

Why Knowledge Strategy?

Enterprise-Wide Knowledge Sharing

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Who We Are



- Guy St. Clair
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 - Faculty, Columbia University, M.S. in Information and Knowledge Strategy (Teaching “Information Policy and Regulation: Intellectual Property, Ethics and Litigation”)

Organizational Effectiveness



- *“Organizational effectiveness begins with an enterprise-wide knowledge culture, built on a knowledge strategy supported by successful knowledge development, knowledge sharing, and knowledge utilization (KD/KS/KU).”*

[with “KD/KS/KU” in some environments referred to as
“information management & collaboration”
—we use the language that fits the organization.]

Organizational Environment



- Bringing together the many “discreet disciplines” working with information, knowledge, and strategic learning to
 - Establish of the organization as a knowledge culture
 - Utilizing organizational knowledge/intellectual capital in support of the organizational mission.

The Company's Main Asset



“Knowledge workers own the means of production. It is the knowledge between their ears. And it is a totally portable and enormous capital asset. Because knowledge workers own their means of production, they are mobile....

“Management's duty is to preserve the assets of the institution in its care. What does this mean when the knowledge of the individual knowledge worker becomes an asset and, in more and more cases, the main asset of an institution? ... What is needed to increase their productivity?”

Peter F. Drucker
Management Challenges for the 21st Century (1999)

Knowledge Application

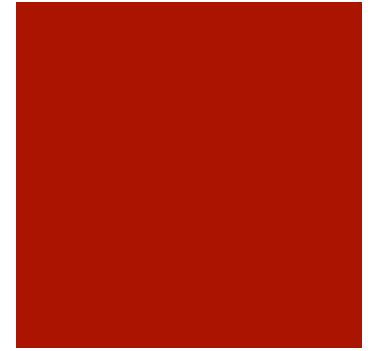


The search for knowledge, as well as the teaching thereof, has traditionally been disassociated from application. ...

Knowledge as the central energy of modern society exists altogether in application and when it is put to work....

Peter F. Drucker
The Age of Discontinuity (1969)

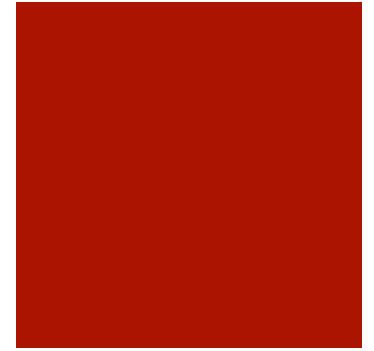
The Knowledge Culture



“Shared beliefs and values about knowledge and the role of knowledge in the company or organization and, as appropriate, in the larger society”

- Collaboration is a given—and expected—at all levels
- The role of information technology and communication in the KD/KS/KU process is acknowledged and enthusiastically embraced
- The intellectual foundations for the effort are respected—the intellectual quest is not disdained

