

Knowledge Management Tools and Techniques

Practitionersand Experts Evaluate KM Solutions

Edited by Madanmohan Rao

 ^Ikj
 AMSTERDAM • BOSTON • HEIDELBERG • LONDON

 ,-g-JIJL
 NEW YORK • OXFORD » PARIS • SAN DIEGO

 ELSEVIER
 SAN FRANCISCO • SINGAPORE • SYDNEY • TOKYO

 "HEINEMAN™
 Butterworth-Heinemann is an imprint of Elsevier

Contents

1

Overview: The Social Life of KM Tools	1
Madanmohan Rao	

Part I

Knowledge Management at Accenture
Building a Knowledge-sharing Network: Plan, Design, Execute Reap?
Power to the People: Supporting Collaborative Behaviors for KM with Online Conferencing Technology
A Work in Progress: The Phoenix K-Ecosystem at Cable & Wireless

6

Schemes and Tools for Social Capital Measurement as a Proxy for Intellectual Capital Measures
Knowledge Management in Practice: Making Technology Work at DaimlerChrysler
Ready for Take-off: Knowledge Management Infrastructure at easyjet147 Ben Goodson
9
Building and Sustaining Communities of Practice at Ericsson Research Canada 155 Anders Hemre ^j
Success at Ernst & Young's Center for Business Knowledge: Online Collaboration Tools, Knowledge Managers, and a Cooperative Culture
11
Knowledge Management Processes and Tools at Ford Motor Company
12
The Knowledge Assessment Program for Visualizing the Knowledge Dynamics of Organizations

Hewlett-Packard: Making Sense of Knowledge Management
Knowledge Networking on a National Scale: A New Zealand Case Study
Technology Applications of Communities of Practice: The Nursing Leadership Academy on Palliative and End-of-life Care
KPMG: Leveraging KM Tools for Practice Areas and Clients
Inter-organizational KM: The Experiences of Australia's National Office of the Information Economy
Knowledge Strategy in Small Organizations: The Office of Small Business, Australia
19 A Day in the Life of a Rolls-Royce Knowledge Manager246 Darius Barta
Creativity, the Knowledge Connector

21

KM Tools in Human Resource Systems at the World Bank: Promoting Empowerment and Knowledge Sharing270 MicheJe Egan

"A Fool with a Tool Is Still a Fool.	"
Ritendra Banerjee	

23

24

From e-Learning to e-Knowledge	320
Jon Mason	

Social	Network	Analysis	in	the	KM	Toolkit.	 9
Patti	Anklam	•					

Tools	for	Tapping	Expertise	in	Large	Organi	zations	 365
Lynn	Qu	and Stephe	en Pao			-		

Integrated KM Solutions: 7	The Experience	of Entopia	
Peter Katz and Manfred Lugn	nayr		

1

Effective Knowledge Management for Professional
Services
Dan Garmel

Leveraging Content in Enterprise Knowledge Processes......^393 Ramana Rao

Structured Knowledge: The Key to Optimal Contact Center Efficiency	
Kent F. Heyman	
About the Contributors	411
About the Editor	
Index	