

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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Cloud-based Library, Information and Knowledge Management Solutions



Soutron Global Educational Webinar

Practical Steps for the Organization's Information/Knowledge Lead

March 16, 2021 11:00 AM PST/2:00 PM EST

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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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Digital Asset Management

Increase the speed of access to your resources and documents.

[Read More](#)



Soutron Global Discovery

Effortless access to all of your information resources with a single log-in.

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Library Information Management System

Transform and simplify workflows associated with the acquisition, cataloging and circulation of your materials, while improving access.

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Soutron Archive

Showcase your archival collections!

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Skills Database

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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Soutron Global: Products

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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 2: Practical Steps for The Information and Knowledge Services Professional

Guy St. Clair

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De Gruyter Saur (Verlag Walter de Gruyter GmbH, Berlin)

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Columbia University in the City of New York

Consulting Specialist for Knowledge Services
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Knowledge Services = Knowledge Sharing

Since the early 1900s, organizations have struggled to identify and manage practical and utilitarian information, knowledge, and strategic learning.

The 20th century continuum from information management to knowledge management and the 21st century continuum from KM to knowledge services now transitions the organization, community, or group into a knowledge culture.



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Knowledge Services – Knowledge Sharing Organizationally / Professionally Neutral



Despite the growth and development of KM in business and management and related academic and consulting programs (KM was first recognized as a discipline about 1991), collaborative knowledge services is organization, profession, or subject neutral and applies in any group or environment.



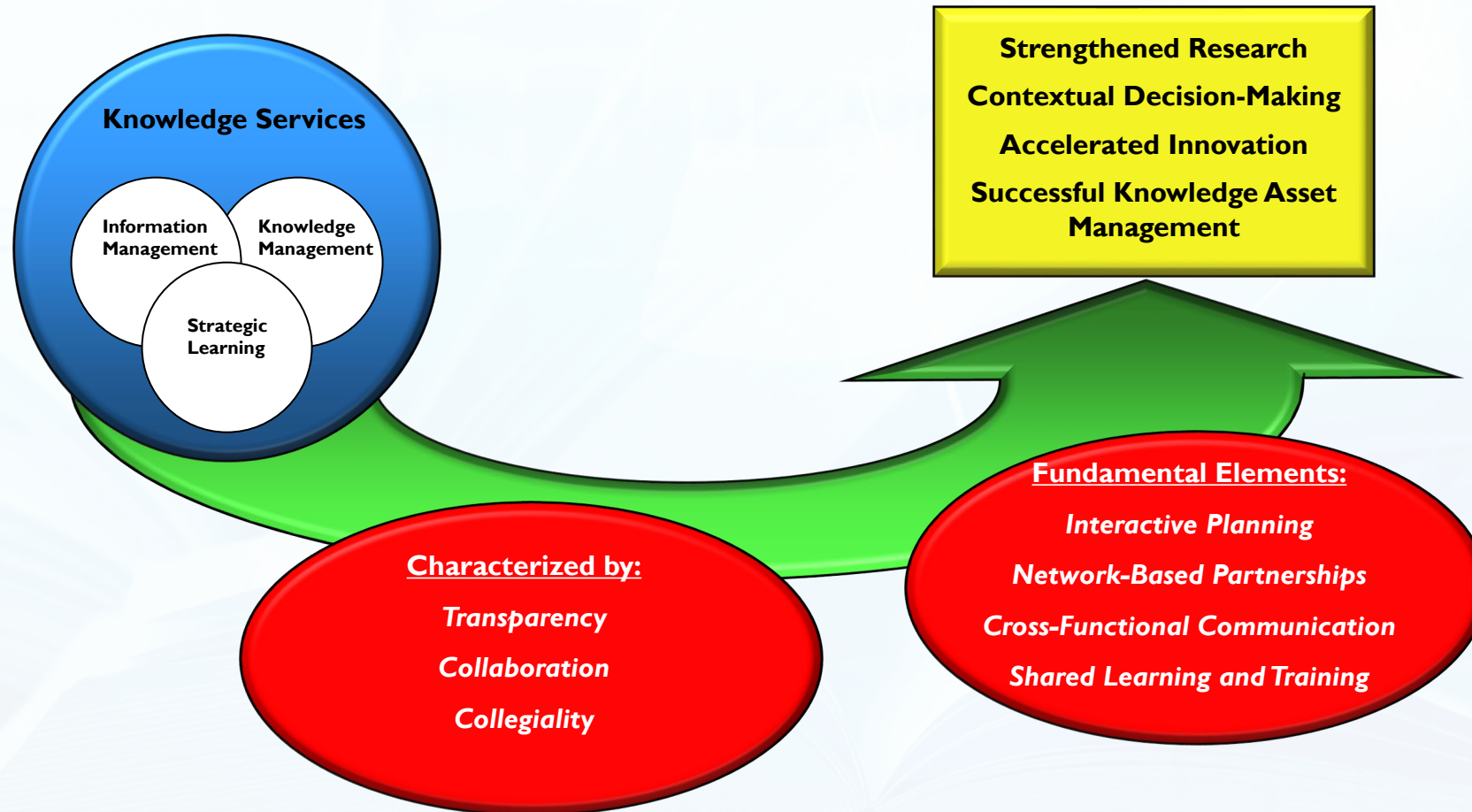
As such, knowledge services enables the application of management, leadership, and knowledge services principles to working with information, knowledge, and strategic learning in and throughout any organization, community, or group seeking to achieve an agreed-upon goal or objective.