The Knowledge Culture



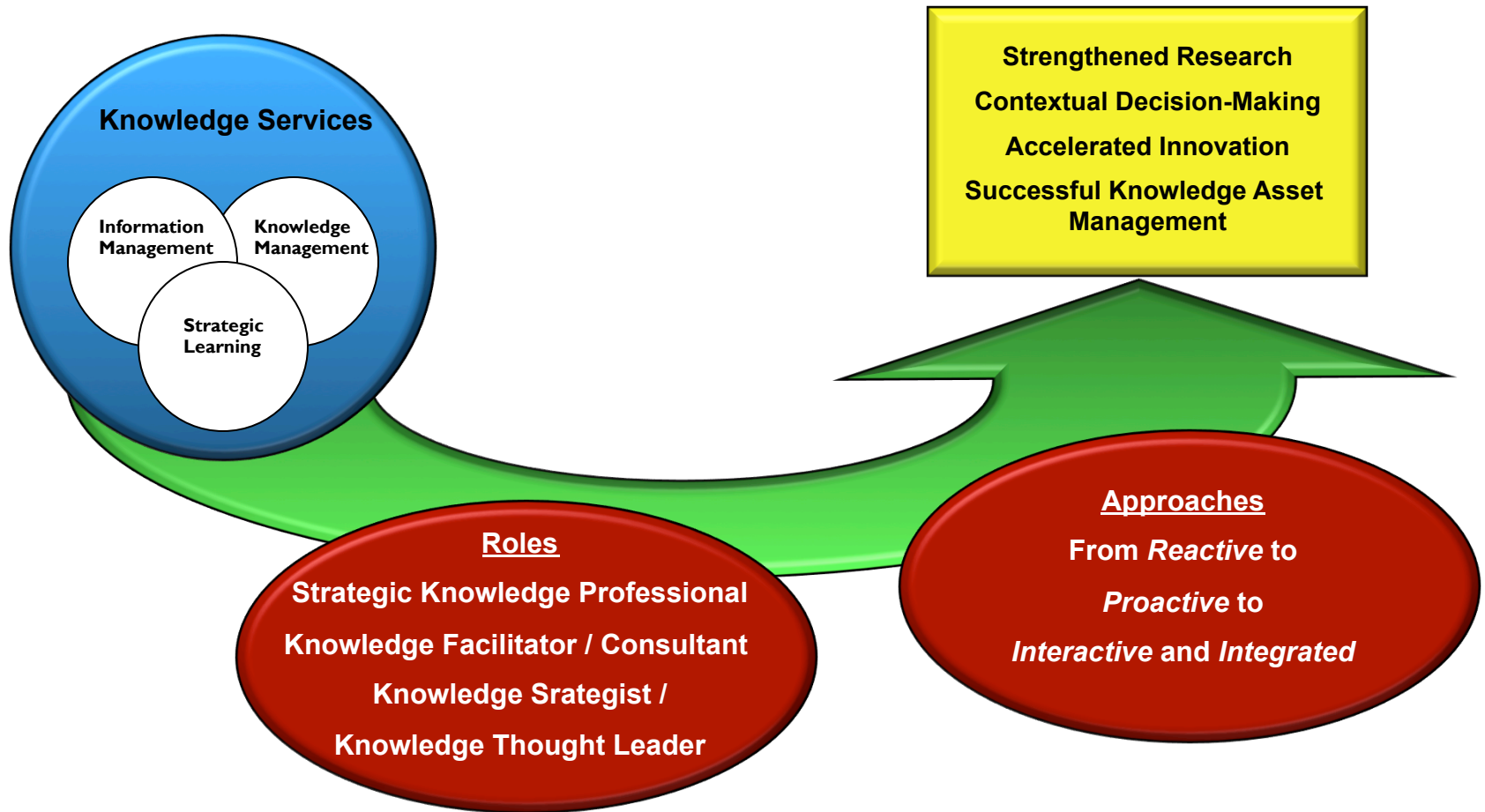
- Transparency
- Collaboration
- Collegiality

