



COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Management and Leadership in The Knowledge Domain



Lecturer:

Guy St. Clair

Knowledge Strategy: Take Charge

Move Forward as Your Organization's
Knowledge Thought Leader

Knowledge Value

KD/KS

(Knowledge Development and Knowledge Sharing)

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Organizational Effectiveness
Successful Organizational Mission

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*

Knowledge Management (KM)

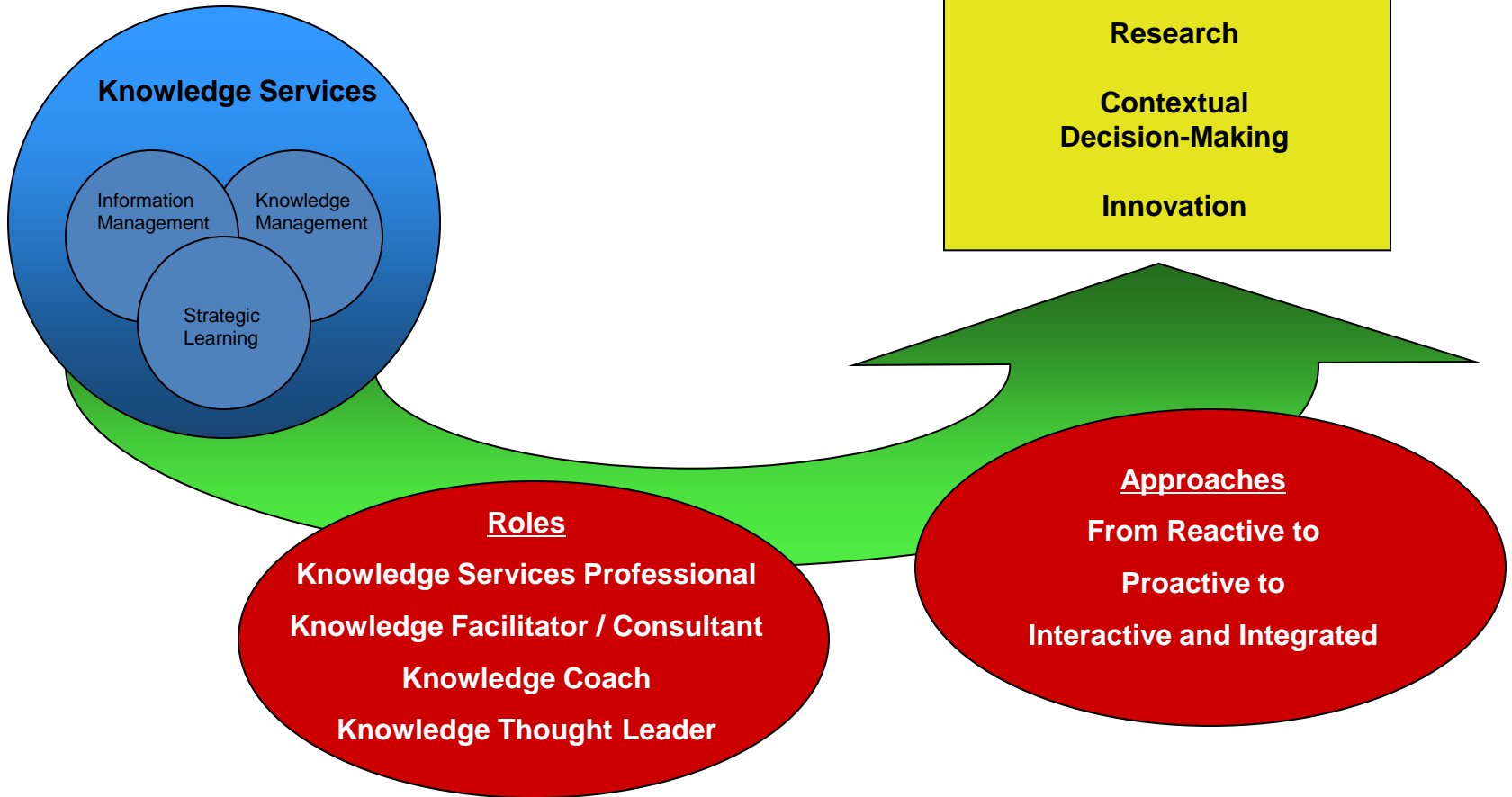
A range of strategies and practices...

- helps staff and affiliates adopt experiences, best practices, lessons learned, processes, technologies, and information for achieving the firm's goals

Knowledge may be...

- embodied in individuals
- captured in organizational processes or practices

Knowledge Services



Knowledge Services Defined

Knowledge services is the management and service-delivery methodology that converges information management, knowledge management, and strategic learning into a single over-arching function.

