

knowledge worker (unless economics dictates it), managing the relationship is focused on shaping his or her behavior. Doing this involves communicating requirements, providing the education and technology tools knowledge workers need to do their job, and facilitating collaboration and leveraging of knowledge internally, within the organization.

The key point is that the message from the corporation to knowledge workers must be consistent across all touch points, especially since every touch point can affect knowledge worker satisfaction. In this regard, every interaction a knowledge worker has with the company through a touch point influences his or perception of the company. For example, knowledge workers expect others in the corporation to recognize their position by name, title, and department regardless of the touch point used. Employees who interact with knowledge workers must be able to access historical data about their interactions with the company, such as dealings with the human resources department regarding benefits.

## **Knowledge Worker Loyalty**

One of the corporation's major intangible assets, and one that can be enhanced through knowledge worker management, is knowledge worker loyalty. Although loyalty is difficult to quantify exactly, knowledge worker behavior that is consistent with loyalty can be quantified. This behavior can be modeled by considering factors that positively and negatively affect behaviors associated with loyalty, such as a worker continuing in a relationship with the corporation even when competing companies offer greater compensation for comparable work.

The issue of knowledge worker loyalty to the corporation typically arises when management is considering whether to invest additional resources in a particular knowledge worker or group of knowledge workers. In the computerized knowledge economy, where someone