Achieving the Enterprise-Wide Knowledge Goal

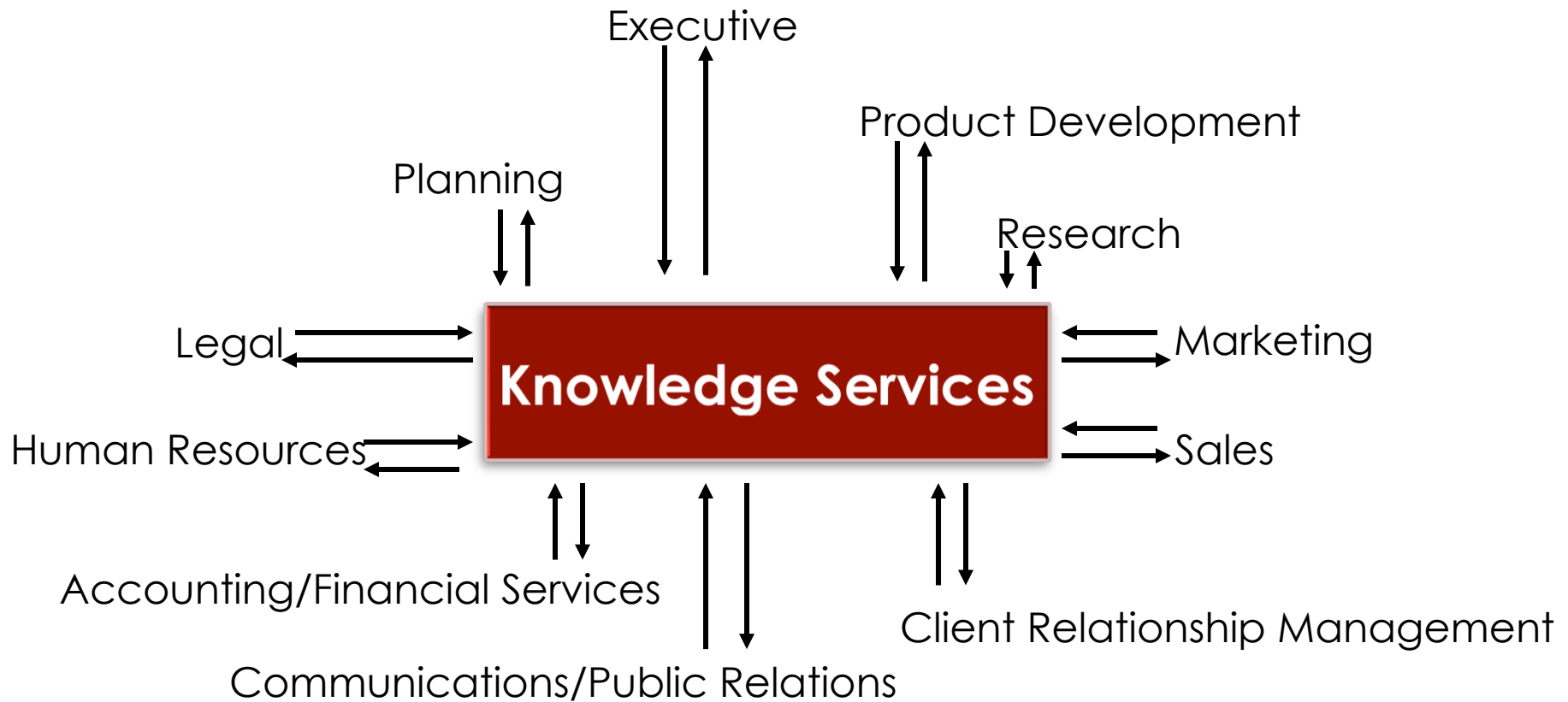


- The Leadership/Management/Strategy Framework
 - Build on Knowledge Management (KM)
—”Putting Knowledge to Work”
 - Support through Knowledge Services—The Convergence of Information Management, Knowledge Management (KM), and Strategic Learning
 - Implement with a Knowledge Strategy

