



Cloud-based Library, Information, and KM/Knowledge Services Solutions

*Transforming Libraries*

**KM and Knowledge Services:  
Consensus or Simply Shared Principles?**

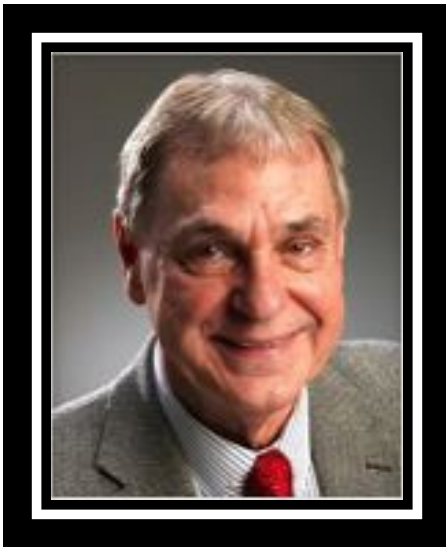
February 18, 2014  
11.00am PST/2.00pm EST



Cloud-based Library, Information, and KM/Knowledge Services Solutions

# Transforming Libraries

Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps



# Transforming Libraries

## Future Ready!

Our presenter – Guy St Clair – asks:

- 1. Do you have a clear picture of knowledge services implementations in departments other than your primary work unit?*
- 2. What is the “general understanding” in your organization about the value of knowledge?*
- 3. Who decides if a knowledge-focused activity is worthwhile (database development, web site upgrade, subject search using external resources, etc.)? Is there a standard process or are decisions made “on the fly”?*



## 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*

## *KM and Knowledge Services: Consensus or Simply Shared Principles?*

### **Guy St. Clair**

President and Knowledge Services Evangelist  
SMR International

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

Consulting Specialist for Knowledge Services  
Soutron Global



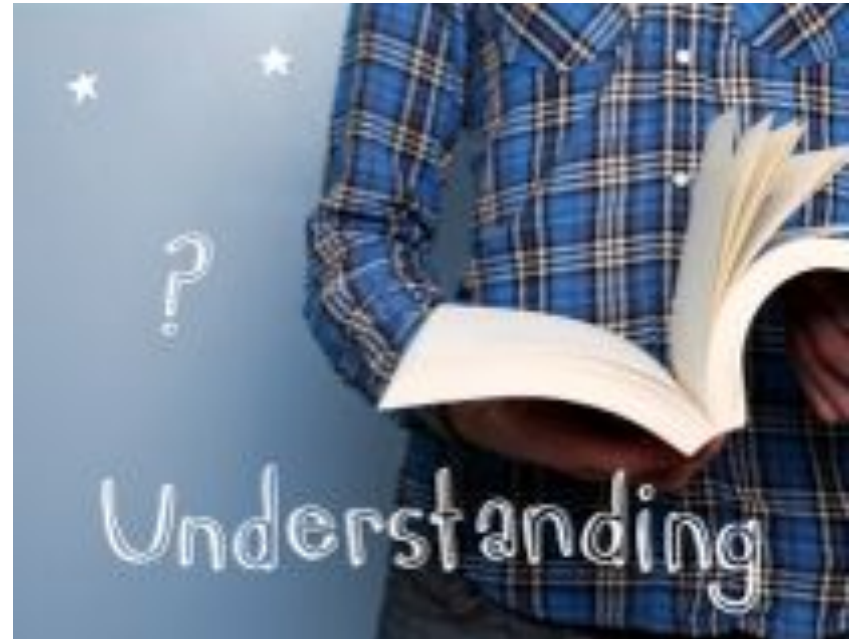
Cloud-based Library, Information, and KM/Knowledge Services Solutions

## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

### *Our Discussion Questions/Talking Points:*

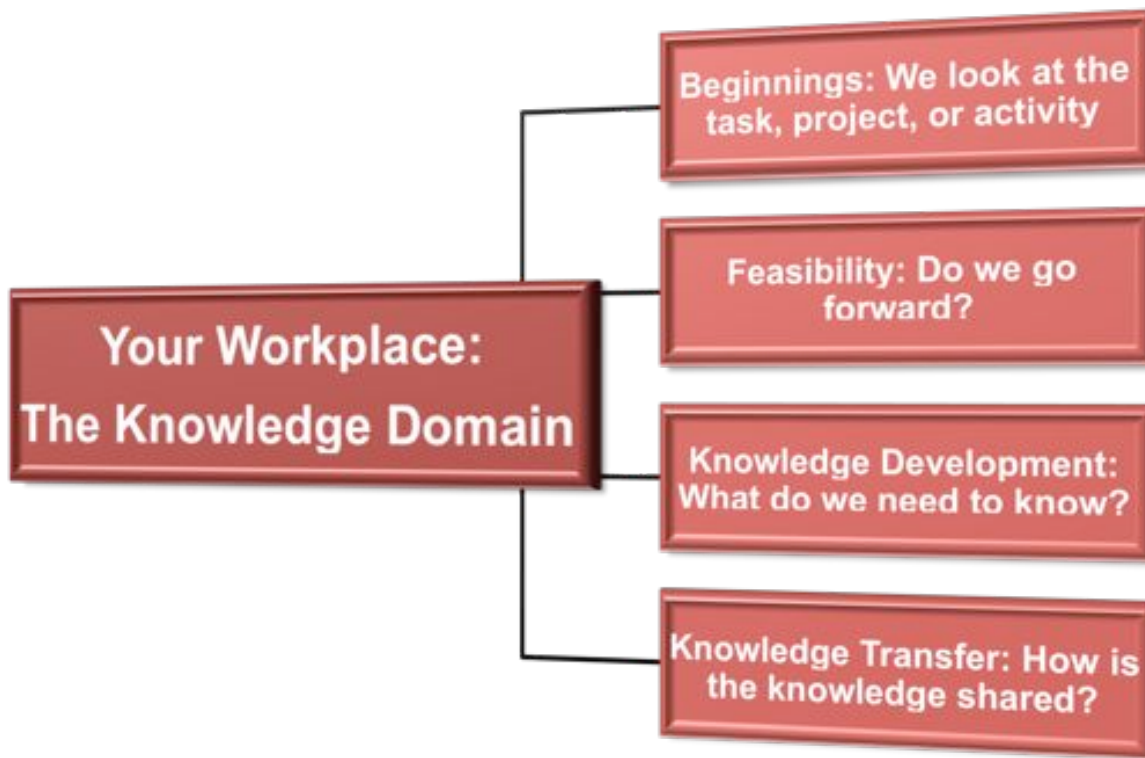
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Transforming Libraries

**The New Knowledge Services: Connections not Collections**

*The Knowledge Domain*



## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

## *The Knowledge Domain*

The knowledge environment – our workplace – is now clearly understood:

- The work is defined (and recognized) as **professional**
- We work with **strategic** information, knowledge, and learning content
- We work with explicit, tacit, and **cultural** knowledge
- Success in knowledge development/ knowledge sharing (KD/KS) depends on stakeholder interactions with us

