Kenya Polytechnic University College

Knowledge Management, Knowledge Services, and Change Management:

How the Organization's Knowledge Thought Leaders Shape The Knowledge Culture

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Moving to The Knowledge Culture – *My Premise*

☐ In today's management environment, the organizational challenge is to build and sustain a knowledge culture, a workplace environment that connects to corporate strategy and leads to success in achieving the organizational mission.

☐ Knowledge thought leaders address this challenge by managing the knowledge development/knowledge sharing (KD/KS) process through the organization's knowledge services functional unit.

☐ Connecting knowledge services, leadership, and strategic learning leads to organizational effectiveness. Through identifying, developing, and obtaining the support of advocates, champions, and sponsors, knowledge thought leaders – strategic knowledge professionals –are empowered to build and sustain the knowledge culture.

The Knowledge Culture
KM/Knowledge Services in The Organization

The Organizational Goal: Achieving Success, However Defined, Requires

1. Understanding that the data/Information/knowledge/learning continuum enables collaboration and the application of knowledge for organizational success

2. Highest-level professional support for enabling innovation, contextual decision-making, knowledge asset management, and effective research delivery

3. Recognizing that the KM/knowledge services operational function is one element/one part of the organizational structure

> Organizational Effectiveness is Achieved Through the Development, Implementation, and Utilization of a Knowledge Culture

The Knowledge Culture
KM/Knowledge Services in The Organization

☐ It's all about knowledge:

- ■ "what is known"
- ■ knowledge: information ("practical and utilitarian") for action based upon insight and experience ("knowledge is information that is used")

☐ Knowledge management is:

- ■ working with knowledge
- ■ managing the knowledge eco-structure
- ■ knowledge *searching* by utilizing an inventory or catalog of the organization's intellectual infrastructure

Knowledge Management (KM)

A range of strategies and practices…

- helps staff and partners adopt experiences, best practices, lessons learned, processes, technologies, and information for achieving goals

Knowledge may be…

- embodied in individuals
- captured in organizational processes or practices

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The Knowledge Culture

The Knowledge Culture: An accumulation of shared beliefs and values about what constitutes knowledge and the role of knowledge in society and, in this case, in the organization

The Knowledge Thought Leader/Strategic Knowledge Professional in the Knowledge Culture: Maintains beliefs and values about knowledge that build on and connect with an understanding of the organization of information, knowledge, and strategic learning, and how those disciplines converge for the benefit of an organization, a group, a community, or a society

Guy St. Clair, "Epilogue"
SLA at 100 (publication date: 2009)

The Challenge: How to Communicate and Differentiate the *Strategic Value* of Knowledge?

Developing and Sustaining the Knowledge Culture

Knowledge Services

- Converges information management, knowledge management, and strategic learning
- Ensures excellence in knowledge asset management, high-level research, enhanced contextual decision making, and accelerated innovation
- Knowledge catalysis—knowledge services creates knowledge value through knowledge development and knowledge sharing (KD/KS)

The Knowledge Services/Change Management Connection

- Our role is to understand, be aware of, and utilize the attributes of good change management

Knowledge Services is *putting knowledge management to work* –
It's the *practical* side of KM

KNOWLEDGE SERVICES: The *Practical* Side of KM
"Putting KM to Work"

