



Knowledge Management

GLOBAL COURSEWARE

Getting Started

Knowledge Management is the establishment of a system that captures knowledge purposefully; incorporating it into business strategies, policies, and practices at all levels of the company.

Workshop Objectives



- Understand the basic concept of knowledge management (KM)
- Identify the do's and don'ts of KM
- Identify the KM life cycle
- Identify the KM models
- Identify tips for success



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Knowledge is power.

Sir Frances Bacon

MODULE TWO

Understanding Knowledge Management

While anyone would think that harnessing the knowledge of an organization is a positive thing to do, there are many who do not see the value of knowledge management.



What is Knowledge

In terms of knowledge management, knowledge is information that is in context, producing an actionable understanding.

What is Knowledge Management

This way you can communicate and manage a knowledge management project with the tools for success.





A Brief History

From information technology, to improving how an organization learns, knowledge management started in many areas of business.

Applications in the Workplace

- Corporate governance
- Staff training
- Operations
- Human resources



Practical Illustration



- What is Knowledge
- What is Knowledge Management
- A Brief History
- Applications in the Workplace

Module Two: Review Questions

1. When the two words _____ and understanding come together, they speak of a concept that strives to organize information in a way that produces an advantage for an organization.

A. Knowledge

B. Allege

C. Patronage

D. Privilege

Module Two: Review Questions

2. There is value in _____ knowledge.

A. Harnessing

B. Menacing

C. Trivializing

D. Monopolizing

Module Two: Review Questions

3. Many see planning and assessing _____ as time consuming.

A. Judgment

B. Damage

C. Risk

D. Potential

Module Two: Review Questions

4. The more _____ you can share with your organization about knowledge management, the more apt they are in accepting it.

A. Information

B. Confusion

C. Trepidation

D. Energy

Module Two: Review Questions

5. This definition describes what word? Fact or condition of knowing something with familiarity gained through experience or association.

A. Sustainability

B. Knowledge

C. Courage

D. Denial

Module Two: Review Questions

6. _____ is raw content.

A. Memory

B. Periodicals

C. Data

D. Narcissism

Module Two: Review Questions

7. Raw content by itself has no meaning or _____.

A. Rhyme

B. Value

C. Reason

D. Senses

Module Two: Review Questions

8. When data is grouped together, it becomes _____.

A. Useless

B. Powerful

C. Information

D. Hopeless

Module Two: Review Questions

9. For example, getting a temperature reading of the climate outside on one day is _____ without other information to make a comparison.

A. Meaningless

B. Ridiculous

C. Incredulous

D. Auspicious

Module Two: Review Questions

10. Once a _____ is created, it becomes information because comparisons can be made.

A. Connection

B. Database

C. Friendship

D. Motive



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The soft stuff is always harder than the hard stuff.

Roger Enrico

MODULE THREE

Dos and Don'ts

Understanding the types of knowledge and places to acquire it, will reduce errors and increase efficiency in implementing your knowledge management project.



Data, Information, and Knowledge

Do not try to categorize items into data, information, and knowledge. The context of the information is in the eye of the beholder.

The Tacit Mode

- Know-how
- Judgment
- Experience
- Insight





The Explicit Mode

Databases

Manuals

Training content

Identifying Conversion Categories

Understanding conversion categories enables you to determine where these categories exist in your organization.



Practical Illustration



- Data, Information, and Knowledge
- The Tacit Mode
- The Explicit Mode
- Identifying Conversion Categories

Module Three: Review Questions

1. There are many ways to implement knowledge _____.

A. Solutions

B. Management

C. Punishment

D. Basis

Module Three: Review Questions

2. Understanding the types of knowledge and places to acquire it, will reduce _____.

A. Errors

B. Stress

C. Time

D. Pay

Module Three: Review Questions

3. _____ is bits of content in either text or numerical format.

A. Phone numbers

B. Puzzles

C. Data

D. Crumbs

Module Three: Review Questions

4. By itself, data has no _____.

A. Meaning

B. Function

C. Time

D. Pressure

Module Three: Review Questions

5. _____ are/is data that is accumulated to allow comparison, grouping, and categorizing.

A. Articles

B. Reasons

C. Information

D. Secrets

Module Three: Review Questions

6. Information allows the _____ viewers to determine what to do with the data group.

A. Content

B. People

C. Company

D. Priorities

Module Three: Review Questions

7. _____ is taking the information and putting context around it, making it actionable.

