



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

*Transforming Libraries*

**Building Your Master Plan for  
Knowledge Services  
Is Knowledge Strategy Part of Your Job?**

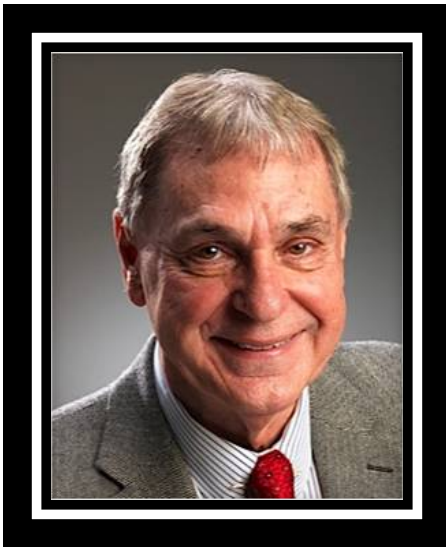
Thursday March 19, 2015  
11.00am PST/2.00pm EST



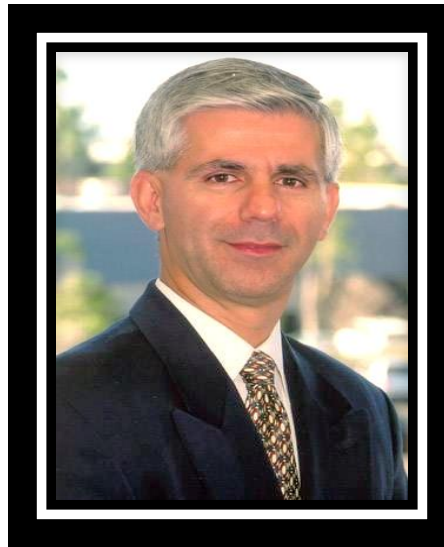
Cloud-based Library, Information, and KM/Knowledge Services Solutions

# Transforming Libraries

## Today's Presenters



Guy St. Clair



Tony Saadat



Maria Phipps



# Transforming Libraries

## Future Ready!

Our presenter – Guy St Clair – asks:

- 1. 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?*



## 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 Your Master Plan for Knowledge Services  
Is Knowledge Strategy Part of Your Job?**

**Guy St. Clair**

President and Knowledge Services Evangelist  
SMR International

Lecturer in Discipline, 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

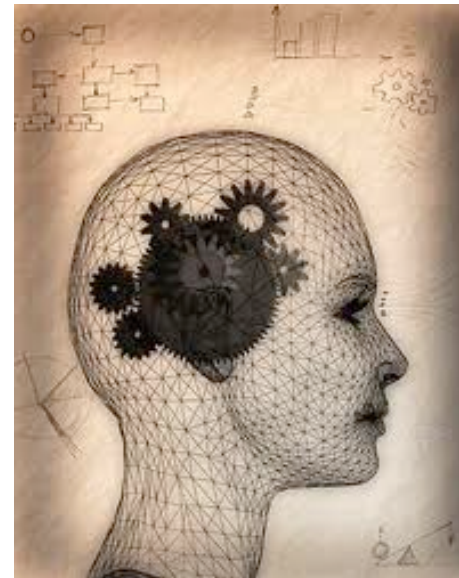
## Our Basic Premise in the Specialized Library

Managing ***intellectual capital*** is the one issue that increasingly challenges all knowledge workers, including business and enterprise leaders.

