

THE ANTI-STANDARDIZATION BIAS

“Our business is unique, so our knowledge work can’t be standardized.”

Perception: Nonroutine Work

Common perception holds that knowledge workers “solve nonroutine problems... that require creative thinking.”⁵

Reality: Repetitive Work

However, observations show that **two-thirds of knowledge workers’** tasks are similar and repetitive—ideal for “industrialization.”⁶

Penalty: Virtuous Waste

Without industrialization, knowledge workers spend 25–40% of their time on avoidable activity—**virtuous waste**.



Knowledge Work Tasks



33%
nonroutine



67%
similar,
repetitive