A. Knowledge

B. Courage

C. Damage

D. Cartilage

Module Three: Review Questions

8. Information is data organized to have meaning, and is _____.

A. Likable

B. Plausible

C. Shareable

D. Avoidable

Module Three: Review Questions

9. Knowledge can lead to _____.

A. Demise

B. Action

C. Crying

D. Quitting

Module Three: Review Questions

10. _____ knowledge, is knowledge that is not easily documented.

A. Common

B. Unknown

C. Tacit

D. Reasonable



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*A person who graduated yesterday and stops studying today
is uneducated tomorrow.*

Anonymous

MODULE FOUR

The Knowledge Management Life Cycle

Knowledge management is a cycle of identifying information that may or may not be useful knowledge, formatting it into usable knowledge, and integrating it into the organization.



Understanding Episodes

- Implementing a new program, like enterprise-wide project management program
- Building a new facility
- Mergers, new partnerships, and take-over of another company

Acquisition

The acquiring stage seeks to obtain information from both internal and external sources.





Knowledge

Organization
vision

Organization
goals

Strategy to
achieve goals

Industry

Integration

- Broadcasting
- Searching
- Teaching
- Sharing



Practical Illustration



- Understanding Episodes
- Acquisition
- Knowledge
- Integration

Module Four: Review Questions

1. Knowledge management is a _____ of identifying information that may or may not be useful knowledge, formatting it into usable knowledge, and integrating it into the organization.

A. Cycle

B. Box

C. Way

D. Waste

Module Four: Review Questions

2. _____ of knowledge transfer come in many forms.

A. Sightings

B. Cravings

C. Episodes

D. Serials

Module Four: Review Questions

3. Anytime a problem is realized or a new venture is on the horizon, there is a good possibility that there is knowledge to _____.

A. Kidnap

B. Develop

C. Capture

D. Maintain

Module Four: Review Questions

4. There are instances where _____ are planned.

A. Difficulties

B. Problems

C. Episodes

D. Outings

Module Four: Review Questions

5. Some episodes may occur _____.

A. Sporadically

B. Infrequently

C. Unexpectedly

D. Constantly

Module Four: Review Questions

6. The _____ stage seeks to obtain information from both internal and external sources.

A. Acquiring

B. Latter

C. Initial

D. Documentation

Module Four: Review Questions

7. Acquiring information or knowledge can be seen as two categories: capturing and _____.

A. Eliminating

B. Procrastinating

C. Creating

D. Waiting

Module Four: Review Questions

8. _____ is acquiring information or knowledge that already exists and requires little adjustment to make it valuable to the organization.

A. Manipulating

B. Encapsulating

C. Capturing

D. Motivating

Module Four: Review Questions

9. _____ is taking existing information or knowledge and combining it with other internal knowledge or information to produce new knowledge the organization can deem actionable.

A. Creation

B. Distributing

C. Qualifying

D. Prioritizing

Module Four: Review Questions

10. _____ - information exists between people or experts and stored information and may be internal and external.

A. Useless

B. Tacit

C. Trusted

D. Misguided



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The single greatest challenge facing managers in the developed countries of the world is to raise the productivity of knowledge and service works.

Peter F. Drucker

MODULE FIVE

The New Knowledge Management Paradigm

With the advent of information technology, knowledge management has evolved into a technological based program.



Paradigms of the Past

- High maintenance of knowledge, because all knowledge was put into the system
- Stored knowledge became outdated
- Employees did not use the system because it was too vast

The New Paradigm

- Focus on networking technology
- Learning environment fostered
- Knowledge pushed out instead of stored





Implications and Applications

- What value does your organization place on knowledge?
- How well does your organization respond to change?
- What value does your organization place on learning?

The Knowledge Management Endgame

- Change management
- Best practices
- Risk management



Practical Illustration



- Paradigms of the Past
- The New Paradigm
- Implications and Applications
- The Knowledge Management Endgame

Module Five: Review Questions

1. _____ of knowledge management must keep in mind the ultimate goal of knowledge management: to save money, improve human performance, and gain competitive advantage.

A. Organizers

B. Implementers

C. Executives

D. Scholars

Module Five: Review Questions

2. The goal of knowledge management is to _____ employees to one another in an effort to facilitate knowledge in a way that promotes learning and new knowledge that will help the organization gain a competitive advantage through increased efficiency, quality, and innovation.

