

# **A Second Chance: IAO's Splendid Mission – Taking Social Responsibility Seriously**

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# Our Discussion Today

## A knowledge-sharing experience

1. What's going on in the field, in
  - ICT and information management
  - Knowledge management (KM)
  - Strategic learning
2. The knowledge uptake in the corporate and organizational worlds and – more important – in society at large
3. The dramatic opportunities for the future
  - For young people
  - For business
  - For nations
4. IAO leading the way

# “Give us a second chance beyond formal education”

A quotation from a young person,  
used as a photo caption in  
*State of the Urban Youth 2010/2011:*  
*Leveling the Playing Field*  
– *Inequality of Youth Opportunity*  
UN-HABITAT 2010

# What's Going on?

It's all about *Knowledge Services*

1. Information and communications technology (ICT) and information management
2. Knowledge management (KM)
3. Strategic learning
4. All framed around knowledge development and knowledge sharing (KD/KS) and converging into knowledge services, a workplace approach which
5. Enables businesses, organizations, communities, and nations to build – and then function as – a knowledge culture

# 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)

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

# 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

Imagine an oil or gas pipeline, in an description that Outsell – an American information services company – offered a few years ago. The pipeline is not of much use if it doesn't have any oil or gas passing through it.

So it is with ICT, information, and knowledge – ICT supplies the pipeline, and the product that passes through it is the information that people need, the information that they must work with, to turn it into knowledge or, if it has already been generated as knowledge, to re-use to create new knowledge....



Photo: Kentv



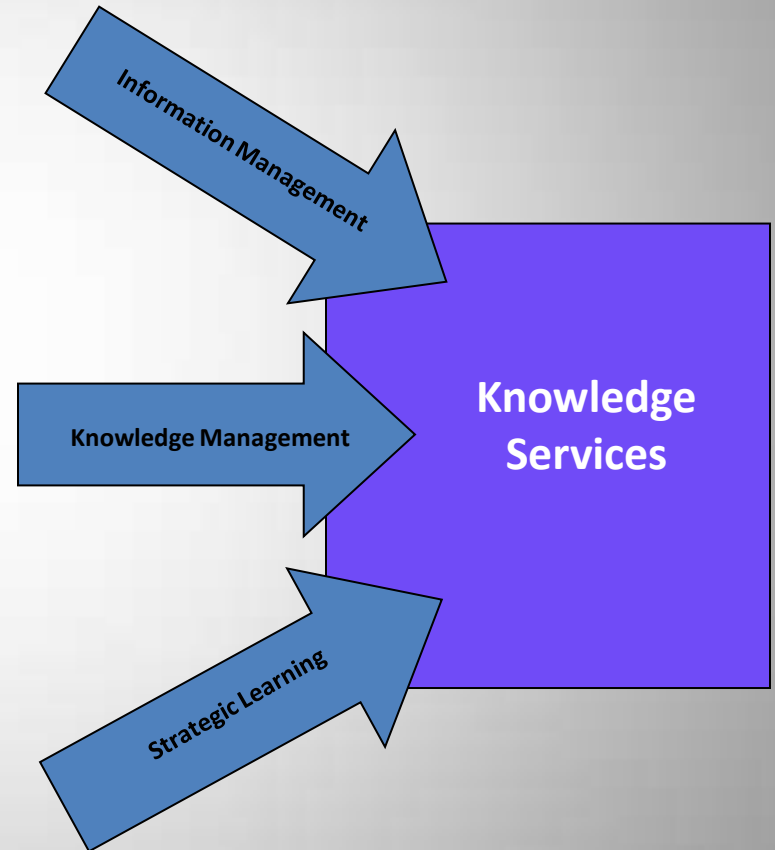
# Strategic Learning

- ... 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....

# Knowledge Services

Knowledge services is the management and service-delivery methodology – a way to work – that converges information management, knowledge management, and strategic learning into a single over-arching operational function.



