

Challenges Resulting from COVID-19?

Soutron Global is giving back to the Information Management community with our **New** Pandemic Recovery Program!

Contact Soutron Global to find out more details of how we might help you during these difficult times.

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Soutron Global Educational Webinar

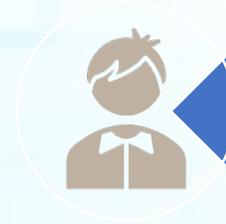
How Managing the Organization's Intellectual Capital Will Affect Recovery Success

February 16th 2021 11:00 AM PST/2:00 PM EST

Cloud-based Library, Information and
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Introductions



Michael Hughes
London, UK



Tanya Anderson
Vancouver, BC



Special Guest
Speaker
New York, USA



About Us

Soutron Global is a cloud-based Library, Knowledge, and Information Management Solutions provider dedicated to “Managing Library Transformation”.

We design, manufacture, market and service complete automation solutions to meet the unique needs of libraries and information centers around the world. We are committed to providing our clients with the most flexible and powerful information management system for corporate and special libraries.

We offer full service including system implementation, training, help desk support, software maintenance, user groups and library transformation council meetings. We pride ourselves in keeping on top of emerging technologies to help make the most of our clients’ hardware and software investment – now and in the future.

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The Skills Database provides for the easy capture and codification of internal staff skills along with external partner expertise.

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Knowledge Management

Harness the power of social knowledge networks by allowing users to contribute knowledge assets and share know-how.

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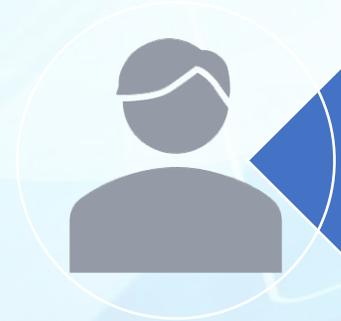


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Introduction to our speaker today....



Guest Speaker
Guy St. Clair



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The Knowledge Services/COVID-19 Connection

Part I: Can Managing the Organization's Intellectual Capital Affect Pandemic Recovery?

Guy St. Clair

Series Editor, Knowledge Services
De Gruyter Saur (Verlag Walter de Gruyter GmbH, Berlin)

Lecturer, Knowledge Services
Columbia University in the City of New York

Consulting Specialist for Knowledge Services
SMR International, New York



What We're Up Against

And though the pandemic fills our field of vision at the moment, it is only the most urgent of the multiple crises facing the country and planet, including 40 years of economic stagnation for middle-income families; hyper-inequality of incomes and wealth, with high levels of poverty; horrific structural racism; toxic partisanship; the impending collapse of nuclear arms control agreements; an epistemological crisis undermining the authority of knowledge; recklessly unprincipled behavior by social media companies; and, most dangerous of all, the climate crisis.

Al Gore, "Where I Find Hope,"
The New York Times December 13, 2020

COVID-19 Pandemic

Knowledge Authority
Undermined

Climate
Crisis

Toxic
Partisanship

Hyper-
Inequality

Unprincipled
Behavior in
Social Media



Al Gore's Call for Hope – And Guy's

“What lies before us is the opportunity to build a more just and equitable way of life for all humankind. This potential new beginning comes at a rare moment when it may be possible to break the stranglehold of the past over the future, when the trajectory of history might be altered by what we choose to do with a new vision.”

My opinion:

“To get ready for our new reality post-Covid-19, we need to be open and transparent with each other, but first and foremost we have to believe in the good in people.

“As we enter the second year of the COVID-19 pandemic, there is still much uncertainty, but one thing is certain: The pandemic will be defeated.

“Preparing for that outcome begins now. And let there be no doubt: preparation is essential. Scientists, scholars, business and political leaders, and even ordinary citizens must start now to think about how we can prepare for moving forward.”

Guy St. Clair,

[We Need to Talk: Knowledge Sharing Catalyzes Post-Pandemic Recovery](#)

De Gruyter Conversations, February 4, 2021

How Do We Realize That Hope? How Do We Do It?

