

# Information Workers Productivity Agenda for applied research and pilot studies

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# Think Tank and Know-how Transfer

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## Think Tank

The SPS foundation is a co-operation between 3 major players from the ICT industry and the Swiss federal administration. They want to contribute to the understanding of knowledge work by funding research and development as well as publication and events.



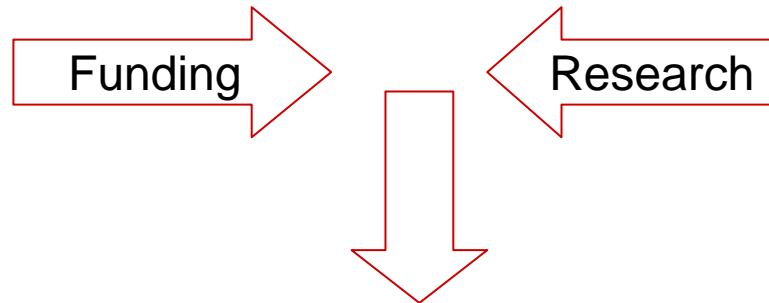
## Solutions

The ipch intends to rationalize and standardize the knowledge into software bundles, check lists, accelerators to actually release the productivity potential of coordination technologies.

# Players and Deliverables



For a better understanding of  
Information Workers Productivity



Statistical Data /  
Agenda Setting is  
supported by the  
Swiss Federal  
Government: Ministry  
for Economic Affairs

Know-how Transfer into:

- Case Studies
- Trainings
- Assessments
- Publication in popular  
Management Journals
- Productivity Congress
- Swiss Productivity Championship
- Checklists, Accelerators

Deployment of  
Management Trainings,  
Publication and Forums are  
supported by Universities  
of Applied Research

# What is productivity?

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= Output / Input

- How can we measure input and output of information workers?
- SPS contribution: Benchmarks

= Reduce waste  
(F.W. Taylor, 1911)

- 1 meeting less per month -> you save up to 500 Euro a year per employee.
- SPS contribution: Protocols on meeting productivity

= productivity comes from optimized configuration of resources

- 1880: real estate, capital, human resources (Karl Marx)
- 1959: knowledge as a resource (Peter Drucker)
- 1994: IT as a resource (Michael Scott Morton)
- SPS contribution: Analysis of knowledge and IT as resources

# Where has the IWP potential to be located



The need for Collaboration is bigger than ever. Many tasks in companies can no longer be accomplished by one person because of their complexity.

The interdependencies between persons are growing. Collaborators form virtual and real teams around specific tasks. As a result networked structures emerge in and between companies.

In order to achieve their goals, team members exchange content, they communicate, coordinate and collaborate. Different applications support them in doing so.

