

include acquiring knowledge from customers, creating new revenues from existing knowledge, capturing an employee's knowledge for reuse later, and reviewing the predictors of a successful KM initiative.



TIPS & TECHNIQUES

Assessing the Value of Knowledge Management

Before embarking on a Knowledge Management initiative, senior management should have a good idea of its potential value to their organization. In other words, what's wrong with the current model of conducting business? The key questions to ask are:

- How would a KM initiative change the day-to-day operation and management of the organization? For comparative purposes, the operations in companies that make use of KM techniques are described in Chapter 2.
- How would employees react to the overhead of a KM system? Chapter 3 provides a window into the lives of modern knowledge workers and how KM initiatives impact their productivity and relationship to the organization.
- How much could establishing a KM program improve the efficiency and effectiveness of the current business process? Chapter 4 discusses Knowledge Management as it relates to business processes.
- What technologies are available for Knowledge Management, and what are the benefits and limitations? The technological aspect of Knowledge Management is discussed in Chapter 5.
- What are the KM solutions offered by vendors, from consulting to hardware and software tools? Chapter 6 explores the major commercial options available.

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