In my article I refer to five attributes that – in my opinion – perfectly qualify us for taking up our our role in leading our organizations as they move to pandemic recovery:

We knowledge services professionals understand how these characteristics play out in our work.

We're accustomed to looking for them and when we need them, we apply them to what we do, just as we will when we advise our managers and our users when they need our help in any situation.



Opportunity

- So if we're starting with opportunity – this “amazing place” we're at in the history of our human race – of course we reflect on what Vice-President said:
- “What lies before us is the opportunity to build a more just and equitable way of life for all humankind. This potential new beginning comes at a rare moment when it may be possible to break the stranglehold of the past over the future, when the trajectory of history might be altered by what we choose to do with a new vision.”



Opportunity

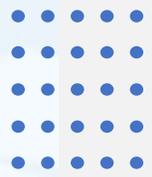
- There's no question that where we are now is unlike any other time in history (and certainly not in our lifetime), and, yes, we have the opportunity. We can start again.
- Now – not later – is the time for seeking a solution for managing personal, professional, social, and any other interactions we have in our daily lives. And we understand immediately that in our professional lives – as knowledge leaders in the workplace – when we think about a process like knowledge services, our tool for moving to a new way of thinking about life after the pandemic.



Opportunity

- Knowledge services (we might say “*collaborative* knowledge services”) is the conversational practice that enables people to share what they know and what they have learned – it’s a process that supports the opportunity we are speaking about.
- With knowledge sharing – another way of describing knowledge services – others in the organization, community, or group can hear and learn from what they and others have experienced. They can then determine what they need to do to benefit the larger group.





Strength of Purpose

- When the time comes, we can use knowledge services to build a better society, including a better workplace.
- Why?
- Because we will have come through the pandemic and we will be moving to where we will be when the pandemic is finished.
- We have been sidelined since early 2020. And now we can discover – once again – that our vision of what we are looking for is based on strong, societal features, including many that have not been particularly talked about (except as we noticed their lack) in recent months.



A New State of Being

And Here's Guy's Question for You:

- In your work as an information professional, knowledge strategist, or however you (and your colleagues in the workplace) think of yourself, give thought to what you see as the “new” state of things.
- Are there exemplary practices that can be incorporated into what you envision for your organization and its work when the pandemic is finished?
- Can you use knowledge services/knowledge sharing to ensure that you do an even better job in your interactions with others?



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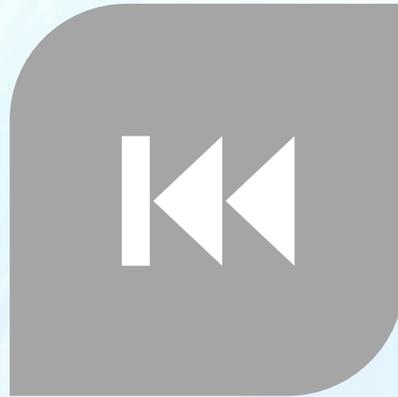
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From Hope to Where We'll Be As Knowledge Services Professionals



THE NEW
NORMAL?



THE NEW NEXT?



THE NEW NOW?



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What We Really Do: We Focus on Knowledge

And no matter what we call ourselves – “information pros”/librarians (or specialist librarians)/archivists/information managers/research specialists – it doesn’t matter.

For all of us, our focus is on knowledge. On working with others as they use all the information and resources they can find to develop and use to aid them in accomplishing what they have set out to accomplish.

Some of us, of course, call ourselves “info pros” (as in “information professionals”), and some of us connect our work with our education, if our graduate degrees are LIS (Library and Information Science).

Information Science

“... the **science** and practice dealing with the effective collection, storage, retrieval, and use of **information**. It is concerned with recordable **information** and knowledge, and the technologies and related services that facilitate their management and use.”