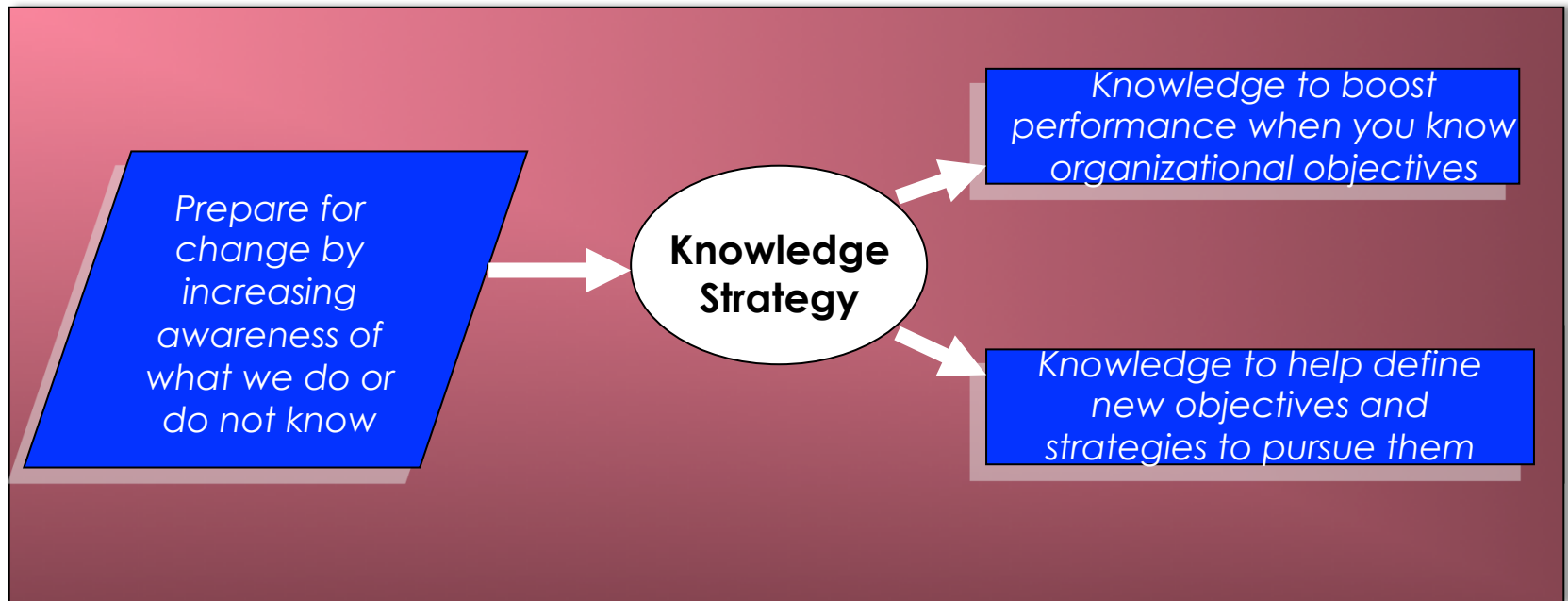
Knowledge Services



Knowledge Strategy



Hatten and Rosenthal's “Knowing Culture”



Kenneth J. Hatten and Stephen R. Rosenthal
Reaching for the Knowledge Edge

Strategy Development



Shawn Callahan defines strategy:

Strategy should be viewed as a combination of

- (i) the actions that are *intended* to result in anticipated business outcomes; and
- (ii) the actions that *emerge* as a result of the many complex activities that are undertaken within an organization.

Shawn Callahan. *Crafting a Knowledge Strategy*
(Melbourne, VIC Australia: Anecdote Pty Ltd.)

Successful strategy development, leading to organizational effectiveness, is enabled through management excellence and leadership excellence.

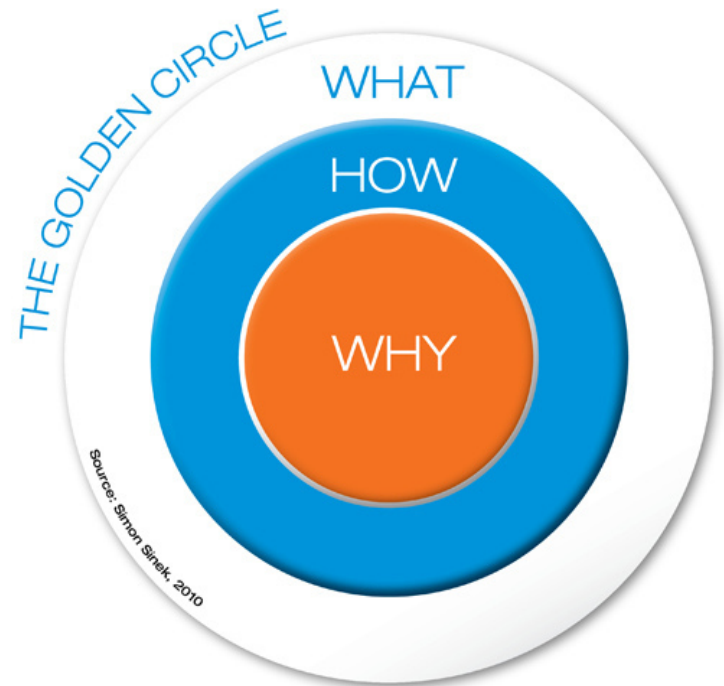
Strategy Development



Simon Sinek says to focus on the “why?”

