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Strategic Leadership in HE
through integrated IT and library services

Knowledge Management Strategies

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Not just another management fad

- KM has evolved through several stages, successively deepening its penetration and broadening its scope
  - from IT and intellectual capital to HR and organisational culture
  - from knowledge organisation and internal information retrieval to integration with external information and situated knowledge
  - now recognised as fundamental to key management activities, eg competitive intelligence and environmental scanning
- KM publications and conferences have not followed the typical 'boom and bust' curve of other management fads
  - now showing a pattern of stable, mature growth (Koenig, 2008)

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Definition

'The capabilities by which communities within an organisation capture the knowledge that is critical to them, constantly improve it and make it available in the most effective manner to those people who need it, so that they can exploit it creatively to add value as a normal part of their work.'

Royal Dutch/Shell

(in Kelleher & Levene, 2001)

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Extends information management

- Holistic scope – combining internal and external, strategic and operational, 'hard' and 'soft' information, explicit and tacit knowledge
- Strategic focus – selecting valuable knowledge, to support competitive business strategy and organisational learning
- Enriched content – contextualising information/knowledge with links and exploiting multimedia, advanced technologies, etc
- Behavioural emphasis – KM often includes similar tasks to IM, but the key emphasis is on managing work practices to improve knowledge generation and sharing (Schlogl, 2005)

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Practical applications

- Knowledge databases and repositories storing information and documents to share and re-use
  - customer information, client presentations, project reports, research papers, competitor intelligence, etc
- Knowledge directories and routemaps pointing to document collections and people to consult
  - dataset listings, library catalogues, expert locators
- Knowledge networks and discussions to provide opportunities for f2f contact and e-interaction
  - special interest groups, communities of practice

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Themes from KM strategy literature

- Focus on two key strategies (eg Hansen et al 1999, Short 2000)
  - reuse of existing knowledge via codification and collection
  - creation of new knowledge via personalisation and connection
- Development of more complex multi-dimensional models (eg Bierly & Chakrabarti 1996, Skyrme 1997, Zack 1999, Earl 2001)
  - orientation towards internal/external learning/knowledge sources
  - exploitation of knowledge assets via protection/commercialisation
- Identification of KM strategy with competitive strategy
- Acknowledgement of training as a strategic success issue (eg KPMG 2000, Koenig 2004) – information literacy as critical for KM

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Knowledge management strategy models

- Articulation of business strategy and objectives
- Description of knowledge-based business issues:
  - collaboration, information overload (productivity issues)
  - performance variance, innovation (value-adding issues)
- Inventory of available knowledge resources
- Analysis of recommended knowledge levers:
  - collecting artefacts (harvesting, hunting)
  - connecting people (harnessing, hypothesizing)

  → Gap analysis → Action plan

Short (2000) 'Components of a knowledge strategy'

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KM and HE: relevance and readiness

- ✓ Knowledge-intensive organisations
- ✓ Competitive global environment
- ✓ Interdisciplinary research increasingly important
- ✓ High staff turnover (RAE)
- ✓ Pressure for efficiency
- ✓ Funded KT programmes

- × Complex institutions
- × Resistance to change and 'managerialism'
- × Individualistic and discipline-based cultures
- × Decentralised structures and silo mentality
- × Multiplicity of systems, platforms and networks

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Themes from HE KM literature

Characteristics

- Many conceptual or technical 'viewpoints'
- Some practitioner-reported case studies
- Few empirical investigations
- Significant library representation

Themes

- Two distinct types of institutional knowledge
  - academic/scholarly
  - management/operational
- Two corresponding approaches to management
  - bottom-up (voluntary)
  - top-down (eg led by PVC)

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Examples of KM initiatives in HE

- Knowledge bases for library reference work
- Directories of staff expertise and interests
- Institutional repositories for research output
- Repositories of reusable learning objects
- Knowledge sharing websites, events and CoPs
  - eg to showcase best practice in learning and teaching and to share know-how related to grant applications
- Institutional information/knowledge strategies

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Knowledge Management

The Knowledge Bank at OSU: Home

Page Tools

Knowledge Bank

UNIVERSITY LIBRARIES AND OFFICE OF THE CHIEF INFORMATION OFFICER

OHIO STATE

Search Knowledge Bank

Go

Advanced Search

- Home
- About the Knowledge Bank Go

Browse

- Communities & Collections
- Titles
- Authors
- By Date

Sign on to:

