

INDEX

- Accountability, 151
- Affinities, 138
- Apollo Space Project, 60
- Artifacts, 82

- Back casting, 56, 63–64
- Behavioral competencies, 108
- Brainstorming, 56
- Business
 - aligned strategies, 97
 - business operations,
 - knowledge in, 27
 - business perspective,
 - visions from, 15–16
 - consumers, 164, 168–169
 - managers, 132
 - processes, 85
 - stewards, 164–166
 - value, 139
- Business aligned strategies
 - community building
 - and collaboration strategy, 138
 - finding common ground for, 137
 - knowledge asset management strategy, 139
 - knowledge audit strategy, 139–140
 - knowledge operation and integration strategy, 137–138
- Change management
 - process, 176
- Chaotic environments, 62
- Checklists, 84
- Collaboration and community building, 29–30
- Command and control, 70
- Communications, 32–34
 - and collaboration strategy, 103–104
 - knowledge, 134
- Community building
 - and collaboration strategy, 138
- Computer models, 68
- Creative economics, 11
- Creative economy, 11
- Cultural economy, 11
- Culture, 77–83

- Custodianship of
 - knowledge audit
 - strategy, 140
- Decision-making, 153–154
- Delphi method, 68–69
- Documented visions,
 - 70–71
- Enforcement, 174
- Environmental scanning, 56
- External communication
 - strategies, 134
- External long-term
 - visions, 58
- External stakeholders, 117
- Fast Track status, 26
- Fictional histories, 64
- Financial capital, 6
- Forecasting, 56, 66–67
- Full-fledged knowledge
 - culture strategy, 133
- Functional and Technical
 - Custodians, 168
 - Stewards, 164
- Future focal point, 64
- Future histories, 63–64
- Futures wheel, 67
- Futuring methods,
 - 63–69
- Futurists, 63
- Gaming, 69
- Gig economy, 12–13
- Goals, 77–83
- Governance, 173–174
 - decisions and action
 - plans, 178
 - maintaining and
 - sustaining knowledge
 - management
 - strategy, 179
 - models and processes,
 - 174
 - reviews and management,
 - 177–178
 - tools and processes,
 - 176–177
 - triggers of and inputs
 - to knowledge
 - management
 - strategy, 175
- Gray literature, 84
- Healthy knowledge
 - culture, 82
- High-tech economy, 9–10
- Human capital, 141
 - growth and
 - development, 40–41
- Human resources, 132
 - management, 152–153
- Individual strategies (*see*
 - also* Organization
 - level strategies),
 - 141–142
- Individuals
 - behaviors, 81
 - strategies focusing on, 98
- Information
 - capital assets and
 - liabilities, 54–55
 - economy, 8–9

- Innovation economy, 11–12
- Institute for Alternative Futures visioning methodology, 60
- Internal communications strategies, 134
- Internal long-term visions, 58
- Joint ownership, 62
- Knowledge, 6
 - architecture, 35–36, 102
 - architecture strategy, 135–136
 - assessment strategy, 106–107, 140
 - asset management, 34–35, 104–105, 139
 - audits, 106, 139–140
 - in business operations, 27
 - capabilities, 14
 - communications, 134
 - communications, narrative, and organizational messaging strategy, 100–101
 - cultures, 31–32, 81–82, 100, 133
 - leadership strategy, 28–29, 99, 131
 - operations, 103
 - roles and responsibilities strategy, 102–103, 136–137
 - strategies, 82, 130
 - technology, 37–38, 101, 134–135
- Knowledge capacity
 - building, 14
 - to developing knowledge management strategy, 115–117
 - of field of futures methods, 125–126
 - of knowledge economy, 122–123
 - of knowledge management field, 123–125
 - of organization's administrative and internal work structure, 119–121
 - of organization's business and economic sector, 117–119
 - of organization's visions and strategies, 121–122
- Knowledge capital, 3, 14, 23–24
 - asset management strategy, 105–106
 - assets strategies, 107–108
 - changing economic definition of capital, 5–7
 - economic change and transitions, 3–5
 - visions from business perspective, 15–16

