A Management Consulting Specialization

Knowledge Services

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Connecting Management Consulting and Information Management, KM, and Strategic Learning

- **Management Consultants: What Do We Do?**
  - "The consultants' role is discovery and providing insight and advice, based on observation and practice."
- **Knowledge Services:
  The Information-Knowledge Strategy Link**
  - Definitions – "Talking the Talk and Walking the Walk"
  - Knowledge Strategy Development
    - Internal Management Consultant
    - External Expertise
  - Strategy Framework
    - Inspirational/Aspirational
    - Practical/Step-by-Step/Actions, Milestones, and Results (Deliverables)
- **Change Management**

Connecting Management Consulting and Information Management, KM, and Strategic Learning

- Expert advisor (usually external but not always – see below)
- Client pays consultant for their "smarts"
  - Experience
  - Contacts
  - Education and prior expertise development
  - Unique position in the industry or profession
- Collaborates with/advises client (not usually the project manager but works *with* project manager and team)
- Fee basis varies
  - Contract basis
  - Retainership or project fee
  - Volunteer

Management Consulting
(A typical project framework)

Phase 0: Scoping/ Project Prep

Phase 1: Needs Assessment/ Objective Development

[Knowledge Audit]

Phase 2: Strategy Development

Phase 3: Solution Development

Generate and Defend Recommendations

Phase 4: Present Recommendations

(Solution Implementation)

The Information-Knowledge Strategy Link
Knowledge Use and Knowledge Value

The Knowledge Culture

- intellectual capital recognized as the institution/organization's most critical asset
- collaboration – KD/KS – intellectual enthusiasm support institutional goals

Knowledge Services

- information management, KM, and strategic learning converge for organizational effectiveness
- "natural" opportunities and applications in the business/organizational environment

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"

Characteristics of the knowledge culture:

- Collaboration is a given – and expected – at all levels
- The role of information technology and communication in the knowledge development/knowledge sharing (KD/KS) process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected – the intellectual quest is not disdained
- Ownership of the KM function is clearly established, with a carefully planned-out governance structure and a senior-level employee tasked to work with all organizational functions