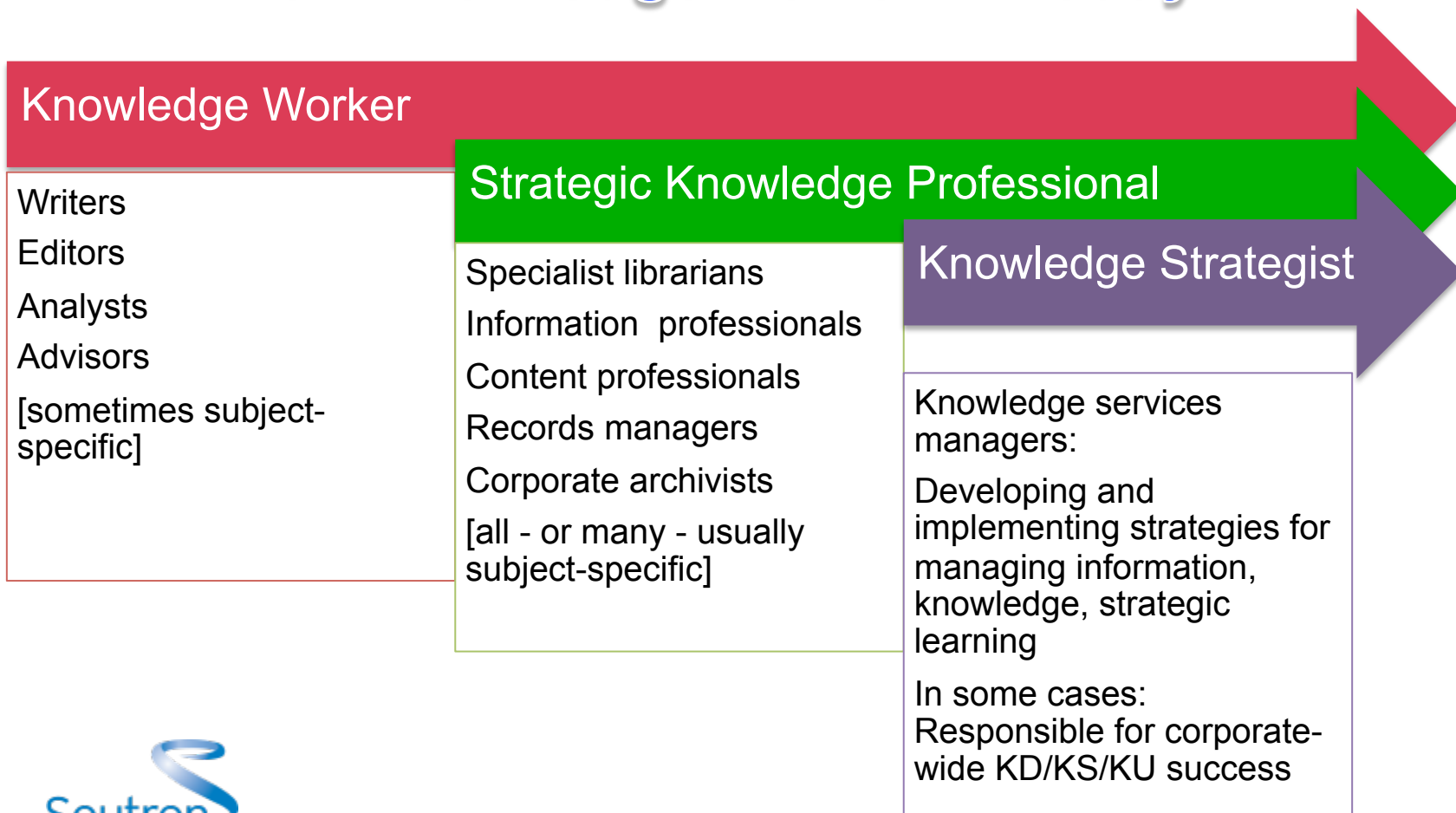
Intellectual capital is the sum of everything everybody in a company knows that gives it a competitive edge.

*(Intellectual capital: the new wealth of organizations, 1997)*

Thomas A. Stewart



# From There to Here: The “Knowledge Domain” Today



## Different Goals? Or the Same Goal?



**What is your objective as a knowledge worker?**



## One Objective

### **We Manage the Knowledge-Sharing Process**

Our job is to focus on how knowledge is used to advance – to move forward – the goals of the employing organization (however those goals are defined) to ensure that the company or the organization succeeds in achieving its mission.

