

Learning Center



University of St.Gallen

How work is changing in the Information Age

Prof. Dr. Andrea Back



Publications in E-Learning

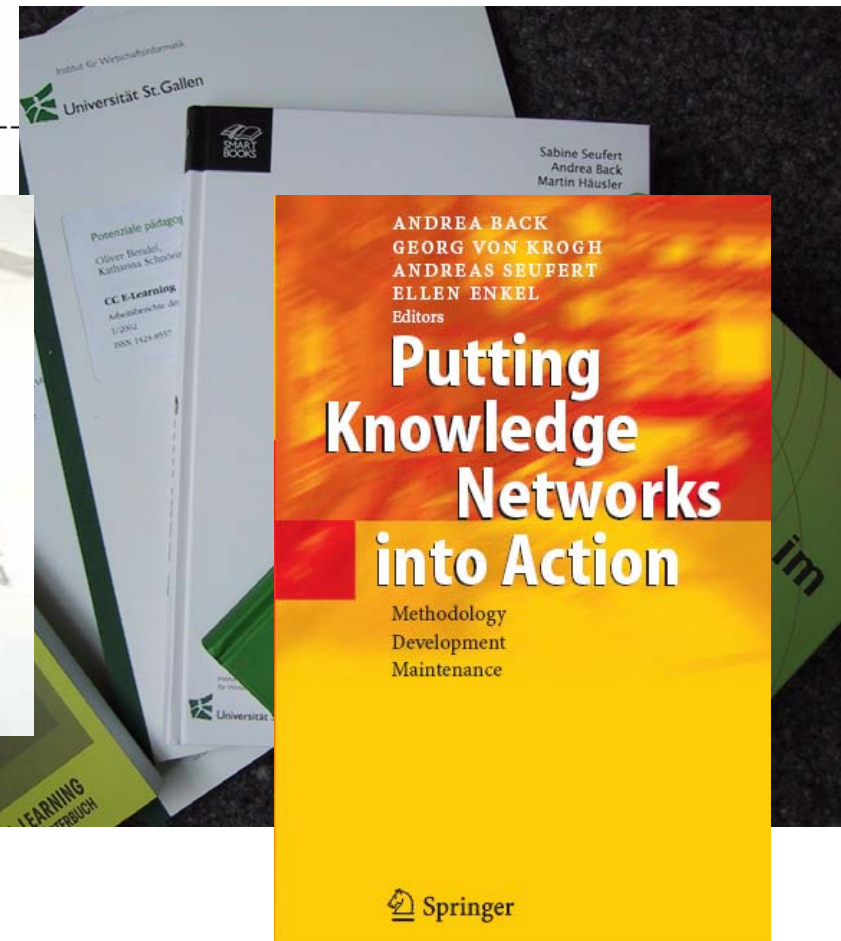
Newsletter E-Learning:

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Publications:

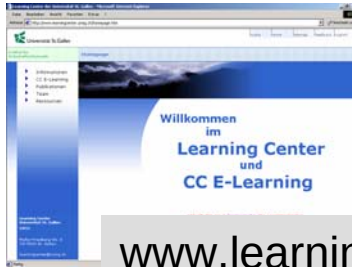
Video-Blog

Sweatshop Universität
LearningWaves from Hong Kong 1/2006

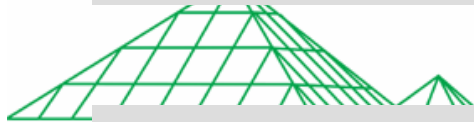


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Applied research and services - in consortia of partner companies



www.learningcenter.unisg.ch
Corporate Learning



KnowledgeSource.org:
Knowledge Networks



Workplace
E-Collaboration

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Collaborative Workplace

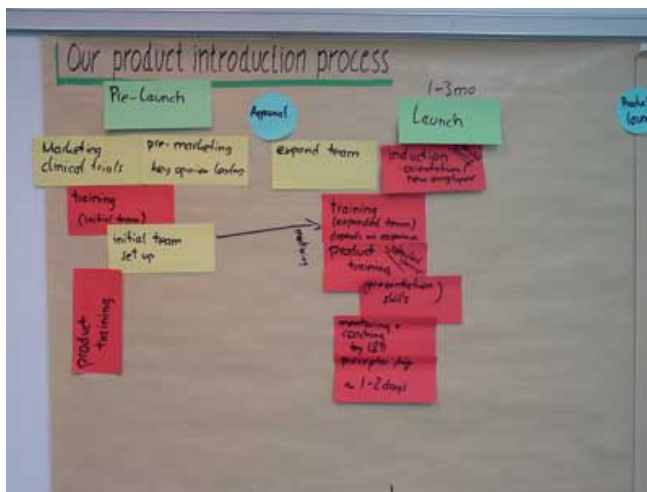
Knowledge- → Learning- →
and Work in globally
distributed organizations &
networks



Knowledge (Net)Worker

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

Our actions for achieving the desired situation in sales force training...

