

published in
association with

tfpl

competing with kn●nowledge

the information
professional in
the knowledge
management age

ANGELA ABELL & NIGEL OXBROW

Contents

Introduction ix

Part 1 The knowledge context 1

- 1 The changing nature of competition 3**
 - Change – rhetoric, fashion or fact 3
 - The knowledge economy 4
 - Changing organizations 5
 - E-economy – the development of knowledge trading 9
 - Competing with information and knowledge 12
 - Changing work groups 14
 - Conclusions 18
 - References 19
- 2 Emerging knowledge environments 20**
 - Total quality management 21
 - Business process re-engineering 25
 - Intangible assets: the value of intellectual capital 27
 - The learning organization 30
 - Knowledge management 33
 - A knowledge-based philosophy 37
 - Issues and barriers 39
 - Conclusions 42
 - References 42
- 3 Approaches and features 44**
 - Approaches 45
 - Features 52
 - From KM to quick wins 65
 - Conclusions 66
 - References 66

Part 2 Creating knowledge-based environments 69

- 4 Integrating information and knowledge 71**
 - Knowledge or information 71
 - Mapping the integration 74
 - Knowledge mapping and information auditing 76
 - Conclusions 82
 - References 83

- 5 Roles in the knowledge environment 84**
 - Developing roles and structures 84
 - KM development roles 94
 - KM posts and their holders 98
 - Conclusions 99
 - References 100
 - Appendix 1 KM roles and functions 101
 - Appendix 2 Job titles in 1999 103

- 6 KM skills and competencies 105**
 - Competencies 106
 - Matching roles and competencies 107
 - Skills and competencies for KM teams and communities 112
 - Clusters of KM enabling skills 118
 - The emerging skills mix 121
 - Conclusions 123
 - References 126

- 7 Information literacy – a core competence 127**
 - Information/knowledge-centric organizations 130
 - Corporate information literacy 132
 - Information literacy competence 136
 - Understanding information management 140
 - Conclusions 141
 - References 142

Part 3 IM in KM – leveraging information management skills 145

- 8 The role of IM in KM – core skills in new contexts 147**
 - Barriers to entry 148
 - The impact of professional information skills 152
 - Powering information 160
 - Conclusions 162
 - References 163

9 Stepping over the boundaries 164

Great expectations 165

Moving forward 169

Redefining roles 170

Essential enabling skills 173

Conclusions 176

References 177

Part 4 Case studies 179**10 The private sector response 181**

Financial sector 181

Professional services 187

Law 195

Process industries 198

Oil 199

Pharmaceuticals 203

Engineering 208

Manufacturing 210

High tech 212

Utilities 214

Air travel 216

References 217

11 The public sector response 219

Central government 221

Government agencies 224

The academic sector 229

The health sector 236

The police 241

Conclusions 244

References 244

Bibliography 246**A short glossary of terms used in knowledge management 263****Index 270**