
Knowledge Work Management

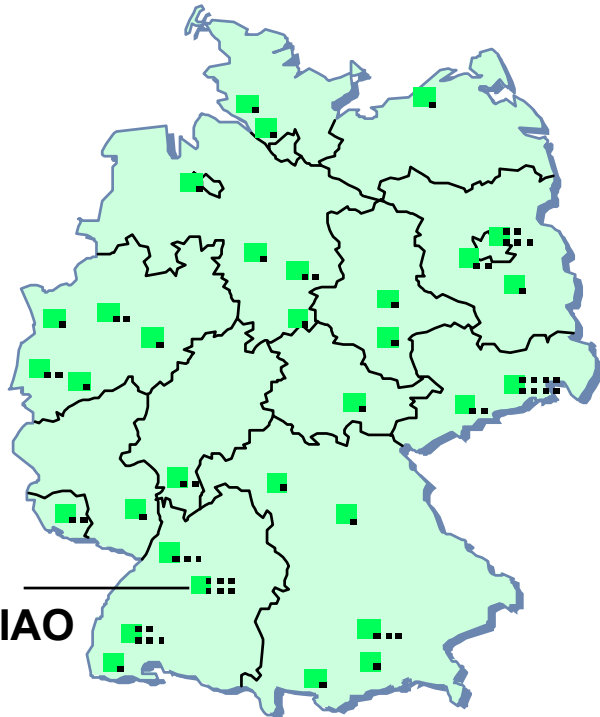
OL-KWM 2005, October 13, 2005, Bucharest, Romania



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Fraunhofer IAO, Stuttgart, Germany



Locations of the Fraunhofer– Gesellschaft



**Fraunhofer IAO
Stuttgart**

Fraunhofer-Gesellschaft in Germany

60 institutions at 46 different sites

Fraunhofer-institutions abroad:

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Profile of the Fraunhofer Institut für Arbeitswirtschaft und Organisation (IAO)



Founded: 1981

Staff of 140 (2003)

16,5 million Euro research volume (03)

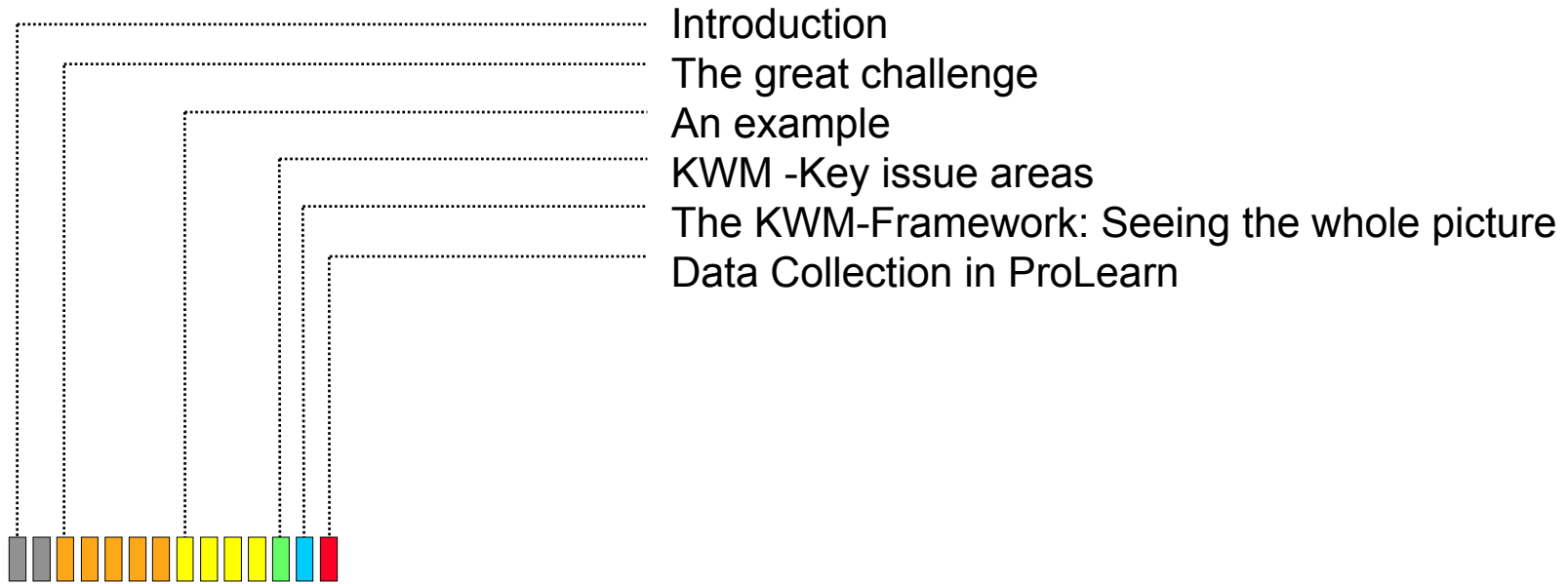
Location: Stuttgart

Website: www.iao.fraunhofer.de



Applied research and consulting in the field of technology management

Content



Introduction

The **single great challenge** facing managers in the developed countries of the world **is to raise the productivity of knowledge and service workers.**

This challenge, which will dominate the management agenda for the next several decades, will ultimately determine the competitive performance of companies. **Peter Drucker 1991**

Understanding the **nature of knowledge work** and **how to manage knowledge workers** must precede the management of knowledge itself. **Cortada & Woods, 1999**

The **most common approach** to high-end knowledge work that we encountered can be summarised as „**hire smart people and leave them alone**“. **Davenport, 2002**



Companies are struggling with their handling of knowledge work

- The determinants of knowledge-worker performance are clear (management, organisation, information technology, workplace design). How to integrate them remains murky.
- Many organizations resist the idea that segmentation of knowledge workers is **necessary**. They are concerned about perceptions of elitism
- No one seems to own the problem of knowledge-worker performance.
Managers don't find the time, IT and HR suffer from incomplete understanding of processes
- Companies are experimenting heavily with workplace redesign, but they aren't learning very much.
- There is a great reluctance to alter knowledge work, especially at the high end.

