

The Knowledge-Sharing Continuum: Managing Knowledge Services and Information Management Consulting

Guy St. Clair
SMR International
New York NY USA

Columbia University
Information & Digital Resource Management Program
17 November 2010

SMR International Corporate Blog:
SMR Int'l – Knowledge Services Notes
<http://www.smr-knowledge.com>

Connecting Consulting and Information Management, KM, and Strategic Learning

- Management Consultants: What Do We Do?
- KM/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 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

KM/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

Guy St. Clair

SLA at 100:

*From “Putting Knowledge to Work” to
Building the Knowledge Culture*

2009

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

**KNOWLEDGE
MANAGEMENT**

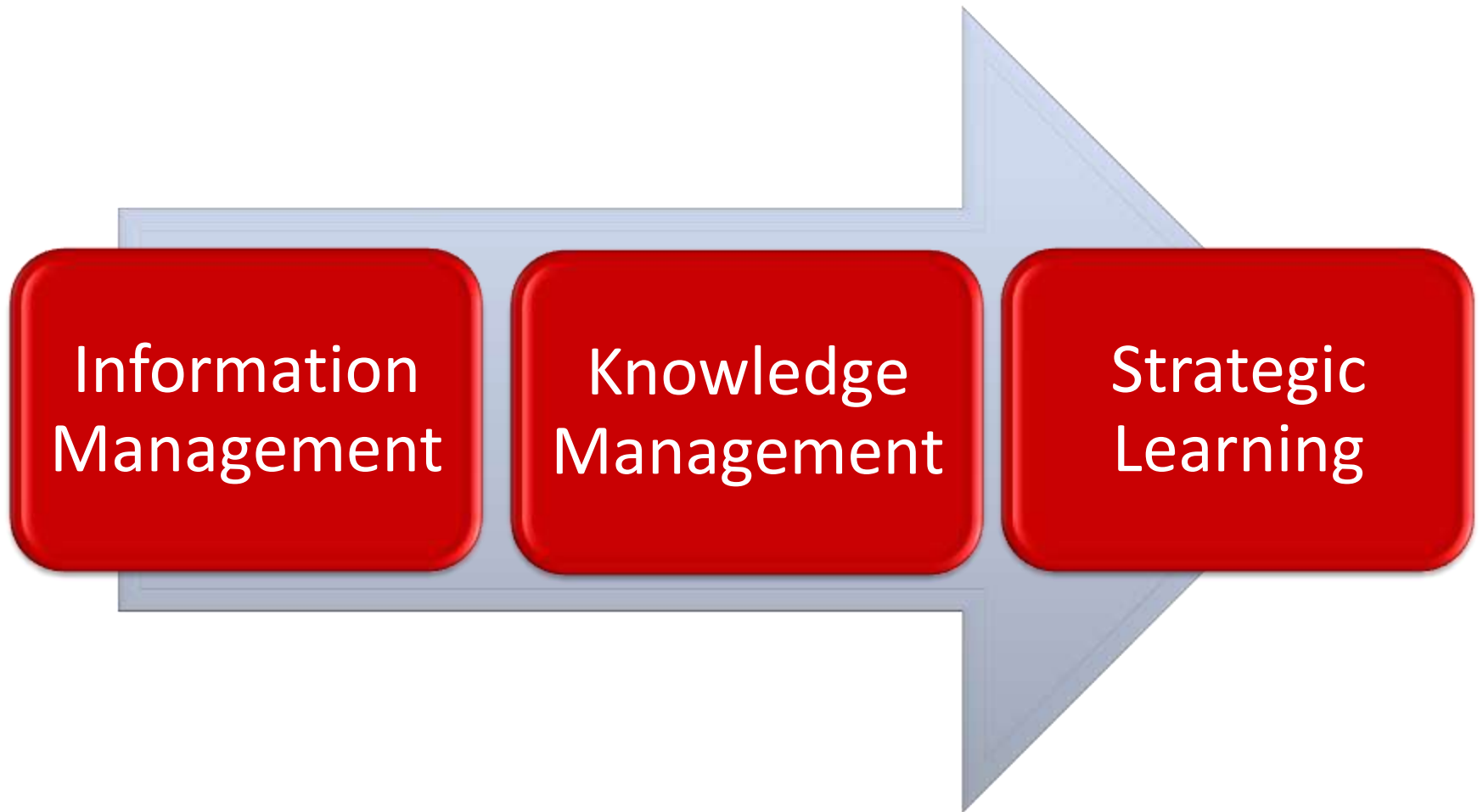
Function:
Working
With
Knowledge

Function: Ability to
Use Strategic
Knowledge

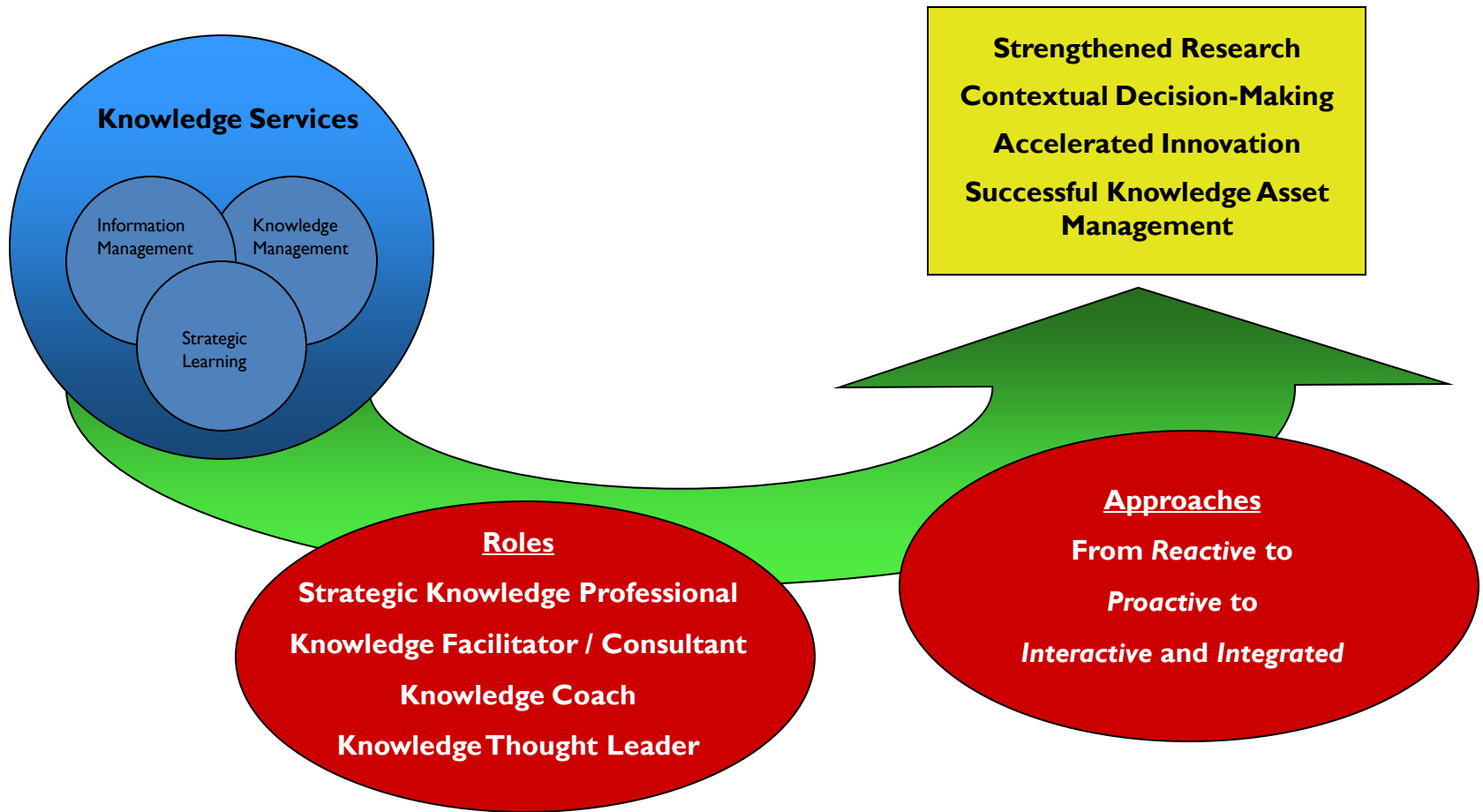
Characterized by:
Collaboration
Cultural Change
Business Focus