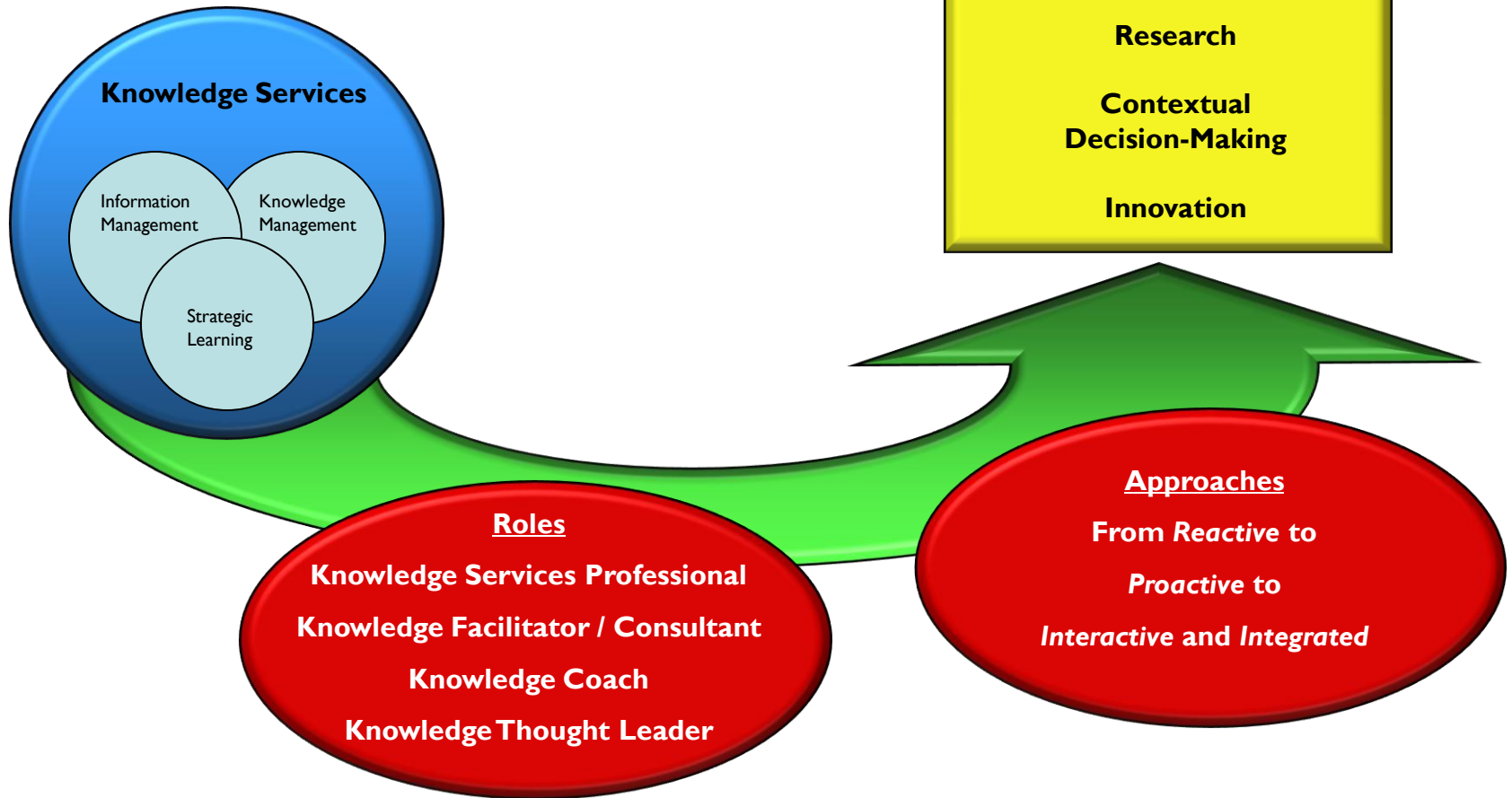## TRANSITIONING

- Knowledge to *Strategic* Knowledge

ENABLING

- Contextual and actionable decision-making
- Accelerated innovation
- Strengthened research
- Enhanced knowledge asset management

SUPPORTING

- A corporate/ organizational knowledge culture
- Corporate/ organizational effectiveness

Knowledge Services

Knowledge Services

Information Management

Knowledge Management

Strategic Learning

Research

Contextual Decision-Making

Innovation

Roles

Knowledge Services Professional

Knowledge Facilitator / Consultant

Knowledge Coach

Knowledge Thought Leader

Approaches

From *Reactive* to

***Proactive* to**

Interactive* and *Integrated

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The Knowledge Culture:
Five Points

1. Society (locally or globally) requires attention to knowledge, to how knowledge is developed and shared and to how it is used once it has been developed and shared

2. In a knowledge culture the success of every interaction rests on the *quality* of the knowledge developed and shared

3. Society cannot grow, expand, and evaluate its success without attention to the quality of the knowledge that supports society's development.