- Receive email updates
- My Knowledge Bank
  authorized users
- Edit Profile

- Help
- About DSpace

The Knowledge Bank at OSU

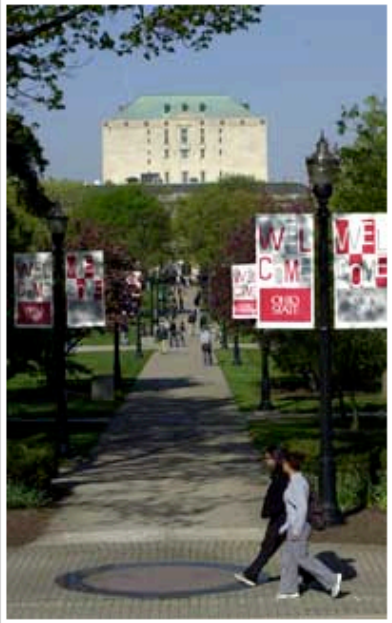
Welcome to the Knowledge Bank

The Knowledge Bank is a joint initiative of the University Libraries and the Office of the CIO.
The Knowledge Bank uses DSpace software, developed jointly by MIT Libraries and Hewlett-Packard

Communities in Knowledge Bank

Choose a community to browse its collections.

- Accounting Hall of Fame
- American Indian Studies at the Ohio State University
- Art and Science
- Austin E. Knowlton School of Architecture
- Byrd Polar Research Center
- Clusters of Interdisciplinary Reseach on International Themes (CIRIT)
- College of Pharmacy
- Department of Geological Sciences
- Department of History
- Digital Storytelling
- East Asian Studies Center



Welcome to the Knowledge Bank!

- University Libraries
- Office of the CIO
- Digital Initiatives at OSU
- OhioLINK

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Knowledge Management

Digital Knowledge Bank at OSU – an enterprise-wide KM system

- Online Published Material
  - e-books, e-journals, government documents, handbooks
- Online Reference Tools
  - catalogs, indexes, dictionaries, encyclopedias, directories
- Online Information Services
  - scholar's portal, alumni portal, chat reference, online tutorials, e-reserves, e-course packs, technology help center
- Electronic Records Management
- Administrative Data Warehouse
- Digital Publishing Assistance
  - pre-print services
  - e-books, e-journal support
  - web site development and maintenance
- Information/IP Policy Development
- Faculty Expertise Directory
- Digital Institutional Repository
  - digital special collections
  - rich media (multimedia)
  - data sets and files
  - theses/dissertations
  - faculty publications, pre-publications, working papers
  - Educational materials
    - learning objects
    - course reserves/e-course pack materials
    - course web sites
- Research/Development in Digital Information Services
  - user needs studies
  - applying best practice
  - assistance with Technology Transfer

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Knowledge Management

'Living Knowledge 2010' – a five-year information and knowledge strategy

- Primary focus on collecting/harvesting via repositories
  - repository of intellectual assets, archive of research publications
  - electronic research materials, research management gateway
  - reusable learning objects, knowledge database of expertise
- Secondary focus on connecting/harnessing via networks
  - establishing communities of interest and knowledge networks
  - forming new partnerships to widen scholarly knowledge transfer
  - delivering virtual reference service with international partners
  - sharing approaches to information literacy with NHS trusts
- Tertiary focus on protecting/exploiting knowledge assets
  - digitising collections to share with current and future generations
  - clarifying ownership of teaching materials and research output

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KCL knowledge strategy components

- Business strategy and objectives
  - refers to King's mission and key objective in general terms
- Knowledge-based business issues
  - collaboration and information overload strongly represented, weaker focus on performance variance and innovation
- Available knowledge resources
  - introduction lists existing intellectual assets: staff expertise, library collections, archives, research and other databases, records, networks, websites, programmes, publications, patents
  - HR priorities include identifying information skills requirements, knowledge champions as role models and information stewards
  - strong focus on infrastructure issues and enhancements needed

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Information and knowledge management: objects, terms and related disciplines

Disciplinary interests in knowledge management

How and what can library and information professionals contribute?

Objects		Terms: Narrower terms	Terms: Broader terms	Disciplines
information technology	data (structure)	data management	IT management (technology-oriented information management)	information systems business informatics
	information system	information systems management		
	information infrastructure	management of information infrastructure		
(codified) information	internal	records management	(content-oriented) information management	records management library and information science
	external	provision of external information		
work practices that relate to knowledge generation/sharing			knowledge management	organizational sciences management sciences
intellectual assets		intellectual capital management		

Schlogl, 2005

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Knowledge Management

Are we in the knowledge management business?

- KM is broader, richer, more selective, more integrative than IM – with a particular focus on knowledge-sharing capabilities and collaborative culture (supported by IT infrastructure)
- HEIs have fallen behind other sectors in KM strategies
  - some collecting/repository activity, few examples in other areas
- KM offers opportunities for information professionals to apply their specialist abilities in new strategic ways

What are we waiting for?

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