KM/Knowledge Services:
The Future of
Academic Knowledge-Sharing is *Now*

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Transformative Research for Sustainable Development
5th Research Week & International Conference
Egerton University
Egerton Kenya
23 September 2010

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

Knowledge Use and Knowledge Value

The Knowledge Culture

- intellectual capital recognized as the institution'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 academic 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

Characterized by:
Electronic Capture of /
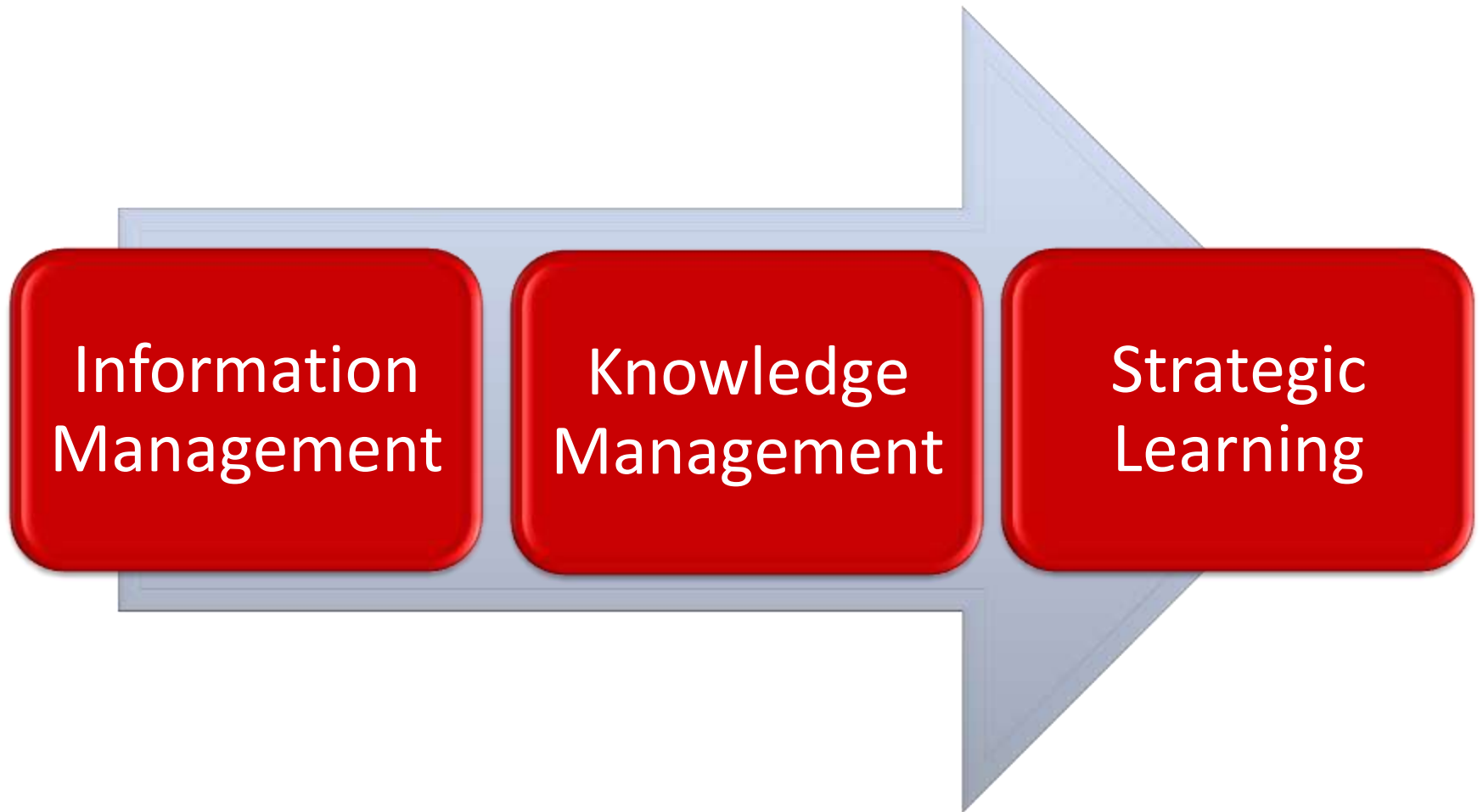Direction to
Knowledge Resources