- Knowledge economy, 3,
 - 5–6, 116
 - building own
 - knowledge of, 122–123
 - and new age economics, 7–14
- Knowledge Management
 - Custodians, 164, 166–167
- Knowledge management strategies (KM strategies), 4, 83–87, 97–98, 130, 137, 162, 174
 - Business Consumers, 168–169
 - Business Stewards, 165–166
 - designing and
 - integrating, 108–109
 - finding common ground for, 140
 - Functional and
 - Technical
 - Custodians, 168
 - governance decisions
 - and action plans, 178
 - governance model for, 175
 - governance reviews
 - and management, 177–178
 - governance tools and
 - processes, 176–177
 - knowledge assessment
 - strategy, 140
 - maintaining and
 - sustaining, 179
 - metrics strategy, 141
 - operationalizing
 - knowledge strategy, 109–111
 - personal capacity to
 - developing, 115–117
 - responsibilities, 164–165
 - roles, 163–164
 - scope and coverage of, 98–108
 - Strategic Planning
 - Community, 167
 - tactics, 155–159
 - triggers of and inputs
 - to, 175
- Knowledge organizations, 3, 23, 70
 - approach, 117, 119
 - business aligned
 - strategies, 97
 - characterization, 24
 - future, 44–45
 - missions and goals, 80–81
 - organization-wide
 - strategies, 96–97
 - strategies, 82, 87–88, 95
 - tactics, 83
 - transitioning to, 26
 - visions of future, 14
- Long-term vision, 56–58, 71
- Messaging, 32–34
- Mid-term future, vision
 - for, 58–59

- Missions, 77–83
- Models, 68
- Moderate Track status, 26
- Near-term future, vision
 - for, 59–60
- Networks, 125
 - economics, 10
 - economy, 10
- Neutral futures, 60
- New age economics, 7–14
- No Track status, 26
- Non-preferred futures, 60
- Nonprofit organizations, 62
- Organization level
 - strategies
 - finding common ground
 - for, 131
 - knowledge architecture
 - strategy, 135–136
 - knowledge
 - communications
 - and organizational messaging strategy, 134
 - culture
 - strategy, 133
 - leadership
 - strategy, 131
 - roles and responsibilities
 - strategy, 136–137
 - technology
 - strategy, 134–135
 - organizational learning
 - strategy, 132–133
- Organizational learning
 - strategy, 38–39, 99–100, 132–133
- Organizational messaging
 - strategy, 134
- Partners, guiding principles
 - for approaching, 142
- Peer institution practice, 133
- Performance assessments, 154
- Physical capital, 6
- Point of Department (POD), 64
- Polling, 68–69
- Postindustrial economy, 13
- Precariat economists, 13
- Precariat economy, 12
- Preferred futures, 60
- Preferred futuring
 - methods, 60
- Procurement, 152
- Public agency, 62
- Public company, 62
- Relational capital growth
 - and development, 43–44
- Relevance trees, 67
- Responsible, Accountable, Supportive, Consulted and Informed method (RASCI method), 162–163
- Ripple effect, 67

- Scanning, 65
- Service economy, 12
- Sharing economy, 10–11
- Simulation models, 68
- Single private ownership, 62
- Slow Track status, 26
- Stakeholders, 138
 - external, 117
 - guiding principles for approaching, 142
- Strategic affinities and alignments
 - finding affinities and common ground, 129–131
 - finding common ground for business aligned strategies, 137–140
 - finding common ground for individual strategies, 141–142
 - finding common ground for knowledge management strategies, 140–141
 - finding common ground for organization level strategies, 131–137
 - guiding principles for approaching stakeholders and partners, 142
- Strategic Planning
 - Community, 164, 167
- Strategy, 77–83, 151
 - development, 162
 - to tactics, 150–154
- Strategy management, 161–162
 - knowledge management strategy responsibilities, 164–169
 - knowledge management strategy roles, 163–164
 - RASCI method, 162–163
- Structural capital growth and development, 41–42
- Tactics, 77–83, 149–150
 - knowledge management, 155–157
 - selecting knowledge management tactics, 157–159
 - translating strategy to, 150–154
- Technology strategies, 134
- Trend
 - analysis, 65–66
 - extrapolation, 66
 - monitoring, 66
 - projection and analysis, 56
- Vision, 16, 51, 77–83, 125
 - building knowledge of organization's visions and strategies, 121–122
 - creation, 61
 - definition and characterization, 51–53

- documenting, 70–71
- factors, 62–63
- futures, 53–60
- futuring methods, 63–69
- for long term, 56–58
- long-term, 56–58, 71
- long-term before near term, 54–56
- long-term knowledge, 56
- long-term strategy
 - increments and futures, 55
 - for mid-term future, 58–59
 - for near-term future, 59–60
 - preferred, neutral, and non-preferred futures, 60
 - process and methods, 60–70
 - sustaining, 69–70
- Visionary leaders, 62–63
- Visioning, 56, 60–61