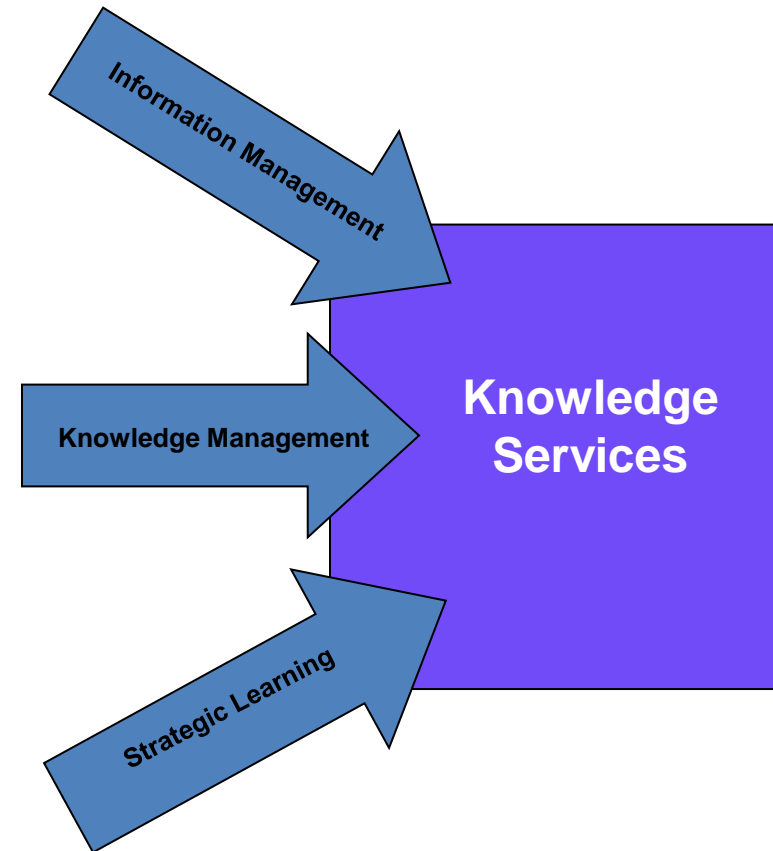




Photo: KentTV

Knowledge Strategy



Your Knowledge Strategy Opportunity

1. Focus Your Ambition –What Are Your Personal and Professional Goals?
 - What workplace rewards do you look for? (e.g., paycheck or contribution to enterprise success or both?)
 - Leader or follower? Entrepreneur or “leave things alone”?



Your Knowledge Strategy Opportunity

2. Define the Problem:

Does your Workplace
Need a Knowledge
Thought Leader?

- What are the signs? Is KD/KS practiced well?
- Collaborative workplace or “every man for himself”?
- Information/knowledge/strategic learning “silos”?



Your Knowledge Strategy Opportunity

3. Scope Out the Company – How Do Things “Work”?

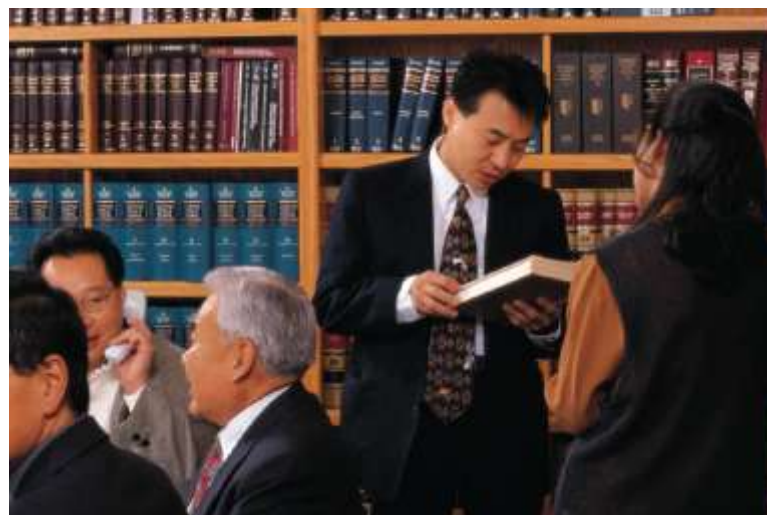
- Who are the information/knowledge “gatekeepers”?
- What’s is firm leadership’s “take” on KM and knowledge services?
- Is there a firm-wide knowledge strategy?



Your Knowledge Strategy Opportunity

4. Identify What's Been Done and Identify Resource Requirements

- When was the last time someone at the company tackled KD/KS?
- Is there a firm leader in charge of keeping information, knowledge, strategic learning management current?



Your Knowledge Strategy Opportunity

5. Make Your Case

- Is there a company KD/KS vision?
- Is it well articulated? Communicated wisely? Clearly?
- Has there been future planning for KD/KS? Does everyone know where they are going with KD/KS?