With knowledge services, the organization realizes strengthened research, contextual decision making, accelerated innovation, and successful knowledge asset management.



Knowledge Services



The Knowledge Services Professional as Consultant

As a knowledge consultant:

- You provide expertise in such areas as knowledge-focused project management, business analytics and strategic intelligence, information policy and regulatory issues, and the organization of and access to information and knowledge.
- Entrepreneurial (external focus) and intrapreneurial consulting (internal focus).



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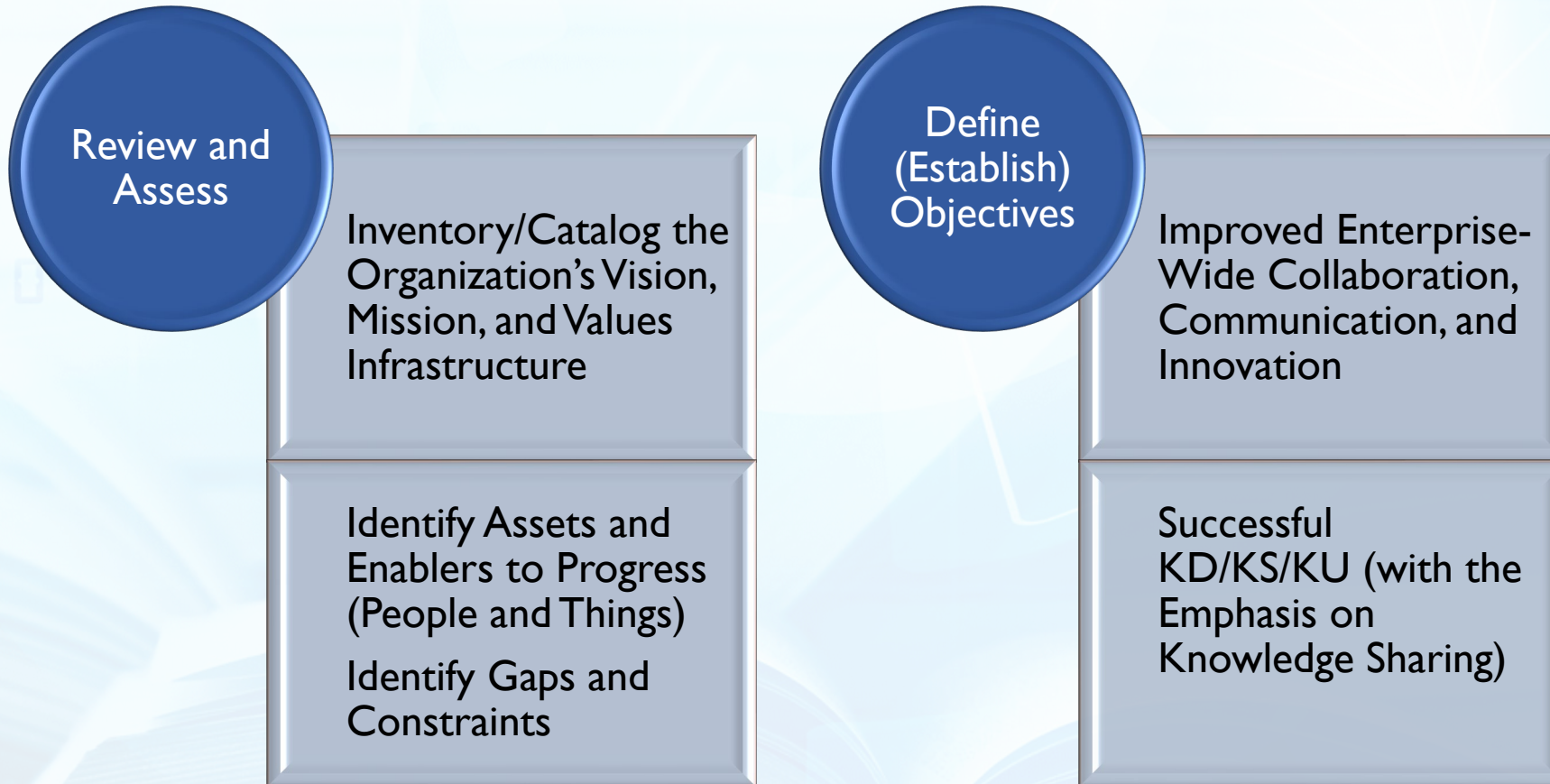
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The Knowledge Consultant's Job: to Strengthen the Organization



