

**2006 actKM Conference**  
*Realising the Knowledge Management Vision*  
25 – 26 October 2006  
Hyatt Hotel Canberra

**Abstracts**

*In order of forum and presentation*

**KM Theory and Practice Forums**

---

**The Guide and Gold: what makes for a gold level actKM award?**

Melanie Randall and Liz Reuben  
Department of Family and Community Services

In 2005, the Knowledge and Information Services section of the Dept. of Family and Community Services won a Gold Technical award from actKM. The award recognised the efforts from a two-year project to digitise and make available to staff a legislative guide to social security law. As a follow up, an evaluation process was conducted to obtain both qualitative and quantitative information on the usefulness and useability of the data. An overview of the project, and in particular the evaluation aspects will be presented in this paper. The features covered will include:

- The project's aims, history and outcomes
- The evaluation process, including the survey (quantitative), and narrative workshops (qualitative)
- Findings from the evaluation report
- Lessons learned

This is your opportunity to see and hear what makes a Gold level knowledge management project tick.

## **Lessons on knowledge sharing within a policing environment**

Dr Vince Hughes

WA Police Department

Dr Paul Jackson

Edith Cowan University

The objective of this research project was to gain an understanding of the inhibitors and facilitators to knowledge sharing within a policing environment. We established that knowledge sharing operates in a highly complex system of ecological entities with unique interrelationships that are difficult to visualise and capture. The research found eight distinct but interrelated factors that have influenced knowledge sharing between individuals within a policing environment.

The findings are a strong contribution to understanding knowledge management and sharing in a policing environment. We have no doubts that these findings will not only add to the theoretical body of knowledge, they will also be a useful heuristic that will assist police managers in understanding the complexities of knowledge sharing and provide ways in which these complexities can be addressed. The findings may also be beneficial to other researchers and public sector managers who may be interested in applying the outcomes to the broader public sector environment.

If the outcomes in this research are looked at in isolation, it might appear that the police agencies need only address particular isolated matters and knowledge sharing will be improved. However, when considered as a whole, it is clear that the process is more complicated and the police service has much to do to facilitate knowledge sharing.

It will not be easy to make the changes required to address the existing inhibitors through measures such as communities of practice. However, no matter how difficult it is, both socially and organisationally, it will be worth the effort. It is from these learning outcomes that others can gain an understanding of the knowledge sharing phenomenon within policing; it is from the many unanswered questions that interested researchers can begin to explore the phenomenon in greater detail.

---

### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

## **Dreams, Wants, Needs and Realities: A Three Year Review of TARDIS**

Patrick Byrne and Graham Durant-Law

HolisTech

TARDIS is the knowledge management system within Defence's Capability Development Group. The scope of TARDIS is significant as it truly addresses all dimensions of a knowledge management system - people, process, technology and content.

However the Group's three-year knowledge management journey has not been an easy road. The reality of realising individual and organisational dreams, wants, and needs has been difficult, particularly where they are conflicting. Inevitably this has resulted in process, technology and content compromises. Notwithstanding these difficulties Capability Development Group's vision of knowledge productivity is steadily being realised.

This paper provides an overview of Capability Development Group's knowledge management journey. It highlights some of the forks and turns in the road, and provides some implementation and maintenance lessons. In particular it balances theory with practice, and emphasises the continuing requirement for a pragmatic approach if tangible improvements in organisational performance are to be achieved.

**Communities of Practice: How CRS Australia has used 'networks of excellence' to implement a knowledge management initiative**

Ms Pat McAlpine

National Manager, Professional Practice, CRS Australia

CRS Australia is an agency of the Australian Government Department of Human Services that delivers vocational rehabilitation services to assist people with a disability, injury or health condition to find or keep suitable work. Faced with the challenge and opportunity of building capability through the transfer of knowledge, the organisation has developed an initiative known as the Networks of Excellence.

Based on the communities of practice model, the Networks of Excellence are one of several initiatives aimed at lowering cost structures, improving productivity by minimising duplication of products and resources and enabling access to a wider range of expertise and information throughout the organisation.

The Networks of Excellence commenced in 1997 with the objective of pursuing excellence in the provision of rehabilitation services through identifying, supporting and promoting best practices in a range of specified service delivery areas. It aimed to capture, improve and share expertise. Groups of specially selected practitioners, who crossed organisational boundaries, were formed to facilitate the transfer from tacit to explicit knowledge.

