UNIT VII STUDY GUIDE
Developing KM Strategies and Ethics

Learning Objectives

Upon completion of this unit, students should be able to:

1. Discuss why every project should be considered a KM project.
2. Describe the four key tools that support organizational effectiveness.
3. Discuss the three most common approaches to developing organizational KM strategies.
4. Discuss using metacognitive strategies to improve learning.
5. Assess the thinking styles that are situational and open to improvement.
6. Discuss why individuals approach issues from their own unique worldview and inquiry mode.
7. Discuss why conversations, rather than personal power games, should be the device for making changes to a company's culture.
8. Evaluate why ethical landmarks are often built using the cultural institutions of a company.
9. Describe why organizations can use storytelling to give examples of ways that people are demonstrating positive results while operating within ethical boundaries.

Unit Summary

Large organizations, reflectively structured, are well positioned to be highly innovative and deal with discontinuities. If their internal communicites have a reasonable degree of autonomy and independence from the dominant world view, large organizations might actually accelerate innovation. Emergent communities that span the boundaries of an organization are likely conduits of external and innovative views into the organization.

The first part of this unit provides an overview of the three most common high-level organizational KM implementation strategies. We talk about the risks vs. the rewards of top-down KM, which is what most software vendors will recommend as an approach; bottom-up KM, which empowers individuals by facilitating personal productivity and collaboration; and middle-up-down KM strategies, where top management creates the KM vision, while middle management develops more specific initiatives implemented by front-line employees; as well as who typically pushes for each one and what technological tools support them. A change management exercise is also present to better illustrate the strategies discussed in the unit.

The second part of this unit discusses how KM relates to organizational ethics policies. The recent accounting scandals that have rocked corporate America are related to the ways that companies think about and manage information. KM offers solutions for improving organizational ethics, accountability, and transparency throughout the enterprise that provide ways to help extricate us from the economic quagmire that the United States has fallen into.

Reading Assignment

Chapter 11: Developing KM Strategies

Chapter 12: The Ethics of KM

Key Terms

1. Accountability
2. Bottom-up KM
3. Communication
4. Communities of practice
5. Coordination
6. Critical thinking
7. Demilitarized zones (dmzs)
8. Fences
9. Group dynamics
10. Iterative
11. Landmarks
12. Learning
13. Memory
14. Metacognition
15. Middle-up-down KM
16. Reflective dialogue
17. Seci process
18. Sustainability
19. Tolerance
20. Top-down KM
21. Triangulation