The Knowledge Services Consultant's Function



Practical Advice for the Knowledge Services Consultant

Three Questions

1. When the organization, community, or group moves into the post-pandemic stage, are you prepared (and willing) to be a leader in the management of the organization's intellectual capital?
2. In terms of its "knowledge culture," what is the greatest challenge for the organization, community, or group?
3. Who is the "knowledge champion" for the organization, community, or group? What is your relationship with that person?



Knowledge Strategy



...a way of dealing with information, knowledge, and learning that matches intellectual capital with the mission (objectives or goals) of the organization, community, or group. We match what we want to achieve with what the group wants to achieve.

Knowledge Services Strategy

“Even under the best circumstances, it’s a great idea to have a strategic plan for the library. In the wake of the pandemic, the utility of a strategic plan becomes much higher.”

– John Connolly, “Why Your Library Should Have a Strategic Plan”
Central Adult Services Supervisor (Interim)
Arlington County, VA

Identified by Michael Hughes
Senior Account Manager at Soutron Global



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How to Prepare for Post-COVID-19 Recovery



Think about this: 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 positioned to guide the group as it studies different plans for the organization to function when the pandemic is finished.



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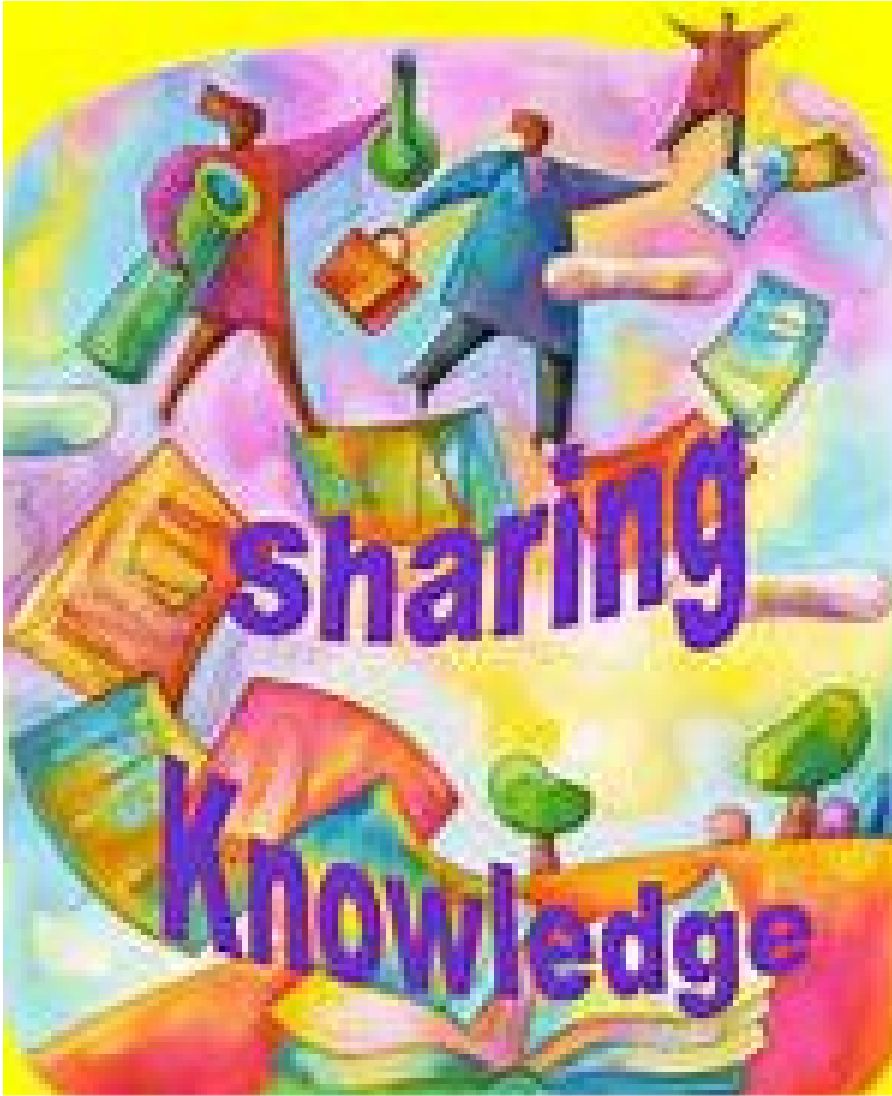
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Knowledge Services Professional as Knowledge Strategist

