



## Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series)

By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore

Download now

Read Online →

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series)** By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore

*Knowledge-Driven Work* is a pioneering study of the cross-cultural diffusion of ideas about the organization of work. These ideas, linked with the knowledge of the workforce, are rapidly becoming the primary source of competitive advantage in the world economy.

The book provides an in-depth look at eight Japanese-affiliated manufacturing facilities operating in the United States, combined with examinations of their sister facilities in Japan. The authors offer their insights into the complex process by which elements of work systems in one country interact with those in another. They trace the flow of ideas from Japan to the US and other nations, and the beginnings of a reverse diffusion of innovation back to Japan.

The authors organize their findings into six categories: the cross-cultural diffusion of work practices, team-based work systems, kaizen and employee involvement, employment security, human resource management, and labor-management relations. Their study of team-based work systems yields a taxonomy of teams and reveals some conflicts between the desire for self-management and the existence of interdependencies.

Investigations into kaizen (ongoing incremental improvement) indicate that its emphasis on employee-driven, systematic problem solving makes it a strong counterpoint to the idea of top-down "re-engineering." Looking at employment security, the authors note that while most US managers believe that it restrains managerial flexibility, managers at the firms they observed see it as essential to the flexibility associated with teamwork and kaizen. The study of human resource management practices suggests competitive advantages in diverse, older, unionized, and urban work forces, and emphasizes the importance of wide-ranging training programs in a work system premised on a long-term perspective. The "wildcard" in the work places observed is labor-management relations, the

area in which Japanese managers have been least likely to import their ideas. The authors report on several situations in which existing labor-management structures remained untouched, with mixed results: greater labor-management consultation, for example, but also increased ambiguity of roles.

The thread running through all of these areas of work is "virtual knowledge," an ephemeral form of knowledge derived from a particular combination of people focused on a given issue. The authors point out that this powerful form of knowledge is only effectively harnessed in environments that are free of fear, that have established procedures for collective problem-solving, and that have some stability in group composition. They claim that too often companies allow virtual knowledge to dissipate, squandering opportunities to create more competitive workplaces. For those organizations that have succeeded in anticipating and channeling it, however, virtual knowledge leads to a knowledge-driven workplace and continuous improvement.

 [Download Knowledge-Driven Work: Unexpected Lessons from Jap  
...pdf](#)

 [Read Online Knowledge-Driven Work: Unexpected Lessons from J  
...pdf](#)

# Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series)

*By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore*

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series)** By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore

*Knowledge-Driven Work* is a pioneering study of the cross-cultural diffusion of ideas about the organization of work. These ideas, linked with the knowledge of the workforce, are rapidly becoming the primary source of competitive advantage in the world economy.

The book provides an in-depth look at eight Japanese-affiliated manufacturing facilities operating in the United States, combined with examinations of their sister facilities in Japan. The authors offer their insights into the complex process by which elements of work systems in one country interact with those in another. They trace the flow of ideas from Japan to the US and other nations, and the beginnings of a reverse diffusion of innovation back to Japan.

The authors organize their findings into six categories: the cross-cultural diffusion of work practices, team-based work systems, kaizen and employee involvement, employment security, human resource management, and labor-management relations. Their study of team-based work systems yields a taxonomy of teams and reveals some conflicts between the desire for self-management and the existence of interdependencies. Investigations into kaizen (ongoing incremental improvement) indicate that its emphasis on employee-driven, systematic problem solving makes it a strong counterpoint to the idea of top-down "re-engineering." Looking at employment security, the authors note that while most US managers believe that it restrains managerial flexibility, managers at the firms they observed see it as essential to the flexibility associated with teamwork and kaizen. The study of human resource management practices suggests competitive advantages in diverse, older, unionized, and urban work forces, and emphasizes the importance of wide-ranging training programs in a work system premised on a long-term perspective. The "wildcard" in the work places observed is labor-management relations, the area in which Japanese managers have been least likely to import their ideas. The authors report on several situations in which existing labor-management structures remained untouched, with mixed results: greater labor-management consultation, for example, but also increased ambiguity of roles.