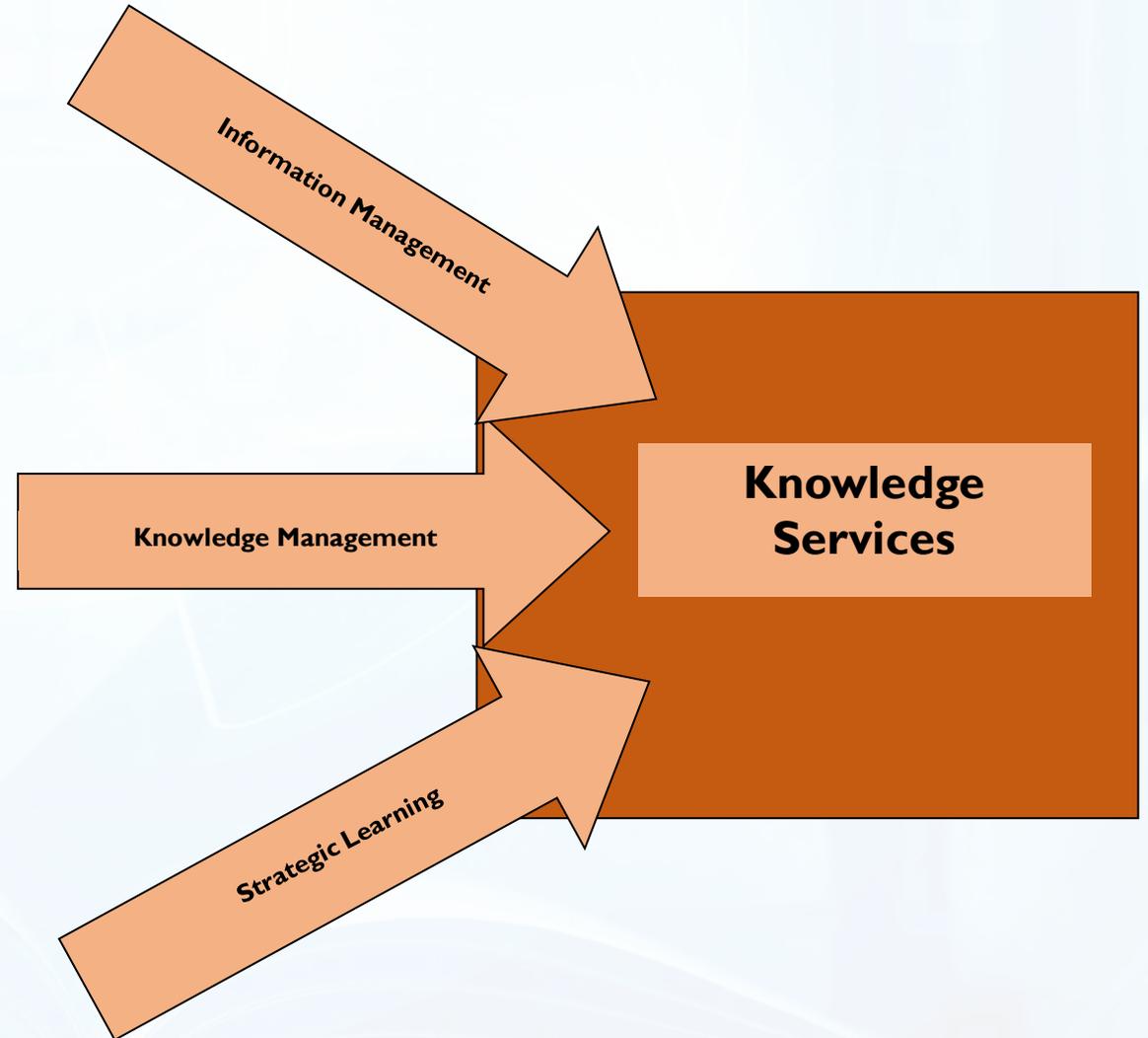
ASSIST (The Association for Information Science and Technology)



Knowledge Services

Knowledge services converges information management, knowledge management, and strategic learning into a single enterprise-wide, community-wide, or group-wide discipline.

