



Newsletter
Number 19
November
2015

knowledge
management
section

the voice of
global KM

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Comments, articles, and questions should be sent to newsletter editor, Wilda Newman wildanewman@yahoo.com.
Photos in this issue by Emilio Sim, unless otherwise noted.

From the Chair



Leda Bultrini, Chair, IFLA KM Section
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Dear Members of the KM Section,

Once again, I have the privilege to address you from this column, as the re-elected chair of the SC. I have to thank you all for giving me this opportunity.

Your renewed trust and the affection you showed me deserve the maximum effort and commitment on my part.

The business meetings of the SC and the other work meetings in Cape Town were passionate and full of stimuli.

It was a source of particular pleasure to meet in person the new members and have the opportunity to plan future activities with a group so numerous.

I want to express my personal thanks to the outgoing members: Xuemao Wang and Sally McCallum, who preceded Mary Augusta Thomas and me as leaders of the Section, Jane Dysart, always so active in many initiatives and Steffen Wawra, who led the working group for the open session in Cape Town.

I am pleased to say that Xuemao, Jane and Steffen will continue to work with us as Corresponding Members. Sally is still doing a great job on the front line as a co-editor of the book *Knowledge Management in Libraries and Organizations*, now close to publication in the IFLA Series with the **Number 173**. (see page 8)

From the Chair (continued)



We owe to her the interview with Michael Koenig, founding member of the Knowledge Management Section and author of the introductory chapter of the book, a major figure in the study of KM, which I invite you to read on page 11.

You can find a summary of the programs organized by the Section for the Conference in Cape Town in the pages of this Newsletter: the Open Session on *Change and sustainability - Breaking paths for a world of balance* (chair Steffen Wawra, page 5), joint knowledge café with Research Services for Parliaments Section on *Continuous innovation and transformation of libraries and their communities* (co-chair Jane Dysart, page 7), Satellite meeting on *Knowledge Management and Innovation: the transformation of 21st century library services* (chair, Eva Semertzaki, page 3). I want to thank Eva and Steffen for their contribution to this Newsletter and, above all, for everyone's excellent work on our programs.

One year ago, from this column, I rejoiced at the participation in the SC business meetings of many observers from various countries and I hoped that the SC would be enriched by the many new members with different professional backgrounds

and coming from different geographical areas.

Last August in Cape Town I could see this hope realized in a SC numerous and varied, with members coming from Canada, China, Egypt, Finland, France, Germany, Greece, Hungary, Italy, Uganda, United States, all united by the desire to participate actively in the joint work.

And indeed we are already hard at work on many initiatives. You can find the details in the Action Plan published on the website of the section <http://www.ifla.org/km>.

I do, however, offer you a preview, inviting you to keep an eye on the Sections' website and on that of the 82nd IFLA General Conference and Assembly (13-19 August 2016, Columbus, Ohio, United States of America - <http://2016.ifla.org/>) not to miss the call for papers for the original open session that will cover the use of social media to share knowledge and improve collaboration and for the satellite meeting in Cincinnati, where we will discuss *Sharing Practices and Actions for Making Best Use of Organizational Knowledge in Libraries*. (see page 14)

Before letting you read the Newsletter, I

am pleased to mention the Congress of the Slovenian Library Association "Knowledge Management in Libraries" (21-23 September 2015, Maribor, Hotel City) where Sinikka Sipilä, IFLA President 2013-2015, recalled the work of the Section on Knowledge Management "to meet the demand of librarians to enhance their skills in an ever changing work environment", a further incentive to maximize effort in our work, in the interest of IFLA and of the profession.

http://www.zbds-zveza.si/eng/sites/default/files/dokumenti/2012/abstract_sipila2015.pdf

<http://www.zbds-zveza.si/eng/?q=node5/programmeZBDS2015>

Leda



Leda Bultrini Chair, IFLA KM Section

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Captivating Cape Town: KM & Innovation Satellite Meeting



Knowledge management and innovation: the transformation of 21st century library services

The IFLA Knowledge Management Section organized its satellite meeting under the title *Knowledge management and innovation: the transformation of 21st century library services*. The meeting was organized at **Goethe Centre** in Cape Town on Friday 14 August 2015. The Center was located in Gardens, a place with a view of Table Mountain, landmark of the city, [seen in the background of this picture with several of the Knowledge Management Standing Committee member attendees].

