



# Knowledge Services

A Strategic Framework for The 21st Century Organization

Australia and New Zealand Chapter  
Special Libraries Association

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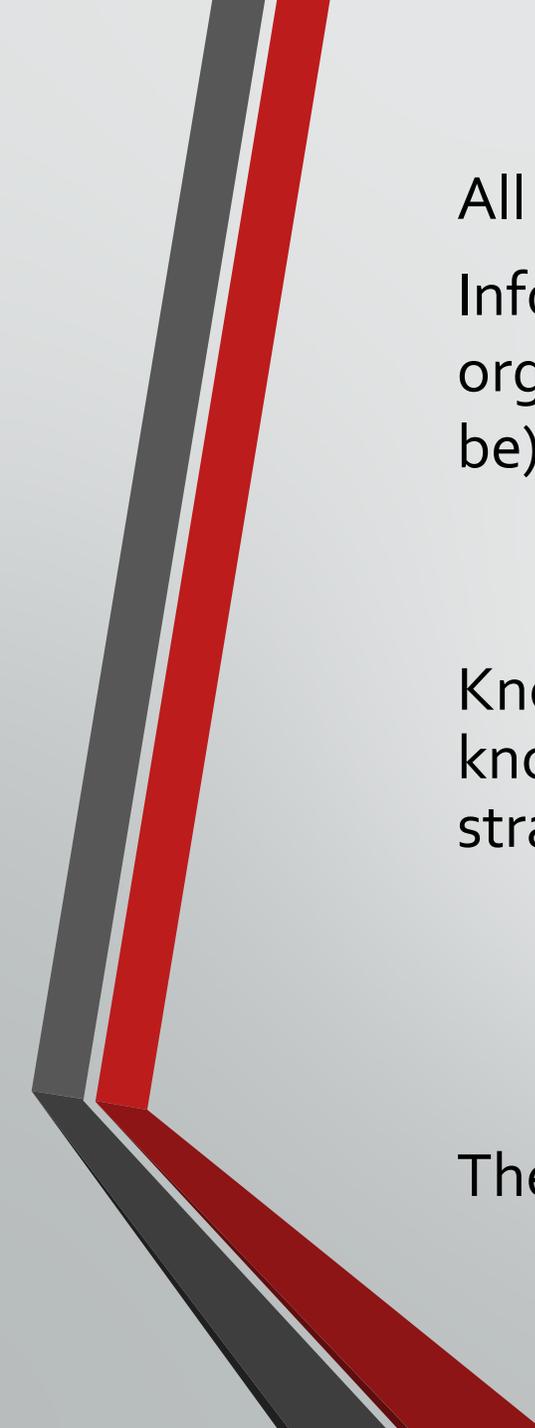
# Our Premise

Knowledge sharing — through knowledge services and the development and implementation of an organizational knowledge strategy — contributes to (and indeed enables) the successful achievement of the organizational mission.

## What We Will Do Today

1. Define knowledge services and examine how knowledge services supports the organizational knowledge strategy
2. Describe the process for developing the organizational knowledge strategy
3. Consider the natural role of the specialist librarian/information professional as the organization's knowledge strategist.

Discussion and Questions



# The Challenge

All organizations have problems with knowledge sharing.

Information, knowledge, and strategic learning outcomes in support of organizational success are not shared as well as they should be (or could be) shared.

# The Solution

Knowledge Services, functioning in support of the organizational knowledge strategy, designed and implemented by the knowledge strategist.\*

\*role taken by the specialist librarian/information professional

# The Result — The Desired Effect

The organization transitions to a knowledge culture

# Knowledge Services

Knowledge services is an approach to the management of intellectual capital that converges information management, knowledge management, and strategic learning into a single enterprise-wide discipline.