The purpose of knowledge services is to ensure the highest levels of knowledge sharing within the organization in which it is practice.



Knowledge Services = Managing Intellectual Capital

What We're All About: The one issue that increasingly challenges all knowledge workers — the organization's leaders — is the management of **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



Knowledge Services – From Management to Humanistic Management

Knowledge services is an established discipline for strengthened knowledge sharing — a single (whenever possible) enterprise-wide discipline for the benefit of the business, organization, or community – connecting with organizational success as knowledge workers seek to improve knowledge sharing in the workplace.

- David E. Lilienthal (*Management: A Humanist Art*): The heart of the modern managerial task is to close the gap between man's goals and the fulfillment of those goals....
- Peter Drucker (“the father of modern management”): Management has mostly to do with people, not techniques and procedures. Their engagement is what matters. ... Management is about human beings.



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Knowledge Services – From Management to Humanistic Management

• And Dov Seidman (CEO of LRN and author of *HOW: Why HOW We Do Anything Means Everything*) says:

“Leaders need to flip the switch and replace task-based jobs (which are about *what* people must do) with values-based missions – it's about *how* we should get things done. Today, *how* we behave, build trust in our relationships, relate to others, matters more than ever.”



Leadership is about leading by serving, not by being subservient, but by bringing others along, setting the example that it isn't just about the leader but also about those he or she leads.

– Deborah Hunt
Knowledge Strategist/Director,
Mechanics Institute



We need leaders who practice listening... Successful leaders are those who are listeners and unifiers, and through them we find common ground.

Frances Hesselbein, President and
CEO, The Frances Hesselbein
Leadership Institute

Human-Centric Management to Transformational Leadership

Frances Hesselbein has been long considered at the forefront of transformational leadership, which she describes with eight specific attributes. She calls them "milestones," tools for enabling organizations to "meet their destination." These directives are transformational, used to connect knowledge strategy with the organizational mission, with each contributing to the development of the organization or community's knowledge strategy.

1. Scan the environment
2. Revisit the mission
3. Ban the hierarchy
4. Challenge the gospel
5. Employ the power of language
6. Disperse leadership across the organization
7. Lead from the front; don't push from the rear.
8. Assess performance.



Knowledge Leadership

All people want to belong and feel part of a community. ...This is why high engagement leadership works well: it encourages people for a cause they care about and relies on their hearts and minds to find ways forward for solving their own problems.

– Margaret Wheatley
Organizational Behavior
Author and Consultant



“Real” managers recognize both their roles as business tacticians and strategists

but also as leaders of people.

Kevin Manion,
Senior Manager
Employee Services,
Amazon

Knowledge strategists understand that management and leadership principles both support and drive knowledge strategy. It is leadership required that maintains and sustains the knowledge culture.

We call it “knowledge leadership.” Its purpose is to ensure that the knowledge services process is managed for the benefit of knowledge use in the organization and that knowledge value is conveyed back to all community stakeholders.

The knowledge strategist accepts the responsibility to provide knowledge leadership, having the ability, the knowledge of concepts, and the skills for that rarified role. Why? Because they are knowledge professionals who understand how to:

- implement knowledge strategy;
- re-conceptualize, transform, and support new ways of managing the organization’s intellectual capital as an asset;
- lead enterprise-wide knowledge development, knowledge sharing, and knowledge utilization, enabling and sustaining the organizational knowledge culture.



Conversational Leadership (Conversational Communityship)

In an increasingly complex world, appointed leaders simply don't know enough to decide what is new and better. Leadership is a group sport, not an individual heroic activity.

– Dr. Edgar Schein



We need a new approach to leadership. We need to see leadership as a practice as

opposed to a role or a position of authority. It may be time to consider that leadership is a choice that is available to all of us.

John Hovell, Managing Director & Co-Founder at STRATactical International LLC

Appreciating the extraordinary but underutilized power of conversation, recognizing that we can all lead, and adopting a conversational approach to the way we live and work together.