Knowledge Management
The Definition Conundrum

An Enterprise-Wide
Knowledge Development/Knowledge Sharing
(KD/KS) Culture

Purpose:
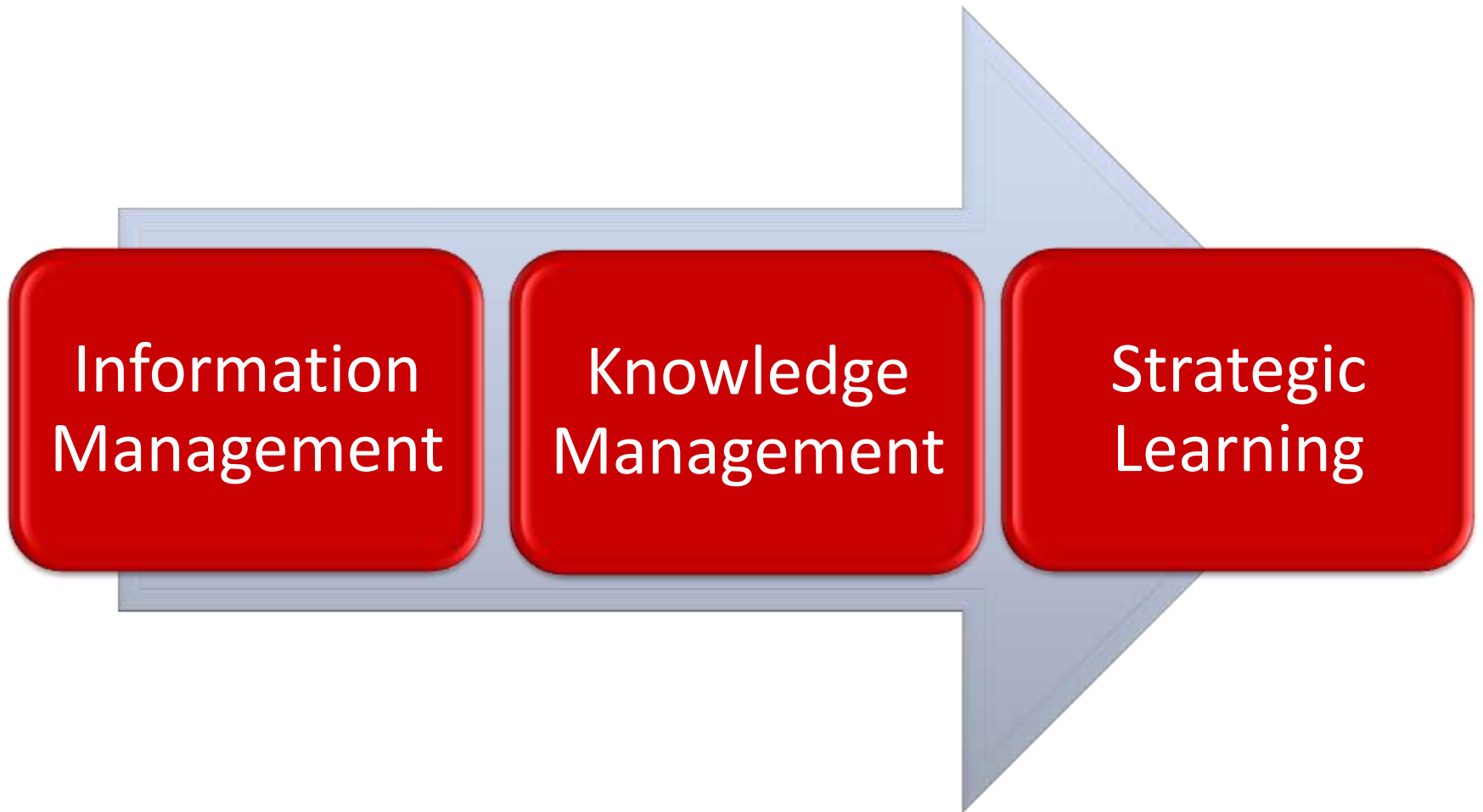Electronic Capture of
and/or
Direction to
Knowledge Resources