We have a process:

- Knowledge Development (sometimes)
- Knowledge Sharing (always)
- Knowledge Utilization (sometimes)

## **We Call It KD/KS/KU**

# The Specialist Librarian in the Knowledge Domain

We use *strategy* to *achieve* our goals.

We use *management* to control *how* what we want to get done gets done.

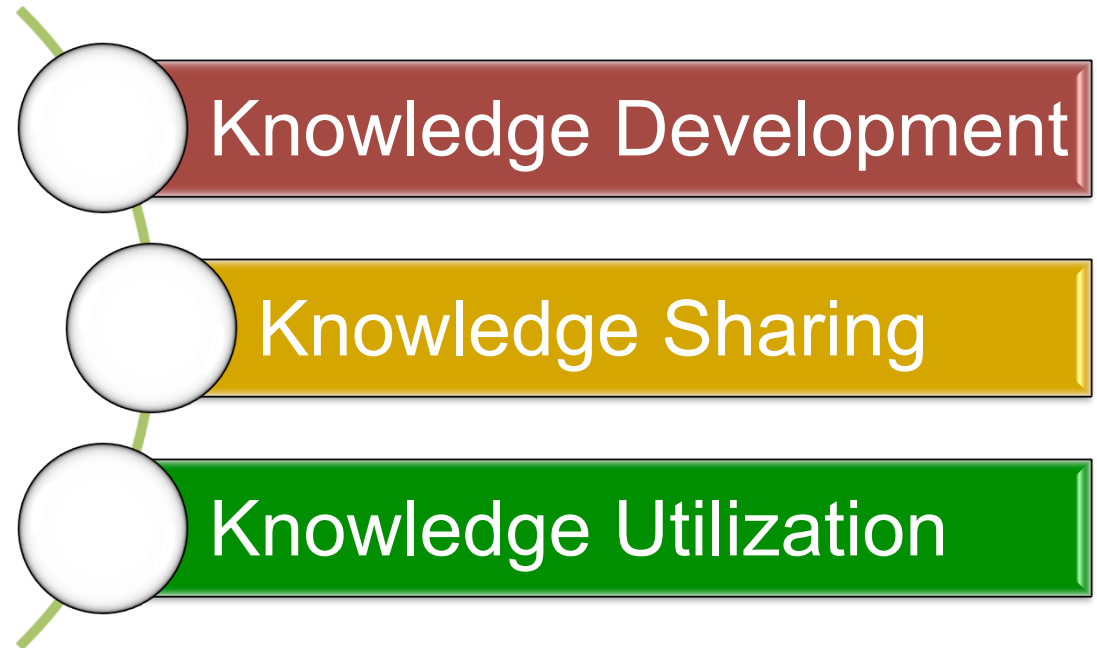
We use *leadership* to *provide guidance* and *direction* to ensure that what we want to get done gets done.



***1. Why you? Are you a specialist librarian or a strategic knowledge professional?***

## We Have the Skills

In your professional position you have the opportunity to drive the KD/KS/KU connection in the larger organization, linking knowledge-developed content to knowledge sharing and knowledge utilization.



