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Knowledge Services and Change Management:
Building the Company's Knowledge Culture

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Moving to The Knowledge Culture – *Our Premise*

- ☐ In today's management environment, the primary challenge is to strengthen the relationship between technology and knowledge, to insure that information, knowledge, and strategic learning can be accessed when needed.

- ☐ Strategic knowledge professionals manage the knowledge development/ knowledge sharing (KD/KS) process through the development and on-going implementation of an enterprise-wide knowledge culture.

- ☐ Connecting the company's knowledge strategy with its business strategy leads to organizational effectiveness. Through identifying, developing, and obtaining the support of advocates, champions, and sponsors, strategic knowledge professionals are empowered to build and sustain the knowledge culture.

The Knowledge Culture
Knowledge Services in the Corporation

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 research, contextual decision-making, and innovation

3. Recognizing that the 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

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The Knowledge Culture
Knowledge Services in The Corporation

- ☐ 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 company's intellectual infrastructure

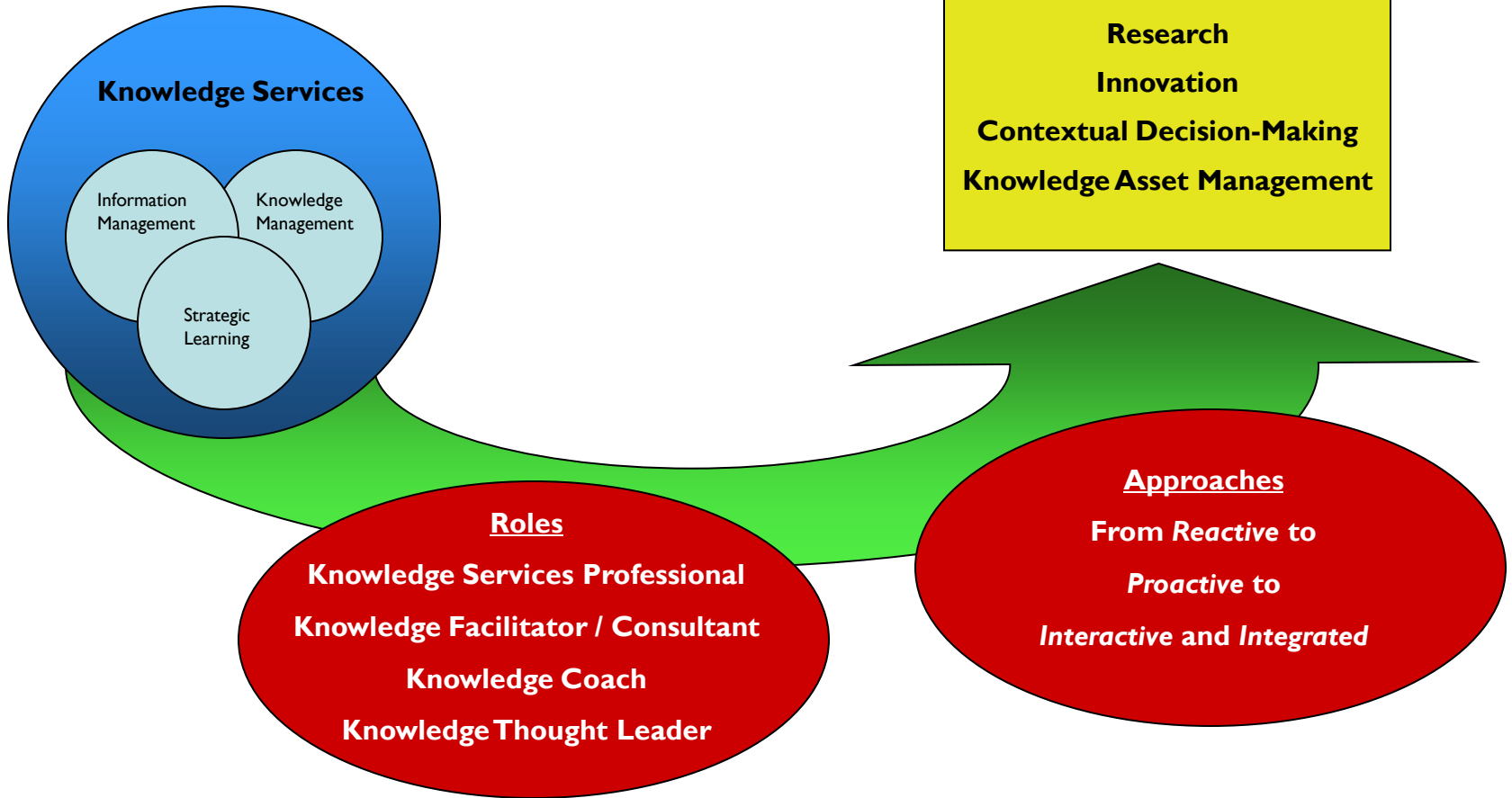# Developing and Sustaining the Knowledge Culture