In 2005, CRS Australia won a platinum actKM Knowledge Award in recognition of the organisation's facilitation of the transfer of knowledge through the Networks of Excellence. Using case studies and reflections on the past 10 years, we trace the history of and challenges faced by the NoEs since their introduction and identify emerging themes and future directions for this innovative knowledge management initiative.

## **Organisational Redesign – a Matter of Corporate Survival**

Peter Aughton

Amerin Pty Ltd

A day doesn't go by without reading or hearing about Australian organisations and their employees being impacted by the effect of intensifying global competition and the fallout from disruptive technologies like the Internet. Australian Bureau of Statistics shows that 56,000 industrial jobs were lost in 2005. The Australian Industry Group has estimated another 40,000 will go this year.

This paper hypothesizes that increasing competition from globalization and the ability to deal with disruptive technologies has meant that ongoing systemic innovation has become a matter of corporate survival.

However, traditional organizational designs inhibit knowledge generation and sharing, conditions essential for systemic innovation. It has been empirically demonstrated that these organizations, and their accompanying policies and practices, create a culture of individualism and knowledge hoarding.

A proven alternative organizational design has been, and is being implemented to create a workplace climate where it's in the interest of employees to want to communicate with each other and share their knowledge.

This paper explores why the uptake of this alternative design, which was developed in Europe after World War 2, has been so slow. It examines the history of the large corporation and suggests why organisational structures and procedures that were adopted with the advent of the steam engine are still in use in the 21<sup>st</sup> Century knowledge economy.

The paper concludes with a number of case studies outlining how organisational redesigns have dramatically improved business performance. And although not public sector studies, they clearly demonstrate that it is the choice of organisational design principles that determines the level of cooperation and knowledge sharing, not the type of organisation.

---

### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

## **Working with Knowledge Energies**

Luke Naismith & Lyn Naismith

Department Of Justice & Kiva Wellbeing Centre

Early in the 20<sup>th</sup> Century, Albert Einstein rocked the scientific world with his  $E=mc^2$  equation linking energy, matter and speed in his special theory of relativity. The equation shook the paradigm of Newtonian concepts of space and time towards a view that matter is not just something that is static but is alive with energy. Later in the 20<sup>th</sup> century, knowledge management theorists and practitioners commented that knowledge also appears to have energetic properties; that it can be considered not just as an object or stock but as something that is dynamic and that flows. Could we consider successful knowledge management then as the maximisation of energy within communities, providing healthy opportunities for collaboration, creativity and sense-making? How do we explore these energetic properties of knowledge?

Pathways for knowledge energies in organisations can be likened to the energy pathways in us as individuals. Each of us has many physical systems such as our circulatory, nervous, lymphatic and digestive systems. But we also have meridians that channel energy. While once discredited, acupuncture is now viewed as an acceptable means of releasing energy blockages in these channels, freeing the body to heal itself. Likewise, organisations have physical systems that can be portrayed as organisational charts, process flows and communication maps such as SNA. But just as with individuals, there are also hidden energy channels in organisations that can become blocked or disrupted in a way that impedes the flow of knowledge energy.

This presentation will explore the generation of positive knowledge energy and the dissipation of negative knowledge energy in the workplace. We will marry (excuse the double entendre) Western views of knowledge energies as flows and relationships with Eastern views of knowledge energies that incorporate yin/yang Feng Shui principles and subtle dimensions. Our presentation will explore the hidden world where serendipity meets synchronicity, where chance meets coincidence and where sense-making meets deeper meaning and understanding.

### **About the Presenters**

Luke Naismith has recently joined the Victorian Government's Department of Justice as a Corporate Strategy Manager. He has previously been in senior positions in the Australian Public Service in the areas of information economy public policy, knowledge and information management and technology implementations. Luke completed his Masters of Strategic Foresight last year and has been a long-standing member of the Standards Australia Knowledge Management Committee.

---

#### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

Lyn Naismith is the owner of the Kiva Wellbeing Centre, a place where clients can come to relax, explore and reconnect to their inner strengths. She is a Qi Gong Kinesiology Practitioner, Reiki Master, Massage Therapist and Tien Ti (Space Clearing) Master. Lyn specialises in restoring and balancing energy flows through identifying and releasing the emotional and physical blockages to health and wellbeing. With degrees in Psychology and Social Work, a career encompassing disability services, palliative care and emergency support, Lyn has a strong commitment to client self-empowerment through knowledge and self-awareness.

