84% of KM programmes will fail to have any real impact
(Charles Lucier, first Chief Knowledge Officer, Booz-Allen & Hamilton)

KM literature is overwhelmingly optimistic

Technology alone cannot do it
(Davenport and Prusak, 1998)

Codifying (tacit) knowledge may produce only limited, useless, trivial and irrelevant information.

KM Initiatives – Case Study Lessons

- Start by listening to all parties
- Secure real top management commitment in tangible and open way
- Be alert for both ICT and People considerations
- Ensure people who must change understand the purpose and benefits arising
- Be supportive to avoid drift and ‘revert to type’
- Clarify expectations as change comes about and recognise, reinforce and in some way reward those who embrace the change.