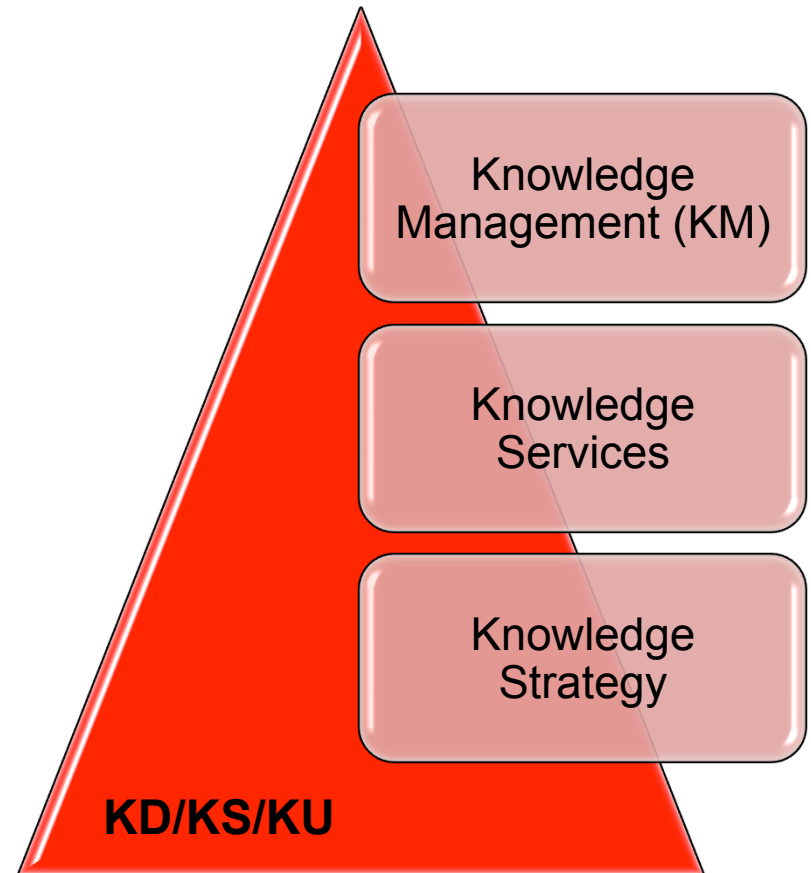
## Building Your Master Plan

# We Have the Tools

**Knowledge Management (KM):**  
Successful knowledge development/  
knowledge sharing/knowledge utilization  
(KD/KS/KU) to ensure that the company's  
intellectual capital supports the corporate  
mission

**Knowledge Services:**  
The convergence of information  
management, KM, and strategic learning  
in support of KM and knowledge strategy

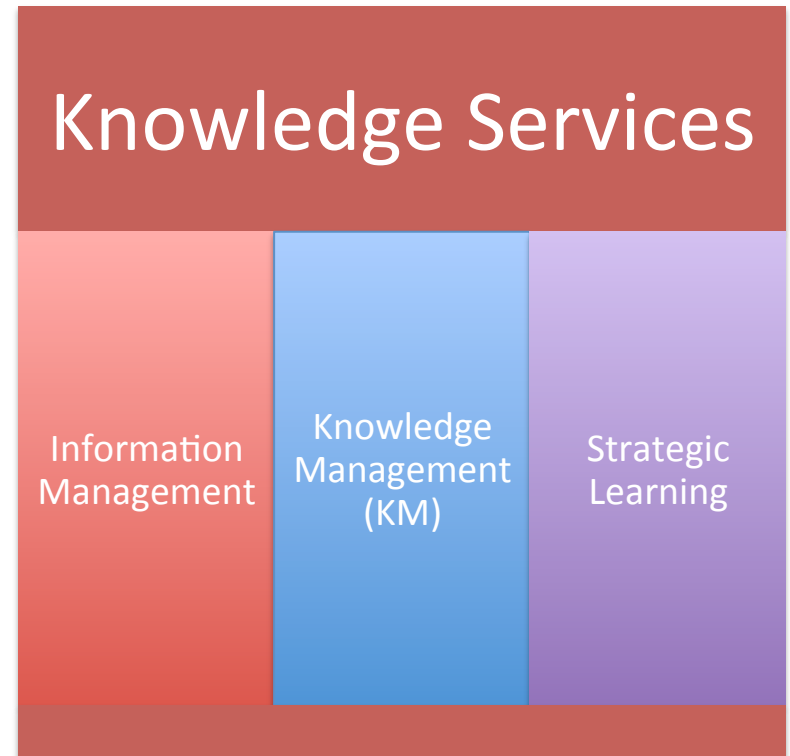
**Knowledge Strategy:**  
The organization's business strategy that  
takes into account its intellectual  
resources and capabilities



## Knowledge Services

The management and service-delivery methodology that converges information management, knowledge management, and strategic learning into a single overarching operational function

Providing the foundation for...



