

42 Understanding and Communicating Social Informatics

Table 3.1 Approaches to Designing ICTs for Workplaces

Designer-Centric View	Social Design View
Explicit views of work	Tacit view of work
Work can be documented, made visible, and thus easy to articulate and transfer	Important aspects of work are silent, shared, and come to be understood by the workers
Training makes work possible	Learning makes work possible
Tasks are the core of work	Knowledge is the core of work
Position is made clear in the hierarchy	Informal political networks and networks of contacts define position
Procedures and techniques are basis of doing	Conceptual understanding is the basis of doing
Work flow represents what is done	Work practices represent what are done
Methods and procedures are the guides	Rules of thumb and judgment are the guides
Intended Goals	Intended Goals
Improve efficiency	Improve work practices
Reduce human error	Help people discover and solve problems
Design Assumptions	Design Assumptions
User needs are identified by what is visible and documented. These can be rationalized into one set of needs.	Users needs emerge from observing everyday work practices. These often conflict and there are often real differences in needs.
Design is linear and can be documented at the end	Design is iterative and requires prototyping
Individual work is to be supported through process clarity	<u>Collaboration and collaborative learning take place in a social context</u>
Efficiency is a desirable outcome	Skill development is a desirable outcome
Technological Choices	Technological Choices
<u>People can adapt to technologies chosen to support organizational values</u>	<u>Configurations matter and interact with human activities, such as work</u>

usability la
However t
concert wi
phone, fax
usability in
menus, bu
is too narr
deep" (Kin

Further
(1991) dist
tract devel
outset, an
awarded. I
tion. In prc
are known
remain unl
opment, bc
are known
where a sp
configure :
understand
the work a
in-house d
continual c
work thous
(Grudin, 19

When de
clientele, th
"users." Ho
who might
ple who use
categories s
develop taci
fer from ma

Oversim
extreme exe
substantial
Vincennes, p
Iranian Airb
inary and t
Congress, as
also investi