## **Overcoming barriers to Knowledge Management: Visiting the Dark Side of Organisations**

Dr Stewart Hase<sup>1</sup>, Dr Shankar Sankaran<sup>1</sup> & Dr Alan Davies<sup>2</sup>

1. Southern Cross University &
2. Noran Hibiscus Farm

Like many organisational endeavours, the success of knowledge management praxis is subject to the vagaries of human nature. There are many reasons, most of which are underpinned by the need for power, why people might choose to hoard, distort and manipulate information. Recent studies undertaken by the authors have demonstrated the way in which knowledge management processes can also be manipulated to impede the distribution of power. This dark side of organisational behaviour is usually subversive, can be unconscious and conscious and always acts against the interests of the group or part of the group. It is important for those involved in knowledge management practice to be acutely aware of the dynamics of the dark side and how they may interfere with their best intentions. As well as describing this phenomenon, this paper also suggests a number of ways in which the dark side might be overcome. Chiefly, drawing on general systems theory, we suggest some techniques that facilitate both open communication and open process

## **Share, Collaborate and CONNECT: AUSTRADE**

Merle Conyer & Sue Halbwirth

Austrade

Austrade is the Australian Government's export and international business facilitation agency, with the mission to assist Australians succeed in export and international business. Austrade's knowledge environment is by nature complex, globally distributed and by necessity networked, but does "networked" equal "connectedness"?

This case study looks at enterprise wide knowledge initiatives that enhance "connectedness" to improve organisational outcomes. These initiatives while still in the nascent phase are already highlighting opportunities as well as some challenges. The case study will consider aspects such as:

- facilitating a collaborative culture in a global organisation
- stimulating collaboration and working in virtual teams
- connecting people, technology, process and content
- improving and transforming the "way we work"

## **Why organisations need to consider the way they conceive knowledge**

Deborah Blackman & James Swansson

University of Canberra

It is accepted that knowledge is complex in both its nature and its creation but that if it can be recognised it will be easier to acquire and utilise. In attempts to simplify complex ideas, theorists have tried to define knowledge itself, identify how it is created and set up systems and processes to manage it. Over the years there have been many ways of classifying and describing knowledge most of which fall into two main categories: knowledge as a commodity or knowledge as a relational process.

For those who see knowledge as a form of commodity, it becomes something that can be tracked down, acquired, assessed, codified and distributed across the organisation, becoming both a tangible and an intangible asset that can have unique competitive value. Such knowledge will enable the predictable, orderly management of organisation of processes and people. However, in relational terms, knowledge is seen as being the process of 'knowing' and is considered to be about relational, emotional, social and psychological processes. Knowledge is considered useful only at a specific time and place if it is to be of value. Knowledge that is separated from its situation

---

### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

reverts to information, to be communicated between situations. Once the information is communicated and becomes useful through the interpretations once more, it will then be knowledge again.

This paper uses survey results from both >\$100m private and non-for-profit enterprises to demonstrate that an awareness of how knowledge is conceived within a company could improve the knowledge management systems in place. The argument is made that, understanding the currently held organisational mental model of knowledge enables a company to recognise why there may be limitations to the way knowledge is being shared and transferred and make changes to their processes.

### **How experiential learning influence organisation**

Mai Anh Thi Le

Statsbygg

The purpose of this paper is to look at the influence of the experiential learning on organisation. The aim of this paper is to understand experiential learning theories and the impact of experiential learning on organisation's results, with focus on the learning breakdowns between the facility management phase and the design phase in a public organisation. The literature studies frame is related to Statsbygg, the Norwegian [Directorate of Public Construction and Property](#).

The literature reviews show that there are no clear answers for what is best experiential learning model due to the development of individuals or organisation. Experiential learning cannot be used in all situations and have its limitations. However it is a good guideline for making planning and arranging of adult learning in working situations.

Based on experiential learning model and Kim's (1993) OADI-SMM model of organisational learning and the learning breakdown, this paper point out the weakness and the strength of experiential learning. By understanding the experience gained from the operative and maintenance phase, there will be a reducing of the total life circle costs and improving the performance of future construction projects in a multi-project environment, by influencing the quality of decision-making.

