

A Management Consulting Specialization

KM and Knowledge Services: Managing the Corporate “Knowledge Domain”

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Why KM? Why Manage Intellectual Capital (KM)?

“The presentations on Wednesday come on top of hundreds of pages of submissions that the government prepared last year, a time-consuming and costly process. The Justice Department, which assigned about a dozen lawyers to the case and hired outside experts, told a judge handling the matter that Starr was seeking 16 million pages in documents from the government.

“‘How many?’ the startled judge, Thomas C. Wheeler, asked, according to a transcript.”

- Ben Protess and Michael J. De La Merced, “Rescued by a Bailout, A.I.G. May Sue Its Savior”
New York Times, January 9, 2013

“We are drowning in information and starved for knowledge.”

- John Naisbitt and Patricia Aburdene,
Megatrends, 1982

“Oh, the stories I could tell you . . . the really sad part is that the only reason it’s 16 million pages is because the lawyers likely don’t know what they are doing and are not asking the right questions, *i.e.*, a knowledge audit. Truly, IKnS is the answer to the e-discovery problem.”

- Anne Kershaw
Co-Founder, The e-Discovery Institute

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”

Supported through Knowledge Development and Knowledge Sharing (KD/KS) and managed through Information and Knowledge Strategy (IKnS)

Attributes of the knowledge culture:

- Collaboration is a given – and expected – at all levels
- The role of information technology and communication in the KD/KS process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected – the intellectual quest is not disdained
- Ownership of the KM function is clearly established, with a carefully planned-out governance structure and a senior-level employee tasked to work with all organizational functions (the enterprise-wide “knowledge domain.”)