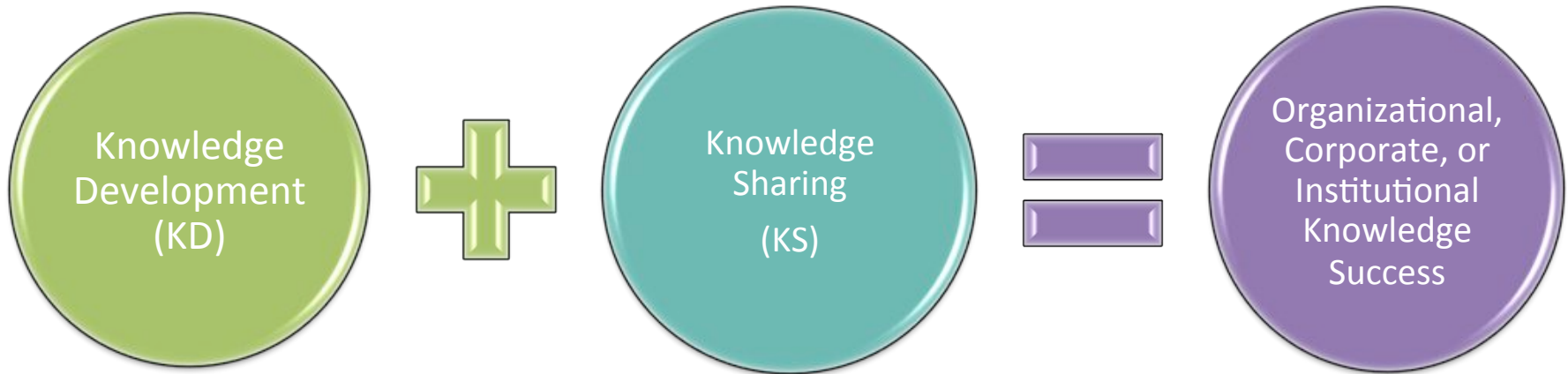




Transforming Libraries

**KM and Knowledge Services: Consensus or Shared Principles?**

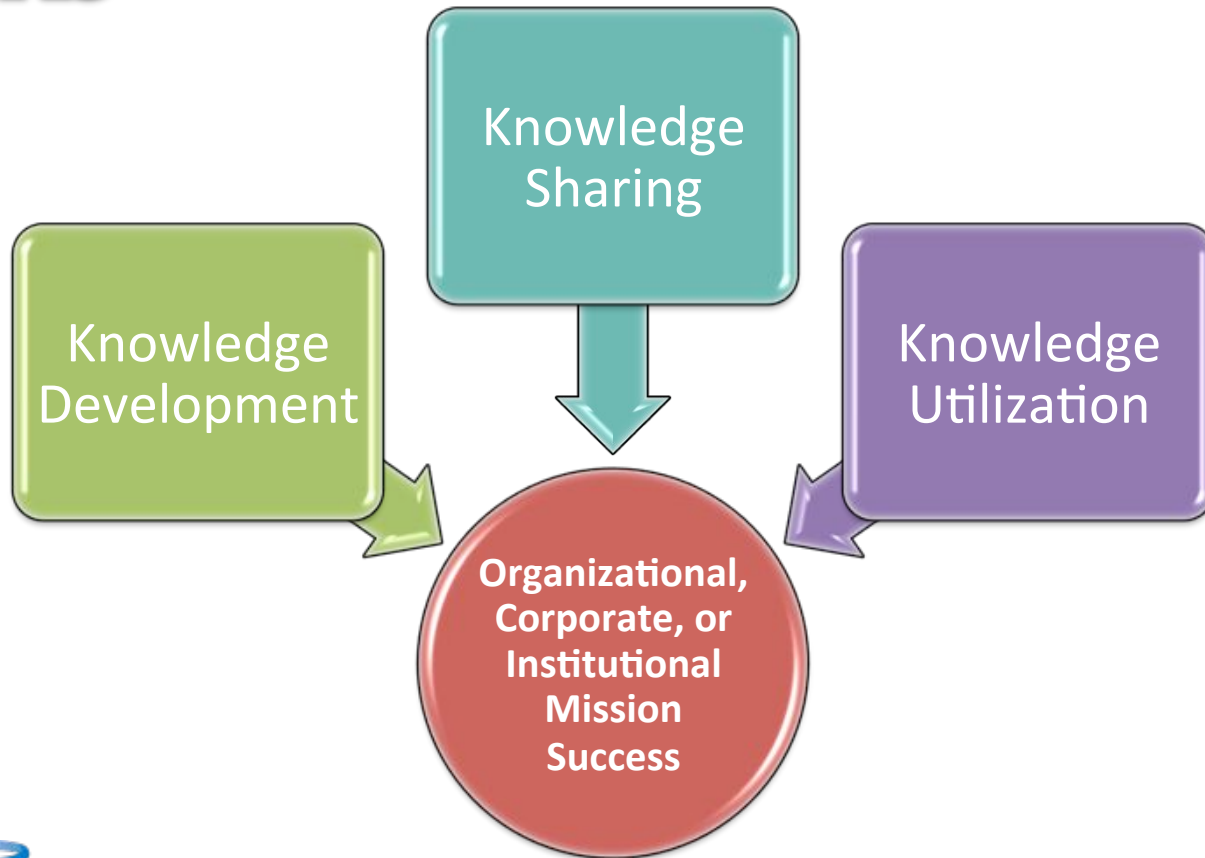
**KD/KS**



Transforming Libraries

**KM and Knowledge Services: Consensus or Shared Principles?**

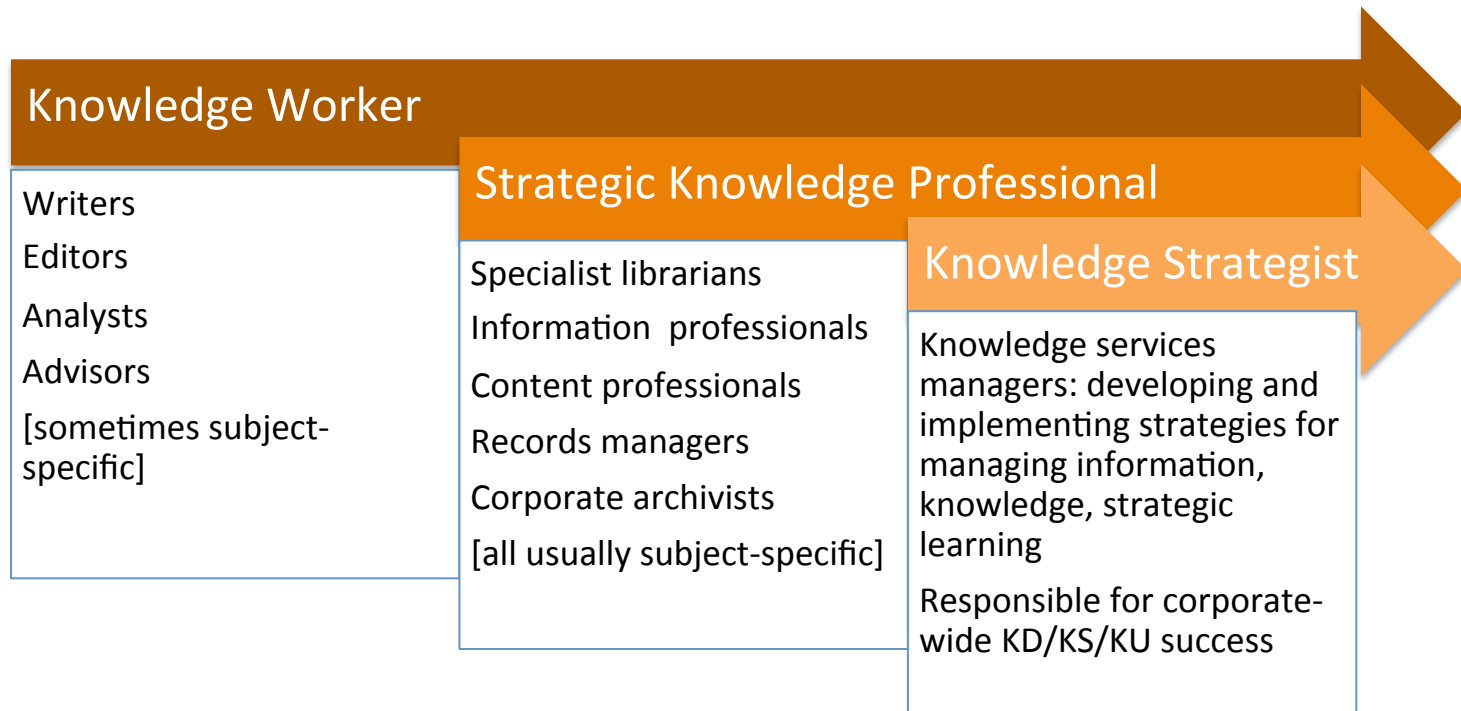
***KD/KS/KU***



## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

## *The Changing Workplace*



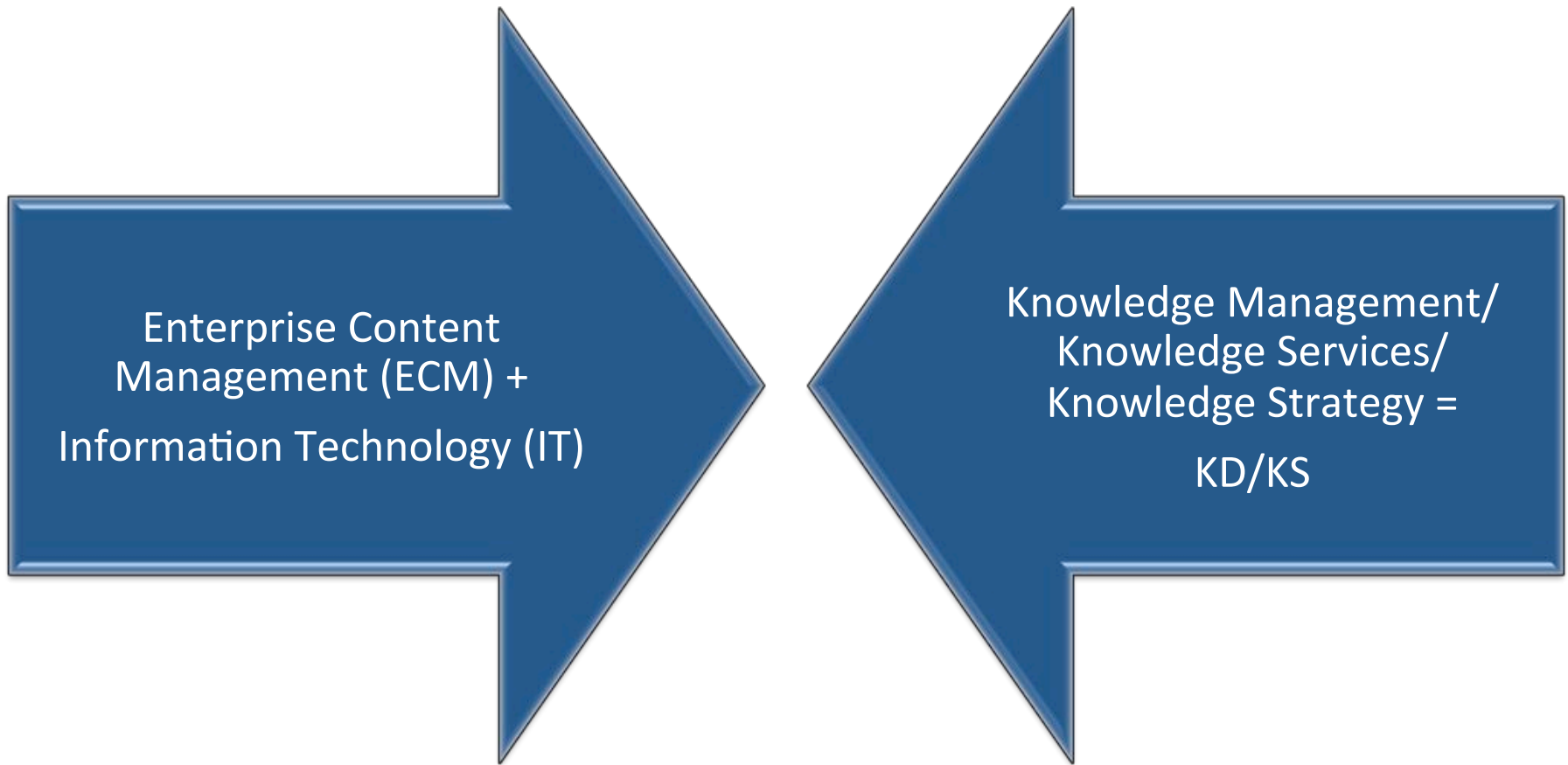
# KNOWLEDGE STRATEGY

...the management discipline that ensures organizational effectiveness by matching intellectual capital management with the corporate or organizational mission.



Transforming Libraries

**KM and Knowledge Services: Consensus or Shared Principles?**





# POLL

Polling Question # 1: Where is the focus in your work? Where do you and your co-workers give *most* of your attention?

- |  |       |
|--|-------|
| <input type="checkbox"/> Managing and delivering content (with or without using IT)?     | [16%] |
| <input type="checkbox"/> Performing knowledge services (advising, coaching, consulting)? | [17%] |
| <input type="checkbox"/> Both?   | [67%] |
| <input type="checkbox"/> Don't know or not sure?   | [ 0%] |

[Results added post-webinar - 82% of webinar participants responded.]

## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

## The “Consensus” Game

A quest for standards and consensus "on the KM body of knowledge, competencies, roles, and curriculum" for KM workers and academics (as some knowledge professionals express it)

Looking for a consensus and agreement in defining KM and KM competencies and education



## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

## **Standards into The Game as Well**

New ISO Standard on  
KM Systems and Requirements ...

[including] “instilling a culture of Knowledge Management and sharing in Knowledge Management solutions and in the manner of measuring the knowledge in organizations. ... applicable for all types of business, private and public organizations, independent of the field of business and their size, and also for non-profit organizations.”





## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

## KM as a “Discipline”



I have a passion for KM as one of the first disciplines that used properly puts people first and is itself a learning environment which should encourage diversity. That passion means that I will fight attempts to standardize or "certify" the discipline.