A. Correct

B. Abstract

C. Connect

D. Collect

Module Five: Review Questions

3. The most important message you should convey about knowledge management is what it will do for the _____.

A. Organization

B. State

C. City

D. County

Module Five: Review Questions

4. Knowledge management will bring changes to the way the organization _____ information.

A. Hides

B. Collects

C. Handles

D. Erases

Module Five: Review Questions

5. The new knowledge management model _____ information before integrating it into the organization and relies more on networks than just data storage.

A. Discards

B. Trivializes

C. Analyzes

D. Marginalizes

Module Five: Review Questions

6. Knowledge management has evolved into a _____ based program.

A. Technological

B. Psychological

C. Meteorological

D. Mystical

Module Five: Review Questions

7. Knowledge management does have a _____.

A. Past

B. Class

C. Problem

D. Solution

Module Five: Review Questions

8. Stored knowledge became _____.

A. Outsourced

B. Outage

C. Outdated

D. Outside

Module Five: Review Questions

9. Older systems were _____.

A. Contested

B. Static

C. Minor

D. Stellar

Module Five: Review Questions

10. Knowledge management models in the past stored information without evaluating it for _____.

A. Flaws

B. Costs

C. Context

D. Humans

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Imagination is more important than knowledge.

Albert Einstein



MODULE SIX

Knowledge Management Models

Lack of information, when attempting to create change, will typically create resistance to the change. Let us increase your knowledge and ability to share it.

The Nonaka and Takeuchi Model (SECI)



Wiig Model

The Wiig model is highly favored because it does address the organization as a whole and includes business areas that are commonly found in most organizations.





Kakabadse Model

Philosophy
based model

Cognitive model

Network model

Community of
practice model

Quantum model

Boisot Model

- Uncodified to codified
- Concrete to abstract
- Undiffused to diffused



Practical Illustration



- The Nonaka and Takeuchi Model (SECI)
- Wiig Model
- Kakabadse Model
- Boisot Model

Module Six: Review Questions

1. Many times, projects are _____ when the stakeholders do not understand the process.

A. Short-changed

B. Doomed

C. Victorious

D. Fired

Module Six: Review Questions

2. Lack of _____, when attempting to create change, will typically create resistance to the change.

A. Motivation

B. Finances

C. Information

D. Conscience

Module Six: Review Questions

3. The Ikujiro Nonaka and Hirotaka Takeuchi model of knowledge creation describes a spiraling process of tacit knowledge and _____ knowledge.

A. Extensive

B. Explicit

C. Individual

D. Conceptual

Module Six: Review Questions

4. They give an illustration of how knowledge is _____ through four patterns.

A. Gained

B. Converted

C. Transported

D. Inverted

Module Six: Review Questions

5. Which pattern involves tacit knowledge that transfers through individual interaction?

A. Externalization

B. Combination

C. Internalization

D. Socialization

Module Six: Review Questions

6. _____ is the process by which the first part involves tacit knowledge which is made explicit because of the expression of the knowledge through ideas, images, words, concepts, and visuals to others.

A. Combination

B. Externalization

C. Internalization

D. Socialization

Module Six: Review Questions

7. _____ takes explicit knowledge and is communicated systematically.

A. Internalization

B. Combination

C. Socialization

D. Externalization

Module Six: Review Questions

8. _____ is the individual taking explicit knowledge and internalizing it to become tacit knowledge once again.

A. Socialization

B. Internalization

C. Combination

D. Externalization

Module Six: Review Questions

9. The SECI model basically takes individual _____ knowledge and transforms it into explicit knowledge through the four patterns until it then finally reaches the individual again, changing the explicit knowledge back to tacit when the individual learns from it.

A. Tacit

B. Nonsensical

C. Intensive

D. Extensive

Module Six: Review Questions

10. The SECI model by Nonaka and Takeuchi describes four areas where knowledge is _____.

A. Discarded

B. Transferred

C. Destroyed

D. Wasted



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Companies have a hard time distinguishing between the cost of paying people and the value of investing in them.

Thomas A. Stewart

MODULE SEVEN

Building a Knowledge Management Rationale

All projects must have a reason for their existence. Implementing a knowledge management program is no different.

Why Rationale is Necessary

Creating a
learning
environment

Improve
company
performance

Help to resolve
an identified gap
in the business



Building a Business Case

- Market value
- Cost
- Replacement
- Liability



Finding Success Stories



World Bank



Pratt &
Whitney

The Commoditization / Customization Model

- Do you want to connect people?
- Do you want to document knowledge?



