Transforming Libraries

KM and Knowledge Services: Consensus or Simply Shared Principles?

February 18, 2014
11.00am PST/2.00pm EST
Transforming Libraries

Today’s Presenters

Guy St. Clair  Tony Saadat  Maria Phipps
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”?
“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
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Consulting Specialist for Knowledge Services
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Cloud-based Library, Information, and KM/Knowledge Services Solutions
1. Do you have a clear picture of knowledge services implementations in departments other than your primary work unit?

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The New Knowledge Services: Connections not Collections

The Knowledge Domain

Your Workplace: The Knowledge Domain

Beginnings: We look at the task, project, or activity

Feasibility: Do we go forward?

Knowledge Development: What do we need to know?

Knowledge Transfer: How is the knowledge shared?

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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
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Knowledge Development (KD) + Knowledge Sharing (KS) = Organizational, Corporate, or Institutional Knowledge Success

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Organizational, Corporate, or Institutional Mission Success

Knowledge Sharing

Knowledge Development

Knowledge Utilization

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The Changing Workplace

Knowledge Worker
- Writers
- Editors
- Analysts
- Advisors
  [sometimes subject-specific]

Strategic Knowledge Professional
- Specialist librarians
- Information professionals
- Content professionals
- Records managers
- Corporate archivists
  [all usually subject-specific]

Knowledge Strategist
- Knowledge services managers: developing and implementing strategies for managing information, knowledge, strategic learning
- Responsible for corporate-wide KD/KS/KU success

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KNOWLEDGE STRATEGY

…the management discipline that ensures organizational effectiveness by matching intellectual capital management with the corporate or organizational mission.
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Enterprise Content Management (ECM) + Information Technology (IT)

Knowledge Management/ Knowledge Services/ Knowledge Strategy = KD/KS

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

- Managing and delivering content (with or without using IT)? [16%]
- Performing knowledge services (advising, coaching, consulting)? [17%]
- Both? [67%]
- Don’t know or not sure? [ 0%]

[Results added post-webinar - 82% of webinar participants responded.]
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
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.”
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)
“...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)
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?
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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

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

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

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Strengthened Research
Contextual Decision-Making
Accelerated Innovation
Successful Knowledge Asset Management
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.]
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 ....
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/
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 (IKNS).

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:


[Guy teaches IKNS K4301 Management and Leadership in the Knowledge Domain in the graduate program.]
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Thank you

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