In our experience

Most companies only get aware of knowledge work when they encounter major difficulties in doing something new, e.g. if they ...

- want to offer new products or service
- want change their competitive strategies
- want to implement new technologies
- want to re-engineer their processes
- have to follow new regulations and laws
- ...



Example: Accor, one of Europe's major hotel chains



Company Profile:

4000 Hotels in 140 countries

13 Brands (Etap, Ibis, Novotel, Mercure, Sofitel...)

157.000 Employees worldwide

Highly standardised products and processes

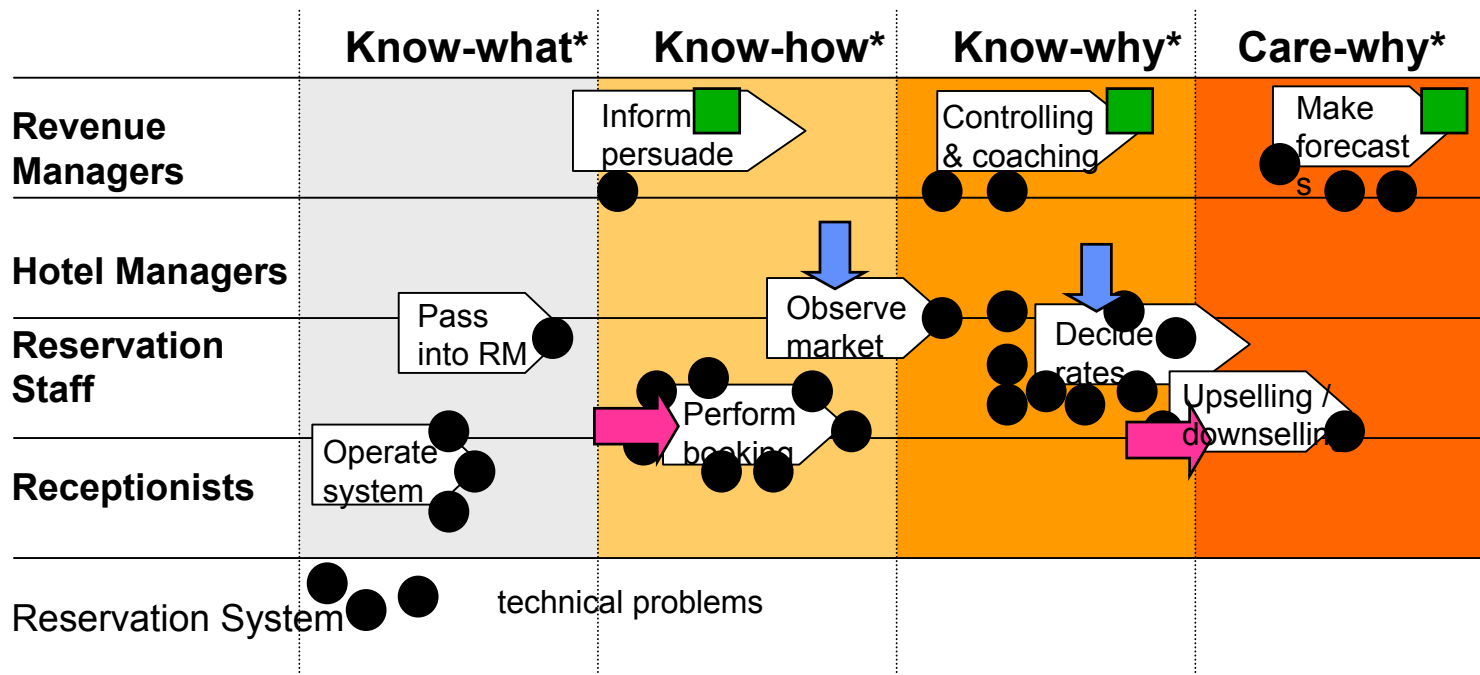
The Idea:

Implement a new reservation system and at the same time revenue management as a new selling strategy

Challenge:

New job requirements at reception/reservation

Principal tasks and their grading



Innovations result in a rise of knowledge work

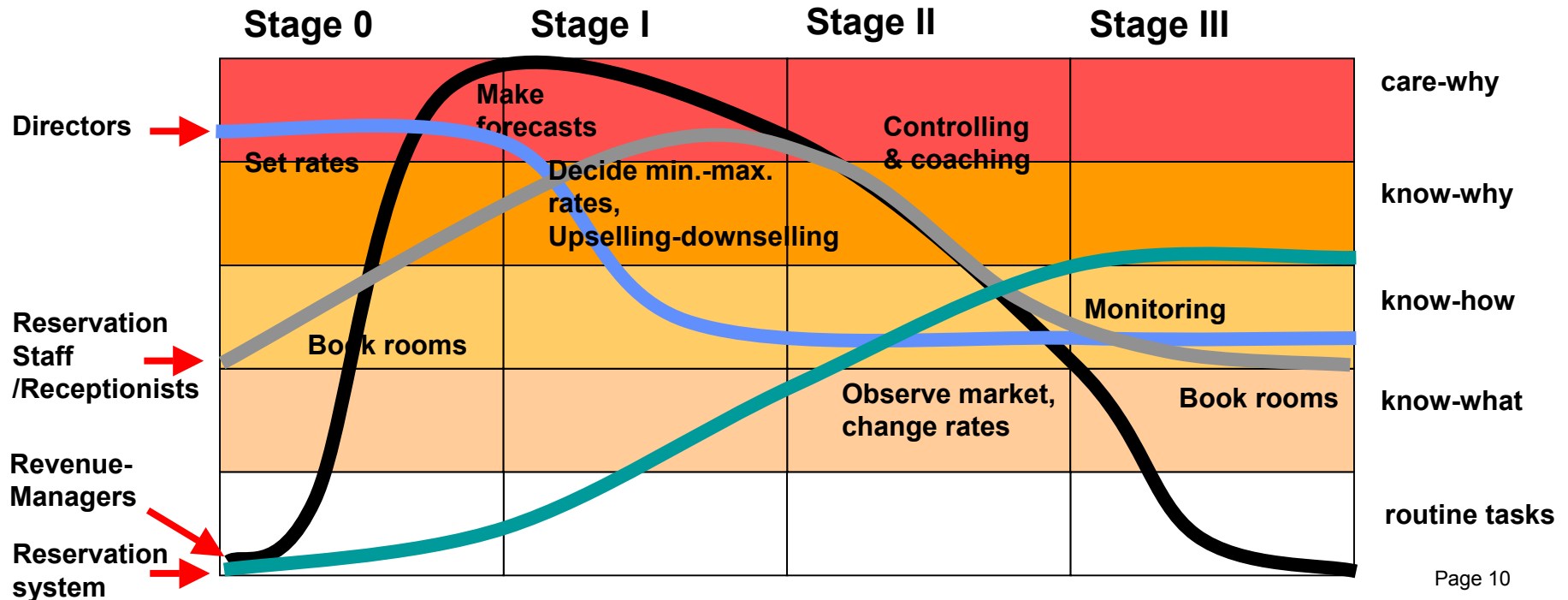
- New task
- ↓ New allocated
- Rise in complexity
- Problems mentioned