- Don't think about the “what?” (that is, establishing a KD/KS/KU function)...
- Don't think about the “how?” (planning KD/KS/KU)...
- Until you understand the “why?” (What's the reason for taking the action?)

Simon Sinek. *Start with Why? How Great Leaders Inspire Everyone to Take Action* (2009).



Knowledge Strategy

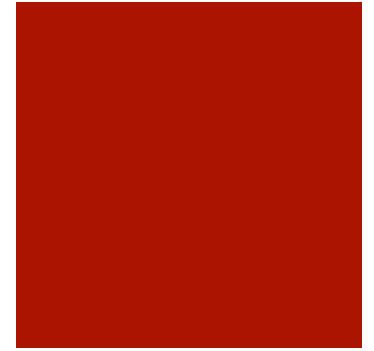
...the management discipline that ensures organizational effectiveness by matching intellectual capital management with the corporate or organizational mission.



Knowledge strategy: “the organization’s business strategy that takes into account its intellectual resources and capabilities”

Michael F. Zack “Developing a Knowledge Strategy”
California Management Review, 41 (3), Spring, 1999

Knowledge Strategy



- What are the knowledge strategy elements?
What makes knowledge strategy work?
 - Intellectual capital management/knowledge management (KM) – “working with knowledge”
 - Knowledge services – converges information management, knowledge management, and strategic learning – “the *practical* side of KM”
 - Strategic learning – any process (formal or informal) through which knowledge workers acquire information and knowledge that improves or enhances work performance

The Knowledge Strategists



Who are the company's best knowledge strategists? Where do they come from?

- Organizational/corporate executives (“c-suite” leadership)?
- Practitioners (information specialists, research managers, strategic knowledge professionals)?
- Subject specialists?
- Information, knowledge, learning professionals?
- Technologists and information scientists?