Core Components:
People
Processes
Technology

Knowledge Services



Knowledge Services



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

KM/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]

KM/Knowledge Services: The Information-Knowledge Strategy Link

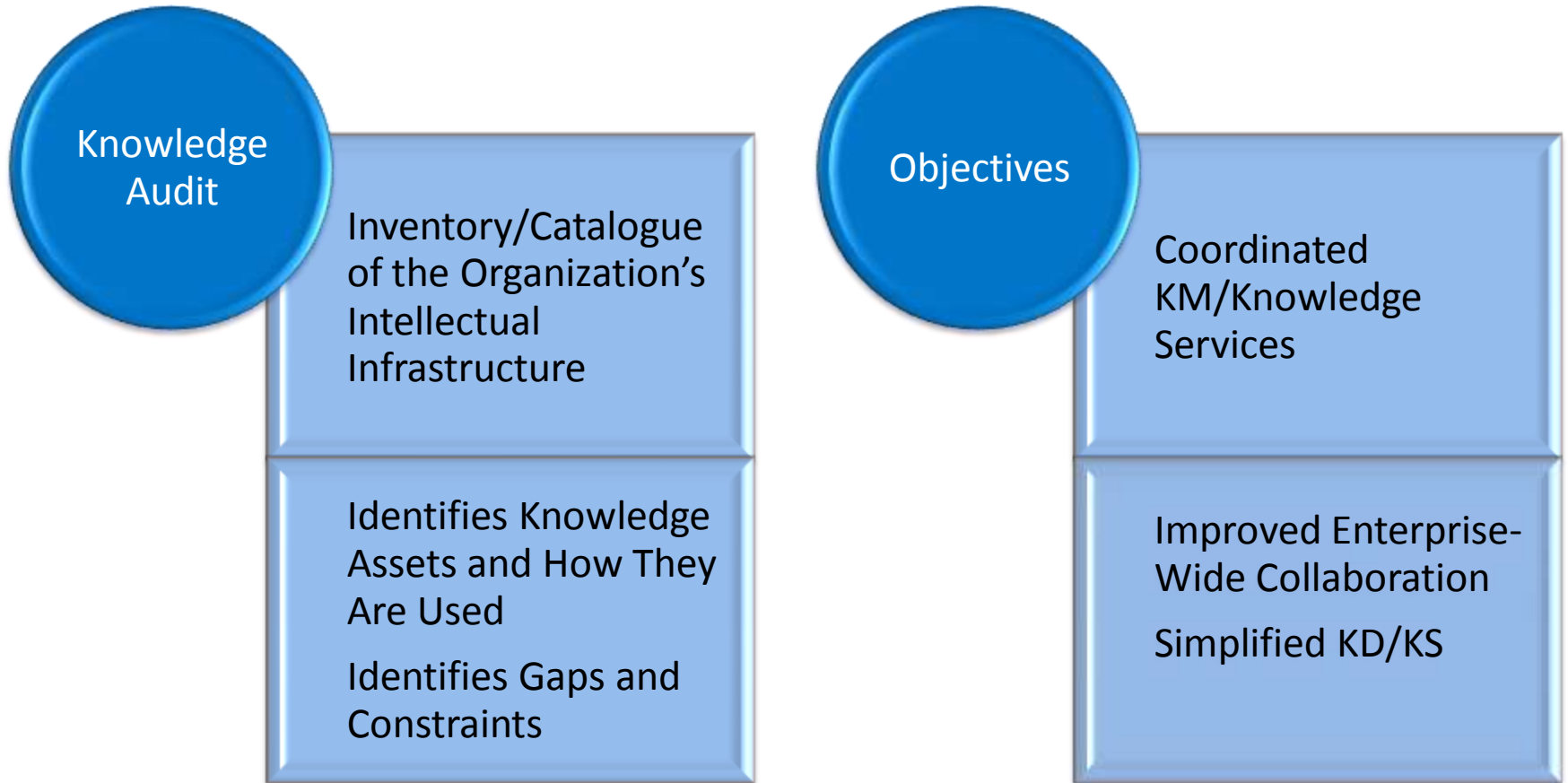
- Knowledge Strategy Development: Strategic Issues
 - A strategic issue is something which causes concern because of its expected impact on the aims of the organization (expressed as goals, mandates, mission, values, *etc.*) and which requires urgent action if the organization is to survive and prosper: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

