

may view as a source of their power. The R&D head may not want managers in other departments or even senior management to be able to instantly review his department's progress on a particular project. Similarly, the CIO may view a CKO who reports directly to the CEO as a threat. If so, it may be in the CIO's best interest for a KM initiative that isn't controlled by information services to fail.

Dealing successfully with internal politics involves performing a stakeholder analysis early on in the project and addressing problem areas before they surface. For example, if the CIO is seen as a possible impediment, the CKO should form an alliance with him or her. The CKO should involve the CIO in all major decisions and make it clear to the other senior managers that the CIO is taking responsibility for the technology component of the project. In this way, the CIO is motivated to do whatever it takes to make the KM implementation a success.

Finances

The financial risks of a KM implementation are numerous. They range from accounting questions, known and unknown competition, the general economic environment, the appropriate infrastructure investments, and forming strategic partnerships. It is important for management to deal successfully with the time pressure and the prospect of lost opportunity costs.

Financial risks can be addressed by judiciously choosing strategic partners and by investing incrementally in infrastructure, in a way that minimally penalizes future expansion. For example, it's generally better to invest in a slightly more expensive network infrastructure that is scalable rather than a less expensive solution that supports current needs but would have to be replaced when KM activities were expanded. Many hardware vendors cater to this conservative approach to infrastructure development by offering devices that can be expanded by the addition