*Cf.: Quinn, J. B.; Anderson, P. & Finkelstein, S.: Managing Professional Intellect: Making the Most of the Best. In: Harvard Business Review March-April (1996) S. 71-80.

Requirements are changing heavily over time

Expected future tasks and skill requirements



What can we learn from such projects?



You can find knowledge work almost everywhere

Task requirements (and learning needs) at a workplace are not as stable as we might think.

Major changes may almost come over night.

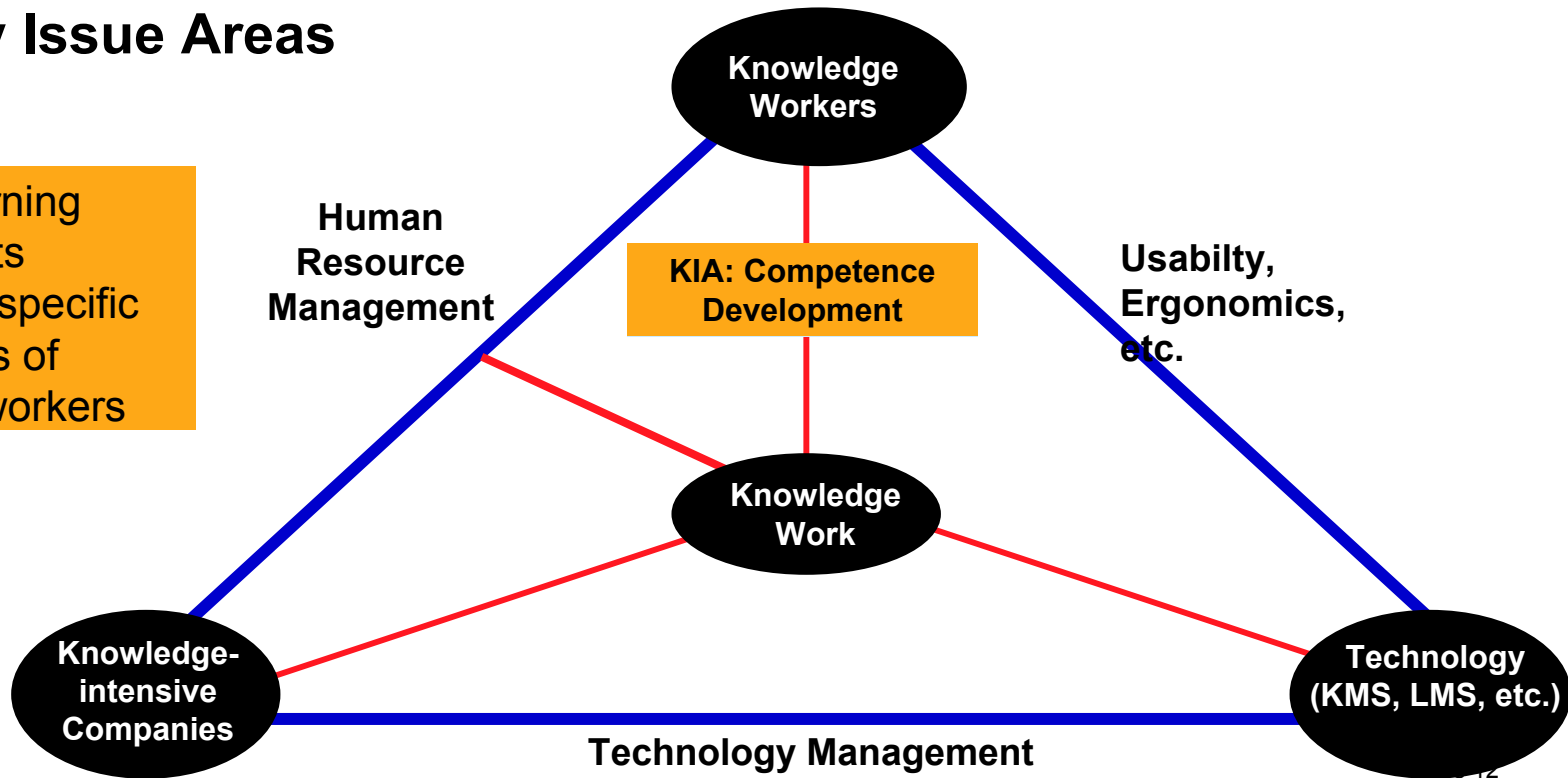
It's not only about seminars or knowledge management systems. We have to look at the whole picture to find appropriate solutions

