

Knowledge Management – Resource List

If you have any suggestions of resources that should be added to this list, please provide them to the Manitoba Quality Network (QNET) at phone: (204) 949-4999, fax: (204) 949-4990 or email: mail@qnet.mb.ca.

Books / Resources Available in the QNET Resource Centre

QNET has an extensive Resource Centre, featuring a selection of videos, books, training aids, periodicals and other materials. It is open to the public, by appointment only, from Monday to Friday, 8:30 a.m. to 4:30 p.m. A meeting room with television and VCR are available on-site for previewing materials. If you would like to visit the QNET Resource Centre, please phone QNET at (204) 949-4999.

- *The Circle of Innovation: You Can't Shrink Your Way to Greatness*. Written by Tom Peters.
- *Collaborative Innovation and the Knowledge Economy*. Published by The Society of Management Accountants of Canada.
- *If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice*. Written by Carla O'Dell and C. Jackson Grayson Jr.
- *Innovation Strategy for the Knowledge Economy: The Ken Awakening*. Written by Debra M. Amidon.
- *Intellectual Capital: The New Wealth of Organizations*. Written by Thomas A. Stewart.
- *Managing Knowledge Workers: New Skills and Attitudes to Unlock the Intellectual Capital in Your Organization*. Written by Frances Horibe.
- *Manitoba Knowledge Management Assessment Initiative Report – Summary*. Produced by IDT Inc.
- *The Monster Under the Bed*. Written by Stan Davis and Jim Botkin.
- *Working Knowledge: How Organizations Manage What They Know*. Written by Thomas H. Davenport and Laurence Prusak.

Books

- *The Accelerating Organization: Embracing the Human Face of Change*. Maira, Arun and Scott-Morgan, Peter. New York: McGraw-Hill, 1997.
Examines the success of a business as directly linked to the people who work in the organization.
- *The Bagel Effect*. Hoffert, Paul. Toronto: McGraw-Hill, Ryerson Ltd. 1998.
An examination of how decentralization and digitalization are effecting current trends in business, government and society.
- *Catch the Knowledge Management Wave*. Hermans, John A.
This resource evaluates several books, computer software, and web sites which center around the idea of knowledge management.
- *The Circle of Innovation*. Peters, Tom. New York: Alfred A Knopf, Inc., 1997.
An entertaining and energetic treatment of knowledge and innovation in successful organizations.
- *Corporate Instinct: Building a Knowing Enterprise for the 21st Century*. Koulopoulos, Thomas H. New York: Van Nostrand Reinhold, 1997.
Koulopoulos, the President of The Delphi Group, presents the results of interviews with 350 companies, and frames his discussion of knowledge management through his concept of “corporate instinct.”
- *Corporate Memory: Strategies for Knowledge Management*. Brookling, Annie. A good overview of the basic principles of knowledge management, solid advice on identifying the sources of knowledge generation within an organization and how that knowledge can be captured, organized, and shared.
- *The Distributed Mind: Achieving High Performance Through the Collective Intelligence of Knowledge Work Teams*. Fisher, Kimball & Duncan Fisher, Mareen.

The authors are consultants and founders of the Fisher Group, a firm specializing in the development of high-performance work teams. Their book focuses on how organizations of all types and sizes can create “knowledge work teams” and make the most of the knowledge assets held by individual employees.