Manager and leader uniquely positioned for:

- Understanding the organization, community, or group's communication and knowledge-sharing habits
- Using professional expertise and background for evaluating how information and knowledge are managed
- Providing specific strengths for aligning knowledge value and use with overall corporate goals.



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The Knowledge Services Professional as Knowledge Strategist

The knowledge strategist has a single primary responsibility (actually a two-part responsibility):

- to define the knowledge culture for the larger enterprise,
- to pave the way for restructuring the enterprise as a knowledge culture (or strengthening it, if it already exists).



Guy St. Clair

KNOWLEDGE SERVICES

A STRATEGIC FRAMEWORK FOR THE
21ST CENTURY ORGANIZATION

CURRENT TOPICS IN LIBRARY
AND INFORMATION PRACTICE



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The Knowledge Services Professional as Knowledge Strategist

A Sample (perhaps theoretical or even idealistic) job
description for the knowledge strategist:

Purpose: The Knowledge Strategist will serve as a trusted advisor to the organization, community, or group's management by leading and overseeing the development of collaboration and implementation solutions for information and knowledge sharing within various groups.

As Knowledge Strategist, you will have the opportunity to combine your management and leadership skills, your creativity, and your customer focus to define and improve management processes and deliver great knowledge-sharing solutions. Your goal is to ensure that your colleagues have access to and get the best out of their collected knowledge, the organization's intellectual capital.

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How to Prepare for Post-COVID- 19 Recovery

Using your own knowledge-services skills, establish pandemic-management intranet pages – easy-to-use 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.



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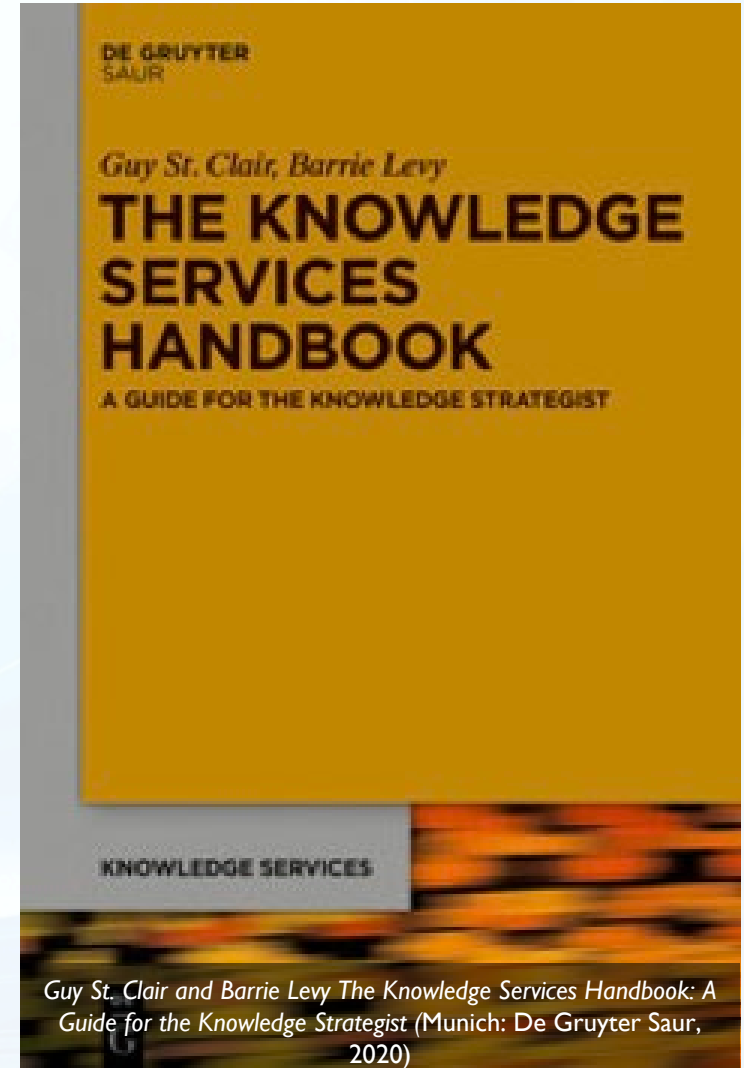
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How to Prepare for Post-COVID-19 Recovery