Function:
Working
With
Knowledge
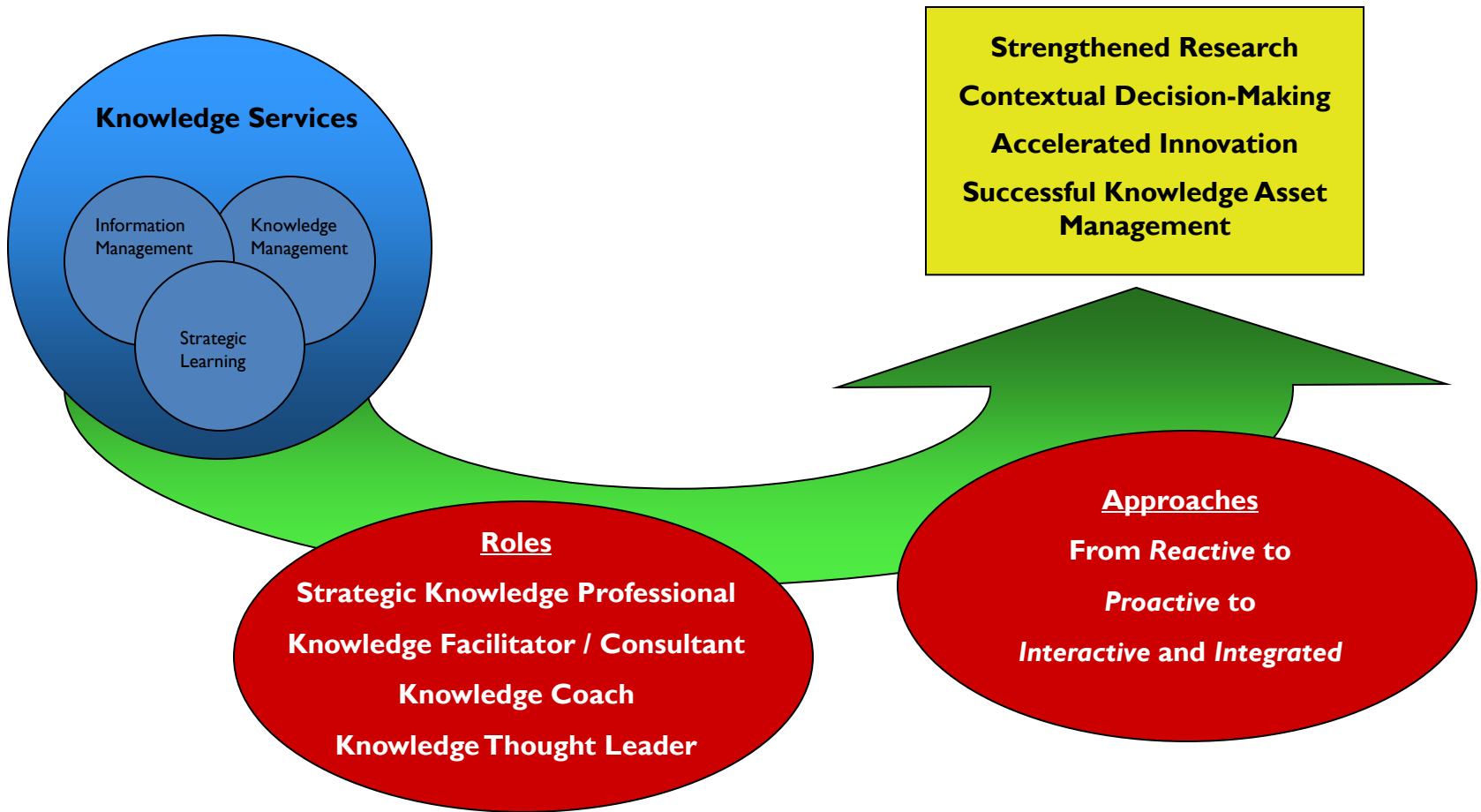
KNOWLEDGE MANAGEMENT

Function: Ability to
Use Strategic
Knowledge

Characterized by:
Collaboration
Cultural Change
Business Focus

Core Components:
People
Processes
Technology

Knowledge Services

Information Management → Knowledge Management → Strategic Learning

Knowledge Services

Knowledge Services

Information Management

Knowledge Management

Strategic Learning

Strengthened Research

Contextual Decision-Making

Accelerated Innovation

Successful Knowledge Asset Management

Roles

Strategic Knowledge Professional

Knowledge Facilitator / Consultant

Knowledge Coach

Knowledge Thought Leader

Approaches

From *Reactive* to

***Proactive* to**

Interactive* and *Integrated

IT (ICT) and Information Management (IM)

- Information Management - a workplace methodology concerned with the acquisition, arrangement, storage, retrieval, and use of information to produce knowledge.

- IM – powered by information and communication technology (ICT): any product that stores, retrieves, manipulates, transmits, or receives information electronically in a digital form.

Knowledge Management (KM)

- Knowledge Management (KM):
  - a way of working - helps us manage explicit, tacit, and cultural information in ways that enable us – and our workplace – to re-use information to create new knowledge
  - an established atmosphere or environment in which KD/KS is established as the essential element for the achievement of the corporate mission

> But you can't *manage* knowledge. You work with knowledge
> KM is simply: *Working with Knowledge*

- KM – powered by KD/KS
  - through the utilization of IT/ICT (conventional wisdom)
  - in reality – the *human interface* – is now recognized as the critical element of KM

IT/Information Management and KM/Knowledge Management

Photo: Kentv

Strategic Learning

… the successful achievement of skills, competencies, knowledge, behaviors, and/or other outcomes required for excellence in workplace performance

… enables those who develop knowledge to share it, for the benefit of everybody in the workplace (i.e., combines knowledge development with knowledge sharing – KD/KS)

Or less pompously: *Strategic Learning* is anything anybody does to learn how to work better – to work smarter….

