



## Guy St. Clair's Knowledge Services Newsletter

June 2011

### Contents

1. [Introduction to the June 2011 Knowledge Services Newsletter](#)
2. [A series of SMR Blog posts on KM start-up](#)
3. [Testing the viability of a new venture or project: Cindy Hill's 3S + 1S More](#)
4. [SMR Special Report on KM education](#)
5. [Sharing a couple of Mr. Guy's recent "ah-ha!" moments](#)
6. [Is it a "corporate intranet" or a "corporate KM system"?](#)
7. [Columbia University's M.S. in Information and Knowledge Strategy](#)
8. [Upcoming presentations and workshops \(SLA\)](#)
9. [Africa wrap-up \(Sharing Guy's Journey\)](#)

### Introduction to the June 2011 Knowledge Services Newsletter

Let's start this issue with a little "think piece." I've begun to notice – and professional colleagues and friends tell me they are seeing the same thing – that there has been one of those proverbial sea changes in our work. Those of us involved with knowledge management (KM), knowledge services, and knowledge strategy have noticed that in the past couple of years we are seeing more and more attention to the value of knowledge in the organization, and it's not just at the performance level.

Indeed, we even notice that when we go in to speak with senior management about information and knowledge strategy – SMR's area of expertise – we find that we no longer have to define KM, or explain what we mean when we speak about knowledge services. And many senior managers are very aware of the importance of connecting the corporate knowledge strategy (either real or understood) with the organization's business strategy. There's no longer any issue – in successful companies – about KM being a "fringe" or "when-we-can-get-to-it" corporate function. KM, knowledge services, and knowledge strategy are recognized as critical, and it's our job – those of us in the field – to carry the banner and assist organizations and companies as they seek to achieve excellence in managing these functions.

So what are we on to here? From my perspective, it's truly a rewarding time to be in this field, and certainly it's a great pleasure to work with companies and organizations as they move to success with KM, knowledge services, and knowledge strategy. We have a very important role to play.

### A series of SMR Blog posts on KM start-up

Many of us involved in this work were challenged back in March when James Mamabolo in South Africa asked this question to the members of the LinkedIn KM Edge Group:

*If you were given the task of starting KM in your organization, how would you begin?*

Of course here at SMR we couldn't resist, so we put together a series of blog posts, beginning with [Starting KM in Your Organization: Here's Your Strategic Road Map \(First Stop: Define What You Want to Do\)](#), posted on March 18, 2011 and continuing on through [Starting KM in Your Organization: Here's Your Strategic Road Map \(Implementing Your Start-Up KM Initiative – Journey's End?\)](#), posted on April 26, 2011. Take a look.

## **Testing the viability of a new venture or project: Cindy Hill's 3S + 1S More**

After that series of posts, a follow-on blog came on May 5, 2011 with my colleague Cindy Hill's thoughts about Future Ready, Peter Drucker's concept - from his *Management: Tasks, Responsibilities, Practices* (1999). Future Ready is currently being used as Special Libraries Association President Cindy Romaine's leadership theme. The good folks at SLA permitted me to reprint Cindy Hill's comments as an SMR Blog post: [3S + 1S More](#). We thank our pals at SLA and pass this good information on to you.

## **SMR Special Report on KM education**

I was honored to be invited to participate in the First Annual Summit of the KM Education Forum, a joint undertaking of the KM faculties at Kent State University and at George Washington University. In my May 18, 2011 SMR Blog post about the meeting – [KM Education Forum: Educators Seek Consensus at First Annual Summit](#), I attempted to provide some highlights from the discussion.

The summit was described in more detail in SMR's most recent publication, the May, 2011 SMR Special Report, [Knowledge Management Education Forum: KM Educators Seek Consensus at First Annual Summit](#). The document is available directly by clicking on the title, or by going to [SMRShare](#), SMR's knowledge capture page on the [SMR website](#).

## **Sharing a couple of Mr. Guy's recent "ah-ha!" moments**

Attending such meetings as the one described above are always stimulating, and I'm particularly delighted when there's one of those "ah-ha!" moments we all enjoy so much. This time there were two, the first when Ed O'Neal described some of the ways his company – Shell Exploration & Production – keeps KM staff "fresh" in dealing with KM competencies. Check out [Guest Post from Ed O'Neal: A More Realistic Career Path for Knowledge Workers](#), published May 27, 2011. This is really a useful concept for management working with KM, knowledge services, and knowledge strategy staff.

Madelyn Blair is also looking at competency development for information technology, information management, and KM staff, especially in connection with information and knowledge audits. Blair describes a valuable tool in [Meeting Madelyn Blair: Garnering Competencies for KM, Knowledge Services, and Knowledge Strategy](#), posted May 31, 2011. At SMR, we do a lot of knowledge audits, and this is one technique we're definitely going to be using. So thanks to Madelyn for sharing this with us.

## **Is it a "corporate intranet" or a "corporate KM system"?**

Earlier I referred to the fact that enterprise leadership is well on the way to grasping the critical necessity of KM, knowledge services, and knowledge strategy in the larger organization. One of the clearest signs is how organizations are changing what they call some of their IT, KM, and strategic learning tools. For example, the corporate intranet in many organizations is now referred to as the "corporate KM system." Is this a sign that things are changing? I think so, and we had an SMR Blog post about this on May 16, 2011 ([Corporate Intranet = "Corporate KM System"?](#)). Is this a trend? Or something we're just beginning to notice? At SMR we would like to hear what you think about this one.