- *The Effective Executive*. Drucker, Peter. New York: Harper Business, 1966.
Some cite this work as the first time the term “knowledge worker” appeared in print. Despite its age, the book continues to be an interesting account of the attitudes and skills needed in a knowledge enterprise.
- *The Great Game of Business*. Stack, Jack. New York: Currency Doubleday, 1992.
Stack describes a management method where all employees of a company are aware of how the business works through financial statements. The book is an interesting example of the new emphasis on knowledge sharing in business.
- *Harvard Business Review on Knowledge Management*. Harvard Business School: Harvard Business Review Series, 1998.
This collection of eight Harvard Business Review articles are written by leading business authors (including a contribution from management guru Peter Drucker), and together they present a solid introduction to and overview of the practice of knowledge management.
- *If Only We Knew What We Know*. Grayson, C. Jackson and O’Dell, Carla. New York: The Free Press, 1998.
Grayson and O’Dell use case studies of real companies to explore the best practices of Knowledge Management. Their work is based on the benchmarking efforts of the American Productivity & Quality Center. Although they describe their assessment method and provide a few sample questions, they do not fully disclose how they conduct their assessment.
- *The Infinite Resource: Creating and Leading the Knowledge Enterprise*. Ed. By William E. Halal: Jossey-Bass, 1998.
This is a collection of papers presented at the George Washington University conference “Creating the New Organization.” With other material added later to round out the content. These papers, written by leading executive, academics, and consultants active in knowledge management initiatives, represent some of the best advanced throughout on the subject. Essential for academic and special collections.
- *Information Ecology: Mastering the Information and Knowledge Environment*. Davenport, Thomas H. New York: Oxford University Press, 1997.
Davenport looks at all the sources of information in an organization, claiming that IT can only solve some of the issues inherent in the “information age.” Davenport’s work is generally considered to be one of the most complete and persuasive explanations of intellectual capital and its implications.
- *Information Technology for Knowledge Management*. Borghoff, Uwe & Pareschi, Remo: Springer-Verlag, 1998.
This solid work is packed with examples of information technology tools as applied to the practice of knowledge management. Readers with an understanding of knowledge management technology will find it useful, while novices may feel a little overwhelmed. Its academic focus recommends it for more advanced collections.
- *Innovation Strategy for the Knowledge Economy: The Ken Awakening*. Amidon, Debra. Boston: Butterworth-Heinemann, 1997.
One of our main resources for this Knowledge Management Assessment Initiative, Amidon is the only author in the field who we were to locate whose published work includes a detailed assessment method based on her extensive research and experience in the field of knowledge management.
- *Intellectual Capital: The New Wealth of Organizations*. Stewart, Thomas A. New York: Currency Doubleday, 1997.
One of the standard texts of the field. Stewart builds on the conceptual framework suggested by Leif Edvinsson and Hubert Saint-Onge, and explicates the components and workings of structural, human, and customer capital.
- *Intellectual Capital: Realizing Your Company’s True Value by Finding it’s Hidden Brainpower*. Edvinsson, Leif, and Malone Michael S. New York: Harper-Business, Division of HarperCollins Publishers, 1997.
Edvinsson is widely recognized as one of the originators of the field that is now referred to as knowledge management.
- *The Knowledge-Enabled Organization: Moving from “Training” to “Learning” to Meet Business Goals*. Tobin, Daniel R.: AMACOM: American Management Association, 1997.
Tobin does a good job of applying the concepts of knowledge management and intellectual capital to employee

training and development practices. A chapter on building a “knowledge network” to support employee learning is particularly valuable.

- *The Knowledge Evolution: Expanding Organizational Intelligence*. Allee, Verna. (Boston: Butterworth-Heinemann, 1997).
Allee’s work was brought to our attention late in the project by a steering committee member, who reports that she finds it to be a thorough treatment of the theories and practices of knowledge management.
- *Knowledge in Organizations*. Ed. By Laurence Prusak.
- *Knowledge Management Yearbook 1999-2000*. E. by John A. Woods & James W. Cortada: Butterworth-Heinemann: 1999.
For the very latest thought and ideas on knowledge management, this yearbook gathers 40 articles, both theoretical and practical in focus, that discuss cutting-edge developments in the field. It includes a glossary and several useful directores of online resources and organizations.
- *Managing Knowledge: A Practical Web based Approach*. Applehans, Wayne & others: Addison-Wesley, 1999.
The web is a popular technological platform for knowledge management. This book delivers practical and easy-to-follow advice on how to use Internet-based technologies to implement a knowledge management project. A 90-day action plan provides step-by-step advice for those unsure of where to begin.
- *Managing Knowledge Workers: New Skills and Attitudes to Unlock the Intellectual Capital in Your Organization*. Horibe, Frances. (Toronto: John Wiley & Sons, 1999).
A useful description of how the transformation to knowledge management practices are likely to affect the workforce.
- *Mastering the Dynamics of Innovation*. Utterback, James Boston: Harvard Business Press, 1994.
A thorough treatment of innovation processes in organizations.
- *The New Organizational Wealth: Managing and Measuring Knowledge-Based Assets*. Sveiby, Karl Erik: Berrett-Koehler, 1997.
A summation of nearly 15 years of work and experience by one of the best authors on the subject of managing the intangible, knowledge-based assets of a company. Sveiby’s division of these intangible assets into three, main categories (employee competence, internal structure, and external structure) is a useful approach. His book is packed with ideas and is clearly written.
- *New Rules for the New Economy: 10 Radical Strategies for a Connected World*. Kelly, Kevin. New York: Viking, 1998.
Kelly examines what happens to the traditional wisdom of the industrial world with the recognition that communication, connectivity and networks are now the pervasive tools of business.
- *The Next Century: Why Canada Wins*. Beck, Nuela. Toronto: HarperCollins, 1998.
Beck provides a high-level but persuasive look at why Canada is poised to become the one of the most powerful knowledge based economies in the 21st century.
- *The One to One Future: Building Relationships One Customer at a Time*. Peppers, Don and Rogers, Martha, PhD. New York Currency Doubleday, 1993.
The standard text on how the knowledge economy has changed the nature of marketing.
- *Rise of the Knowledge Worker*. Cortada, James W.: Butterworth:Heinemann, 1998.
This fascinating book traces the history and evolution of the knowledge work, a term coined to describe employees in the information age who do mental as opposed to manual labor, and provides insights and conjecture as to the future role of such workers.
- *The Strategic Management of Intellectual Capital*. Ed. By David A. Klein: Butterworth-Heinemann, 1997.
Although knowledge management has evolved since the publication of these volumes in Butterworth’s valuable series, they still provide superior content. They are more appropriate for academic collections and readers well versed in KM ideas and principles.
- *Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation*. Leonard, Dorothy. Boston: Harvard Business School Press, 1998.
This work, which is often cited in the literature, explores the relationship between innovation and knowledge in successful organizations.