The thread running through all of these areas of work is "virtual knowledge," an ephemeral form of knowledge derived from a particular combination of people focused on a given issue. The authors point out that this powerful form of knowledge is only effectively harnessed in environments that are free of fear, that have established procedures for collective problem-solving, and that have some stability in group composition. They claim that too often companies allow virtual knowledge to dissipate, squandering opportunities to create more competitive workplaces. For those organizations that have succeeded in anticipating and channeling it, however, virtual knowledge leads to a knowledge-driven workplace and continuous improvement.

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore**  
**Bibliography**

- Rank: #3661040 in eBooks
- Published on: 1998-09-10
- Released on: 1998-08-14
- Format: Kindle eBook

 [Download Knowledge-Driven Work: Unexpected Lessons from Jap ...pdf](#)

 [Read Online Knowledge-Driven Work: Unexpected Lessons from J ...pdf](#)

**Download and Read Free Online Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore**

---

## **Editorial Review**

Review

"A phantasmagoric mixture of wit and witness."--Edward Rothstein, *The New York Times*

"Thomas makes labor come to life. An amazingly varied collection of poems, snippets of novels, newspaper articles, diaries, socialist denunciations and capitalist celebrations, from the farmers of ancient Greek times to modern office workers."--Richard Sennett, *The Los Angeles Times Book Review*

"An instant classic.... There's genuine wisdom and thoughtfulness on all of these pages about nothing less than our roles and responsibilities as human beings living in societies."--*Forbes*

"Offers some unique insights into the cross-cultural diffusion of work practices with key implications regarding such issues as the connection between work and learning, knowledge generation, the value of increasing the relationships among power, trust, and influence, and remaining challenges and dilemmas in managing work around the globe in the next century."--*Choice*

About the Author

Joel Cutcher-Gershenfeld is at Michigan State University. Michio Nitta is at Tokyo University.

## **Users Review**

**From reader reviews:**

**Javier Link:**

Book is actually written, printed, or created for everything. You can know everything you want by a reserve. Book has a different type. As it is known to us that book is important issue to bring us around the world. Beside that you can your reading ability was fluently. A guide Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) will make you to become smarter. You can feel much more confidence if you can know about every thing. But some of you think which open or reading a book make you bored. It isn't make you fun. Why they are often thought like that? Have you in search of best book or appropriate book with you?

**Eva Oleary:**

Do you considered one of people who can't read gratifying if the sentence chained within the straightway, hold on guys this particular aren't like that. This Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) book is readable through you who hate those straight word style. You will find the data here are arrange for enjoyable examining experience without leaving also decrease the knowledge that want to offer to you. The writer regarding Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) content conveys objective easily to understand by a lot of people. The printed and e-book are not different in the information but it just different by means of it. So , do you still thinking Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) is not loveable to be your top collection reading book?

**Joseph Esparza:**

Do you have something that you prefer such as book? The guide lovers usually prefer to opt for book like comic, short story and the biggest some may be novel. Now, why not trying Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) that give your enjoyment preference will be satisfied through reading this book. Reading routine all over the world can be said as the means for people to know world a great deal better then how they react to the world. It can't be explained constantly that reading behavior only for the geeky person but for all of you who wants to be success person. So , for all of you who want to start looking at as your good habit, you can pick Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) become your personal starter.

**Ella Hodge:**

As a student exactly feel bored to reading. If their teacher questioned them to go to the library or make summary for some book, they are complained. Just minor students that has reading's internal or real their passion. They just do what the professor want, like asked to go to the library. They go to at this time there but nothing reading really. Any students feel that studying is not important, boring along with can't see colorful pictures on there. Yeah, it is to get complicated. Book is very important for you. As we know that on this period of time, many ways to get whatever we want. Likewise word says, many ways to reach Chinese's country. So , this Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) can make you experience more interested to read.

**Download and Read Online Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejib Belhedi, Simon Sai-Chung**

**Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore**  
**#QD53PGLS4MO**

**Read Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore for online ebook**

Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore books to read online.

**Online Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore ebook PDF download**

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore Doc**

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore Mobipocket**

**Knowledge-Driven Work: Unexpected Lessons from Japanese and United States Work Practices (Japan Business and Economics Series) By Joel Cutcher-Gershenfeld, Michio Nitta, Betty J. Barrett, Nejjib Belhedi, Simon Sai-Chung Chow, Takashi Inaba, Iwao Ishino, Wen-Jeng Lin, Michael Moore EPub**