Practical Illustration



- Why Rationale is Necessary
- Building a Business Case
- Finding Success Stories
- The Commoditization /Customization Model

Module Seven: Review Questions

1. All _____ must have a reason for their existence.

A. Projects

B. Reason

C. Chapters

D. Characters

Module Seven: Review Questions

2. A good rationale for _____ knowledge management will help influence those that control budgets to see the value of sinking funds into your project.

A. Destroying

B. Implementing

C. Augmenting

D. Formulating

Module Seven: Review Questions

3. You need a rationale or _____ for implementing knowledge management.

A. Reason

B. Mistake

C. Failure

D. Cash flow

Module Seven: Review Questions

4. A _____ for knowledge management engages those who otherwise would not be interested in implementing a knowledge management project.

A. Company

B. Complaint

C. Rationale

D. Mission

Module Seven: Review Questions

5. Knowledge management can _____ credibility on your part.

A. Demonstrate

B. Integrate

C. Negotiate

D. Siate

Module Seven: Review Questions

6. A _____ case outlines the business reasons that justify implementing knowledge management.

A. Superior

B. Inferior

C. Business

D. Personal

Module Seven: Review Questions

7. _____ value provides some bench marking numbers to demonstrate value.

A. Research

B. Team

C. Market

D. Core

Module Seven: Review Questions

8. _____ puts a figure on how much it takes to train a new employee, or what it took to develop a current asset, like your organization's intranet.

A. Cost

B. Waste

C. Taste

D. Haste

Module Seven: Review Questions

9. Using success stories from research in your business case can help ground your _____.

A. Plane

B. Proposal

C. Purpose

D. Personality

Module Seven: Review Questions

10. Making knowledge a _____ and customizing it moves knowledge management from being a generic concept to one that has meaning to the organization.

A. Companion

B. Comrade

C. Commodity

D. Conformity

A dark, misty forest with tall, thin trees. The ground is covered in fallen leaves and twigs. The atmosphere is somber and mysterious.

“

There is less to fear from outside than from inside inefficiency, miscalculation, lack of knowledge...

Anonymous

MODULE EIGHT

Customizing Knowledge Management Definitions

Without a clear definition of what knowledge management will be in your organization, you may lose support for your project.



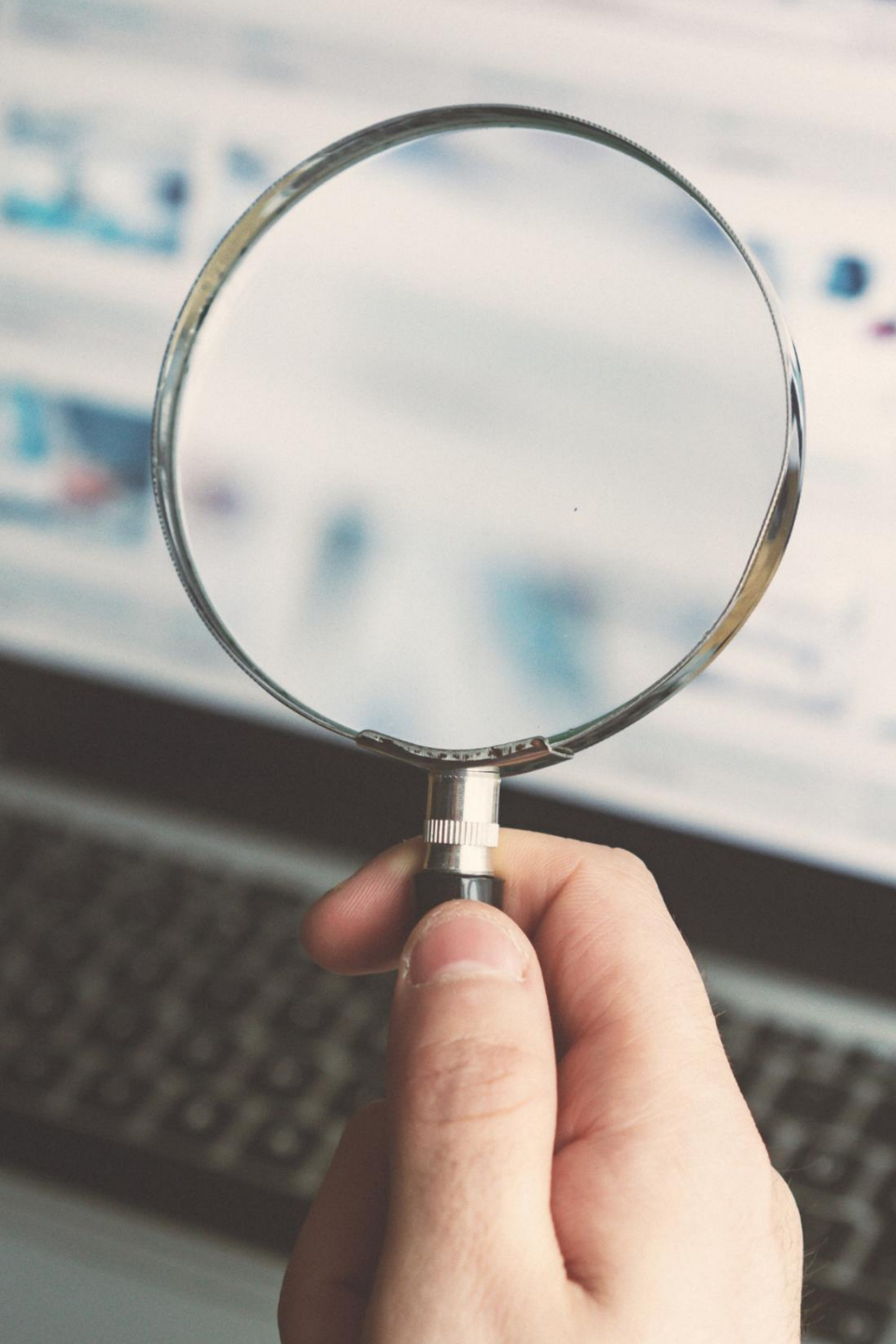
Components of a Knowledge Management Definition