KM/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]

Knowledge Strategy: The Enterprise-Wide Knowledge Function



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 KM/knowledge services within functional units

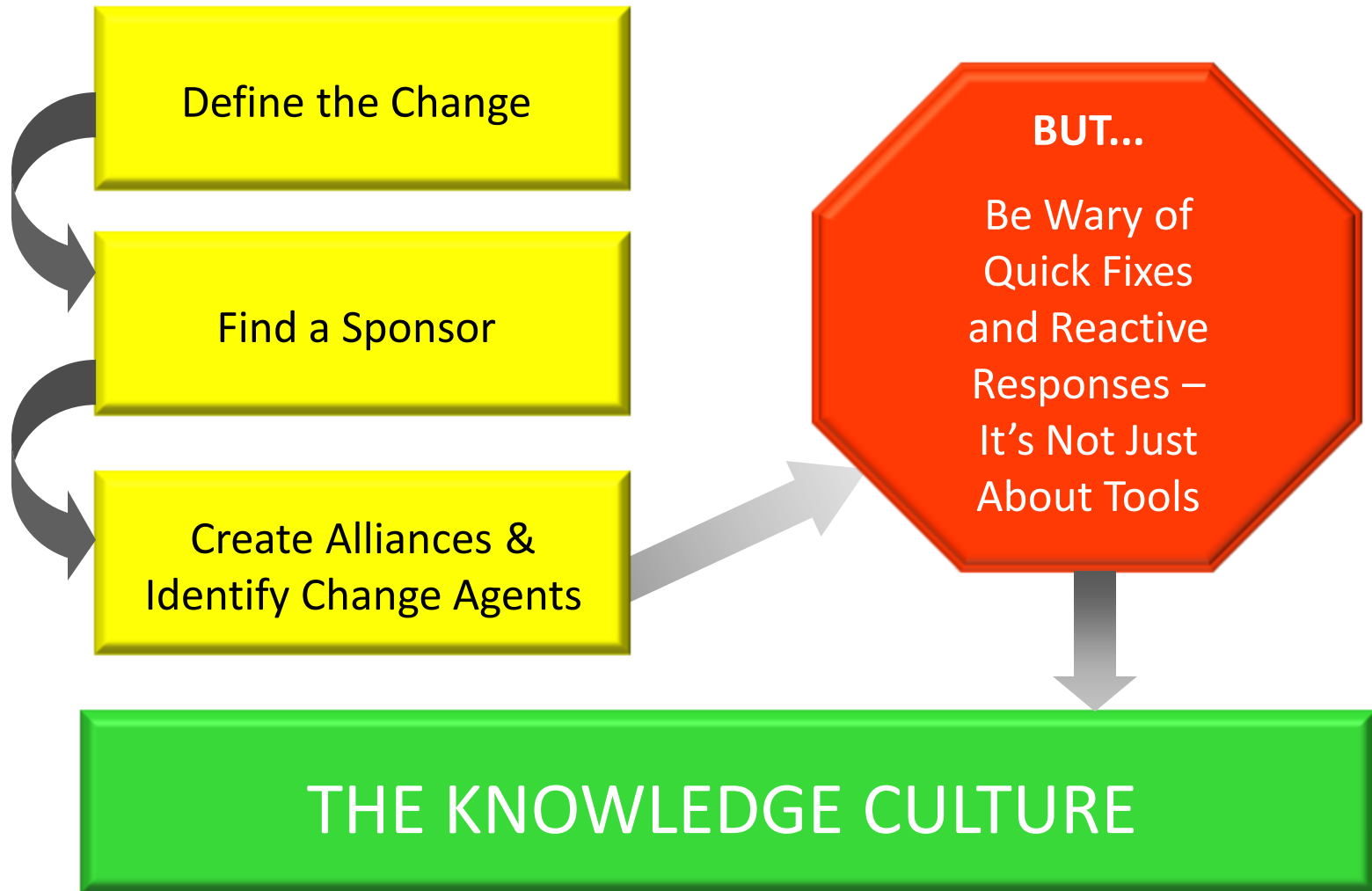
For management

- 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



Leading Culture Change

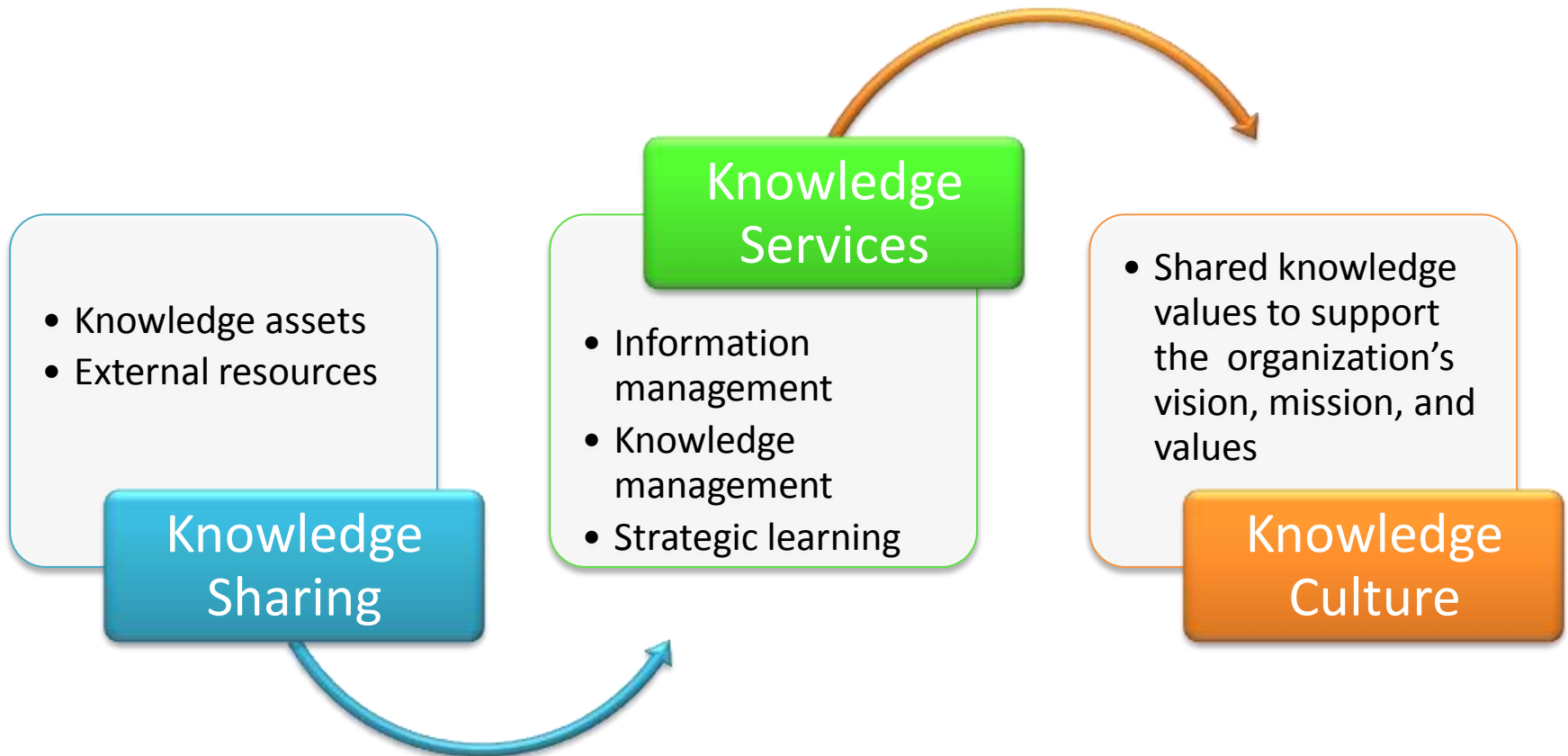
Change Management for Knowledge Services




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 Strategy: KM/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)

Contact information

Guy St. Clair

President and Consulting Specialist for Knowledge Services

[SMR International](#)

527 Third Avenue

New York NY 10016 USA

1 212.683.6285 or 212.797.1500 (mobile)

guystclair@smr-knowledge.com

SMR International Blog: ***SMR Int'l – Knowledge Services Notes***

[\(http://www.smr-knowledge.com\)](http://www.smr-knowledge.com)

Guy St. Clair Personal Blog: ***Sharing Guy's Journey***

[\(http://gstcjourney.blogspot.com\)](http://gstcjourney.blogspot.com)