Three core questions:

1. Are we having the conversation we need to be having right now?
2. Are we having it in the way we need to be having it?
3. In what ways are we forming community in this conversation?

Incorporating conversational leadership into knowledge services – knowledge sharing – opens the door to “lighting the way,” moving our organizations, communities, and other groups out of the darkness we are currently experiencing into a future when people come together to achieve mutually agreed-upon goals.



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More about Conversational Leadership

A slight digression: As a point of interest, If you want to learn more about Conversational Leadership (Conversational Communityship), the third annual gathering of people interested in the subject is coming up, April 26 – 30, 2021.

Conversational Leadership Workshop - Virtual

About this Event

- In these troubling times when we risk becoming further disconnected from each another, our third annual Conversational Leadership workshop is back to restore hope for the future. Our ability to practice conversational leadership depends on our taking responsibility for the issues we care about and our capacity to convene and host quality conversations.
- In this 5-day workshop, you will engage in numerous experiential-based conversational practice and feedback sessions and learn about how to:
- *Embrace complexity thinking | Understand the human condition | Take responsibility | Practice leadership | Converse in new ways | Convene impossible conversations | Sense-make together | Develop agency | Stimulate communityship*
- Join our third cohort on April 26 – 30, 2021, to experience the power of conversation, explore questions that matter, learn about yourself, others, and the world, and practice impossible conversations.
- For more information, go [here](#).

Guy: I've become a great fan. I attended the 2nd annual conference last August (as well as other small study groups). It's clear to me that conversational leadership and knowledge services connect, a connection I've been looking for.

I'll be online for the April meeting.