4. "Good enough" only ensures the *status quo ante* – to move forward and to be *more than we are* requires the highest standards of excellence in knowledge services delivery

5. The knowledge culture comes from and builds on the efforts of all knowledge workers at all levels to seek those highest standards of excellence

The Knowledge Culture:
The Focus for Knowledge Thought Leaders/ Strategic Knowledge Professionals

☐ Knowledge culture = an environment and a way of thinking about how we manage information, knowledge, and strategic learning

☐ Expands intellectual and service-focused capabilities beyond the immediate workplace into a larger environment or service sphere

☐ Extends John Cotton Dana's "idea" about specialized librarianship from the knowledge services functional unit (whatever that functional unit is called) out into

■ larger workplace

■ wider societal framework

(including the workplace, whether it is in the for-profit, non-profit, or academic community)

The Knowledge Culture

Attributes:

1. Willingness to collaborate/collaboration is a given

2. Respect for and supports integrity of the knowledge process

3. The seeking, capture, and utilization of information, knowledge, and strategic learning are carried out with a focus on the larger organizational role and the benefits to the larger organization, not necessarily to individuals or departments

4. Acknowledgement of and an enthusiasm for the role of information technology and communication in the KD/KS process

5. Allegiance of the knowledge professionals is to the larger organization or enterprise, not to any single profession, school of thought, or political, religious, or social philosophy

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The Knowledge Culture

Attributes:

6. Transparency (except in clearly defined situations requiring the highest levels of proprietary discretion or security)
7. Honesty
8. Trust
9. Respect for and enthusiasm for the knowledge services process
10. Respect for the intellectual foundation for the effort – the intellectual quest is not disdained
11. KM/knowledge services recognized as essential and critical

Guy St. Clair, "Epilogue"
SLA at 100 (2009)

The Knowledge Culture:
What Does the Knowledge Culture "Look Like"?

World-Class KM/Knowledge Services

Holistic

| Cross-functional | Strategic | Mission-specific |

Central Knowledge Nexus

| Higher-Value Service Ethos | Service Delivery Vision |

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The Knowledge Culture:
What Does the Knowledge Culture "Look Like"?

World-Class KM/Knowledge Services

Customer/Client Focus

KD/KS Process = Added Value

New Service-Delivery Paradigms/Models Seen as Opportunities

Advocates/User Recognition and Active Support

Victoria Harriston, Thomas A. Pellizzi, Guy St. Clair
"World-Class Knowledge Services"
Information Outlook, June/July 2003

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The Emerging Strategic Knowledge Environment

☐ The Opportunities

- Knowledge services professionals - knowledge thought leaders – can have a major role in managing the strong (and strengthening) relationship between technology and knowledge

- New employee expertise: move from purchasing and organizing materials to curating/managing content (it's a role that will be enterprise- and community-wide sooner rather than later)

The Knowledge Culture:
Future Opportunities for Information/Knowledge Professionals

Strategic Knowledge Professionals
Build and Sustain the Knowledge Culture

These knowledge workers possess the:

- Personal and professional competencies
- Intellectual background
- Organizational framework
- Common strengths
- Service-delivery perspective

to contribute to (and thus ensure) enterprise-wide success in achieving the organizational vision and mission, *i.e., organizational effectiveness*

Knowledge Services:
A Natural Environment for Collaboration

☐ The collaborative impulse

   ■ Collaboration is a principle-based process of working together, producing trust, integrity, and breakthrough results by building true consensus, ownership, and alignment in all aspects of the organization…

   ■ Put another way, collaboration is the way people naturally want to work…

   ■ Collaboration is the premier candidate to replace hierarchy as the organizing principle for leading and managing in the 21st-century workplace…

–Marshall, Edward M.
Transforming the way we work: the power of the collaborative workplace
(New York: American Management Association)

