

*Part One*

# **The Knowledge Services Advantage**

*Shaping Your Organization for  
Performance Excellence*

*From Librarianship to Knowledge Services  
Berlin – May 2004*

# The Knowledge Services Advantage

## Here's What We'll Do

- Learn about *Knowledge Services*
- Discuss the new *Knowledge Services* profession
- Discuss the concept of the organizational *Knowledge Nexus*
- Examine the potential for *Knowledge Services* in your organization and your role in identifying that potential
- Describe the marketing of *Knowledge Services* in your organization and your role as the *marketer*
- Discuss your role as the enterprise moves to *Knowledge Services*

# ***Knowledge Services***

The Convergence of:

Information Management

Knowledge Management

Strategic (Performance-Centered) Learning

# Introducing *Knowledge Services*

- The successful organization in today's business and research environment is a *knowledge-centric* organization....
- *Knowledge Services* is the basic management tool for the knowledge-centric organization, providing tangible and measurable benefits for all organizational stakeholders.

# Introducing *Knowledge Services*

*Knowledge Services* is an *enterprise-wide* management methodology that enables companies and organizations to achieve excellence, both in the performance of internal staff and in interactions with external customers.

# For Today's Enterprise Leaders, It's All About:

- Handling massive amounts of information
- Dealing with the accumulated knowledge building up in the organization every day
- Getting people to share the knowledge they develop

# Our Goal is to Consider...

- *Knowledge Services* in the organization: How are information management, knowledge management, and strategic (performance-centered) learning connected?
- The *Knowledge Nexus* concept: Is the creation of a central *Knowledge Services* functional unit a viable option for the organization?

# *Knowledge Services...* “Results-Focused and Opportunity-Focused”

Organizations use *Knowledge Services* to:

- establish a proactive environment within the organization
- ensure that KD/KS (knowledge development/knowledge sharing) is practiced throughout the enterprise
- ensure that the organization’s intellectual capital is captured, organized, analyzed, interpreted, and customized for maximum return to the organization

# *Knowledge Services...*

Organizations also use *Knowledge Services* to:

- improve knowledge workers' productivity
- improve the efficiency, repeatability, and consistency of enterprise employees whose work requires them to capture and convey the organization's intellectual capital
- manage risk and enable the enterprise to apply same standards of asset management to explicit, tacit, and cultural knowledge as to other organizational assets

# My Grand Design for Information Delivery in the 21st Century

- Information customer expectations are met and exceeded
- Management satisfaction is assured
- Enterprise-wide performance excellence in information delivery is a given
- The organization's specialized library/information center/knowledge center becomes the organization's *Knowledge Services Center* - the *Knowledge Nexus* for the organization
- Information professionals lead the way by becoming *Certified Knowledge Services Professionals*

# Why a New Profession?

- The splendid information services continuum (identified just nine years ago!) has expanded—and will continue to expand
- The three disciplines have evolved separately (and not always in harmony)
- Enterprise management and information customers don't like the disconnect between information *need* and information *delivery*
- *Information* customers need *more* than just information delivery... they know it and their expectations are influenced by knowing that they need more....

# Other Reasons (Not So Nice)

- Current information delivery in most organizations, institutions, and enterprises is hampered by
  - Attention to processes and not to customers
  - Focus on the artifact and not on the content
  - Academic/theoretical emphasis (not “real-world”)
  - Insular (not holistic) thinking
  - Professional arrogance

# *Knowledge Services* in the Enterprise: Critical Factors in Establishing the Environment

- Trust
- Collaboration (and no disincentives for collaboration)
- Collegiality
- Concentration on relationship building
- Part of everyday worklife / not something “extra” to “regular” work (“It’s part of your desktop”)

# *Knowledge Services in the Enterprise: Collaboration is Key—The Essential “Piece”*

- “Collaboration is a principle-based process of working together, which produces trust, integrity, and breakthrough results by building true consensus, ownership, and alignment in all aspects of the organization...”
- “Put another way, collaboration is the way people naturally want to work...”
- “Collaboration is the premier candidate to replace hierarchy as the organizing principle for leading and managing the 21<sup>st</sup>-century workplace...”
  - Marshall, Edward M. *Transforming the way we work: the power of the collaborative workplace* (New York: American Management Association, 1995)

# Value of Collaborative Work

“...the sharing and archiving of organizational information... what is often called leveraging knowledge. This means the extent to which knowledge is shared among people.”

