



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

*Transforming Libraries*

**Knowledge Services:  
Is Your Workplace a Knowledge Culture?  
Should It Be?**

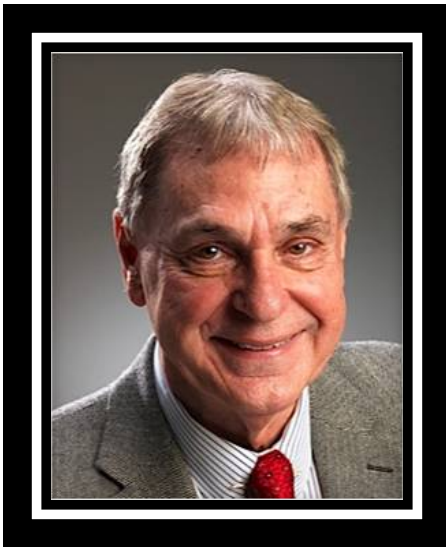
Thursday January 22, 2015  
11.00am PST/2.00pm EST



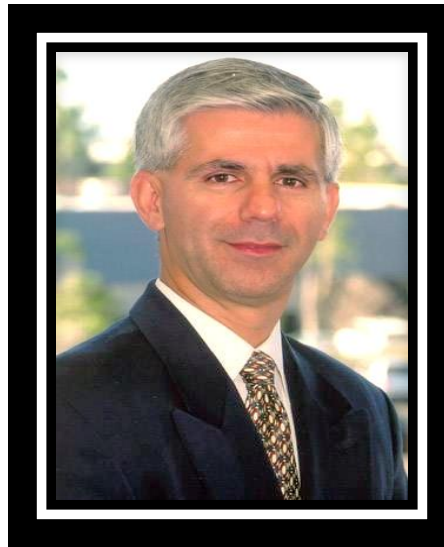
Cloud-based Library, Information, and KM/Knowledge Services Solutions

# Transforming Libraries

## Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps



# Transforming Libraries

## Future Ready!

Our presenter – Guy St Clair – asks:

1. *What is the “knowledge ambiance” in the organization in which you are employed?*
2. *Are colleagues aware that organizational success depends on how well knowledge is shared?*
3. *How are good knowledge decisions rewarded? What happens when decisions are taken based on bad or incorrect knowledge?*



## 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:  
Is Your Workplace a Knowledge Culture?  
Should It Be?**

**Guy St. Clair**

President and Knowledge Services Evangelist  
SMR International

Lecturer and Subject Matter Expert  
Managing Knowledge Services  
Columbia University in the City of New York

Consulting Specialist for Knowledge Services  
Soutron Global

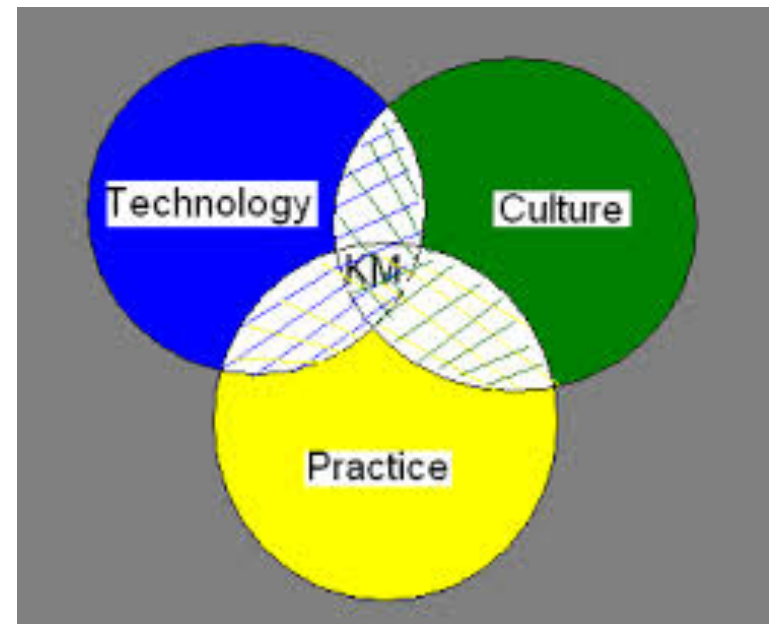


**Cloud-based Library, Information, and KM/Knowledge Services Solutions**

## The Knowledge Culture

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....