The Strategic Knowledge Professional:
Knowledge Thought Leader

"What do we have to do today to be ready for an uncertain tomorrow?
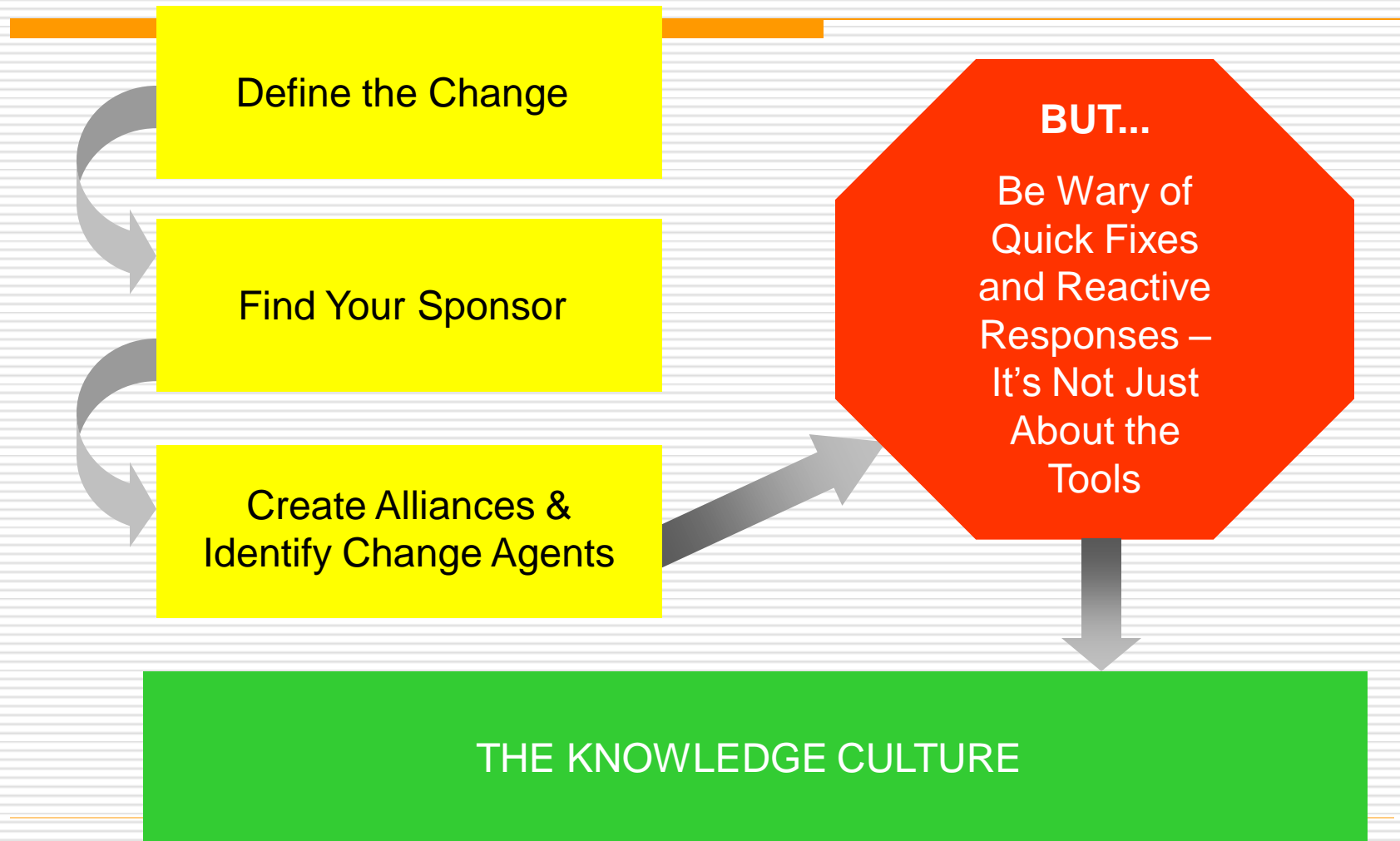
Peter Drucker

The Knowledge Culture:
The KM/Knowledge Services/Change Management Connection

- ☐ Understand, be aware of, and utilize the attributes of good change management (call it something else if "change management" has become too much of a cliché in your organization)

- ☐ Build a foundation for change by
  - ☐ communicating with constituents
  - ☐ managing resistance
  - ☐ encouraging participation
  - ☐ creating rewards and benefits for stakeholders
  - ☐ listening to everyone: folks older and more experienced, those younger and newer to the profession, and everyone in between – their views and suggestions are important (and valid)

Leading the Enterprise-Wide Knowledge Culture
## The Knowledge Professional's Change Management Steps

Define the Change

Find Your Sponsor

Create Alliances & Identify Change Agents

BUT...