The Information-Knowledge Strategy Link

Knowledge Use and Knowledge Value

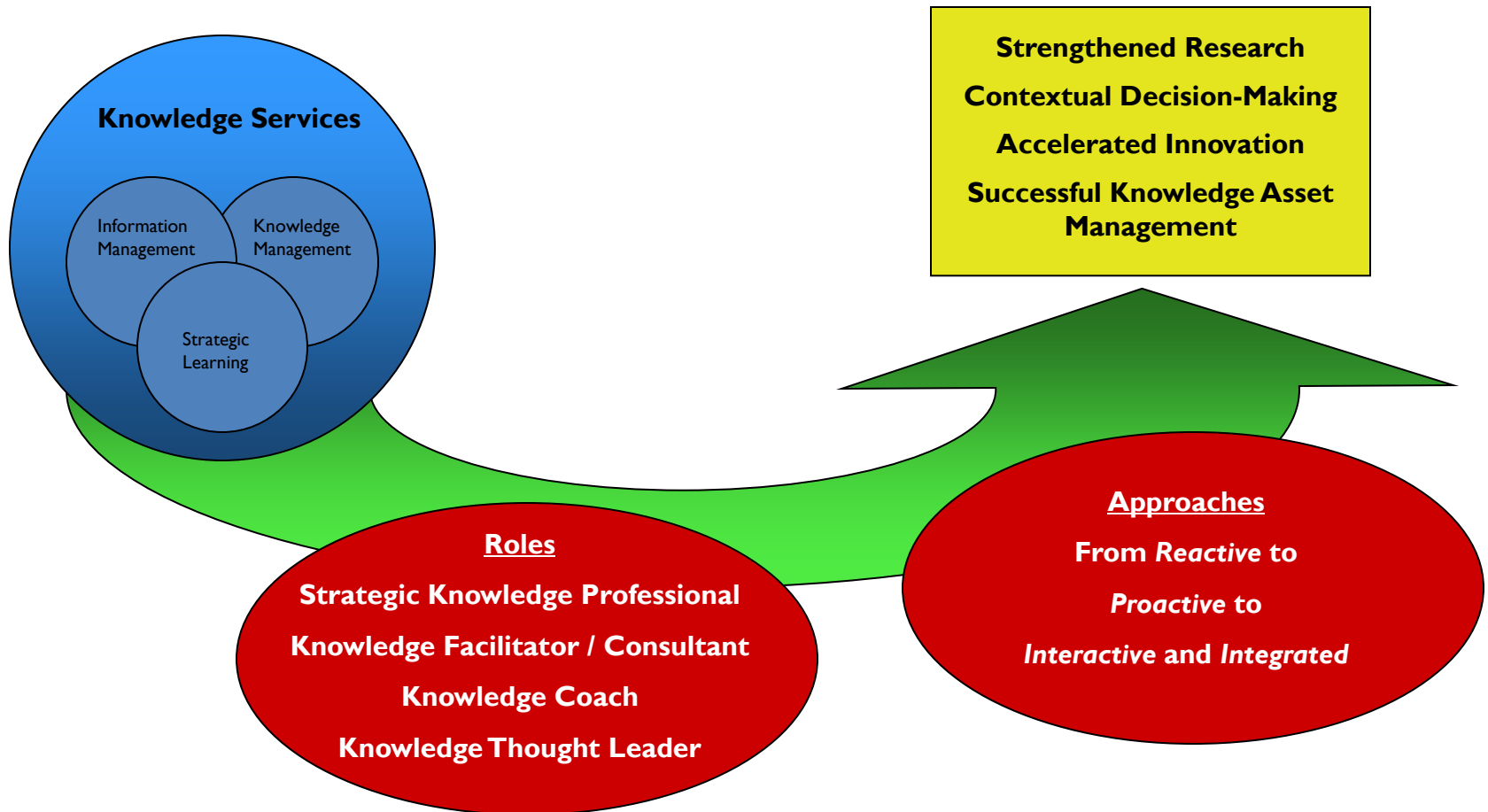
The Knowledge Culture

- intellectual capital recognized as the institution/organization's most critical asset
- collaboration – KD/KS – intellectual enthusiasm support institutional goals

Knowledge Services

- information management, KM, and strategic learning converge for organizational effectiveness
- “natural” opportunities and applications in the business/organizational environment

