

Another KM-related technology on the near horizon is virtual Knowledge Management, where the wired and wireless web enables knowledge workers to collaborate and communicate, regardless of location. Of course, there are concomitant issues of security, privacy, and the inability of knowledge workers to escape work in a fully connected world. Despite these challenges, Knowledge Management, like a fully computerized corporation, remains an increasingly achievable goal that is quickly becoming expected corporate behavior. The challenge in most organizations for the CEO and other senior managers is to make a judicious commitment to explore the potential of a KM strategy in their unique environment.

Summary

Knowledge Management begins with a practical implementation plan that adequately addresses people, process, and technology challenges, whether working with vendors and developers or shifting the corporate culture to embrace the concept and reality of a knowledge organization. An insightful and capable senior manager can recognize and appreciate predictors of a successful KM initiative and manage the potential risks involved. As long as stakeholder expectations are managed in a way that avoids the hype that kills other business innovations, the prospects for a successful KM implementation, and for the KM industry as a whole, look exceptionally bright.

The great danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.

—Michelangelo