IKO Publications List
February 2002

The IBM Institute for Knowledge-Based Organizations (IKO), established by IBM in 1999 as the Institute for Knowledge Management (IKM), is a global consortium of member organizations engaged in understanding and advancing how organizations derive value from knowledge.

Internal Publications

White Paper Series

Cross, Rob, Laurence Prusak and Andrew Parker. "Where Work Happens: The Care and Feeding of Networks in Organizations." IKO White Paper, forthcoming.

Cross, Rob and Andrew Parker. "Designing for Collaboration in Knowledge-Intensive Work: Aligning Social Networks with Strategic Objectives." IKM White Paper, December 2001.

Parise, Salvatore and Laurence Prusak. "Partnerships for Knowledge Creation." IKM White Paper, October 2001.

Cross, Rob, Ronald E. Rice, and Andrew Parker. "Information Seeking in Social Context: Structural Influences and Receipt of Informational Benefits." IKM White Paper, September 2001.

Fontaine, Michael. "Keeping Communities of Practice Afloat: Understanding and Fostering Roles in Communities." IKM White Paper, September 2001.

Prusak, Laurence and Rob Cross. "The Political Economy of Knowledge Markets in Organizations." IKM White Paper, September 2001.

Cross, Rob and S. Borgatti. "A Social Network View of Organizational Learning." IKM White Paper, August 2001.

Cross, Rob, Nitin Nohria and Andrew Parker. "Managing in a Networked World: Assessing and Supporting Collaboration in Social Networks." IKM White Paper, August 2001.

Sasson, Lisa, Salvatore Parise, Omar Rodriguez, Lisa Abrams, and Joseph Horvath. "Making Strategic Alliances Work with Knowledge Management." IKM White Paper, August 2001.

Abrams, Lisa. "Encouraging Trust on the Internet: Implications for Web Strategy and Design." IKM White Paper, April 2001.

Fahey, Liam, Rajendra Srivastava, Joyce Sharon and David E. Smith. "Knowledge Management and E-Business Operating Processes." IKM White Paper, April 2001.

Lesser, Eric and John Storck. "Communities of Practice and Organizational Performance." IKM White Paper, January 2001.

Cross Rob, Andrew Parker and Stephen Borgatti. "Strategic Collaboration: Using Social Network Analysis To Integrate Human Networks." IKM White Paper, October 2000.

Horvath, Joseph, Lisa Sasson, Joyce Shems Sharon and Andrew Parker. "Intermediaries." IKM White Paper, September 2000.

Cross, Rob. "More than an Answer: How Seeking Information Through People Facilitates Knowledge Creation and Use." IKM White Paper, September 2000.

Swap Walter, Dorothy Leonard, Mimi Shields and Lisa Abrams. "Transferring Tacit Knowledge Assets: Mentoring and Storytelling in the Workplace." IKM White Paper, September 2000.

Cross Rob, Andrew Parker, Larry Prusak and Steve Borgatti. "Knowing What We Know: Supporting Knowledge Creation and Sharing in Social Networks." IKM White Paper, August 2000.

Mundel, David and Charles Wiecha. "Managing Customer Knowledge." IKM White Paper, August 2000.

Saidel, Barbara and Don Cohen. "Collaboration at Russell Reynolds Associates: The Power of Social Capital." IKM White Paper, February 2000.

Lesser, Eric and Larry Prusak. "Communities of Practice, Social Capital and Organizational Knowledge." IKM White Paper, August 1999. (Reprinted from the <u>Information Systems Review</u>, Vol. 1, No. 1, June 1999).

Ehrlich, Kate and Debra Cash. "The Invisible World of Intermediaries: A Cautionary Tale." IKM White Paper, July 1999. (Originally published by Kluwer Academic Publishers, 1999).

Zack, Michael H. "Developing a Knowledge Strategy." IKM White Paper, June 1999. (Reprinted from <u>California Management Review,</u> Vol. 41, No. 3, Spring 1999.)

Horvath, Joseph A. "Working with Tacit Knowledge." IKM White Paper, April 1999.

Lesser, Eric. "Communities of Practice: Realizing the Benefits." IKM White Paper, April 1999.

Annotated Bibliographies

Abrams, Lisa, ed. "The Concept of Trust: An Annotated Bibliography." IKM Annotated Bibliography, June 2001.

Fontaine, Michael, ed. "Knowledge & Communities: An Annotated Bibliography 1991-2000." IKM Annotated Bibliography, February 2000.

