Knowledge Management Audit - a methodology and case study

Thomas Lauer, Mohan Tanniru

Abstract

The strategic importance of knowledge in today's organisation has been discussed extensively and research has looked at various issues in developing knowledge management systems. Both the characterisation of knowledge and alternate models for understanding the acquisition and use of such knowledge have taken on significant prominence. This is due to the com-plexities associated with acquiring and representing knowledge, and the varied nature of its use in knowledge work. How-ever, the role of the knowledge workers and the processes that guide their knowledge work as they meet the knowledge goals of an organisation have received little attention. This paper proposes a knowledge audit (an assessment of the way knowledge processes meet an organisation's knowledge goals) methodology to understand the " gaps" in the needs of a knowledge worker before one develops KM systems. The methodology also uses "process change" research to help build a socio-technical environment critical for knowledge work. The audit methodology is applied to a particular case and the im-plementation of the audit recommendations is discussed. Future implications of such an audit are also discussed.

Full Text: PDF