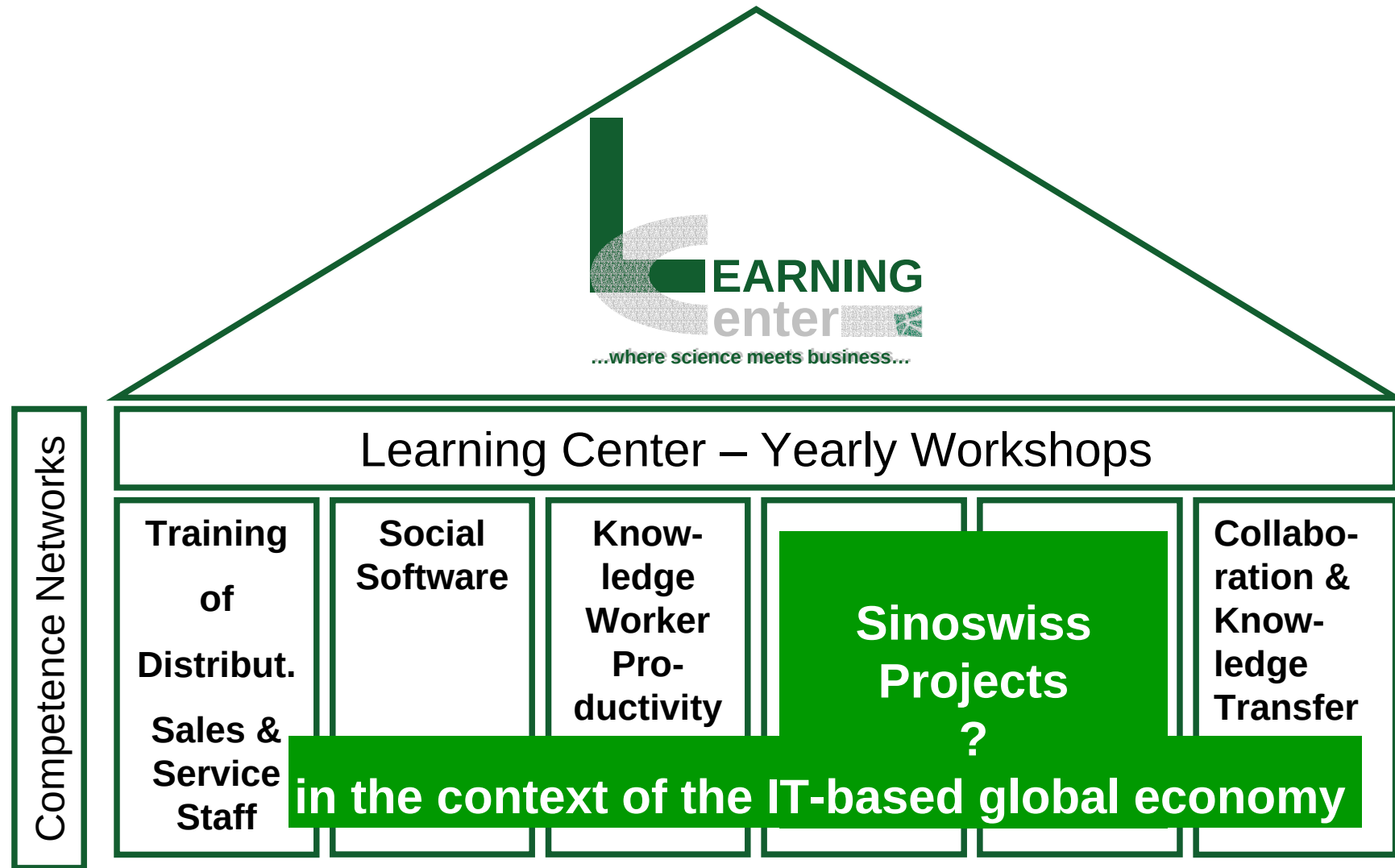
What?	When?	Accomplished, if...	Who?
A-Z of sales	Q1 / 2006	certifying & locally available	Marty
Set up a focus group of exp. reps	Q3 / 2005	identified improvement needs	Betsy & Chris
LED managers attending sales meetings	now	they attend	Betsy
distribution of workshop results	Q1 + Q2	distributed & reviewed	Alison
individual learning plans for sales	End of 2005	individual development plans are in place	Betsy & Chris
establish a Wiki	End of 2005	active usage	Tony & Alison
Talk about learning culture in the induction presentation - sales	Q1 / 2006	presented in sales training	Peter

Bsp. 3: Konkrete erste Massnahmen
zur Verbesserung

Locally Quick Wins Globally Opportunity für Knowledge Transfer through K-Networking

