

# INDEX

- 6 factor model, innovation 86-94
- 8 step model, initiative design 269-76
- absorptive capacity 123-4
- action filter 256
- action plans
  - communities of practice 156-9
  - conversations 282-4
  - cultural preferences 296-8
  - decision-making 184-92
  - document management systems 136-45
  - expertise 104-8
  - initiative design 255-65
  - innovation 88-94
  - joined-up learning 125-8
  - knowledge flows 24-8
  - knowledge initiatives 40-7
  - knowledge sharing 240-9
  - learning collaborations 166-70
  - partnerships 70-5
  - projects 56-9
  - social media 204-10
  - transformational knowledge management 223-7
  - valuable knowledge 7-9
- active learning 130
- activity filter 268
- agility 175-232
  - attributes 176-8
  - decision-making 181-97
  - definition 176
  - development 176-8
  - key questions 178-9
  - social media 199-215
  - transformational knowledge management 217-32
- alignment
  - communities of practice 151, 153-4, 155, 158-9
  - initiative design 254, 255
  - knowledge flows 20, 29-31
  - value delivery 155
- alliances 37
  - action plans 70-1
  - formality of relationships 69
  - key characteristics 67-8
  - knowledge flows 72
  - mobile phone operators 76
  - see also partnerships
- Amazon 229
- analytic knowledge 102
- appraisal process 183
- appreciative planning and action 224
- Architects case study 12-13
- Arup R&D 60-1
- assertion filter 261
- automatic filter 263
- “back office” activities 36, 40
- bad conversations 282, 289-90
- barriers 269, 272-5
- beliefs 74-5, 159
- bias in decision-making 194
- blogs 187, 201-3
  - definition 214
  - user modes 208, 209
- Brazil 299
- British Council 160
- Buckman Laboratories 29-30
- bureaucracies, social media 206, 207
- business capability 237-8
- business issue 269, 270
- business networking 208-10
- buy-ins 256-60
- buyer/supplier partnerships 37, 67, 69-71, 75-6
- care services improvement partnership (CSIP) 210-12
- case presentations 107, 110
- change 233-303
  - conversation quality 279-92
  - cultural preferences 293-303
  - initiative design 253-78
  - knowledge sharing 237-51

- Charity case study 96
- China 299
- coherence, knowledge flows 20
- COINs (collaborative innovation networks) 228
- collaboration
  - communities of practice 157
  - culture 45
  - definition 200
  - EDRMS 134-5, 139-40, 148
  - external 83, 86-94, 118-19, 163-74
  - innovation 82-3, 86-94, 228
  - internal 82-3, 86-94
  - organizing for 226-7
  - partnerships 65-79
  - role 200
  - social media 201, 204-5, 211
  - wikis 207
- collaborative innovation networks (COINs) 228
- collective intelligence 175, 201
- commitment of staff 44, 218, 219, 225-6
- communication
  - cultural preferences 295, 298, 299-301
  - EDRMS 137, 141-3
  - filters 259
  - knowledge value 246
- communities of practice (CoP) 119, 129, 151-62
  - action plans 156-9
  - benefits 152
  - cultural preferences 295
  - decision-making 187
  - joined-up learning 129
  - knowledge flows 151-2
  - lifecycle 156
  - long-term programmes 157-9
  - organizational benefits 152
  - real life stories 156, 160
  - research 161-2
  - role 151
  - timing 157-9
  - tips 160-1
  - value 152, 154-5, 158-9
- competency frameworks
  - decision-making 184, 194, 196
  - knowledge sharing 239-49
- competitiveness, EDRMS 134-5, 148
- complacency filter 261
- compliance, EDRMS 134-5, 139-40, 148
- concept filter 264
- consideration, relationship building 242
- consistency filter 263
- consortia 37
  - action plans 71-4
  - formality of relationships 69
  - key characteristics 68-9
  - knowledge flows 73
  - water engineering 76-7
- Construct case study 270-6
- construction industry 75-6
- Construction-Design case study 95-6
- consultation 193
- continuity tools 102-5, 108-10
- continuous improvement 48, 49
- conversations
  - action plans 282-4
  - bad conversations 282, 289-90
  - condition identification 285, 288, 289
  - context and intent 284
  - dynamics 286, 288, 289
  - filter patterns 256-60
  - future dialogue 223-5
  - good conversations 282, 288-9
  - intention 284
  - key aspects 281-2
  - knowledge sharing 280
  - mindsets of conversers 287, 288, 289
  - organizational significance 279-82
  - outcomes 289, 290
  - phases 281
  - planning frameworks 282-4
  - power structures 286
  - quality improvement 279-92
  - real life stories 284-90
  - reflection process 284-90
  - research 290-1
  - status 286, 288, 289
  - tips 290
- CoP *see* communities of practice
- creativity techniques 224, 225
- CSIP (care services improvement partnership) 210-12
- cultural preferences 235, 293-303, 302
  - action plans 296-8
  - knowledge objectives 295
  - organizational significance 293-6
  - real life stories 298-301
  - research 302-3
- culture *see* learning cultures
- Daimler Chrysler Global Procurement and Supply COIN 228
- data filter 263
- databases 49-50, 190
- decision-making 181-97
  - action plans 184-92
  - appraisal process 183
  - assessment 194, 195
  - bias 194
  - categories of decision 194, 195
  - communities 187
  - competency frameworks 184, 194, 196
  - consultation 193
  - databases 190
  - definition 182

