

List of illustrations	vii
Introduction	ix
About the book	xi
Explaining the metaphor	xi

Part I A new way to cook? 1

1 A new kitchen	3
2 What kind of restaurant?	13
3 The role of the restaurateur	19
4 The skilled chef	27
5 Getting some help: the staff	37
6 Understanding the ingredients	41
7 The restaurant critic: what to expect in an audit	47
8 Planning the menu: the KM Chef's Canvas	53
9 The KM chef's specials: taster menu	61

Part II Menus to savour 73

Introduction: how to read the menus	75
-------------------------------------	----

The Americas

10 The World Bank: Knowledge Management and machine learning	77
11 Knowledge Management in General Electric: leading-edge communities	89
12 Beyond KM: Collaborating, Learning and Adapting (CLA) in USAID	101
13 Knowledge Management in Schlumberger: 'Eureka!'	111
14 PROCERGS Brazil: using knowledge and innovation to make government more efficient	121

Europe

15 The Olympic Games: Knowledge Management and learning pathways	131
--	-----

16 Médecins Sans Frontières: knowledge without borders?	143
17 Transport for London (TfL), UK: learning to be world-class	155
18 Syngenta: leaping into networks and cultural KM	167
19 Linklaters: knowledge, value-add and innovation	175
20 Defence Science & Technology Laboratory (Dstl), UK: guarding against organisational amnesia	185
21 Financial Conduct Authority (FCA), UK: using knowledge to improve detection	197

Middle East

22 Creating value in Oman: KM in Petroleum Development Oman (PDO)	205
23 Saudi Aramco, Saudi Arabia: identifying, extracting and regenerating the wells of knowledge	215

Asia

24 MAPNA, Iran: the role of KM in designing and implementing world-scale projects	227
---	-----

KM in mergers and acquisitions – take-away chapter

25 TechnipFMC, France, UK and USA: agile KM in a newly merged organisation	239
--	-----

Endings and beginnings	244
------------------------	-----

Appendices 245

Interview questions	245
The restaurant critic (Chapter 7)	247
Knowledge Management in Schlumberger (Chapter 13)	252
Transport for London (Chapter 17)	254
Saudi Aramco (Chapter 23)	256
MAPNA (Chapter 24)	259

Index	263
-------	-----