Information Managers: Do We Need Them?

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Information Managers: Do We Need Them?

**Topics**

- Implications
  - What to Do
- Evolution of KM:
  - Beyond the Fad
- Future Role
  - 4 Scenarios
- Technology:
  - Does It All?
- Challenges
  - 10 Topical Themes

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Evolution of KM

- BC-1995AD: Pre-dawn of Realization
- 1995-1997: Awakening / Emergence
- 1997-1998: Bandwagon / Relabelling
- 1998-2002: Segmentation / Consolidation
- 2003-2005: In Search of a New Identity

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Beyond the fad – knowledge adds value
Growing pervasiveness
Many good case studies – but some backtracking
More holistic, human-centred approaches
Constantly improving tools and techniques
A thriving research community (at last!)
Growing professionalism
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**KM: In Practice**

- Unstructured knowledge tasks
- Human knowledge and networking
- Content
- Information databases and technical networking
- Communities
- Systematic information and knowledge processes

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10 Challenges

1. Strategic integration
2. KM with everything
3. Knowledge work - embedding / PKM
4. Collaborative technologies
5. Communities of practice, purpose
6. Tapping tacit knowledge
7. Know-who
8. Meaningful measures
9. Commercialising knowledge
10. Governance and ethics
KM Integration

- Value propositions – knowledge reuse, deployment of best, innovation
- Integration with core processes / decisions
  - Corporate priorities, plans, knowledge flows
- Knowledge lens on key activities
  - Quality/Six Sigma, customer service, innovation, e-learning, risk management etc. etc.

If you’re not integrated
.... you’re not relevant!
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Measuring Value

External - customers - stakeholders etc.

Internal processes, systems, culture etc.

Human Capital

Relationship Capital

Structural Capital

IC

IP

Knowledge In People

..What get’s measured gets managed
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Human-centric KM

- Culture sensitive
- Change management
- Collaboration & networks
- Sharing tacit knowledge
- Knowledge work
- Know-who - expertise
- Knowledge workers

... People are the best knowledge asset
**Knowledge Work(ers)**

*Unstructured uncodifiable*

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<tr>
<th>Experts</th>
<th>Collaboration</th>
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**INTERACTIONS**

- Embedding knowledge capture / sharing into work processes
- Motivations
- Workflow and tools
- PKM

*.. Individual ... Not One Size Fits All*

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“It’s 10 per cent technology,
20 per cent processes
and 70 per cent people”

But ......
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Collaborative Technology

Knowledge
- Expertise
- CoPs
- Conferencing
- Webcasts
- IM

Information
- Company
- Products
- Projects
- People

Personalised Knowledge Portal
- Aggregation – portlets
- Taxonomic search
- Collaborative workspaces

Internal
- Communities
- Answernets
- K-brokers
- K-services
- K-markets

External
- News
- Industry trends
- Customers
- Competitors

The one-stop knowledge workplace

INTELLIGENCE  ■  INSIGHT  ■  INNOVATION

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Technology Can ...

- Identify concepts - text mining
- Develop categories - taxonomy management
- Classify documents – fully automated, rules-based or human-assisted
- Improve information retrieval – taxonomic browsing, clustered search results, adaptive search, social filtering and ranking
- All at the user’s desktop

... Do we need Information Managers?
Four Scenarios

1. Automated out of existence
2. Knowledge managers rule the roost
3. Specialist outsourcing
4. The dependable lynch-pin
Implications

- Demonstrate bottom-line impact of IM
  - Or users/managers think they don’t need it
- Articulate your value-added - Or you may get subtracted
- Help users help themselves – why do their mundane work?
- Develop partnerships with KM champions -- their budgets are usually bigger than yours!
- Seek out best practice – copy and improve
- Be clear about your role and competencies
Final Thought

“If you do not think about Your future, You cannot have one.”

(John Galsworthy)
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