

5. *Knowledge steward*. A tactical, low-level, and often temporary or informal position normally associated with smaller companies. Compared to the other forms of knowledge leadership, knowledge stewards have the least formal experience with KM principles and usually have other, primary responsibilities in the corporation.

Of the five general forms of leadership, the chief knowledge officer is typically the most visible, least understood, and highest paid member of any KM initiative. Unlike senior managers, a CKO typically has no underlying power base and minimal support staff, and can't make significant decisions without first being empowered by senior management.

Although the typical role of a CKO is in strategically defining a KM infrastructure and in fostering a knowledge culture, as depicted in Exhibit 2.3, the CKO usually wears many hats, ranging from human resources representative and knowledge gatekeeper to process coordinator and public relations liaison. What's more, unless the CKO is politically perceptive and

**EXHIBIT 2.3**

