

## **Facets of work: A new approach for making established research knowledge more useful for visualizing and designing IT- reliant systems**

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### **Abstract:**

The idea of facets of work grew out of an earlier attempt to bring more knowledge and richer, more evocative ideas to systems analysis and design (SA&D), business process management (BPM) and enterprise modelling (EM), thereby expanding their scope and improving designer interactions with business stakeholders. Focusing on facets of work (such as making decisions, communicating, controlling execution, co-creating value, etc.) potentially provides useful guidance without requiring details, precision, and notation that are unnecessary until later in a project. The idea of facets of work also applies to brainstorming about digital transformations and digital innovation, both of which necessarily involve significant changes related to facets of work . The current version of this idea identifies 18 facets, each of which 1) is important in many practical situations, 2) applies to both sociotechnical and totally automated systems,3) highlights many concepts that are largely ignored in typical SA&D methods, 4) is associated with a set of success criteria and design trade-offs, 5) is associated with a series of sub-facets that often are useful, and 6) implies open-ended questions that can be useful in starting a conversation about an important aspect of an IT-reliant system.