- *Working Knowledge: How Organizations Manage What They Know*. Davenport, Thomas H; Prusak, Laurence. Boston: Harvard Business School Press, 1998, In this work, Davenport (who currently teaches at the University of Texas, and previously was with Ernst & Young and McKinsey) joins forces with Prusak (a principal with the IBM Consulting Group, and keynote speaker at the 1998 Toronto Knowledge Management Institute) to make what they term “a definitive statement” on knowledge management. Unlike many other works, they deal specifically with the processes needed to create and transfer knowledge, and the new roles and skills needed in a knowledge enterprise.

Journal Articles

- Armstrong, Richard and Novins, Peter. “Choosing Your Spots for Knowledge Management.” *The Ernst and Young Center for Business Innovation Journal*, Issue 1, 45-52. Outlines a possible approach to use when undertaking a knowledge management strategy.
- Botkin, Jim and Davis, Stan. “The Coming of Knowledge-Based Business.” *Harvard Business Review* September-October 1994, pp165-170. Examines the distinction between data, information and knowledge. The article defines six elements of a knowledge-based business, and concludes that in the future the private sector will become the educators.
- Davenport, Tom. “Secrets of Successful Knowledge Management.” *Knowledge Inc.*, February, 1997. Davenport uses a recent knowledge management study of several organizations to isolate some of the factors leading to a successful knowledge management enterprise.
- Drucker, Peter. “The Coming of the New Organization,” *Harvard Business Review* (January-February 1988). Drucker tries to find hints at what a knowledge organization might look at by considering the workings of a symphony, a hospital, and the British civil administration in 19th century India.
- Foote, Nathaniel and Manville, Brook. “Strategy as if Knowledge Mattered.” *Fast Company*, April 1996. Manville and Foote describe the importance of creating a strategy before implementing knowledge management initiatives.
- Hansen, Morten T., Nohria, Nitin, and Tierney, Thomas, “What’s Your Strategy for Managing Knowledge.” *Harvard Business Review*, March-April 1999, 106-116. Very useful treatment of knowledge management in consulting organizations, yielding the distinction between personalization and codification knowledge strategies.
- Kirby, Julia, “Becoming a Knowledge Based Business: A Conversation with Stan Davis.” *The Ernst and Young Center for Business Innovation Journal*, Issue 9-13. This interview provides a very good introduction to what a knowledge-based business is, and why organizations are pursuing this strategy.

Journals, Magazines, Newsletters

- Entovation Newsletter (<http://www.entovation.com>)
- The Ernst and Young Center for Business Innovation Journal (<http://www.businessinnovation.ey.com/>)
- Information Management Journal
- Infosystems Executive Plesman Publications
- Knowledge Management Magazine (<http://www.kmmag.com/>)
- Knowledge Inc.: The executive Report on Knowledge, Technology & Performance (<http://www.knowledgeinc.com/>)
- Fast Company (www.fastcompany.com)

Organizations

- American Productivity and Quality Center – APQC is a nonprofit education and research organization that helps enterprises manage change, improve processes, leverage knowledge, and increase performance by becoming more

agile, creative and competitive. They claim to be *the* leader in knowledge management.

<http://www.apqc.org>

- The Certified Management Accountants of Canada has published two issue papers on intellectual capital and knowledge management (one of which was authored by Debra Amidon on behalf of the CMA), and is actively involved in the movement to develop new methods for assessing the value of an organization's intangible assets.
- Knowledge Management Consortium International – KMCI provides a forum for both large and small commercial and academic institutions to discuss and decide on the theoretical and practical infrastructure and applications of knowledge management.
<http://www.km.org/kmcmanagement.htm>
- Manitoba Innovation Network (MIN), through its interest in technology and innovation, is a likely focus for Manitoba interest in knowledge management.
- Manitoba Quality Network (QNET), through its interest in best practices, training, organizational culture, process improvement, and continuous improvement, is another likely focus for Manitoba interest in knowledge management.

