



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

Transforming Libraries

**Knowledge Services:
The Specialized Library as
The Company's Knowledge Nexus**

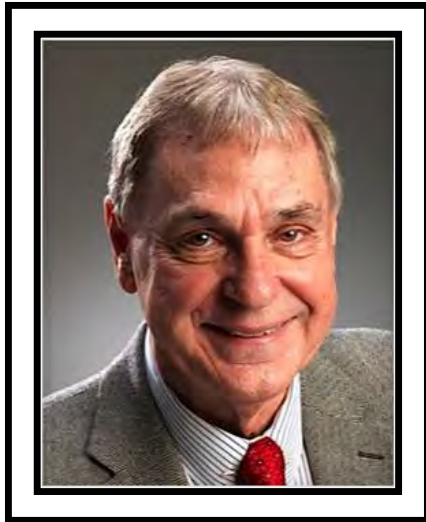
Thursday February 19, 2015
11.00am PT/2.00pm ET



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Transforming Libraries

Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps



Transforming Libraries

Future Ready!

Our presenter – Guy St Clair – asks:

- 1. What's already there – in terms of research management? What works and what doesn't work?*
- 2. Is the specialized library 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?*



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:
The Specialized Library as the Company's Knowledge Nexus**

Guy St. Clair

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Columbia University in the City of New York

Consulting Specialist for Knowledge Services
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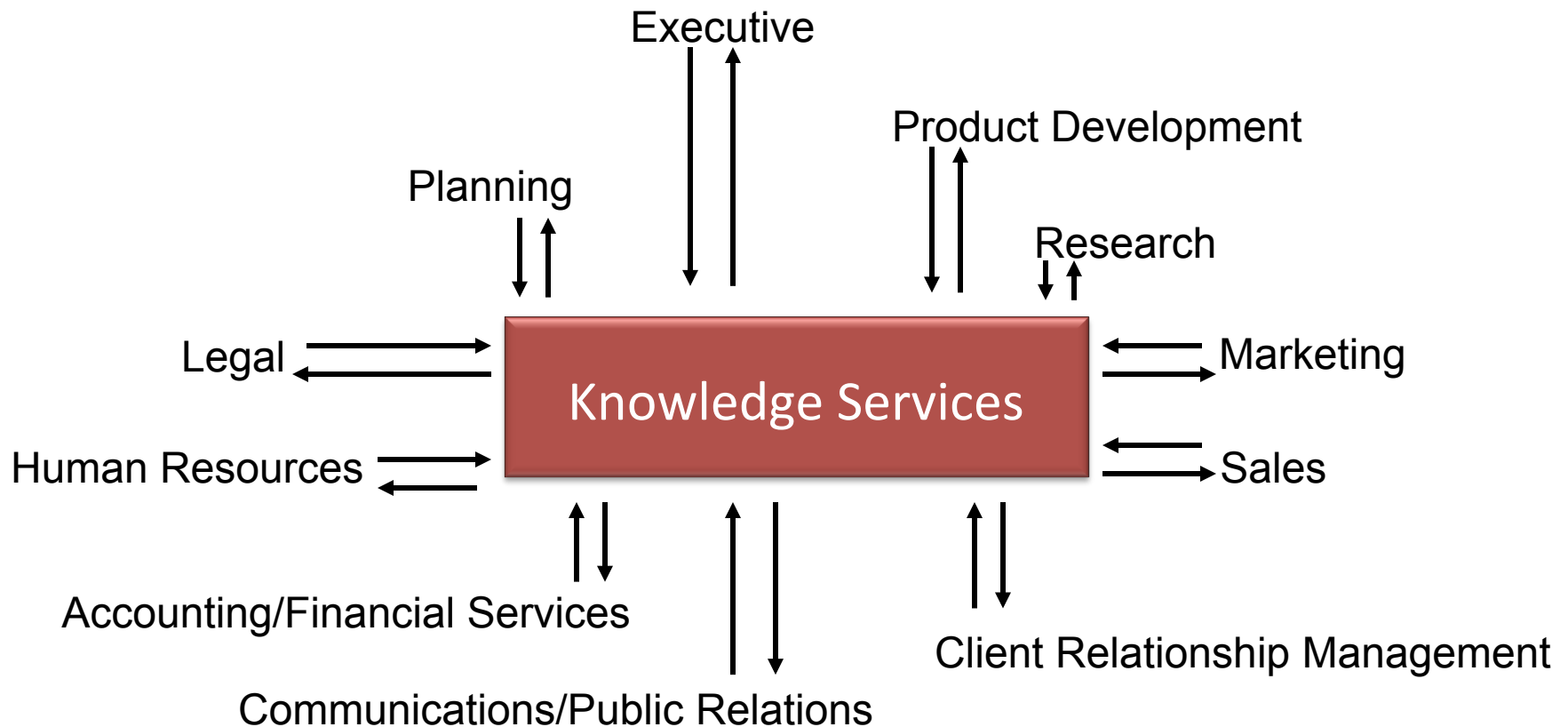
From Knowledge Services to Knowledge Nexus

Defining our knowledge nexus—
a *nexus* is:

- a means of connection; tie; link.
- a connected series or group.
- the core or center, as of a matter or situation.
- a connected group or series.
- ***a means of connection between members of a group or things in a series; link; bond.***



Knowledge Services: The Specialized Library as the Company's Knowledge Nexus



Specialist Librarians and Strategic Knowledge Professionals What We Do

SLA's educated and experienced members make information accessible throughout the organization by:

- gathering,
- organizing,
- analyzing, and
- making information accessible throughout the organization

and...