## Challenge #1: Interaction Overload

Knowledge Workers have two resources

Information

Time

Knowledge Workers know two methods

reflection

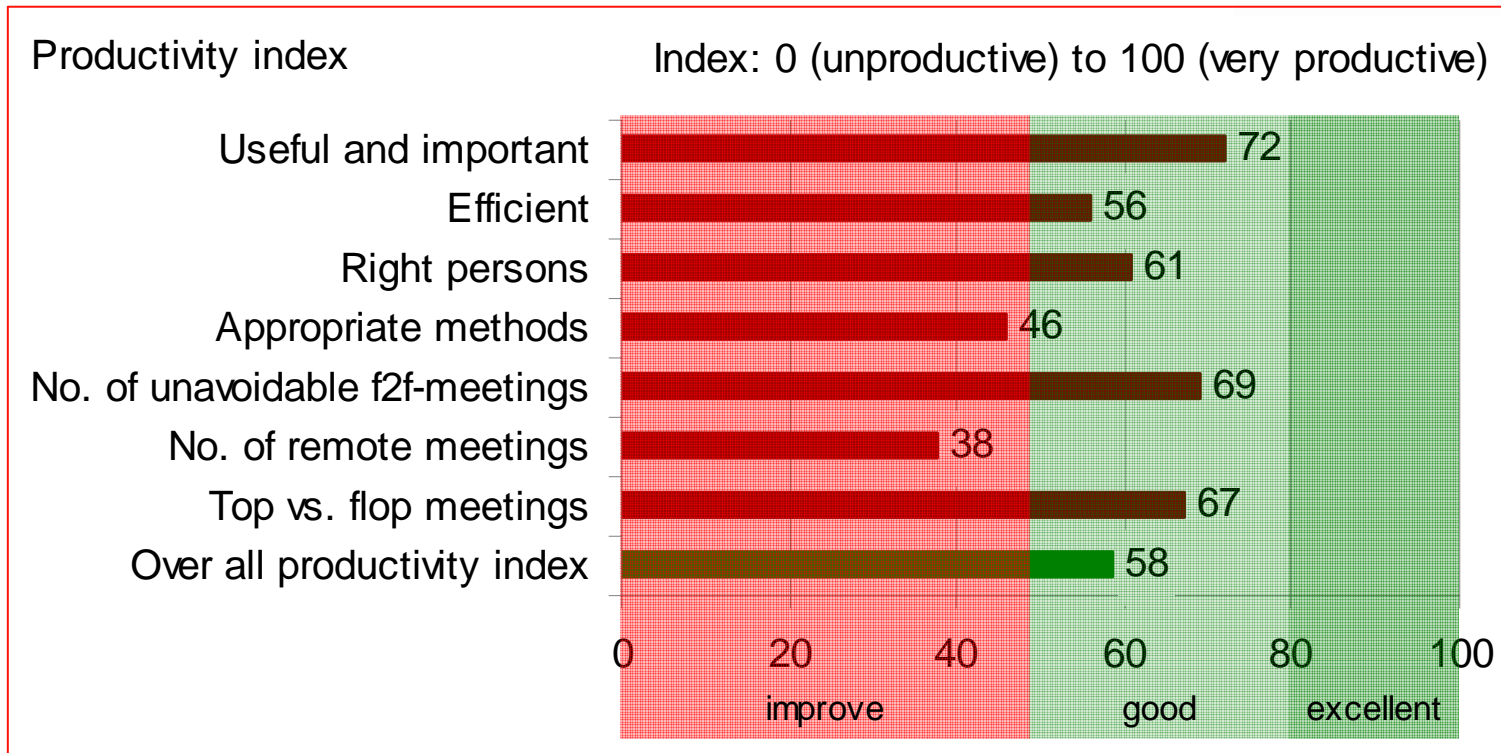
interaction

# Interaction: That's what Management Literature tells us

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- The meeting is **one of the most important management tools**.
- Meetings take a lot of time and therefore are costly.
- A **manager should not spend more than 30%** of his time in meetings.
- Good team work is characterized by a minimum of face-to-face meetings.
- Productivity of face-to-face meetings is a success factor.

# Example: Assess your Meeting Productivity



This index is calculated from the opinions of survey participants at [Customer]. All measures are normalized to a scale from 0 (unproductive) to 100 (very productive). The original scale depends on the question behind the measure. This index is a summary of the data collected.

