

As illustrated in Exhibit 3.8, because management is involved in information and complexity hiding, the knowledge worker's view of the project is necessarily limited to coworkers and direct reporting management.

Because management acts as a knowledge gatekeeper, a knowledge worker may not know, for example, what components of the project are outsourced and which ones are provided in-house, and may have very little idea of senior management's strategy (see Exhibit 3.9).

At issue is how a KM initiative should change the role of managers as information gatekeepers. Although there are exceptions, it's naïve to believe that knowledge workers can manage themselves, especially if they are involved in decisions that have ramifications outside of their areas of direct influence. For example, programmers shouldn't spend an inordinate amount of time telling those in marketing how to do their jobs. However, they should provide marketing with assistance when it's requested.

EXHIBIT 3.9