- by providing insight and evaluating resources to support informed decision-making and organizational innovation.



Connecting with the Larger Organization

What's already there – in terms of research management?

- Where is research managed?
- Who “owns” research management?
- How does the specialized library fit into this arrangement?
- Where is the specialized most recognized for its contribution to organizational success?



Using What We Learn

What works and what doesn't work? What tools do we use to find out?

- Knowledge/information audit (knowledge assessment, knowledge evaluation, *etc.*)
- Measurement and metrics
- Specialist librarians' overview, through interactions and participation in organizational activities





POLL

Polling Question # 1: When was the last time you participated in a working group or team with people outside your unit?

- Within the last six months [64%]
- Within the last year [10%]
- More than a year ago [22%]
- Never [4%]

[75% response]

Taking a Hard Look at How We're Perceived

Is the specialized library **positioned** to be the company's centralized knowledge nexus?

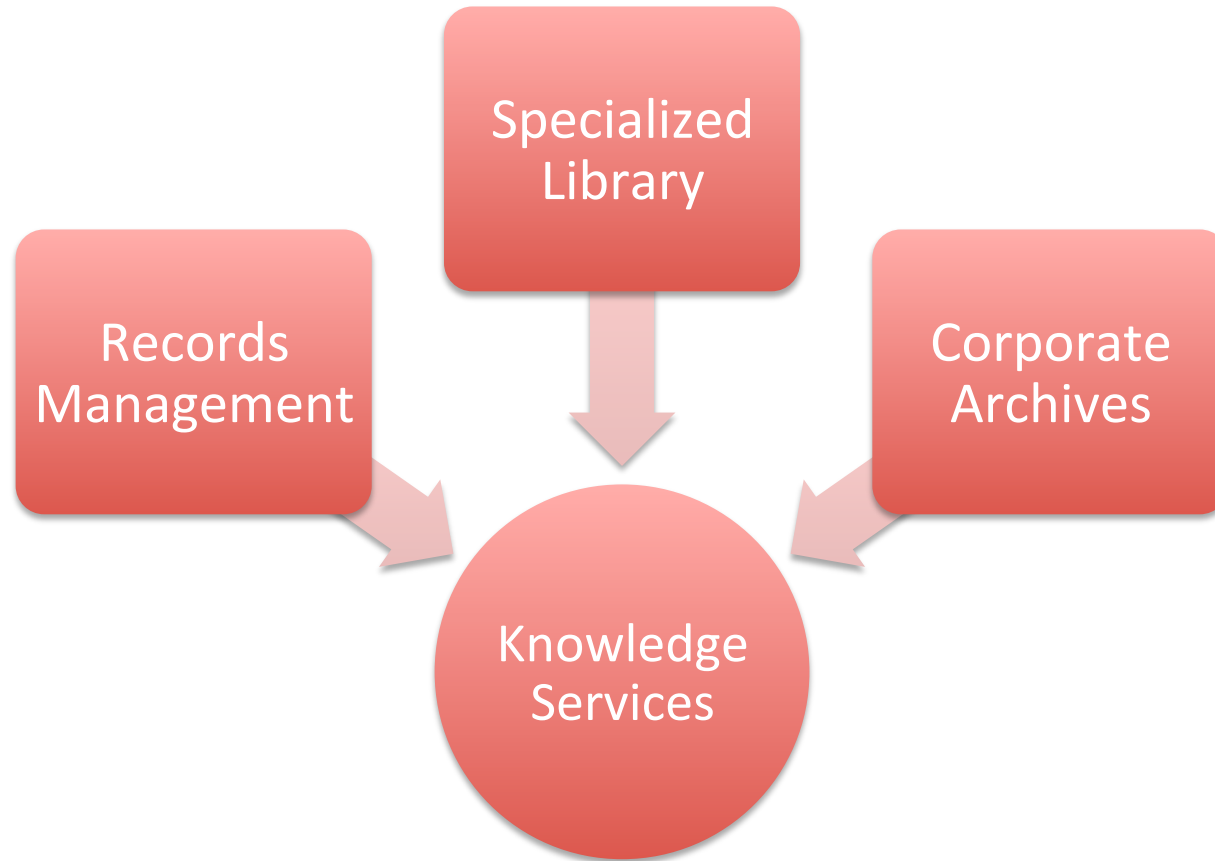
- Objective: how are audit and/or measurement results received? what actions are taken?
- Subjective: how do you rank the organization in these three critical elements? how do your colleagues in other business units rank the organization?
- Subjective: what's **your** perception of the prospects for the specialized library as the corporate knowledge nexus?