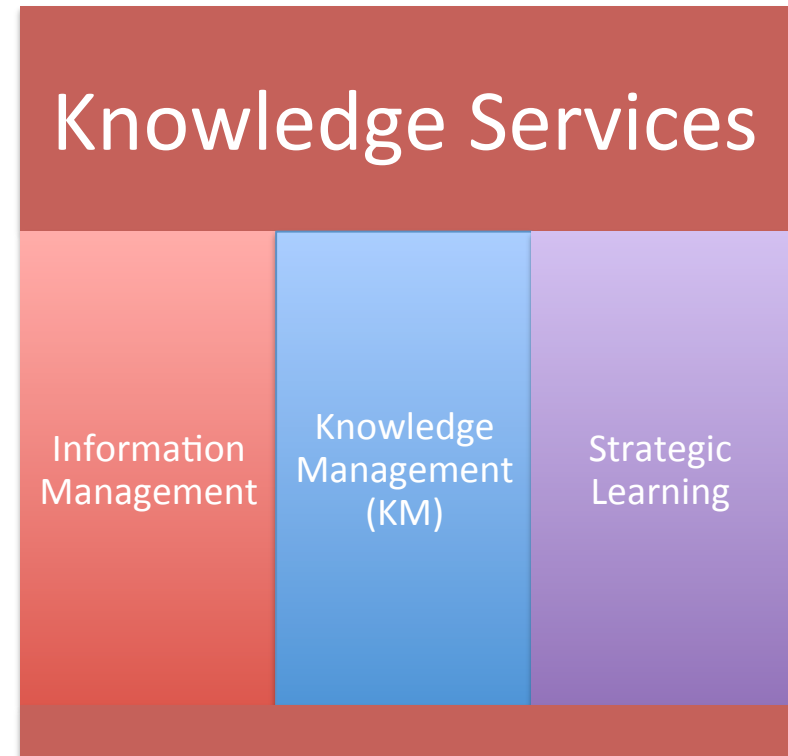


## Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?

# The Knowledge Culture

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

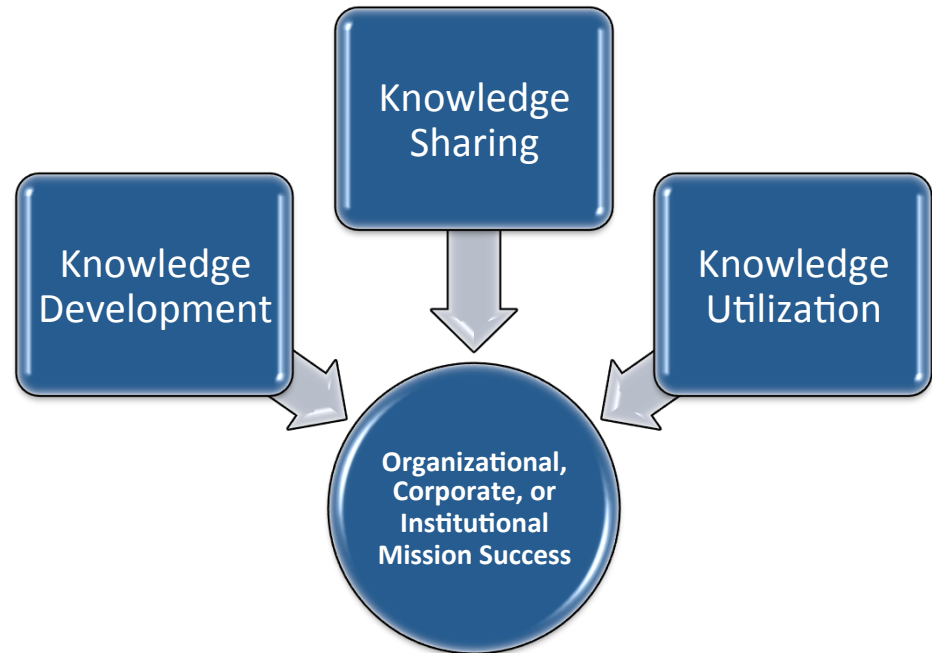
Resulting in....



## The Knowledge Culture

Knowledge Development, Knowledge Sharing, and Knowledge Utilization (KD/KS/KU).

And managed through....





## The Knowledge Culture

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





# POLL

Polling Question # 1: Based on what you've heard so far, describe the knowledge “ambiance” of your workplace.

- We work in a knowledge culture [19%]
- Our workplace is something of a knowledge culture [52%]
- It's not much of a knowledge culture in our workplace [23%]
- Don't know (or not applicable) in our workplace [ 6%]

## Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?

### 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



*Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?*

## The Knowledge Culture

The Number 1 attribute of the knowledge culture:  
Collaboration is a given – and expected – at all levels



*Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?*

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*



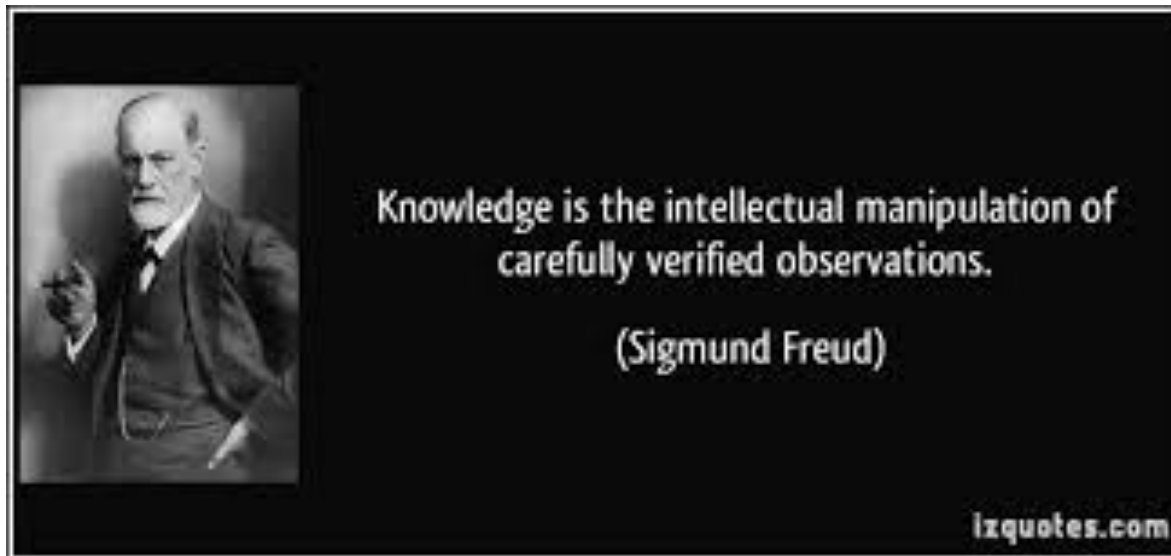
## The Knowledge Culture

Knowledge culture attribute # 2: The role of information technology in the KD/KS/KU process is acknowledged and enthusiastically embraced



## The Knowledge Culture

Attribute # 3: The intellectual foundations for the effort are respected – the intellectual quest is not disdained





## The Knowledge Culture

Attribute # 4: Ownership of the knowledge services function is clearly established





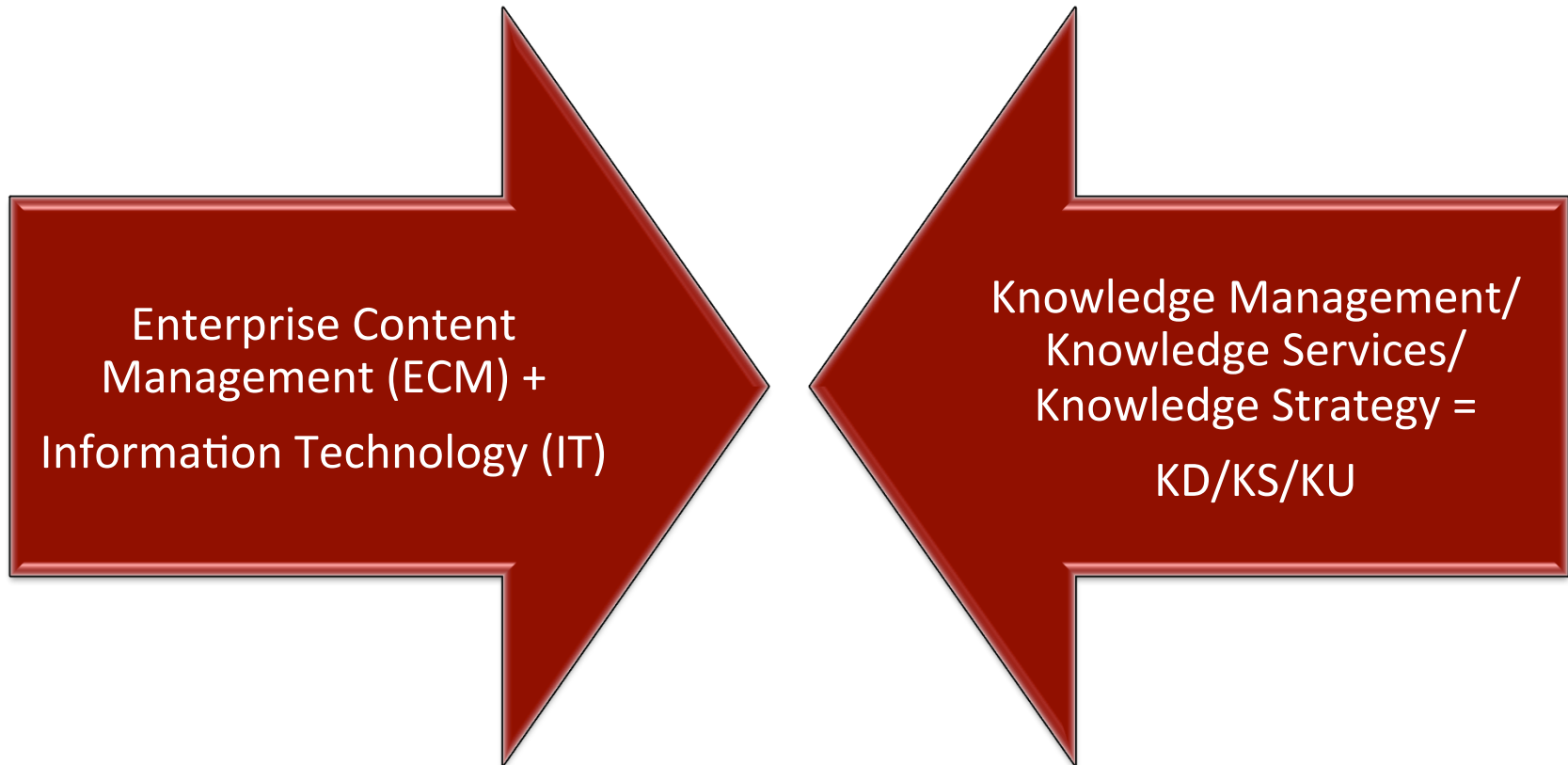


# POLL

Polling Question # 2: Which one of these knowledge culture attributes **best** describes your workplace?

- We're collaborative [29%]
- Technology is valued [24%]
- It's an intellectual atmosphere [26%]
- We know who is "in charge" of knowledge services [ 9%]
- Not sure or prefer not to answer [12%]

## A Knowledge Culture Example



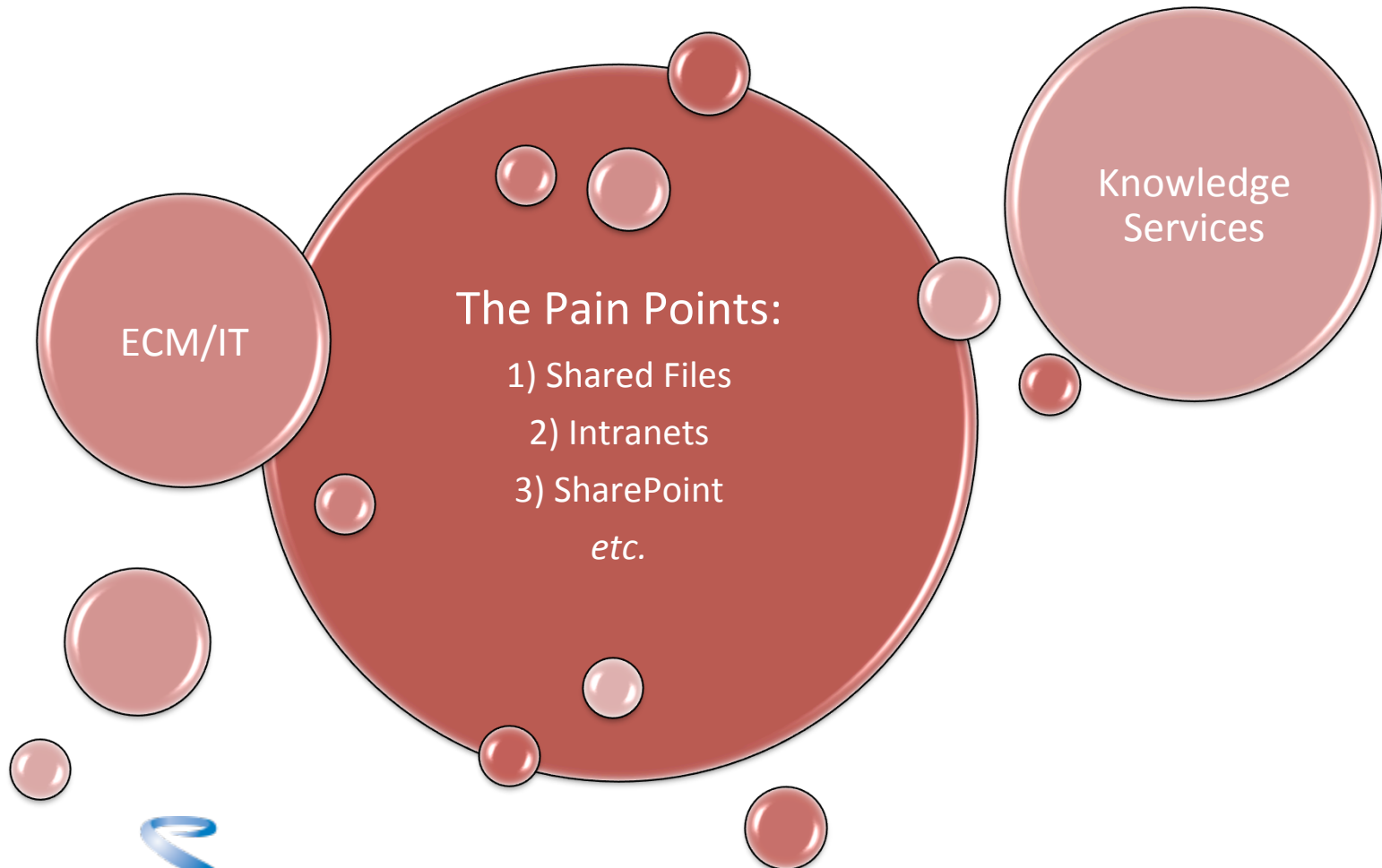
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## A Knowledge Culture Example



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## A Knowledge Culture Example



**Drucker's Five Most Important Questions**

What is Our Plan?

What Are the Results?

What is Our Mission?



What Does The Customer Value?

Who is Our Customer?

## **Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?**

Use Peter Drucker's *The Five Most Important Questions You Will Ever Ask About Your Organization* to build a collaboration between technology management and knowledge services:

- **What is Our Mission?** Can we make it the mission of the specialized library to align information technology and knowledge services for achieving the corporate mission?
- **Who is Our Customer?** Is it the parent organization or business (regardless of the field we're in) or is it one department or business unit? Who does the specialized library serve?
- **What Does the Customer Value?** Does "having the right information at the right time to make informed decisions" define that value well enough?
- **What Are Our Results?** How does the specialized library help the organization move forward, evolve, and focus on innovation and higher value activities?
- **What is Our Plan?** As the knowledge strategy is developed, does the specialist librarian working with information and knowledge services leaders as part of the planning development and implementation team and contribute to framing the solution?

## A Knowledge Culture Example: The Specialist Librarian's Opportunity

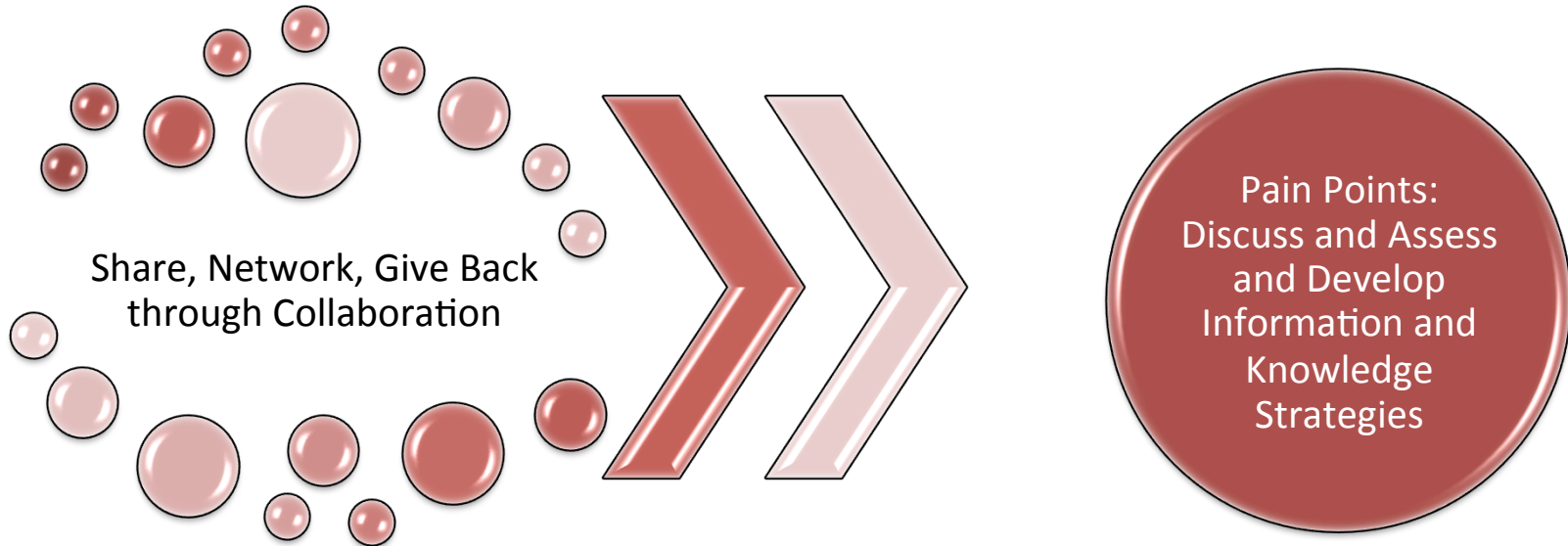
Identify other influential people in the organization and get them to believe in and champion:

- The alignment of IT and knowledge services as a valued partnership;
- The creation and sharing of best practices;
- The effective, efficient and innovative business use of information technology and knowledge services to continuously bring to market valuable products and services (however the clients are defined);
- IT and knowledge services management and leadership skills development that enable growth throughout the organization;
- The replenishment and education of future IT and knowledge services workers and leaders, to bring together the two disciplines in one strong influential framework for the larger organization.



## Knowledge Services: Is Your Workplace a Knowledge Culture? Should It Be?

### Our Goal: Fixing the Pain Points



Create valued partnership through the alignment of IT and KD/KS/KU (in one function when possible)