Your Knowledge Strategy Opportunity

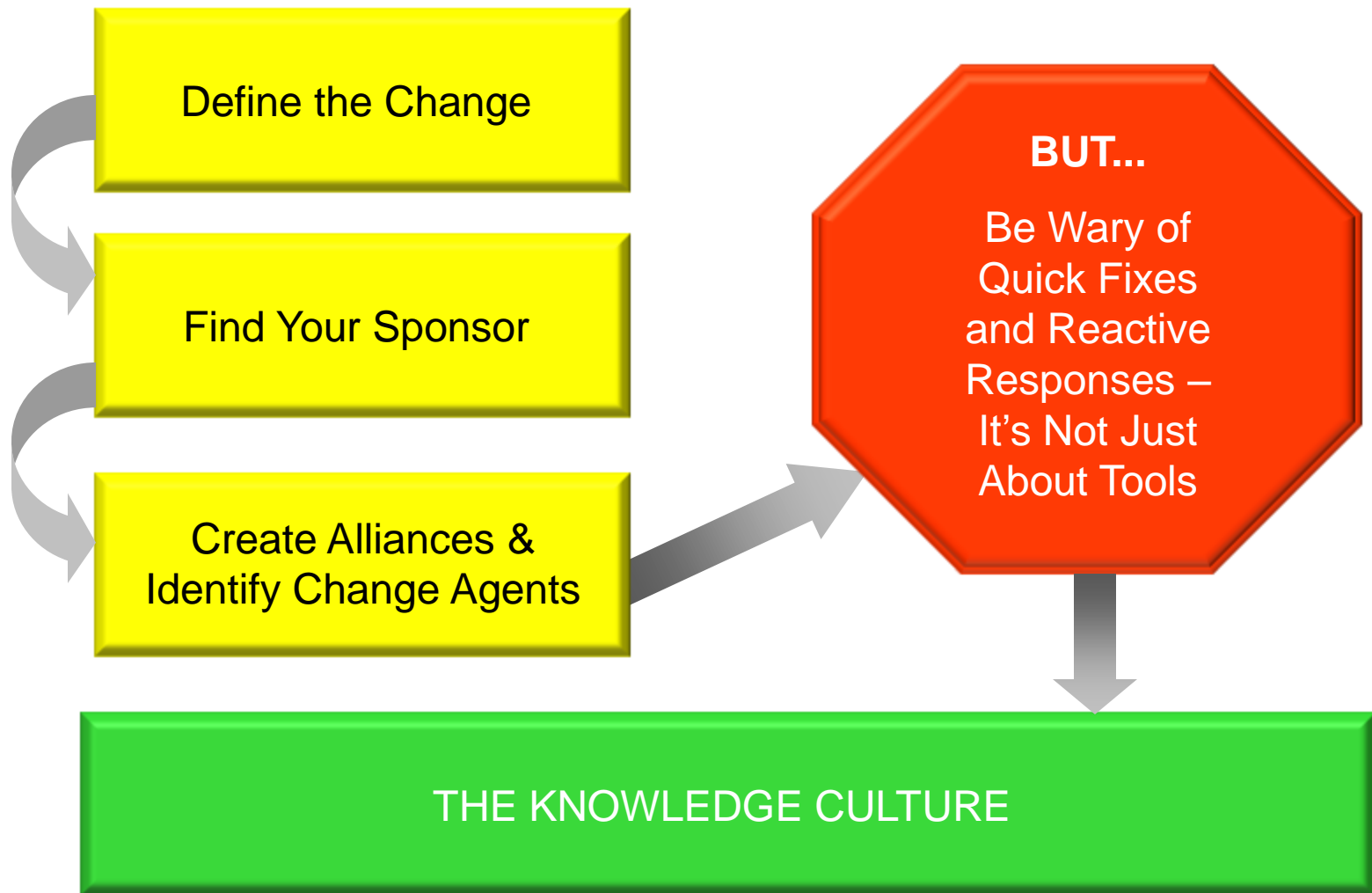
6. Think Big – Lead the Change

- Change is inevitable – seize the opportunity to make a difference in the KD/KS process at the firm
- The organization’s function is “entrepreneurial – to put knowledge to work”

- Peter F. Drucker



Managing Change as You Develop Corporate Knowledge Strategy



Your Knowledge Strategy Opportunity

7. Conduct a Thorough KD/KS Assessment (“Knowledge Audit”)

- Establishes the validity of the change
- Identifies gaps, barriers to KD/KS
- Clarifies scope (project-based, research, operational, other)
- Uncovers attitudes about knowledge value and use
- Stimulates buy-in (at all levels)



Your Knowledge Strategy Opportunity

8. Learn Everything You Can About Strategy – Then Develop the Knowledge Strategy

- Actions we want to see/actions that emerge
- Knowledge strategy: “business strategy that takes into account the organization’s intellectual resources and capabilities”

- Michael Zack



Your Knowledge Strategy Opportunity

9. Raise Awareness about the Knowledge Strategy

- Staff works better and smarter
- Less frustration from searching for “lost” information, knowledge, strategic learning content
- Healthier, more enabling work environment
- Less competition and more collaboration – “information power” to “relationship power”



Your Knowledge Strategy Opportunity

10. Move the Organization Forward as a Knowledge Culture

- Practical and tangible and benefits
- “We have a responsibility to provide knowledge leadership”

– Kevin Manion,
Consumer Reports



Your Knowledge Strategy Future

Position Yourself as the Firm's Knowledge Thought Leader

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

Daniel Hudson Burnham
American Architect (1846-1912)