Wiecha, Charles, David Mundel and Terri Coombs, eds. "Product & Services Development & Evolution: An Annotated Bibliography." IKM Annotated Bibliography, August 1999.

Research Reports

Lesser, Eric and David Mundel. "Understanding and Improving the Management of Customer Knowledge in Your Organization." IKM Research Report, September 2001.

Sasson, Lisa and Rob Cross. "A Facilitator's Guide: Initiating, Developing and Maintaining Relationships." IKM Research Report, September 2001.

"Social Capital: Networks—Phase 1 Research Findings and Guide to SNA Tools." IKM Research Report, July 2001.

"Knowledge, Innovation and Alliances: Prototype Tool and Reference Guide." IKM Research Report, June 2001.

Fontaine, Michael. "Understanding, Identifying and Selecting the Roles Needed to Staff and Support Communities of Practice." IKM Research Report, April 2001.

Karanja, Richard. "Community Enabling Technologies." IKM Research Report, December 2000.

"Communities of Practice: Case Studies." IKM Research Report, August 2000.

"Intermediaries: Knowledge Roles for Connected Organizations." IKM Research Report, August 2000.

Silver, Christy. "Knowledge Management and Technology in Context." IKM Research Report, February 2000.

IKM Journal

Knowledge Directions: The Journal of the Institute for Knowledge Management, Fall/Winter 2001.

Cohen, Claudia and Diana Tyson. "Teaching Blind Men to See the Elephant."

Cohen, Don. "Conversation with Warren Bennis."

Denning, S. "The Narrative Lens: Storytelling in 21st Century Organizations."

Rosenthal, M. and Massinga, R. "Making the Vision Real: Change at Casey Family Programs."

Siesfeld, Tony. "Valuing Intangibles: Putting a Price on Brand."

Sutton, R.I. "Some Weird Ideas That Work."

von Baeyer, C. "The Power of Presence."

Wilson, Elizabeth. "Learning to Be a Lawyer."

Knowledge Directions: The Journal of the Institute for Knowledge Management, Spring/Summer 2001.

Bennet, Alex. "Knowledge Superiority as a Navy Way of Life."

Boone, Mary. "Information Strategies: Improving Communication."

Cohen, Don. "Conversation with John Kao."

Leistner, Frank. "SAS: Building a Knowledge-Sharing Organization."

Lesser, Eric and Joseph Cothrel. "Fast Friends: Virtuality and Social Capital."

O'Leary, Michael, Wanda Orlikowski and JoAnne Yates. "Managing By Canoeing Around."

Noles, Ann. "Why Mess with Success?"

Shand, Dawne. "Learning to Sell."

Knowledge Directions: The Journal of the Institute for Knowledge Management, Fall/Winter 2000.
   Cohen, Don. "Wharton Virtual Communities Workshop: Remarks and Reflections."
   Dixon, Nancy M. "Serial Knowledge Transfer: How Groups Learn from their Own Experience."
   Jacobson, Al and Omar Cheema. "Bristol-Myers Squibb: Building the New Corporate Library."
   Leifer, Richard, Christopher M. McDermott, Gina Colarelli O'Connor, Lois S. Peters, Mark Rice and Robert
      W. Veryzer, Jr. "Living With Chaos: Managing Radical Innovation Projects."
   Poage, James L. "Calculated Risks: Risk Assessment for Knowledge Management Projects."
   Prusak, Laurence. "Knowledge & Nations."
   Sasson, Lisa and Joyce Shems Sharon. "Knowledge Stewards: On the Trail of Tacit Knowledge."

Knowledge Directions: The Journal of the Institute for Knowledge Management, Spring 2000.
   Cohen, Don. "Conversation with Tim Berners-Lee."
   Cross, Rob, A. Parker and S. Borgatti. "A Bird's-Eye View: Social Network Analysis for Knowledge
      Effectiveness."
   Getty, Sarah. "Narrative Assets."
   Heskel, Julia. "The Role of History in the Learning Organization."
   Klepac, Sue. "Innovation Masters: Individuals United to Change a Culture."
   Reay, Jay. "Driven by Knowledge."
   Saidel, Barbara and Don Cohen. "Russell Reynolds Associates: The Power of Social Capital."
   Seeley Brown, John and Paul Duguid, "Practice vs. Process: The Tension that Won't Go Away."

