
Leading with Knowledge

Move Forward as Your Company's
Knowledge Thought Leader

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The Information / Knowledge and Corporate Success Connection

Our Premise for Today's Discussion:

Organizational effectiveness is achieved through an enterprise-wide information and knowledge framework, built on an information/knowledge strategy that matches the company's business strategy.

Within this framework, information and knowledge professionals have the opportunity to position themselves for leadership. They do this by taking an active role in determining how knowledge strategy is developed.

They gain this advantage by using **knowledge services**, converging information management, knowledge management (KM), and strategic learning.

John Mancini:

A Buyer Migration is in Motion

Two Business Architectures:

Complex Systems vs. Volume Operations – A “Two-Humped” Industry

□ Was/Is:

- IT is a railroad builder
- IT helps reduce cost
- Senior execs tech oblivious
- Complexity = job security
- Process standardization key
- Pure technical skills valued

□ Will be:

- IT is a taxi company
- IT reduces risk; creates value
- Senior execs tech aware
- Simplicity = pre-eminent value
- Process agility key
- Technical skills in context valued

(May 21, 2013 – NYC)

Information Professionals: Knowledge Work

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.



Intellectual Capital

Intellectual material that is put to use to create wealth ... the sum of everything everybody in a company knows that gives it a competitive edge.

(Intellectual capital: the new wealth of organizations, 1997)

Thomas A. Stewart
Member, Advisory Committee
IKNS Graduate Program
Columbia University



The management of intellectual capital is knowledge management (KM)

Knowledge Management (KM)

A range of strategies and practices...

- helps staff and affiliates adopt experiences, best practices, lessons learned, processes, technologies, and information for achieving the firm's goals

Knowledge may be...

- embodied in individuals
- captured in organizational processes or practices

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.

Information Management / Knowledge Management

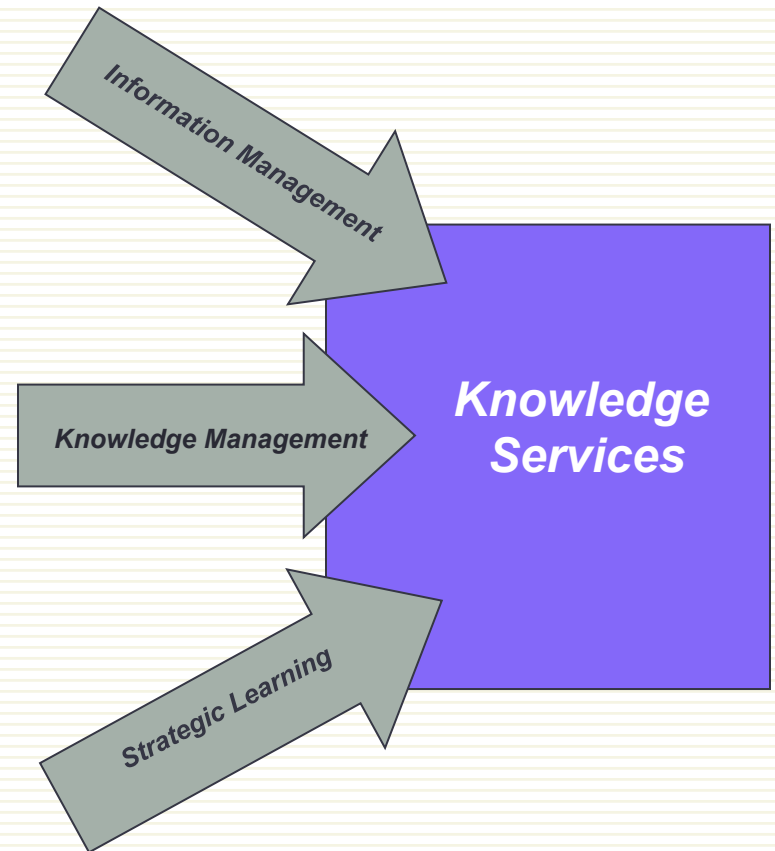


Photo: KentTV

KM, Knowledge Services, Knowledge Strategy

Knowledge Services Defined

Knowledge services is the management and service-delivery methodology that converges information management, knowledge management, and strategic learning into a single overarching function.



Knowledge Services vis-à-vis KM

- Knowledge management is:
 - working with knowledge
 - managing the knowledge eco-structure
- Knowledge services is:
 - putting KM to work
 - the *practical* side of KM
- It's all about knowledge:
 - part of the knowledge data (raw facts)/information (data in context and with individual/particular perspective)/knowledge continuum
 - knowledge: information (“practical and utilitarian”) for action based upon insight and experience (“knowledge is information that is used”)

What's So Special About Knowledge Services?