→ Knowledge Work Management & Professional Learning

Knowledge Work Management

KWM Key Issue Areas

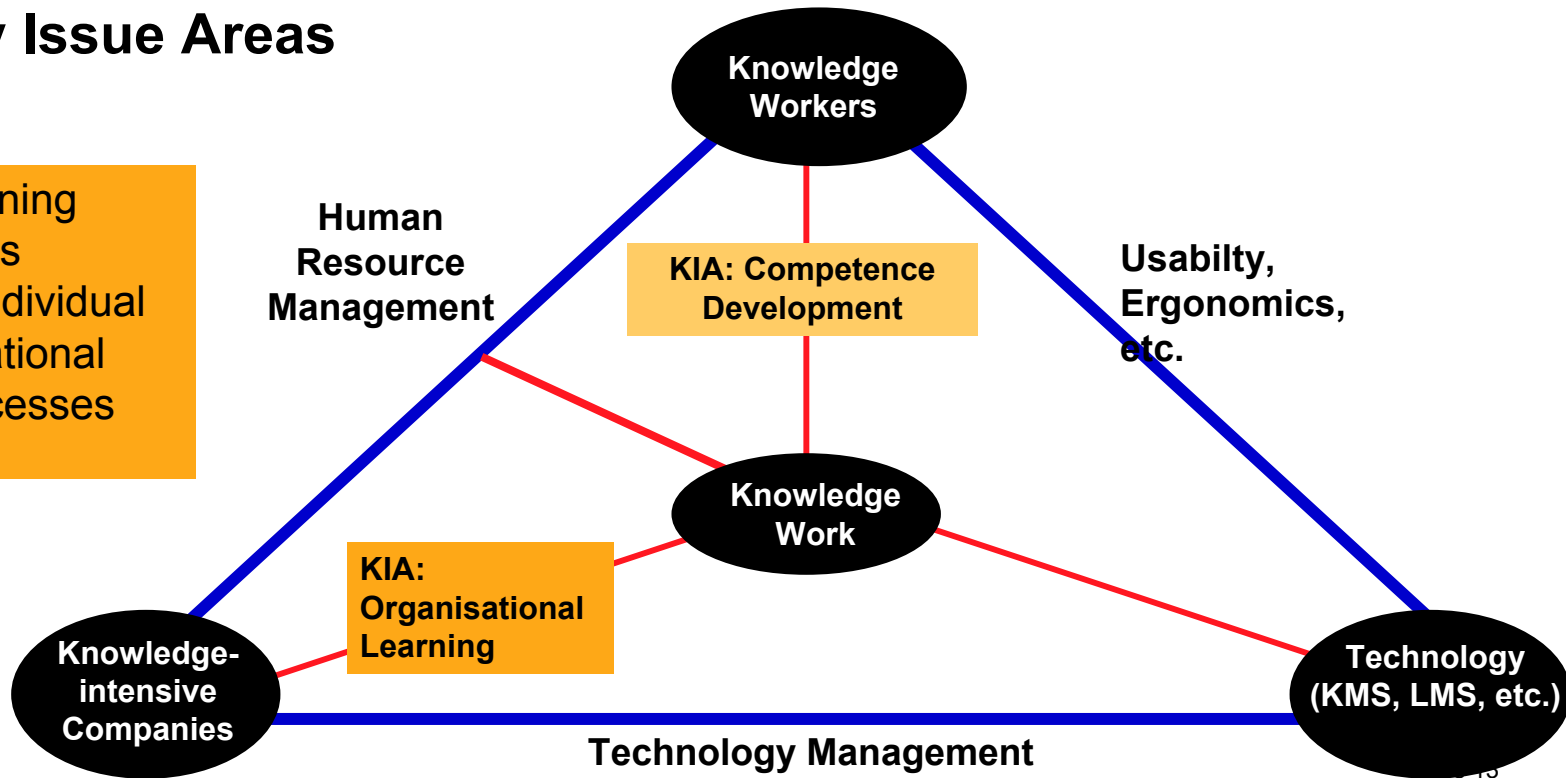
Suggest learning arrangements meeting the specific requirements of knowledge workers