Knowledge Directions: The Journal of the Institute for Knowledge Management, Fall 1999.
   Cohen, Don. "Conversation with James March."
   Kinghorn, Jonathan. "U-turn at Unipart."
   Leonard, Dorothy and Walter Swap. "Generating Creative Options."
   Marist Joint Study Team. "Building New Learning Technology."
   Perkins, David and Daniel Wilson. "Bridging the Idea-Action Gap."
   Prusak, Larry. "Where Did Knowledge Management Come From?"
   Van Fleet, Alanson. "Cultural Anthropology, Storytelling and Knowledge Management."
   Wenger, Etienne. "Communities of Practice: The Key to Knowledge Strategy."

Knowledge Directions: The Journal of the Institute for Knowledge Management, Spring 1999.
   Cohen, Don. "Conversation with John Seely Brown."
   Davenport, Thomas H. and David E. Smith. "Managing Knowledge in Professional Service Firms."
   Fahey, Liam. "Scenarios and Knowledge."
   Gladstone, Bryan and John Kawalek. "Problems on the Virtual Shop Floor."
   Haeckel, Stephan H. "The Premise and Promise of Sense and Respond."
   Kinnel, Tim. "Making Large Collaborations Work."
   Leadbetter, Charles. "Public Policy for the Knowledge Economy."
   Zack, Michael. "Managing Organizational Ignorance."

Newsletter

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 3, No. 5, November 2001.
   (only available electronically)
   Cohen, Don. "The Knowledge Connection: Highlights and Reflections from the Toronto Member Forum"
   Cohen, Don. "Sharing Medical Best Practices."

McKeen, James and Don Cohen. "Knowledge Managers Under the Microscope."

Sasson, Lisa. "OECD Survey: Looking at Worldwide Knowledge Management."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 3, No. 4, August 2001.

Cohen, Don. "Dublin Member Forum: In the Land of the Tiger"

_____. "Symposium Report: On the Social Life of Organizations."

Fontaine, Michael. "Supporting Roles: Keeping Communities Together."

Shand, Dawne. "Dorothy Leonard: Lessons from Mentor Capitalists."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 3, No. 3, June 2001.

Cohen, Don. "Face to Face with Thomas Davenport."

Pollock, Neal. "Learning Strategies: Making it Real."

Robinson, Jay, Joyce Sharon and D. Mundel. "Research Update: Knowledge Management in B2B e-Business."

Shand, Dawne. "e-Experience: Reports from the Front Lines."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 3, No. 2, April 2001.

Cohen, Don. "Beyond the Knowledge Project"

_____. "Face to Face with Robert Sutton."

Lesser, Eric and Larry Prusak. "Knowledge at Risk in an Uncertain Economy."

Shand, Dawne. "Groups or Individuals?"

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 3, No. 1, February 2001.

Abrams, Lisa. "Trust on the Web."

Cohen, Don. "Storytelling for Knowledge and Change."

_____. "Face to Face with the Santa Fe Panel."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 6, December 2000.

Cohen, Don. "The Social Life of Knowledge."

_____. "Paying Attention to Attention."

_____. "Face to Face with Thomas Malone."

Cothrel, Joe. "Building Online Community."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 5, October 2000.

Cohen, Don. "A Case of Trust"

_____. "Face to Face with Dorothy Leonard and Walter Swap."

Linn, Doug. "Making the Knowledge Advantage Real."

Sasson, Lisa and J. Horvath. "Knowledge, Innovation & Alliances."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 4, August 2000.

Cohen, Don. "Barcelona Forum: Victories and Challenges."

_____. "Face to Face with Kathy Curley."

Kinghorn, Jonathan. "Capital One: Testing for Knowledge."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 3, June 2000.

Cohen, Don. "Face to Face with Dan Holtshouse,"

Horvath, J. "Intermediaries."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 2, April 2000.

Cohen, Don. "Delray Forum: Knowledge in Action."

_____. "Mindmap Journey: Exploring Communities."

_____. "Face to Face with Nitin Nohria."

_____. "Knowledge Management for Customer Relationships."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Vol. 2, No. 1, February 2000.

Abrams, Lisa. "Tacit Knowledge and Innovation."

Cohen, Don. "Face to Face with Bob Gett."

_____. "Sharing Knowledge about Knowledge."

Lesser, Eric. "Communities of Practice."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, December 1999.

Chait, Larry. "Creating a Successful Knowledge Management System."

Cohen, Don. "Williamsburg Conference."

_____. "Face to Face with Patricia Seemann."

Pfau, Brad. "Growing the On-Line IKM Community."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, October 1999.

Cohen, Don. "Nice Conference: At the Agora."

_____. "SAS Institute: From Data to Info to Knowledge."

_____. "Face to Face with Larry Prusak."

_____. "Holding a Mirror Up to Corporate Culture."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, August 1999.

Cohen, Don. "Office Innovation at Steelcase."