Knowledge Services



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



Function:
Working
With
Knowledge

Function: Ability to
Use Strategic
Knowledge

Characterized by:
Collaboration
Cultural Change
Business Focus

Core Components:
People
Processes
Technology

IT 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

Information Management and Knowledge Management (KM)



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?

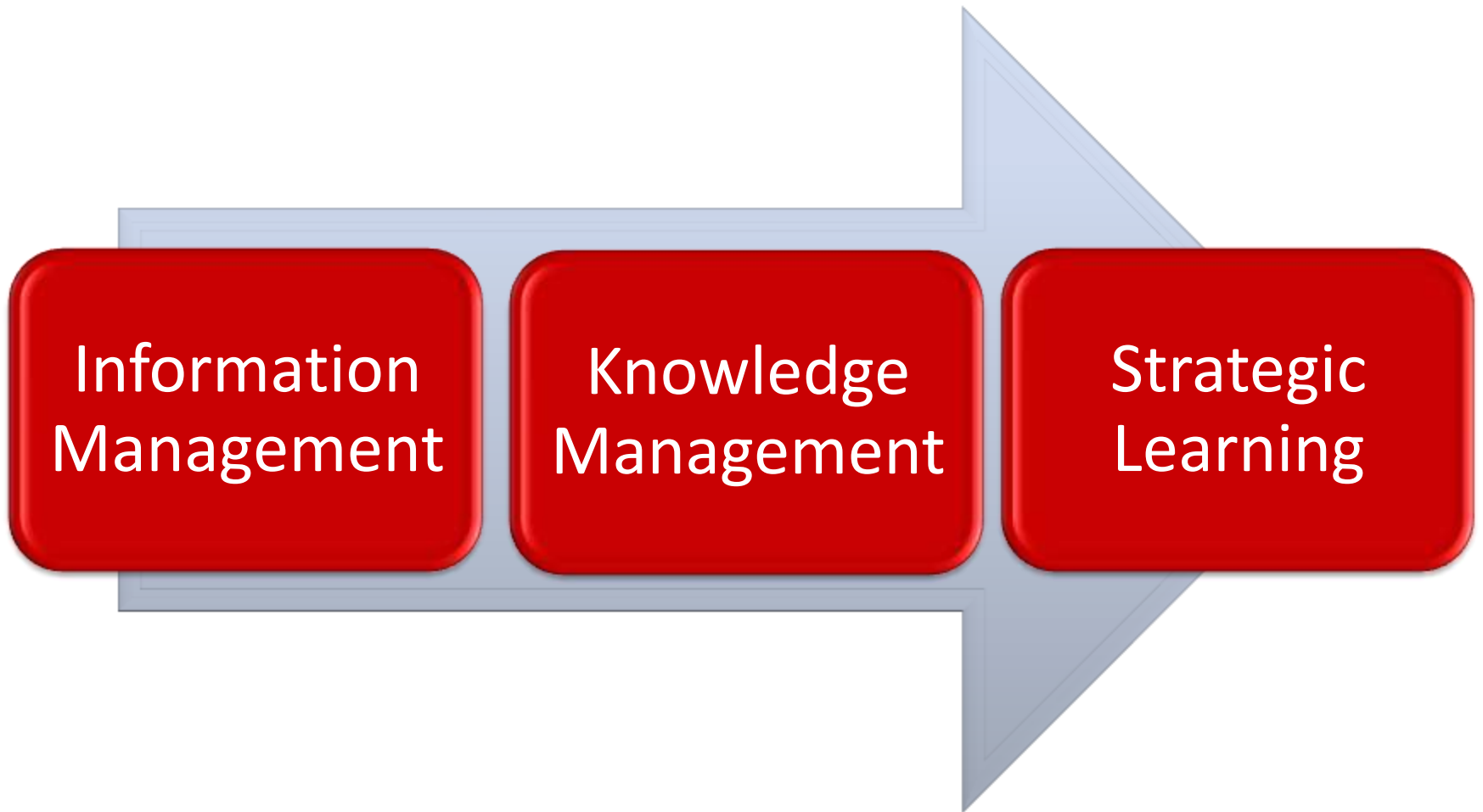
Which is it? What's it to be?

