

- 3. *Formalize approach.*** Define specific milestones and outcomes for success.
- 4. *Implement.*** Take action.
- 5. *Evaluate.*** Assess progress toward milestones and outcomes, and, based on the results of the evaluation, follow one of the four following paths:
  - a. *Modify.*** If the current solution doesn't suit the needs of the corporation, then modify the approach and implement a new KM solution. Since few implementations will work perfectly on the first attempt, this is the most likely initial outcome of the evaluation phase.
  - b. *Extend.*** If the KM solution suits the needs of the corporation, either from the initial attempt or as the result of a modified approach, then extend the solution through more of the corporation.
  - c. *Maintain.*** At some point, the corporation will reach a steady-state condition in which the current KM solution is stable and satisfies the corporation's foreseeable needs. Maintenance of a KM system is a dynamic process that will require a continual stream of resources.
  - d. *Disable.*** If the current approach to Knowledge Management fails, at some point senior management has to decide whether to continue to invest resources in it or to disable the current implementation process and either reformulate the strategy or wait for changes in technology or corporate culture.

### **Ad Hoc Experience**

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The first phase of the implementation process involves observing the internal processes of the corporation as they relate to Knowledge Management. Even if there isn't a formal KM process in place, virtually every corporation is involved in KM activities. Everyone in business