

Table of Contents

| | |
|--|-----------|
| ACKNOWLEDGEMENT | 7 |
| DEDICATION | 8 |
| INTRODUCTION | 9 |
| CHAPTER 1 | 15 |
| KNOWLEDGE WORKER'S CHALLENGES IN THE FAST-PACED GLOBAL ECONOMY..... | 15 |
| THE ERA OF KNOWLEDGE MANAGEMENT ACCOUNTABILITY..... | 16 |
| DEFINING SUCCESS IN KM IMPLEMENTATIONS: VISION IN ACTION | 18 |
| <i>The Challenge of Managing Information Overflow.....</i> | <i>19</i> |
| <i>Cleaning Up the Act.....</i> | <i>21</i> |
| <i>Defining Broader Content Management.....</i> | <i>21</i> |
| THE CHALLENGE OF A TECHNOLOGY-DRIVEN KM..... | 23 |
| THE CHALLENGE OF DEFINING SPECIFIC KM GOALS..... | 24 |
| THE CHALLENGE OF <i>INTRAPRENEURSHIP</i> | 26 |
| THE CHALLENGE OF DELIVERING TANGIBLE BENEFITS WITH KM | 26 |
| THE CHALLENGE OF LEADING A KM PROGRAM..... | 29 |
| THE CHALLENGE OF MANAGING KNOWLEDGE..... | 31 |
| <i>Measuring Results.....</i> | <i>34</i> |
| ADDRESSING THE CHALLENGES | 38 |
| CHAPTER 2 | 40 |
| THE NEW BREED OF KNOWLEDGE WORKERS..... | 40 |
| FOCUS ON INNOVATION | 41 |
| <i>Knowledge Management as Catalyst for Innovation</i> | <i>41</i> |
| Ideas Are Only Ideas..... | 42 |
| Improving the Way Tacit Knowledge is Transferred | 43 |
| FOSTERING ECONOMIC VALUE | 45 |
| <i>Knowledge Objects and Knowledge Assets.....</i> | <i>48</i> |
| <i>Instilling Trust on Users.....</i> | <i>48</i> |
| KNOWLEDGE WORKERS AS CHANGING AGENTS | 49 |
| <i>Forecasting an Information Society: Watching for Standards.....</i> | <i>51</i> |
| <i>Knowledge Workers as Visionaries and Knowledge Bridges.....</i> | <i>52</i> |
| What Does It Take to be a Knowledge Manager?..... | 53 |
| A Knowledge Manager Job Description..... | 53 |
| OVERCOMING ORGANIZATIONAL AND BEHAVIORAL CHANGES | 54 |
| <i>The Power of Mentoring</i> | <i>55</i> |
| Mentoring 101 | 56 |
| The Power of Listening | 57 |
| CHAPTER 3 | 61 |

| | |
|---|-----------|
| IDENTIFYING, CAPTURING AND TRANSFERRING LEARNING INTO ACTION | 61 |
| BUILDING A LEARNING ORGANIZATION..... | 62 |
| <i>Having a Defined Learning Agenda.....</i> | 62 |
| <i>Being Open to Dissonant Information</i> | 62 |
| <i>Preserving Critical Knowledge.....</i> | 64 |
| THE KNOWLEDGE TORNADO: BUILDING ON WHAT YOU KNOW | 65 |
| <i>Learning Agenda</i> | 66 |
| <i>Open to Conflicts.....</i> | 66 |
| <i>Avoiding Mistakes.....</i> | 67 |
| <i>Preventing the Loss of Knowledge.....</i> | 67 |
| <i>Turning Learning into Action.....</i> | 67 |
| IDENTIFYING KNOWLEDGE | 68 |
| <i>Gathering Knowledge.....</i> | 69 |
| <i>Capturing Learning.....</i> | 70 |
| <i>Learning in Action</i> | 70 |
| <i>Adaptive Learning vs. Generative Learning.....</i> | 71 |
| <i>The Knowledge Worker’s Role in a Learning Organization.....</i> | 72 |
| TRANSFERRING KNOWLEDGE..... | 72 |
| <i>Improving Collaboration</i> | 73 |
| P2P Collaboration..... | 74 |
| CHAPTER 4 | 75 |
| LEARNING ORGANIZATIONS: STRIVING BY TRANSFERRING KNOWLEDGE..... | 75 |
| TRANSFERRING KNOWLEDGE..... | 75 |
| <i>Identifying Targeting Individuals.....</i> | 76 |
| <i>Knowing the Barriers in the Organization.....</i> | 77 |
| Increasing the Power of Individuals in Sharing Their Thoughts..... | 77 |
| Overcoming the Organization’s Barriers | 79 |
| <i>Having a Code of Ethics.....</i> | 79 |
| <i>Fostering Culture Change.....</i> | 81 |
| KM STRATEGIES TO FOSTER KNOWLEDGE TRANSFER..... | 82 |
| <i>Intuitive Content Management.....</i> | 83 |
| DEVELOPING KNOWLEDGE SHARING PROFICIENCIES | 83 |
| CHAPTER 5 | 86 |
| ORGANIZING KNOWLEDGE AND KNOW-HOW: DEVELOPING ENTERPRISE SYSTEMS | 86 |
| ORGANIZING KNOWLEDGE AND KNOW-HOW THROUGH BUSINESS | |
| THINKING PRACTICES | 87 |
| <i>At the Core of Every Business Thinking Practice.....</i> | 87 |
| Thinking Practices Generating Knowledge Advantage..... | 88 |
| Promoting Team Work as Knowledge Transfer Tool..... | 89 |
| Adapting to Unpredictable Demands | 91 |

