decision made that it must be modified before it can be extended throughout the organization. In other cases, the problems discovered during the evaluation phase may be insurmountable, and the entire program may need to be discarded.

A major milestone in the evaluation phase is signing off on work that has been performed internally and by vendors. However, even if everyone involved with the project has delivered within specifications and according to agreements, the resulting KM system may not work as expected. In most cases, the approach will have to be modified to reflect the results of the evaluation. For example, a videoconferencing system may not work as expected because of interruptions and delays in audio and video signals. The service provided by the DSL or cable modem vendor doesn't provide sufficient bandwidth for uninterrupted audio and video conversations to be held over the Internet. Knowledge workers and managers may be forced to use a cumbersome telephone conferencing system for the audio portion of the conversation and the Internet for the video segment. As a result, setting up an impromptu meeting via the Internet may be practically impossible, and knowledge workers may opt to use telephone conferencing. The modification in this example might be to purchase a higher-end videoconferencing system that includes special hardware for compressing the audio and video in real time so that conference participants can see and hear each other in real time.

## Risk Management

For most senior managers, managing risk is a continuous process that involves rethinking strategies and employing tactics to maximize likelihood of success. One of the primary tactics for managing the risks associated with a KM implementation is learning to predict where threats can arise and to recognize threats as soon as possible. As described here, the key areas of risk associated with a KM initiative relate to: