



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

## *Transforming Libraries*

# **Knowledge Services:** Connecting Strategic Learning with Information Management and KM

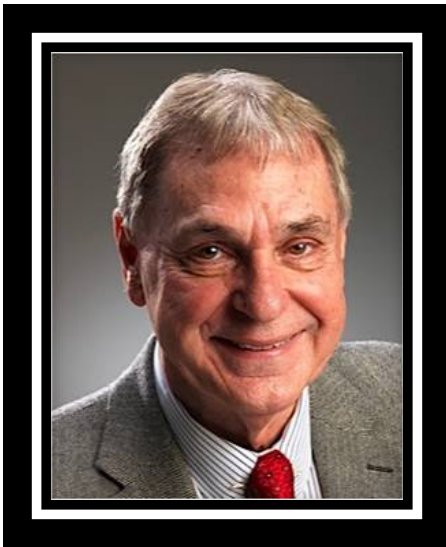
August 19, 2014  
11.00am PST/2.00pm EST



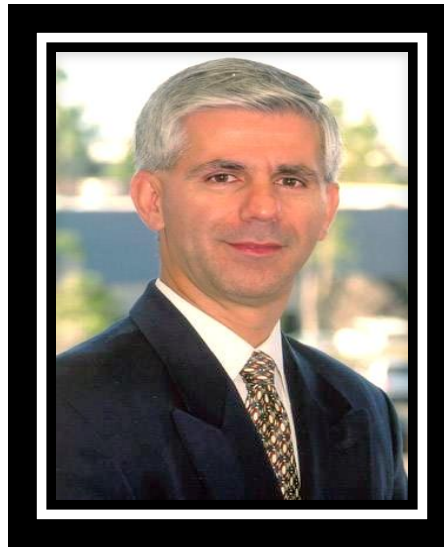
Cloud-based Library, Information, and KM/Knowledge Services Solutions

# Transforming Libraries

Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps



# Transforming Libraries

## Future Ready!

Our presenter – Guy St Clair – asks:

- 1. How is the classic Knowledge Services “convergence” positioned in your specialized library?*
- 2. What is the role of the information professional in managing Knowledge Services?*
- 3. Is there a reliable Knowledge Services “champion” or “sponsor” available to support your professional work?*



## 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**

**Knowledge Services:  
Connecting Strategic Learning with  
Information Management and KM**

**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

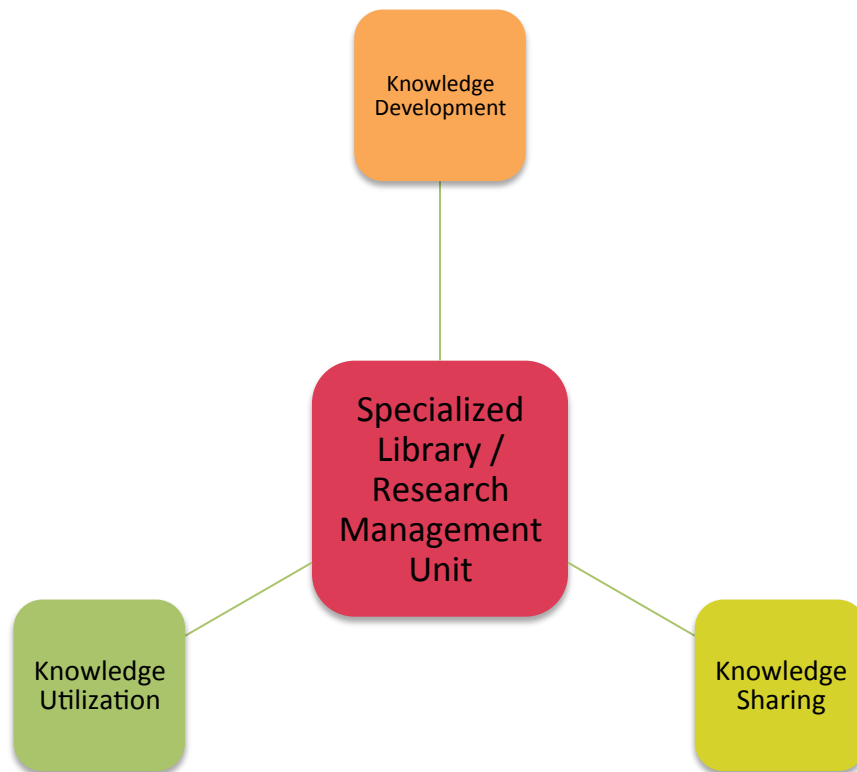
# Knowledge Services: Connecting Strategic Learning with Information Management and KM