_____. "Face to Face with Rashi Glazer."

_____. "What is Social Capital Anyway?"

Lesser, Eric. "Seeking Knowledge Management on the Web."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, June 1999.

Cohen, Don. "Sawgrass Forum: Launching the Research Effort."

_____. "Storytelling & Business Excellence."

_____. "Face to Face with Susan Stucky."

Fox, Sara and Joyce Shems. "Analyst Review: Building the Connected Organization."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, April 1999.

Cohen, Don. "John Henderson: Focus on Value."

_____. "Learning at Buckman Labs: Just Enough Technology."

_____. "The Knowledge Bookshelf."

_____. "Face to Face with Peter Lawrence."

Knowledge Connections: The Newsletter of the Institute for Knowledge Management, Volume 1, February 1999.

Cohen, Don. "Charting the Course: Research Directions."

_____. "The World Bank: Sharing the Knowledge Story."

_____. "Face to Face with Christopher A. Bartlett."

Prusak, L. "The Knowledge Bookshelf."

External Publications

Books

Cohen, Don and Laurence Prusak. *In Good Company: How Social Capital Makes Organizations Work.* Boston: Harvard Business School Press, 2001.

Cross, Rob and Sam B. Isrealit, eds. *Strategic Learning in a Knowledge Economy: Individual, Collective and Organizational Learning Processes.* Boston: Butterworth-Heinemann, 2000.

Davenport, Thomas H. and Laurence Prusak. *Working Knowledge – How Organizations Manage What They Know."* Boston: Harvard Business School Press, 2000 (Paperback edition. Hardcover in 1998).

Lesser, Eric, ed. *Knowledge and Social Capital – Foundations and Applications.* Boston: Butterworth-Heinemann, 2000.

Lesser, Eric, Michael Fontaine and Jason Slusher, eds. *Knowledge and Communities.* Boston: Butterworth-Heinemann, 2000.

Smith, David E., ed. *Knowledge, Groupware and the Internet.* Boston: Butterworth-Heinemann, 2000.

Sternberg, Robert J. and Horvath, Joseph A., eds. *Tacit Knowledge in Professional Practice – Researcher and Practitioner Perspectives.* New Jersey: Lawrence Erlbaum Associates, Inc., 1999.

Articles & Book Chapters

Cross, Rob and L. Prusak. "The Political Economy of Knowledge Markets in Organizations." (forthcoming chapter in *Handbook of Organizational Learning*, 2001).

Cross, R., A. Parker, L. Prusak and S. Borgatti. "Knowing What We Know: Supporting Knowledge Creation and Transfer in Social Networks." <u>Organizational Dynamics</u>, Vol. 30, No. 2, 2001.

Lesser, Eric and Laurence Prusak. "Preserving Knowledge in an Uncertain World." <u>Sloan Management Review</u>, Fall 2001.

Cross, Rob, Steve Borgatti and Andrew Parker. "Beyond Information: Relational Content of the Advice Network." <u>Social Networks,</u> Vol. 23, No. 3, 2001.

Fahey, Liam, Rajendra Srivastava, Joyce Sharon and David E. Smith. "Linking E-Business and Operating Processes: The Role of Knowledge Management." <u>IBM Systems Journal</u>, Vol. 40, No. 4, 2001.

Lesser, Eric and John Storck. "Communities of Practice and Organizational Performance." <u>IBM Systems Journal</u>, Vol. 40, No. 4, 2001.

Parise, S. and J.C. Henderson. "Knowledge Resource Exchange in Strategic Alliances." <u>IBM Systems Journal,</u> Vol. 40, No. 4, 2001.

Snowden, D.J. "New Wine in Old Wineskins: From Organic to Complex Knowledge Management through the Use of Story." In forthcoming special edition of <u>Emergence</u> on KM (also joint editor).

Fontaine, Michael. "Keeping Communities of Practice Afloat." <u>Knowledge Management Review</u>, Vol. 4, No. 4, September-October 2001.

Lesser, Eric and Michael Fontaine. "Challenges in Managing Knowledge." <u>The Next Frontier: Technology and Total Rewards</u>, September 2001. (on-line edition: www.worlddatwork.com)

Abrams, Lisa. "Depending on Each Other." <u>Knowledge Management</u>, August 2001.

Parise, S. and L. Prusak. "Partnerships for Knowledge Creation." <u>Proceedings of the World Bank Conference on Evaluation and Development</u>. July 2001.