## Challenge #2: Different Work Styles

### Individual Work Styles

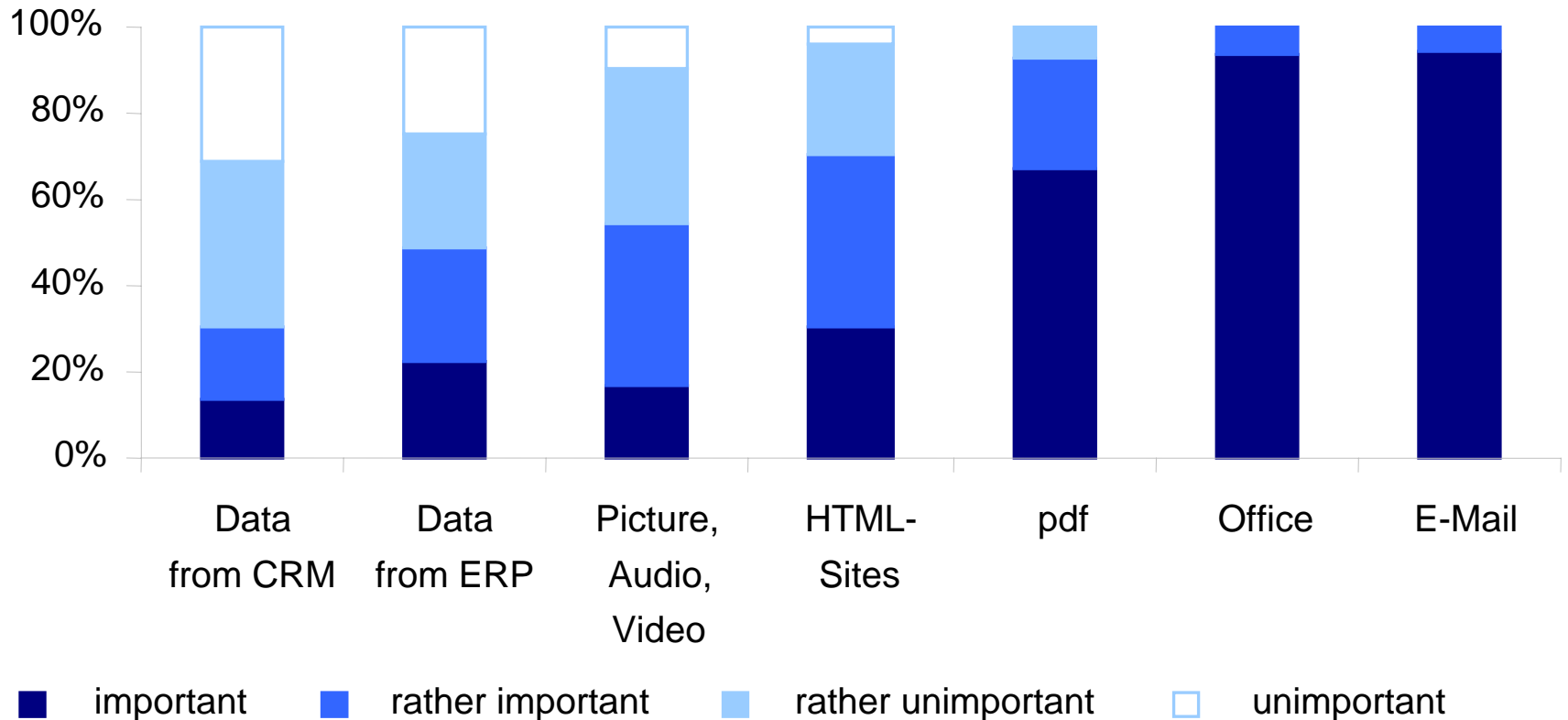
Project Manager 1: I want copies of every E-Mail

