

KM Concepts: Knowledge at the Point of Execution® (11 in a series)



In Article 2, “Moving KM From Concept to Strategy to Practice,” we discussed the value of all levels within an organization understanding KM concepts and the KM strategies for leveraging knowledge.

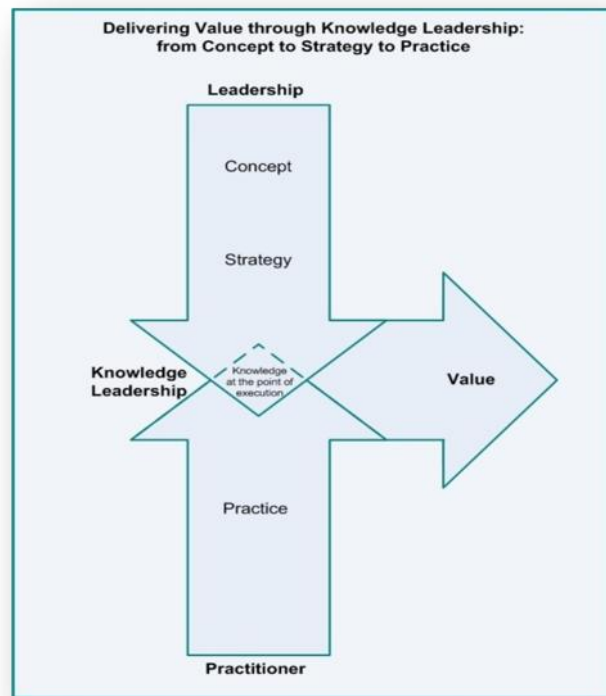
The level of detail that must be understood by all levels within the organization in each of these areas necessarily varies by level depending on where you operate within the organization.

While leadership needs to understand more about KM concept and KM strategy in order to guide, motivate, and support the workforce and to help them understand how a learning organization and learning culture works in the context of their organization, practitioners (e.g. operators or specialists) will be primarily interested in the KM implementing practices (tools, methods, and techniques) that are readily accessible and reusable in order to deliver high performance and value.

Wrong level and wrong focus means that messages about the integration of KM concepts, KM strategy, and KM implementing practices in an organization will be marginalized. The balanced intersection of concept and strategy with implementing practice enables “knowledge at the point of execution®,” provides context, and makes it real for leadership and workforce alike. This ultimately benefits the organization as a whole in effectively delivering on the promise of KM.

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Next: Developing Knowledge Workers Through Senior Management Leadership



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