**Keywords:** Experiential learning, public construction company, literature review.

## **The Office System and the New World of Work**

John Hildebrandt

Microsoft

Over the last 10 years the rise of the Internet and Information Technologies has transformed the manner in which business activities have been conducted. Information and communications capabilities have dramatically increased which has allowed business to operate in a globally distributed and always connected fashion. The Information Worker has become increasingly important as businesses have become more information intensive.

Microsoft has recently published white papers on the New World of Work including discussion of the challenges of a more connected world and the trends occurring in the work place. In this presentation these trends will be examined and their application to the Knowledge worker environment discussed.

Microsoft provides a broad range of solutions for the Information worker ranging from enhancing Individual Impact, Collaboration, Knowledge Discovery plus Insight, Enterprise Content Lifecycle support, and Information Solutions plus IT fundamentals support. This presentation will examine some of the current and future capabilities focusing on those with applicability to the Knowledge worker.

As a particular example Microsoft has recently announced the 2007 Microsoft Office System product range which includes new innovations of relevance in the Information management space. One such area is that of Enterprise Content Management (ECM) which has become a strategic imperative for most organizations. This presentation examines the state of content chaos and provides a view of the major factors that drive the development of ECM solutions. The presentation reviews the challenges of making information quickly and easily available to users of all levels and in preserving that information for audit and compliance purposes. The presentation also provides a view of how Microsoft is driving innovation in ECM with the upcoming release of Microsoft Office SharePoint Server 2007 that provides a broad set of ECM functionality on a unified platform

## **How and why are redundant knowledge assets identified: a case study**

Dr Paul James

Southern Cross University

Public sector reform, or New Public Management in Australia, and around the world, is causing operational and cultural changes within government departments. For such transformation to occur, people and organisations are required to 'unlearn' the old and now 'dysfunctional' ways of doing things. The changes are analogous to the process of 'creative destruction', where organisations make their knowledge obsolete through developments in technology, business processes or business models. This phenomenon is common to all organisations, social, firms, and societies, as they all evolve through adapting the knowledge of their members. An inability to unlearn can reduce the speed with which new learning takes place, potentially favouring efficiency over flexibility, and inhibiting the ability to change.

Based on research into twelve public sector organisations in Australia, the research established a nexus between the two management disciplines of strategic management and knowledge management. The focus of the research was a study of the life cycle of knowledge assets, which starts and ends when their need or otherwise is identified directly or indirectly by strategic plans. Knowledge assets are acquired, deployed, utilised and maintained until they are no longer needed. They are then disposed of by outsourcing or atrophy when people are redeployed or retrained.

The research found that the majority of the public sector practitioners interviewed admitted that their departments had no formal processes for identifying redundant knowledge assets. This is supported by case studies on Australian Government departments where the focus of these programs is on knowledge capture, sharing and utilisation.

### Short Description:

A review of the end of the life cycle of knowledge assets based on a case study of twelve organisations in the Australian Public Sector.

## **Collateral Damage: Resilience of the actKM community to the deletion of its discussion list from Yahoo Groups**

Mark Schenk, Convenor, actKM and Nerida Hart, Deputy Convenor, actKM

On 15 January, a number of Yahoo groups related to Knowledge Management disappeared completely from Yahoo! without notice or known cause. actKM was one of these groups. It had been operating on Yahoo since 1999, it had over 1500 members and many thousands of messages covering every dimension of the knowledge management discipline. actKM has been studied and written about extensively due to its prominence as a virtual community of practice.

Following the disappearance of its Yahoo! Group, actKM migrated to its own discussion list at [www.actkm.org](http://www.actkm.org) and attempted to contact as many members as possible to join the new group. The presentation will cover three main topics:

- × The disappearance of the Yahoo! Group and the actions taken in response to re-establish actKM on a new platform
- × Examination of the factors that contributed to the resilience of the group in recovering from this potentially fatal incident
- × Changes in group behaviour and activities following the incident.

## Research Forum

---

### Knowledge Management Models or Models of Knowledge?

#### A Critical Review of the Literature

Graham Durant-Law

University of Canberra and HolisTech Pty Ltd

A model is an intellectual construct in artefact form that provides an abstract, highly formalised, often visual, yet simplified representation of a phenomenon and its interactions (Coffey & Atkinson 1996; Despres & Chauvel 2000). Typically a model only includes those variables that are sufficient to represent the phenomena in question. For example if colour is irrelevant then the model will not, and should not, include it as a variable. However these simplifications may result in prediction and description errors if not considered carefully. Accordingly all models should be treated with caution. They are useful so long as the underlying assumptions are explicit, and it is recognised that they are an abstract representation of reality that may, or may not, be objective (McAdam & McCreedy 1999, p. 94).