Project Manager 2: Do not send me copies

Project Manager: All the information in one place

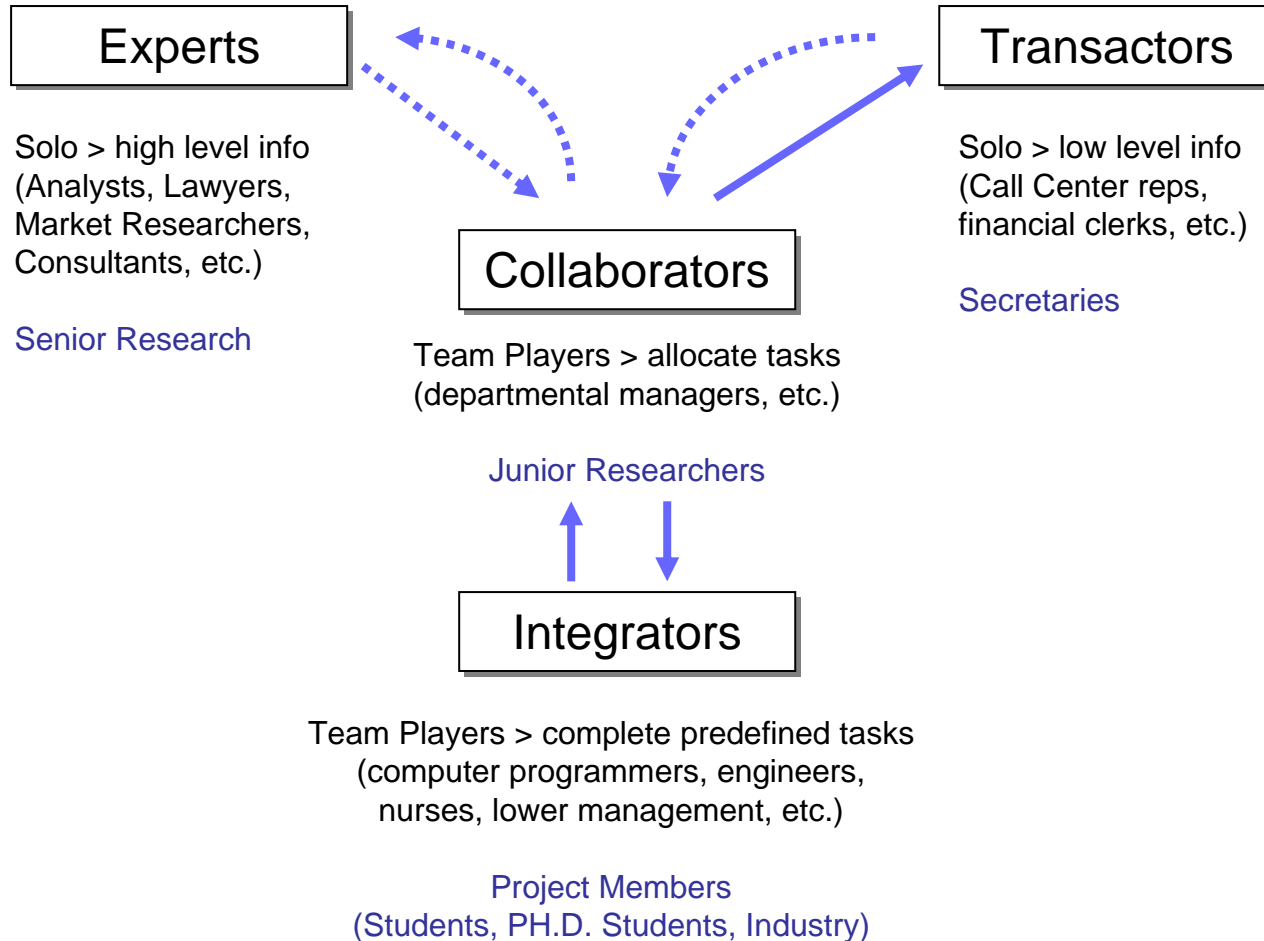
Expert: Only the relevant information on my mobile computer