# ICT? KM? 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

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 and organizational goals

# KNOWLEDGE SERVICES: The *Practical* Side of KM

## “Putting KM to Work”

### TRANSITIONING

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

### ENABLING

- Contextual and actionable decision-making
- Accelerated innovation
- Strengthened research

### SUPPORTING

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

# The Knowledge Uptake

- Knowledge has become the key resource for economic strength. Knowledge knows no boundaries. There is no domestic knowledge and there is no international knowledge. There is only knowledge. ...
- That knowledge has become the key resource means that there is a world economy, and the world economy, rather than the national economy, is in control. Every country, every industry, and every business will, in its decisions, have to consider its competitive standing in the world economy and the competitiveness of its knowledge competencies.

Peter F. Drucker, *Executive Excellence* 1996

# The Knowledge Uptake

## Organizational Effectiveness:

Companies are recognizing the power of knowledge services in mission success

Employers are demanding ICT/KM skills in new hires (and for career growth)

Amazing demographic changes are opening doors strategic ICT/KM skills

# Closing the Responsibility Gap

“If the managers of our major institutions, and especially of business do not take responsibility for the common good, no one else can or will.”

Peter F. Drucker, *Management: Tasks, Responsibilities, Practices* 1973

The management task goes beyond achieving organizational success, which is only one “piece,” one side of the management mission.

The other critical element in the management portfolio is the manager’s and the organization’s responsibility to society, to the common good.

Every organization, no matter its size or the sector it’s in, inevitably has an impact on the health of the community and society at large. Corporations and organizations are now taking responsibility to ensure that the organization impact – *organizational effectiveness* – is positive.

# The Opportunity: The Numbers are There

- Some statistics about unemployed youth
  - Finding jobs remains young people's fundamental challenge
  - ILO Global Trends 2009 show that globally the number of unemployed young people has increased to 76 million – or almost 50% of the total number of unemployed
  - ILO projections show that sub-Saharan Africa will have the largest number of working poor young people by 2015, increasing by some 24, 434,000 young people in the ten years between 2005 and 2015.

*State of the Urban Youth 2010/2011:  
Leveling the Playing Field  
– Inequality of Youth Opportunity  
UN-HABITAT 2010*



# The Opportunity for Kenya

## For business

- Identified investment opportunities in Kenya
- Global marketplace for unlimited products and services
- Responsive (and large) labor pool