Past confusion between what is shared (knowledge) and the means used to share it (information management, including IT) – a natural confusion.

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 IM 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



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 enterprise-wide knowledge culture
- Strategic KD/KS
- Organizational effectiveness

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)

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: The Information-Knowledge Strategy Link

- Knowledge Strategy
 - 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]

Strategy Development: Purpose and Implications

For staff

- Strengthened research management
- Subject-specific knowledge services within functional units

For management

- Development and sharing of content required for effective decision making
- Organizational KD/KS environment a given

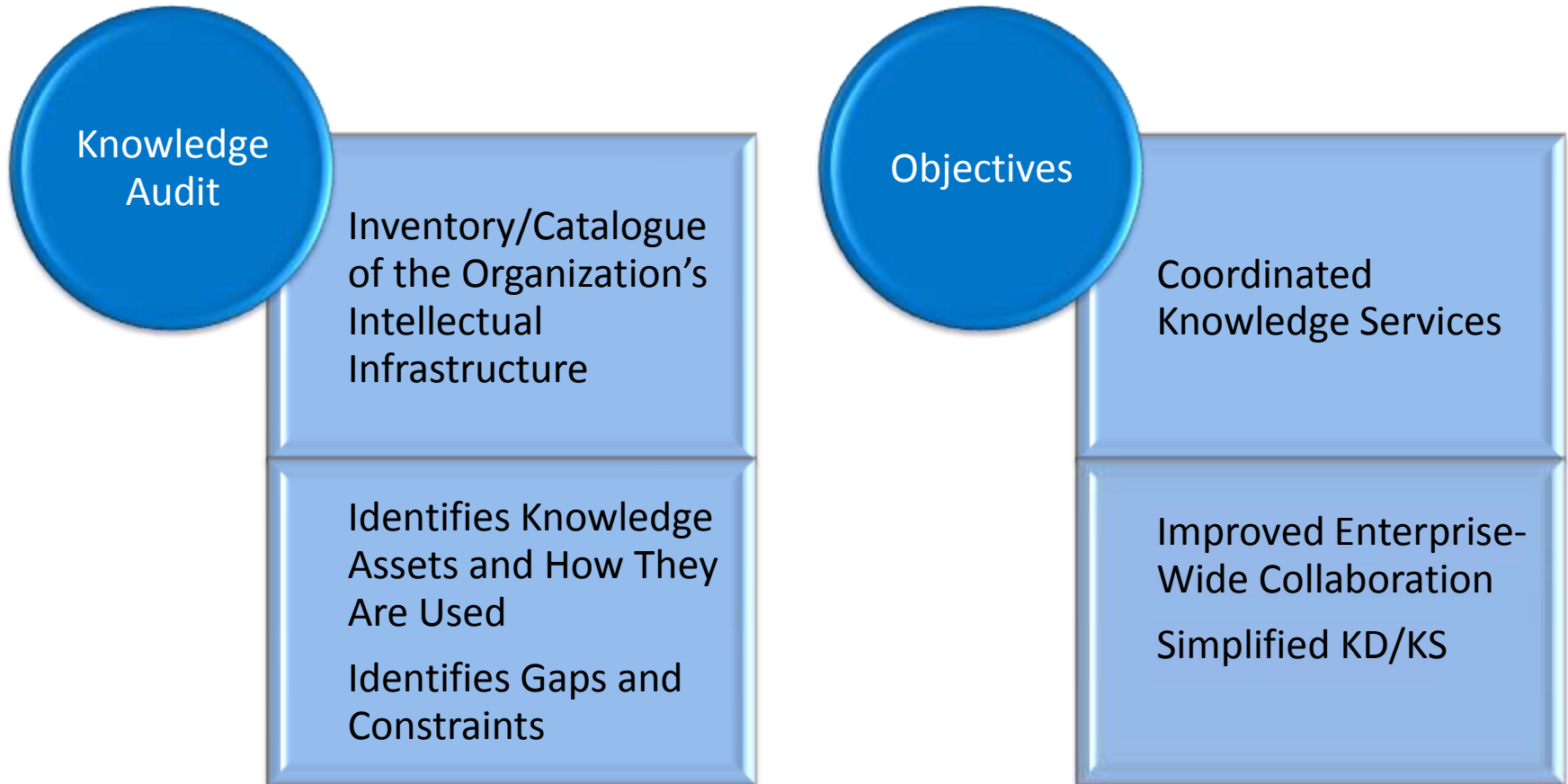
For
clients/customers

- Content/information currency
- User experience (UX) foundation for service delivery

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

Knowledge Strategy: The Enterprise-Wide Knowledge Function



Connecting Management 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

Connecting Management Consulting and Information Management, KM, and Strategic Learning

- Management Consultants: What Do We Do?
 - “The consultants’ role is discovery and providing insight and advice, based on observation and practice.”
- 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

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]

Management Consulting

(A typical project framework)