There were 34 attendees from 20 countries. Two keynote speakers and 5

speakers shared their ideas with the audience who participated in a very lively discussion. The sixth speaker could not attend. The Program Chair organizer was Eva Semertzaki (Head of Library and Acting Deputy Director of Centre for Culture, Research and Documentation at Bank of Greece in Athens). The members of the working group included Standing Committee members of the Knowledge Management Section: Jane Dysart, Julien Samp  r   and Xuemao Wang. The sponsor for the KM satellite meeting was Innovative Interfaces Inc.

Knowledge management gradually becomes part of the IT but as Dr. Dave Snowden, the first keynote speaker, said, "A new model for taxonomy evolves: to get people index pages, to make people discover things and that

human interpretation of data is the key." The second keynote speaker, Prof. Adeline Du Toit introduced the importance of customer knowledge management for a library which aims to facilitate innovation.

The technology enabled the audience to attend a presentation via Skype from the National Library of the Netherlands (KB). Adeline van den Berg and Loes van Eijk described the result of the integration of two organizations of public libraries in the KB with reflection on innovative activities.

Innovation in libraries is implemented with skillful librarians. Information professionals in the 21st century are engaged in a workplace environment different from the past. Librarians function

KM Satellite Meeting (continued)

as knowledge services professionals who provide research leadership for organizational access, according to Nerisa Jepkorir Kamar. In parallel, according to Elizabeth K. Turner and Spencer Acadia, the embedded librarian must understand how to incorporate corporate culture to reach out to Innovation in libraries is implemented with skillful librarians. Information professionals in the 21st century are engaged in a workplace environment different from the past. Librarians function as knowledge services professionals who provide research leadership for organizational access, according to Nerisa Jepkorir Kamar. In parallel, according to Elizabeth K. Turner and Spencer Acadia, the embedded librarian must understand how to incorporate corporate culture to reach out to patrons. Knowledge managers face a hybrid world in libraries balancing between challenges and traditional services. The [article includes] a list of 12 tasks for modern information professionals that are specific to knowledge management practices.



Eva Semertzaki Program Chair

A case study on an innovation project about knowledge management is [based

on] the knowledge management centre at the Bank of Uganda (Victor A. Walusimbi and Felix Nsiimoomwe). The knowledge created in the Bank is captured and stored in the knowledge repository in order to be re-used. However, challenges are apparent because the exercise of the project must be spear headed by department heads and evaluated.

A second case study emanates from the National Library Board, Singapore (Li Ying Khoo). Innovation usually begins with a simple idea. Thus, the National Library Board Singapore embraces a 'dare to try' spirit in its approach to the capture of new ideas. The BlackBox program is designed for the staff to run their ideas into reality.

Conclusions

Knowledge management has transformed the way libraries function in the 21st century. Information providers and knowledge services professionals are among the terms used to describe the new librarians who work in a hybrid environment and implement innovative projects to attract new customers. Towards fulfilling the aim to be innovative,

national libraries embrace innovation and merge their services with other organizations. They invent ways to motivate staff and users with learning journeys and workshops to teach skills for innovation.

Innovative examples of knowledge management centers are spread out to many types of organizations. The information professional works proactively and interactively with the ever-changing demands of customers.

**Submitted by Eva Semertzaki
IFLA Knowledge Management Section
Satellite Meeting Program Chair
2015**

For additional information on the Satellite Meeting, papers and photos can be found at these sites:

IFLA KM Section Satellite Meeting 2015
<http://parisdescartes.libguides.com/IFLA2015>

IFLA Knowledge Management Section wiki
<http://iflakm.wikispaces.com/Conferences>

Photos 2015
<https://www.flickr.com/photos/133736151@N02/sets/72157656833788950>

KM Standing Committee Business Meetings

Cape Town, South Africa offered wonderful accommodations at the **CTICC** (Cape Town International Convention Centre) and captivating sites around the city and beyond. The excitement began for many IFLA Knowledge Management members

with the satellite meeting on Friday 14 August and without missing a beat the IFLA KM Standing Committee began its Business Meetings, the first on Saturday 15 August and concluded with the second held on 20 August. We had excellence attendance for both



meetings with most all the standing committee members and many guests. Everyone participated in vibrant and enthusiastic discussions about this year's conference in Cape Town and also in the planning for Columbus, Ohio in

2016 and beyond. **Minutes** of those meetings can be found on the IFLA KM website. The committee continued its strategic planning and formulated an updated **Action Plan for 2015-2017**, also on our IFLA KM site. [For extensive photo coverage [click here.](#)]

IFLA KM Change and Sustainability Open Session

The theme of our Open Session in Cape Town was ***Change and sustainability – Breaking paths for a world of balance.*** The Session was moderated by the Program Chair and Member of the Section, Steffen Wawra. Members of the Program Committee were Agnes Barat Hajdu, K. Jane Burpee and Klaus Ceynowa.

