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The ever-changing environment demands a major attitude overhaul: the focus must nourish creative and innovative capacity in your staff - your resource for growth. The most critical challenges of KM are cultural, social and behavioural. You must create the right environment for people to develop, learn and share their knowledge, and to access the systems and applications that allow them to.

Labour costs have become functionless in the knowledge age. Taking labour costs as a base to build your business strategy will mean that you are losing millions of dollars a year in productivity gains. A sound KM policy lets you recognise and reward employees' knowledge needs. Start with your sales process, giving your sales force access to knowledge assets that can help it win new business.

A survey by Financial Times finds that 90 per cent of companies report a positive view of the benefits of KM. The average annual return on investment from a KM solution benefits from companies which deploy a KM strategy in all areas of the business. The average return on investment is astonishing 42 per cent. Here, Steve Lakin, manager of intellectual capital with BT, offers ten top tips for engineering a change in attitude to KM in your organisation.

1. A sound KM policy lets you recognise and reward employees' knowledge needs. Start with your sales process, giving your sales force access to knowledge assets that can help it win new business.

2. Increase people's ability to work collaboratively across boundaries (internal and external). All the knowledge in the world is of no use if it can't be brought to bear where and when it's needed.

3. Improve people's ability to work collaboratively across boundaries (internal and external). All the knowledge in the world is of no use if it can't be brought to bear where and when it's needed.

4. A system that gets the right knowledge to the right person fast is a great way of holding on to customers. A sound KM policy lets you recognise and reward employees' knowledge needs. Start with your sales process, giving your sales force access to knowledge assets that can help it win new business.

5. Lay the rudiments of a KM strategy as early as possible in a company's life cycle. If done properly, it can prevent the organisation from having to solve the problem of managing and mobilising the organisation's intellectual capital later on. Whether your organisation is small or large, KM will be at the heart of erecting your business model. The sooner a company begins to implement a KM strategy the better.

6. A sound KM policy lets you recognise and reward employees' knowledge needs. Start with your sales process, giving your sales force access to knowledge assets that can help it win new business.

7. Set objectives for improving the management of knowledge assets. Put work out who has responsibility for its management, how well each one is being managed. Assess the risks to each one, and work out who has responsibility for its management. This can be very different from the actual person or department responsible for the knowledge asset.

8. List your organisation's knowledge assets in order of importance. Since not all knowledge can be machine-managed, the rationale behind a KM strategy is not to automate the management of knowledge, but to exploit the knowledge that already exists.

9. Reflect on how culture, systems and organisation affect the way you do business. How do your systems encourage or restrict the sharing of knowledge? How do your policies and procedures affect the way information is accepted by everyone.

10. If new technology's purpose is misunderstood by its users, then it is information is accepted by everyone. If new technology's purpose is misunderstood by its users, then it is information is accepted by everyone. If new technology's purpose is misunderstood by its users, then it is not information is accepted by everyone. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not. If new technology's purpose is misunderstood by its users, then it is not.