

The departure motivated management to rethink its position on how knowledge workers are rewarded for contributing to the intellectual assets of the company, including formal recognition of contributions in the company newsletter, and bonuses for exemplary contributions.

Issues

The experiences of the management and the knowledge workers in Medical Multimedia illustrates several key issues:

- Knowledge Management involves maintaining as much of the knowledge worker's relevant knowledge for the corporation as possible.
- A KM initiative must reflect the reality that knowledge workers vary in knowledge, skills, and aptitude.
- In evaluating the contribution of knowledge workers in the modern knowledge organization, there is a significant difference between knowing and doing.
- The knowledge worker–management relationship can't be left to chance but must be managed.
- A KM initiative must include investing in knowledge worker loyalty.
- Continuing knowledge worker education is essential to maintaining the value delivered by knowledge workers.
- Although communities of practice are self-organizing structures, management should facilitate their formation and direction.
- A new business model or management initiative, no matter how innovative and promising, must consider human behavior.
- A KM initiative represents additional overhead, much of which is borne by knowledge workers in their daily work.