

CMIT Program: Knowledge Management Of Telecommunications Bandwidth, Human Bandwidth, and Trust



An all-star cast of thinkers, writers, and researchers led a series of provocative discussions during the Center for the Management of Information Technology's program on knowledge management April 19, 2002.

[Tom Davenport](#), Director of the Accenture Institute for Strategic Change and author of *The Attention Economy*, led the first morning session, remarking, "At this point in history, capital, labor, and information are all in plentiful supply. Computer processing power increases by leaps and bounds, but the processing power of the human brain stays the same. Telecommunications bandwidth is not a problem; human bandwidth is. The implications for business are dramatic."

[Larry Prusak](#), a Managing Principal with IBM Global Services and the Founder and Executive Director of the Institute for Knowledge Management (IKM), pointed out that information can never take the place of social capital and that the driver of social capital is trust. "Nothing happens if you don't trust people," he said. "Trust is the greatest lubricant for corporate efficiency. It's even better than information. Why should anyone do anything with anyone else if they don't trust them?"

The afternoon session included a presentation by McIntire Professor [Rob Cross](#) on knowledge and networks in organizations. He also led a panel discussion on important knowledge management issues. Panelists included:

[David Ewbank](#), Director of Knowledge Management, Aventis Pharmaceuticals
[Nathaniel Foote](#), Managing Director, Center for Organizational Fitness
[Bruno Laporte](#), Knowledge Sharing Coordinator, The World Bank
[William Spencer](#), Independent Contractor (recent Chief Knowledge Officer of the National Security Agency)