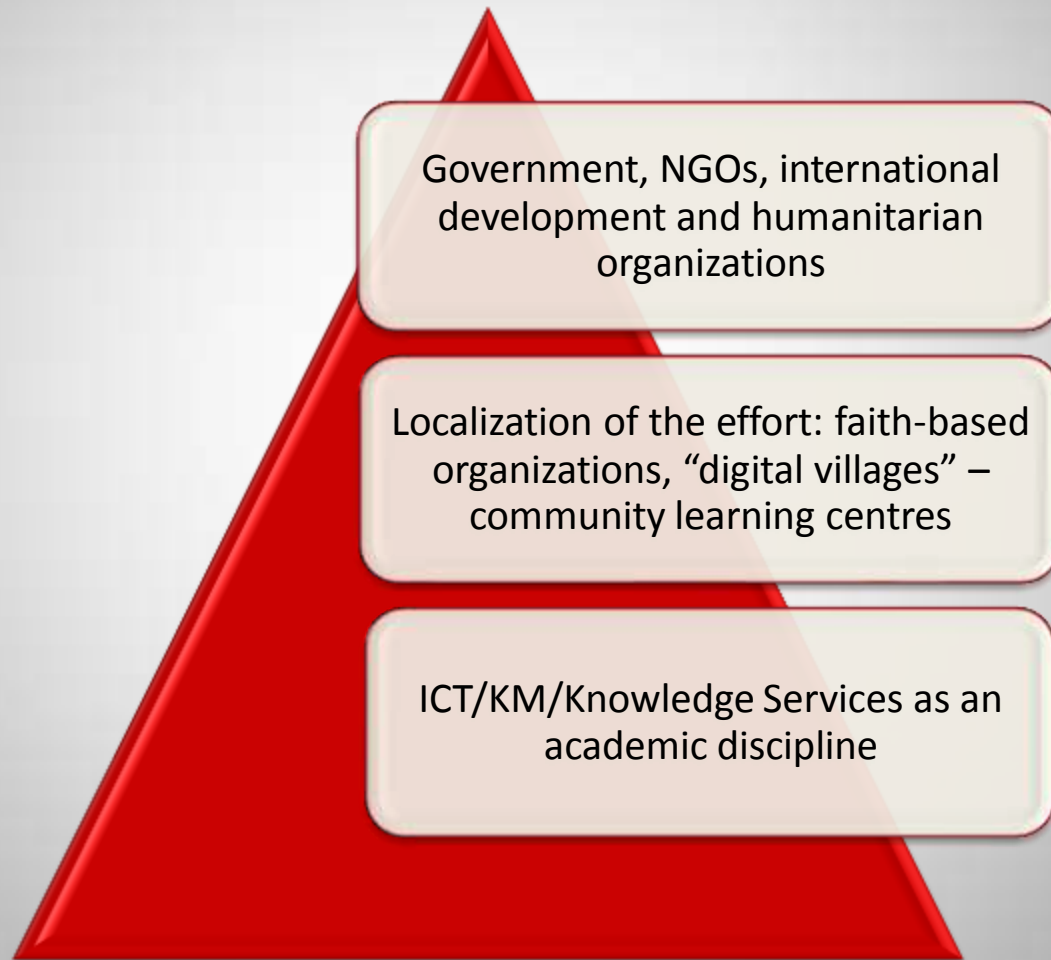
## For young people

- Well educated
- Enthusiastic about anything digital
- Looking for work

## For the nation

- Ready to take role in international business community
- National ICT Policy (2006) exists (and ready for update)
- Population, political leadership eager to move forward

# Responding to the Need: Strengthening the Knowledge Competencies of Kenya's Youth



# IAO Leading the Way: A Suggested Approach

## Perspective:

Look beyond the single cause  
for which IAO exists

Educate the board  
and volunteers

Understand  
the range of  
fund-raising  
techniques

Maintain an  
effective  
organization

Survive  
financially

# IAO Leading the Way

## Public Relations and Awareness Raising

Heighten awareness about the importance of ICT, KM, knowledge services

Create a PR plan to attract the attention of national and international leaders (especially a celebrity or two)

## Corporate and Individual Sponsorship

Connect with large development/humanitarian organization

Connect with businesses and individuals with recognized interest (or solicit interest)

# IAO Leading the Way: Some Specifics

Responsible senior staff  
and volunteer leadership  
(with both authority  
and accountability)

Forward-looking strategy  
(2-3 years) and sufficient  
resources to support  
implementation

Internal ICT/KM structure  
adequate to support  
IAO's work and achieve  
organizational goals

Ample strategic learning  
and training for staff and  
volunteers – especially  
volunteer leaders  
("train the trainers")

Work teams and  
communities of practice  
(both staff and volunteers)  
– resist temptation to  
"go it alone"

# The Knowledge Culture

“...shared beliefs and values about knowledge and the role of knowledge in the workplace, the company, the organization, and in the larger society – even at the national level”