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A future specialization in the field of: „Growing Business in Asia“



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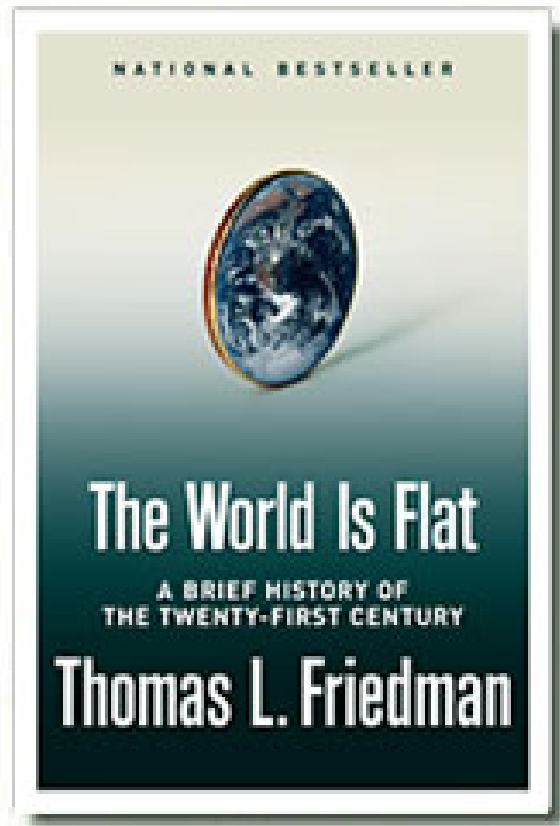


How Work is Changing: Views of



- 1 Sociologist
- 2 Management Guru
- 3 IT Analyst
- 4 Knowledge Worker

Friedman: Globalization 3.0: Flattening Worlds



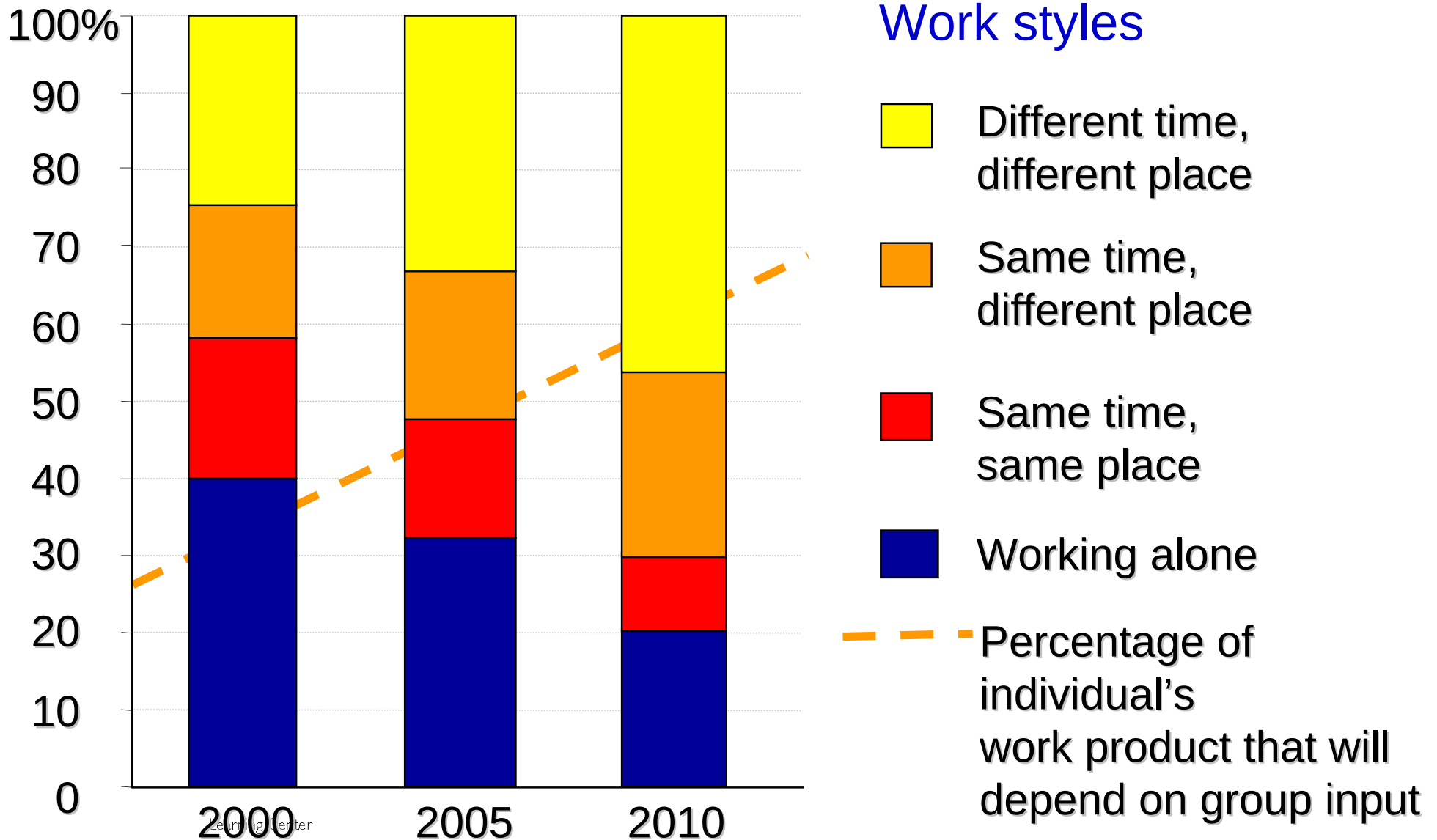
... the convergence of technology and events that allowed India, China, and so many other countries to become part of the global supply chain for services and manufacturing, ...

