

Chapter 5 continues the discussion of the phases of the KM life cycle, from the perspective of the vast array of technologies that can be applied to enable the infrastructure and the individual phases of the life cycle.

Summary

The Knowledge Management life cycle is perhaps best described as a web of interrelated phases. Each phase is associated with issues that must be addressed by supporting mechanisms and can be enabled by information technology. Most of these issues revolve around economics, accessibility, intellectual property, the underlying infrastructure, and the commitment and active role of management in setting policy. In addition, the issues regarding the information itself need supporting mechanisms, such as establishing and enforcing standards, utilizing the contribution of knowledge workers, and managing the overall process.

*Do not be desirous of having things done quickly.
Do not look at small advantages. Desiring to have
things done quickly prevents their being done thor-
oughly. Looking at small advantages prevents great
affairs from being accomplished.*

—Confucius