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 connected with 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.

Barrie Levy – who co-authored *The Knowledge Services Handbook* – is the Knowledge Strategist for the New York architectural firm of Kohn, Petersen, Fox Associates. Recognizing that employee engagement required having such a tool available to all employees, Barrie built the tool. She recommends using the easy-to-use database for identifying pandemic recovery expertise.



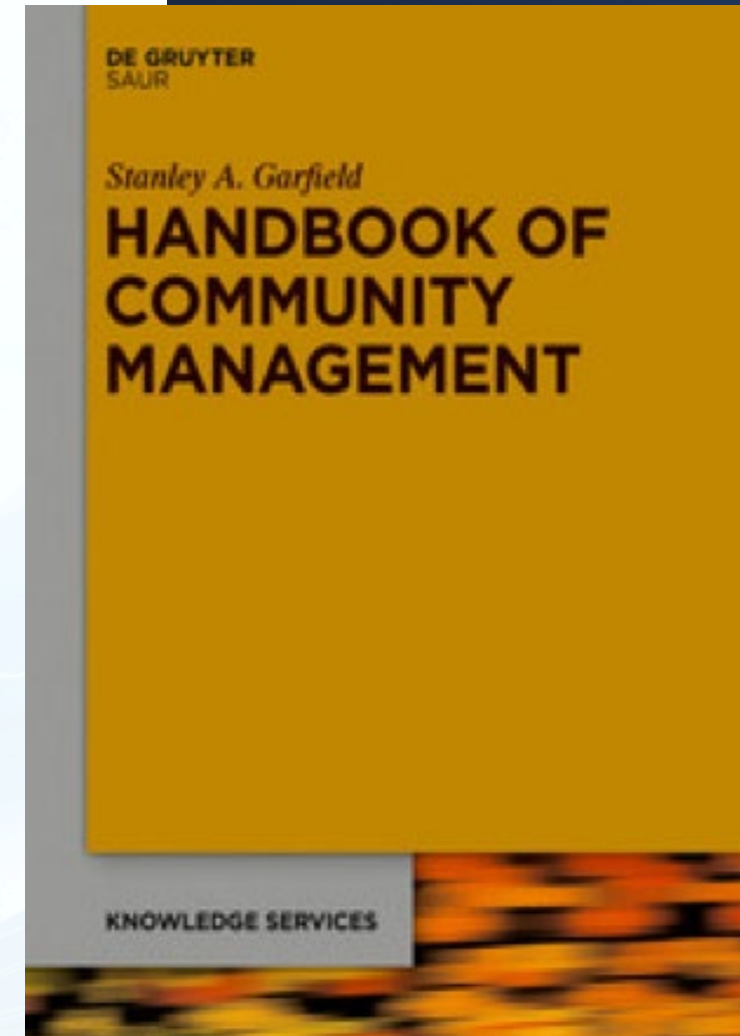
Guy St. Clair and Barrie Levy *The Knowledge Services Handbook: A Guide for the Knowledge Strategist* (Munich: De Gruyter Saur, 2020)



How to Prepare for Post-COVID-19 Recovery

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 create and test learning tools for specialized work connected with pandemic recovery.