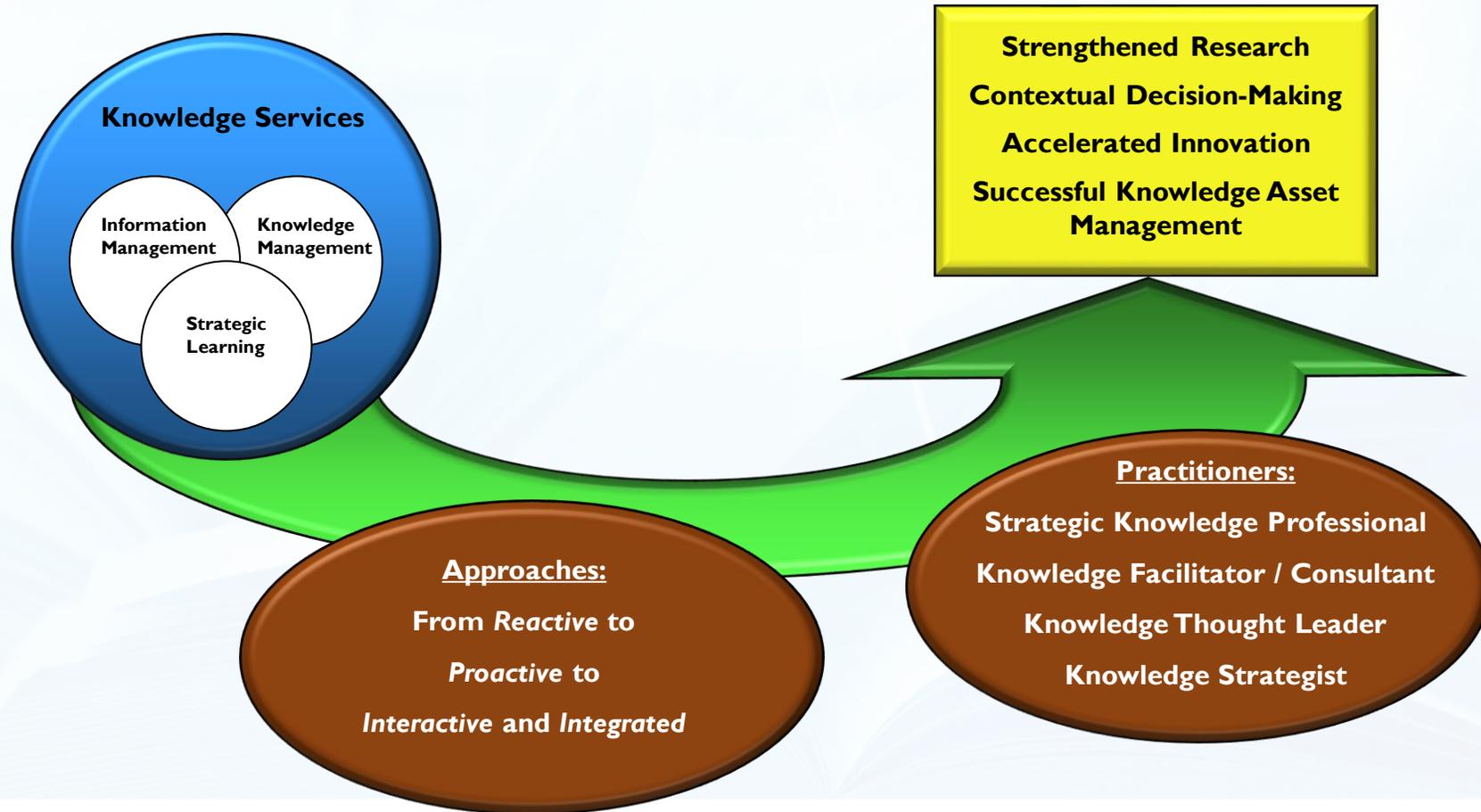


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Knowledge Services



Part I Practical Advice (I)

When your employing organization moves into the post-pandemic stage, are you prepared and willing to be a leader in the management of the organization's intellectual capital?

- Does the organization have a working group assigned to plan for post-pandemic recovery? Are you part of that group? If so, participate vigorously. If not, recommend that you be appointed to the working group, perhaps as a research specialist or information/knowledge resource strategist. In that role you become position to guide the group as it studies different plans for the organization to function in “the new now.”
- In the organizational database of employee profiles, arrange to include content for identifying employees (both senior and staff) with experience in emergency-planning situations (at Soutron Global that's part of the Soutron Skills Database product). These employees could study specific types of situations, later transitioned to organization-wide support mechanisms, but information about them must be captured first.
- Using your own knowledge-services skills, establish pandemic-management intranet pages – searchable and readable – so all employees can engage with each other as they identify issues (and solutions) relevant to those of other employees facing similar workplace pandemic-related situations.
- Since knowledge-sharing is your “stock-in-trade,” volunteer to join or advise the organizational team responsible for training and professional development (often as part of HR or Human Capital Management). Help the team in create and test learning tools for specialized work connected with pandemic recovery.



Part I Practical Advice (2)

What is your organization's greatest challenge, in terms of its "knowledge culture?"

- The critical knowledge-sharing attributes for any organization are transparency, collaboration, and collegiality. What is your assessment of these characteristics in the "working culture" of the organization as it prepares to deal with pandemic recovery? If your evaluation identifies areas needing improvement, how will you – as the knowledge services professional – lead the process for improvement? [Quick tip: find a knowledge-services sponsor.]
- How can you give attention to knowledge workers who do not have your close-at-hand experience with knowledge sharing in the workplace? Do you see them as allies who can "grow" to be associated with knowledge services and work with you as helpers? Can you connect with them? How would you do that?
- Can you establish whether the organization's senior leadership (including C-suite executives and board members) supports a KD/KS/KU culture? Are you – again if you have a supportive sponsor – willing to develop strong political ownership for a knowledge culture (or at least for planning strategy for a knowledge culture)?
- How do you create and implement a more grassroots, "conversational" knowledge culture? Can you informally roll out certain components of your knowledge culture to see if they "stick" or are accepted?



Part I Practical Advice (3)

Who is your organization's "knowledge champion" and what is your relationship with that person?