„**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.

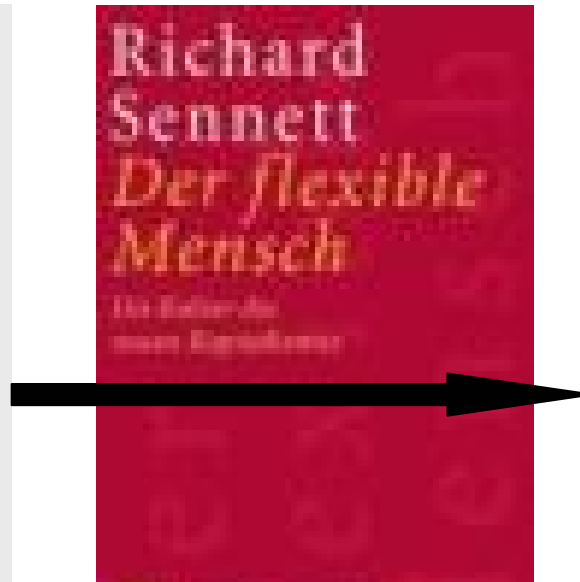
The Character of Work Is Changing:

People will work collaboratively, JIT, and in multiple teams



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

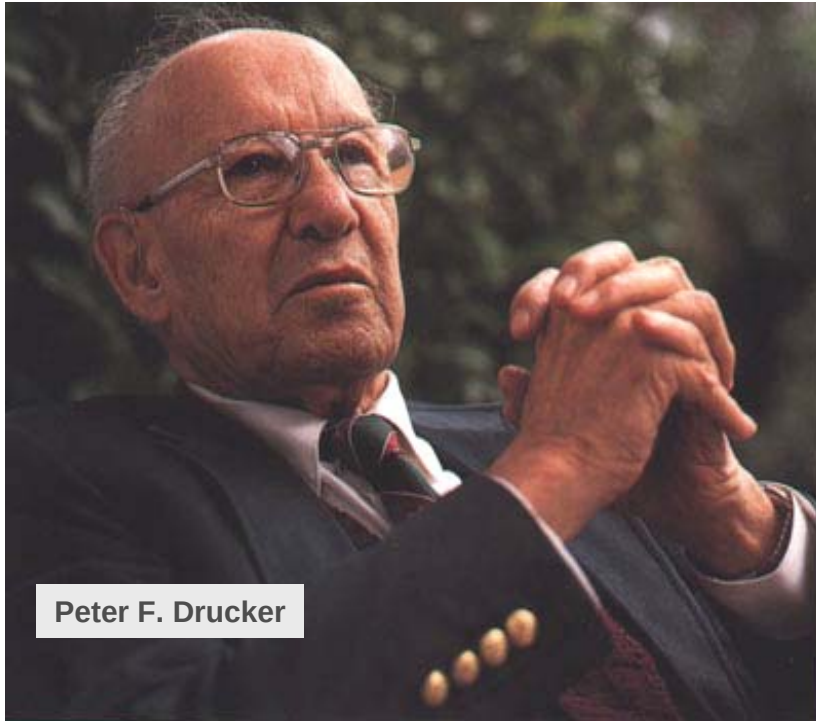
3

IT Analyst

4

Knowledge Worker

Management-Guru Peter Drucker



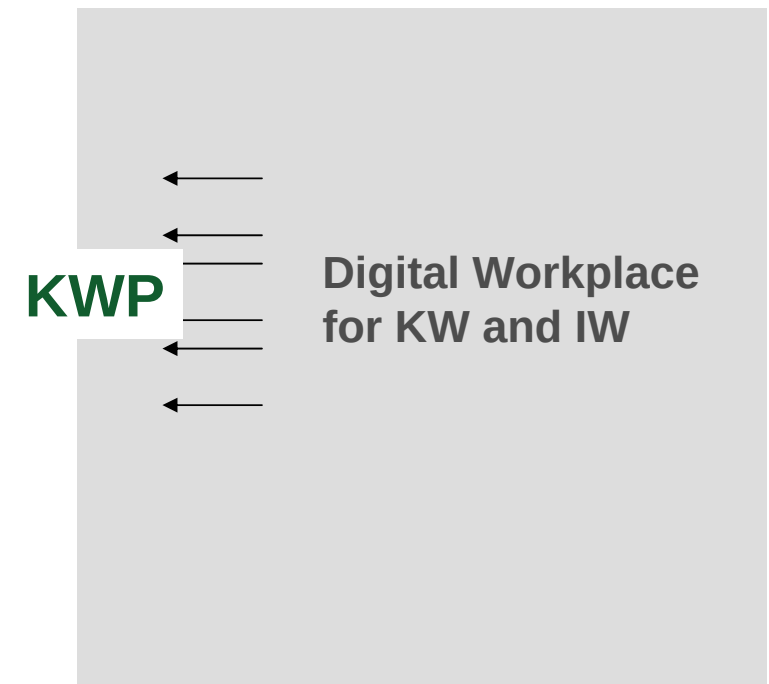
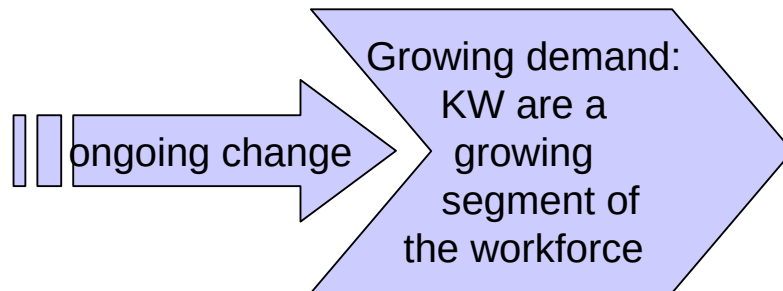
Peter F. Drucker

“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

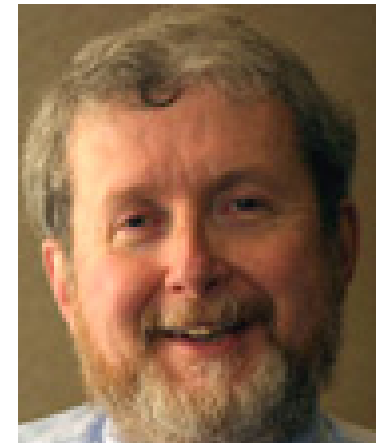


KWP: Knowledge Worker Productivity
KW: Knowledge Work/er
IW: Information Work/er

Gurus say about the: Knowledge Worker Productivity Problem

Jay Cross (Learning Innovations)

<http://62.159.107.115/j.cfm?i=245419&k=92046>



<http://metatime.blogspot.com>



[http:// www.iwproductivity.org](http://www.iwproductivity.org)

Tom Davenport (Accenture Consulting Inst. For Strategic
Change)

*Global-learning.de Online Educa Special
30.11.2004 „Just Ask, the Power of ...*

1

Sociologist

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Knowledge Worker

How does IT relate to the way work is changing?