Function:
Working
With
Knowledge

**KNOWLEDGE
MANAGEMENT**

Characterized by:
Collaboration
Cultural Change
Business Focus

Function: Ability to
Use Strategic
Knowledge

Knowledge Services

Information Management

Knowledge Management

Strategic Learning

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 ICT (conventional wisdom)
  - in reality – the *human interface – is* now recognized as the critical element of KM

ICT/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) 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 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
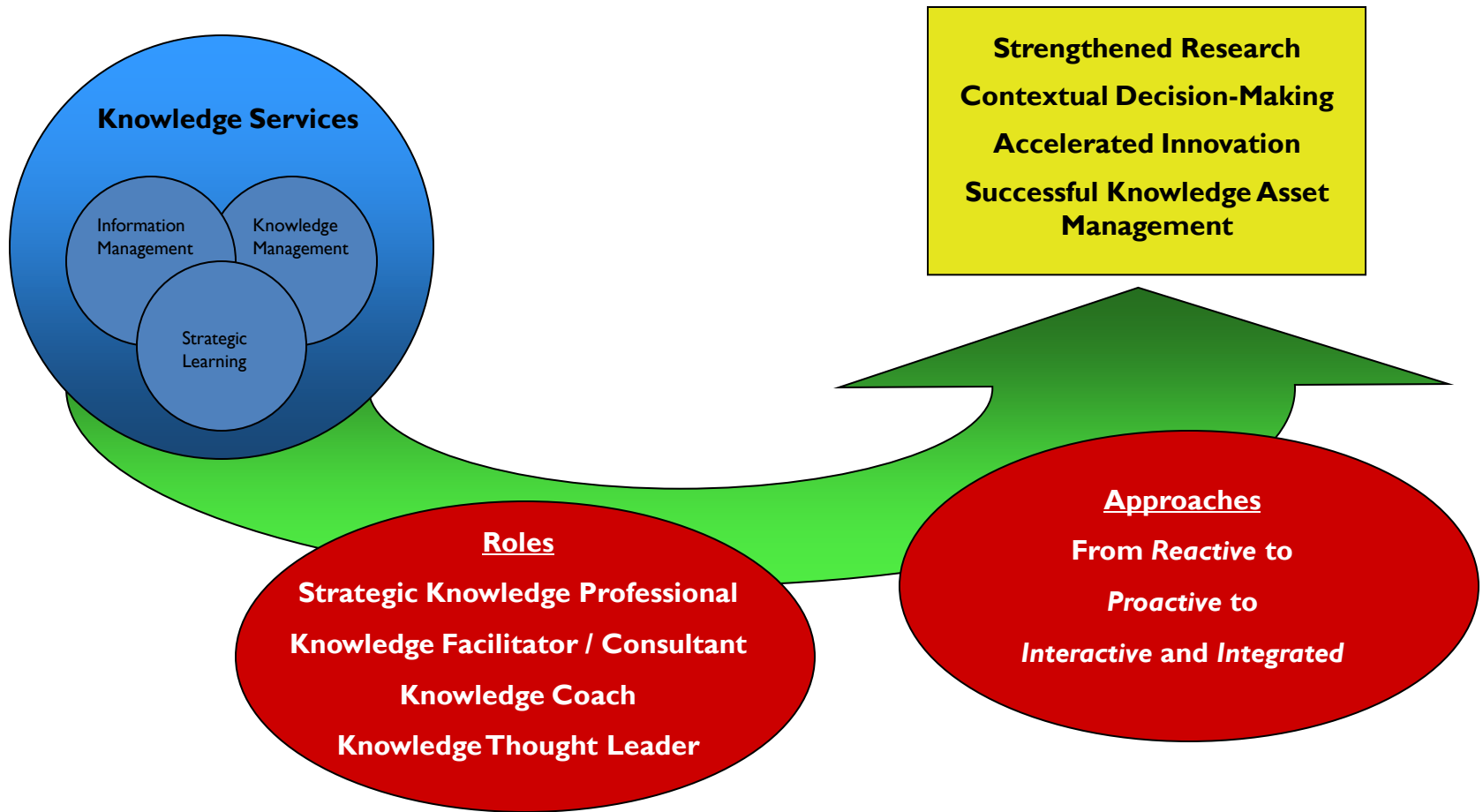
ENABLING

- 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

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

Students re Research:
Curious – Engaged – Motivated

Students go to course readings first – not Google – for course-related research assignments)