Phase 0: Scoping/
Project Prep

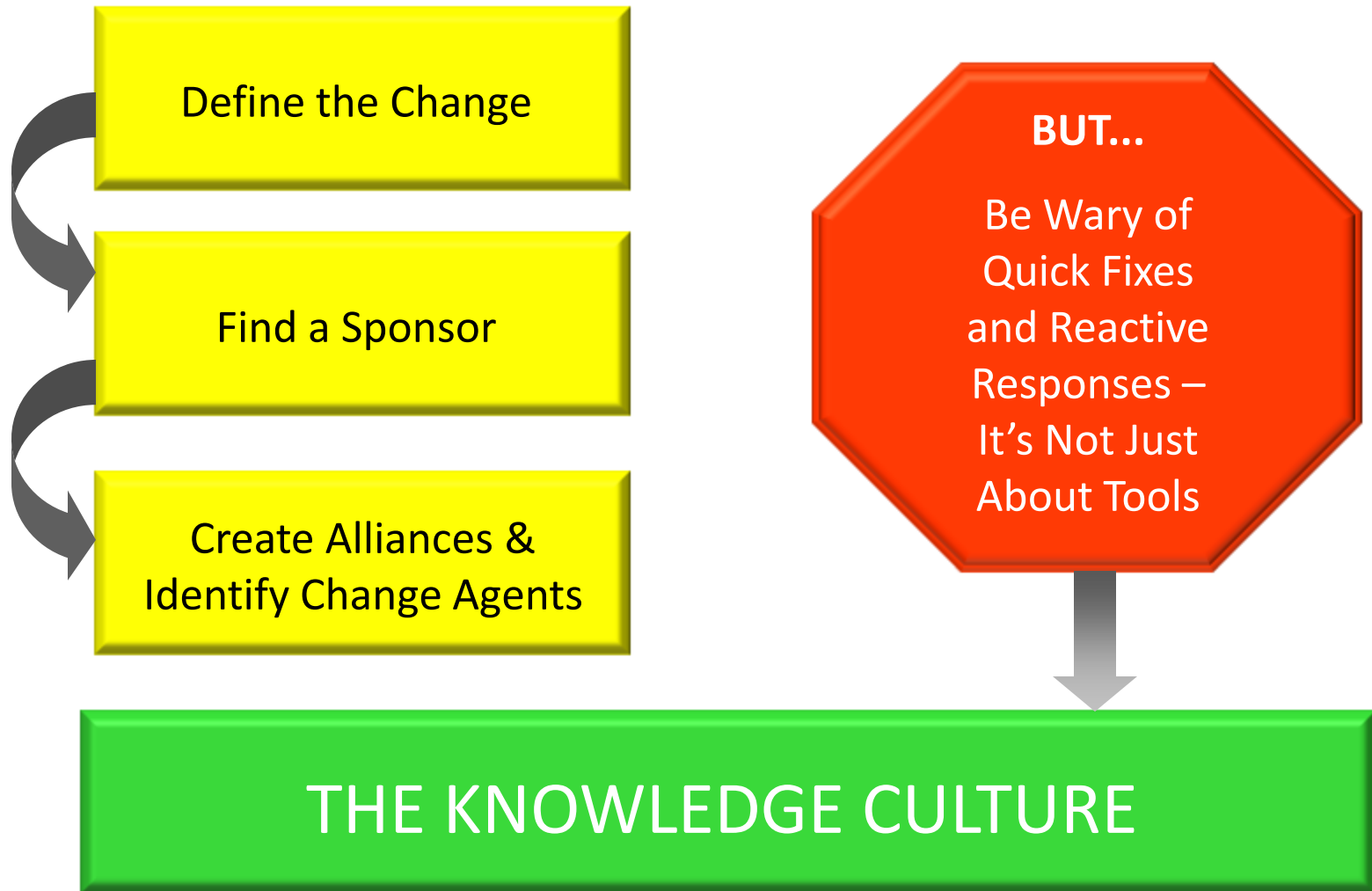
Phase 1: Needs
Assessment/ Objective
Development
[Knowledge Audit]

Phase 2: Strategy
Development

Phase 3: Solution
Development
Generate and Defend
Recommendations

Phase 4: Present
Recommendations
(Solution
Implementation)

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 Knowledge Strategist: Manager and Leader