- expertise 182, 186-90
- filter 257
- individuals' role 183-4, 186-90, 192-3
- intellectual capital investments 196
- knowledge-based competency frameworks 184
- knowledge flows 29
- leadership 187
- learning collaborations 183, 186-90
- maturity model 184-92, 194, 196
- organizational learning 183, 186-90, 193
- organizational significance 181-4
- peer learning process 184-92
- prioritization 192
- real life stories 192-3
- reflection process 192-3
- research 194-6
- review process 183, 187
- risk 190
- skill requirements 185
- technology 182-3, 186-90
- tips 194
- training 184, 189
- types of decision 194, 195
- workshops 184-91
- deep expertise 82, 103
- Defence, Ministry of 202
- Department of Trade and Industry (DTI) 145-6
- Departmental Matrix Change Panel (DMCP) 145-6
- design of initiatives *see* initiative design
- dialogue *see* conversations
- difference filter 266
- DMCP (Departmental Matrix Change Panel) 145-6
- document management systems 119, 133-49
  - action plans 136-45
  - EDRMS 119
  - organizational significance 133-5
  - real life stories 145-6
  - research 146-8
  - tips 146
  - usage 134
- DTI (Department of Trade and Industry) 145-6
- e-learning 128
- eBay 229
- EDRMS *see* electronic documents and record management systems
- effectiveness, operational 35-79
- eight step model, initiative design 269-76
- electronic documents and record management systems (EDRMS) 119, 133-49
  - changing work processes 137-8, 141-3
  - collaboration 134-5, 139-40, 148
  - communication 137, 141-3
  - compliance 134-5, 139-40, 148
  - Department of Trade and Industry 145-6
  - feedback mechanisms 138, 141-3
  - "Highway Code" metaphor 147
  - implementation factors 136-8
  - key questions 136
  - leadership 136, 141-3
  - maturity model 138-45
  - river diagram 144
  - self-assessment 138-45
  - skills development 141-3
  - training 136-7
- employee engagement 44, 218, 219, 225-6
- employee lifecycle 128
- empowerment 243
- encouragement 43, 45
- exit interviews 105
- expertise 82, 101-16
  - action plans 104-8
  - case presentations 107, 110
  - continuity tools 102-5, 108-10
  - decision-making 182, 186-90
  - development 101-16
  - emphasis shifts 115
  - energy industries 108-10
  - Fluor Corporation case study 111-13
  - knowledge handovers 102-3, 108-10
  - knowledge sharing 111-13
  - knowledge value 247
  - learning cultures 103-4, 107-8
  - learning organizations 111-13
  - masterclasses 110
  - organizational significance 101-4
  - real life stories 108-13
  - research 114-15
  - retention 101-16
  - simulations 107, 110-11
  - thinking tools 103, 105-7, 110-11
  - tips 113-14
  - transference 105-7
- explicit knowledge 119, 125
- external collaborations 118-19, 163-74
  - action plans 166-70
  - benefits 167
  - decision-making 183, 186-90
  - importance 163-4, 167
  - management 168-70
  - organizational significance 163-6
  - purpose 166-7
  - real life stories 170-2
  - research 173-4
  - tips 172-3
  - value 163-4, 167
- Facebook 204, 210
- feasibility assessment 269
- feedback
  - EDRMS 138, 141-3
  - organizational agility 177
  - social media 201

- filter patterns 254-5, 256-65
  - approaches to work 264
  - barriers 269, 274-5
  - content of work 267-8
  - eight step model 276
  - motivation 265
  - norms adherence 261
  - operational preferences 256-60
  - persuasion 262-3
  - relationships 266
  - resources 269, 274-5
  - time 264
  - work approaches 264
  - work content 267-8
- Finext 227
- flows of knowledge *see* knowledge flows
- Fluor Corporation 111-13
- France 300
- front line initiatives 37, 39-52
  - action plans 40-7
  - interventions 50
  - IT service provider case study 48-9
  - organizational front line 39-52
  - organizational significance 39-40
  - pharmaceuticals manufacturer case study 47-8
  - real life stories 47-50
  - relevance 39-40
  - research 50-2
  - tips 50
  - value generation models 40-7, 51-2
  - water company case study 49-50
- “front office” activities 36
- future dialogue 223-5
- gas industry case study 108-10
- GM (General Motors) 229
- good conversations 282, 288-9
- government agencies 170-1
- Grimwood, Sarah 114
- group work 14
- Handy, Charles 124
- Henley KM Forum
  - decision-making 194-6
  - expertise 114
  - front line initiatives 50-1
  - innovation 98
  - joined-up learning 131
  - knowledge flows 31-2
  - learning collaborations 171-2
  - projects 61-4
  - valuable knowledge 14, 16
- Henley Knowledge Sharing Behaviours
  - model 237, 238-9, 250
- Hewlett Packard (HP) 60
- hierarchies
  - social media 206, 207
  - value 7
- HighTech 94-5
- “Highway Code” metaphor, EDRMS 147
- housing 12-13
- HP (Hewlett Packard) 60
- IBM 228-9
- ice breakers 224
- ICT Services case study 13-14
- improvement, continuous 48, 49
- Improvement and Development Agency 212
- in-house experts 188
- individual learning 123-32
  - integration 126, 129
  - organizational significance 124-5
  - spectrum of learning 125
- individuals
  - alignment levels 153
  - communities of practice 153-4
  - decision-making 183-4, 186-90, 192-3
  - knowledge flows 20-3, 28-30, 32-3
  - knowledge handovers 102-3
  - knowledge sharing 168
  - learning collaborations 165-6, 168
  - motivation-value cycle 154-5
  - social media 206-8
- information
  - filters 258-9, 267
  - management 245
  - preference filter 258-9
- initiative design 253-78
  - action plans 255-65
  - alignment levels 254, 255
  - cultural preferences 293-303
  - eight step model 269-76
  - filter patterns 254-5, 256-65
  - organizational significance 253-5
  - real life stories 265-8
  - research 277-8
  - strategic priorities 3
  - tips 277
- innovation 81-116
  - action plans 88-94
  - activities 87, 89-93
  - blockages 97
  - building capability 85-99
  - Charity case study 96
  - collaboration 82-3, 86-94
  - communities of practice 156
  - Construction-Design case study 95-6
  - definitions 81-2
  - expertise 101-16
  - HighTech case study 94-5
  - innovation cycle 85-6