Knowledge Strategy/ Knowledge Value

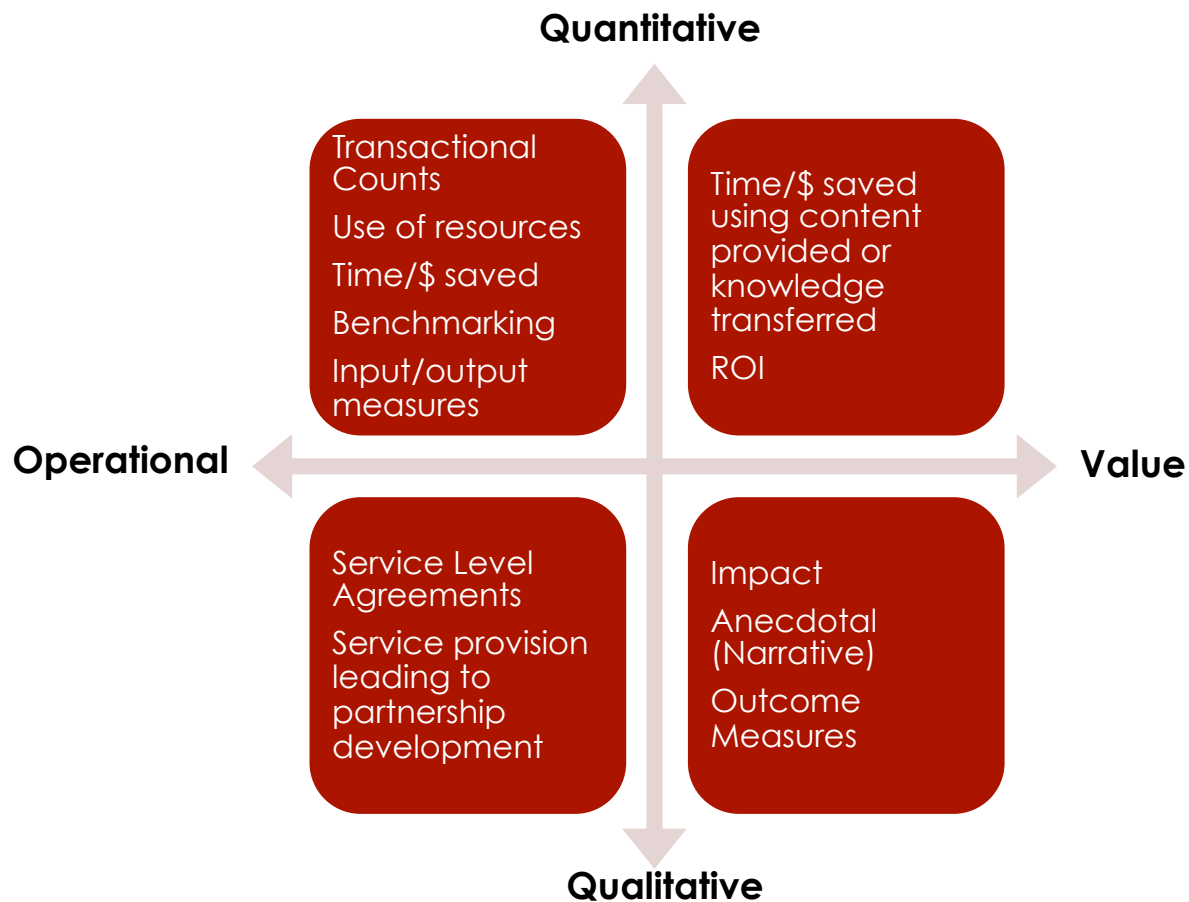


Is it possible to link knowledge value, communication, and collaboration to corporate goals?

Is this the job of the knowledge strategist?

[Example: How do we convey to company leaders the realities and limitations of what can be done within the framework of the company's technical infrastructure?]

Knowledge Strategy/ Knowledge Value



The Knowledge Strategist as Change Agent



- Change Management/Change Implementation (sometimes referred to as “transition management/transition implementation”)
- Critical element in developing the successful KD/KS/KU organizational effectiveness link
- “Change imposed is change opposed.”

The Knowledge Strategist as Strategist



- Meaning Maker
- A Voice of Reason
- An Operator

Cynthia Montgomery
The Strategist: Be the Leader Your Business Needs
New York: HarperCollins, 2012

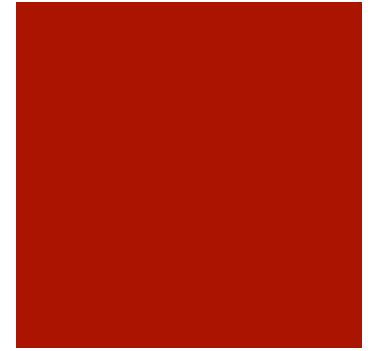
The Knowledge Strategist as Strategist



As Meaning Maker

- “...it is the leader – the strategist as meaning maker – who must make vital choices that determine a company’s very identity.”
Cynthia A. Montgomery. “How Strategists Lead.”
McKinsey Quarterly. July 2012
- An assignment that – it is becoming clear – senior management and enterprise leadership expect of the knowledge strategist.

The Knowledge Strategist as Strategist



As Voice of Reason

- Absolutely. If there is any one function that the organization's stakeholders must learn to understand, it is the on-going quest for success with KD/KS/KU.
- The knowledge strategist is responsible for ensuring that KD/KS/KU is embraced as a “normal” part of the working life of the firm's employees and clients.

The Knowledge Strategist as Strategist



As Operator

- *“A great strategy is not a dream or a lofty idea, but rather the bridge between the economics of a market, the ideas at the core of a business, and action. To be sound, that bridge must rest on a foundation of clarity and realism, and it also needs a real operating sensibility.”*

Cynthia A. Montgomery “How Strategists Lead.”
McKinsey Quarterly. July 2012

- A critical task of the knowledge strategist is to establish that the practical, everyday realities of KM and knowledge services are designed into any knowledge strategy being developed.

The Knowledge Challenges



[These are *current* challenges—they will change, some gradually, some sooner than we expect.]

1. Knowledge Asset Management
2. Information Governance
3. e-Discovery
4. Privacy and Security
5. Data Analytics
6. Big Data Strategy

The Knowledge Challenges



1. Knowledge Asset Management

As an operational function, knowledge asset management supports (and strengthens) all units and all departments of the enterprise, and knowledge strategists collaborate with colleagues as they exchange ideas, case studies, documents, best practices, and other information- and knowledge-sharing activities for succeeding in KD/KS/KU.