Having a good foundation in project management will help you to define your project and communicate clearly to stakeholders.

Customizing the Components

When in the process of customizing your program, remember to remain objective and open to feedback.





Sample Definitions

Focus on the elements of the definition other than the format.

Creating a KMBOK

The actual knowledge management system oversees all major areas of knowledge within the organization.



Practical Illustration



- Components of a Knowledge Management Definition
- Customizing the Components
- Sample Definitions
- Creating a KMBOK

Module Eight: Review Questions

1. You'll want to _____ what knowledge management will look like within your organization.

A. Customize

B. Organize

C. Prioritize

D. Emphasize

Module Eight: Review Questions

2. Having a good _____ in project management will help you to define your project and communicate clearly to stakeholders.

A. Idea

B. Foundation

C. Morning

D. Data

Module Eight: Review Questions

3. If you do not possess project _____ skills, you may want to get someone that does on your team.

A. Commitment

B. Component

C. Management

D. Definition

Module Eight: Review Questions

4. Remember that implementing knowledge management has to be a _____ effort in order for it to permeate throughout your organization.

A. Team

B. Work

C. Dual

D. Hapless

Module Eight: Review Questions

5. Provide a concise description of _____, tasks, or action items.

A. Processes

B. Policies

C. Deliverables

D. Systems

Module Eight: Review Questions

6. Each deliverable should have an _____ responsible for completing the task along with a proposed date of completion.

A. Owner

B. Animal

C. Answer

D. Outlier

Module Eight: Review Questions

7. In your definition, you should include the _____ to implementing knowledge management.

A. Practicalities

B. Suitability

C. Benefits

D. Archives

Module Eight: Review Questions

8. Develop a list of _____.

A. Projects

B. Objectives

C. Beliefs

D. Grievances

Module Eight: Review Questions

9. Provide a _____ of events that maps the progress of this project.

A. Guide

B. Timeline

C. Script

D. Compass

Module Eight: Review Questions

10. Getting the input from the end users of the KM program will help to _____ the program for your organization.

A. Characters

B. Customize

C. Centralize

D. Institutionalize



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People don't resist change. They resist being changed!

Peter M. Senge

MODULE NINE

Implementing Knowledge Management in Your Organization

The more organized and detailed your plan is, the more your chances of support increase.



Gathering Support

When there is healthy debate, innovative ideas emerge, shaping your project.