–Abigail J. Sellen and Richard H.R. Harper  
*The Myth of the Paperless Office*

# Relationship Management in the Enterprise

...which is, by the way, the *particular* expertise of the knowledge services professional

- Collaboration is basic, part of the culture of specialist librarianship/ information management/knowledge management
- “Clever” software is used to sift through data to find patterns in stakeholders’ behavior
- Strategic (performance-centered) learning is used to introduce and strengthen collaboration
- Key, high-visibility R&D assignments demonstrate the strengths of the organization’s *Knowledge Services Center*

# *Knowledge Services*

But it's not just about collaboration.

Success in service delivery also builds on:

- *The Learning Organization*
  - systems thinking/personal mastery/mental models/shared visions/team learning -Peter Senge
- *The Teaching Organization*
  - Everyone continually acquires new skills; everyone passes learning on to others -Noel M. Tichy & Eli Cohen

# Creating Communities of Practice / Centers of Expertise

- Individual “experts” identified for their expertise
- Use success stories (people *want* to be part of something that provides tangible benefits)
- The goal is to create a KD/KS (knowledge development/knowledge sharing) culture
- Natural for information / knowledge professionals, who know “what’s going on” in the larger organization

# *Understanding the Knowledge Objective of the Enterprise*

- Find information
- Transform information into knowledge
- Share knowledge with someone else

# What's So Special About *Knowledge Services?*

*Knowledge Services* — as a Management Practice  
— is Founded on KD/KS  
(Knowledge Development/Knowledge Sharing)

“... a framework for management that embodies the highest objectives of knowledge management and combines them with the basic principles of the learning organization and the teaching organization.”

Guy St. Clair  
*Beyond Degrees:  
Professional Learning for Knowledge Services*

# KD/KS

## (Knowledge Development / Knowledge Sharing)

“... builds on the assumption that all stakeholders accept their responsibility to develop, to learn, and to share tacit, explicit, and cultural knowledge within the enterprise.

“... exists for the benefit of the organizational enterprise with which the learning stakeholders are affiliated and which provides support for their learning endeavors, and for the growth and development of these stakeholders as lifelong learners.”

Guy St. Clair  
*Beyond Degrees:  
Professional Learning for Knowledge Services*

# KD/KS

## (Knowledge Development / Knowledge Sharing)

- is holistic, integrated, and top-level
- reflects an understanding of complex business issues and the enterprise-wide need for real-time information delivery
- reflects a broader, more inclusive relationship throughout the larger enterprise
- enables enterprise-wide service delivery that reflects the competitive global environment

# The Concept: *Knowledge Services* Is

- The convergence of information management, knowledge management, and strategic (performance-centered) learning
- KD/KS (Knowledge Development/Knowledge Sharing) ... the management framework that embodies the highest objectives of knowledge management and combines them with the basic principles of the learning organization and the teaching organization

# It's About Information Management

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

# *It's About Knowledge Management*

Knowledge Management - the management *practice* for making relevant information readily available, so that users can make timely valid decisions.

“The most critical requirement for workplace success is Knowledge Management – a way to gather, share, and provide easy access to technical data and information related to the work.”

# It's All About Knowledge as a Competitive Asset

- In today's business and research environment, the management of information as a "stand-alone" activity is insufficient.
- For an enterprise to succeed in achieving its operational objectives, and to function as a *knowledge-centric* organization, enterprise management must include the management of intellectual capital as a competitive asset.

“Intellectual capital is the sum of everything everybody in a company knows that gives it a competitive edge.”

-Thomas A. Stewart

# Knowledge Work in Today's Business/ Research Environment

The work of most employees in the business / research environment is *knowledge work*.

The new workplace environment requires a new kind of knowledge work – the work of conversation (sharing), analysis, and synthesis.

# Knowledge Management

KM is *not* a product or a *thing*. KM is

...a management *practice* that helps an enterprise manage explicit, tacit, and cultural information in ways that enable the organization to reuse the information and to create new knowledge

...an established atmosphere or environment in which *KD/KS* (*knowledge development and knowledge sharing*) is established as the essential element for the achievement of the corporate mission

# It's About Strategic (Performance-Centered) 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 organization (i.e., combines knowledge development with knowledge sharing)

# “Organizational Learning”

- Strategic (performance-centered) learning
  - specific to the workplace
  - focuses on applications

# The Practice of Knowledge Services: Incorporating KM and Learning

- Knowledge Management / Strategic (Performance-Centered) Learning:

...the process through which an enterprise uses its collective intellect to accomplish its strategic objectives.

