



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

Transforming Libraries

Building the Business Case for Knowledge Services

Tuesday October 28, 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. Why does the organization where you are employed need knowledge services?
2. How do you establish value for knowledge services in the specialized library?
3. Who is the critical influencer positioned to support your goal to move your workplace from being "just" a specialized library to a knowledge services center?



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

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 the Business Case for
Knowledge Services**

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

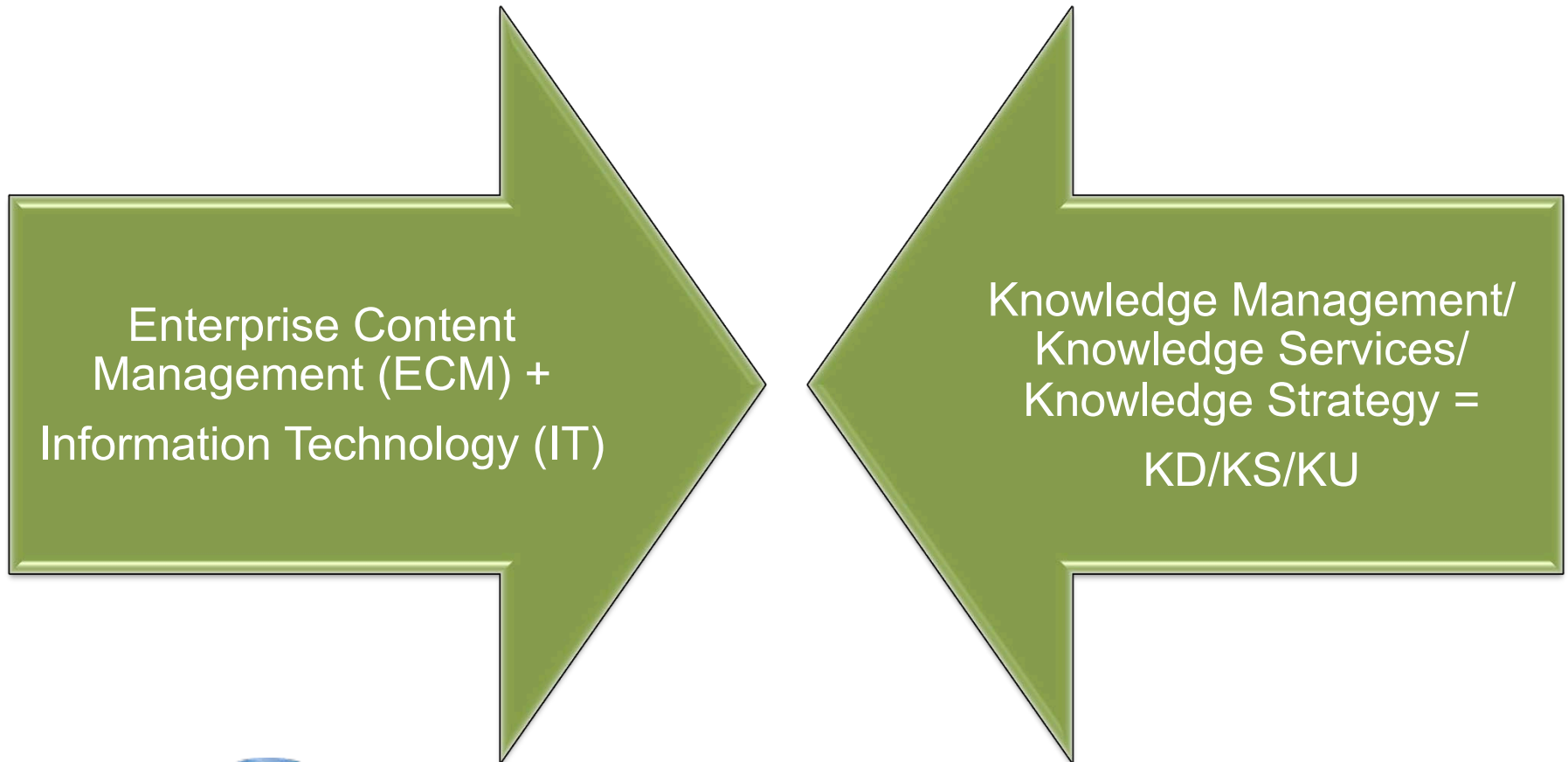
Why Knowledge Services?

Our first talking point:

Why does the organization where you are employed need knowledge services?



Knowledge Sharing in the Workplace



Knowledge Services: The *Practical* Side of KM “Putting KM to Work”

TRANSITIONING

- Information, Knowledge, and Strategic Learning to *Strategic* Knowledge

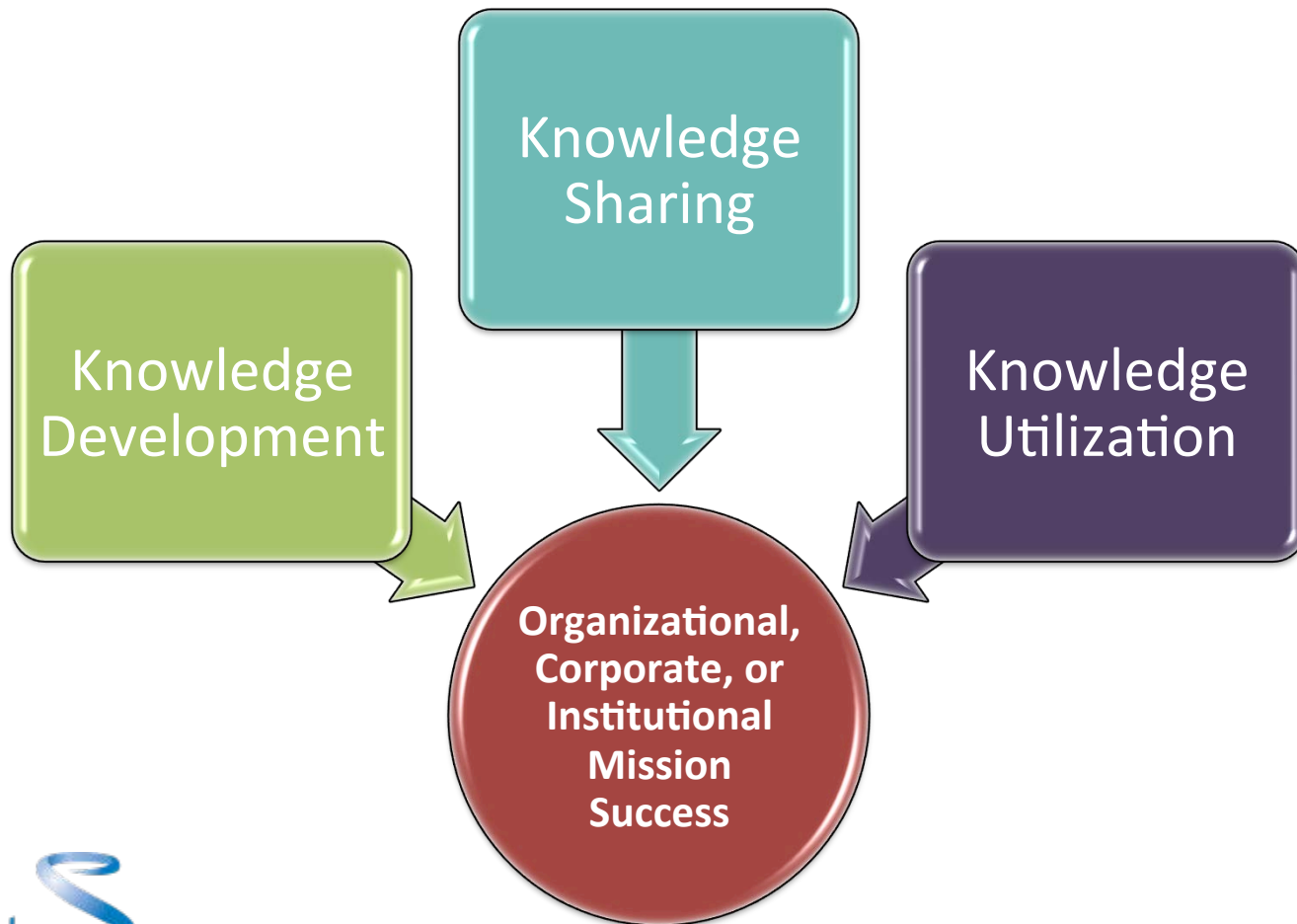
ENABLING

- Contextual decision-making
- Accelerated innovation
- Strengthened research
- Excellence in knowledge-asset management

SUPPORTING

- An enterprise-wide knowledge culture
- Strategic KD/KS/KU
- Organizational effectiveness

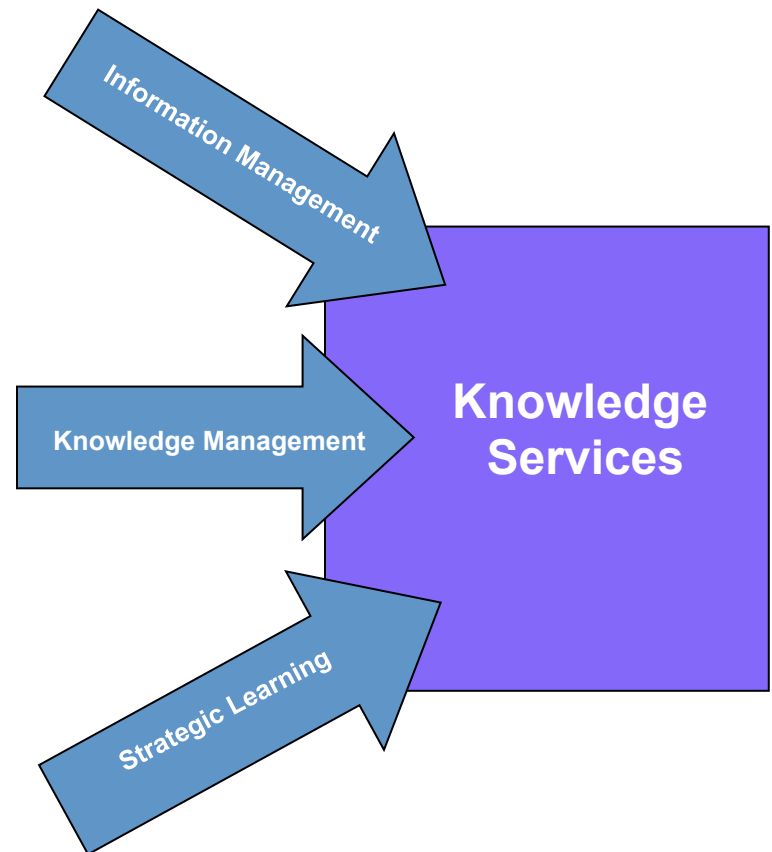
What's Knowledge Services?



Knowledge Services Defined

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

Guy St. Clair



Why Build a Business Case? Different Roles/Different Functions

SPECIALIST LIBRARIAN/ RESEARCH MANAGER (YOU)

- Research focus
- Service-delivery function
- Client/customer authority
- Short-term, specific objective interactions with clients (in most cases)
- Business-unit management role (not enterprise-wide)

ORGANIZATION/BUSINESS MANAGER (YOUR BOSS)

- Resource oversight and management
- Focus on systems and structure
- Focus on bottom line
- Imitates and relies on best practices and “after-action” reviews

Adapted from “Knowledge Leadership: Moving Ahead from Knowledge Management” by Timothy Powell
Corporate Knowledge Strategies Forum, New York NY October 22, 2014



POLL

Polling Question # 1: How are new ideas (innovation) received in the organization where you are employed?

- | | |
|---|-------|
| <input type="checkbox"/> Very well | [31%] |
| <input type="checkbox"/> OK | [47%] |
| <input type="checkbox"/> Not encouraged or expected | [17%] |
| <input type="checkbox"/> Don't know | [6%] |

Measuring Value

Our second talking point:

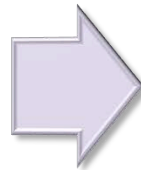
How do you establish value for knowledge services in the specialized library?

How do you link the value construct for knowledge services in the specialized library with organizational values?



What Kind of Measures?

Qualitative
("We talk
about it")



Quantitative
("We count it")

Building the Business Case for Knowledge Services

Operational metrics quantify activities. They are useful to knowledge services, but are not of interest to executives.

- Use of purchased content, for vendor negotiations
- Use of various services, for staffing alignment and resourcing decisions
- Secondary indicator of usefulness of various services

Value metrics measure and reflect the *impact* of knowledge services. Executives can see what they are getting for their investment.

- Illustrate the impact of services or resources to the larger organization
- Explain the importance of each expenditure
- Show why knowledge services should be funded

Roger Strouse “Metrics for Knowledge Services”

Who Do You Recruit?

Our third talking point:

Who is the *critical* influencer positioned to support your goal to move your workplace from being "just" a specialized library to a knowledge services center for the larger enterprise?





POLL

Polling Question # 2: For the library you manage, do you have a direct link with the most influential person?

- | | |
|---|-------|
| <input type="checkbox"/> Yes | [56%] |
| <input type="checkbox"/> No | [29%] |
| <input type="checkbox"/> Not sure | [9%] |
| <input type="checkbox"/> Prefer not to answer | [6%] |

Knowledge Services = Matching Goals + Results



Champions and Advocates

Who Supports Your Work? The emphasis here is on identifying and obtaining commitments from influential people willing to speak about the benefits of knowledge services, people who will encourage adoption (champions are usually thought of as early adopters and change agents – they will express and model the new behaviors to a population of users).



Sponsors

Influence and Standing: This management principle identifies an influential leader (or leaders) who commits to a consultative role in the change process and agrees to ***express, model, and reinforce*** his or her commitment.

Sponsors

- ❑ Authorize
- ❑ Validate
- ❑ Demonstrate ownership



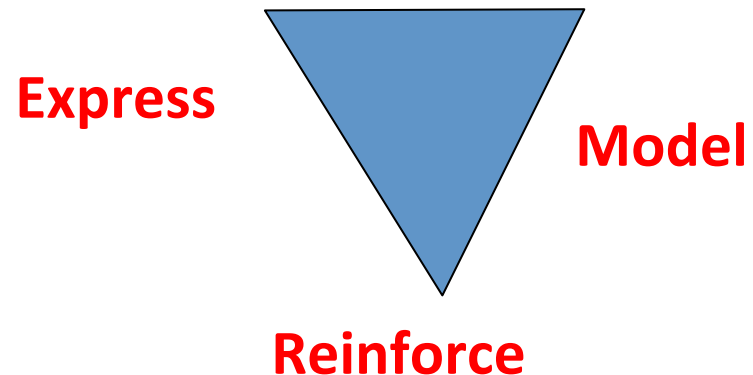
What the Sponsor Does

The sponsor has a specific role in support of knowledge services

The sponsor does *not* delegate:

- Establishing and communicating the business case
- Allocating resources
- Cascading the sponsorship
- Monitoring progress

“The Message”



How Do You Talk with Your Sponsor?

Let's
TRAVEL



What Do You Do FIRST in a New Place?

- Learn the **language**
 - *Lexicon and key ideas*
- Learn the **currency**
 - *What is valued and measured*
- Learn to **navigate**
 - *How things get done*
- Take in the **sights**
 - *Leave our comfort zone*



Adapted from “Knowledge Leadership: Moving Ahead from Knowledge Management” by Timothy Powell
Corporate Knowledge Strategies Forum, New York NY October 22, 2014

Make Your Case with Management

Learn the language

- *Lexicon and key ideas*
- 1. Does your management speak MBA-ese?
- 2. Is his/her attention subject-specific (scientific jargon, for example, in a scientific firm)?
- 3. Are members of the senior management team collaborative?



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Make Your Case with Management

Learn the **currency**

- *What is valued and measured?*
- 1. Is entrepreneurial thinking encouraged?
- 2. How does your organization deal with HR/professional growth and development issues?
- 3. Is every response in financial terms?



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Make Your Case with Management

Learn to *navigate*

- *How things get done*
- 1. Who are the corporate gate-keepers in important matters?
- 2. What's the corporate culture?
What the organization's knowledge culture?
- 3. Do other staff seek opportunities to share information, knowledge, strategic learning?



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Make Your Case with Management

Take in the **sights**

- *Leave our comfort zone*
- 1. Do you know what happens in other departments and business units?
- 2. Are research results shared with staff? Do staff specialists “hoard” what they know?
- 3. Is there an enterprise-wide experts database? Do you use it?



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Take Advantage of the Analogy between Travel and Building the Business Case

- Learn the **language**
 - *Lexicon and key ideas*
- Learn the **currency**
 - *What is valued and measured*
- Learn to **navigate**
 - *How things get done*
- Take in the **sights**
 - *Leave our comfort zone*



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Cloud-based Library, Information, and Knowledge Management Solutions

Coming November 18, 2014

TRANSFORMING LIBRARIES:

The World-Class Specialized Research Library: Achieving the Best

Talking Points for November 18:

- 1. Define your terms: what do you mean when you speak about “world-class specialized research library”?*
- 2. Are there emerging trends that characterize the world-class specialized research library?*
- 3. What is the role of knowledge services in the management of the world-class specialized research library?*

Perhaps of Interest

THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

The Courses

- 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)
- KMKS101 Fundamentals of KM and Knowledge Services
(SLA Annual Conference, Boston MA, June 12, 2015)
- KMKS102 The Knowledge Audit: Evaluating Intellectual Capital Use
(SLA Annual Conference, Boston MA, June 13, 2015)
- KMKS105 Change Management and Change Implementation in the Knowledge Domain
(online September 16-30, 2015)

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

Contact information

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

Thank you



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