KM/Knowledge Services: The Future of Academic Knowledge-Sharing is Now

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Transformative Research for Sustainable Development
5th Research Week & International Conference
Egerton University
Egerton Kenya
23 September 2010

SMR International Corporate Blog:
SMR Int’l – Knowledge Services Notes
http://www.smr-knowledge.com
Knowledge Use and Knowledge Value

The Knowledge Culture

• intellectual capital recognized as the institution’s most critical asset
• collaboration – KD/KS – intellectual enthusiasm support institutional goals

KM/Knowledge Services

• information management, KM, and strategic learning converge for organizational effectiveness
• “natural” opportunities and applications in the academic environment
The Knowledge Culture

“Shared beliefs and values about knowledge and the role of knowledge in the company or organization and, as appropriate, in the larger society”

Characteristics of the knowledge culture:

- Collaboration is a given – and expected – at all levels
- The role of information technology and communication in the knowledge development/knowledge sharing (KD/KS) process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected – the intellectual quest is not disdained

Guy St. Clair
SLA at 100:
From “Putting Knowledge to Work” to Building the Knowledge Culture
2009
Knowledge Management
The Definition Conundrum

An Enterprise-Wide
Knowledge Development/Knowledge Sharing
(KD/KS) Culture

Characterized by:
Electronic Capture of / Direction to Knowledge Resources

KNOWLEDGE MANAGEMENT

Characterized by:
Collaboration
Cultural Change
Business Focus

Function: Ability to Use Strategic Knowledge

Function: Working With Knowledge

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Knowledge Services

- Information Management
- Knowledge Management
- Strategic Learning

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ICT and Information Management (IM)

- Information Management - a workplace methodology concerned with the acquisition, arrangement, storage, retrieval, and use of information to produce knowledge.

- IM – powered by information and communication technology (ICT): any product that stores, retrieves, manipulates, transmits, or receives information electronically in a digital form.

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Knowledge Management (KM):

- a way of working - helps us manage explicit, tacit, and cultural information in ways that enable us – and our workplace – to re-use information to create new knowledge
- an established atmosphere or environment in which KD/KS is established as the essential element for the achievement of the corporate mission

But you can’t *manage* knowledge. You work with knowledge
KM is simply: *Working with Knowledge*

- KM – powered by KD/KS
  - through the utilization of ICT (conventional wisdom)
  - in reality – the *human interface* – *is* now recognized as the critical element of KM
ICT/Information Management and KM/Knowledge Management

Photo: Kentv

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Strategic Learning

... the successful achievement of skills, competencies, knowledge, behaviors, and/or other outcomes required for excellence in workplace performance

... enables those who develop knowledge to share it, for the benefit of everybody in the workplace (i.e., combines knowledge development with knowledge sharing – KD/KS)

Or less pompously: Strategic Learning is anything anybody does to learn how to work better – to work smarter....
Past confusion between what is shared (knowledge) and the means used to share it (ICT) was natural.

That confusion is now disappearing, once we bring in strategic learning.

Now we speak of Knowledge Services, the melding of the two never-very-distinct disciplines, as ICT and KM converge with strategic learning, to release the power of knowledge, to ensure that knowledge is utilized to achieve corporate, organizational, or institutional goals.
KNOWLEDGE SERVICES: The *Practical* Side of KM
“Putting KM to Work”

**TRANSITIONING**
- Information, Knowledge, and Strategic Learning to *Strategic* Knowledge

**ENABLING**
- Contextual decision-making
- Accelerated innovation
- Strengthened research
- Excellence in knowledge-asset management

**SUPPORTING**
- An institution-wide knowledge culture
- Organizational effectiveness
- Supporting and contributing to the institutional knowledge culture

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Knowledge Services

Roles
- Strategic Knowledge Professional
- Knowledge Facilitator / Consultant
- Knowledge Coach
- Knowledge Thought Leader

Approaches
- From Reactive to
- Proactive to
- Interactive and Integrated

Knowledge Services
- Information Management
- Knowledge Management
- Strategic Learning

Strengthened Research
- Contextual Decision-Making
- Accelerated Innovation
- Successful Knowledge Asset Management

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Students re Research: Curious – Engaged – Motivated

- Students go to course readings first – not Google – for course-related research assignments
- Librarians “tremendously” under-utilized – 8 out of 10 students never turn to a librarian for help
- 9 out of 10 students turn to libraries for certain scholarly research databases for course-related research
- Students turn to instructors as valued research coaches (even though librarians initially show students how to use scholarly research databases)
- Students procrastinate on assignments because they are struggling to meet course demands for other classes

PIL Progress Report
“Lesson Learned”
1 December 2009
Knowledge Strategy: The Basics

Knowledge Audit

Inventory/Catalogue of the Organization’s Intellectual Infrastructure

Identifies Knowledge Assets and How They Are Used
Identifies Gaps and Constraints

Objectives

Coordinated KM/Knowledge Services

Improved Enterprise-Wide Collaboration
Simplified KD/KS

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Knowledge Services in the University: A Natural Ambiance for Collaboration

The Collaborative Impulse

- Principle-based
- The way people naturally want to work
- Replaces hierarchy

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Knowledge Services: Opportunities

For students
- Course-related research management
- Subject-specific KM/knowledge services within courses
- Learning records and student participation files

For faculty
- Development and sharing of course content
- Student results, grading
- Research and development

For the administration
- KM/Knowledge Services as an academic discipline
- Administrative/mgmt knowledge strategy/KM
- Student records, financial aid documentation

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Knowledge Services Connections
Across the Academic/Institutional Environment

Research and Development
- Library services/online scholarly databases
- Agricultural Research Centre and other collaborative activities

Publications
- Student competitions, agricultural exhibitions

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Developing Knowledge Strategy: Managing the Change

Define the Change

Find a Sponsor

Create Alliances & Identify Change Agents

BUT...

Be Wary of Quick Fixes and Reactive Responses – It’s Not Just About Tools

THE KNOWLEDGE CULTURE

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The University’s Knowledge Continuum

Knowledge Assets
- Knowledge assets
- External resources

Knowledge Sharing
- Information management
- Knowledge management
- Strategic learning

Knowledge Services
- Shared knowledge values to support the academic mission

Knowledge Culture

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KM/Knowledge Services in the Academic Environment

Make No Small Plans. They Have No Magic to Stir Men’s Blood.

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