



Cloud-based Library, Information, and Knowledge Management Solutions

Transforming Libraries

Building My First Knowledge Initiative: What Do I Do?

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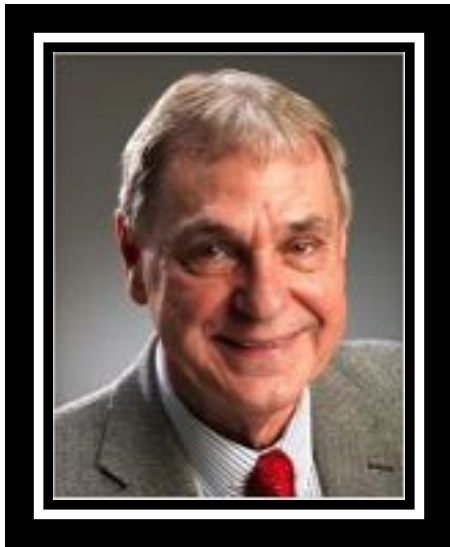


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Transforming Libraries

Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps

Transforming Libraries

Future Ready!

Our presenter – Guy St Clair – will discuss this scenario:

My boss has tasked me to be team lead for developing a corporate “knowledge bank,” a repository for certain project-related content.

- 1. What do I do first?*
- 2. Is this project an opportunity for transforming the specialized library into the corporate knowledge center?*
- 3. I am expert at working with the user. Can a “self-service” knowledge development/knowledge sharing (KD/KS) content repository operate without an info pro/specialist librarian to guide the user?*

Transforming Libraries

“Our goal at Soutron Global is to partner with our clients to manage the library transformation by introducing the best technology in the most cost effective manner.....”

We have created a collaborative culture that is differentiated and unique.....”

Tony Saadat



*Transforming Libraries into
Digital Information Resource Centers*

BUILDING MY FIRST KNOWLEDGE INITIATIVE: WHAT DO I DO?

Guy St. Clair

President and Knowledge Services Evangelist
SMR International

Lecturer
M.S. In Information and Knowledge Strategy Program
Columbia University

Consulting Specialist for Knowledge Services
Soutron Global

HOW DO I BEGIN?

HERE'S YOUR "STRATEGIC ROAD MAP"

Ten "stops" on your journey:

1. Define what you want to do
2. Define your terms
3. Don't go it alone
4. Think big – and lead the change
5. Identify what's been done already
6. Conduct the knowledge audit
7. Develop a corporate knowledge strategy
8. Develop your strategic plan
(including selecting the tools you'll require)
9. Identify resources
10. Establish measures and metrics

[SMR Special Report \(January 2012\) – Starting KM in Your Organization: Here's Your Strategic Road Map](#)



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BUT FIRST....

Is the function you manage (or work in) the appropriate corporate unit to do this work?

How is the specialized library or other research unit – whatever it's named – *perceived* in the larger organization?



AND EQUALLY IMPORTANT...

What about your own ambitions?

What are your personal and professional goals?

Is this something you want to do?



And If It's Something You Want to Do: How Can You Help?

Determine which of your skills are transferable to address the task

Connect your abilities with your knowledge, your expertise, your experience

Position yourself to *collaborate* (don't think of the project as an *order* – it's a collaboration opportunity, and a chance to position yourself as the corporate knowledge thought leader)



The Librarian's Skillbook: 51 Essential Career Skills for Information Professionals