## *Knowledge Services: A Strategic Framework for the 21<sup>st</sup> Century Organization*

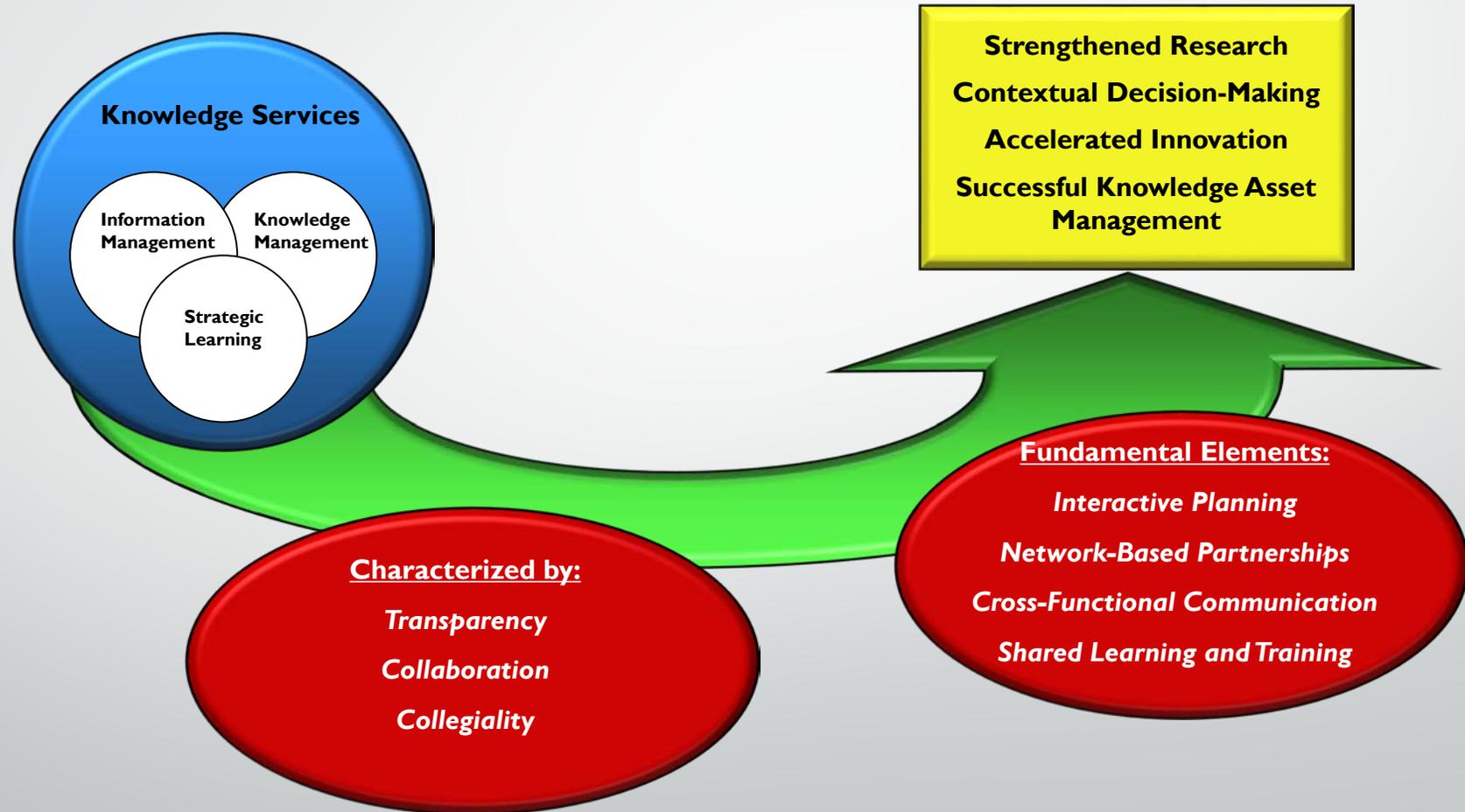


Knowledge Services:

- Practiced in all types of organizations: businesses, non-profits, not-for-profits, charity organizations, volunteer
- Designed to ensure the highest levels of knowledge sharing within the organizations in which it is practiced
- Supports the work of the knowledge strategist.

The book provides professional, practical, and Guy St. Clair's personal guidance for the knowledge strategist — the organization's knowledge services thought leader.

# Knowledge Services



# The Knowledge Services Process

“I want to embed knowledge services in every part of the organization. That’s my goal. And I particularly want knowledge services to be a critical component in the readily visible parts of the organization. I want the knowledge services staff to partner and collaborate wherever knowledge services is required. The more that knowledge services is applied across the overall enterprise, the better”

Victoria Harriston  
Director of the Knowledge Services Group  
National Academies of Sciences, Engineering, and Medicine in Washington, D.C.

How do we effectively manage knowledge services innovations that executives are starting to think about? We begin by:

- building on elements that already exist
- establishing why a new knowledge-focused framework is needed
- determining which knowledge-sharing directions to move to.

But the effort will not be limited to the internal workings of the organization. Rather, it will be aimed at linking the inside — the plans and performance of units within the organization — to the outside — where the customers exist.

