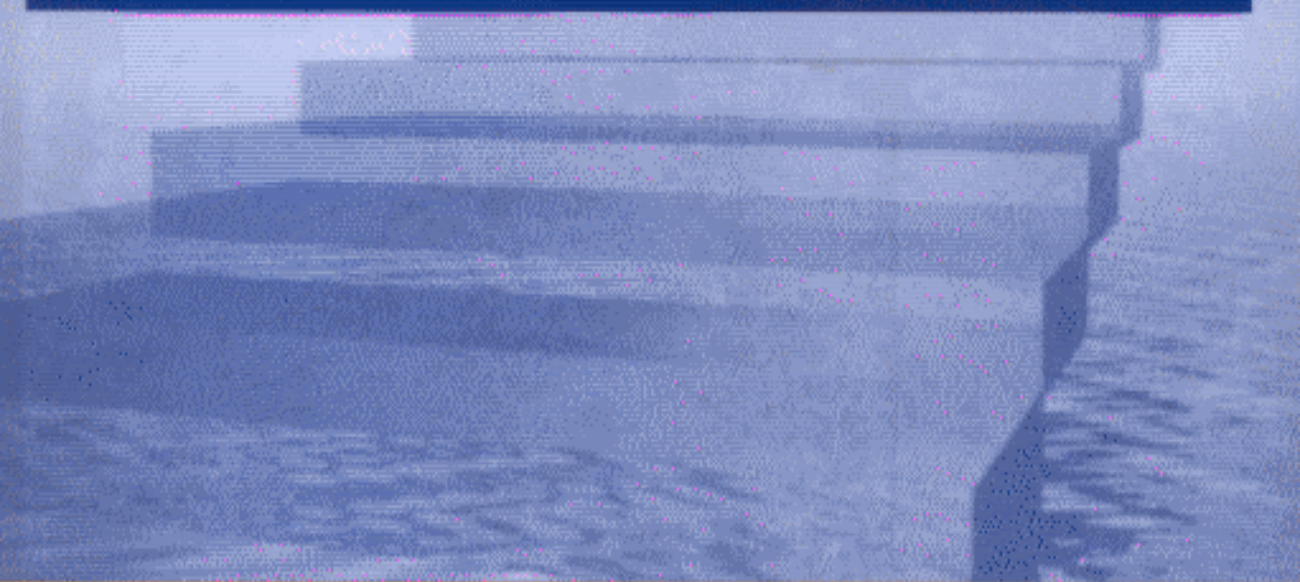


# Beyond Knowledge Management



Brian Lehane  
Steve Clarke  
Elayne Coakes  
and Gillian Jack

# Table of Contents

<b>Preface .....</b>	<b>v</b>
<b>Chapter I. Introduction .....</b>	<b>1</b>
<i>1.1 What Is this Book About? .....</i>	<i>1</i>
<i>1.2 What Is Knowledge Management? .....</i>	<i>2</i>
<i>1.3 Why has Knowledge Management Arisen? .....</i>	<i>3</i>
<i>1.4 Organisations and Knowledge Management .....</i>	<i>6</i>
<i>1.5 Summary .....</i>	<i>10</i>
<b>Chapter II. Knowledge Management in More Detail .....</b>	<b>12</b>
<i>2.1 Some Starting Points .....</i>	<i>12</i>
<i>2.2 The Rise of Knowledge Management .....</i>	<i>14</i>
<i>2.3 What is Knowledge Management? .....</i>	<i>16</i>
<i>2.4 Knowledge Sharing and Communication .....</i>	<i>19</i>
<i>2.5 Knowledge Management and Learning Organisations .....</i>	<i>23</i>
<i>2.6 Intellectual Capital .....</i>	<i>26</i>
<i>2.7 Conclusions .....</i>	<i>29</i>
<b>Chapter III. Sociotechnical Systems and Knowledge Management ..</b>	<b>31</b>
<i>3.1 Introduction .....</i>	<i>31</i>
<i>3.2 Knowledge, Understanding, and Decision-Making .....</i>	<i>33</i>
<i>3.3 Knowledge and Sociotechnology .....</i>	<i>35</i>
<i>3.4 A History of the Sociotechnical Movement .....</i>	<i>37</i>
<i>3.5 Communities of Practice and Teams –         The Sociotechnical View .....</i>	<i>46</i>
<i>3.6 A Sociotechnical CoP – The Abbey National .....</i>	<i>52</i>
<i>3.7 A Charitable CoP .....</i>	<i>54</i>
<i>3.8 Knowledge Management and Sociotechnical Thinking .....</i>	<i>56</i>

3.9 Knowledge and Sociotechnical Systems .....	61
3.10 Xerox Case Study .....	67
<b>Chapter IV. Systems Thinking and Knowledge Management .....</b>	<b>76</b>
4.1 Introduction .....	76
4.2 Organisations and Their Management .....	77
4.3 Systems Thinking .....	78
4.4 The Philosophy and Theory of Social Systems .....	82
4.5 Social Theory .....	96
4.6 A Critical Systems Framework for Knowledge Management .....	106
4.7 Discussion and Critique .....	114
4.8 A Future for Knowledge Management .....	116
4.9 Conclusions .....	118
<b>Chapter V. A Review of Knowledge Management Frameworks ....</b>	<b>120</b>
5.1 Introduction .....	120
5.2 Generic Review Grid for Knowledge Management Frameworks .....	125
5.3 Framework Review .....	132
5.4 Discussion .....	231
<b>Chapter VI. A Framework for Knowledge Management .....</b>	<b>237</b>
6.1 Introduction .....	237
6.2 A KM Framework .....	240
<b>Chapter VII. Conclusions .....</b>	<b>244</b>
<b>References .....</b>	<b>246</b>
<b>About the Authors .....</b>	<b>260</b>
<b>Index .....</b>	<b>262</b>