Deborah Hunt and David Grossman

SLA 2013 Conference Special Limited Edition

DEFINE WHAT YOU WANT TO DO

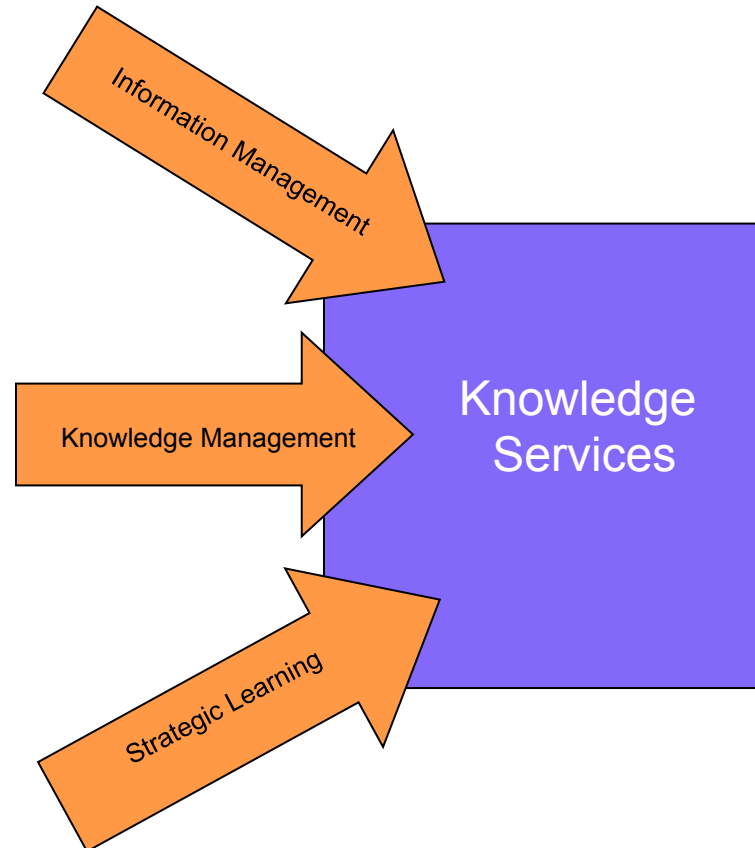
Knowledge services is the objective here:

- ...the management and service-delivery methodology that converges
 - information management
 - knowledge management
 - strategic learning

...into a single over-arching operational function

Which leads to your “big-picture” objective:

Success with KD/KS



ASK THE HARD QUESTIONS

Identify *why* something needs to be done

Buy into Simon Sinek's advice:

Be sure you and your colleagues understand the *why*?

Only then – if you're going to succeed – can you move on to the *what?* and the *how?*



DEFINE YOUR TERMS

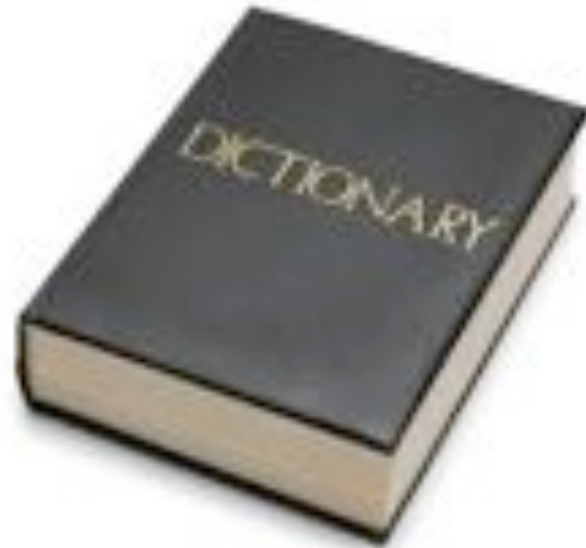
What have you been asked to do:

- create a tool or technique?
- build a database?
- establish an enterprise-wide knowledge-capture/
knowledge-sharing
framework?

What's the *scope*?

What is the “place” of KD/KS in the larger organization?

Is there a *knowledge culture*?



DON'T TRY TO GO IT ALONE

- Who's responsible? (and that means: who's *accountable*?)
- Who else is involved?
- Who will benefit?
- Is there sponsorship?



THINK BIG – AND LEAD THE CHANGE

What you're doing is important

- You have the opportunity to provide “lines of meaning” to others in the company
- You *start with* examining the knowledge culture: will knowledge services *flourish* in your environment?
- How will you identify success? ROI? Risk avoidance?



IDENTIFY WHAT'S BEEN DONE ALREADY

- Are there other knowledge thought leaders who have done similar work in their departments?
- What first steps did they take, and who did they call in to work with them?
- What did *not* work? Why?



POLL



Polling Question # 1: Are you aware of *any* knowledge initiatives (identified as such) already designed and implemented in your company?

