The Knowledge Audit
Evaluating Intellectual Capital Use

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SLA/SMR
Click U Premium Program in KM/Knowledge Services
The Knowledge Audit
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- Program Introduction
- Expectations
- The Knowledge Services Context
Welcome

What we’ll do in KMKS102

- Talk about knowledge audit in context of KM, knowledge services, and knowledge strategy
- Context of knowledge audit
  - Theory of knowledge services
  - Application of a knowledge services strategy
  - Knowledge audit as a tool
- Your take-away: new influence in your workplace
The Knowledge Audit:  
*Our Goals for the Course*

By the end of the course you will be able to:

- Explain what a knowledge audit is
- Explain how the knowledge audit tool is essential in implementing strategies within the knowledge services discipline
- Assess the need for and how to custom design a knowledge audit for an organization
- Understand the critical success factors in knowledge audit design and implementation
The Knowledge Audit:  
Our Goals for the Course

You will also have:

- Heard examples of successful knowledge audits
- Heard ideas from classmates of applications of knowledge audits
- Designed your own knowledge audit action plan and received feedback and ideas from instructors and fellow students
The Knowledge Audit:
Course Outline

- Introductions
- Context – what is knowledge services?
- Context – what is a knowledge audit?
  - Outcomes and uses for a knowledge audit
  - Elements of a knowledge audit – overview of the process
- Enablers and critical success factors – essential activities to ensure success
- Exactly what a knowledge audit looks like
  - Exercise – Focus Groups
- Typical outcomes of a knowledge audit
- Action planning and feedback
# The Knowledge Services Discipline

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<th>Implementation</th>
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The Knowledge Services Environment

The Knowledge Culture: An accumulation of shared beliefs and values about what constitutes knowledge and the role of knowledge in society

The Strategic Knowledge Professional in the Knowledge Culture: Maintains beliefs and values about knowledge that build on and connect with an understanding of the organization of information, knowledge, and strategic learning, and how those disciplines converge for the benefit of an organization, a group, a community, or a society

Guy St. Clair, “Epilogue”
SLA at 100 (publication date: 2009)

The Strategic Knowledge Professional is the Catalyst—The Role is to Facilitate Knowledge Development/Knowledge Sharing (KD/KS) in the larger enterprise
The Management Context

“What the organization must get right if it is to prosper over the next few years.”

- Organizational structure
- Financial planning and management
- Building support and identifying advocates
- Information management
- KM/knowledge services/knowledge strategy
- Strategic learning/training
- Marketing/awareness building
- Infrastructure/planning for future needs
Knowledge Services vis-à-vis KM

- Knowledge management (KM) is:
  - working with knowledge
  - managing the knowledge eco-structure

- Knowledge services is:
  - putting KM to work
  - the practical side of KM

- It’s all about knowledge:
  - part of the knowledge data (raw facts)/information (data in context and with individual/particular perspective)/knowledge continuum
  - knowledge: information ("practical and utilitarian") for action based upon insight and experience ("knowledge is information that is used")
Knowledge Services

Roles
- Strategic Knowledge Professional
- Knowledge Facilitator / Consultant
- Knowledge Thought Leader
- Knowledge Strategist

Approaches
- From Reactive to Proactive to Interactive and Integrated

Knowledge Services

- Strengthened Research
- Contextual Decision-Making
- Accelerated Innovation
- Successful Knowledge Asset Management

Approaches
- From Reactive to Proactive to Interactive and Integrated
Information Management

Information Management - a workplace methodology concerned with the acquisition, arrangement, storage, retrieval, and use of information to produce knowledge.

- IM – powered by information and communication technology (ICT): any product that stores, retrieves, manipulates, transmits, or receives information electronically in a digital form; technologies that provide access to information through telecommunications
Knowledge Management

- a way of working – helps us manage explicit, tacit, and cultural information in ways that enable us – and our workplace – to re-use information to create new knowledge
- an established atmosphere or environment in which KD/KS is established as the essential element for the achievement of the corporate mission

But you can’t manage knowledge. You work with knowledge

Knowledge Management (KM) is simply: Working with Knowledge
Strategic Learning

- ...the successful achievement of skills, competencies, knowledge, behaviors, and/or other outcomes required for excellence in workplace performance
- ...enables those who develop knowledge to share it, for the benefit of everybody in the workplace (i.e., combines knowledge development/knowledge sharing/knowledge utilization – KD/KS/KU)

Or less pompously: Strategic Learning is anything anybody does to learn how to work better – to work smarter....
Strategic Learning

Given a choice, how do knowledge workers want to learn?

Methodologies rated “very important” or “essential”

[2014 Learning in the Workplace Survey, rating the importance (value/usefulness) of learning in the workplace by 1,000+ respondents worldwide]
Given a choice, how do knowledge workers want to learn?

Methodologies rated “quite important” or “very important”

[2014 Learning in the Workplace Survey, rating the importance (value/usefulness) of learning in the workplace by 1,000+ respondents worldwide]

* But: 24% of respondents consider company training / e-learning “not important”
Knowledge Services Defined

Knowledge services is the management and service-delivery methodology that converges information management, knowledge management, and strategic learning into a single over-arching function.
Discussion Point

Comment on the following:

Attention to and conversation about (both with leaders and with line staff) what data collection and communication models are appropriate for the specific organizational need.

These will yield valuable “bonus points” for the audit team and will eliminate awkward situations in which information about certain types of data or activities that are inappropriate to the study.

From
The Knowledge Audit: Building the Foundation for the Knowledge Culture, by Dale Stanley and Guy St. Clair.
The Knowledge Audit

Course Readings (Recommended)


*The Information Audit as a First Step Towards Effective Knowledge Management.*” Sue Henczel. *Information Outlook*, 5(6), June 2001.

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