

managing the company–knowledge worker relationship is the consistency of the message communicated to knowledge workers.

## Touch Points

Managing the corporate–knowledge worker relationship involves managing the quality and content of communications between knowledge workers and the corporation. From the knowledge worker’s perspective, the corporation exists as an array of touch points (see Exhibit 3.2). These points represent opportunities to exchange value—information—whether the knowledge worker is manipulating or creating information, or receiving feedback from management. Knowledge workers interact directly with the corporation at the office through personal contact, via surface mail for some issues, and by e-mail, the web, fax, telephone, cell phones, and wireless devices for others.

Of particular note is that ERM is a dynamic process in a knowledge organization, where what is an acceptable contribution one month may be unacceptable the next. Because of the cost of terminating a

**EXHIBIT 3.2**