The Knowledge Challenges



2. Information Governance

Information governance is the specification of decision rights and an accountability framework to encourage desirable behavior in the valuation, creation, storage, use, archival and deletion of information. It includes the processes, roles, standards and metrics that ensure the effective and efficient use of information in enabling an organization to achieve its goals (Debra Logan—Gartner Blog Network, January 11, 2010). The knowledge strategist's job is to coordinate these functions.

The Knowledge Challenges



3. e-Discovery

Electronic discovery refers to discovery in civil litigation or government investigations which deals with the exchange of information in electronic format. Knowledge strategists working in e-discovery deal with a wide range of related issues, including document retention policies and enterprise content management practices, litigation holds, preservation, collection, processing of electronically-stored information, cost and risk management, and best practices.

The Knowledge Challenges



4. Privacy and Security

Data, information, and knowledge privacy and security practices and policies are the responsibility of the overall enterprise management function, with knowledge strategists participating in the development of such policies and practices based on their expertise in intellectual capital management (knowledge management) and knowledge services leadership.

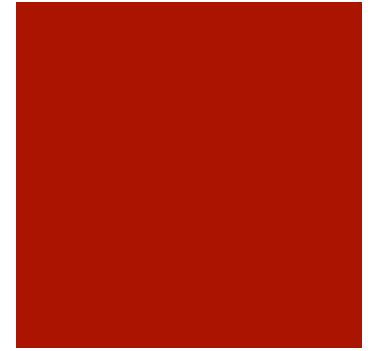
The Knowledge Challenges



5. Data Analytics

Data analytics is the science of examining raw data with the purpose of drawing conclusions about that information. The knowledge strategists—while not necessarily a specialist in data analytics—is responsible and accountable for establishing policies and procedures that link data analytics conclusions to corporate or organization purposes.

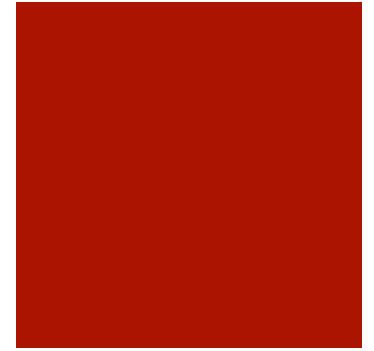
The Knowledge Challenges



6. Big Data Strategies

The term generally describes the voluminous amount of unstructured and semi-structured data created within a company or organization. As a result of the large quantity of data, it is difficult to process or analyze. The knowledge strategist has overall responsibility to work with big data “specialists,” to guide them as they seek to discover repeatable business patterns that can be utilized profitably in the company or be of value to the larger organization.

Big Data Strategies



What is Big Data? ...shorthand for advancing trends in technology that open the door to a new approach to understanding the world and making decisions.

...It's not just more streams of data, but entirely new ones.

Link these communicating sensors to computing intelligence and you see the rise of what is called the Internet of Things or the Industrial Internet.

Steve Lohr "The Age of Big Data"
The New York Times (February 11, 2012)

Knowledge Capture ...and Findability



On H.G. Wells' *World Brain* (1938):

"... he was imagining something more mundane, as well as utopian: an encyclopedia. It would be a successor to the great national encyclopedias.... This new world encyclopedia would transcend the static form of a book.... It would be in a state of constant change – 'a sort of mental clearinghouse for the mind, a depot where knowledge and ideas are received, sorted, summarized, digested, clarified, and compared.'

"Who knows whether Wells would recognize his vision in Wikipedia?"

*"Epilogue (The Return of Meaning)" In
The Information: A History, A Theory, A Flood by James Gleick (2011)*

Got Knowledge?



- *“Knowledge and skill diffusion is the key to overall productivity growth as well as the reduction of inequality both within and between countries.”*

Piketty, Thomas. *Capital in the Twenty-First Century*
[in the section entitled “The Major Results of This Study”]