In fact, one of the best ways to think about people working together to manage intellectual capital in the post-COVID-19 environment might be to examine the establishment (professional development-focused or otherwise) of communities of practice (COPs), as Stan Garfield describes so well in *Handbook of Community Management: A Guide to Leading Communities of Practice*.



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How to Prepare for Post-COVID-19 Recovery

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.]

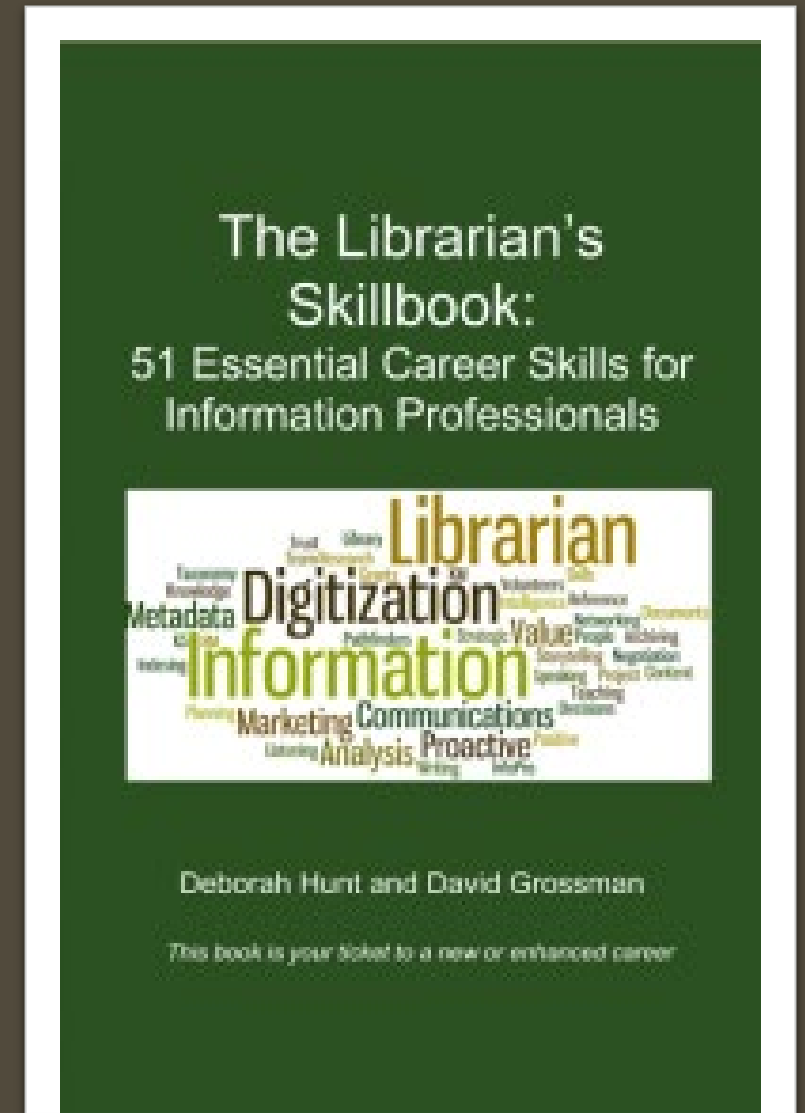
Dale Stanley, consultant and professional development specialist at SMR International, is a noted advocate for including sponsors as critical players in any successful knowledge services process. Several years ago, he and Guy wrote a series of management plans describing how sponsors are essential for knowledge services activities, as they are positioned to express, model, and reinforce the organization’s commitment to successful knowledge sharing.



How to Prepare for Post-COVID-19 Recovery

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?

Deb Hunt, in her work as the Library Director at the Mechanics Institute in San Francisco, takes professional development seriously. As the co-author (with David Grossman) of the *The Librarian's Skillbook: 51 Essential Skills for Information Professionals*, Deb focuses her professional advising and mentoring on working with others in the profession. She is especially interested in encouraging less experienced knowledge workers to strengthen their skills.