Be Wary of Quick Fixes and Reactive Responses – It's Not Just About the Tools

THE KNOWLEDGE CULTURE

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Leading Culture Change
The Strategic Knowledge/Change Management Process

The Change-Adept Organization

Innovation

Collaboration

Learning & Professionalism
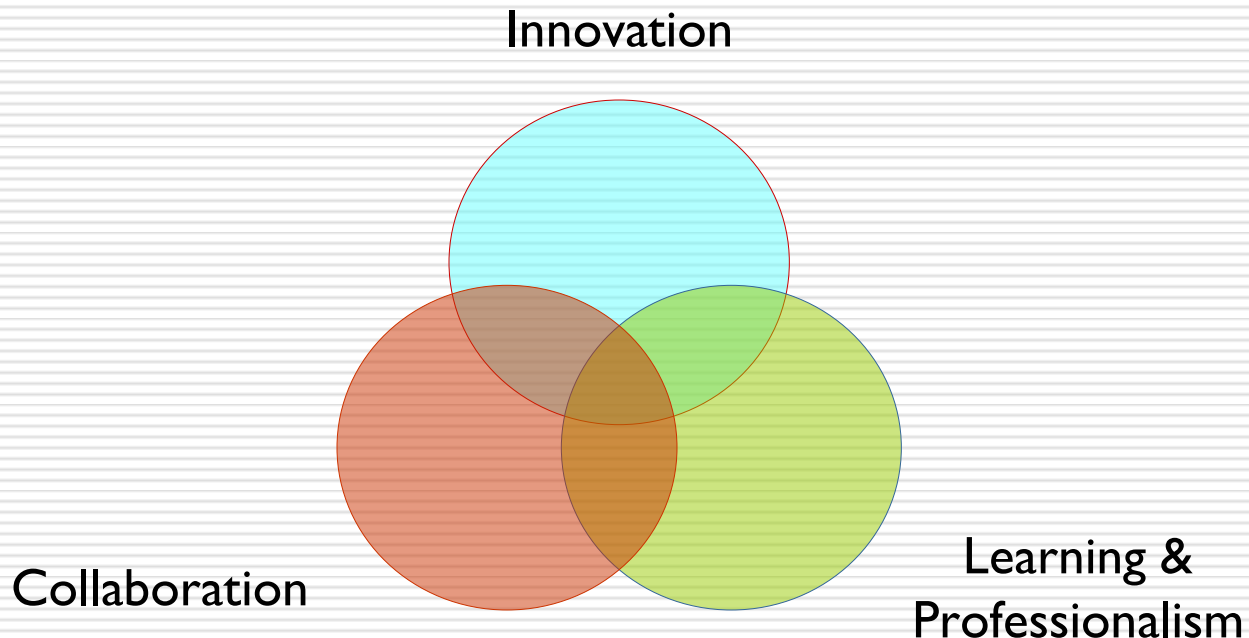
Rosabeth Moss Kanter

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Leading Culture Change
The Strategic Knowledge Change Management Process

Establishing Change Readiness

1. Build a foundation
2. Communicate with constituents
3. Encourage participation
4. Expect resistance
5. Create rewards and benefits for stakeholders
6. Lead the change skillfully

Rick Maurer
"Building the Capacity for Change"

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Leading Culture Change
The Strategic Knowledge Change Management Process

Managing the Change

- ☐ Establish a sense of urgency
- ☐ Create the guiding coalition
- ☐ Develop a vision and a strategy
- ☐ Communicate the change vision
- ☐ Empower broad-based action
- ☐ Generate short-term wins
- ☐ Consolidate gains and producing more change
- ☐ Anchor new approaches in the culture

John Kotter
Leading Change

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Leading Culture Change
The Strategic Knowledge Change Management Process

Articulate Goal

Establish focal point community

KM/knowledge services audit

Create internal working group

Outreach to all stakeholders

Planning and strategy focus workshop

An incremental approach to developing a knowledge sharing framework

Adapted from "Organizational culture and knowledge sharing at the United Nations: using an intranet to create a sense of community," by Linda Stoddart *Knowledge and Process Management* 14 (3) 2007

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The Knowledge Culture
Putting Knowledge – Putting *Knowledge Management* – to Work