Report by Dr. Steffen Wawra *[Pictures added by Editor]*

The two most important key words of the Cape Town General Conference discussions and sessions were change and sustainability. We can say we met this need to discuss



The Chair of the Knowledge Management Section, Leda Bultrini, opened the session with a welcome message and welcomed the Keynote Speaker Professor Walter Baets.

Walter Baets is Dean/Director of the Graduate School of Business of the University of Cape Town and the Allan Gray Chair in Values Based Leadership. He graduated in econometrics and operations research at the University of Antwerp in Belgium. His recent publications include *Complexity, Organizations and Learning: A Quantum Interpretation of Business* (Routledge, 2006), *Rethinking Growth: Social intrapreneurship for sustainable performance* (Palgrave, 2009) and *Values Based Leadership in Business Model Innovation* (Bookboon, 2013).

He is currently the Chair of the Association of African Business Schools (AABS). Rated as the Best Business School in Africa by its global peers at the Eduniversal World Convention in 2010, the Graduate School of Business is a school on the move with a vibrant and pioneering spirit!

Walter Baets Keynote: ***Full colour thinking – what the world wants from leaders***

today? asked 4 “annoying” questions to the IFLA auditorium. Tough economic times should not be a reason not to succeed. Business and organizational leaders like the librarians and information professionals who are prepared to ask the “annoying” questions may in fact find that these times can act as a spur for growth and sustainable development.

Would the world miss us?

Businesses that want to retain their competitive edge in an environment where slow growth has been projected need to have a very clear sense of purpose. This starts and ends with adding value. If you are not adding value to your customers, then why would you exist?

What are our values?

An organisation can have the loftiest of purposes and be adding tremendous value to its customers, but if its vision is not properly communicated to its team, it will flounder. Common values can play a key role in building a cohesive organisation, where everyone is pulling in the same direction. The values orientation of a company should be the shared goal. Each employee is an autonomous agent, taking responsibility for their behaviour but understanding the common goal. The manager is the coach, sharing their experience and motivating employees to reach their best.

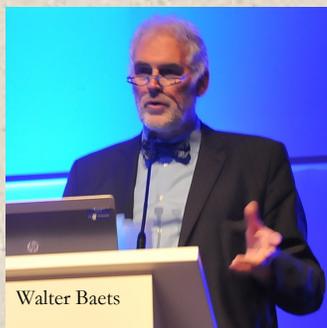
What are our limitations?

If you don't know what your limits are - how can you move beyond them? Excellent organisations have spent time identifying their limits - be they environmental, personal or structural. They know which ones they can control and which they can't, so that leaders can, with clear vision, build resilient organisations and teams that know where they are going and why they are going there.

Are we a learning organisation?

Managing and working in challenging times requires an adapted set of competencies for people. Some of the elements to consider are how to manage in complexity (not of complexity), how to manage diversity, in respect of multiple solutions and multiple truths, and how to be comfortable with

paradoxes. In addition to formal learning opportunities, successful organisations need to find ways to use daily experiences as learning experiences, to “use reality as a large field of experimentation”.



Are we really invested in change?

An organization can do and say all the right things, but if it is not really invested in change, it won't move forward. Change is of course intimidating - but it is essential. A longitudinal study by Karol L.

Kumpfer, has demonstrated that more ability to adapt, equals greater resilience. This is echoed in a study by Norris, Stevens et al, who writes of the importance of flexibility, as well as access to reliable information and sound decision-making, specifically for groups and communities.

The reality is that there will be challenges in the environment for some time. We can't control many of the external factors, but there is much that we can control - including how we approach the situation. We need to ask ourselves the difficult questions with curiosity, and be open to change. Then we can build resilient and successful businesses no matter what the growth forecast.