- key questions 84
- learning from activities 87, 89-93
- learning organizations 87-93
- maturity model 88-94
- opportunities 87-94
- organizational significance 85-7
- peer learning process 88, 94
- potential 82
- Prof-Design case study 95
- R&D Co case study 96-7
- re-using knowledge 87-94
- real life stories 94-7
- relationships 225-7
- research 98-9
- river diagram 88, 94
- six factor model 86-94
- stimulation 81-116
- tips 97
- Institute of Value Management 6
- integrated learning
  - opportunity identification 126
  - pharmaceuticals firm case study 129
  - practical opportunities 127-8
  - QinetiQ case study 129-30
  - see also* joined-up learning
- intellectual capital 120, 196
- interaction filter 259
- interest groups 187
- internal collaborations 183, 186-90
- interventions 269, 275
  - see also* initiative design
- interviews 24, 105, 108-9
- involvement filter 261
- IT Services case study 48-9
- joined-up learning 119, 123-32
  - action plans 125-8
  - communities of practice 129
  - employee lifecycle 128
  - integrated approach 129-30
  - integration opportunities 126-8
  - mobile phone operator case study 128-9
  - organizational significance 123-5
  - pharmaceuticals firm case study 129
  - QinetiQ case study 129-30
  - real life stories 128-30
  - research 131-2
  - strategic framework 126-7
  - tips 130-1
- KM (Knowledge Management) 296, 299-301
  - see also* Henley KM Forum; transformational knowledge management
- knowledge activists 237, 238, 239-40, 247-9
- knowledge audits 113
- knowledge-based competency frameworks 184
- knowledge bases 244, 245, 248
- knowledge capture 50, 139-40
- knowledge communities 112-13, 210
- knowledge development 244
- knowledge domains 159
- knowledge economy 227
- knowledge flows 3, 19-33, 151-2, 226
  - action plans 24-8
  - alignment 20, 29-31
  - alliances 72
  - blockage removal 23-4
  - coherence 20
  - comprehensive assessment 19-33
  - consortia 73
  - decision-making 29
  - external stakeholders 20-3, 29-33
  - frameworks 20-4
  - individuals 20-3, 28-30, 32-3
  - information collection 24
  - interviews 24
  - learning capacity 120
  - mobile phone company case study 30
  - organizational significance 19-23, 28-9, 31-3
  - partnerships 66
  - projects 54-6
  - radar charts 28
  - real life stories 28-30
  - research 31-3
  - stakeholders 20-3, 29-33
  - steps to maturity 32-3
  - supplier partnerships 71
  - surveys 24-8
  - tips 31
  - workshops 24
- knowledge initiatives 40-7
  - see also* initiative design
- knowledge management (KM) 62, 296, 299-301
  - see also* Henley KM Forum; transformational knowledge management
- knowledge maps 6, 7-14
  - accessibility of knowledge 8-10
  - Architects case study 12-13
  - formatting scales 8
  - hierarchy of value 7
  - ICT Services case study 14-15
  - importance of knowledge 8-10
  - structure 8
  - TechSol 11
  - trigger questions 7
- knowledge objectives, cultural preferences 295
- Knowledge OnLine 112
- knowledge practices
  - categories 56-7
  - projects 53-64
  - value chains 43
  - value shops 45

- Knowledge Retention Programme (KRP) 108-10
- knowledge sharing 168, 234, 237-51
  - action plans 240-9
  - competencies 238-49
  - conversations 280
  - decision-making 181-97
  - expertise 111-13
  - Fluor Corporation case study 111-13
  - fundamentals 238
  - informal approaches 165
  - initiative design 253-78
  - knowledge activists 238
  - leadership 244
  - mobile phone operator case study 242-4
  - Open Source movement 228-9
  - organizational agility 178
  - organizational significance 237-40
  - projects 56, 58
  - real life stories 241-9
  - research 250-1
  - social media 199-215
  - Thames Water case study 245-9
  - tips 249-50
- knowledge value 246, 247, 249
- Knowvember* campaign, Fluor Corporation 113
- KRP (Knowledge Retention Programme) 108-10
- “leaderful” organizations 227-8
- leadership
  - decision-making 187
  - EDRMS 136, 141-3
  - knowledge sharing 244
  - motivational speeches 222
- learning capacity 117-74
  - definitions 118
  - document management systems 133-49
  - individual learning 123-32
  - joined-up learning 119, 123-32
  - key questions 120-1
  - operational effectiveness 118
  - organizational learning 123-32
  - schools of thought 118-19
- learning collaborations 163-74
  - action plans 166-70
  - benefits 167
  - decision-making 183, 186-90
  - importance 163-4, 167
  - management 168-70
  - organizational significance 164-6
  - purpose 166-7
  - real life stories 170-2
  - research 173-4
  - tips 172-3
  - value 163-4, 167
- learning cultures
  - expertise 103-4, 107-8, 111-13, 114
  - integrated learning 128
  - learning organizations 89-93, 111-13, 124
  - learning systems 165
  - Learning to Fly* (Collison & Parcell) 88, 144
  - LinkedIn 204, 208-9
  - Linux 228-9
  - macro environmental analysis 224
  - management hierarchies, social media 206, 207
  - manager skills 74-5
  - mapping techniques 221, 225
  - masterclasses 110
  - Matrix DTI project 145-6
  - maturity model
    - decision-making 184-92, 194, 196
    - EDRMS 138-45
    - innovation 88-94
  - Ministry of Defence 202
  - mobile phone operators 30, 76, 128-9, 242-4
  - MOSCARS DTI event 146
  - motivation filters 265
  - motivation-value cycle 154-5
  - MWH 107
  - national cultures *see* cultural preferences
  - “network leads” 211
  - networked organizations 221, 228
  - networking 241
    - professional 153-5, 208-10
    - social 202, 203-4, 208-10
  - norms adherence 261
  - oil industry 108-10
  - Open Source movement 228-9
  - operational effectiveness 35-79
    - contexts 36
    - definitions 35-6
    - enablement 35-79
    - front line initiatives 39-52
    - hindrances 37
    - key questions 38
    - knowledge objectives 36
    - learning capacity 118
    - partnerships 65-79
    - projects 53-64
  - operational preferences 256-60
  - organizational knowledge 102
  - organizational learning 123-32, 164-6
    - decision-making 183, 186-90, 193
    - explicit/tacit knowledge 125
    - integration 126, 129
  - organizations
    - agility 175-9
    - communities of practice 153-6
    - conversations 279-82
    - cultural preferences 293-6
    - decision-making 181-97
    - document management systems 133-5