Igel, Lee. "Here Is How FC Barcelona Is Taking Its Innovative Strategy"  
*Forbes* April 7, 2017

Also see — when published — “Knowledge Services: Your Foundation for Building the 21<sup>st</sup> Century Knowledge Organization” by Guy St. Clair in *Leader to Leader*, Issue 85, June, 2017 [Jossey Bass/Wiley]

# Implementing Knowledge Services as a Management Methodology

Identify a  
Knowledge-Sharing  
Problem or Innovation

**FIND A SPONSOR**

Develop a Knowledge  
Strategy

Raise Awareness about  
Knowledge Services as  
the Solution

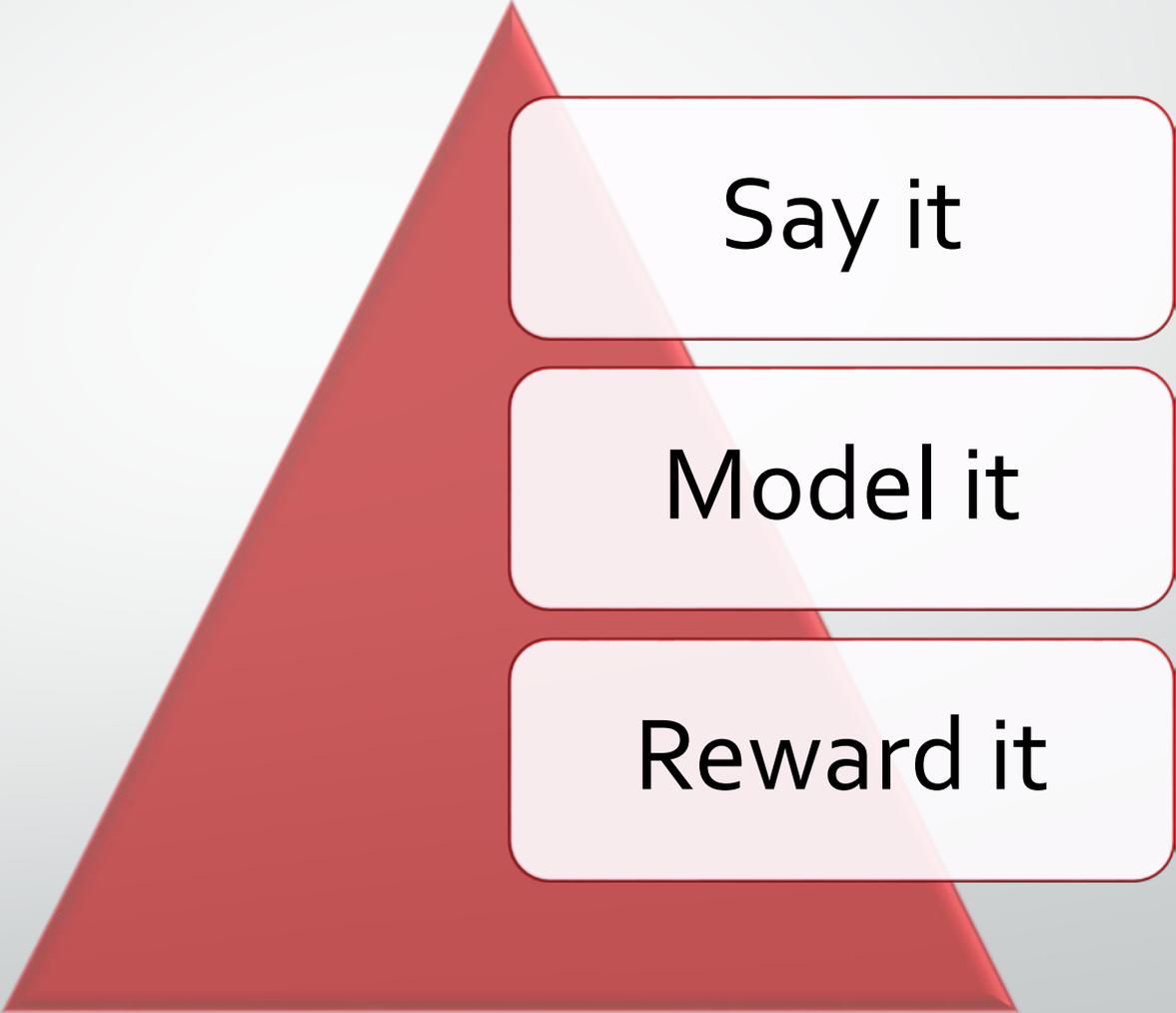
Establish Background

Develop an  
Implementation Plan

# YOUR SPONSOR'S ROLE

Moving to knowledge services requires the support of one (occasionally more than one) influential leader, an enterprise-leader, preferably a C-suite officer who will commit to a critical role in the process.

Dale Stanley and I use the S/M/R acronym, matching our business's own acronym (SMR International) as a quick reference for codifying the sponsor's commitment for supporting knowledge services.



Say it

Model it

Reward it

# The Solution: A Knowledge Strategy

- The Knowledge Strategist Develops a Corporate or Organizational Knowledge Strategy
- Prepare and document a knowledge strategy (including an implementation plan) that addresses:
  - Knowledge services sponsorship
  - Organizational/corporate ownership
  - Recommended knowledge services activities
    - Operational responsibility and authority
    - Timeline
    - Required resources (financial, human capital, change management, training and learning, *etc.*)
    - Critical success factors: management metrics, return-on-investment, and effectiveness measures

# What is a Knowledge Strategy?

Building on knowledge services, knowledge strategy is the discipline organizations use to capture and understand knowledge and to make knowledge “work.”