Jane Fishkin, The Brookings Institution

...understanding and enhancing information flow and decision making, and leveraging them to create value for customers and shareholders.

Arthur DeTore, Lincoln Re

# And It's About Creating the Organization's *Knowledge Nexus*

In many organizations, the largest single barrier to achieving excellence in service delivery in information management is the lack of a *central Knowledge Services connection* for the organization.

The organization requires a *Knowledge Nexus*, a single operational function that serves as a one-stop resource for any interaction having to do with information, knowledge, and/or strategic learning.

# Why Specialist Librarians / Information Professionals?

Four Major Professional Competencies:

- Managing Information Organizations
- Managing Information Resources
- Managing Information Services
- Applying Information Tools and Technologies

Personal Competencies: Attitudes, skills, and values that enable practitioners to work effectively and contribute positively to their organizations, clients, and profession.

“Competencies for Information Professionals of the 21<sup>st</sup> Century:  
SLA, June 2003

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# Defining the Specialized Library

## Three Unique Attributes...

1. Collections (or services provided, if what you have is an information center or a knowledge center that is not a collection of materials) are particular or “special” to a subject or field of interest.
2. Library’s customers’ interests are also particular and unique
3. The relationship between the specialist librarian/information provider and the customer is highly collaborative, almost intimate....

“Knowledge Services and SLA’s History: An Interview with Guy St. Clair”  
*Information Outlook*, September, 2003

# *Knowledge Services:* Benefits

- Improved

- Customer & Associate satisfaction
- Collaboration
- Quality of Deliverables
- Margin & Profit
- Time to Market
- Just-in-Time Training
- Utilization of Practitioners
- Reach (More Customer Engagements)

- Decreased

- Risk
- Support Costs
- Reinvention
- Cycle Time
- Demand on Experienced Practitioners

Jospeh Federer  
Vice-President, Professional Services  
Teradata, a division of NCR

# *Knowledge Services:* What's in it for Customers?

- Strategic research support
- Integration into the organizational “picture”
- Holistic information/knowledge/strategic learning delivery
- Targeted services
- Higher quality information delivery and quicker turnaround

# *Knowledge Services:* What's in it for Employees?

- A healthy, enabling work environment
  - from competition to collaboration
  - from “information power” to “relationship power”
  - from stress to resilience
- Drivers of retention and commitment
  - Quality of management
  - Empowerment/entrepreneurship
  - Impact/community

Nancy Reed Marsh  
Vice-President, Organization Development  
GlaxoSmithKline Beecham

# *Knowledge Services:* What's in it for Management?

- Speed, agility, alacrity
- Better leverage of resources and capabilities
- Better talent management: attract, retain, and enable full potential
- Better performance

Nancy Reed Marsh  
Vice-President, Organization Development  
GlaxoSmithKline Beecham

# *Determining the Potential for Knowledge Services in the Enterprise*

- Feedback from your two most important arbiters:
  - organizational management
  - library's customers
- Knowledge services audit
- MBWA (“*Marketing-by-walking-around*”)
- High-visibility, “quick-hit” cross-enterprise participation
- Formal and informal marketing

# *Marketing Knowledge Services:* The Basics

- Situation analysis
- Assessment (Knowledge Services audit)
- Customer surveys
- Marketing plan
- Measurement and evaluation

# *Knowledge Services*

## What Are the Challenges?

- Awareness, marketing, and establishing the value proposition for the *Knowledge Services* and the strategic role of *Knowledge Services* in the parent organization
- Service Level Agreements between customers and management
- Staffing and qualification management
- Strategic (performance-centered) learning as a *Knowledge Services* function
- What else?

# *Building the New Knowledge Services Profession*

The goal: excellence in service delivery and established expertise in professional practitioners

- Recognize that information delivery/knowledge services is part of the larger information services industry
- Recognize that different staff are required for different work, that the current single “professional” classification is unwieldy
- Recognize the need for establishing professional standards and for examining, adjudicating, and certifying credentials for anyone who desires to practice as a *Certified Knowledge Services Professional*