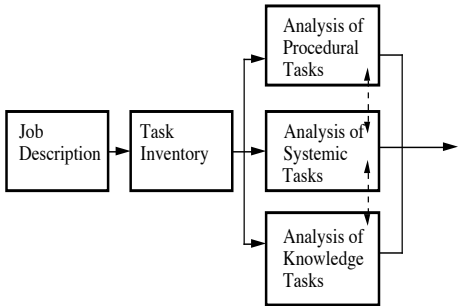


CHAPTER 8: The Nature of Workplace Expertise

KEY POINTS	FIGURES	EXERCISE/EXAMPLE
DEFINITION: Workplace expertise is the fuel of an organization. <i>Expertise</i> is defined as the level at which a person is able to perform within a specialized realm of human activity .	Figure 8.1: Documenting Expertise.  <pre> graph LR JD[Job Description] --> TI[Task Inventory] TI --> AT[Analysis of Tasks] subgraph AT_Box [Analysis of Tasks] direction TB AT_Proc[Analysis of Procedural Tasks] AT_Sys[Analysis of Systemic Tasks] AT_Kn[Analysis of Knowledge Tasks] AT_Proc <--> AT_Sys AT_Sys <--> AT_Kn end AT_Box --> Out[] style Out fill:none,stroke:none </pre> © Richard A. Swanson 1994	Complete the following descriptions of tools for documenting workplace expertise. A _____ defines the boundaries of a job, while a _____ highlights the discernible parts (tasks) of a job and a _____ detail the expertise required to perform each task (p.100).
DILEMMAS IN DEVELOPING EXPERTISE: Because developing expertise is rather a purposeful journey than an event organizations commonly face a <i>number of dilemmas in their efforts to deal with workplace expertise</i>, namely: • Emphasizing <i>general versus specific</i> knowledge • <i>Hiring versus developing</i> expertise • <i>Nature versus nurture</i> paths to expertise.		Name the five tools used for documenting workplace expertise: 1. 2. 3. 4. 5.