# E-Mail – always compatible



[ Source: Sieber et al.: Enterprise Content Management, 2004. (600 Interviews in Switzerland, 350 in Germany) ]

# Four Characters in Information Work



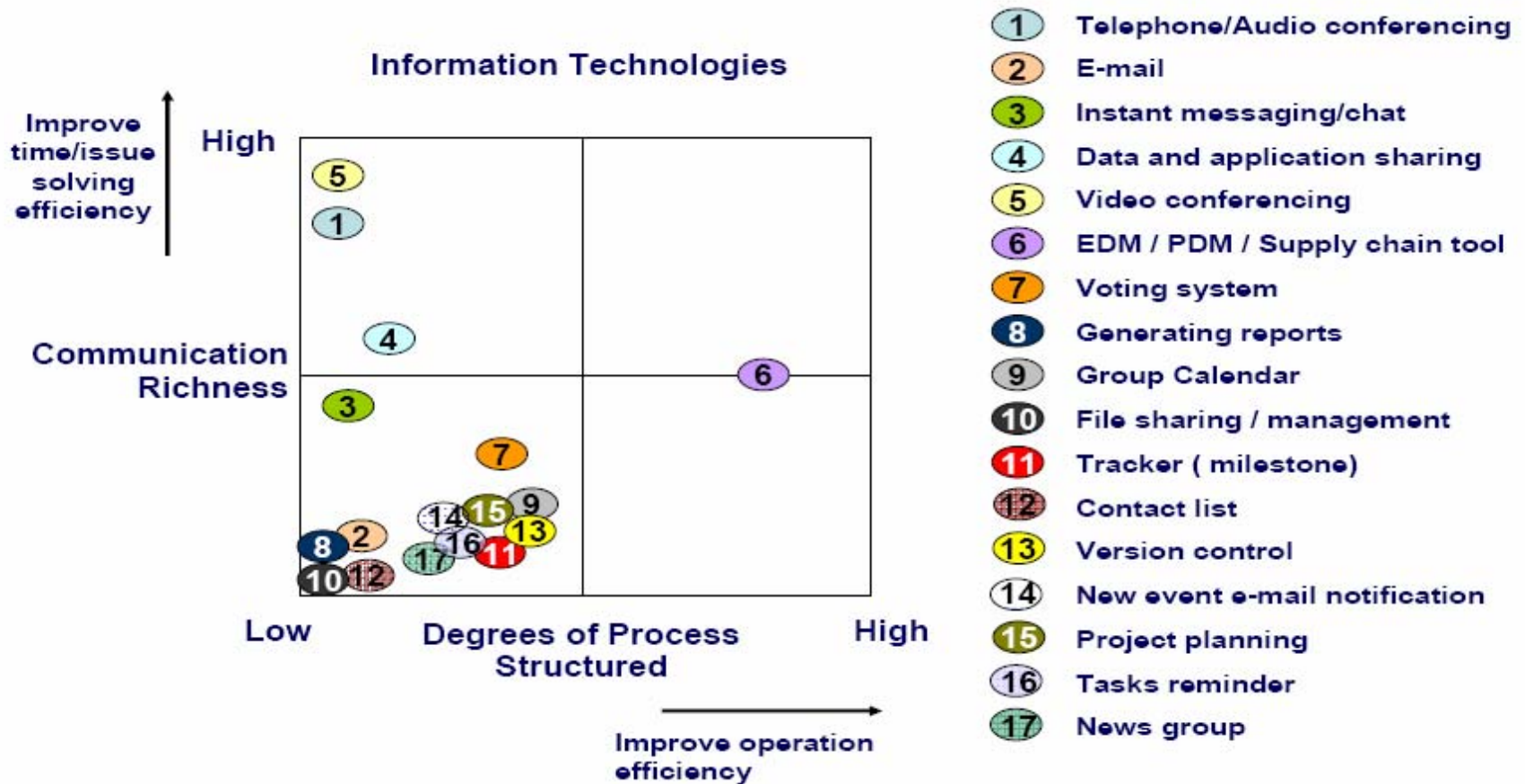
# Success Factors

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- ☑ **Methods & Features:**
  - Role specific trainings / short and simple
  
- ☑ **Organizing for Productivity:**
  - Definition of common rules
  
- ☑ **Everybody is responsible:**
  - Seek for measures to let underperformers blame themselves automatically
  
- ☑ **Respect Work Styles:**
  - Better integration of the tools in work procedures / work styles
  - Seek for workarounds and not for embracing solutions
  
- ☑ **Support Managers:**
  - Support for technical issues
  - Coaching of Team-Leaders, Project Managers and Top Management
  
- ☑ **Standardize if possible:**
  - Seek for a maximum of common functionality

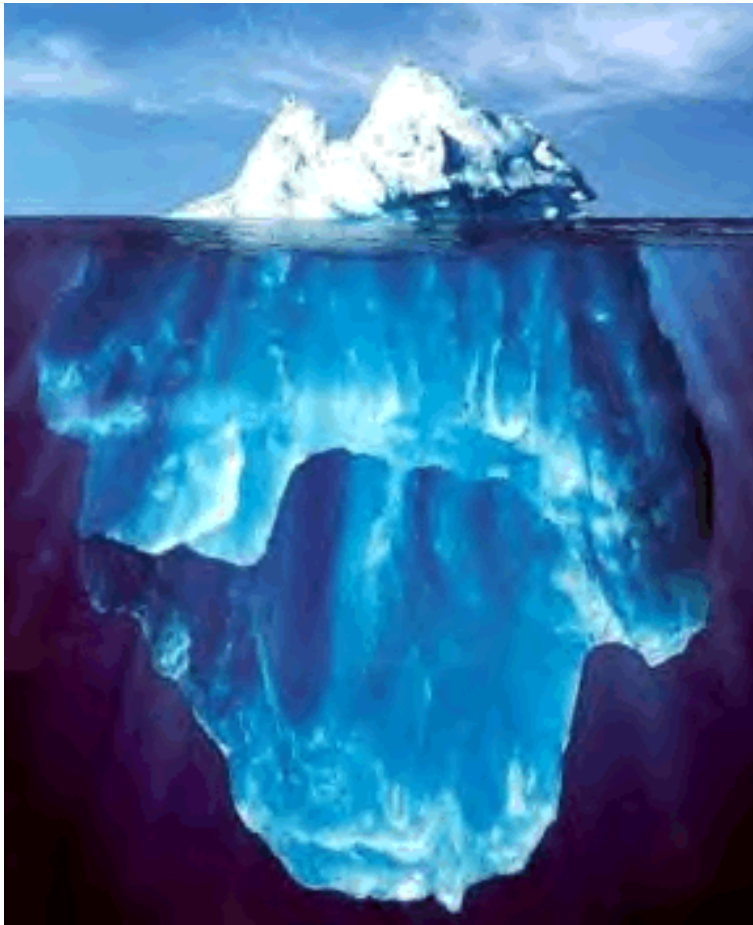
## Challenge #3: Incomplete and Redundant Systems

# Range of E-Collaboration applications



[ Source: Katzy, B. et al.: Center for Technology and Innovation Mangement, Munich/Leiden (2004). ]

# The Management Challenge



Process:  
Tasks & Objectives

Technology:  
E-Collaboration

Methods:  
Work Styles  
Collaboration

Behavior:  
Communication behavior  
...

