

to be the most appropriate for the job at the time of implementation, it's possible that industry standards will suddenly shift, resulting in significant reworking costs or a dead-end system.

Marketing

Internal marketing risks primarily involve the unreasonable expectations of middle management and knowledge workers. It's tempting to oversell a solution to achieve buy-in, but the downside is that the users may have unrealistic expectations that the Knowledge Management system will never meet. These and related internal marketing risks are usually best addressed by involving representatives for all internal stakeholders at every step along the way to full implementation. In this way, the representatives can communicate realistic expectations to intended users before the system is brought online.

Predictors of Success

Effective leadership is a predictor of a successful Knowledge Management initiative. Positive predictors of success include a CEO and other senior managers committed to creating a knowledge organization who can clearly articulate a vision for the company, are competent in KM techniques, and are experienced with change management.

Second on the tier of positive predictors is a motivated, capable workforce composed largely of knowledge workers who recognize the potential benefits of Knowledge Management. The operational excellence of the corporation is also important, to the degree that the organizational structure can facilitate KM activities through outcomes measures, such as the use of benchmarks and balanced scorecards. A related predictor is the availability of the appropriate infrastructure technologies, including provision for voice and data communications and the requisite hardware and software platforms that support KM-specific tools. Of