Knowledge Work Management

KWM Key Issue Areas

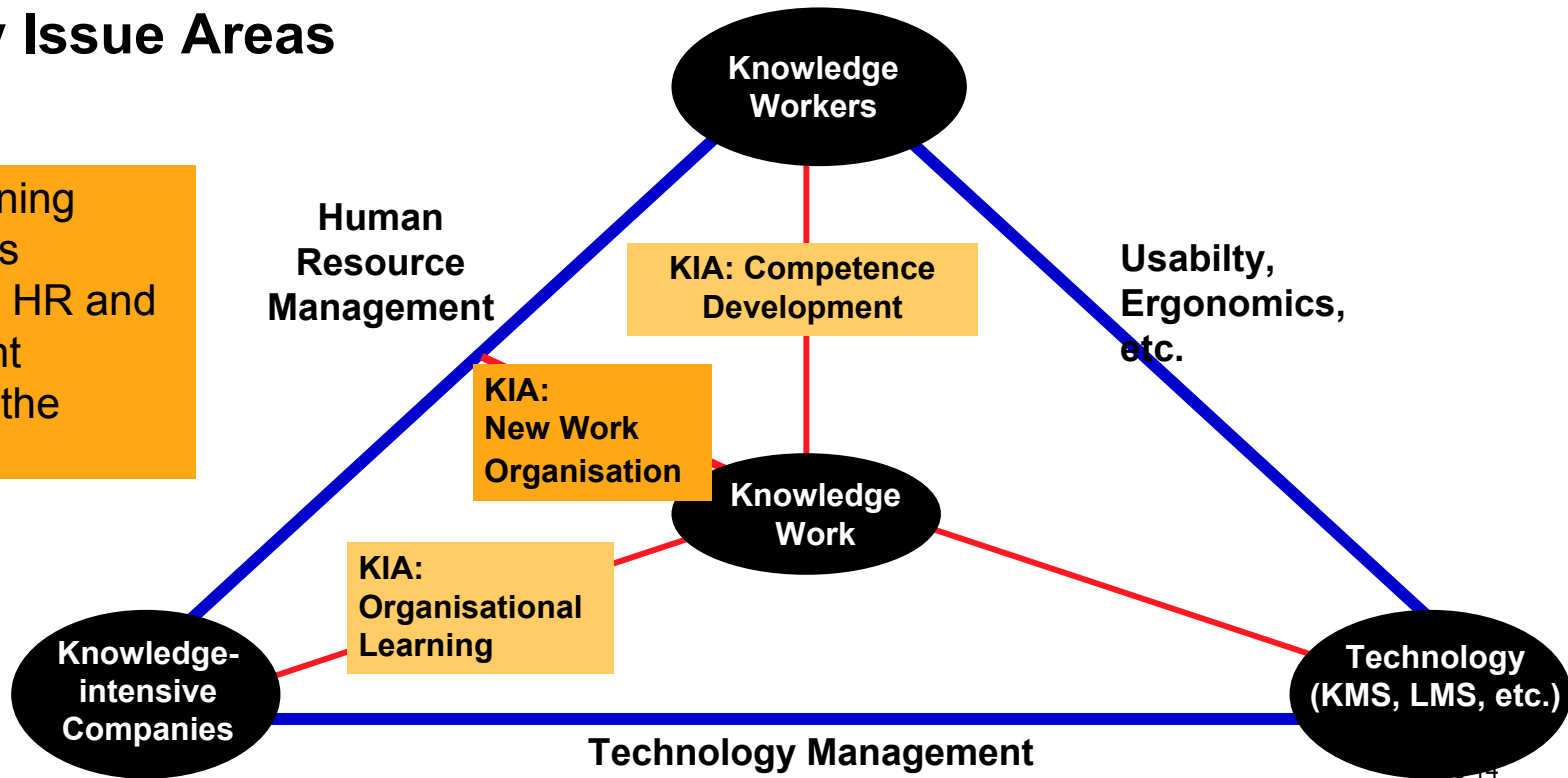
Suggest learning arrangements integrating individual and organisational learning processes



Knowledge Work Management

KWM Key Issue Areas

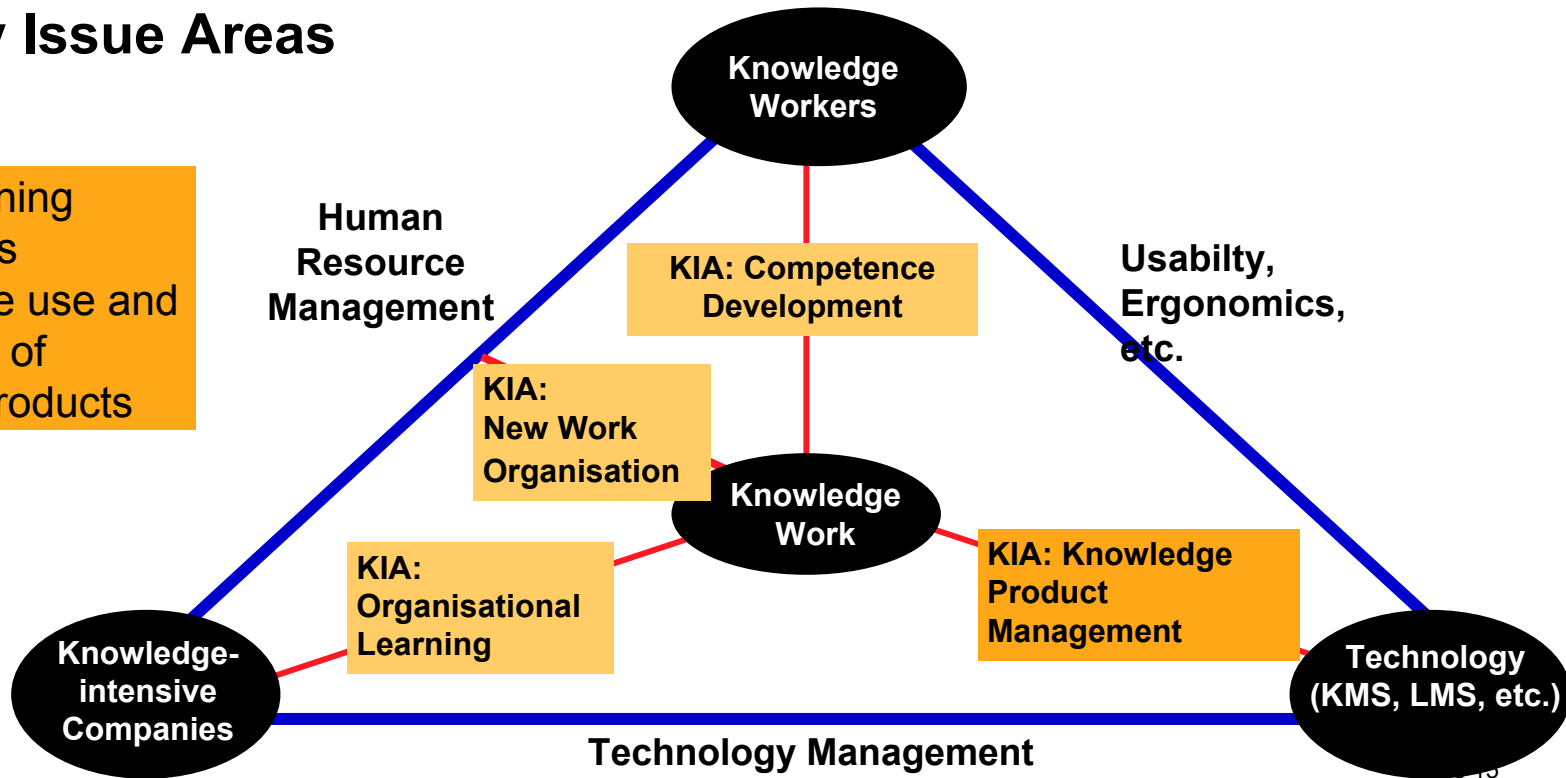
Suggest learning arrangements matching the HR and Job alignment strategies of the company