Founded on Knowledge Development/Knowledge Sharing (KD/KS)

“... a framework for service delivery 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*

Knowledge Services

A Natural Ambiance for Collaboration

The Collaborative Impulse

Principle-based

The way people naturally want to work

Replaces hierarchy

Why Knowledge Services and Not KM?

Knowledge Services goes *beyond* KM:

- Knowledge Management builds on and is a result of the *essential* and *critical* element of knowledge services, *the collaborative interactions that take place between those who are conducting research or seeking information, and those who partner with them in their efforts.*



Knowledge Services: Opportunity? Protection? Preparation?

Perhaps even Survival ?

Paul Krugman in last week's *New York Times* asks:

“Are global technological trends turning *against* workers?”

“... some of those turns may well be sudden: The McKinsey Global Institute recently released a report on a dozen major new technologies that it considers likely to be ‘disruptive....’

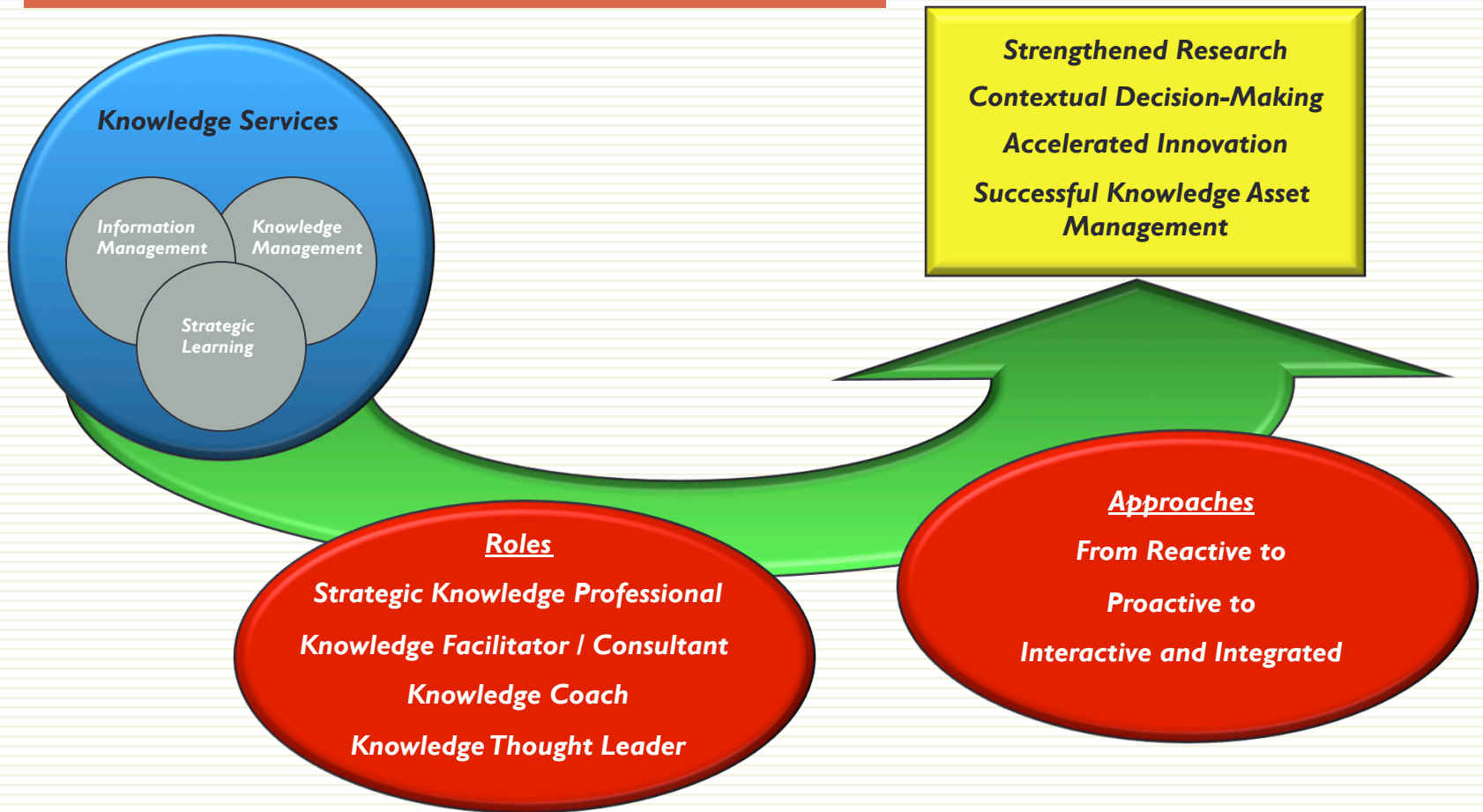
“For example, the report suggests that we’re going to be seeing a lot of ‘automation of knowledge work,’ with software doing things that used to require college graduates. “

(“Sympathy for the Luddites” June 13, 2013)

Knowledge Services in the Organization



Knowledge Services



Knowledge Strategy

...the management discipline that ensures organizational effectiveness by matching intellectual capital management with the corporate or organizational mission.



