

tools, such as PDAs, that provide some advantages over pen and paper. That distinction is a matter of degree and user experience. For example, in the late 1800s, the telephone switchboard was a disruptive technology that enabled business owners to collaborate with each other and their staff in real time over distances of several miles.

Exhibit 5.2 presents a wide range of enabling technologies, from authoring and decision support tools to controlled vocabularies and database tools, that can be used to enable various phases of the KM life cycle. In general, these technologies serve as intellectual levers that provide the connectivity needed to efficiently transfer information among knowledge workers, either in real time or asynchronously. In this regard, a database archive can be thought of as a storage area that adds a significant delay to the communications.

EXHIBIT 5.2

Life Cycle Phase	Primary Enabling Technologies
Creation/acquisition	Authoring tools, interface tools, data capture tools, decision support tools, simulations, professional databases, application-specific programs, database tools, pattern matching, groupware, controlled vocabularies, infrastructure, graphics tools
Modification	Authoring tools, decision support tools, infrastructure
Use	Interface tools, visualization tools, decision support tools, simulations, application-specific programs, database tools, pattern matching, groupware, infrastructure, web tools
Archiving	Database tools, cataloging tools, controlled vocabularies, infrastructure
Transfer	Groupware, infrastructure
Translation/repurposing	Decision support tools, simulations, database tools, infrastructure
Access	Interface tools, database tools, pattern matching, groupware, controlled vocabularies, infrastructure
Disposal	Database tools, infrastructure