

Knowledge Workers and Knowledge Work

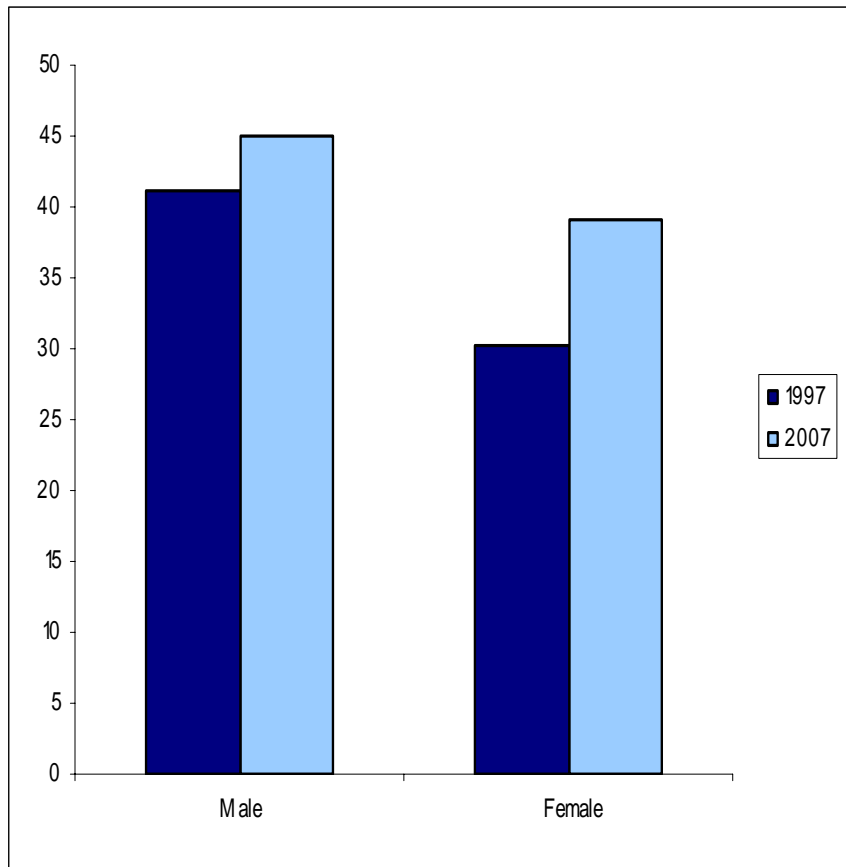
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22 April 2009

Many employees are feeling underutilised

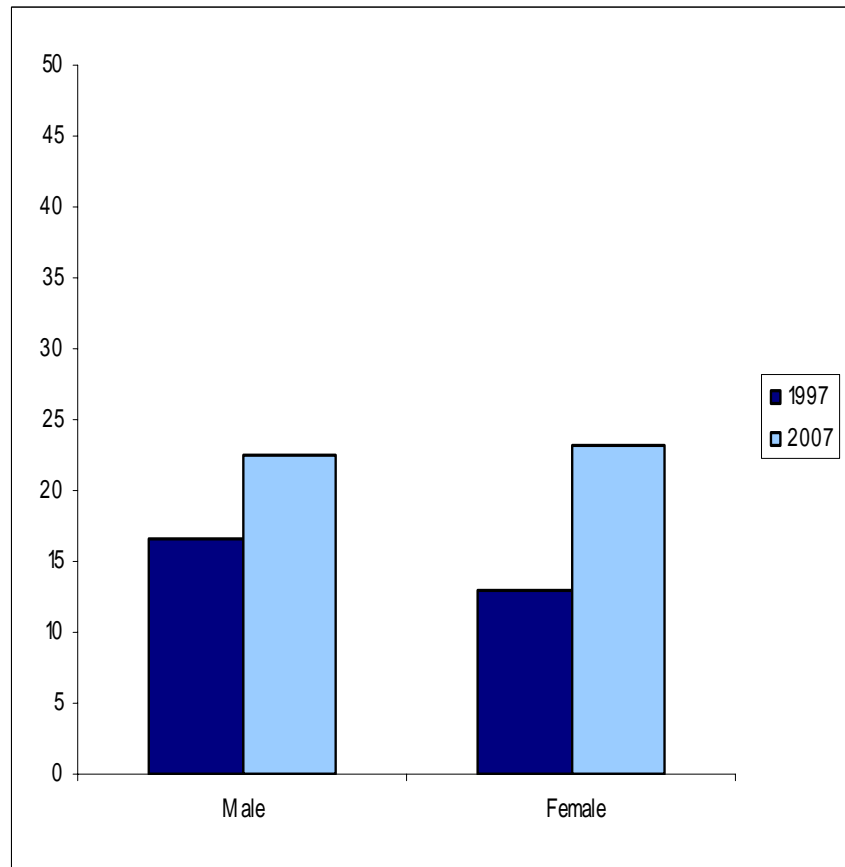


Why did we do our survey?