Librarians "tremendously" under-utilized – 8 out of 10 students never turn to a librarian for help
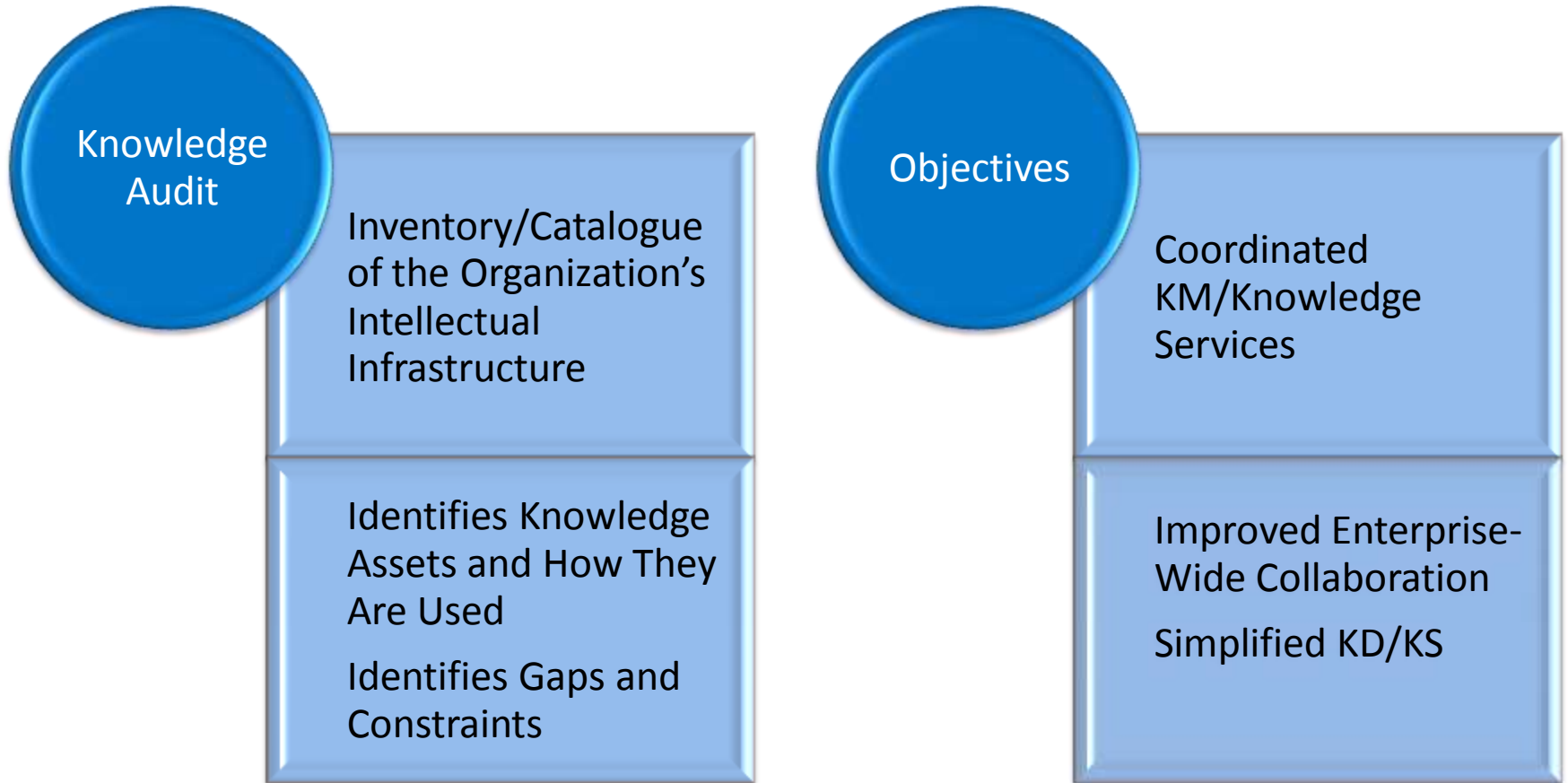
9 out of 10 students turn to libraries for certain scholarly research databases for course-related research

Students turn to instructors as valued research coaches (even though librarians initially show students how to use scholarly research databases)

Students procrastinate on assignments because they are struggling to meet course demands for other classes