- Yes
- No
- Don't Know

CONDUCT THE KNOWLEDGE AUDIT

Examine and study three critical “big picture” elements:

1. Organizational structure
2. KM/knowledge services in the organization (and perceptions and expectations re: service delivery)
3. Marketing, awareness-building, identification of advocates, champions, and sponsors



You're seeking to codify and evaluate the company's intellectual infrastructure.

DEVELOP THE CORPORATE KNOWLEDGE STRATEGY

Knowledge strategy has two “sides”:

- inspirational and aspirational – a vision of how we want to work with knowledge in the company
- practical and pragmatic (your strategic plan)

Michael Zack: “The knowledge strategy is a business strategy that takes into account the company’s intellectual resources and capabilities”



DEVELOP YOUR STRATEGIC PLAN (INCLUDING TOOLS)

- Integrated Knowledge Content System/IKCS (aka “ILS”)
- An application-independent tool for content access, storage, modification, search, and retrieval
- KD/KS content repository (“self-service?”)
- Enterprise-wide (or unit-specific) training in metadata development (or dedicated metadata development staff)
- Specialist librarian (research manager): review/oversight



IDENTIFY RESOURCES

Resource allocation is fundamental:

- what resources are available to support the initiative?
- actual resources vs. estimated resources required?
 - financial
 - time and labor
 - internal or external?



ESTABLISH MEASURES AND METRICS

Is this knowledge initiative cost-effective?

What are the benefits:

- contextual decision-making?
- accelerated innovation?
- improved research and communication?
- successful KD/KS?

What is the relationship between costs and benefits (expected or, eventually, realized)?



WHAT ABOUT EXPECTATIONS? WILL YOUR KM INITIATIVE VALIDATE KNOWLEDGE VALUE?



YOUR STRATEGIC ADVENTURE: JOURNEY'S END?

NO WAY!

Is that emphatic enough?

Your KM start-up is only the beginning. Once you have a good model in place, once you have a solid team prepared (and inspired) to work with keeping the good work going, and once you have senior management committed to an enterprise-wide knowledge culture, *your work is just beginning.*

Everyone in every part of the company needs to manage knowledge, and there are many, many opportunities for bringing KM and knowledge services forward in the organization

THINK PETER DRUCKER



“One of the tasks of leaders is constantly to make sure that we put scarce resources of people and money where they do the most good. We have to be results-focused and opportunity-focused. Good intentions are no longer enough.”

Peter F. Drucker. “Discipline of Innovation”
Leader to Leader, [No. 9, Summer 1998]

POLL



Polling Question # 2: When this KM initiative is completed and implemented, will your “standing” in the company be changed?

- Yes
- No
- Don't Know

TRANSFORMING LIBRARIES: BUILDING MY FIRST KNOWLEDGE INITIATIVE: WHAT DO I DO?

Did We Answer the Questions?

- 1. What do I do first?*
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TRANSFORMING LIBRARIES: THE 2013 SOUTRON GLOBAL WEBINARS WITH GUY ST. CLAIR (SMR INTERNATIONAL)

- Prioritizing (July 30)
 - 1) What Needs to be Done?
 - 2) Where Are the Gaps?
- How Does Successful KD/KS Affect Workflow? (August 27)
- Sponsorship and Leadership Buy-In (October 1)
- Managing the Change (October 22)
- The Strategic Knowledge Professional as Knowledge Thought Leader—Influencer, Communicator, Doer (November 12)
- Your Career Prospects - How Do You Re-Focus Your Knowledge Work to Be *Indispensable*? (December 17)

Perhaps of Interest

THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

The Courses

- KMKS 101 Fundamentals of Knowledge Management and Knowledge Services (online September 9-25, 2013)
- KMKS102 The Knowledge Audit: Evaluating Intellectual Capital Use (online August 11-27, 2014)
- KMKS103 Knowledge Strategy: Developing the Enterprise-Wide Knowledge Culture (online August 12-28, 2013)
- KMKS104 Networking and Social Media: Technology-Enabled Knowledge Sharing (online February 12-26, 2014)
- KMKS105 Change Management and Change Implementation in the Knowledge Domain (online October 15-30, 2013)
- KMKS106 Critical Success Factors: Measuring Knowledge Services (online April 7-23, 2014)

Contact: http://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/

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Transforming Libraries

Thank you



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