

and managers have to be trained to focus on the overall process even while they are attending to specific problems.

- *Expectations must be managed.* Implementing a KM program involves fundamental changes in how employees and managers interact, communicate, command, and get things done. Before reporting lines, responsibilities, and management directives shift to meet the KM demands of the corporation, employees and managers must be prepared for the change. However, since most people fear change, especially if it means disrupting a way of life that they've grown accustomed to, productivity can suffer unless employee expectations are managed proactively. As Mary's role in the story illustrates, an effective approach is to demonstrate the process on a clearly defined, obvious goal that is an easy win—such as cataloging digital image assets. Only after this success was the consultant prepared to convince employees and management of the need to follow general KM practices.
- *Practical Knowledge Management is technology dependent.* Each of the steps in the KM process, as well as tracking knowledge assets, can be enhanced by information technologies. For example, the process of information creation is supported by the ubiquitous word processor running on a PC, and painless acquisition is made possible by the web and associated networking hardware. Similarly, storing and manipulating huge stores of data are made possible by database servers and software, and getting data in the hands of users benefits from handheld devices and wireless networks that provide anytime, anyplace access to information.
- *Knowledge Management is a process, not a product.* Knowledge Management is a dynamic, constantly evolving process, and not a shrink-wrapped product. Knowledge is an organizational process rather than a static collection of data that can be stored in a database. Typical KM practices in a modern corporation