IT’S NOT IT or KM
IT’S IT and KM
(And Knowledge Services)

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THE CHANGING INFORMATION AND KNOWLEDGE SERVICES WORKPLACE

Enterprise Content Management (ECM) + Information Technology (IT) = Knowledge Management/Knowledge Services/Knowledge Strategy = KD/KS/KU

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THE CHANGING INFORMATION AND KNOWLEDGE SERVICES WORKPLACE

The Pain Points:
1) Shared Files
2) Intranets
3) SharePoint
   etc. etc. etc.
THE “PIPELINE” CONSTRUCT
(NOW OUT-DATED)
WHY OUT-DATED?
INFORMATION AND KNOWLEDGE-SHARING CHALLENGES

And that's just what's up now. What's coming in the future? Will we be prepared? And how do we - as managers and executives - prepare ourselves and our teams?
THE CHANGING INFORMATION AND KNOWLEDGE SERVICES 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- or organization-wide KD/KS/KU success

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Principle-based

The way people naturally want to work

Replaces (or challenges) hierarchy

Edward M. Marshall
Transforming the Way We Work: The Power of the Collaborative Workplace
Knowledge services is the management and service-delivery methodology that converges information management, knowledge management, and strategic learning (organizational learning) into a single over-arching operational function.
Information Management - a workplace methodology concerned with the acquisition, arrangement, storage, retrieval, and use of information to produce knowledge.

IM is powered by information technology (IT): any product that stores, retrieves, manipulates, transmits, or receives information electronically in a digital form.
Knowledge Management (KM):  
- a way of working - helps us manage explicit, tacit, and cultural information in ways that enable us – and our workplace – to re-use information to create new knowledge  
- an established atmosphere or environment in which KD/KS is established as the essential element for the achievement of the corporate mission  

But you can’t manage knowledge. You work with knowledge  
KM is simply: Working with Knowledge - Laurence Prusak  

KM is powered by KD/KS/KU  
- through the utilization of IT (conventional wisdom)  
- in reality – the human interface – is now recognized as the critical element of KM
... the successful achievement of skills, competencies, knowledge, behaviors, and/or other outcomes required for excellence in workplace performance

... enables those who develop knowledge to share it, for the benefit of everybody in the workplace (i.e., combines knowledge development with knowledge sharing and knowledge utilization – KD/KS/KU)

Or less pompously: Strategic Learning is anything anybody does to learn how to work better – to work smarter....
Past confusion between what is shared (knowledge) and the means used to share it (information management, including IT) – a natural confusion.

That confusion is now disappearing, once we bring in strategic learning.

Now we speak of Knowledge Services, the melding of two never-very-distinct disciplines, with IM and KM converging with strategic learning to release the power of knowledge, to ensure that knowledge is utilized to achieve corporate, organizational, or institutional goals.
Knowledge Services

- Knowledge Services
  - Information Management
  - Knowledge Management
  - Strategic Learning

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

Approaches
- From Reactive to Proactive
- Interactive and Integrated

Strengthened Research
Contextual Decision-Making
Accelerated Innovation
Successful Knowledge Asset Management
THE CHANGING INFORMATION AND KNOWLEDGE SERVICES WORKPLACE

Knowledge Services

• information management, KM, and strategic learning converge for organizational effectiveness

• “natural” opportunities and applications in the business/organizational environment

The Knowledge Culture

• intellectual capital recognized as the company or organization’s most critical asset

• collaboration – KD/KS/KU – intellectual enthusiasm support institutional goals
“Shared beliefs and values about knowledge and the role of knowledge in the company or organization and, as appropriate, in the larger society”

Supported through Knowledge Development, Knowledge Sharing, and Knowledge Utilization (KD/KS/KU) and managed through a focused Information and Knowledge Strategy (IKnS)

Attributes of the knowledge culture:
- Collaboration is a given – and expected – at all levels
- The role of information technology and communication in the KD/KS/KU process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected – the intellectual quest is not disdained
- Ownership of the KM function is clearly established, with a carefully planned-out governance structure and a senior-level employee tasked to work with all organizational functions (the enterprise-wide so-called “knowledge domain”)
SIM Mission:

- SIM brings together IT leaders to *share, network* and *give back* to their communities through the collaboration of local chapters.

SIM members strongly believe in and champion:

- The alignment of IT and business as a valued partnership;
- The creation and sharing of best practices;
- The effective, efficient and innovative business use of information technology to continuously bring to market valuable products and services;
- IT management and leadership skills development that enable our members growth at each stage of their career;
- The replenishment and education of future IT leaders including a strong role in influencing university curriculums and continuing education;

**Working with the IT industry to shape its direction;**

- Policies and legislation that stimulate innovation, economic development, healthy competition and IT job creation;
- Serving our communities and the industry through giving and outreach
Create valued partnership through the alignment of IT and KD/KS/KU (in one function when possible)

Knowledge strategy: “the organization’s business strategy that takes into account its intellectual resources and capabilities”

– Michael F. Zack

Pain Points: Discuss and Assess and Develop Information and Knowledge Strategies

Share, Network, Give Back through Collaboration

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Use Peter Drucker’s *The Five Most Important Questions You Will Ever Ask About Your Organization* to build the information and knowledge strategy:

- **What is Our Mission? (with Jim Collins)** Aligning Information Technology and KM/Knowledge Services for Achieving the Corporate Mission

**Going Beyond the Mission:**

- **Who is Our Customer? (with Philip Kotler)** – The Parent Organization or Business (in ALL Lines of Work)
- **What Does the Customer Value? (with Jim Kouzes)** – Having the Right Information to Make Informed Decisions
- **What Are Our Results? (with Judith Rodin)** – Helping the Company or Organization Move Forward, Evolve, and Focus on Innovation and Higher Value Activities
- **What is Our Plan? (with V. Kasturi Rangan)** – Information and Knowledge Services Leaders (As One Function, When Possible) Create the Plan, Art Part of the Plan, and Frame the Solution
THE RESULT?
STRENGTHENING THE COMPANY THROUGH….

Knowledge Services
- Information management
- Knowledge management
- Strategic learning

Knowledge Sharing
- Knowledge assets
  - External resources
  - In-house resources

Knowledge Culture
- Shared knowledge values to support the organization’s vision, mission, and values

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“Putting Information Management, KM, and Strategic Learning to Work”

TRANSITIONING
- Information, Knowledge, and Organizational Learning to Strategic Information, Knowledge, and Learning

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

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THANK YOU

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Guy St Clair Personal Blog: Sharing Guy’s Journey