

Even though the goal of Knowledge Management isn't reengineering, a KM program is likely to highlight inefficiencies and inequities in the corporation that management may feel compelled to rectify. For example, if a KM initiative reveals that higher-level employees are performing tasks that could be done less expensively by other employees, then the burden of work may shift, pitting the higher- and lower-salaried employees against another. If senior management discovers that it's better for the bottom line of the organization if some of the administrative tasks currently performed by the professional staff are offloaded to administrative staff, the administrative staff may feel cheated and may attempt to sabotage the KM initiative if they do not accept their increased workload.

In addition to upsetting the balance of power in an organization, a KM initiative can threaten both management and employees. From management's perspective, there is the threat of change when and if the CKO leaves. Will the replacement CKO bring yet another set of ideas and technology tools that everyone in the organization will have to take time to learn?

Another issue, illustrated by Mary's experience with Jane and Medical Multimedia, is that employees are usually very protective of slack time. Most employees won't voluntarily reveal all of their timesaving techniques, especially if they've determined through their own know-how to fulfill their job requirements more quickly or accurately. The quintessential tale of slack in industry is detailed by Ben Hamper in his book *Rivthead: Tales from the Assembly Line*. Working on an assembly line in Detroit, he manages to figure out how to work smarter so that he can perform a day's work in an hour or two and take the rest of the day off. As Hamper demonstrates, this guarding of personal slack time isn't necessarily laziness but reflects life in organizations that don't officially reward or even acknowledge knowledge sharing.