Web Sites

- Putting Knowledge To Work: Knowledge Management Institute: This is the web site for the institute developed and sponsored by the Faculty of Information Studies at the University of Toronto and the Information Technology Association of Canada. This is the institute that is considering finding partners in Winnipeg to deliver a version of the curricula here.
<http://www.fis.utoronto.ca/institute/km/>
- University of Warwick Business Processes Resource Centre: This site provides a definition of Knowledge Management, links to papers, and a very good list of KM Internet links.
<http://bprc.warwick.ac.uk/Kmweb.html>
- Knowledge Innovation (ENTOVATION International): This is Debra Amidon's web site. It details her methodology, gives details about her presentations and includes a knowledge innovation test for companies.
<http://www.entovation.com/backgrnd/nowinno/htm>
- Knowledge Management Magazine: This on-line magazine provides information professionals, IT managers and management consultants with the practical advice that they need to implement knowledge management policies and procedures in their work. This British site offers feature articles, book reviews, case studies and links to articles published in the last 3 months.
<http://www.knowledge-management.co.uk/kbase/index.asp>
- Knowledge Management Consortium:
<http://www.km.org/kmcmanagement.htm>
- Delphi Group: Thomas Koulopoulos's company has posted summary results of their knowledge and innovation assessments (which they brand under the term Corporate IQ Test) of 350 companies in 1998 at this web site.
<http://www.delphigroup.com>
- @Brint (which stands for "business researcher's interests) describes itself as "The Premier Network for Business, Technology and Knowledge Management." Founded by Yogesh Malhotra, @Brint provides a web site with sources for knowledge management and intellectual capital.
<http://www.brint.com>
- KPMG: In March, 1999 the KPMG homepage featured a white paper *Strategic Management of Intellectual Property*, and a Knowledge Management Assessment Exercise.
www.kpmg.com
- KPMG Knowledge Management The Netherlands: This site offers definitions, KM in practice, news and more about KM. They have completed a 1999 KM Research Report (European based) and publish the results on the site.
<http://kpmg.interact.nl/>

- Knowledge Management Server: This site is managed by the University of Texas, and examines knowledge management as it relates to the business world. There is a good list of resources and publications.
<http://www.bus.utexas.edu/kman/>
- Knowledge Inc.: A monthly newsletter that focuses on trends in knowledge and intellectual capital management. A lot of good case studies are published in this resource.
<http://www.knowledgeinc.com/>
- KM World The Magazine: KM World magazine is a publication dedicated to linking buyers and sellers of KM technologies, systems and products.
<http://www.kmworld.com>
- Knowledge Connections David Skyrme and Associates: This site provides general information on Knowledge Management, articles and information on KM products. David Skyrme and Associates is a consulting firm and often partners with ENTOVATION International.
<http://www.skyrme.com>
- On the Management of Knowledge Wiig, Karl: The KM theory of Karl Wiig.
<http://revolution.3-cities.com/~bonewman/wiig.htm>
- The Ernst and Young Center for Business Innovation: The KM section of this site provides articles and insights into KM. Of special interest are the Virtual Library of KM resources, and the Journal which details some impressive case studies.
<http://www.businessinnovation.ey.com/>
- American Productivity and Quality Center – APQC is a nonprofit education and research organization that helps enterprises manage change, improve processes, leverage knowledge, and increase performance by becoming more agile, creative and competitive. their web site includes downloadable executive summaries from their KM benchmarking studies.
<http://www.apqc.org>
- Knowledge Nurture is a site sponsored by Buckman Labs to encourage knowledge sharing. There are links to articles, definitions and hints on how to start a knowledge enterprise.
<http://www.knowledge-nurture.com>
- Knowledge Management Forum is a community of practice discussing the theories, methods and practices collectively called knowledge management. They encourage anyone to formally join their forum. They include papers and links.
<http://www.km-forum.org>
- Compaq has introduced *ActiveAnswers*, a system designed to efficiently locate the tools and information companies need to implement their enterprise solutions (including Compaq, Microsoft, Novell, PeopleSoft, Lotus, Oracle and more). On March 25, 1999, Compaq's website displayed an article describing this new knowledge sharing system.
<http://compaq.com>
- Published on a monthly basis, this online knowledge management magazine provides a number of useful articles focusing on basic business strategy, organizational culture, and technological solutions to knowledge management problems. A free subscription to a print version of the magazine is available to business and information technology executives working on knowledge management initiatives.
<http://www.kmmag.com>