Identifying Opportunities for Revenue Streams

- Training and learning costs
- Memberships to knowledge management organizations
- Consultant costs





Key Knowledge Management Techniques

Creation

Capturing

Integration and sharing

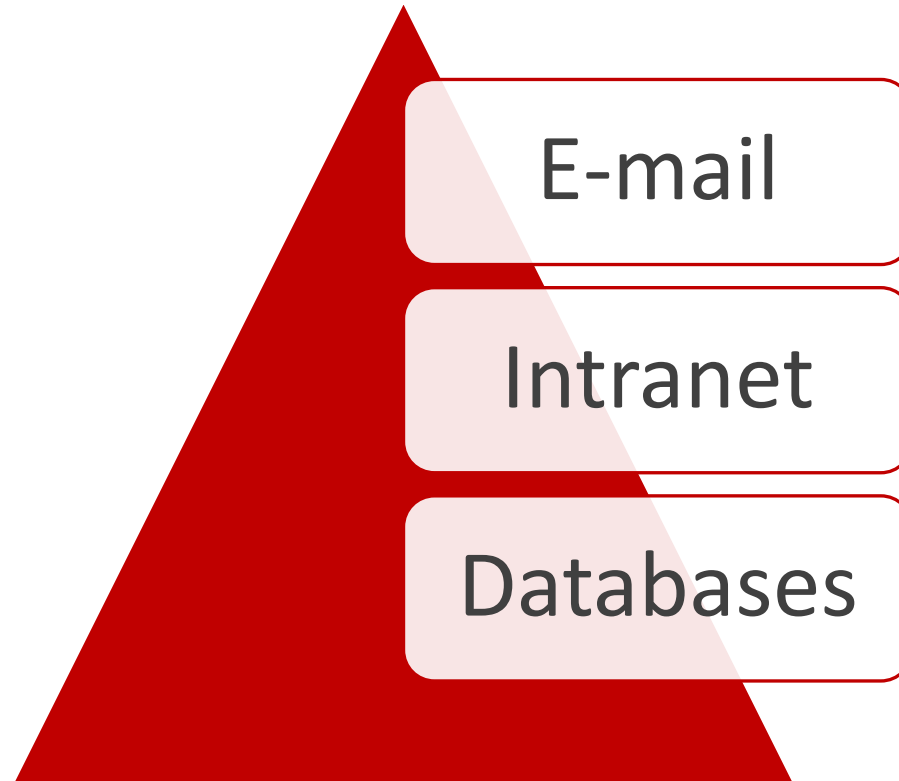
A Map for Success

- Vision
- Timeline
- Strong leadership





The No-Budget Scenario



Practical Illustration



- Gathering Support
- Identifying Opportunities for Revenue Streams
- Key Knowledge Management Techniques
- A Map for Success
- The No-Budget Scenario

Module Nine: Review Questions

1. In a project, there is a level of support, both _____ and financially.

A. Structurally

B. Industrially

C. Politically

D. Informally

Module Nine: Review Questions

2. The more organized and _____ your plan is, the more your chances of support increase.

A. Detailed

B. Derailed

C. Detained

D. Deactivated

Module Nine: Review Questions

3. It's best to gain _____ from a senior level or executive manager.

A. Skills

B. Support

C. Resistance

D. Bonuses

Module Nine: Review Questions

4. There are some _____ to gaining senior-level support.

A. Frustrations

B. Traction

C. Advantages

D. Disadvantages

Module Nine: Review Questions

5. If you gain management's support, you'll be in a better position to get _____ for your project.

A. Awards

B. Recognition

C. Funding

D. Ribbing

Module Nine: Review Questions

6. Another advantage is, you'll gain _____ insight to the world of senior management.

A. Valuable

B. Creative

C. Secretive

D. Pensive

Module Nine: Review Questions

7. You may learn how to communicate at a _____ level.

A. Street

B. Serious

C. Strategic

D. Stratospheric

Module Nine: Review Questions

8. The best chances of getting _____ for your projects rely heavily on how well you present the budget.

A. Interest

B. Common ground

C. Funding

D. Ridicule

Module Nine: Review Questions

9. _____ could lead to project failure.

A. Underscoring

B. Underneath

C. Underfunding

D. Understanding

Module Nine: Review Questions

10. If your organization is _____, meaning there is a weak governing body, and the departments are autonomous, you may want to find a department that is open to funding your project.

A. De-centralized

B. Demagnetized

C. Depolarized

D. Demoralized



“

A manager is responsible for the application of knowledge.

Peter F. Drucker

Tips for Success

You need all the help you can get when trying to create a change as great as the one involved with implementing knowledge management within your organization.



