



Knowledge Management in Libraries: an introduction

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Introduction and Overview

- Knowledge management is a concept that has emerged explosively in the business community starting from the 60s and has been discussed extensively in the literature. The essential part of KM is, of course, knowledge. To determine what KM is, it is necessary to distinguish some definitions and concepts.

Definitions

- information and knowledge are often confused
- although data and information are not



What is Data?

- usually stored in structured records in some sort of technology system
 - e.g., a database, a spreadsheet, a document
- captured in various departments such as finance, marketing, accounting
- in heavy demand in many businesses, especially health care, banking, education, government
- too much data can cause confusion because it is harder to make sense of huge volumes of information
- a set of discrete, objective facts about events



What is Information?

- Information is data which makes a difference
- is a message which has a both sender and a receiver
- the receiver decides if a message is information or "noise"
- data becomes information when value is added to it
- in commerce and government information is referred to as competitive or economic information
- information is a critical resource
- information plays a key role in the functioning of today's economy and society
- increasing numbers of white collar workers spend their days identifying, processing and disseminating this information
- information industries (entertainment, news) are playing a larger economic role in society
- information haves and have nots



What is Knowledge?

- Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of the knower. In organizations, it is often imbedded not only in the documents or repositories but also in organizational routines, processes, practices, and norms.
- Knowledge is experience, concepts, beliefs, or information that can be communicated and shared.



Characteristics of Knowledge

- Knowledge derives from minds at work
- Knowledge develops over time
- Knowledge and judgment
- Becomes internalized and becomes tacit information
- Knowledge is action-oriented
- Knowledge is supported by rules
- Knowledge is constantly changing



Forms of Knowledge

- **Tacit Knowledge**

- tacit knowledge is highly processed information
- gained after years of experience
- stored in people's heads
- not usually institutionalized
- generally lost when the individual is fired, downsized, or retires

- **Explicit Knowledge**

- explicit knowledge is tacit knowledge given flesh
- it is codified knowledge, documented or archived
 - Examples include patents, reports, trademarks, business plans, customer lists, policies and procedures, etc.



What is Knowledge Management?

Definitions of knowledge management largely depend on the context in which they are used and therefore there may be some flexibility of interpretation about what it is. Below are some of the definitions that have emerged:

- Knowledge management is the explicit and systematic management of vital knowledge and its associated processes of creating, gathering, organizing, diffusion, use and exploitation. It requires turning personal knowledge into corporate knowledge that can be widely shared throughout an organization and appropriately applied (Skyrme,1997).
- Knowledge Management caters to the critical issues of organizational adaptation, survival and competence in face of increasingly discontinuous environmental change.... Essentially, it embodies organizational processes that seek synergistic combination of data and information processing capacity of information technologies, and the creative and innovative capacity of human beings (Malhotra,1998).

What is Knowledge Management?



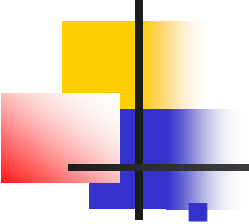
- Knowledge management is the formalization of and access to experience, knowledge, and expertise that create new capabilities, enable superior performance, encourage innovation, and enhance customer value. (Beckman, 1999)
- Knowledge management is getting the right knowledge to the right people at the right time so they can make the best decision (Pettrash, 1996).
- Knowledge management is the process of capturing a company's collective expertise wherever it resides - in databases, on paper, or in people's heads - and distributing it to wherever it can produce the biggest payoff (Hibbard, 1997).

What is Knowledge Management?



- An emerging management discipline which involves locating, organizing, disseminating and using the knowledge and expertise within the organization to perform its business activities (Turner, 1999)
- Knowledge management means attending to processes for creating, sustaining, applying, sharing and renewing knowledge to enhance organizational performance and create value. (Allee, 1997).
- **It is important to note that these definitions say nothing about technology; while KM is often facilitated by IT, technology by itself is not KM.**

What are the Values of KM?

- 
-
- Openness
 - Knowledge sharing
 - Confidence
 - Working and learning together

Basic Principles of KM

- Open communication culture that supports networking
- Decision making that is based on open interaction
- Leadership that empowers individuals
- Organizational culture that appreciates all forms of knowledge



What are the Goals of KM?

According to Jussilainen, 2001, these include:

1. To build such a management system that enables

- Open communication
- Effective information retrieval
- Document management and reuse of documents
- Networking of experts
- Diffusion of best practices
- Constant development of the system

2. To develop cooperation forms and decision making conventions that

are based on dialogue

- support empowerment of the individuals
- add comprehension of how one's own work is associated with values, strategies and goals of the organization
- include constant evaluation of the results and methods



What are the goals of KM?

3. To create methods and practices that support interaction and networking with contact groups

- enable the recognition of weak signals
- help to develop ideas into innovations

4. To develop indicators with which it is possible to follow the development of knowledge assets and added value.

Developing KM challenges one has to ask:

- Why does the organization exist?
- What are the basic reasons for its existence?
- Does the organizational structure correspond with the goals and tasks of the organization?