Swap, W., Leonard, D., Shields, M., Abrams, L. "Using Mentoring and Storytelling to Transfer Knowledge in the Workplace." <u>Journal of Management Information Systems</u>, Summer 2001.

Parker, Andrew, Rob Cross and Dean Walsh. "Improving Collaboration with Social Network Analysis." <u>KM Review</u>, June 2001.

Prusak, Laurence and Don Cohen. "How to Invest in Social Capital." <u>Harvard Business Review</u>, June 2001.

Sasson, Lisa and Joyce Sharon. "Making Connections: The Role of Human Knowledge Intermediaries." <u>Knowledge Management</u>, Vol. 4, No. 8, pp. 28-32, May 2001.

Snowden, D.J. "Story Telling as a Strategic Communication Tool." <u>Strategic Communication Management</u>, Vol. 5, No.3, pp 28-31, April/May 2001.

Lesser, Eric and Kathryn Everest. "Using Communities of Practice to Manage Intellectual Capital." <u>Ivey Business Journal</u>, March/April, 2001.

Snowden, D.J. "The Intranet as a Complex Ecology." <u>Content Management Review</u>, Vol. 1, No. 1, pp 17-20, February 2001.

Snowden, D.J. "Common Sense Making in Innovation: Enabling Emergence at the Edge of Chaos." <u>Scenario and Strategy Planning</u>, Vol. 2, No. 1, pp. 18-22, February 2001.

Cross, Rob and Susan E. Brodt. "How Assumptions of Consensus Undermine Decision Making." <u>Sloan Management Review</u>, Winter, 2001.

Horvath, Joseph, Andrew Parker, Eric Mosbrooker, Lisa Sasson and Joyce Sharon. "Identifying the Key People In Your KM Effort." <u>Knowledge Management Review,</u> Volume 3, Issue 5, November/December 2000.

Lesser, Eric, David Mundel and Charles Wiecha. "Managing Customer Knowledge." <u>Journal of Business Strategy</u>, November/December 2000.

Cross, Rob. "Looking Before You Leap: Assessing the Jump to Teams in Knowledge-Based Work." <u>Business Horizons</u>, October 2000.

Snowden, D.J "Strategies for Common Sense-Making in Innovation: Enabling Emergence at the Edge of Chaos." Journal of Strategy and Scenario Planning, October 2000.

Snowden, D.J. "Organic Knowledge Management," three part article in Knowledge Management, Vol. 3, No. 7, April 2000 pp. 14-17; Vol. 3, No. 9 June 2000 pp. 11-14; and Vol. 3, No. 10, July/August 2000 pp. 15-19.

Cross, Rob and Lloyd Baird. "Technology Is Not Enough: Improving Performance by Building Organizational Memory." Sloan Management Review, Vol. 41, No. 3, Spring 2000. (Reprinted in *The 2001 ASTD Training and Performance Yearbook.* Cortada, James W. and John A. Woods. United Sates: McGraw-Hill, 2001).

Cross, Rob and S. Brodt. "The Egocentric Fallacy: A Barrier to Innovation and Change." Sloan Management Review, Winter 2000.

Snowden, D.J. "The Paradox of Story: Simplicity and Complexity in Strategy." The Journal of Strategy and Scenario Planning, Vol. 1, Issue 5, December 1999/January 2000.

Snowden, D.J. "Liberating Knowledge." Introductory chapter to *Liberating Knowledge: The Second CBI Business Guide on Knowledge Management,* London: Caspian Publishing/Confederation of British Industry, October 1999.

Snowden, D.J. "Storytelling: An Old Skill in a New Context." Business Information Review, Vol. 16, No. 1, March 1999.

Parise, Sal, S. Kiesler, L. Sproull and K. Waters. "Cooperating with Life-like Interface Agents." Computers in Human Behavior, Vol. 15, pp. 123-142, 1999.

Zack, Michael H. "Developing a Knowledge Strategy." California Management Review, Vol. 41, No. 3, Spring 1999. (Reprinted as an IKM White Paper, July 1999).

Lesser, Eric and Larry Prusak. "Communities of Practice, Social Capital and Organizational Knowledge." Information Systems Review, Vol. 1, No. 1, June 1999. (Reprinted as an IKM White Paper, August 1999).

Prusak, Larry and Eric Lesser. "Managing Knowledge: Issues and Implications" and "How to Manage Knowledge" in Cortada, James W. and Thomas S. Hargraves, *Into The Network Age – How IBM and Other Firms Are Getting There Now.* New York, Oxford: Oxford University Press, 1999.