Chapter 14
Supporting Knowledge Work
• Knowledge is synonymous Intellectual Capital.
• 3 Classes of Intellectual Capital
  – Human Capital – Knowledge, skills, and innovativeness of employees.
  – Structural Capital – Capabilities imbedded in hardware, software, databases, that support employees and external relationships.
  – Customer Capital – Concerned with an organization’s relationships and network of associates. (may be human or structural)

Chapter 14
Supporting Knowledge Work
• Giga Information Group Studies
• Building Human Capital requires:
  – Knowledge creation
  – Knowledge capture
  – Knowledge absorption
  – Knowledge reuse

Chapter 14
Supporting Knowledge Work
• Knowledge Brokers in an organization
  – The Rudy Problem
    • Rudy – informal knowledge sharing role
    • Serge – Official Manager
    • Downsizing = Rudy gone
    • Chaos ensued because no mechanism was in place for knowledge sharing.

Chapter 14
Supporting Knowledge Work
• Addressing the Rudy Problem
  – Managers need to perform in two roles (T-Shaped)
    • Vertical role – Traditional management functions
    • Horizontal role – Knowledge sharing (not simply knowledge dissemination)

Chapter 14
Supporting Knowledge Work
• Tools to increase the value of Information
  – Information Maps – documents that guide members of the organization in finding information.
  – Information Guides – People who know where information can be found.
  – Business Documents – Usually specific to an organization (or sometimes an industry)
  – Groupware – Electronic tools that support teams of collaborators. This supports getting value from less structured information.
Chapter 14
Supporting Knowledge Work

• Tools to increase the value of Information
  – Information Maps – documents that guide members of the organization in finding information.
  – Information Guides – People who know where information can be found.
  – Business Documents – Usually specific to an organization (or sometimes an industry)
  – Groupware – Electronic tools that support teams of collaborators. This supports getting value from less structured information.