Knowledge Work Management

KWM Key Issue Areas

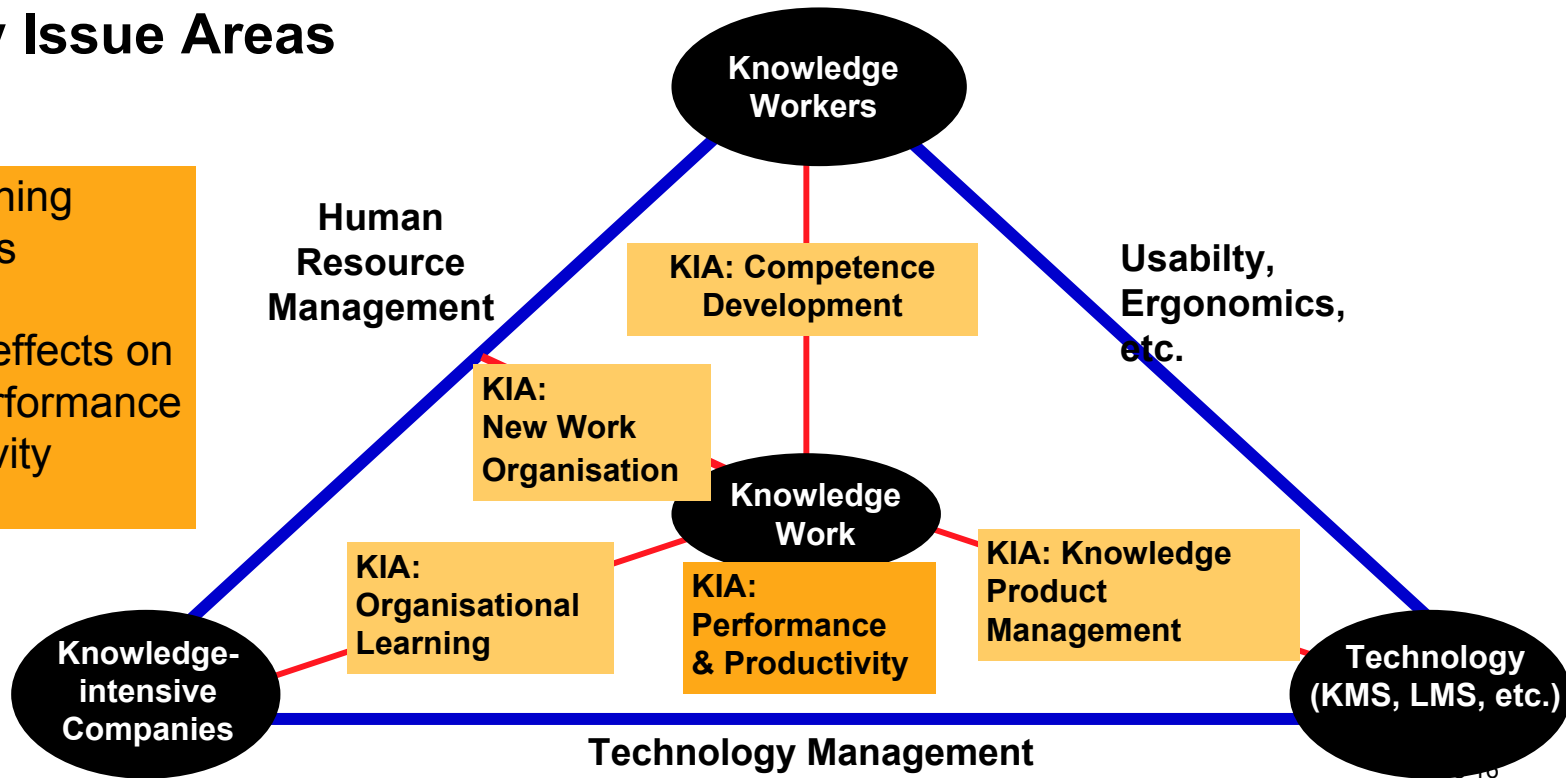
Suggest learning arrangements facilitating the use and development of knowledge products