Top 3 SOC codes



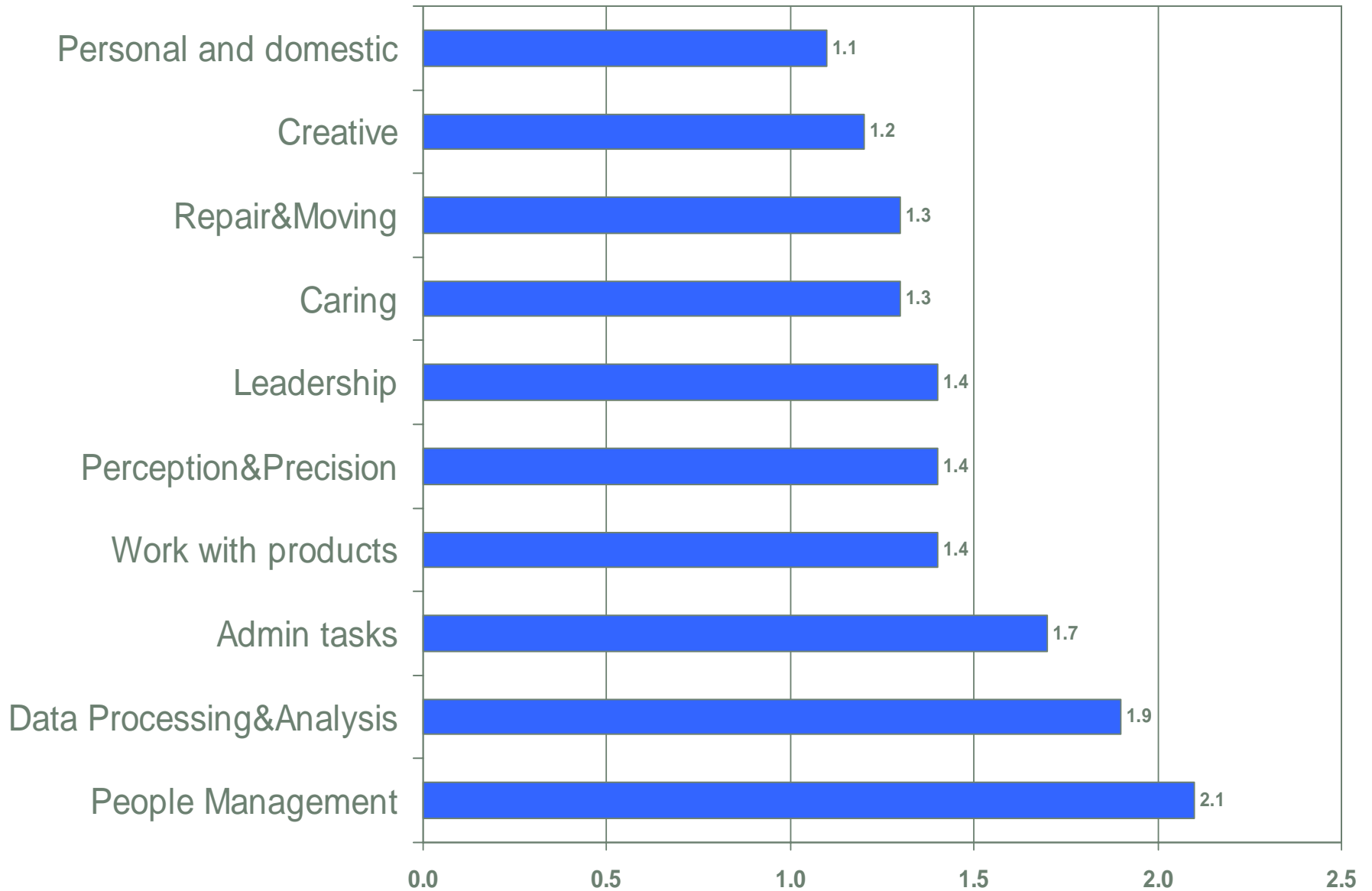
% with degree



What did we do?