About the Chief Knowledge Officer

- Identify gaps
- Develop strategies
- Demonstrate results

Knowledge Management Skill Checklist

- Create new capabilities
- Change the way people think
- Change the way people work





The Knowledge Management Imperative

- Present the realistic dilemma
- Provide facts and figures
- Present the choices
- Pause and let them think about it

The Hype Curve

- Trigger phase
- Peak of expectations
- Slope of enlightenment





Barriers and Helpers to Success

- Approach middle management. They are the gate to the general employee population
- Create a reward system for knowledge management
- Champion success stories throughout the organization

Practical Illustration



- About the Chief Knowledge Officer
- Knowledge Management Skill Checklist
- The Knowledge Management Imperative
- The Hype Curve
- Barriers and Helpers to Success

Module Ten: Review Questions

1. You need to enlist _____ when you're trying to make a change.

A. Military

B. Help

C. Farmers

D. Clowns

Module Ten: Review Questions

2. Giving someone a _____ job in knowledge management is a definite advantage.

A. Full-time

B. Lousy

C. Messy

D. Impossible

Module Ten: Review Questions

3. If your company is serious about _____ management, they may like the idea of a (CKO).

A. Micro

B. Poor

C. Knowledge

D. Inept

Module Ten: Review Questions

4. _____ will keep knowledge management in the forefront of the business.

A. Authorities

B. Spouses

C. CKOs

D. CEOs

Module Ten: Review Questions

5. Hiring an external _____ and pairing them with an internal employee could be the best possible solution when hiring a CKO.

A. Resource

B. Combustion

C. Radius

D. Parameter

Module Ten: Review Questions

6. Which one of these is not the responsibility of a CKO?

A. Identifying gaps

B. Benchmark performance standards

C. Ousting the CEO

D. Developing strategies

Module Ten: Review Questions

7. A chief knowledge officer is a helpful success _____ to consider when implementing a km program.

A. Attribute

B. Actor

C. Factor

D. Contractor

Module Ten: Review Questions

8. Which of these is not a skill needed to manage a knowledge management project?

A. Must have a passion for knowledge management

B. Self-starter

C. Master procrastinator

D. Risk taker

Module Ten: Review Questions

9. There are key skills necessary in order to be able to influence, _____, and communicate the vision of the km project.

A. Persuade

B. Indoctrinate

C. Manipulate

D. Coagulate

Module Ten: Review Questions

10. There must be a healthy level of _____ to getting a knowledge management project underway.

A. Manipulation

B. Urgency

C. Skepticism

D. Dramatization

A grayscale illustration of a hand placing a puzzle piece into a larger structure. The hand is positioned at the top right, holding a puzzle piece that is being inserted into a larger, partially assembled puzzle. The background is a gradient of gray, and the puzzle pieces are black.

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The organization cannot create knowledge on its own without the initiative of the individual and the interaction that takes place within the group.