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

Knowledge Services

- Information Management
- Knowledge Management
- Strategic Learning

Research

Innovation

Contextual Decision-Making

Knowledge Asset Management

Roles

Knowledge Services Professional

Knowledge Facilitator / Consultant

Knowledge Coach

Knowledge Thought Leader

Approaches

From *Reactive* to

***Proactive* to**

Interactive* and *Integrated

The Knowledge Culture
Putting Knowledge Management to Work

☐ Dale Stanley:

"Knowledge services is about *Knowledge Catalysis*, the creation of knowledge *value* through knowledge development and knowledge sharing (KD/KS) – finding and leveraging opportunities to produce high-level research, strengthened contextual decision-making, and accelerated innovation."

The Knowledge Professional is the *Catalyst* – The Role is to Facilitate Knowledge Development/Knowledge Sharing (KD/KS) in the Larger Enterprise

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 company

The 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 a company, 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?

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 Today's Knowledge Workers

☐ 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 the framework for knowledge management from the knowledge-focused business unit out into

- larger workplace
- wider societal framework

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

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

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. Knowledge services recognized as essential and critical

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

The Knowledge Culture:
Future Opportunities for Strategic Knowledge Professionals

Today's Strategic Knowledge Professionals
Can Build 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 success in achieving the corporate vision and mission
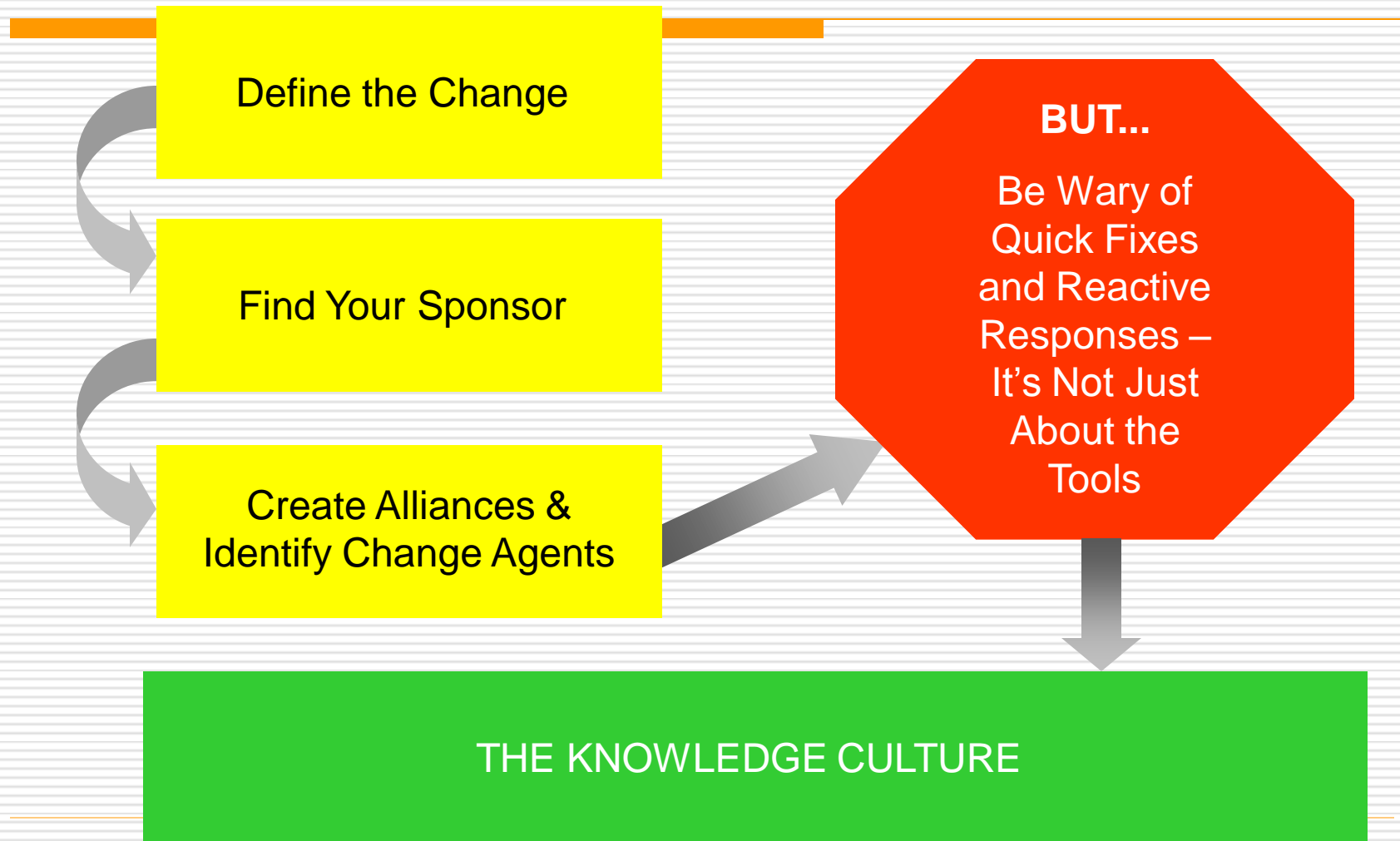
The Knowledge Culture:
The Knowledge Services/Change Management Connection