- Qualitative study in Microsoft and PwC
- Testing of survey with companies and SMEs
- Piloting 200 workers
- Main stage survey of 2011 workers

Findings



Worker “clusters”

1. Leaders and innovators: 11.0%
2. Experts and analysts: 22.1%
3. Information Handlers: 12.8%
4. Maintenance and logistics operators: 11.3%
5. Care and welfare workers: 7.5%
6. Servers and sellers: 7.0%
7. Assistants and clerks: 28.3%

Characteristics of jobs

- IT use

Leaders and innovators; Experts and analysts; information handlers

- Methods and variability in doing new tasks

Leaders and innovators; Experts and analysts; Care and Welfare workers

- Perception of cognitive complexity of tasks

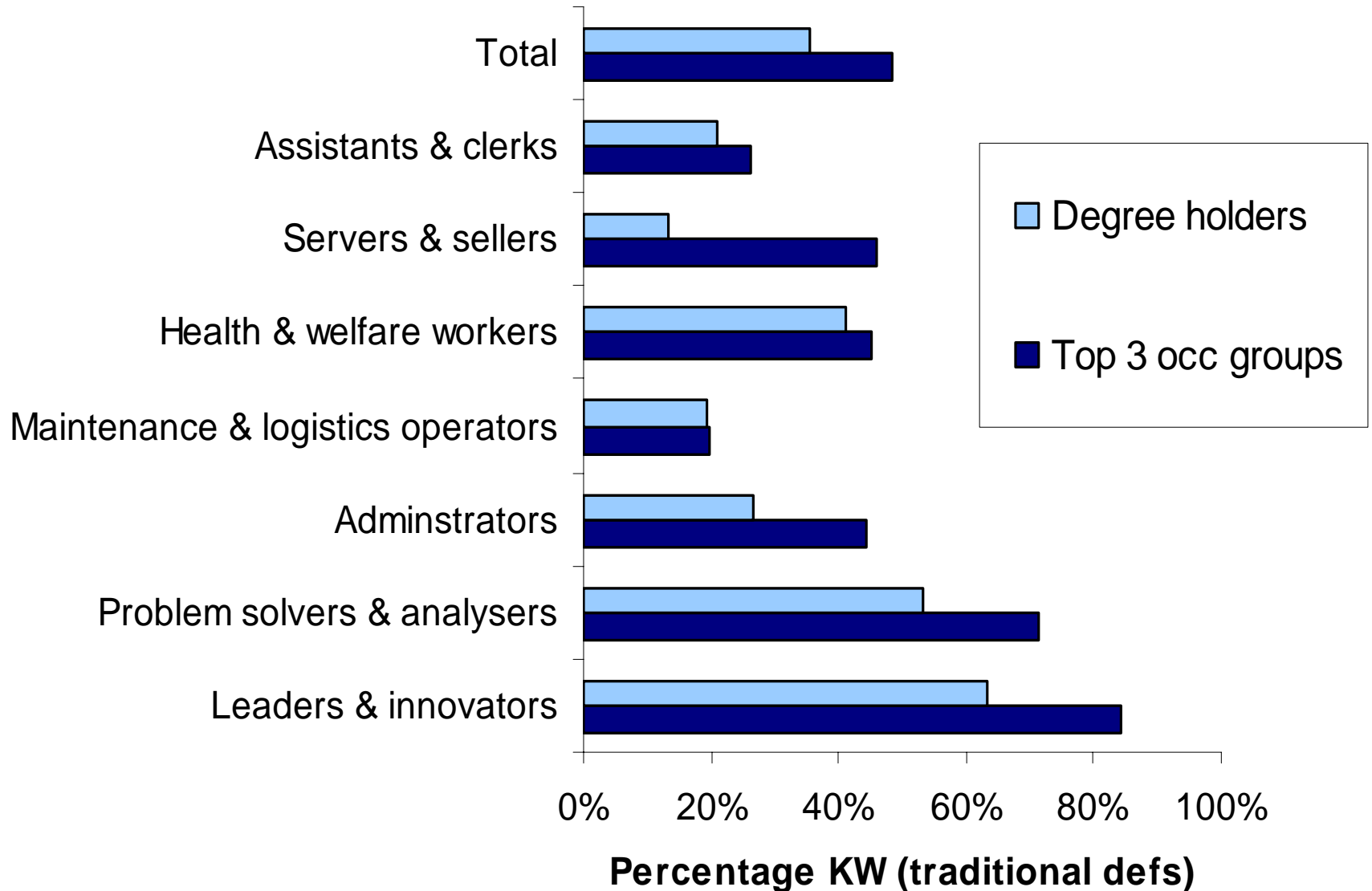
Leaders and innovators; Experts and analysts

New knowledge worker definition



How do our clusters match old proxies?