Skills:  
Media competence  
Communication competence  
...

# Next Steps in IWP project

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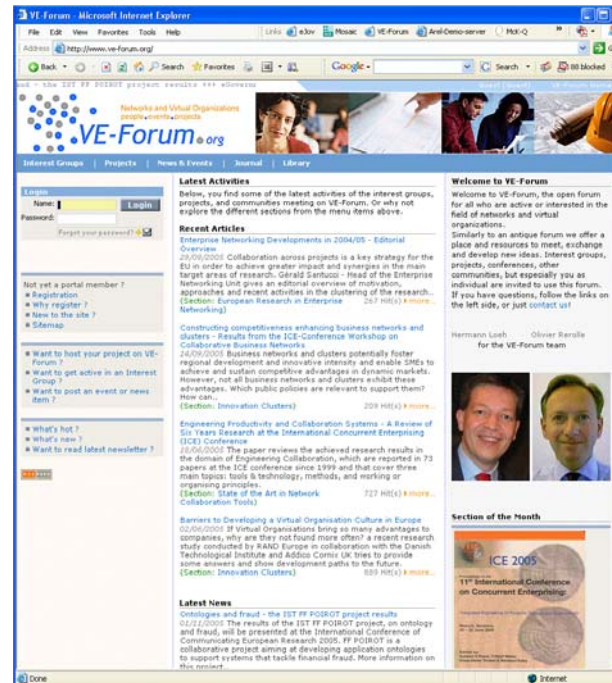
1. Living Lab
  - see how it works, test drive, experiment –
2. Market- and benchmarking study of collaboration tools
  - What is your productivity potential? –
3. E-Collaboration Readyness
  - Survey measuring the perception of project managers and team leaders –
4. Barometer
  - Measure the contribution of co-ordination technology to information workers productivity –
5. Research
  - CeTIM does fundamental research and delivers open content, SPS is funding some of this research –
6. Open discussion and Publication in Popular Journals
  - Productivity Series in Bilanz (reach: 45% of target group) –

# Building the community



## Special Interest Group on eProductivity

www.ve-forum.org  
collaboration for the research community and  
prototype for inter-company collaboration



- 2500 Members
- 12 SIG
- 40 Projekte
- Journal eJOV
- Events
- Documents

## Contact:

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[www.ipch.ch](http://www.ipch.ch)  
[www.ve-forum.org](http://www.ve-forum.org)  
– SIG on eProductivity



# How to become an Information Workers Productivity champion

VE-Forum is providing support for the research community

- manage your SIG
- get your work spaces
  - For a minimum fee
- manage workspaces
  - Planning and Organizing
  - Data Management
  - Project Management
  - Change Management
  - Quality Assurance & Quality Management
  - Team Moderation
  - User Training / Management Training
  - Help Desk / Online Training
- customized work spaces
  - Your own Design & Logo
  - Your own URL
  - Your Company Portal

How to start

- Start with individual workspaces for certain projects.
- Use Workspaces for standard E-Collaboration like file sharing
- Add more advanced tools like
  - semi automated structuring of workspaces
  - real time collaboration
  - Voice Over IP integration
  - Web content management
  - ...
- Get access to research results and commute with peers

# What's the mission of ipch.ch?

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- We are committed to ICT induced management performance because we believe that ICT is one of the key drivers for management performance. We are committed to leading management methodology because we believe that the right application of ICT is the real success factor.
- Our customers are large companies like Microsoft, Orange Communications, Siemens, and small companies in regional markets.
- We work with the most professional consultants, trainers and researchers like the Center for Technology and Innovation Management in Munich (Germany) and Leiden (Netherlands).

- Using ICT means you perform better as a Manager
- Personal Assessment & Improvement
  - Meeting Productivity
  - E-Mail Productivity
  - Productivity in Mobile Working
  - Reporting & Business Intelligence Productivity
  - E-Collaboration Readiness
- Team and Company wide Assessment & Improvement
  - Meeting Productivity
  - E-Mail Productivity
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