

- Loss of intellectual capital, in the form of attrition of knowledge workers and management, is a part of everyday business and a primary reason for implementing a KM system capable of archiving and repurposing rules and heuristics.
- Realistic implementation time lines for KM initiatives range from several months for limited, department-wide projects to a year or more for corporate-wide systems.
- Perhaps the greatest challenge of KM professionals is proving to investors, senior management, and other primary stakeholders that transforming the corporation into a learning organization through KM methods will result in a significant, quantifiable increase in corporate value.

Implementation Overview

A successful Knowledge Management implementation requires that senior management understand the corporation's needs and have a clear vision for its future, a grasp of the range of technologies available for enabling the KM processes that apply to the corporation's business, and the experience to navigate the inevitable legal, contractual, and economic hurdles ahead. Addressing these requirements systematically through an established process maximizes the odds of success and provides senior management with flexibility in modifying the approach to meet their needs.

The road map offered here, consisting of five major phases, addresses practical a KM implementation from the perspective of senior management aided by a CKO or KM consultant:

1. *Ad hoc experience.* Collect data about the company's ongoing KM activities.
2. *Fact finding.* Determine if a corporate-directed KM implementation is warranted and feasible.