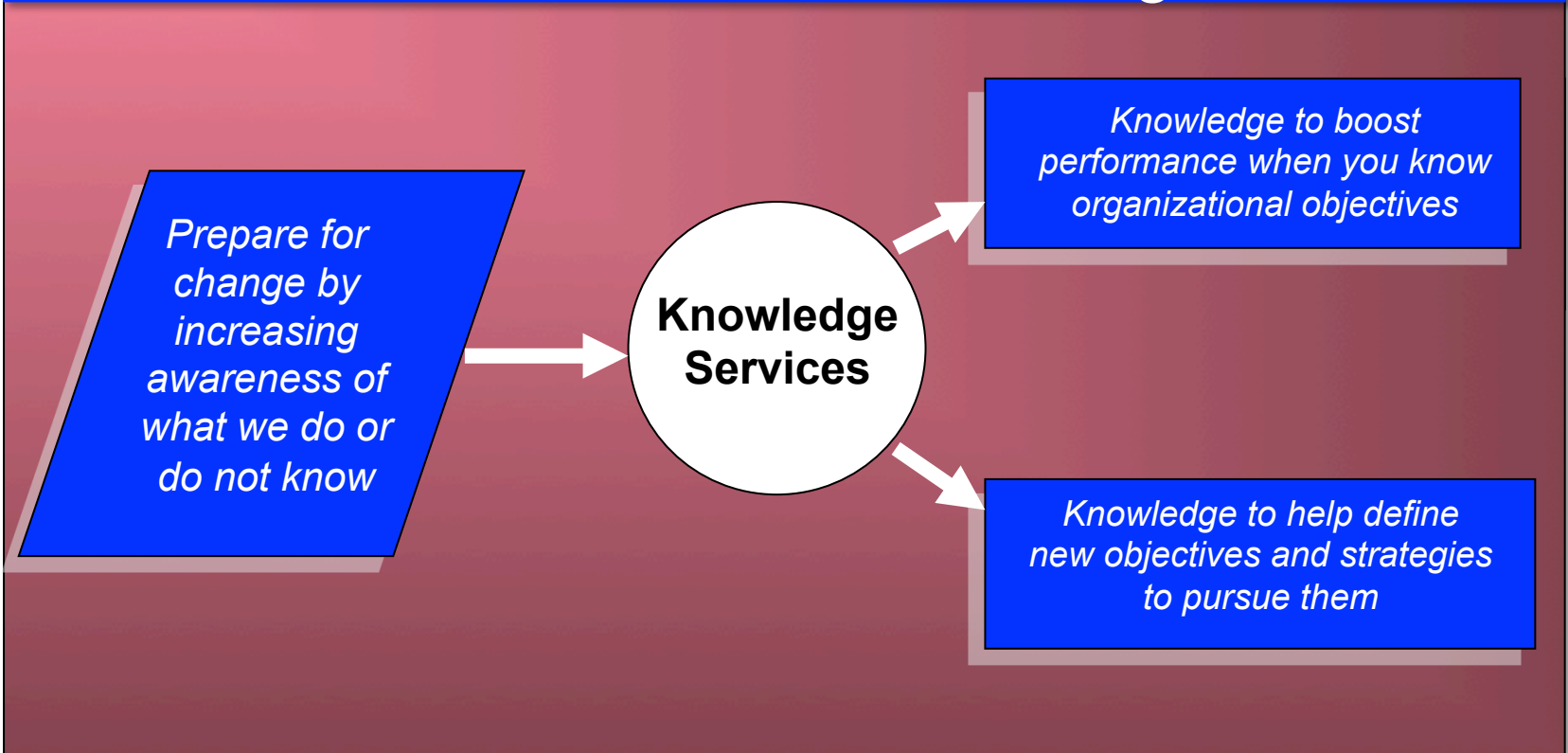
Knowledge strategy: “the organization’s business strategy that takes into account its intellectual resources and capabilities”

– Michael F. Zack



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## Hatten and Rosenthal's "Knowing Culture"





Cloud-based Library, Information, and Knowledge Management Solutions

Coming February 19, 2015

**TRANSFORMING LIBRARIES:**  
**The Specialized Library as the Company or Organization's  
Knowledge Nexus**

Talking Points for February 19 2015:

- 1. What's already there – in terms of research management? What works and what doesn't work?*
- 2. Is the specialized library/research center positioned to be the company's centralized knowledge nexus?*
- 3. Are there advocates and champions in the organization who will "lead the charge" and support the specialized library as the company's knowledge nexus?*

Perhaps of Interest

## THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

### The Courses

- KMKS104 Networking and Social Media: Technology-Enabled Knowledge Sharing (online February 10-25, 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)
- KMKS101 Fundamentals of Knowledge Management and Knowledge Services (online October 13-28, 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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