Collegiality

Collaboration

Transparency

...And Pulling It All Together



A Knowledge Services Opportunity?

Pulling it all together:

...a problem?

...since those of us trained as specialist librarians do not necessarily excel as archivists and records managers (or vice-versa)

...so who sees a problem?

Not me!

A “splendid opportunity”

(“...this convergence of responsibility is the obvious solution to meeting the organization’s knowledge-sharing needs”)

Guy St. Clair

“From Special Library to Organizational Knowledge Services”
Information Outlook, 10 (1) Jan 2006

Knowledge Nexus? The Logistics

1. Conduct a knowledge audit (we ask: what works? what doesn't work?)
2. Take advantage of our own expertise and experience (users and managers are not the only experts!)
3. Compare specialized library functions to those of other units and departments—where are there overlaps? where do they match?
4. Create an idealized picture to work from (then work “back” as required)
5. Proselytize—proselytize—proselytize (you're the library's best champion).



A Knowledge Services Opportunity

Some connection with your own ambition (and your ambition for the success of the specialized library):

- What's the firm's KD/KS vision?
- Is it well articulated?
Communicated wisely? Clearly?
- Has there been future planning for KD/KS? Does everyone know where they are going with KD/KS?



A Knowledge Services Opportunity

- You are positioned to provide “meaning” (with respect to research management) to others in the company
- You *start with* examining the knowledge culture: will knowledge services *flourish* in your environment?
- You identify and cultivate like-minded employees.
- You develop conversations about how knowledge is developed, shared, and used.



A Knowledge Services Opportunity

Your job is to scope out the firm:
How do things “work”?

- Who are the information/ knowledge “gatekeepers”?
- What’s is firm leadership’s “take” on KM and knowledge services?
- Is there a firm-wide knowledge strategy?



A Knowledge Services Opportunity

In different departments and business units, what's been done?
What resource requirements are in place?

- When was the last time someone at the firm tackled KD/KS?
- Is there a management leader in charge of keeping information, knowledge, and strategic learning current?





POLL

Polling Question # 2: Can you identify the senior management leader with responsibility for knowledge services?

- | | |
|---|-------|
| <input type="checkbox"/> Yes | [51%] |
| <input type="checkbox"/> No | [16%] |
| <input type="checkbox"/> I think so but need to confirm | [9%] |
| <input type="checkbox"/> No one in this role | [24%] |

[83% response]

Advocates and Champions

Are there advocates and champions in the organization who will “lead the charge” and support the specialized library as the company’s knowledge nexus?

- **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

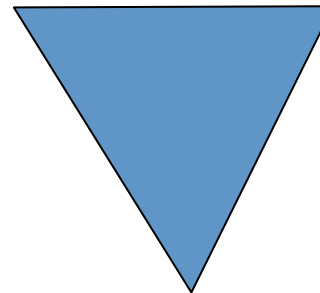
The sponsor does **not** delegate. He or she leads by:

- Communicating the business case
- Allocating resources
- Cascading the sponsorship
- Monitoring progress

“The Message”

Express

Model



Reinforce

Communicating with Your Advocates, Champions, and Sponsors

- Speak and think like they speak and think: Do these people understand what you're talking about when you bring up "library" issues?
- What do they value? What do they measure? Is entrepreneurial thinking encouraged? Is offering innovative solutions a problem?
- How do these people get things done? Do you have to go through corporate gatekeepers? Or is there a "sense" that everyone works together?
- Do other staff seek opportunities to share information, knowledge, strategic learning?
- Do you know what happens in other departments and business units? Are research results shared? Do staff specialists "hoard" what they know?
- Is there an enterprise-wide experts database? Do you use it?

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



March 19, 2015

TRANSFORMING LIBRARIES:

Critical Success Factors: Building Your Master Plan for Knowledge Services—Is Knowledge Strategy Development Part of Your Job?

Talking Points for March 19:

- 1. Why you? Are you a specialist librarian or a strategic knowledge professional? Can you be both?*
- 2. Changing times and changing responsibilities—is it your job to be concerned with the management strategy of the larger company or organization?*
- 3. WIIFM? What are the benefits to you if you participate in strategy planning?*

Perhaps of Interest

THE SLA/SMR INTERNATIONAL KM/KS CERTIFICATE PROGRAM

The Courses

- 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)
- KMKS104 Networking and Social Media: Technology-
Enabled Knowledge Sharing
(online February 10-25, 2016)

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

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

Thank you



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