

taking the opportunity to share their knowledge seriously, and the lunch hour became a real opportunity for them to share their experiences and explain techniques and tricks for each of the software packages they used in creating content for the company.

When Mary stepped into her new role of describing exactly how all knowledge workers performed their jobs, the weekly lunchtime education meeting became a forum for discussing the changing landscape of the company, and several members voiced concerns over the security of their positions. With the threat of downsizing on their minds, many of the artists became hesitant to reveal the secrets behind their techniques. Group consensus was that the best approach was to give only as much detail as necessary to comply with the dictates of management, but no more. When it came time for Jane to meet with Mary regarding the details of her work, Jane managed to put the meeting off for almost a month while she explored her career options.

Since she was the only one in the group with knowledge of the \$10,000 3-D rendering program, it was progressively easier for her to fulfill the expectations of management, and she gradually became more proficient with the software. Sharing her knowledge of the time-saving tricks that she had learned the hard way would mean giving up not only her proprietary knowledge but also her slack time. With no clear incentive to share her secrets, she avoided Mary for as long as possible—all the while searching the Net for other opportunities.

When she could no longer avoid Mary, Jane agreed to a meeting, during which she revealed one of her techniques. With a follow-up interview scheduled the next day, and no intention of divulging anything more substantial, she gave notice to her manager, Ron. Shortly thereafter, Jane headed west to start a business with a friend, offering high-end 3-D graphics to companies like Medical Multimedia. As a result, the company was set back several months.