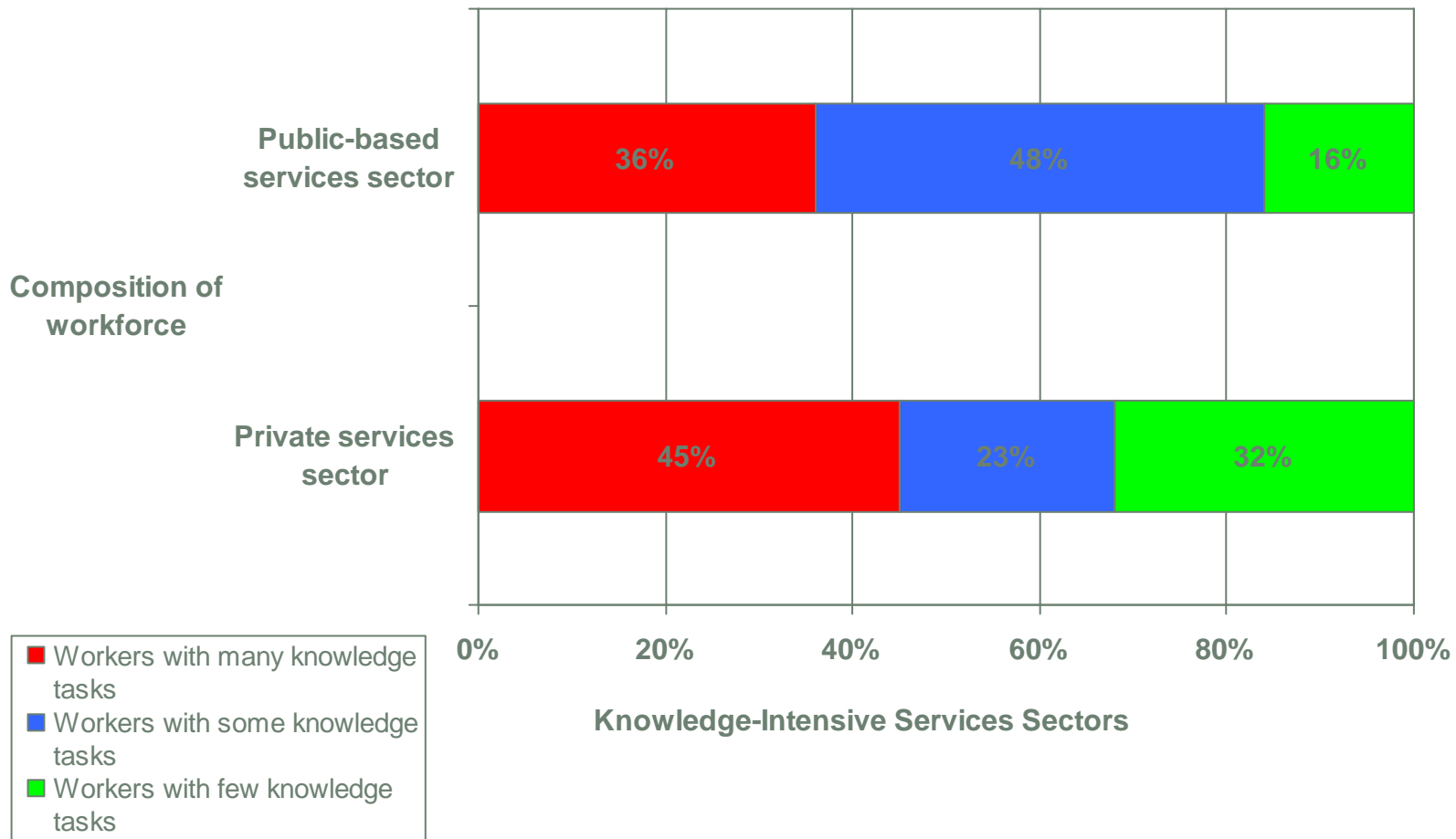
the work foundation



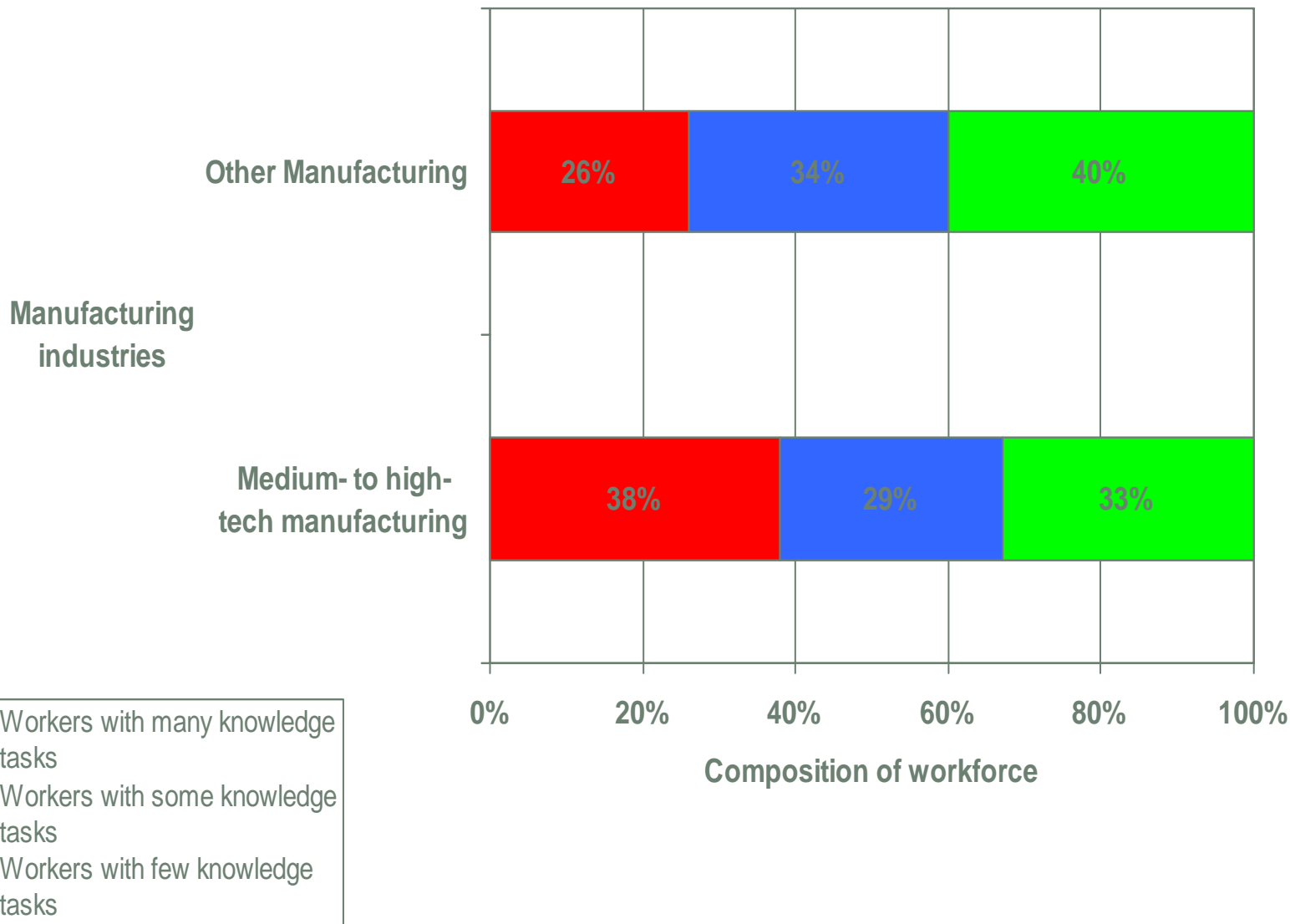
Squandering talent

Work cluster	Good match	Underskilled	Overskilled
Experts and analysts	54.4%	10.6%	35.0%
Care and welfare workers	51.9%	10.7%	37.4%
Information managers	50.2%	7.2%	42.6%
Leaders and innovators	49.0%	13.0%	38.0%
Total	48.0%	10.3%	41.6%
Assistants and clerks	47.5%	11.4%	41.2%
Servers and sellers	40.2%	4.9%	54.9%
Operatives	38.6%	8.6%	52.8%

Where are our workers based?



Manufacturing



No dramatic change in world of work

- Most on permanent contracts
- Little association between knowledge industries and tenure
- Most have 9-5 working

Repetition, job complexity and autonomy the work foundation

- **60% complex tasks or learning new things**
- **72% repetition and some complexity**
- **Autonomy common**

Organisational culture: preference and reality

- **Reality:** formal rules and policies *and* loyalty and mutual trust
- **Preferences:** loyalty and mutual trust

- What about innovative firms?
 - Link between working in knowledge-intensive sector and innovative firm
 - Less than 20 percent of workers preferred this type of firm
 - Leaders and innovators most likely to list as preference

Summary findings

- **30-30-40 split**
- **Some underutilisation of skills**
- **KW are not driving radical change in working patterns**

What do our results mean?

- **Organisations are too rigid**
- **Innovation doesn't really appeal**
- **Workplaces lag behind better educated workforce**
- **Squandering talent**