How Can Libraries Improve Their Services Through KM?

- ❖ Creating an organizational culture of sharing knowledge
- ❖ Creating an organizational culture of sharing expertise
- ❖ Change their values
- ❖ Focus on creating and using intellectual assets (tacit, explicit and potential knowledge)
- ❖ Restructure their functions
- ❖ Expand their roles and responsibilities



KM Concerns/Challenges for libraries

Changing Environment

- ❖ Multiple Formats of Information
- ❖ Changing user needs (e.g. aimed at improving learning outcomes)
- ❖ Organizational structures that call for quality services
- ❖ Changing roles of librarians due to changes in information formats, delivery models and technologies.



Applying KM

Knowledge Creation

Knowledge of the library's:

- operation
- users and their needs
- collection
- facilities
- technologies available

Knowledge Capturing and Acquisition

- Develop ways their internal knowledge (e.g. type of reference enquiries, frequently used questions, handling different enquiries, etc.)



Knowledge capturing and acquisitions

Identify people's expertise and share through:

- Collating internal profiles of librarians
- Standardizing routine information-update reports.
- Accessing external information such as online databases
- Establishing links or networking with other libraries and institutions
- Attending training programmes, conferences, seminars and workshops
- Subscribing to listserves and online virtual communities of practice
- Buying knowledge products or resources in the form of manuals, reports, etc.



Skills Librarians Bring to Knowledge Management

- Indexing
- Abstracting
- Taxonomy, controlled vocabulary development
- Quality filtering of information
- Grant planning writing
- Networking and community outreach
- Needs assessment
- Project management
- Webpage development



Skills Librarians bring to Knowledge Management

- Graphical design
- Database development and maintenance
- Usability testing and evaluation
- Curriculum development
- Teaching and training
- Statistical analysis
- Project and program evaluation
- Compiling literature
- Writing for publication



Skills and competencies needed

- IT literacy
- A sharp and analytical mind
- Innovation and enquiring
- Enables knowledge creation, flow and communication within the organization.



Using Knowledge Management at USIU library

About USIU

- USIU is a private independent, non-profit making University with 4,700 students.
- Its mission includes strong commitment to providing students with global understanding and multi-cultural perspective, through its formal curricula and the experience of study, working and living co-operatively in a racially, ethically and culturally diverse environment



The Library

It operates within the vision of making “USIU the premier institution of academic excellence with a global perspective.”

Mission

- Is to be creative partners in the teaching and research activities of the university through service to the community by selecting, organizing, presenting, preserving and evaluating information resources for the present and future scholarly communities



vision

To provide leadership in creating an
intelligent library



How do we achieve the vision?

- Work in partnership with the faculty to ensure that all students become skilled in discovering and analyzing information as they progress through their academic careers.
- Build, steward and preserve our resources, regardless of format, for present and for future generations
- Provide a learning environment in which uses of all abilities and background feel welcome and secure
- Provide our users with the best materials available using new technologies and methods to enhance easy access and ensuring safe and secure research environment
- Champion intellectual freedom and the rights of individuals to explore and express a diversity of viewpoints



How do we achieve the vision

- Promote interdisciplinary collaboration and knowledge
- Ensure accountability and collaboration in all we do in order to make the best use of previous resources
- Systematically collect data to measure user satisfaction so that services, processes, programs and resources can be continuously improved
- Work with other libraries and organizations to achieve local, national and international goals for an effective and affordable scholarly communication system.
- Continually update the staffs skills in order to offer new resources and services



Our principles

Customers govern
our actions

Learning is the
key to continuous
improvement

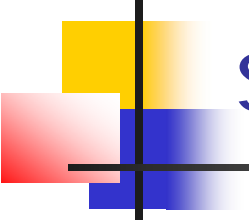
Our innovations
shape the future

Our co-operation
has no limits

Success means:
our customer is
satisfied

Collaboration/teamwork
is our global
commitment

Excellent leadership
fosters top results



How the library sees knowledge Management, best practice sharing and learning

- Our first priority is the electronic networking and management of our internal knowledge. To make us even more efficient and bring our customers greater benefits.
- Systematic best practice sharing complements our management tools.
- And as a result we learn faster and can better focus our innovative strength on developing new products and services.
- Our ultimate goal is to ensure that all of our peoples can access the institutions unequaled pool of knowledge.