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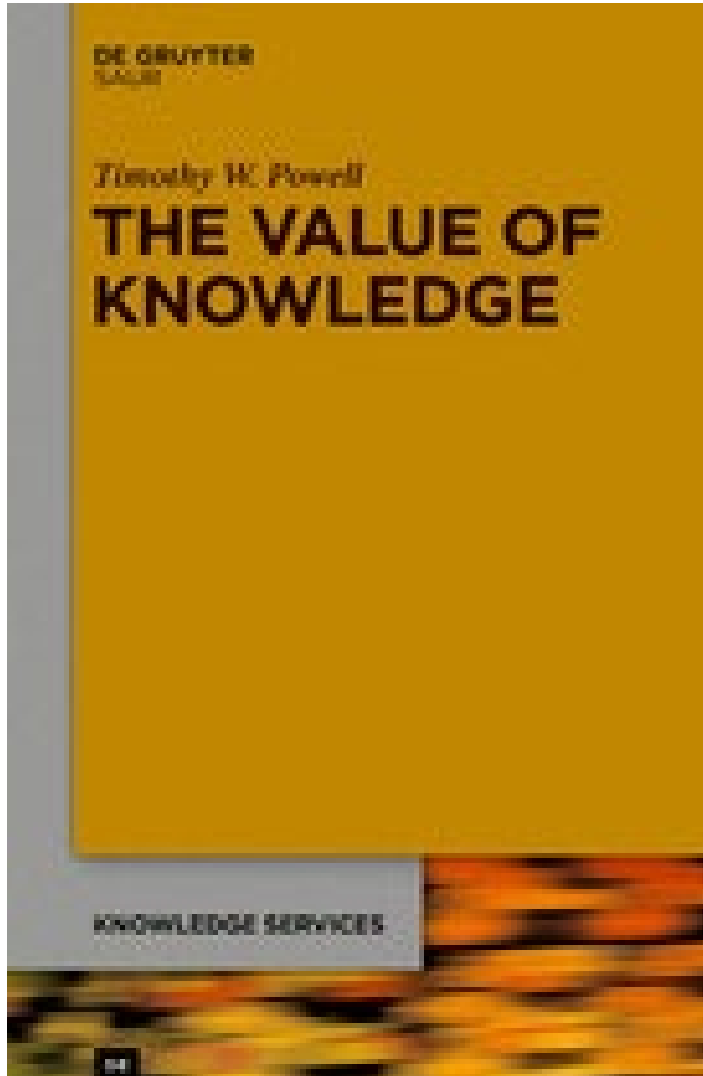
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How to Prepare for Post-COVID-19 Recovery

Can you establish whether the organization's senior leadership (including C-suite executives and board members) supports a knowledge development/knowledge sharing/knowledge utilization (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)?


Timothy Wood Powell, President and CEO of the Knowledge Agency in New York and author of *THE VALUE OF KNOWLEDGE: The Economics of Enterprise Knowledge and Intelligence*, offers practical advice for knowledge strategists. He emphasized the importance of measures and even suggests that instead of attempting to create new metrics for knowledge that knowledge strategists use business metrics already in place in the larger organization.



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How to Prepare for Post-COVID-19 Recovery

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?

John Hovell, one of the leaders of the conversational communityship movement (and the author of the up-coming *Creating Conversational Leadership: Expanding and Combining Knowledge Management, Organizational Development, and Diversity & Inclusion*, to be published later in 2021) takes special interest in how people communicate and how knowledge leaders can learn to appreciate the extraordinary but underutilized power of conversation. His thesis recognizes that we can all lead, giving society a new approach to the way we live and work together.



How to Prepare for Post-COVID-19 Recovery

Who “owns” the organization’s knowledge domain? Who has primary responsibility, authority, and accountability for knowledge development/knowledge sharing/knowledge utilization (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?

Marcia Stepanek, multimedia journalist and media professional (and the author of the up-coming *Knowledge Services and Knowledge Strategy: Closing the Digital Divide*, to be published later in 2021), works to bridge the gap between organizations with the knowledge services needed to harness the changes demanded by today’s hyper-connectivity and organizations still reluctant (or unable) to undertake the changes that need to be made. Stepanek’s special concern is with knowledge “ownership” in every productive organization.



How to Prepare for Post- COVID-19 Recovery

Managing change is the name of the game, a recognized functional element in all organizations, groups, and communities. Andrew Berner, Library Director and Curator of Collections at The University Club in New York reports that some of the changes brought about by the pandemic have been positive.