***What we want to know:***

*Our first question:*

*How is the classic Knowledge Services “convergence” positioned in your specialized library?*

*To answer that question, let’s make sure we’re all in agreement about what **Knowledge Services** is....*



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

### ***What is Knowledge Services?***

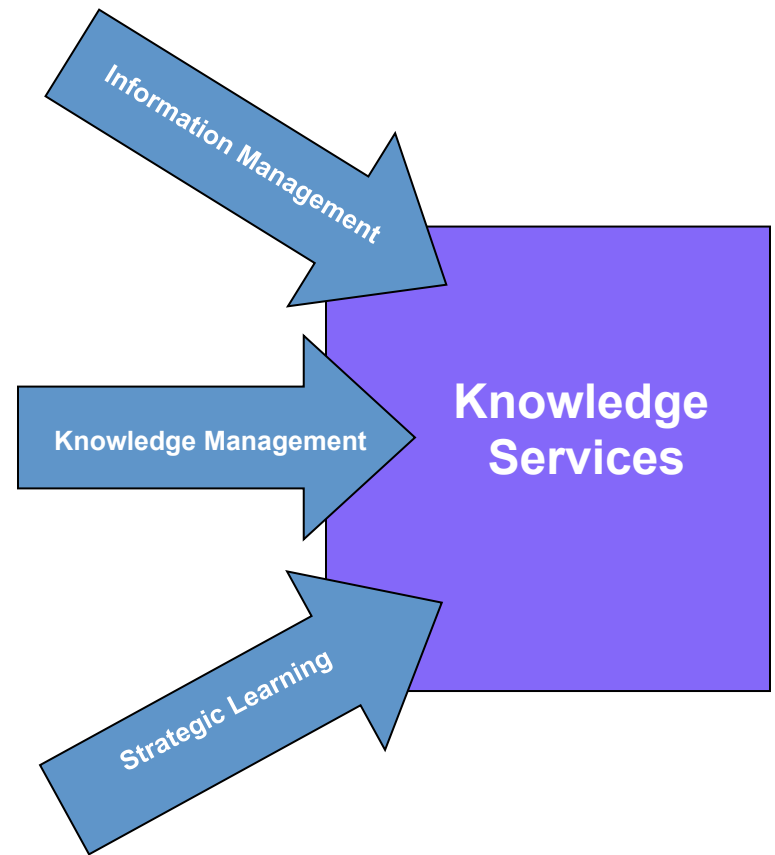
Knowledge Services is an *enterprise-wide* management methodology that enables companies and organizations to achieve excellence, both in the performance of internal staff and in interactions with external customers.