IT Has Changed the World — Now IT Must Change

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

The Changing Nature of Work

Gartner.
Cannes 11/05



“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

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1

Sociologist

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Management Guru

3

IT Analyst

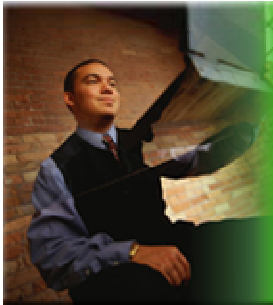
4

Knowledge Worker

Information today: A challenge



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



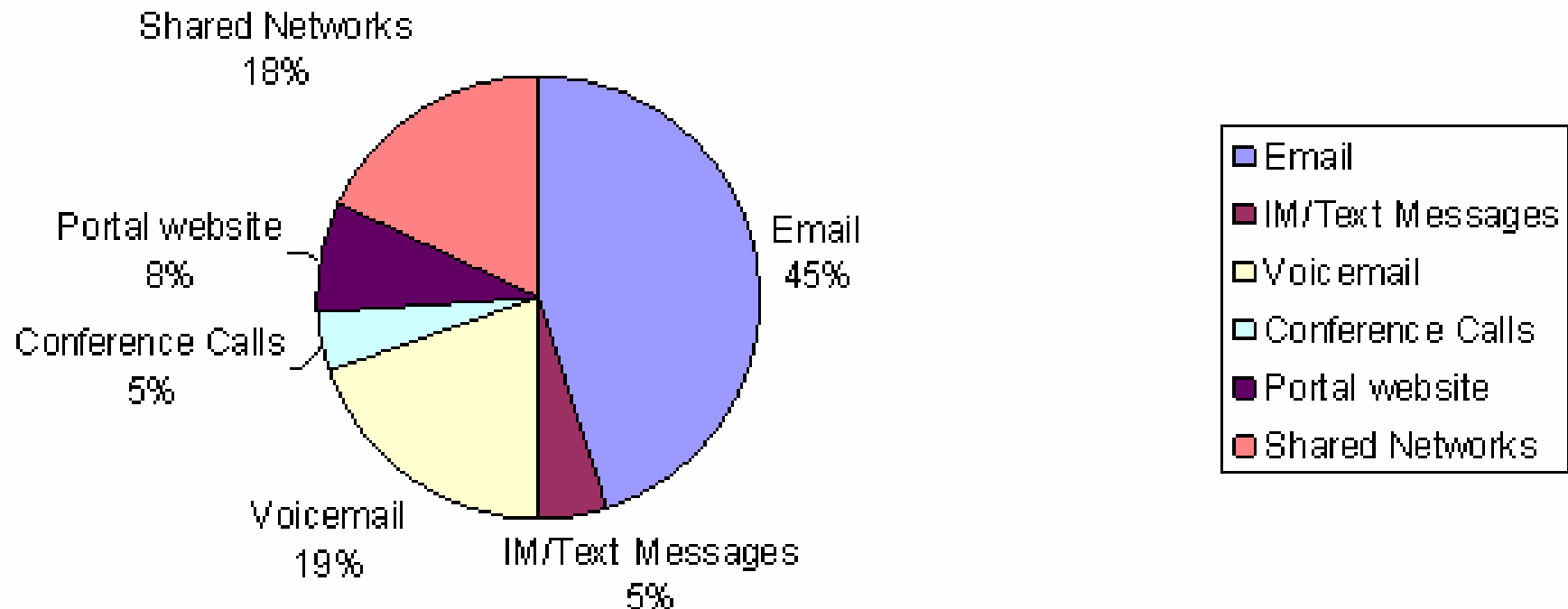
People make **knowledge productive; most of the knowledge steps out of the company when an employee leaves**

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)



E-tools for knowledge workers: Ongoing Innovation



Source: Collins, T.: „PKM – Are we there yet?“ (2004)

- news aggregators
- web portals
- 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

Source: Efimova, Lilia and Fiedler, Sebastian, 2004: Learning Webs - Learning in Weblog Networks.

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:

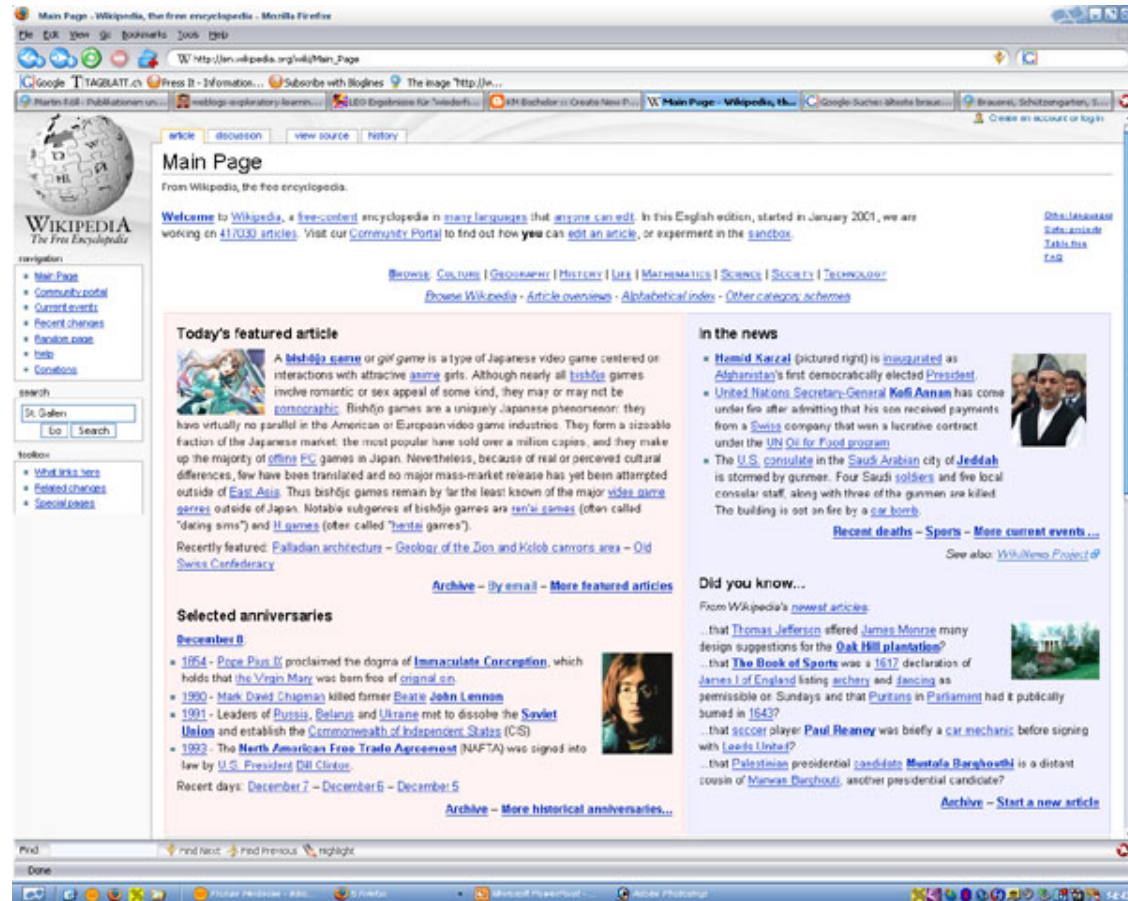
wikipedia.org

other example:

wiki.knowledgenetworker.net

Wikis in use internally at:

Lufthansa, SAP, IBM,
Microsoft and many more



Wikis - Examples



JBossWiki

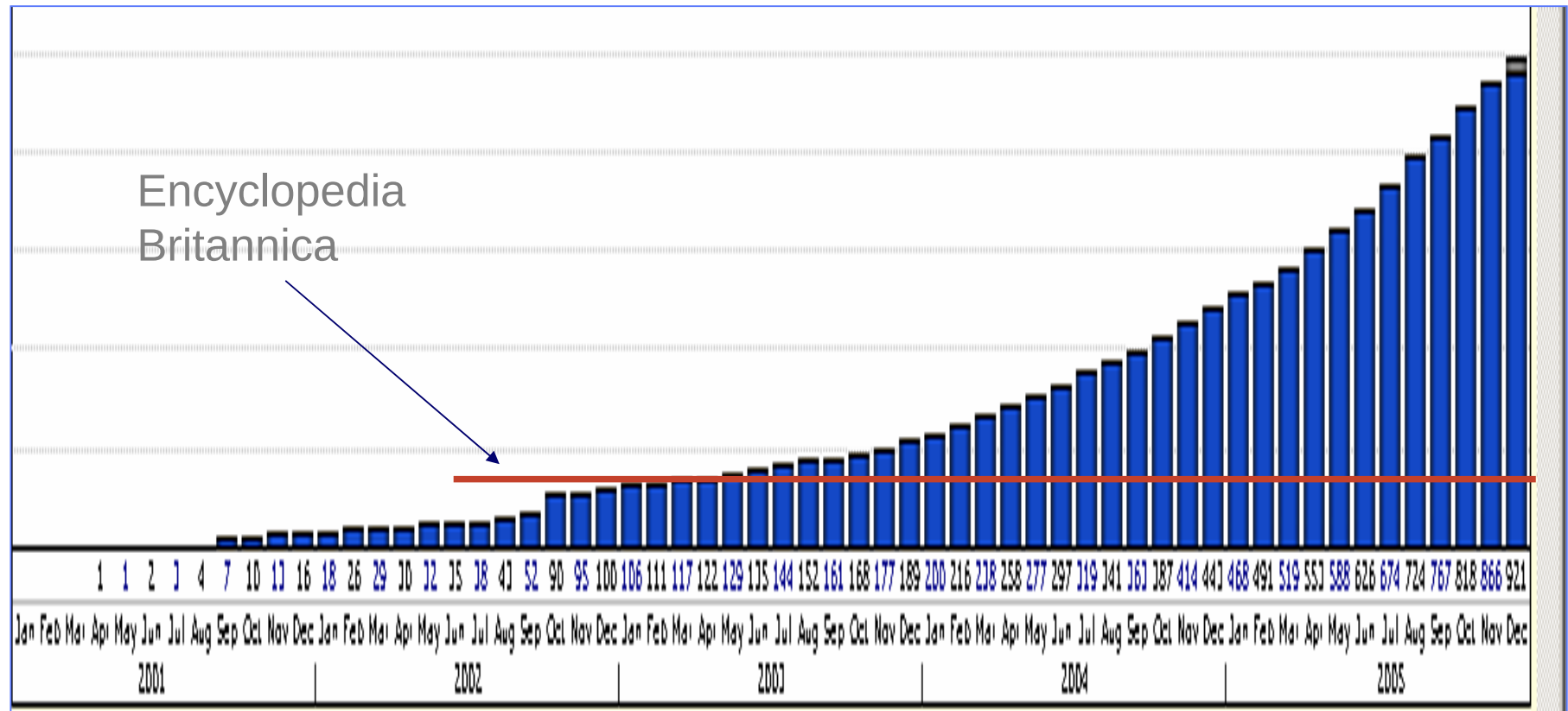
Welcome to the **JBossWiki**! The wiki is for information about JBoss the application server and associated open source community. It has no specific topic but is for all things JBoss. Anyone can read it but only registered users can edit pages. Users are encouraged to donate meaningful documentation 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 EVERY THING FROM THE MAIN PAGE: SEARCH FOR APPROPRIATE CATEGORIZATION