Knowledge and knowledge management



Knowledge = capability for effective action

- In individuals
- In organizations
- In information about it

Knowledge Management = refers to all systematic activities for creation and sharing of knowledge
can be used for success
of the institution



Many benefits are expected from Knowledge Management

- Improved decisions
- More flexibility
- Increases in profits
- Improved productivity
- Cost reduction
- Best practice exchange
- Improved motivation and retention of employees



Knowledge Management supports strategic goals

Product leadership

- Higher quality products providing more values to customers
- More innovative and advanced products helping to gain market shares

Customer intimacy

- Better understanding of customer needs
- Increased use of library resources
- Tailor-made solutions with higher value
- Improved customer satisfaction

Operational excellence

- Less costly customer services and higher "net profits"
- More timely product services, less rework and reduced inventories



Improvement of bottom line results and added value through

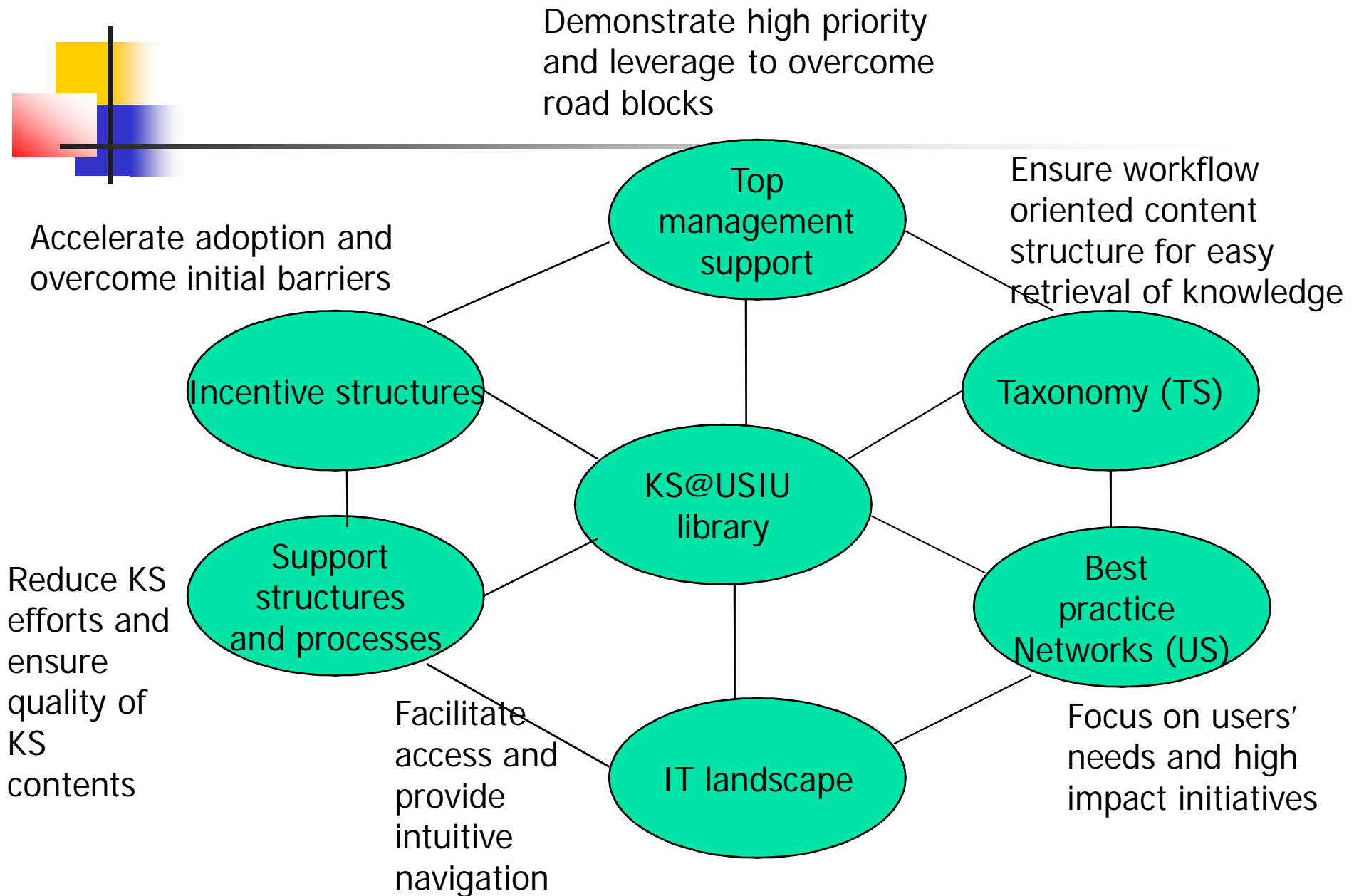
- Savings by reuse of knowledge assets
- Innovations by improved competence networking
- Growth in knowledge based businesses



The main target is to promote the knowledge networking of people

- To become successful knowledge based library requires a new way of working and providing services
- Networking independently of time and location
- Sharing knowledge
- Using available knowledge to enhance ones own capabilities

Our Approach for Knowledge Sharing (KS)





Conclusion: The objective of KM is...

- To create and maintain a repository of organizational knowledge
- To create an “institutional memory”
- To gather, organize, distribute, and make knowledge available to persons who share expertise and interests throughout an organization
- To enable knowledge sharing



Thank you