Your Knowledge Strategy Opportunity

1. *Focus Your Ambition –What Are Your Personal and Professional Goals?*

- *What workplace rewards do you look for? (e.g., paycheck or contribution to enterprise success or both?)*
- *Leader or follower? Entrepreneur or “leave things alone”?*



Your Knowledge Strategy Opportunity

2. *Define the Problem:* *Does your Workplace* *Need a Knowledge* *Thought Leader?*

- *What are the signs? Is KD/KS practiced well?*
- *Collaborative workplace or “every man for himself”?*
- *Information/knowledge/ strategic learning “silos”?*



Your Knowledge Strategy Opportunity

3. *Scope Out the Company – How Do Things “Work”?*

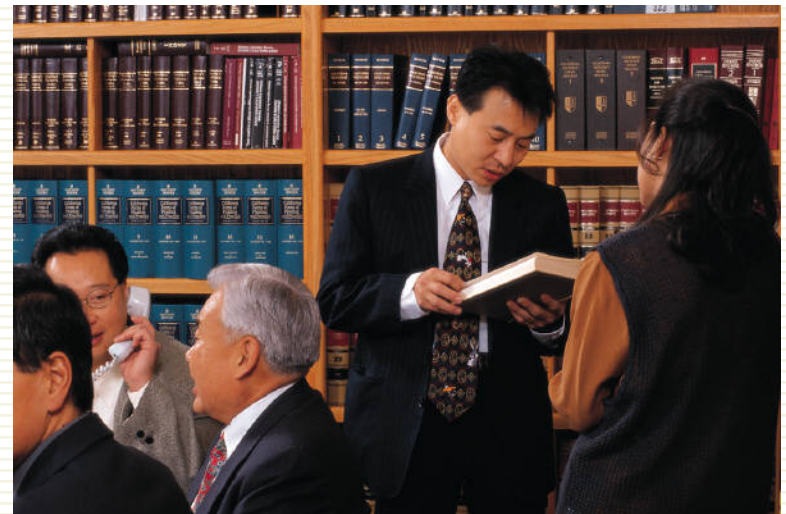
- *Who are the information/ knowledge “gatekeepers”?*
- *What’s is firm leadership’s “take” on KM and knowledge services?*
- *Is there a firm-wide knowledge strategy?*
- *Who “owns” the KD/KS process?*



Your Knowledge Strategy Opportunity

4. *Identify What's Been Done and Identify Resource Requirements*

- *When was the last time someone at the company tackled KD/KS?*
- *Is there a company leader in charge of keeping information, knowledge, strategic learning management current?*



Your Knowledge Strategy Opportunity

5. Make Your Case

- *Is there a company KD/KS vision?*
- *Is it well articulated? Communicated wisely? Clearly?*
- *Has there been future planning for KD/KS? Does everyone know where they are going with KD/KS?*



Your Knowledge Strategy Opportunity

6. *Think Big – Lead the Change*

- *Change is inevitable – seize the opportunity to make a difference in the KD/KS process at the firm*
- *The organization's function is “entrepreneurial – to put knowledge to work”*

- Peter F. Drucker



Your Knowledge Strategy Opportunity

7. *Conduct a Thorough KD/KS Assessment (“Knowledge Audit”)*

- *Establishes the validity of the change*
- *Identifies gaps, barriers to KD/KS*
- *Clarifies scope (project-based, research, operational, other)*
- *Uncovers attitudes about knowledge value and use*
- *Stimulates buy-in (at all levels)*



Your Knowledge Strategy Opportunity

8. *Learn Everything You Can About Strategy – Then Develop the Knowledge Strategy*

- *Actions we want to see/actions that will emerge*
- *Knowledge strategy: “business strategy that takes into account the organization’s intellectual resources and capabilities”*

- Michael Zack



Your Knowledge Strategy Opportunity

9. *Raise Awareness about the Knowledge Strategy*

- *Staff works better and smarter*
- *Less frustration from searching for “lost” information, knowledge, strategic learning content*
- *Healthier, more enabling work environment*
- *Less competition and more collaboration – “information power” to “relationship power”*



Your Knowledge Strategy Opportunity

10. Move the Organization Forward as a Knowledge Culture

- *Practical and tangible and benefits*
- *As information professionals, “we have a responsibility to provide knowledge leadership”*



Knowledge Thought Leaders Develop the Knowledge Culture

- ☐ Model the way
- ☐ Inspire a shared vision
- ☐ Challenge the process
- ☐ Enable others to act
- ☐ Encourage the heart

James M. Kouzes and Barry C. Posner
The Leadership Challenge

Your Knowledge Strategy Future



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

*Daniel Hudson Burnham
American Architect (1846-1912)*

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