## Knowledge Strategy

2. *Changing times and changing responsibilities—is it your job to be concerned with the management strategy of the larger company or organization?*

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



## Strategy for Knowledge Services

### ■ Strategy

- Something like “a set of actions or activities that will produce an established and/or agreed-upon goal”
- Shawn Callahan: strategy is “a plan to be executed in the future to achieve specific objectives”:
  - Strategy should be viewed as a combination of
    - the actions that are intended to result in anticipated business outcomes; and
    - the actions that emerge as a result of the many complex activities that are undertaken within an organization

Shawn Callahan

### ■ Knowledge Strategy:

- The organization’s business strategy that “takes into account its intellectual resources and capabilities”

Michael Zack

## Why Knowledge Strategy?

- Enables all stakeholders to focus on the organization's purpose, business, and values
- Provides a blueprint for action – a knowledge “road map”
- Identifies milestones for monitoring achievements in KD/ KS and assessing the results of knowledge initiatives
- Awareness building – “opens the discussion” so more people can connect with the organization as a knowledge culture.

**KNOWLEDGE  
STRATEGY  
ALIGNS WITH  
CORPORATE  
OBJECTIVES**





# POLL

Polling Question # 1: How do you describe the connection between the specialized library/research unit and organizational success?

- |   |       |
|---|-------|
| <input type="checkbox"/> Strong                       | [13%] |
| <input type="checkbox"/> OK but could be better       | [74%] |
| <input type="checkbox"/> Weak                         | [13%] |
| <input type="checkbox"/> No opinion or not applicable | [ 0%] |

## WIIFM?

### *3. How do you benefit if you participate in strategy planning?*

- A healthy, enabling work environment
- Workplace ambiance changes
  - from competition to collaboration
  - from “information power” to “relationship power”
  - from stress to resilience
  - from “doing the job” to adding value

Nancy Reed Marsh  
Vice-President, Organization Development  
GlaxoSmithKline Beecham



## Knowledge Services: From Stress to Resilience

We use strategy planning—including our business unit’s knowledge strategy planning and how it aligns with enterprise-wide planning—to remove (or at least alleviate somewhat) uncertainty often associated with “surprises” in the workplace.



## Knowledge Services: From “Doing the Job” to Adding Value

It’s not a “job.” It’s a profession.

Specialist librarians are recognized as doing more than is asked. In doing so, they contribute to the larger organizational work environment as that healthy “enabling” workplace Marsh describes



## Knowledge Services: From Information Power to Relationship Power

The specialist librarian has never been a gatekeeper, and has long recognized that there is no real power in being one.

Our value is in our ability to focus primarily on “who-knows-what” (not on artifacts) and to connect our clients with the people they need to know).



## Knowledge Services: From Competition to Collaboration

In today's workplace, the employee who competes for leadership attention—even with resource allocation—soon becomes an organizational “problem”.



