How work is changing in the Information Age

Prof. Dr. Andrea Back
Publications in E-Learning

Newsletter E-Learning:

Learning Center
Lehrstuhl Prof. Dr. Andrea Back
Universität St. Gallen
ISSN 1660-5039
2.300 Abonnenten

Publications:

Video-Blog

Sweatshop Universität
LearningWaves from Hong Kong 1/2006
Applied research and services - in consortia of partner companies

Collaborative Workplace

Knowledge- → Learning- → and Work in globally distributed organizations & networks

www.learningcenter.unisg.ch
Corporate Learning

Knowledgesource.org: Knowledge Networks

Workplace E-Collaboration

Knowledge (Net)Worker

(c) IWI-HSG / Prof. Dr. Andrea Back
Training for Distributed Sales and Services

Workshop and Interviews in 8 countries with 101 Stakeholders (Training, Produktmanager, Sales Manager, Sales Force, IT)

Bsp. 1: Modellierung Produkteinführungsprozess

Bsp. 2: Interaktive Gruppenarbeit

Bsp. 3: Konkrete erste Massnahmen zur Verbesserung

Locally Quick Wins
Globally Opportunity für Knowledge Transfer through K-Networking
A future specialization in the field of: „Growing Business in Asia“

Learning Center – Yearly Workshops

- Training of Distribut. Sales & Service Staff
- Social Software
- Knowledge Worker Productivity
- Collaboration & Knowledge Transfer
- Sinoswiss Projects

…where science meets business…

in the context of the IT-based global economy

(c) IWI-HSG / Prof. Dr. Andrea Back
How Work is Changing: Views of

1. Sociologist
2. Management Guru
3. IT Analyst
4. Knowledge Worker
Friedman: Globalization 3.0: Flattening Worlds

... the convergence of technology and events that allowed India, China, and so many other countries to become part of the global supply chain for services and manufacturing, ...

„The playing field is being leveled“ (Nilekani, CEO Infosys, India).

... web-enabled playing field that allows for multiple forms of collaboration without regard to geography or distance – or soon, even language.
The Character of Work Is Changing:
People will work collaboratively, JIT, and in multiple teams

![Graph showing work styles from 2000 to 2010](chart.jpg)

- **Different time, different place**
- **Same time, different place**
- **Same time, same place**
- **Working alone**

The graph indicates a trend where the percentage of individual’s work product that will depend on group input is increasing over time. According to Gartner Barcelona, Drakos/Lundy 2004, people will work collaboratively, just-in-time (JIT), and in multiple teams.
The Culture of the New Capitalism: The dark side of Flexibility

- Global Market
- New Technologies
- Time (Work)

Not empowerment, but new system of power: concentration of power, without centralization ("lean and mean")
- overburdened workforce
- intense surveillance
- team: superficial cooper.
- (Work)Live becomes fragments/episodes

- Nothing long-term: undermines trust, loyalty, commitment, endurance
- Taking risks through continuous change becomes value per se, routine, stability, endurance are "bad"
- Detrimental effects of the mobile lifestyle to social relationships
- Values of "flexible" society impacts peoples character, their values in social relationships, and poses a dilemma in education of the young
- …
1. Sociologist
2. Management Guru
3. IT Analyst
4. Knowledge Worker
Management-Guru Peter Drucker

“The chief economic priority for developed countries is to raise the productivity of knowledge . . . The country that does this first will dominate the twenty-first century economically.”

In: The new productivity challenge, HBR Nov./Dec. 1991
Strategic Motivation for the Topic „Knowledge Worker Productivity“

Towards the Future of Work

Growing demand: KW are a growing segment of the workforce

Peter F. Drucker

KWP: Knowledge Worker Productivity
KW: Knowledge Work/er
IW: Information Work/er

Digital Workplace for KW and IW
Gurus say about the: Knowledge Worker Productivity Problem

Jay Cross (Learning Innovations)
http://62.159.107.115/j.cfm?i=245419&k=92046

Tom Davenport (Accenture Consulting Inst. For Strategic Change)
http://www.iwproductivity.org

http://metatime.blogspot.com
<table>
<thead>
<tr>
<th></th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sociologist</td>
</tr>
<tr>
<td>2</td>
<td>Management Guru</td>
</tr>
<tr>
<td>3</td>
<td>IT Analyst</td>
</tr>
<tr>
<td>4</td>
<td>Knowledge Worker</td>
</tr>
</tbody>
</table>
How does IT relate to the way work is changing?