There are many models in the marketplace that are touted as the solution to an enterprise's knowledge problems. Two examples are Nonaka and Takeuchi's '*SECI Knowledge Spiral*' (Nonaka & Takeuchi 2004), and Firestone and McElroy's '*Knowledge Life Cycle*' (Firestone & McElroy 2003). However a critical examination of the literature reveals that much of it is evangelistic and relies on a 'business guru' to justify its contention. Further it is evident that most of the models in the literature are actually '*models of knowledge*' rather than '*knowledge management models*', which explains why they are so difficult to operationalise.

#### References

- Coffey, A & Atkinson, P 1996, *Making sense of qualitative data*, Sage Publications, Thousand Oaks, California.
- Despres, C & Chauvel, D 2000, 'Thematic analysis and design of knowledge systems and processes', in C Despres & D Chauvel (eds), *Knowledge horizons: the present and the promise of knowledge management*, Butterworth Heinemann, Boston, pp. 55-86.
- Firestone, J & McElroy, M 2003, *Key issues in the new knowledge management*, Butterworth Heinemann, New York.
- Nonaka, I & Takeuchi, H 2004, 'Theory of organizational knowledge creation', in I Nonaka & H Takeuchi (eds), *Hitotsubashi on knowledge management*, John Wiley and Sons, Singapore, pp. 47-91.

---

#### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

## **Knowledge diffusion from DBA research**

Gita Sankaran

Southern Cross University

The gap between academic research and management practice is well documented. Aram & Salipante (2003) point out that behind the rigour-relevance debate lie fundamental ontological and epistemological differences between the academic's search for generalisability and the practitioner's preference for particular solutions. One way forward is to involve practitioners in the research process, which is what the Doctor of Business Administration (DBA) degree attempts to do. However, there is a lack of empirical evidence on knowledge transfer between academics and practitioners, particularly in the organisational sciences (Rynes et al. 2001). This study aims to fill this gap by exploring whether, how and why, such knowledge diffusion occurs in DBA research.

Tranfield and Starkey (1998) hold that diffusion of knowledge occurs initially to those participating in the knowledge-production process, that is, at the point of discovery rather than later.

This study will explore whether diffusion to practice occurs in the organisational contexts of the DBA research projects. It will also examine whether this knowledge is being transferred to academics via the traditional means of conferences and scholarly journals. The methodology involves case-based research (Yin 1994) using semi-structured, convergent interviews (Dick 1998). Participants will be a theoretical sample of Southern Cross University DBA graduates and candidates. Grounded theory (Glaser & Strauss 1967) will be used to code and analyse the transcripts; however, data collection will be based on a hybrid of grounded theory and responsive interviewing (Rubin & Rubin 2005). For while grounded theory precludes the use of prior literature in the research design, some of my interview prompts will be based on issues identified in the literature as well as those arising from my work, which involves facilitating publication of scholarly papers from DBA research.

## **The implications of Knowledge Management for Library and Information Science education**

Afsaneh Hazeri

RMIT University

Knowledge management has been regarded as a crucial competency requirement for organisations during the last two decades. Consequently it has absorbed considerable efforts on its education and training and attracted many involved professional groups with it.

Educational developments have occurred both at the interdisciplinary level (within management education) and in response to the needs of specific stakeholders such as members of the LIS professions (conducted in schools of librarianship and information science). This diversity in needs and provision has yielded to a tough pedagogical atmosphere. The broad multi-disciplinary nature of the subject, on the other hand, along with different perspectives of multiple involved groups has militated against any broad consensus on curriculum content or vehicles for provision. It also has created a competitive atmosphere for KM graduates; that intensifies the necessity of providing properly designed KM educational programs.

There is a need for in-depth research that sets the knowledge management education process for LIS professionals firmly within the wider educational environment, which identifies current trends, and on the basis of feedback from key KM players including educators, employers and professional bodies, investigates the options and alternatives available to LIS educators and provides a framework for future action. This research aims to fulfil this need.

