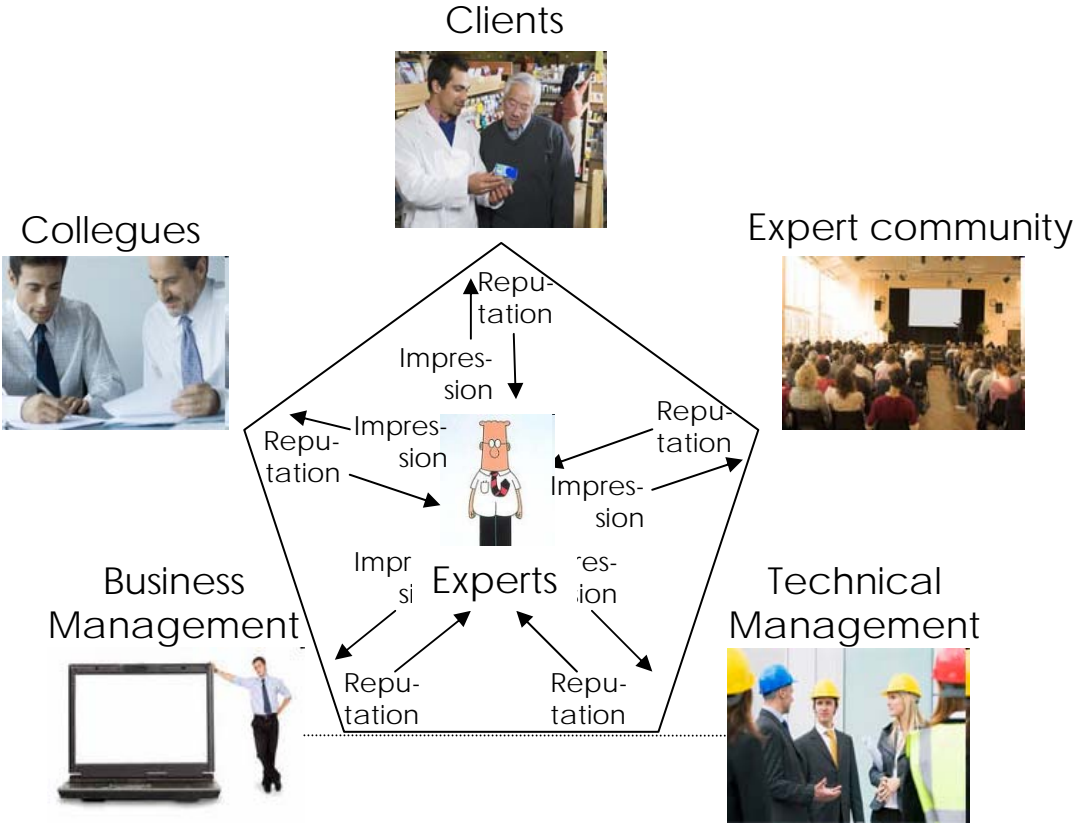


The findings: Performance indicators for expert work



The findings: Performance indicators for expert work

Stakeholders assessing the performance of expert work



The conclusions: Management of expert work

Concentration

**Skill
development**

Focusing of
skill development
activities

**Business
development**

Controlled assignment
of additional tasks
and resources

**Quality of
interaction**

Concentration
on few relevant
stakeholder interaction

**Quality
of results**

Concentration
on few defined
success indicators

**Organisation
of work**

Concentration
on few tasks