PIL Progress Report
"Lesson Learned"
1 December 2009

Knowledge Strategy:
The Basics

Knowledge Audit

Inventory/Catalogue of the Organization's Intellectual Infrastructure

Identifies Knowledge Assets and How They Are Used

Identifies Gaps and Constraints

Objectives

Coordinated KM/Knowledge Services

Improved Enterprise-Wide Collaboration

Simplified KD/KS

Knowledge Services in the University:
A Natural Ambiance for Collaboration

The Collaborative Impulse

Principle-based

The way people naturally want to work

Replaces hierarchy

Knowledge Services: Opportunities

For students
- Course-related research management
- Subject-specific KM/knowledge services within courses
- Learning records and student participation files

For faculty
- Development and sharing of course content
- Student results, grading
- Research and development

For the administration
- KM/Knowledge Services as an academic discipline
- Administrative/mgmt knowledge strategy/KM
- Student records, financial aid documentation

Knowledge Services Connections
Across the Academic/Institutional Environment
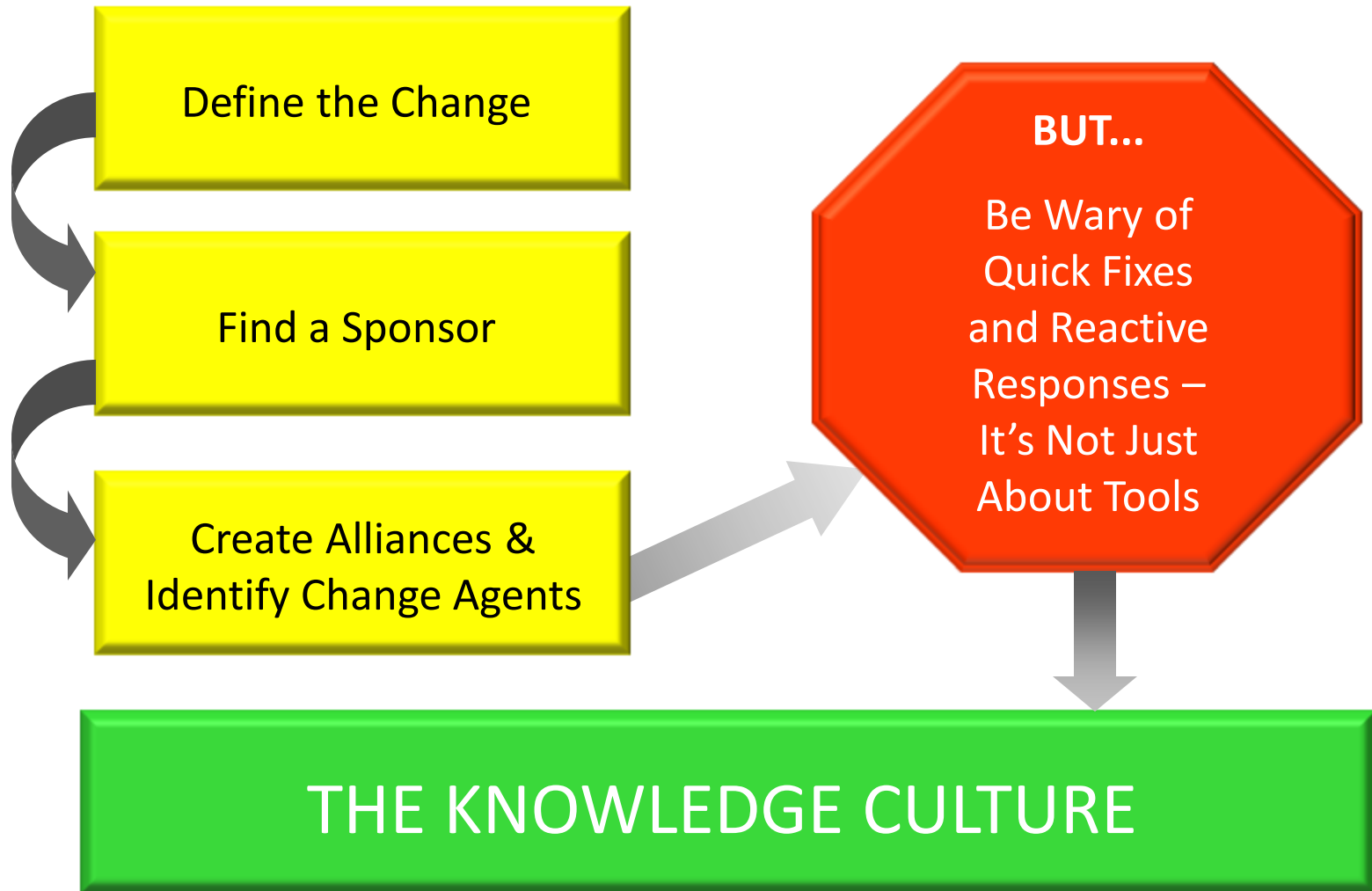
Research and Development