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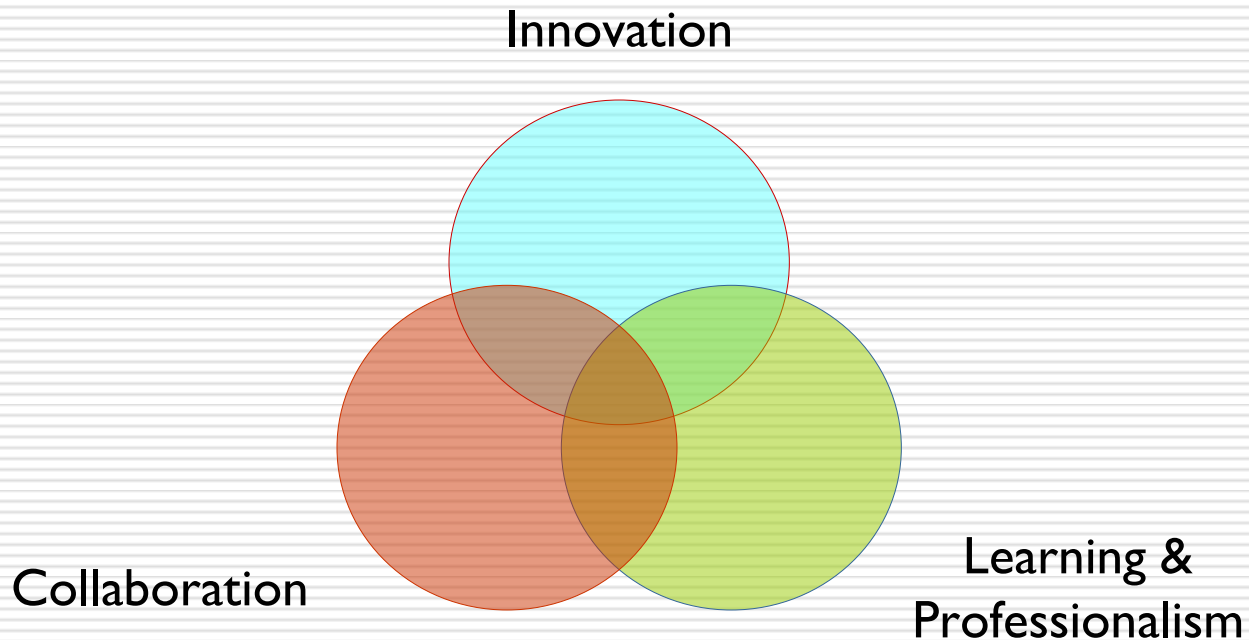
Leading the Enterprise-Wide Knowledge Culture
The Knowledge Professional's Change Management Steps