| | |
|---|------------|
| <i>Taking Advantage of Smart Agent Technology</i> | 97 |
| CHAPTER 6 | 98 |
| THE IDEA OF CLOUD COMPUTING IS AN OLD IDEA! | 98 |
| THE POWER OF DYNAMIC TRANSCODING PROXIES | 98 |
| <i>An Overview of iCloud and FASTCloud</i> | 99 |
| <i>An Overview of iCloud's FASTCloud and RAINBOW</i> | 100 |
| <i>The Architecture</i> | 102 |
| <i>Using the FORCE</i> | 103 |
| An Overview of Full Lifecycle Solution | 103 |
| CHAPTER 7 | 105 |
| FULFILLING THE VISION: FROM KNOW-HOW TO HOW-TO | 105 |
| INVESTING ON KNOWLEDGE CAPITAL™ PAYS OFF | 106 |
| HAVING A MIND-SET FOR KNOWLEDGE CAPITAL | 107 |
| <i>Measuring Knowledge Capital</i> | 108 |
| Customer Relationships | 108 |
| Innovative Products and Services | 109 |
| Excellent Process Operations | 111 |
| Skills, Capabilities and Motivation | 111 |
| THE KNOWLEDGE GAP | 112 |
| <i>Rethinking Old Tools</i> | 113 |
| <i>Promoting Dynamic Exchange of Knowledge</i> | 114 |
| TURNING KNOWLEDGE INTO ACTION | 116 |
| <i>When PowerPoint Misses the Point!</i> | 117 |
| <i>Leading by Example: The Power of Parables and Analogies</i> | 119 |
| Coping With High-Velocity Learning | 120 |
| STRATEGIES FOR BRIDGING THE KNOWLEDGE GAP | 121 |
| <i>Ideas must be Turned into Assets</i> | 123 |
| Planting the Seeds of Creativity | 124 |
| CHAPTER 8 | 126 |
| HELPING TO MOVE THE CHEESE: CLOSING THE CIRCLE OF INNOVATION | 126 |
| ANTICIPATING AND PROMOTING CHANGE | 127 |
| <i>Changing One Step at a Time</i> | 130 |
| Dealing With Resistance to Change | 132 |
| <i>Removing, Reshaping and Repositioning the Cheese</i> | 132 |
| Removing the Cheese | 135 |
| Reshaping the Cheese | 137 |
| Repositioning the Cheese | 138 |
| CLOSING THE CIRCLE OF INNOVATION: FORGET THE CHEESE! | 140 |
| <i>Demystifying Innovation</i> | 141 |
| Developing an Innovation Paradigm | 141 |
| BRIDGING THE KNOWLEDGE GAP OF INNOVATION: FROM IDEAS TO ACTION | 142 |

| | |
|---|------------|
| CHAPTER 9 | 146 |
| THE NEED FOR GAPS: TRUSTING THE CORPORATE INSTINCT | 146 |
| | 146 |
| <i>Outsourcing: Are You Creating Another Gap?</i> | 147 |
| <i>Using Corporate Instinct: Strengthening Your Processes</i> | 147 |
| DISRUPTIVE KNOWLEDGE: CREATING THE GAP | 149 |
| <i>Corporate Instinct is Old</i> | 151 |
| <i>Communities of Practice: Coping With Disruptive Knowledge..</i> | 151 |
| SUSTAINABLE INNOVATION THROUGH GAP GENERATION..... | 152 |
| NURTURING COLLECTIVE WISDOM: ATTEMPTING TO FILL THE GAP | 154 |
| FEW FOCUS AREAS WHERE CORPORATE INSTINCT PAYS OFF | 155 |
| <i>Recovering From Mistakes, Both Quickly and Creatively</i> | 156 |
| <i>Communicating Conviction</i> | 156 |
| <i>Balancing Conflict Tensions</i> | 157 |
| CHAPTER 10..... | 159 |
| THE SCIENCE OF BRIDGING THE GAP: THE LEADER’S DILEMMA | 159 |
| | 159 |
| MANAGING CHAOS: A SEA OF GAPS | 159 |
| WHAT BRIDGES A GAP IS A NEW GAP..... | 163 |
| ALL THINGS ARE IMPERMANENT: BRIDGES DON’T LAST | 164 |
| <i>Get Familiar with the Eye of the Knowledge Tornado Concept.</i> | 164 |
| <i>Know What Matters.....</i> | 165 |
| <i>Maintain Your Network</i> | 166 |
| <i>Effective Leadership Does Not Avoid Conflicts.....</i> | 166 |
| BRIDGING THE GAP FROM THE TOP DOWN OR FROM THE BOTTOM UP? | 166 |
| CHAPTER 11..... | 168 |
| KNOWLEDGE MANAGEMENT IN GOVERNMENT..... | 168 |
| NEED FOR KNOWLEDGE MANAGEMENT IN GOVERNMENT | 168 |
| CURRENT KM EFFORTS IN GOVERNMENT | 171 |
| CONCLUSION..... | 181 |
| REFERENCES..... | 185 |
| ABOUT THE AUTHOR..... | 192 |