- expertise 101-4
- external collaborations 163-6
- front line initiatives 39-52
- individual learning 124-5
- initiative design 253-5
- innovation 85-7
- knowledge flows 19-23, 28-9, 31-3
- knowledge sharing 237-40
- learning collaborations 164-6
  - as learning systems 165
  - networked structures 221
  - new forms 227-8
- organizational knowledge 102
- partnerships 65-70
- projects 53-6
- public sector 52
- social media 199-204
- tacit knowledge 125
- transformational knowledge
  - management 217-32
- valuable knowledge 5-7
- outcomes
  - conversations 289, 290
  - eight step model 269, 271
  - filter 256-7
  - initiative design 255
  - learning collaborations 166-7
- partnerships 37, 65-79
  - action plans 70-5
  - alliances 37, 67-72, 76
  - collaboration 65-79
  - consortia 37, 68-9, 71-4, 76-7
  - construction industry 75-6
  - formality of relationships 69
  - knowledge flows 66
  - manager skills 74-5
  - mobile phone operators 76
  - organizational significance 65-70
  - performance 74-5
  - real life stories 75-7
  - research 78-9
  - suppliers 37, 67, 69-71, 75-6
  - tips 77-8
  - water engineering consortia 76-7
    - see also* alliances; relationships
- passive learning 130
- peer learning process 88, 94
  - decision-making 184-92
  - EDRMS 138-45
  - tips 191-2
- people filter 267
- performance
  - cultural preferences 297, 299-301
  - filter 265
  - indicators 98-9
  - innovation 82-3, 98-9
  - relationships 74-5
    - strategic priorities 2
    - three-step measurement 99
- personality attributes 250
- persuasion filters 262-3
- petrochemical industry 108-10
- pharmaceutical companies 4, 47-8, 129
- popularity filter 265
- power filter 265
- power structures 170, 286
- practice filter 264
- preference filters 258
- prioritization, decision-making 192
- problem-solving, social media 220
- Prof-Design case study 95
- professional networking 153-4, 208-10
- professional societies 153-4
- progress filter 266
- projects 37, 53-64
  - action plans 56-9
  - Arup R&D case study 60-1
  - goals/methods 55-9
  - Hewlett Packard case study 60
  - knowledge flows 54-6
  - knowledge management 62
  - knowledge practices 53-64
  - Matrix DTI 145-6
  - methods 55-9
  - organizational significance 53-6
  - project-led organizations 53-4
  - real life stories 59-61
  - research 61-4
  - Thames Water case study 59-60
  - tips 61
  - types 55-9
- public sector
  - change drivers 223
  - knowledge management 226-7
  - learning collaborations 170-1
  - organizations 52
- QinetiQ 129-30, 160
- “Quest” stories (scenarios) 222, 225
- R&D Co 96-7
- R&D Technology Solutions Provider 10-12
- radar charts 28
- recognition, relationship building 242
- reflection process 192-3, 235, 284-90
- relationships
  - consideration 242
  - empowerment 243
  - expertise 108
  - filter patterns 266
  - innovation 225-7
  - networking 241
  - new forms 228-9