"An organization must be organized for constant change. It will no longer be possible to consider entrepreneurial innovation as lying outside of management or even as peripheral to management. Entrepreneurial innovation will have to become the very heart and core of management. The organization's function *is* entrepreneurial, to **put knowledge to work** – on tools, products, and processes; on the design of work; on **knowledge itself**."
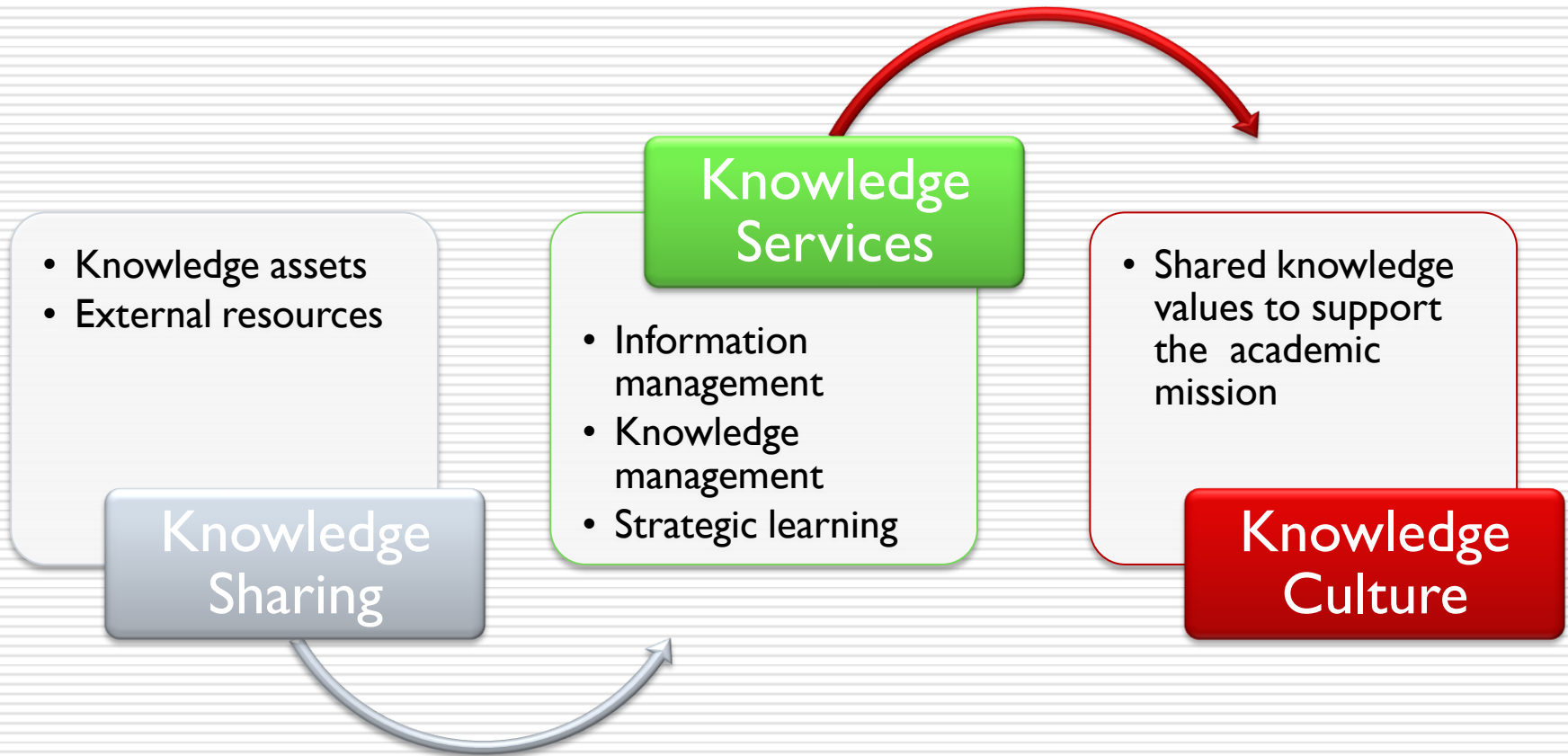
Peter Drucker

Managing in a Time of Great Change

The Knowledge Culture
Putting Knowledge – Putting *Knowledge Management* – to Work

☐ How does the knowledge thought leader manage the knowledge culture?

- ■ Align KM vision with business
- ■ Choose stuff people care about
- ■ Discover what you don't know
- ■ Learn as you go
- ■ Introduce change gradually
- ■ Embed knowledge principles
- ■ Find pockets of excellence
- ■ Generate benefits
- ■ Model
- ■ Tell stories, share impact

– Special Thanks to Susan Fifer-Canby

former VP, Libraries and Information Services, National Geographic Society

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The Knowledge Continuum

Knowledge Sharing
- Knowledge assets
- External resources

Knowledge Services
- Information management
- Knowledge management
- Strategic learning

Knowledge Culture
- Shared knowledge values to support the academic mission

Contact Information

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Guy St. Clair Personal Blog: Sharing My Journey (http://gstcjourney.blogspot.com/)

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