Dave Snowden  
Founder and Chief Scientific Officer  
Cognitive Age  
(quoted by David Gurteen)

## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

“...today’s stunning productivity growth, knowledge economy, and disruptive innovation **depend entirely** on originality, network combination, conceptual blending, cognitive diversity, knowledge variation, and disequilibrium.

“KM leads the higher-order, *situated cognitive behaviors* essential to groups and prosperous knowledge creation.

“... KM Standards are anathema to every principle of KM, knowledge, productivity, innovation, prosperity *and the future itself!*”

“KM Standards Farce” (John Maloney at Colabria in San Francisco, Feb 2014)



## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

If we agree on **principles** for managing and sharing knowledge within the specific organization - all the management, leadership, and strategy development principles we work with (Drucker *et al.*), do we need to deal with consensus?

Do we not simply apply those principles **as they fit** in the organization?



## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?



## Developing a Knowledge Management Strategy: The start of a new journey

*José Carlos Tenorio Favero*

Just named Head of KM GMD SA in Lima Peru

The CEO quickly detailed three priorities:

- *Innovation*
- *Client Value Generation*
- *Critical Knowledge Retention and Development*

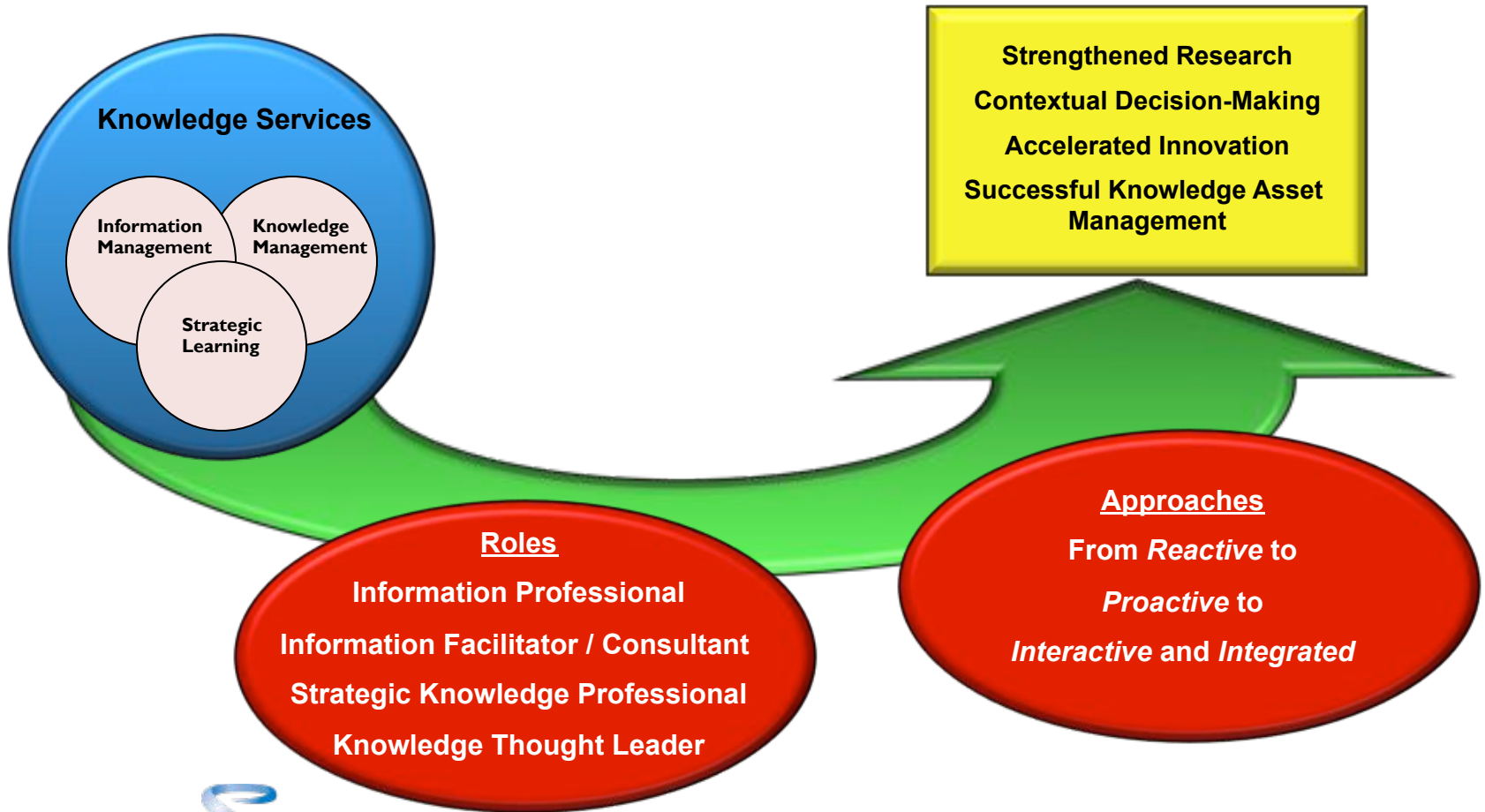
The priorities are steered forward through these mechanisms/processes:

- *Lessons Learned*
- *Knowledge Management Technologies (including the convergence of social media, open innovation and information systems)*
- *CoPs*
- *Organizational Culture and Values*



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# Knowledge Services





# POLL

## Polling Question # 2: What's your opinion?

- Successful knowledge work requires a universal standard (“consensus”) definition of KM, knowledge services, and knowledge strategy [59%]
- Successful knowledge work is customized, “tailored” to situational requirements and does not require a universal standard (“consensus”) definition of KM, knowledge services, and knowledge strategy [32%]
- No opinion [09%]

[Results added post-webinar - 86% of webinar participants responded.]

## Transforming Libraries

# KM and Knowledge Services: Consensus or Shared Principles?

### ***Did We Answer the Questions?***

1. *Do you have a clear picture of knowledge services implementations in departments other than your primary work unit?*

*The answer is ....*

2. *What is the “general understanding” in your organization about the value of knowledge?*

*The answer is ....*

3. *Who decides if a knowledge-focused activity is worthwhile (database development, web site upgrade, subject search using external resources, etc.)? Is there a standard process or are decisions made “on the fly”?*

*The answer is ....*



Cloud-based Library, Information, and Knowledge Management Solutions

**TRANSFORMING LIBRARIES:**

**THE 2014 SOUTRON GLOBAL WEBINARS WITH GUY ST. CLAIR (SMR INTERNATIONAL)**

**Coming Mar 18, 2014**

**Measuring Knowledge Services: Critical Success Factors**

Talking Points for Mar 18:

- 1. In the knowledge services operation for which you are responsible (specialized library, research unit, records management department, etc.), what performance measures are in place?*
- 2. Is there a measurement strategy for enterprise-wide knowledge services?*
- 3. Does your organization utilize a return-on-investment (ROI) or effectiveness measures framework? Is your knowledge services business unit included in this framework?*



Perhaps of Interest

# THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

## The Courses

- KMKS106 Critical Success Factors: Measuring Knowledge Services  
(online April 7-23, 2014)
- KMKS103 Knowledge Strategy: Developing the Enterprise-Wide Knowledge Culture  
(SLA Annual Conference, Vancouver, British Columbia June 6, 2014)
- KMKS101 Fundamentals of KM and Knowledge Services  
(SLA Annual Conference, Vancouver, British Columbia June 7, 2014)
- KMKS102 The Knowledge Audit: Evaluating Intellectual Capital Use  
(online August 11-27, 2014)
- KMKS101 Fundamentals of KM and Knowledge Services  
(online September 8-24, 2014)
- KMKS105 Change Management and Change Implementation in the Knowledge Domain (online October 14-29, 2014)
- KMKS104 Networking and Social Media: Technology-Enabled Knowledge Sharing (online February 9-25, 2015)

Contact: [http://www.sla.org/learn/certificate-programs/cert\\_knowledge\\_mgmt/](http://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/)

COLUMBIA UNIVERSITY

[M.S. IN INFORMATION AND KNOWLEDGE STRATEGY \(IKNS\)](#)

Want to move into a recognized leadership role in KM, knowledge services, and knowledge strategy development?

Check out Columbia University's [M.S. in Information and Knowledge Strategy](#).

The program prepares knowledge practitioners to plan and lead knowledge and information services, improve collaboration and networks, and create innovative knowledge products.

Online information sessions are coming up on Mar 4, Apr 8, and May 6 at 12 noon  
– Sign up to attend at the IKNS graduate program site:

<http://ce.columbia.edu/Information-and-Knowledge-Strategy>.

[Guy teaches [IKNS K4301 Management and Leadership in the Knowledge Domain](#) in the graduate program.]

# Contact information

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# Thank you



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