The knowledge strategy:

- Provides the structure for the holistic (or “horizontal”) managing information, knowledge, and organizational learning, across all functional units of the organization
- Enables the knowledge strategist to match the organization’s knowledge strategy with the organization’s vision, mission, and organizational values
- Functions as the framework for creating/strengthening the organization as a knowledge culture, a culture in which the entire enterprise benefits from excellence in knowledge sharing (*i.e.*, an outcome characterized as successful knowledge development, knowledge sharing, and knowledge utilization, often designated with the acronym “KD/KS/KU”).



# The Knowledge Strategist

1. Describes, understands, and analyzes the company or organization's knowledge environment (most often through the performance of the knowledge services audit)
2. Develops a knowledge strategy based on the findings of the knowledge services audit (many knowledge leaders consider this the key task for the knowledge strategist)
3. Leads the implementation of knowledge-related strategic recommendations.

# The Specialist Librarian as Knowledge Strategist

## The Knowledge Strategist Job Description:

- Serves as a trusted advisor to management
- Leads and oversees collaboration and implementation solutions for information and knowledge sharing across the organization
- Combines technical skills, creativity, and customer focus to define and improve management processes
- Delivers great technical solutions that ensure that colleagues and our customers have access to and get the best out of the company's collected knowledge.

The book's purpose: to provide the knowledge strategist, knowledge workers, strategic knowledge professionals, and all other stakeholders with *guidelines* for developing the knowledge services strategic framework, the organizational knowledge strategy.



# The Result — The Desired Effect

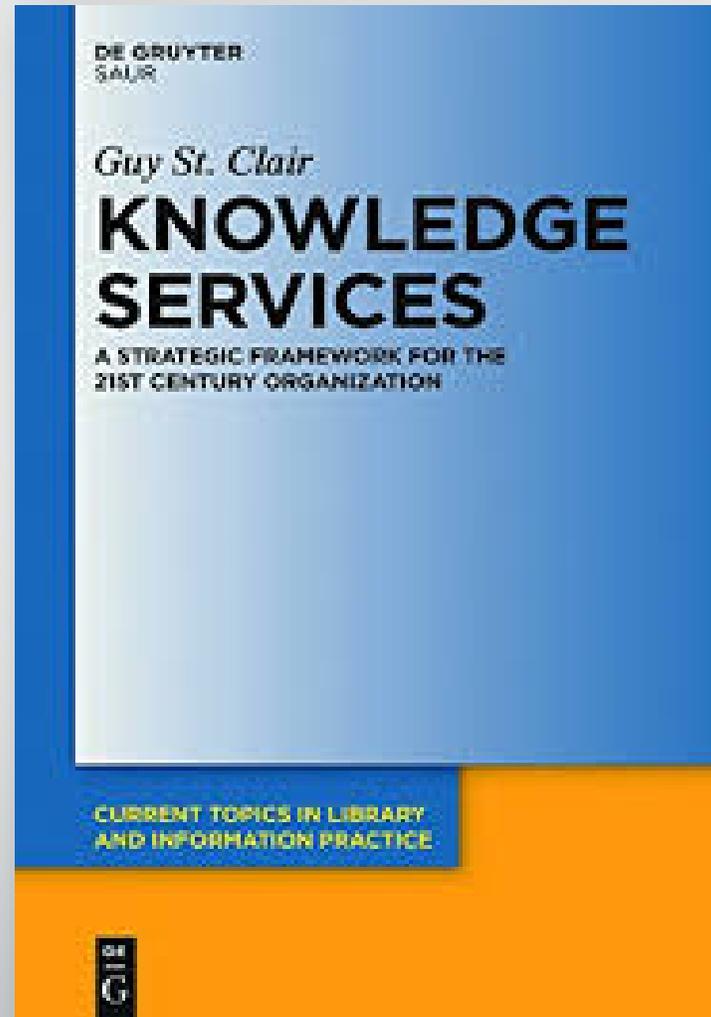
- The Organization Transitions to a Knowledge Culture
- A company, organization, or institution characterized by:
  - Leadership in information management, knowledge management, and strategic learning
  - Collaboration at all functional levels
  - Breadth of scope
  - Technology and communications maturity
  - Management enthusiasm and support for knowledge sharing in all (appropriate) information, knowledge, and strategic learning situations and opportunities
  - Value creation

# The Knowledge Thought Leader

Generosity of  
Spirit

Intellectual  
Curiosity

Passion  
about  
Knowledge  
Work



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