- Meaning maker
- Voice of reason
- Operator

Cynthia A. Montgomery

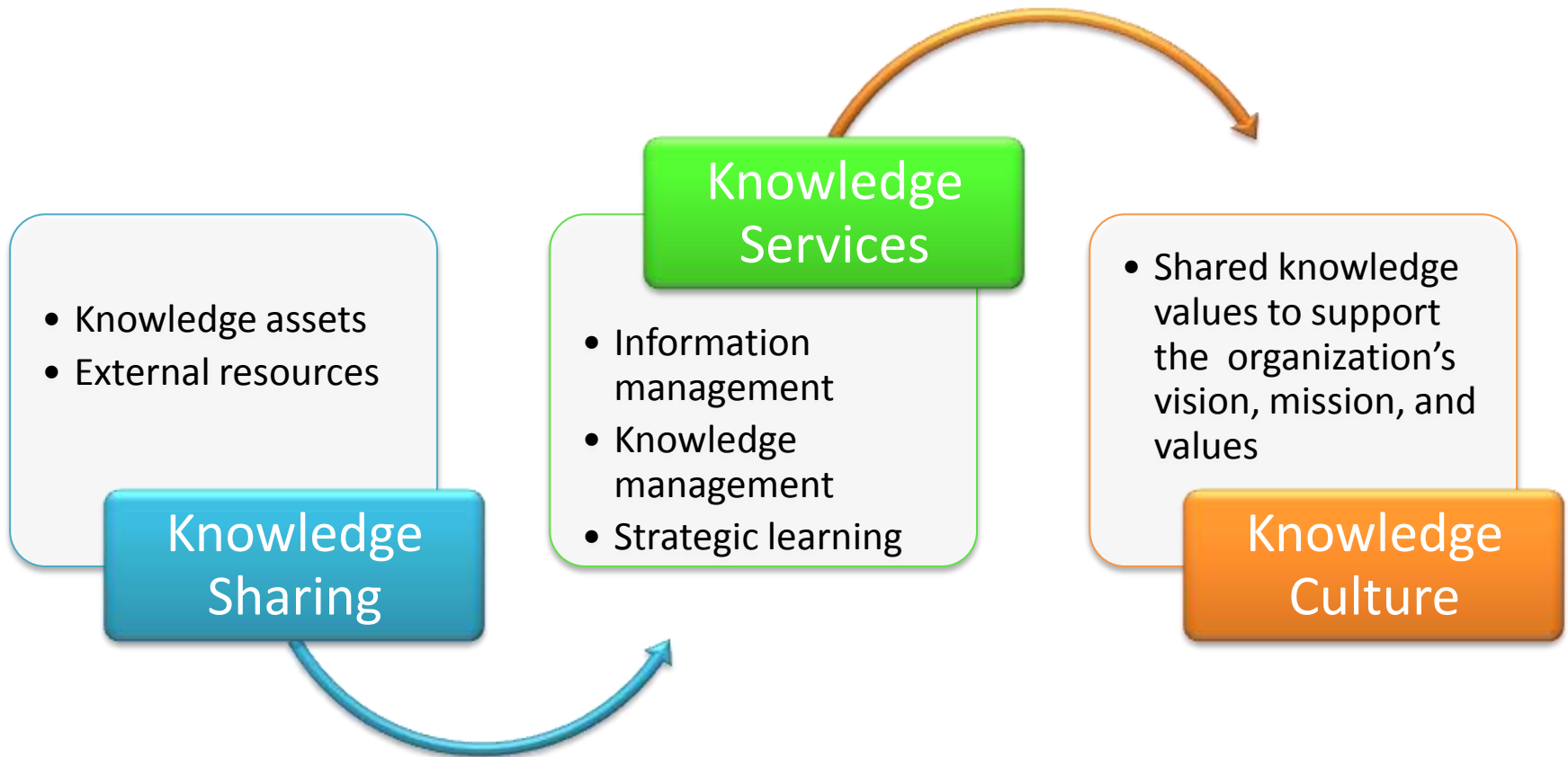
The Strategist: Be the Leader Your Company Needs

- Knowledge value is the vehicle through which the knowledge strategist functions as the enterprise-wide knowledge authority. In doing so, this KD/KS manager-leader takes on one of the most respected roles in all of KM and knowledge services, becoming the knowledge thought leader for the entire company, firm, or organization. With all staff – at all management and functional levels – referring to the knowledge strategist for guidance in all matters having to do with the organization as a knowledge culture, KD/KS succeeds and thrives, and the company's intellectual capital results in organizational effectiveness, for the benefit of all stakeholders.

Guy St. Clair, "Manager and Leader: Defining the Knowledge Strategist"

SMR International Special Report November 2012

Strengthening the Company as a Knowledge Culture



Knowledge Strategy: 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)

To Discuss – Organizational Knowledge and Systems Information Management, KM, and Strategic Learning

- Your Management Challenge as a *Knowledge Strategist*:

“Knowledge workers know they can leave. They have both mobility and self-confidence. ... they are interested in personal achievement and personal responsibility – which means they have to be put in the right job. Knowledge workers expect continuous learning and continuous training. Above all, they want respect, not so much for themselves but for their area of knowledge. Knowledge workers expect to make the decisions in their own area.

“Action point: Manage knowledge professionals as volunteers by defining for them what the company is trying to do and where it is going. Put them in the right job and offer them educational benefits. Respect them and their areas of expertise. Allow them to make decisions in their own areas.”

The Daily Drucker (June 13)

Quoted from: *Managing in the Next Society*

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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 Guy's Journey***

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