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

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

The Change-Adept Organization

Innovation

Collaboration

Learning & Professionalism

Rosabeth Moss Kanter

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

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

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

Articulate Goal

Establish focal point community

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

The Organizational/Corporate Knowledge Continuum

Knowledge Services

Knowledge Sharing
- Knowledge assets
- External resources

- Information management
- Knowledge management
- Strategic learning

Knowledge Culture
- Shared knowledge values to support the corporate or organizational mission
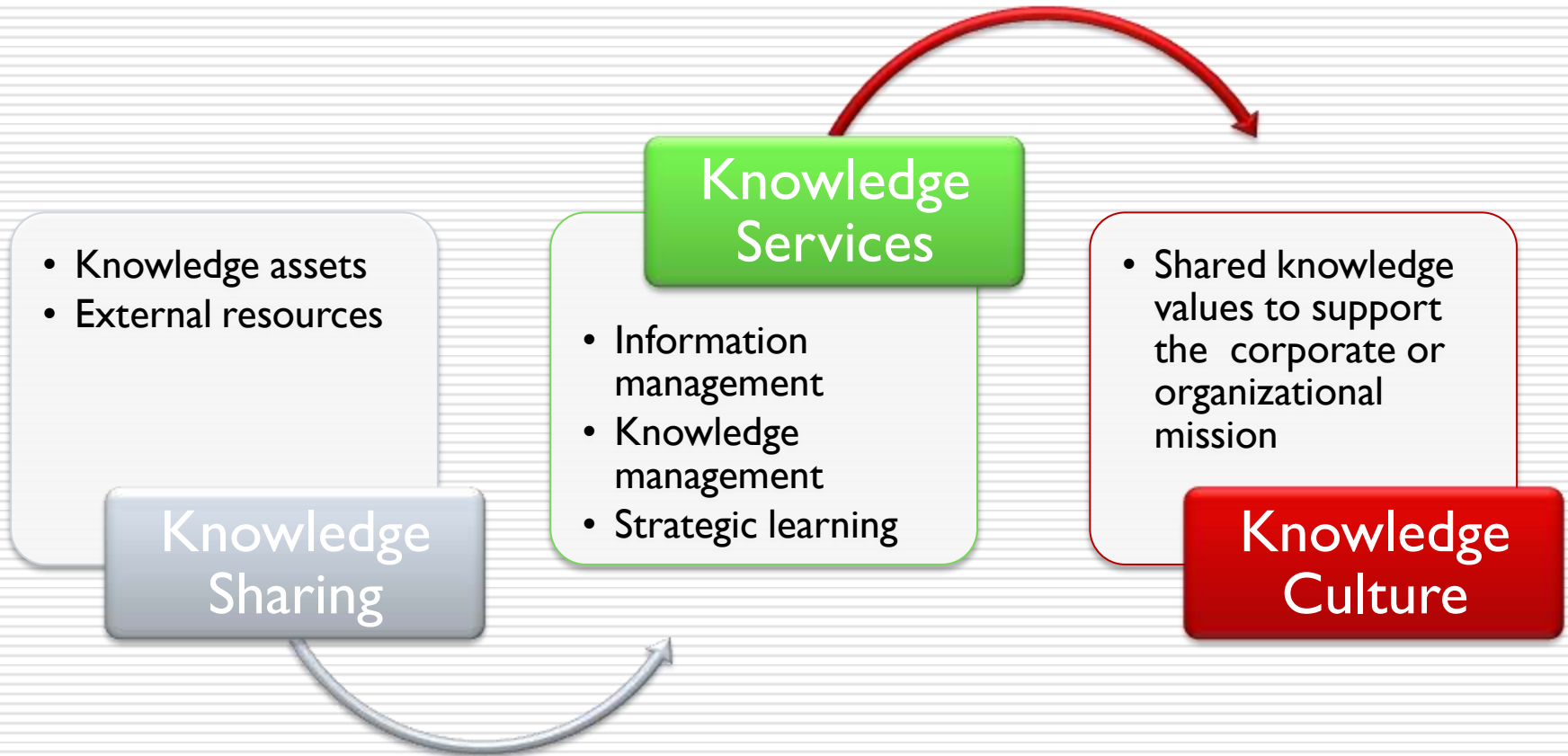
KNOWLEDGE SERVICES: The *Practical* Side of KM
"Putting KM to Work"

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

Contact Information

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