## Transforming Libraries

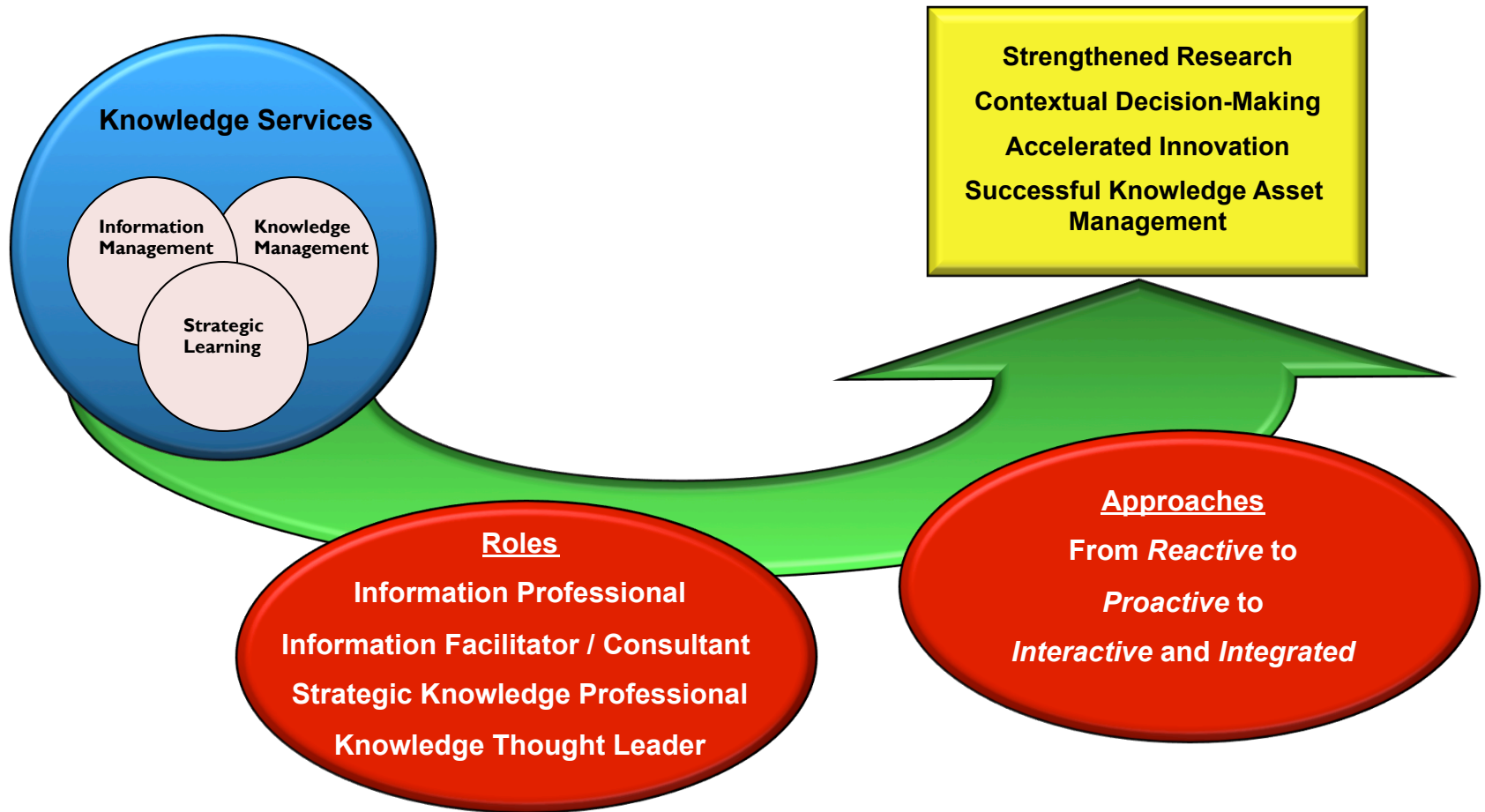
# Knowledge Services: Connecting Strategic Learning with Information Management and KM

Knowledge Services is the management and service-delivery methodology that converges information management, knowledge management, and strategic learning into a single overarching operational function.





# Knowledge Services





# POLL

Polling Question # 1: As you manage the specialized library, what's the Knowledge Services “balance” in the library?

- |                                      |       |
|--------------------------------------|-------|
| <input type="checkbox"/> Strong      | [42%] |
| <input type="checkbox"/> OK          | [38%] |
| <input type="checkbox"/> Not so good | [10%] |
| <input type="checkbox"/> Don't know  | [10%] |

[88% response]

## Knowledge Services: Connecting Strategic Learning with Information Management and KM

### And Knowledge Services is a Profession....

- A *new* profession embracing *all* practitioners in the disciplines that support information management, knowledge management, and strategic learning
- The fundamental elements of the new Knowledge Services profession are shared learning and teaching — learning and teaching that enable *KD/KS/KU* (Knowledge Development/Knowledge Utilization)

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# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## KD/KS/KU

- “... builds on the assumption that all stakeholders accept their responsibility to develop, to learn, and to share tacit, explicit, and cultural knowledge within the enterprise, organization, community, or parent institution.
- “... exists for the benefit of the organizational entity with which the learning stakeholders are affiliated and which provides support for their learning endeavors, and for the growth and development of these stakeholders as lifelong learners.”

Guy St. Clair  
*Beyond Degrees:  
Professional Learning for Knowledge Services*



Transforming Libraries

**Knowledge Services: Connecting Strategic Learning with Information Management and KM**

**Learning + Teaching + Sharing = KD/KS/KU**



## Transforming Libraries

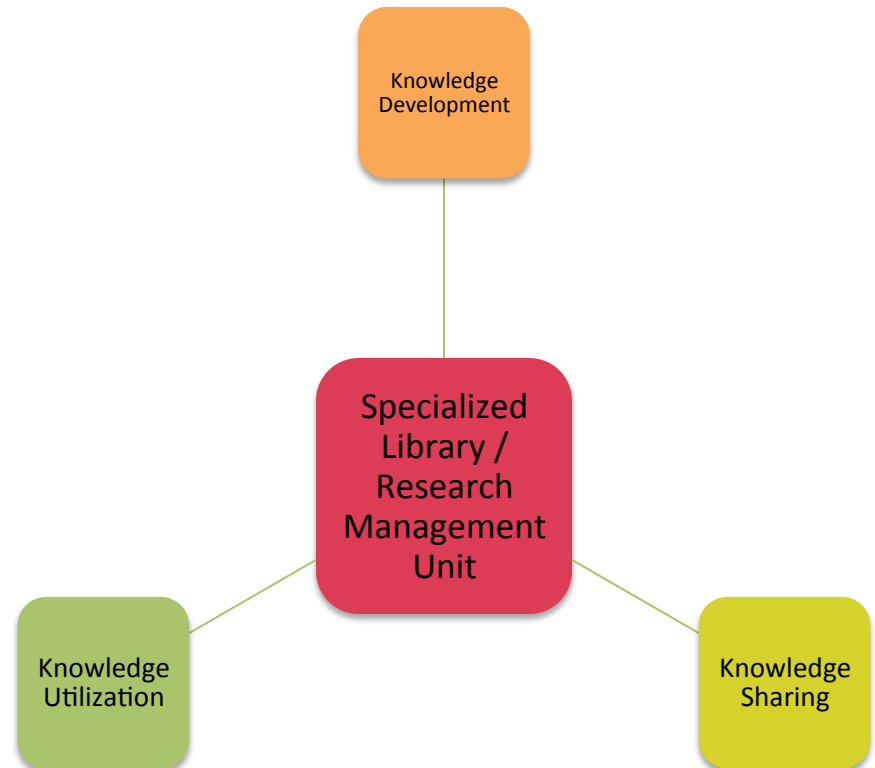
# Knowledge Services: Connecting Strategic Learning with Information Management and KM

### ***Our second talking point:***

*KD/KS/KU: What is the role of the information professional in managing Knowledge Services?*

*Is it – in fact – an elaboration and sophisticated specialty that no one else in the organization has: Knowledge Sharing raised to a special level of excellence? Taking **control** of KD/KS/KU?*

*Is it **Strategic Learning**?*



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## Strategic Learning

... the successful achievement of skills, competencies, knowledge, behaviors, and/or other outcomes required for excellence in self-education, in the workplace, and in personal achievement.



# Strategic Learning

## “Organizational Learning”

... enables those who develop knowledge to share it, for the benefit of everybody in the organization (i.e., combines knowledge development with knowledge sharing)

...provides training / learning that is specific to the workplace, and that focuses on applications

Or less pompously: *Strategic Learning* is anything anybody does to learn how to work better – to work smarter....



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## Strategic Learning

Can be Formal

- When, for example, an employer gives a talented employee release time to pursue a Ph.D. in a particular discipline that, when achieved, will realize specific and measurable benefits for the company as well as for the employee...



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## Strategic Learning

Can Be an Internal or External Learning/Training Activity

- When, for example, the company’s “corporate university” offers career advancement learning to employees....
- Or training courses are offered to employees to help them develop or improve workplace skills....
- Or workshops are attended at a conference or meetings....



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## Strategic Learning

### Or Strategic Learning Can Be Informal

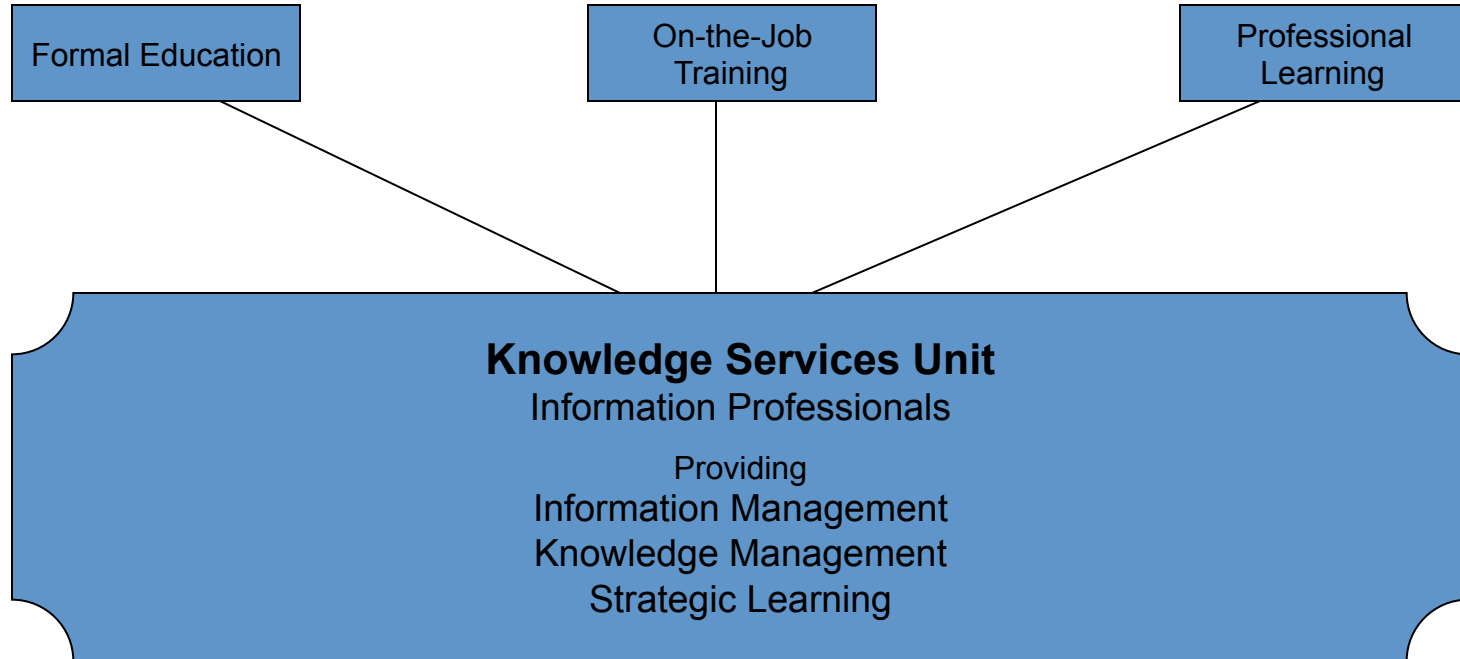
- When, for example, your buddy in the next cubicle will show you how to access a particular database or other tool....
- Or you demonstrate to a fellow employee in another department how to set up an international telephone conference call....



Transforming Libraries

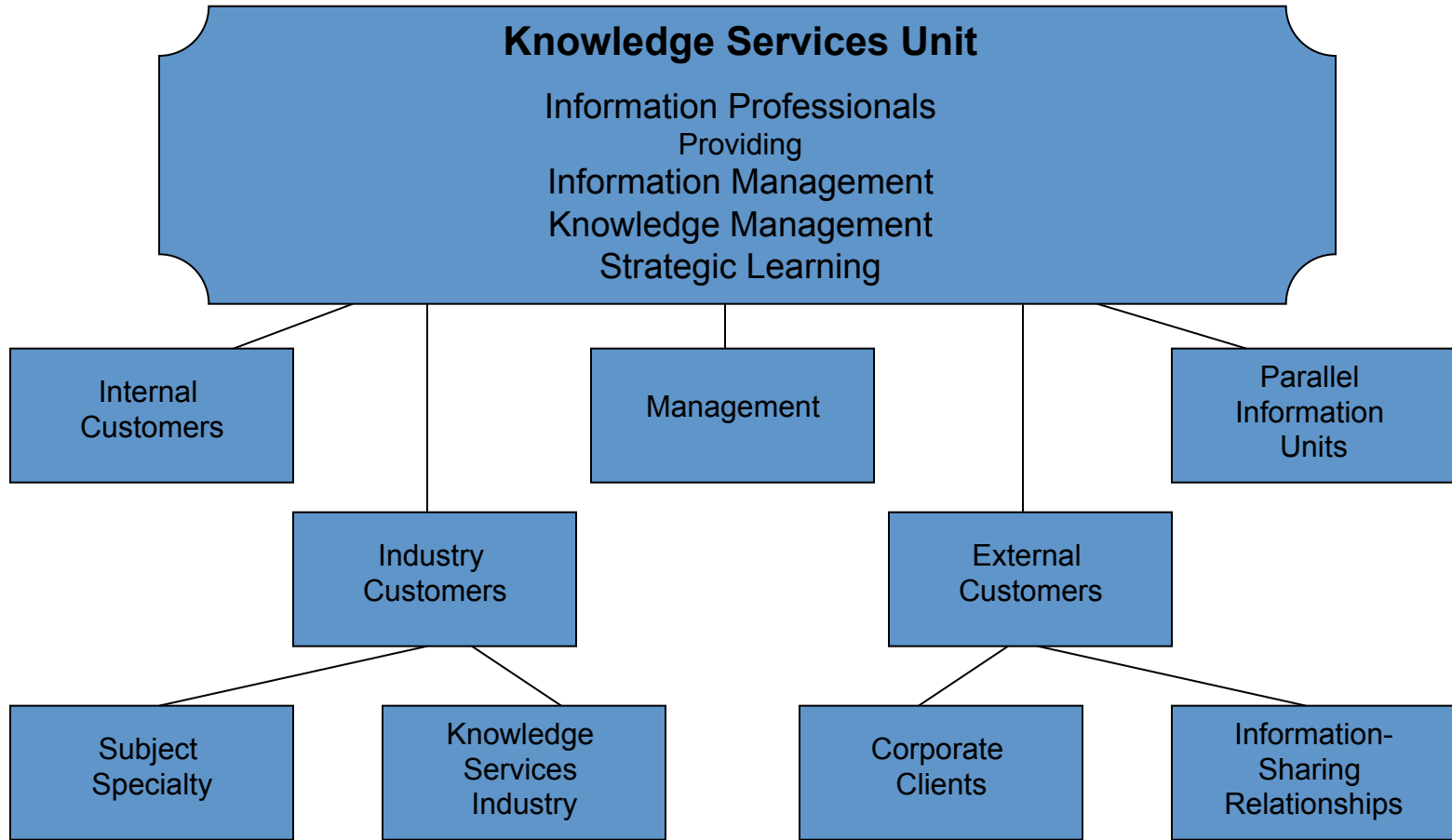
**Knowledge Services: Connecting Strategic Learning with Information Management and KM**

**The Strategic Learning Audit**



Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## The Strategic Learning Audit

- Establish desired outcomes/  
identify funding
- Develop workplace profile
- Identify auditors and participants
- Identify work processes
- Identify strategic learning opportunities
- Identify opportunities for improvement



# The Training/Learning Challenge

## Building Skills or Delivering Knowledge Services?

### Training

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Purpose is to instruct

Skills development

Focus on specific task performance

Requires work interruption

Program dictates how participant acquires skill

Goal: transfer skills and build skills set

### Learning

---

Purpose is to inform

Builds on prior knowledge

Incorporates new knowledge, values, behaviors

Less work interruption

Participant determines how to learn

Goal: create resource for the participant

**ADMINISTERED  
LEARNING**

**Taught Learning**

In-house program  
Professional bodies  
Academic courses  
Public access courses  
Customized courses

**Mentored Learning**

Just in time  
Coaching  
Internal mentoring  
External mentoring

**FORMAL  
SETTING**

**INFORMAL  
SETTING**

**Self-Directed Learning**

Computer-based training  
Open/distance learning  
Self-diagnostics  
Networking with peers  
Reading  
Action learning sets  
Employer led learning

**Experiential Learning**

Stretch assignments  
Lateral transfers  
Consortium benchmarking  
Professional involvement  
Writing/speaking  
Stepping out of the comfort zone

**SELF LEARNING**

Routes to Development (Source: Rajan, Amin and Penny van Eupen. *Leading people*. 2<sup>nd</sup> ed. Centre for Research and Technology in Europe 1996), cited in "New roles for info pros" by Mary Lee Kennedy and Angela Abell in *Information Outlook* 12 (1), January, 2008.



## Barth's "Perspectives on Personal Development Skills" (with Drucker added by GStC)

	Peter Senge	Stephen Covey	Daniel Goleman	Peter Drucker*
	Five Principles	Seven Habits	Emotional Intelligence	Self-Management
Independence	Personal Mastery Understanding Mental Models	Be Proactive Begin with the End in Mind Put First Things First	Self-Awareness Self-Regulation Motivation	Diversification Self-Development Self-Reflection Self-Organization
Interdependence	Shared Vision Team Learning	Think Win-Win Seek First to Understand, then Be Understood Synergize	Empathy Social Skills	Generosity Teaching & Learning Social Entrepreneurship
	Systems Thinking	Sharpening the Saw		Total Life

\* Based on Bruce Rosenstein's *Living in More Than One World*

## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

***What's the link between the specialized library/research management function and the company's training and development program?***

***We must ask a few questions:***

- *Who "owns" T&D at your company?*
- *Are KM/knowledge services-related topics addressed in the company's enterprise-wide training program?*
- *Is the specialized library involved (even with a subsidiary role) in this learning activity?*





# POLL

Polling Question # 2: Describe your company's overall strategic learning/training commitment.

- |                                      |       |
|--------------------------------------|-------|
| <input type="checkbox"/> Strong      | [07%] |
| <input type="checkbox"/> OK          | [37%] |
| <input type="checkbox"/> Not so good | [37%] |
| <input type="checkbox"/> Don't know  | [19%] |

[87% response]

## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

## ***Your Strategic Learning Sponsor***

### ***A final talking point:***

*Is there a reliable Knowledge Services “champion” or “sponsor” available to support your professional work?*

*This is the library’s most important advocate in the company (best if in the C-Suite), the person who has influence, “clout,” gets listened to (and obeyed).*

*This sponsor will:*

- *Express*
- *Model*
- *Reinforce*



## Transforming Libraries

# Knowledge Services: Connecting Strategic Learning with Information Management and KM

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

- 1. How is the classic Knowledge Services “convergence” positioned in your specialized library?*
- 2. What is the role of the information professional in managing Knowledge Services?*
- 3. Is there a reliable Knowledge Services “champion” or “sponsor” available to support your professional work?*





Cloud-based Library, Information, and Knowledge Management Solutions

Coming September 16, 2014

**TRANSFORMING LIBRARIES:**  
**KNOWLEDGE SERVICES: FROM THEORY TO PRACTICE**

Talking Points for September 16:

- 1. What is the most important question I ask myself as a specialist librarian/information professional?*
- 2. What quantitative measures replace (or coordinate with) “library-like” qualitative measures?*
- 3. How do I “conserve what works and abandon what doesn’t” and at the same time meet the client’s Knowledge Services needs?*

Perhaps of Interest

# THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

## The Courses

- 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)
- KMKS103 Knowledge Strategy: Developing the Enterprise-Wide Knowledge Culture  
(online January 12-26 , 2015)
- KMKS104 Networking and Social Media: Technology-Enabled Knowledge Sharing (online February 9-25, 2015)
- KMKS106 Critical Success Factors: Measuring Knowledge Services  
(online April 6-22, 2015)
- KMKS102 The Knowledge Audit: Evaluating Intellectual Capital Use  
(SLA Annual Conference, Boston MA, June 13, 2015)

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

# Contact information

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# Thank you



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