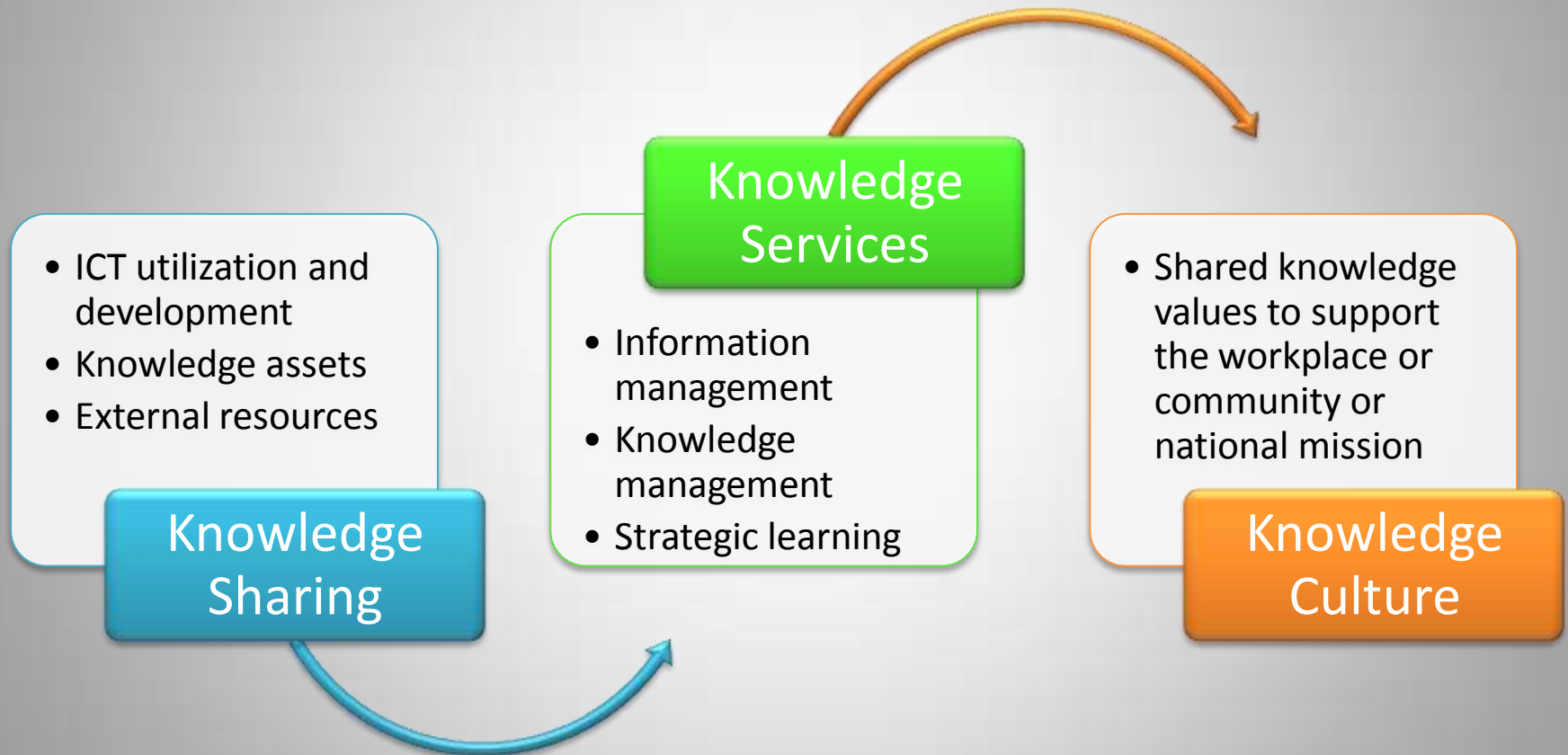
## Case in Point: Qatar

- Currently seeking to stimulate the private sector and develop a knowledge economy, expecting to build a knowledge culture and establish Qatar as a *knowledge society*

## Characteristics of the knowledge culture:

- Collaboration is a given – and expected – at all levels
- The role of information and communications technology (ICT) in the knowledge (KD/KS) process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected – the intellectual quest is not disdained

# Information to Knowledge to a Knowledge Culture (...to a Knowledge Society?)



**“Teaching ICT and KM skills  
...giving youth a second chance  
beyond formal education”**

A tagline for IAO, perhaps?



# Knowledge in Our Lives

## (Something to Think About....)

Knowledge brings us joy and love

Knowledge gives us feeling

Knowledge brings relief and hope

Knowledge gives us healing

Knowledge can amaze our minds

Knowledge can be fun

Knowledge quickens all our lives

Knowledge makes us one

Thank you

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SMR International Blog: [SMR Int'l – Knowledge Services Notes](#)

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