

Another issue is how Knowledge Management will likely affect the company's core competency. For example, if the company enjoys technological superiority in an area, how will a KM implementation leverage this advantage?

Finances. The financial feasibility of moving to a knowledge organization depends on projections for the company's future needs and whether addressing these needs warrants investment in a KM initiative. As with



TIPS & TECHNIQUES

Timing Is Everything

Implementing a Knowledge Management program takes time and requires the coordinated timing of events. Relevant questions to ask before making the move are:

- What is the motivation to change?
- Is the current business process viable without a KM program? If so, then why change?
- Is there a consensus at all levels in the organization that a KM program is necessary?
- Is the corporate culture ready for change? If not, what is necessary, other than the simple passage of time, to prepare it for change?
- Is there a commitment to long-term support from senior management?
- What are the risks of changing—and not changing—now?

A KM program not only costs the corporation money and other resources, but also increases or at least changes the nature of the workload of virtually every employee. Instead of simply responding to situations, employees may have to respond and then take the time to document their decision-making process. Although the burden is greatest at the start of a KM program, the overhead never completely returns to the original baseline level.