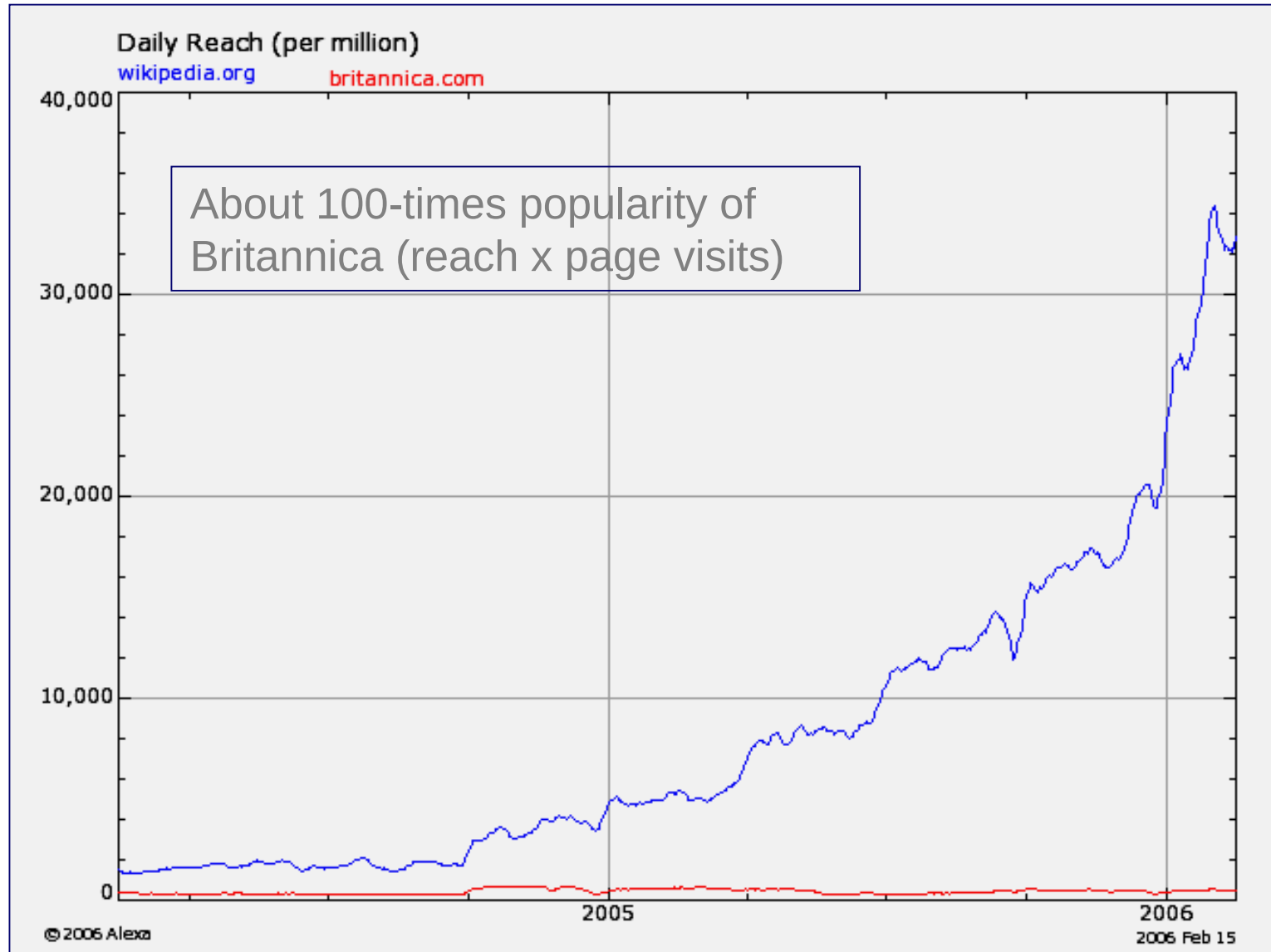
Brief History of the Wikipedia

- 3/2000: Wales/Sanger create 'Nupedia' – free encyclopedia written by experts.
- 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)



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