## Knowledge Sharing = Collaboration

Principle-based

The way people naturally want to work

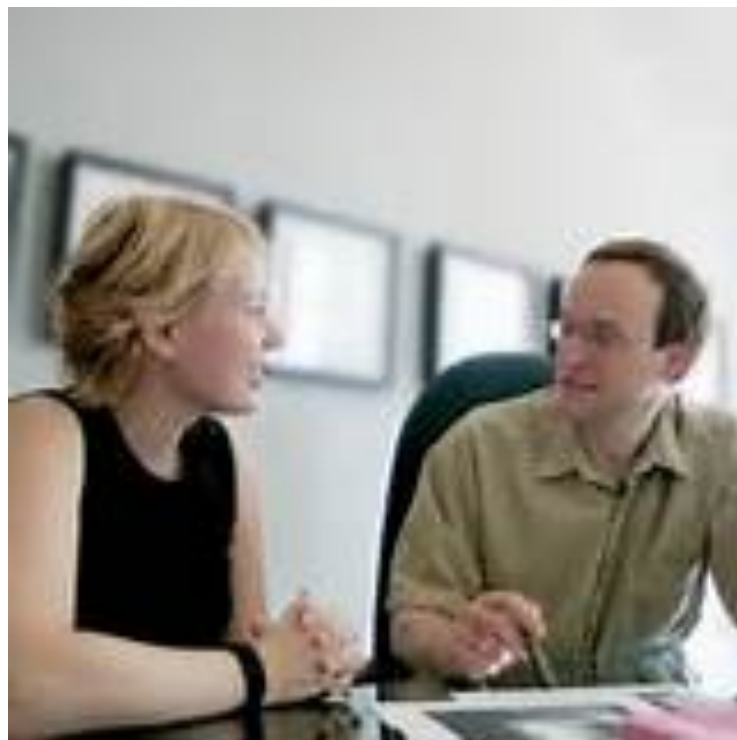
Replaces (or challenges) hierarchy

## We Move from Collaboration to Collegiality

Collegiality is more than:

- Commonality
- Agreement
- Coactivity
- Concurrence
- Collaboration

Collegiality is the defined relationship between (among) colleagues, built on respect, sincerity, cordiality, and courtesy.







# POLL

Polling Question # 2: What is your preferred method for managing collegiality in your workplace?

- Getting to know people as they use the library [46%]
- Participating in non-library activities [41%]
- Using a dedicated collaboration networking tool [10%]
- Prefer not to respond or not applicable [ 3%]



Cloud-based Library, Information, and Knowledge Management Solutions

Coming April 23, 2015

**TRANSFORMING LIBRARIES**  
**Building Your Master Plan for Knowledge Services:  
Your Strategic Road Map**

Talking Points for April 23:

- 1. Why does your company need a master plan for knowledge services?*
- 2. Who else has done any work with anything like this? Are you aware of collaboratively minded colleagues who can advise you?*
- 3. Are you prepared to lead – or identify change leaders who will advise you – the required change management/change implementation process?*

*The April 23 Transforming Libraries Webinar is based, in part, on*  
*[Starting KM in Your Organization: Here's Your Strategic Road Map](#)*  
*SMR Int'l Special Report January 2012*

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/](http://www.sla.org/learn/certificate-programs/cert_knowledge_mgmt/)

# Contact information

Guy St. Clair

President

[SMR International](#)

10 Park Avenue (Suite 4-F)

New York NY 10016 USA

+1 917.797.1500

[guystclair@smr-  
knowledge.com](mailto:guystclair@smr-knowledge.com)

Tony Saadat

President and CEO

[Soutron Global](#)

1653 Aryana Dr.

Encinitas, CA 92024

+1 760.870.4243 X123

[tsaadat@soutronglobal.c  
om](mailto:tsaadat@soutronglobal.com)



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



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

# Thank you



**Tony Saadat**

CEO Soutron Global  
[tsaadat@soutronglobal.com](mailto:tsaadat@soutronglobal.com)



**Maria Phipps**

Library Consultant Soutron Global  
[mphipps@soutronglobal.com](mailto:mphipps@soutronglobal.com)



**Gary Brooks**

Account Manger Soutron Global  
[gbrooks@soutronglobal.com](mailto:gbrooks@soutronglobal.com)



## Follow Us

 <http://www.linkedin.com/company/soutron-global>  
<https://twitter.com/SoutronGlobal>