KM? Knowledge Services? Which is it? What's it to be?

Past confusion between what is shared (knowledge) and the means used to share it (ICT/IT) was natural.

That confusion is now disappearing, once we bring in strategic learning.

Now we speak of *Knowledge Services*, the melding of the two never-very-distinct disciplines, as ICT/IT and KM converge with strategic learning, to release the power of knowledge, to ensure that knowledge is utilized to achieve corporate, organizational, or institutional goals.

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

TRANSITIONING

- Information, Knowledge, and Strategic Learning to *Strategic* Knowledge

ENABLING

- Contextual decision-making
- Accelerated innovation
- Strengthened research
- Excellence in knowledge-asset management

SUPPORTING

- An institution-wide knowledge culture
- Organizational effectiveness
- Supporting and contributing to the institutional knowledge culture

Knowledge Services:
The Information-Knowledge Strategy Link

- **Knowledge Strategy Development**
  - 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

[See SMR blog: September 30, 2010]

Knowledge Services:
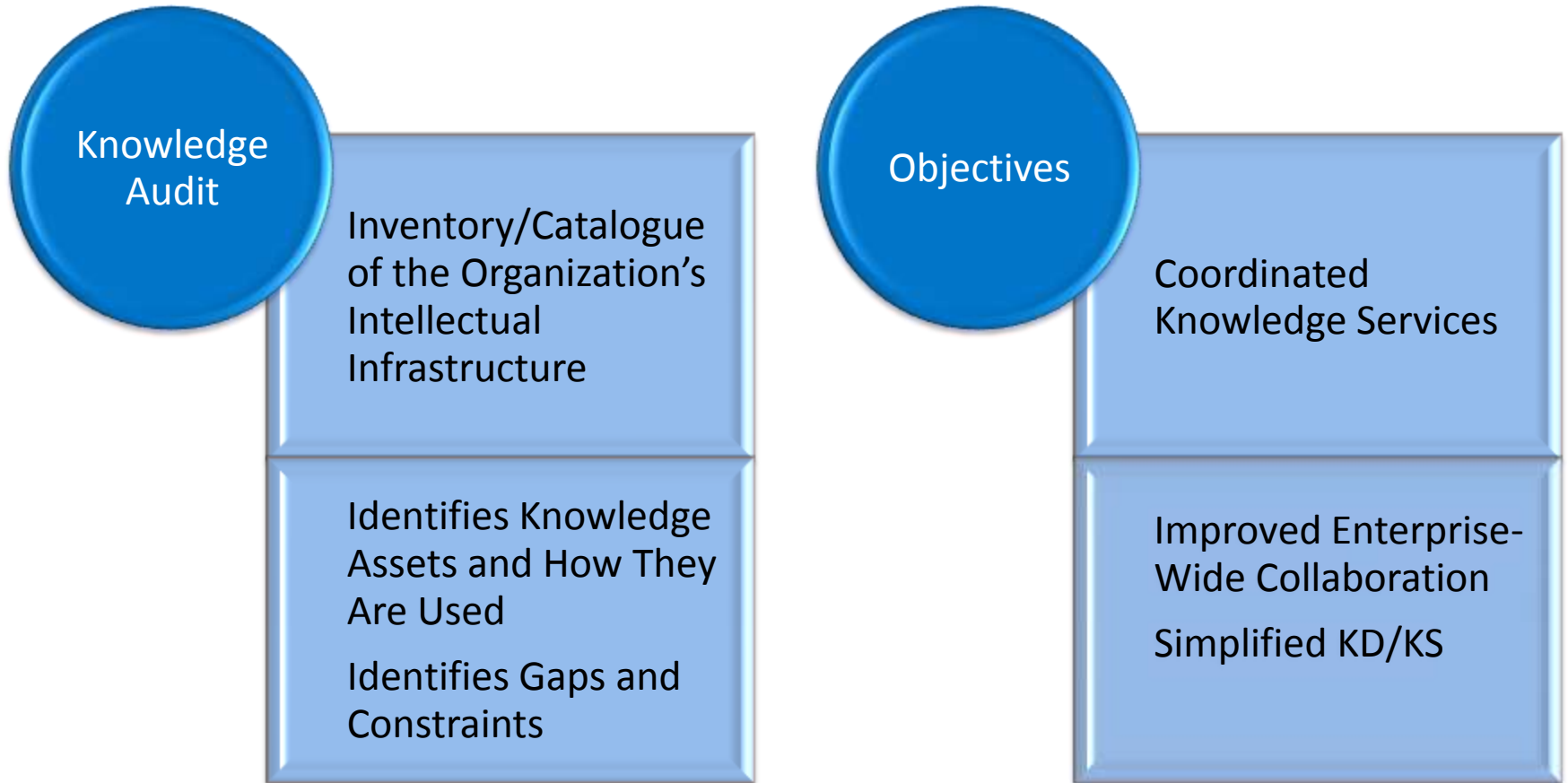## The Information-Knowledge Strategy Link