## **Columbia University's M.S. in Information and Knowledge Strategy**

SMR has been fortunate to be involved in a number of interesting consultancy assignments since the beginning of the year, and one of the most rewarding is the development of the [M.S. in Information and Knowledge Strategy](#) program at Columbia University School of Continuing Education. I've been heavily involved in this work (I'm working as an SME – "Subject Matter Expert"), advising in three areas (curriculum development, marketing, and recruitment). I'm finding it a very stimulating exercise.

I'm also a member of the program's advisory committee, with Larry Prusak, Guy Scalzi, and Thomas A. Stewart, and with the four of us, you can imagine that we're having some very thought-provoking discussions. We're working with Linda Stoddart, Academic Director for the program, J. Dennis Green, Program Director, and Marni Baker Stein, Senior Associate Dean for Curriculum and Instruction, with the result that we've put together what we think is going to be a very energetic program for students who want to move into this important work.

And I'm especially lucky because I'll be teaching [two courses](#) in the program, Management and Leadership in the Knowledge Domain, and an elective, Entrepreneurial Knowledge Services. We're all very excited about the program, and anyone who's interested can learn more by going to the [site](#). You can also listen to one of our online information sessions for prospective students. Just click on the link in the box at the right-hand side of the screen when you go to the site for the [M.S. in Information and Knowledge Strategy](#).

### **Upcoming presentations and workshops (SLA)**

For readers going to Philadelphia for the Annual Conference of the Special Libraries Association, there are several opportunities to learn more about how we think about KM, knowledge services, and knowledge strategy here at SMR. On Friday, June 10, 2011 Dale Stanley, Cindy Hill, and I will team teach a workshop on conducting the knowledge audit. You can learn more at [Don't be Left Behind: Learn How to Do a Knowledge Audit](#), published at the SMR website on May 20, 2011.

On Saturday, the three of us will also team teach. This workshop is all about the basics (in fact, we call it our "SMR boot camp," although the official title is "The Fundamentals of Knowledge Management and Knowledge Services." We've written about it at [KM/Knowledge Services Boot Camp: Get Yourself Ready](#), posted on May 26, 2011.

On Monday, June 13, 2011 at a program sponsored by Reprints Desk for SLA's Information Technology Division, I'll deliver a presentation on "The New Knowledge Services - The Next Decade." My talk is described in the conference program: "Organizational and corporate management requires a unified approach to knowledge sharing. For efficiency and effectiveness, an enterprise-wide knowledge strategy must be provided, a practical approach to managing knowledge. Discreet functional entities cannot meet this need and an institutional knowledge culture, engaging all functional units (since all units develop and share knowledge) must be in place. In this presentation, Guy St. Clair describes the new knowledge services - a practical way to deal with knowledge - that meets these needs."

Also at the conference, on Tuesday, June 14, 2011 I'll be participating in a program in which various people will describe how they work with their companies in bringing about transformational change in society. One of my current projects these days, with my colleague and friend Dr. Lee Igel at New York University, is looking at corporate social responsibility (CSR). At the Philadelphia program, people will talk about the CSR activities they're involved in. Other participants will be from Dialog, Dow Jones, Reprints Desk, Thomson Reuters, For My Innovation, NPower, Pennsylvania Philly, NetSquared, Lubuto Library Project, Room to Read, Dress for Success, and others. Frankly, for this one I think I'm going to learn more than I'll contribute.

### **Africa wrap-up**

Many of SMR's clients and colleagues know that I recently spent a year in Kenya. I was in Nairobi on a consultancy with the U.N. Human Settlements Programme (U.N. HABITAT), working with senior staff in the development of a knowledge strategy for the organization. It was a valuable KD/KS experience, and

I'll never forget the kindness of the many people I met in Kenya. And I'm very grateful for all I learned during this consultancy. It was truly one of the most satisfying intellectual experiences of my life.

One professional outcome of the experience was the development of a new online community designed to help urban practitioners across the world unite to share actionable knowledge for sustainable cities in a rapidly urbanizing world. I didn't work on this, of course (building tools is not my strength) but I like to think this online community ([URBAN GATEWAY](#)) grew out of the recommendations of the U.H. HABITAT knowledge strategy project. [KD/KS at Work: UN-HABITAT Launches URBAN GATEWAY](#) is an SMR blog post about [URBAN GATEWAY](#).

The African assignment wasn't all work, of course, and among other things, I got very caught up in the whole safari "thing" (even returned to Kenya after the assignment to share the safari experience with friends, both Americans who traveled to Kenya with me and new Kenyan friends I had grown to know and love when I lived there). If anyone wants to re-live the adventure with me, many of the posts at my personal blog ([Sharing Guy's Journey](#)) are about my life in Africa, going all the way back to [Nairobi Calls and Mr. Guy Responds](#), posted on November 14, 2009 up to [Guy's African Family \(Complete with Namesake\)](#), posted on April 23, 2011.

With best wishes,

Guy

Guy St Clair  
President

212-683-6285 or 917-797-1500 (Mobile)  
Skype: guystclair