Knowledge Work Management

KWM Key Issue Areas

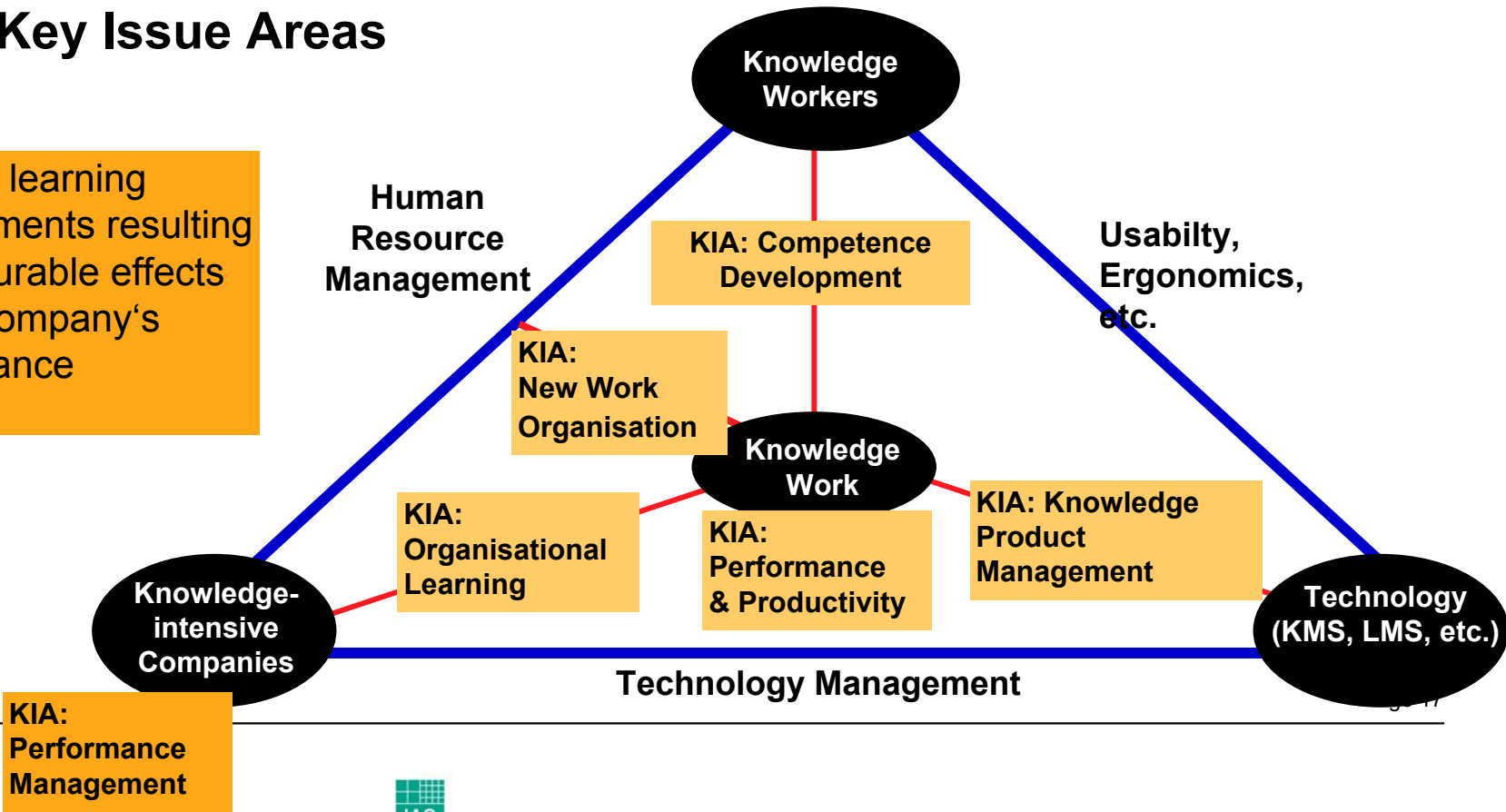
Suggest learning arrangements resulting in measurable effects on individual performance and productivity



Knowledge Work Management

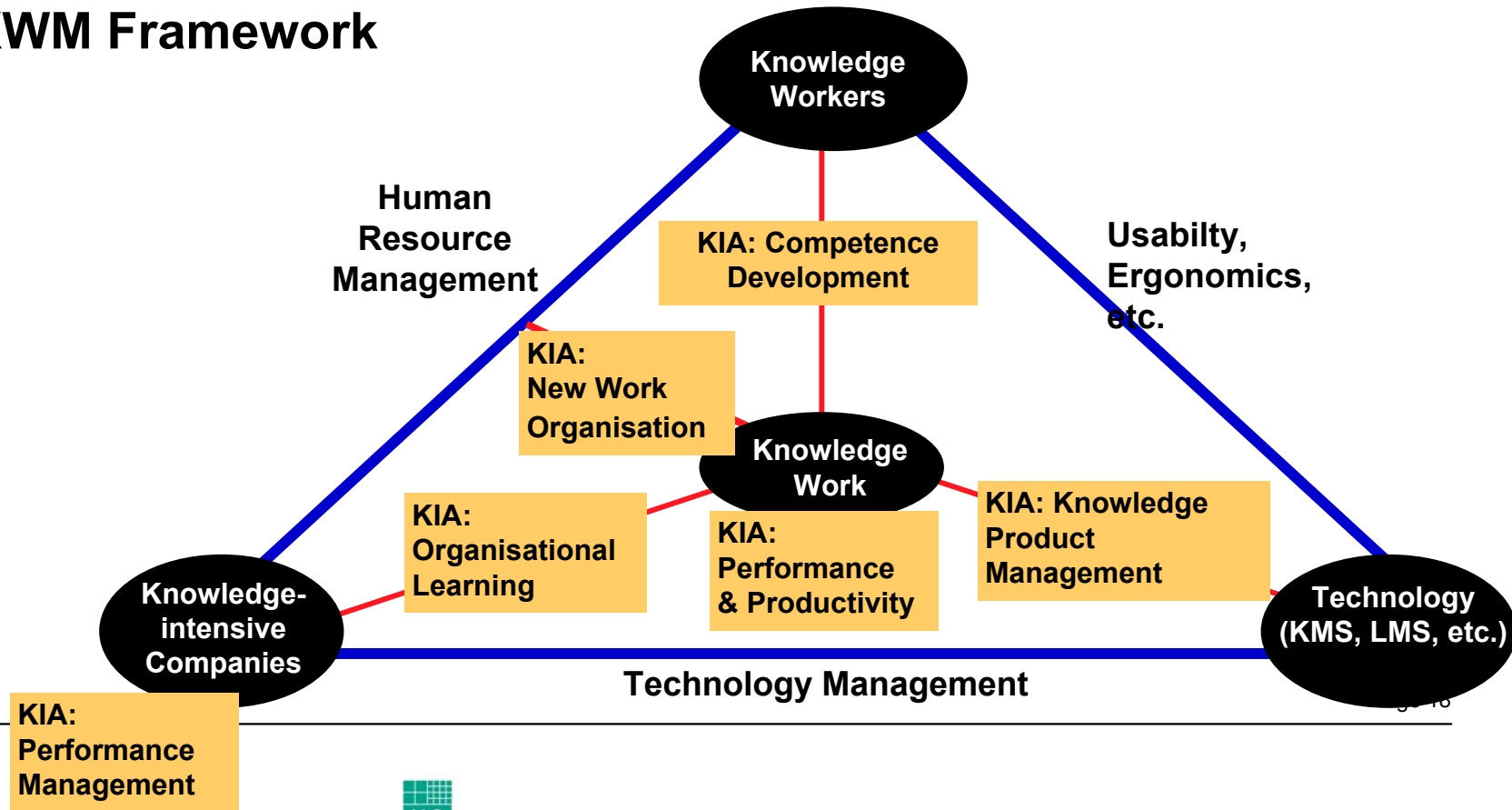
KWM Key Issue Areas

Suggest learning arrangements resulting in measurable effects on the company's performance



Knowledge Work Management

The KWM Framework



Data Collection in ProLearn

Trends in ...