Publications

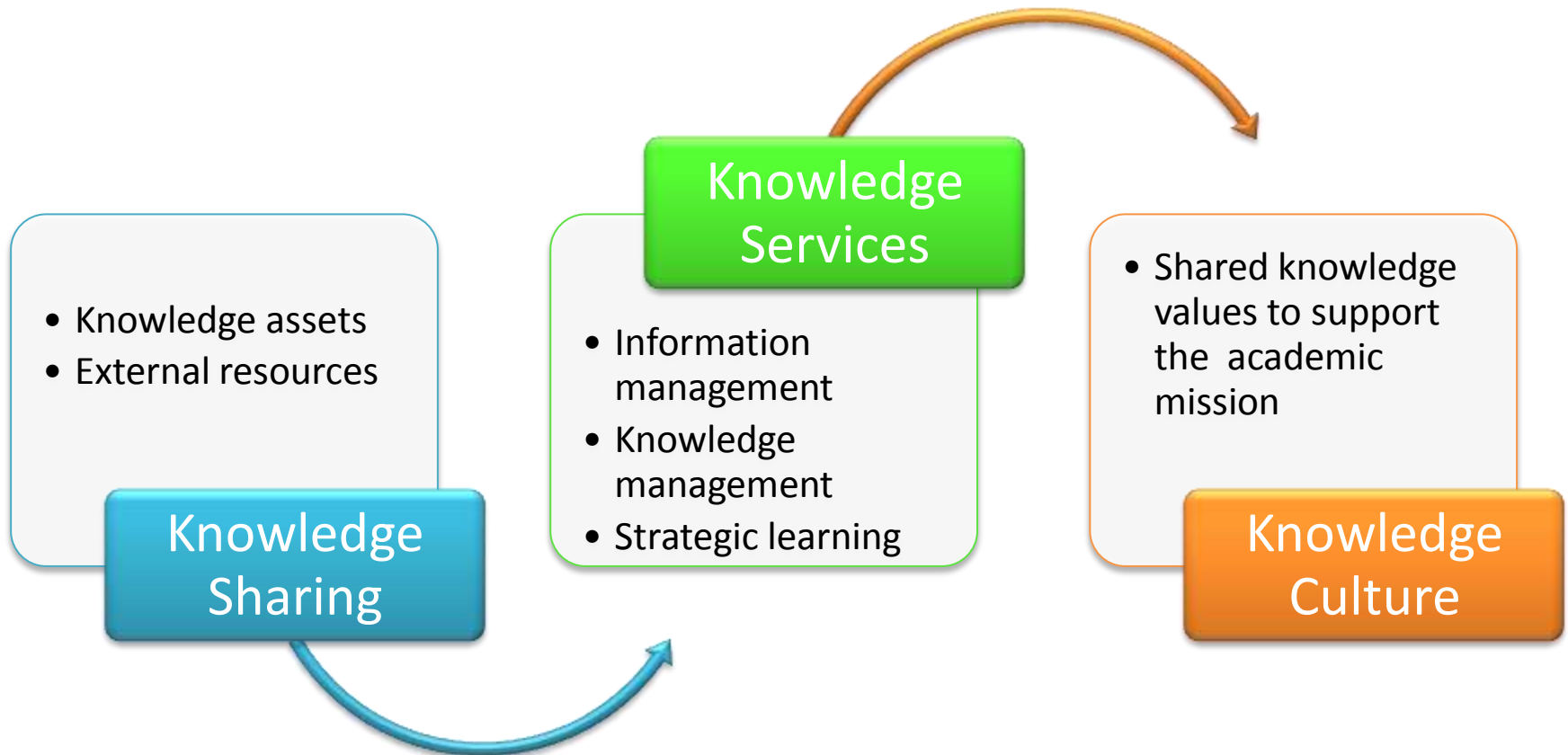Library services/ online scholarly databases

Agricultural Research Centre and other collaborative activities

Student competitions, agricultural exhibitions

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

The University's 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

KM/Knowledge Services in the Academic Environment

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

Daniel Hudson Burnham
American Architect (1846-1932)

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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 My Journey
                                    [(http://gstcjourney.blogspot.com)](http://gstcjourney.blogspot.com)