- Knowledge Strategy Development: Strategic Issues
  - A strategic issue is something which causes concern because of its expected impact on the aims of the organization (expressed as goals, mandates, mission, values, *etc*.) and which requires urgent action if the organization is to survive and prosper:
    - Organizational structure
    - Financial planning/management
    - Information management and information technology
    - Knowledge services management and delivery
    - Infrastructure planning/future services

Knowledge Services:
The Information-Knowledge Strategy Link

- Knowledge Strategy Development: The Players
  - Company/Organizational Management
  - *Knowledge Thought Leaders*
    [See SMR blog: November 10, November 17, 2010]
  - Internal Management Consultant
  - External Expertise
- Knowledge Strategy Development: The Product
  - Introduction (inspirational/aspirational)
  - Practical/Step-by-Step/Actionable Recommendations, Milestones, Measure/Metrics, and Results (Deliverables)
- Knowledge Strategy Development: Review
  - Best Practices
  - Lessons Learned

[See SMR blog: June 8, 2010]

SMR Int'l – Knowledge Services Notes: http://www.smr-knowledge.com

Knowledge Strategy:
The Enterprise-Wide Knowledge Function

Knowledge Audit

Inventory/Catalogue of the Organization's Intellectual Infrastructure

Identifies Knowledge Assets and How They Are Used

Identifies Gaps and Constraints

Objectives

Coordinated Knowledge Services

Improved Enterprise-Wide Collaboration

Simplified KD/KS

Knowledge Services in the Company:
A Natural Ambiance for Collaboration

The Collaborative Impulse

Principle-based

The way people naturally want to work

Replaces hierarchy

Knowledge Services Responsibilities Across the Business/Organizational Environment

Research and Development

(CoPs, Knowledge Networks, Social Media, Web 2.0, Network Analysis, *etc*.)

Reports, studies, background and client content management

Enterprise-wide non-knowledge related functions (usually internal)

Records, archives, digital asset, library services management

External relations (client/customer, other affiliates)

