

THE **aiim** 2014  
CONFERENCE  
April 1-3, 2014 | Orlando, FL

twitter  #AIIM14

# Information Opportunity VS Information Chaos



Panel Discussion

## Knowledge Strategy: Your Leadership Advantage

Guy St. Clair, SMR International  
@smr\_knowledge

Anne Kershaw, Knowledge Strategy Solutions  
@AKershawPC

 #AIIM14

THE **aiim** 2014  
CONFERENCE  
April 1-3, 2014 | Orlando, FL

# Knowledge Strategy: Your Leadership Advantage



- Guy St. Clair
  - President and Knowledge Services Evangelist, SMR International
  - Faculty, Columbia University, M.S. in Information and Knowledge Strategy
- Anne Kershaw
  - Co-Owner and Managing Director, Knowledge Strategy Solutions
  - Faculty, Columbia University, M.S. in Information and Knowledge Strategy

Background Paper:

[SMR Special Report \(April 2014\) Knowledge Strategy: Your Leadership Advantage \(AIIM14\)](#)

# Knowledge Strategy



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

The goal?

Successful, enterprise-wide knowledge development, knowledge sharing, and knowledge utilization (KD/KS/KU)



# Knowledge Strategy



- What are the knowledge strategy elements? What makes knowledge strategy work?
  - Intellectual capital management/knowledge management (KM) – “working with knowledge”
  - Knowledge services – converges information management, knowledge management, and strategic learning – “the *practical* side of KM”
  - Strategic learning – any process (formal or informal) through which knowledge workers acquire information and knowledge that improves or enhances work performance

# Why Knowledge Strategy?



Isn't knowledge strategy already in place, as a management practice (even if not established as a formal discipline or function)?

- What are the advantages of a knowledge strategy?
- Are there disadvantages?
- What purpose is served by characterizing an organization as a “knowledge culture”?

# Knowledge Strategy / Knowledge Value



Is it possible to link knowledge value, communication and collaboration, and corporate goals?

Is this a job of the knowledge strategist?

[Example: How do we convey to company leaders the realities and limitations of what can be done within the framework of the company's technical infrastructure?]

# The Knowledge Strategists



Who are the company's best knowledge strategists? Where do they come from?

- Organizational/corporate executives (“c-suite” leadership)
- Practitioners (information specialists, research managers, strategic knowledge professionals)?
- Subject specialists?
- Information, knowledge, learning professionals?
- Technologists and information scientists?