IT Has Changed the World — Now IT Must Change

- Process redesign and automation
- Rising demand for nonroutine cognitive skills
- Declining automation returns
- Communication and sharing
- Delegating decision rights
- Global trusted partner ecosystems
- Multitasking "ad-hocracy"

The Changing Nature of Work
“N.N.” Workplace Collaboration Services is...
A family of products, solutions and technologies for transforming the way people work

Portal

... provides:
Unified, consistent access to people, resources and tools needed, in the context of a user’s role -- in order to make more informed decisions, faster

... includes:
- Portal technology
- Collaboration tools
- Content management tools
- Workflow capabilities
- Solutions
<table>
<thead>
<tr>
<th>No.</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sociologist</td>
</tr>
<tr>
<td>2</td>
<td>Management Guru</td>
</tr>
<tr>
<td>3</td>
<td>IT Analyst</td>
</tr>
<tr>
<td>4</td>
<td>Knowledge Worker</td>
</tr>
</tbody>
</table>
Business employees receive 50–75 % of relevant information directly from other persons

Over 80 % of digital corporate information are stored on individual hard disks and in personal files

People make knowledge productive; most of the knowledge steps out of the company when an employee leaves

J. Kila, MSoft CH 2003: Taken from: „The Knowledge Worker Investment Paradox“, Gartner Research 17.7.2002
**e-tools for knowledge workers: Overflow?**

**Average percentage of information processing time spent on each medium (based on average hours spent)**

- **Email**: 45%
- **IM/Text Messages**: 19%
- **Voicemail**: 18%
- **Shared Networks**: 14%
- **Portal website**: 8%
- **Conference Calls**: 5%

E-tools for knowledge workers: Ongoing Innovation

- news aggregators
- content management tools
- blogs, wikis
- social software
- web conferencing

Personal Knowledge Management

Weblogs and Wikis - Definition

Weblogs are…
- personal, diary-like websites
- built by using very simple, usually web-based content management systems that enable anyone regardless of technical skill to publish to the world wide web
- increasingly used by professionals and students as personal knowledge repositories and learning journals

Wikis…
- are a piece of server software that allows users to freely create and edit Web page content using any web browser
- support hyperlinks and have a simple text syntax for creating new pages and crosslinks between internal pages on the fly.


Source: wiki.org
Wikis - Examples

most famous:

wikipedia.org

other example:

wiki.knowledgenetworker.net

Wikis in use internally at:

Lufthansa, SAP, IBM, Microsoft and many more
Wikis - Examples

Welcome to the alphaWorks Wikis

The alphaWorks Wikis are designed to make it easy for you and your team to share information with each other, and with the world.

Where do I start?

To start browsing content, simply click on one of the Wikis listed below.

* Wikis
  * ETUK (ETTK Community)
  * ProposalTemplate (ETTK Community)
  * Proposals (ETTK Community)
  * SemanticSamples (ETTK Community)

Recently Updated

* ETUK (ETTK Community) by Jim Hay (10 Feb)
* ProposalTemplate (ETTK Community) by Joel Farrell (16 Jan)
* Proposals (ETTK Community) by Joel Farrell (16 Jan)
* SemanticSamples (ETTK Community) by Joel Farrell (16 Jan)

Ubuntu

Main Page

Welcome to the UbuntuWiki

Global

* Roadmap Scratchpad
  * 1.9 Trunk / 1.8 Development

JBossWiki

Welcome to the JBossWiki. The wiki is for information about JBoss the application server and associated open source community. It has no specific topic but is for all things JBoss. Anyone can read it but only registered users can edit pages. Users are encouraged to donate meaningful documentation and information. If you are new here, you must register for a JBoss.org username/password. If you are already registered for the JBoss forums then you are registered for the JBossWiki. All documentation contributed is covered by the documentation license. If you’re new here, please DO NOT edit some random page with gibberish to try it out. Try the Sandbox.

DO NOT LINK EVERYTHING FROM THE MAIN PAGE: SEARCH FOR APPROPRIATE CATEGORIZATION
Brief History of the Wikipedia

• 12/2000: Less than 30 articles completed.
• 1/2001: Use wiki – let anyone add information and write articles.
• 2001-2006: Doubling of the size every year.
• 2006: 976,000 English language articles, 3.3 million worldwide (57,000+ in Chinese).
Wikipedia (En) vs. Britannica
Size (Articles)
Wikipedia (En) vs. Britannica Activity (Alexa.com)

About 100-times popularity of Britannica (reach x page visits)
English Wikipedia

- Contributors (volunteers)
  - 50,000+
  - 15,000+ active (over 5 contributions per month)
  - 200+ very active (over 100 contributions)
- Size: 2.6 GB
- Value: about US$1-2B
- Price: $0

Britannica sold in 1996 for US$135 million. (Businessweek 10/20/97)
Knowledge Improvement Model – Open Source

- “Many eye-balls make all bugs shallow”
- Peer validated knowledge
- Release early and often (instant observability of errors)
- Decomposition (articles-refactoring)
- Standards (templates)
- Light governance
Weblogs – Examples: Informal Learning
http://www.internettime.com/wordpress2/

Setup:
Self-hosted version or ASP

ASP examples:
www.xanga.com
www.blogger.com

Publishing:
Easy and mostly WYSIWYG
No HTML knowledge needed

Feedback and Reading:
Comments
Trackbacks
News aggregators