Strategy Development:
Purpose and Implications

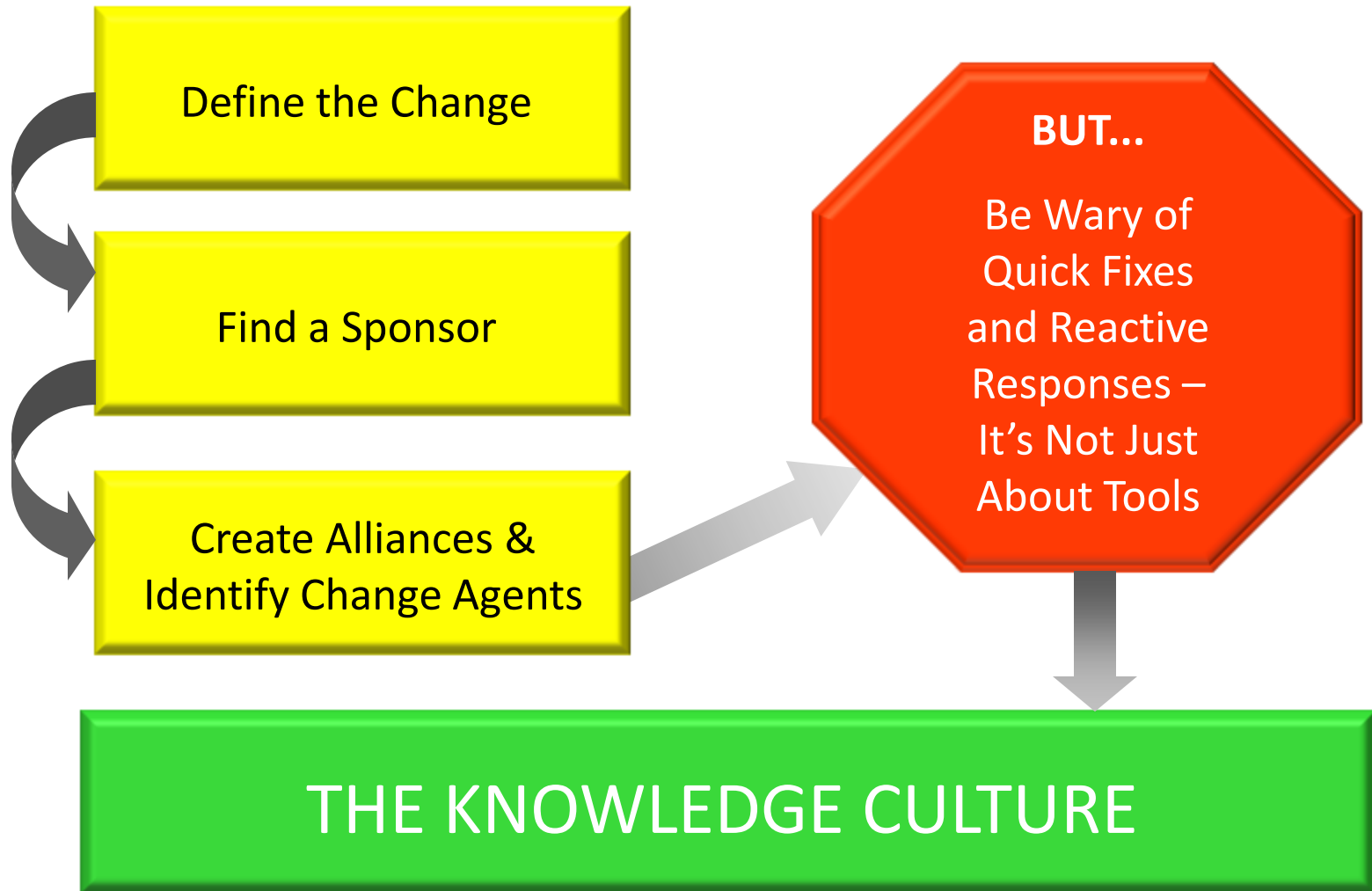|	
For staff	• Strengthened research management • Subject-specific knowledge services within functional units
For management	• Development and sharing of content required for effective decision making • Organizational KD/KS environment a given
For clients/customers	• Content/information currency • User experience (UX) foundation for service delivery