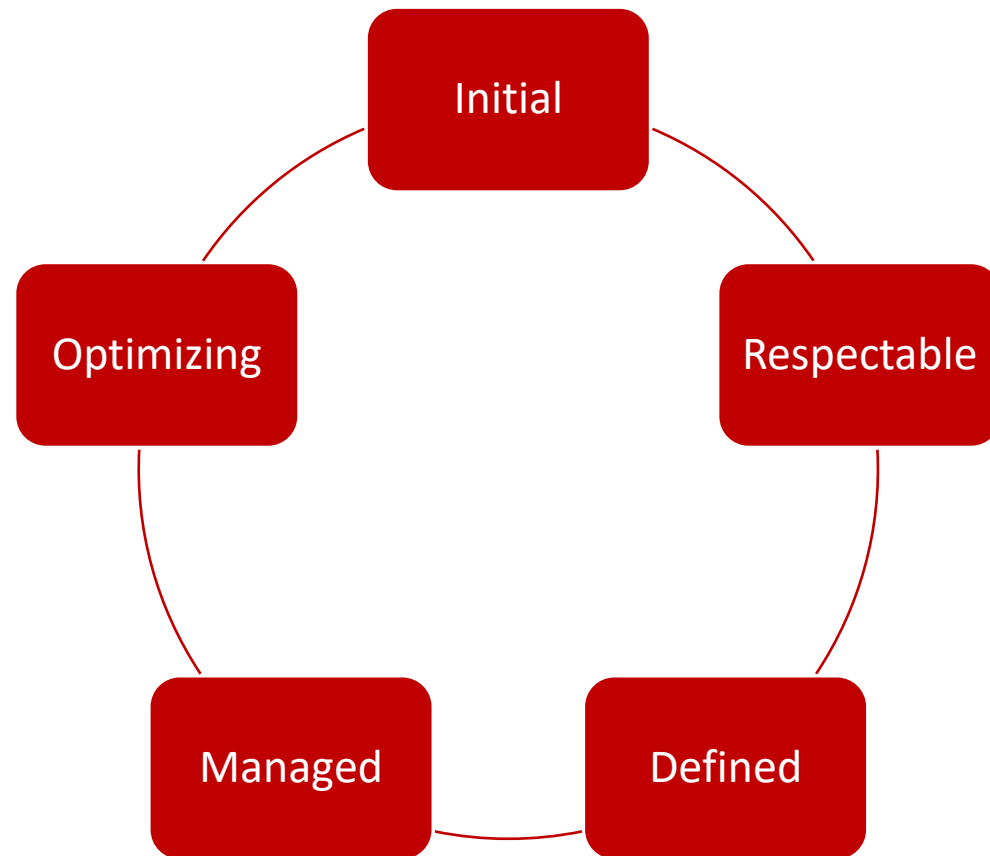
Nonaka & Takeuchi

MODULE ELEVEN

Advanced Topics

These concepts will help you understand when knowledge management becomes a mature program in your organization.

The Knowledge Management Maturity Model



Absorptive Capacity

- Level of knowledge acquisition
- Assimilation
- Transformation
- Exploitation





Rustiness

- Keep training employees on new technologies and processes.
- Keep the lines of communication open.
- Work to make knowledge management a standard in the organization.

Process Model Types

Once you finalize what the process for knowledge management will look like, it is a good step to put it in a process model.



Practical Illustration



- The Knowledge Management Maturity Model
- Absorptive Capacity
- Rustiness
- Process Model Types

Module Eleven: Review Questions

1. The KM _____ model describes five levels.

A. Basic

B. Maturity

C. Annuity

D. Majority

Module Eleven: Review Questions

2. _____ is the organization at the beginning and just starting out in tracking their performance using knowledge management.

A. Respectable

B. Managed

C. Initial

D. Optimizing

Module Eleven: Review Questions

3. _____ is when the organization is experiencing success, but problem areas exist.

A. Defined

B. Respectable

C. Managed

D. Irrelevant

Module Eleven: Review Questions

4. _____ is when the organization is being managed well; it is competing strongly within the market.

A. Managed

B. Defined

C. Optimizing

D. Initial

Module Eleven: Review Questions

5. _____ is when the organization is in control of the market and employees are empowered to make decisions.

A. Managed

B. Undercut

C. Defined

D. Ostracized

Module Eleven: Review Questions

6. _____ is when the organization is at a mature level and has a strong reputation, and is setting trends in the market.

A. Respectable

B. Managed

C. Optimizing

D. Defined

Module Eleven: Review Questions

7. How many phases are there to the km maturity model?

A. Many

B. Five

C. Thousands

D. None

Module Eleven: Review Questions

8. The _____ capacity is the organization's ability to recognize the value of new knowledge, integrate it, and apply it in a way that creates competitive advantage.

A. Potential

B. Realized

C. Absorptive

D. Inquiring

Module Eleven: Review Questions

9. _____ capacity is the organization's receptiveness to acquiring and assimilating external knowledge.

A. Potential

B. Exponential

C. Inconsequential

D. Initial

Module Eleven: Review Questions

10. _____ capacity is the organization's ability to combine existing knowledge and new knowledge and integrating it.

A. Prioritized

B. Monopolized

C. Realized

D. Marginalized

Wrapping Up

Although this workshop is ending, we hope that your journey to improve your Knowledge Management is just beginning.



Words From the Wise

The store of wisdom does not consist of hard coins, which keep their shape as they pass from hand to hand; it consists of ideas and doctrines whose meanings change with the minds that entertain them.

- John Plamenatz

Of central importance is the changing nature of competitive advantage - not based on market position, size and power as in times past, but on the incorporation of knowledge into all of an organization's activities.

- Leif Edvinsson

Innovations are created primarily by investment in intangibles. When such investments are commercially successful, and are protected by patents or first-mover advantages, they are transformed into tangible assets creating corporate value and growth.

- Baruch Lev