The methodology employed includes literature review and document analysis, followed by the conduct of web-based surveys and case studies aimed at: Faculty and students of LIS departments, Employers and LIS professionals and; Knowledge managers in a variety of industries.

### **Keywords:**

Knowledge management, Library and Information Science, education

### **Acknowledgement:**

Supervisor - Professor Bill Martin.

### **Bibliography:**

Brogan, M, Hingston, P & Wilson, V 2001, 'A Bounded or unbounded universe?: knowledge management in postgraduate LIS education' *Proceedings of the 67<sup>th</sup> IFLA Council and General*

---

### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

Conference, Boston, Mass, August 16- 25, 2001, viewed 18 April 2005,  
<<http://www.ifla.org/IV/ifla67/papers/046-115ae.pdf>>.

Chaudhry, AS & Higgins, S 2001, 'Perspectives on education for knowledge management' *Proceedings of the 67<sup>th</sup> IFLA Council and General Conference*, Boston, Mass, August 16- 25, 2001, viewed 18 April 2005, <<http://www.ifla.org/IV/ifla67/papers/036-115ae.pdf>>.

Hobohm, HC (ed.) 2004, '*Knowledge management: libraries and librarians taking up the challenge*' Saur, Munchen.

Koenig, MED and Srikantaiah, TK (eds) 2004, '*Knowledge management lessons learned: what works and what doesn't*', Information Today, Inc., Medford.

Martin, W 1999, 'New directions in education for LIS: knowledge Management Programs at RMIT', *Journal of Education for Library and Information Science*, Vol. 40, no.3, pp. 142- 150

Milne, P 1999, 'Knowledge management and LIS education' *Education for Library and Information Services: Australia*, vol. 16, no. 3, pp. 31- 38

Morris, A 2001, 'Knowledge management: opportunities for LIS graduates' *Proceedings of the 67th IFLA Council and General Conference*, Boston, Mass, August 16- 25, 2001, viewed 18 April 2005,  
< [Http://www.ifla.org/IV/ifla67/papers/015-115ae.pdf](http://www.ifla.org/IV/ifla67/papers/015-115ae.pdf)>.

## **Learning and knowing in organizations: Implications for practice from an exploration of public sector experience**

Monica Kennedy  
University of Canberra

This is the final in a series of actKM research forum papers that has followed a PhD research process over the past three years. The research has explored the ways in which organisational members learn in and through their work and the relationship between this learning and the knowledge that the organisation holds.

Participants in small groups used narrative to relate their experiences and then analysed their collected stories using a coding strategies developed in grounded theory (Strauss and Corbin 1990). The findings illustrated the complexity of the phenomena, leading to the use of Holland's (1995) complex adaptive systems model use as a heuristic device in the analysis of data.

---

### Program Disclaimer

The speakers, topics and times are correct at the time of publishing however, in the event of unforeseen circumstances, the organisers reserve the right to alter or delete items from the conference program

This paper discusses the implications for practice in both workplace learning and “knowledge management” that emerge from the confluence of learning and knowing in the findings of this study. Recognition of the collective in knowledge development, the emergence of knowledge through work, its situatedness and activeness, and the role of localized groups in innovation (and their protection of aggregate knowledge) lead to fresh challenges to workplace learning professionals as well as “knowledge managers”. This paper suggests that the convergence of the functions of learning and knowledge facilitation is core to supporting learning and knowing in contemporary organizations.

Denzin, N. K. and Y. S. Lincoln (1998). Strategies of Qualitative Inquiry. Thousand Oaks, Calif., Sage Publications.

Holland, J. H. (1995). Hidden Order - How Adaptation Builds Complexity. Reading, Massachusetts, Perseus Books.

Strauss, A. L. and J. M. Corbin (1990). Basics of Qualitative Research: Grounded Theory Procedures and Techniques. Newbury Park, Calif., Sage Publications.

## **The role of Human and Technical Intermediaries in Successful Knowledge**

Mohammad R Behboudi

Australian National University

The nature of competition in many industries has moved toward knowledge-based resources; consequently, knowledge management systems (KMS) and their success is an important issue. Using Case study methodology, this research aims to examine the knowledge reuse process involving KMS and the role of human and technical intermediaries in its success, with a focus on investigating which part of the intermediary function can be accomplished by information technology (IT). This study will provide many benefits for organisations in terms of improved knowledge repositories and knowledge reuse processes.