Developing Knowledge Strategy:
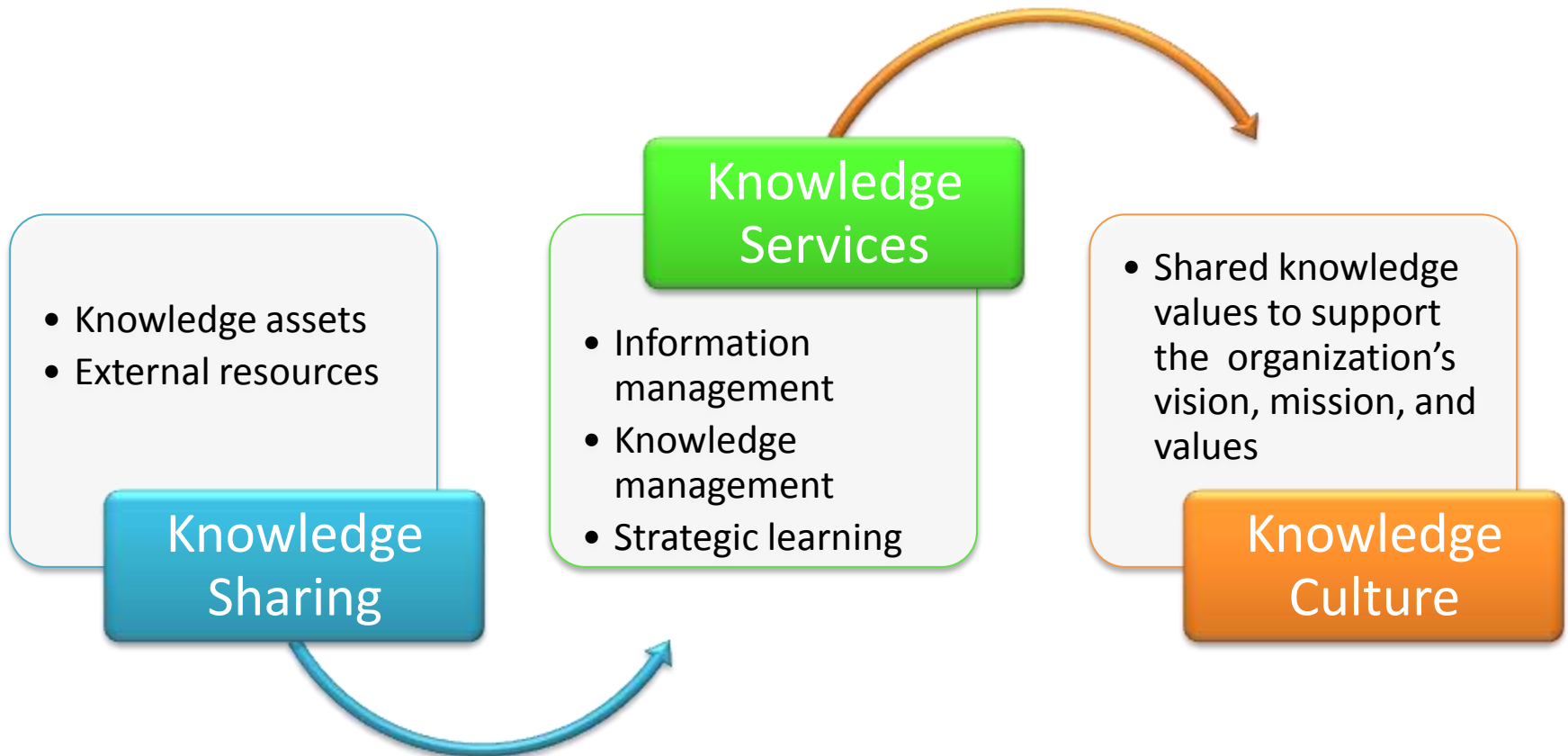## Managing the Change

Define the Change

Find a Sponsor

Create Alliances & Identify Change Agents

BUT...

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

THE KNOWLEDGE CULTURE

Leading Culture Change
Change Management for Knowledge Services

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 Company's Knowledge Culture

Knowledge Sharing
- Knowledge assets
- External resources

Knowledge Services
- Information management
- Knowledge management
- Strategic learning

Knowledge Culture
- Shared knowledge values to support the organization's vision, mission, and values

Knowledge Strategy:
Knowledge Services in the Organization

Make No Small Plans.
They Have No Magic to Stir Men's Blood.

Daniel Hudson Burnham
American Architect (1846-1932)

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