

through activities ranging from self-reporting and documenting company processes, to knowledge engineering, which involves a formal means of extracting knowledge from an expert and converting this information into heuristics and flow diagrams.

Management

In most knowledge organizations, management's role is to provide support and direction for knowledge workers. In this role, management directly influences the KM life cycle by aligning and integrating its phases with the overall business strategy and other business initiatives. Management is also responsible for providing an environment supportive of KM activities, from an efficient work environment to safe storage areas for magnetic media and printed documents. By helping define corporate policy, management can help support each phase of the KM life cycle.

Management also defines and then assigns access and use privileges to the information in the KM system, through the authority and responsibilities of a librarian. The librarian, as a manager or upper-level knowledge worker, is typically at least partially responsible for every phase of the KM life cycle. For example, the librarian normally is charged with creating and managing a formalized means of capturing user feedback to determine what information is used, what isn't, and who in the organization is using it. Armed with this information, the librarian works with the CKO, knowledge managers, and knowledge workers to determine what information to archive, what to dispose of, and what to allow to become unusable through benign neglect.

Each of these issues and support mechanisms is discussed more fully below.