

PD's View of Developmental Directions

o (7) Knowledge-Worker Productivity

s Introduction

- ï 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.
- ï 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.
- ï The most valuable assets of a 20th-century company were its production equipment.
- ï The most valuable asset of a 21st-century institution, whether business or nonbusiness, will be its knowledge workers and their productivity.

s Work on the productivity of the knowledge worker has barely begun.

s SIX major factors determine knowledge-worker productivity.

- ï 1. Knowledge worker productivity demands that we ask the question: "What is the task?"
- ï 2. It demands that we impose the responsibility for their productivity on the individual knowledge workers themselves.
 - H Knowledge workers have to manage themselves.
 - H They have to have autonomy.
- ï 3. Continuing innovation has to be part of the work, the task and the responsibility of knowledge workers.
- ï 4. Knowledge work requires continuous learning, on the part of the knowledge worker, but equally continuous teaching on the part of the knowledge worker.
- ï 5. Productivity of the knowledge worker is not—at least not primarily—a matter of the quantity of output. Quality is at least as important.
 - H Productivity of knowledge work therefore has to aim first at obtaining quality—and not minimum quality but optimum if not maximum quality.
- ï 6. Finally, knowledge-worker productivity requires that the

knowledge worker is both seen and treated as an "asset" rather than a "cost."

H It requires that knowledge workers want to work for the organization in preference to all other opportunities.

H Management's duty is to preserve the assets of the institution in its care.

r What does this mean when the knowledge of the individual knowledge worker becomes an asset and, in more and more cases, the main asset of an institution?

r What does this mean for personnel policy?

r What is needed to attract and to hold the highest-producing knowledge workers?

r What is needed to increase their productivity and to convert their increased productivity into performance capacity for the organization?

s What does the emergence of the knowledge worker and of knowledge-worker productivity mean for the governance of the corporation?

ï What do they mean for the future and structure of the economic system?