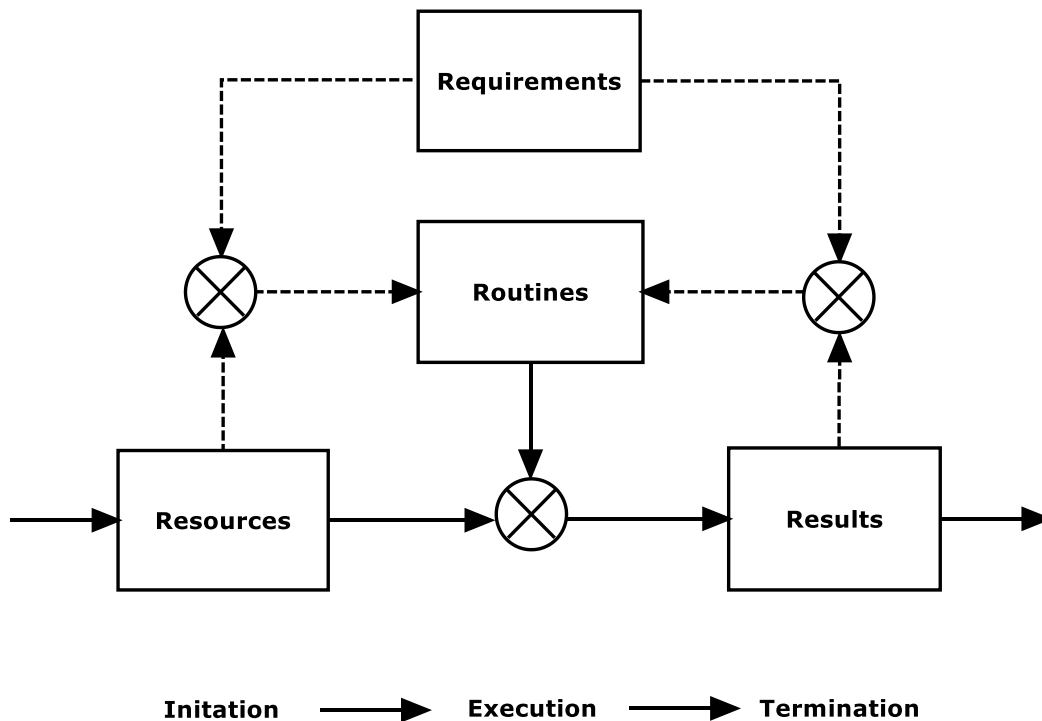# Tools for Knowledge Workers

The 4R Model

Depicted above is a diagram of a Results Production System (RPS} known as the 4R Model. The four R's in question are Requirements, Resources, Routines and Results. An RPS has two major subsystems: (1) a production subsystem and (2) a control subsystem. The production subsystem consists of Resources, Routines, Results and their interactions. Two kinds of routines are involved: (1) Prefigured and (2) Configured. Both are marked by Initiation, Execution and Termination. The control subsystem consists of Requirements regarding Resources, Routines and Results, as well as feedback linkages providing information about the current state of all three. Any gaps or discrepancies in Resources, Routines or Results lead to corrective actions. Any and all results-oriented work activities and processes can be fruitfully examined, analyzed and even designed using the model shown above. For a detailed discussion using slightly different terms, see "Understanding Work and Work Control Systems."

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