“For all its horrors,” Berner says, “the pandemic provided opportunities as well. At my institution, more than a century of onsite programs and lectures became virtual overnight. Suddenly we were reaching a far broader audience than was possible before.

“And we’ve made a rather earth-shaking decision for a private organization: When our onsite programs return, most will be hybrid programs, offered virtually as well as in person. We will be presenting our events and our knowledge-sharing opportunities to a far larger audience than we ever before imagined we could reach.”



How to Prepare for Post-COVID-19 Recovery

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?

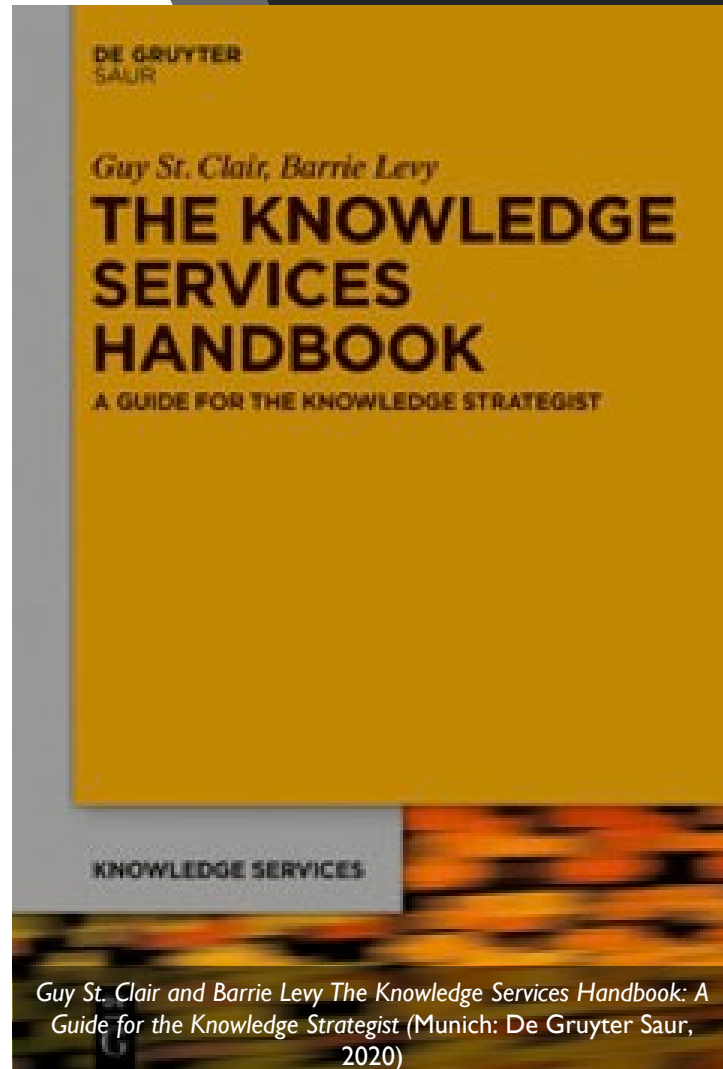
Kevin Manion, Senior Manager of Employee Services at Amazon in Seattle, specifies that knowledge strategists must understand that management and leadership principles both support and drive knowledge strategy. For Manion, it is knowledge leadership that maintains and sustains the knowledge culture.



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The management of what an organization “knows” (or needs to know) is changing drastically in today’s 21st century organization. Managing the organization’s collective content ensures success in the achievement of the organization mission, but it won’t be the same in the future. And in particular, we need to recognize that today’s younger knowledge workers are not going to be doing it the way we did.

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? Who is the guide, mentor, knowledge leader younger people are looking for?

Until now, aspiring guides, mentors, and knowledge leaders for younger professionals have not had codified and articulated knowledge services principles (despite their access to over-arching management and leadership principles). Today’s younger knowledge workers can now access (or their mentors can guide them to) seventeen knowledge services principles.



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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:

The new dawn blooms as we free it
For there is always light,
if only we're brave enough to see it
If only we're brave enough to be it



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Thank You



Guy St. Clair

Guy St. Clair is the series editor for De Gruyter’s “Knowledge Services” and currently teaches at Columbia University in the City of New York. A Life Member of the Special Libraries Association (SLA), Guy was President of SLA in 1991-1992. In 2019, he received the [*John Cotton Dana Award*](#) in recognition of his achievements in knowledge services and in library and information science.

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