- relationships (*Continued*)
  - performance 74-5
  - recognition 242
  - trust 243
  - types 200
  - see also* alliances; partnerships
- resources, eight step model 269, 272-5
- responsibility filter 259
- review process 183, 187
- reward filter 268
- risk
  - decision-making 190
  - social networking 204, 208
- river diagram
  - decision-making 191
  - EDRMS maturity model 144
  - innovation 94
- sameness filter 266
- scenarios 218-20, 221, 222, 224, 225
- senior management expertise 103, 105, 107
- silos mentality 190
- Simons Design 58, 86
- simulations, expertise retention 107, 110-11
- skills
  - communities of practice 158
  - decision-making 185
  - EDRMS 141-3
  - managers 74-5
- social capital 204
- social context 227
- social media 199-215
  - action plans 204-10
  - blogs 201-3, 214
  - individuals 206-8
  - organizational agility 176-7, 179
  - organizational response 206, 207
  - organizational significance 199-204
  - real life stories 210-12
  - research 212-14
  - strategy 212
  - subversiveness 201
  - tips 212
  - wikis 201-3, 206-8, 210-12, 214
- social networking 202, 203-4, 208-10
- solution design *see* initiative design
- staff
  - commitment 44, 218, 219, 225-6
  - encouragement 43, 45
- stakeholders, knowledge flows 20-3, 29-33
- The State of Mine scenario 219, 220, 222
- status 268, 286, 288, 289
- storytelling 225
- strategic frameworks for learning 126-7, 128-9
- strategic priorities 1-33
  - definitions 1-2
  - initiative design 3
  - key questions 4
  - knowledge flows 19-33
  - knowledge initiatives 2-3
  - performance 2
  - priorities 3-4
  - valuable knowledge 2-3, 5-17
- structure filter 264
- Suburbia - A Great Place to Be scenario 219, 220, 222
- supplier partnerships 37
  - action plans 70
  - construction industry 75-6
  - formality of relationships 69
  - key characteristics 67
  - knowledge flows 71
- surveys 24-8
- Sveiby, Karl-Erik 20, 227
- swarm creativity 228
- systems
  - cultural preferences 297, 299-301
  - filter 267
  - learning collaborations 169
- tacit knowledge 12, 66, 296
  - e-learning 128
  - learning capacity 119
  - organizational learning 125
- talent management 226
- target audiences 269, 272
- task preference filter 258
- teamwork 48-9, 205
  - see also* collaboration; projects
- technical knowledge 102
- technology
  - communities of practice 155
  - cultural preferences 297, 299-301
  - decision-making 182-3, 186-90
  - Fluor Corporation case study 112
  - globalized business 175
  - organizational agility 176-7
  - partnerships 71-3
  - projects 58
  - social networking 202, 203-4, 208-10
- TechSol 10-12
- Thames Water 59-60, 245-9
- thinking tools 103, 105-7, 110-11
- time filters 263, 264, 268
- TKM *see* transformational knowledge
  - management
- tolerance filter 261
- tools filter 267
- Toyota 229
- training
  - decision-making 184, 189
  - EDRMS 136-7
  - social networking 210

- transformational knowledge management (TKM) 217-32
  - action plans 223-7
  - organizational significance 218-23
  - real life stories 227-9
  - research 230-1
  - scenarios 218-20, 221, 222, 224, 225
  - tips 229
  - workshops 224
- tribal leadership 227
- trust 170, 200, 226, 243
- The Trust Conundrum scenario 219, 220, 222
- Twitter 204
  
- United Kingdom 301
- USA 301
  
- valuable knowledge 2-3, 5-17
  - action plans 7-9
  - adoption of findings 16
  - group work 14
  - identification 5-17
  - knowledge maps 7-9
  - organizational significance 5-7
  - real life stories 9-14
  - research 14-16
  - tips 14
- value
  - communities of practice 152, 154-5, 158-9
  - concept 6
  - document management systems 133-49
  - EDRMS maturity model 139-40
  - Institute of Value Management 6
  - knowledge maps 7-8
    - knowledge value 246, 247, 249
    - sources from EDRMS 135
- value chains 41-3, 51
  - front line activities 41-3
  - knowledge sharing 43
  - pharmaceutical manufacturer case study 47-8
- value generation models 40-7, 51-2
- value networks 41, 45-7, 52
  - front line activities 45-7
  - knowledge base renewal 47
  - knowledge sharing 47
  - water company case study 49-50
- value shops 41, 43-5, 52
  - front line activities 43-5
  - IT Services case study 48-9
  - knowledge sharing 45
- values (beliefs) 74-5, 159
- visualization techniques 221, 225
  
- water companies 49-50, 76-7
- Web 2.0 *see* social media
- web logs *see* blogs
- wikis 201-3, 206-8, 210-12
  - definition 214
  - user nodes 208, 209
- work environment filter 260
- working relationships *see* relationships
- workshops
  - decision-making 184-91
  - knowledge flows 24
  - transformational knowledge management 224

*Compiled by Indexing Specialists (UK) Ltd*

<http://www.pbookshop.com>