

creates, archives, repurposes, transmits, shares, copies, modifies, and disposes of information on a daily basis. What may be missing is a formalized approach to extending the practice—which may be personal or limited to a small working group—department- or corporate-wide.

### **Fact Finding**

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The second phase of a KM implementation process involves a systematic information-gathering initiative that extends and builds upon the ad hoc experiences within the organization and extends to factors external to the corporation. The major fact-finding activities revolve around five key axes:

1. Stakeholders
2. Strategy
3. Finances
4. Corporate culture
5. Tactics

Questions and issues relevant to each of these axes are provided.

**Stakeholders.** Early in the implementation process, it's important to clarify who is for and who is against a KM initiative. In creating a map of the political landscape, including primary stakeholders, it's also key to identify any hidden agendas. Are there any major dissenters in senior management? If so, is the resistance surmountable? Similarly, will there likely be resistance from organized labor? Finally, in working with stakeholders, who should have a say in deciding on the details of the implementation approach?

**Strategy.** Strategically, it's key to identify the problems that proponents of the KM initiative hope to solve. In particular, why is a KM initiative preferable to other strategies? What are the projections for the growth of the company, the industry, and the need for Knowledge Management? How well will a KM project fit with the overall corporate strategy?