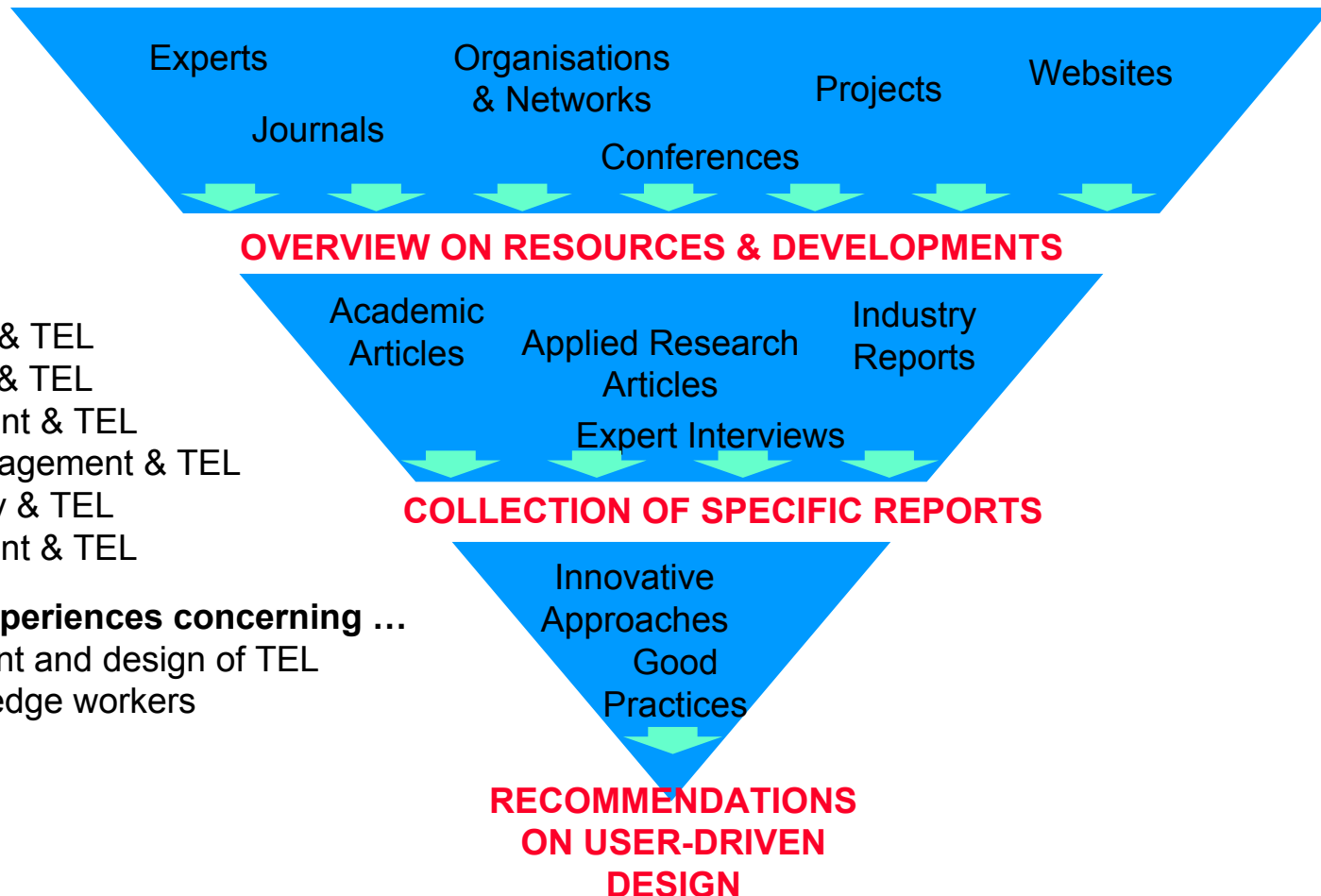
- Knowledge Work Management
- Learning@Workplace
- Technology Enhanced Learning

Links between ...

- Organisational Learning & TEL
- New Work Organisation & TEL
- Competence Development & TEL
- Knowledge Product Management & TEL
- Performance/Productivity & TEL
- Performance Management & TEL

Challenges, solutions, experiences concerning ...

- Competence development and design of TEL Arrangements for knowledge workers
- ...



Knowledge Work Management

www.prolearn-online.de

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internal
Knowledge Work Management is the handling of new and complex work tasks staff has to cope with but has only insufficient competencies and qualifications to come to a satisfying solution. That means to solve such work tasks knowledge has to be identified, developed and integrated into the process of work.

top event: PAKM 2006 - 6th International Conference on Practical Aspects of Knowledge Management
Vienna, Austria 02.12.2006-03.12.2006
PAKM2006 addresses all aspects of Knowledge Management and their role in next-generation business solutions. We seek original contributions in the triangle of business and organization sciences, cognitive science, and computer science that represent a true advancement beyond the state-of-the-art of Knowledge Management.

Building and maintaining knowledge inventories
- knowledge directories
- automatic creation of semantic annotations
- skill management Collaboration and knowledge sharing
- social and cultural aspects of knowledge sharing communities
- collaboration platforms
- integration of processes across organizational boundaries
Capturing and securing knowledge

to register
password forgotten?
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Contact to WP 7 „KWM and Learning Arrangements“

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Walter Ganz