- Who "owns" the organization's knowledge domain? Who has primary responsibility, authority, and accountability for KD/KS/KU throughout the organization? Is it you, as the organization's knowledge services leader/knowledge strategist? If it's not you, do you have a relationship with the person who is responsible? If not, how can you establish such a working relationship?
- Collaboration is the name of the game, a recognized functional element in all organizations, groups, and communities. Can you identify someone in the organization (in a leadership or relatively senior position) committed to collaboration? Can you encourage that person to be your knowledge-services mentor, sponsor, or champion?
- When you review what you're trying to do with more successful knowledge sharing in the organization, who is the first person you think of for discussing this important subject? Is that person aware that work is needed, or are they "caught" in the old-fashioned "if-it-ain't-broke-don't-fix-it" point of view? Is this your opportunity to encourage this knowledge champion to become more committed?
- How are younger people in the organization, group, or community participating in the knowledge-sharing process? Are they aware that knowledge services is a valuable element in the organization's success? Do they share information, knowledge, and strategic learning easily? Do they require encouragement? Are you the guide, mentor, knowledge leader younger people are looking for?



A Quotation from Guy's New Favorite Person

Amanda Gorman, America's first-ever Youth Poet Laureate, read "The Hill We Climb" during the Inauguration of President Joe Biden on January 20, 2021. Here's how we can approach post-COVID recovery:

We will not march back to
what was but move to what
shall be



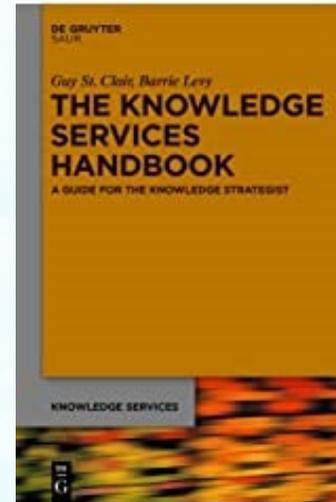
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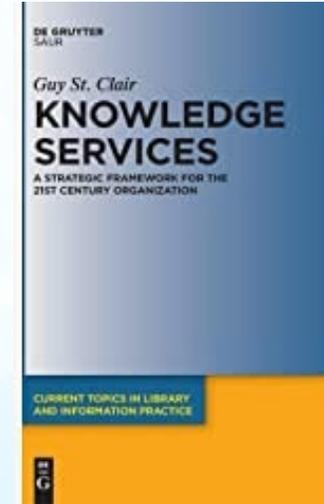


Guy St. Clair

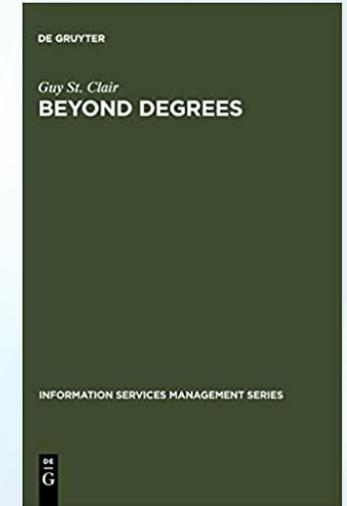
- Three titles on knowledge services, plus articles, presentations, etc.
- Series Editor for De Gruyter Saur's **Knowledge Services**.
- Lecturer in the Post-Baccalaureate Studies Program at Columbia University in the City of New York, teaching **Managing Information and Knowledge: Applied Knowledge Services**.
- Life Member of the Special Libraries Association of the Special Libraries Association, and SLA President in 1991-1992.
- Recipient (June 2019) of SLA's John Cotton Dana Award granted in recognition of lifetime achievement and exceptional service to SLA, to knowledge services, and to the library and information science profession.



The Knowledge Services Handbook: A Guide for the Knowledge Strategist, with Barrie Levy (2020)



Knowledge Services: A Strategic Framework for the 21st Century Organization (2017)



Beyond Degrees: Professional Learning for Knowledge Services (2003)



Thank You

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