After this powerful Keynote, Priti Jain (University of Botswana) gave her lecture on ***Leadership, Knowledge Management and Sustainable Decision Making: A case of Academic Libraries.*** A vital impression about the importance of leadership is that “Leadership is the key component of knowledge management”; this was her most important message. Key to knowledge management, an organizational culture that emphasizes cooperation, sharing, and innovation can only be established under strong leadership and commitment from the library managers and top management, who can influence an organization's knowledge sharing efforts in a positive way. Leaders, who do not understand the value of actionable knowledge, limit opportunities; while savvy leaders appreciate that sharing knowledge creates value.

... and Transformation in Cape Town

Promoting Public Library Sustainability through Data Mining with R and Excel

from Sarah Bratt (Syracuse University School of Information Studies, United States) Kusturie Moodley (University of Technology, South Africa) was the next lecture of the KM Open Session.

The authors found statistical correlations between library location, resources, and employee education that could be accessible to libraries nation-wide (and worldwide, given publicly available data sets), by conducting exploratory and confirmatory analyses (with heatmaps, geographic visualization, etc.).

Utilisation of Social Media Tools to Enhance Knowledge Sharing Practices Among Knowledge Workers at the Nelson Mandela African Institution of Science and Technology in Arusha, Tanzania

from Neema Florence Moshà (Nelson Mandela African Institution of Science and Technology, Tanzania, United Republic of), Marlene Holmner and Cecilia Penzhorn (both at University of Pretoria, South Africa) gave an impressive report on how it is vital for knowledge workers to utilise social media tools to enhance knowledge sharing practices within academic institutions.

Knowledge sharing deals with the exchange of experiences, ideas and views among members within a group in order to develop new ideas or enrich the existing ones. Thus,

utilisation of social media tools such as Blogs, Wikis and Facebook can help knowledge workers to easily interact, communicate, collaborate and share knowledge. The library and information professionals are the avant-garde of this development!

Breaking Paths Together for the Public Health Higher Education Information Services in Africa and Europe

Jarmo Saarti (University of Eastern Finland Library, Finland) reported about the cooperation between the University of Eastern Finland (UEF) and three African partners. The main aim of the project has been to develop education in health sciences. The target group is the junior faculty from the Public Health departments, library and IT centers in the partner universities. The project has also created new services as well as improving existing ones, particularly to adapt to the changing habits and reading styles of patrons, e.g. the adoption of e-resources. This project is acting as an impressive sustainable development between North and South!

Kathleen Shearer (Canadian Association of Research Libraries, Canada) and Daisy Selematsela (Knowledge Management Corporate, National Research Foundation, South Africa) described in the last lecture of the KM Open Session how important **International Collaboration and Developing Sustainable and Open Solutions for**

Scholarly Communication is worldwide: Research is becoming increasingly international. Many of today's greatest challenges such as climate change, poverty, and health are global in nature and must be addressed in collaborative ways by researchers across regional and disciplinary boundaries. In this environment, research infrastructure should be open and connected, and developed to reflect the evolving needs of the research community. [e-Copy not available]

COAR (Confederation of Open Access Repositories) is an international organization with members from over 35 countries on 5 continents. COAR's mission is to raise the visibility of research outputs through a global network of repositories. Countries in the African region support open access and are becoming increasingly engaged in these global discussions through COAR and other mechanisms. But the most important question will be: will the scientific community really accept the Open data paradigm?

The Open Session of KM was successful – but it was held across lunchtime [11:45-13:45] and the weather at this time of year was so wonderful in Cape Town – therefore some visitors of the General Conference made the wrong decision...

[Editors Note: *Perhaps they can catchup here by looking at the full papers [online](#) as well as extensive [photographs](#) of this exciting Open Session.*]



Pictured from right to left: Dr. Steffen Wawra, Program Chair; Priti Jain; Sara Bratt; Kusturie Moodley; Neema Florence Moshà; Marlene Holmner; Jarmo Saarti; Kathleen Shearer; Daisy Selematsela

Photo by Emilio Sim
Modified by Wilda Newman



Knowledge Café Reports

Jennifer Bartlett Table #6 at the KM and Research Services for Parliaments Section Knowledge Café was the place to be for interesting and thought-provoking discussions about “Best Practices for Building Confidentiality, Trust, Security and Privacy into Organizational Systems.” As IFLA delegates rotated from table to table, we heard many anecdotes, stories, and suggestions, but we kept coming back to some common themes.



Photo from Jen

Preparing research for members of parliaments and businesses can be difficult, and it is essential to foster a culture of trust. Having well-organized procedures for the privacy and confidentiality of information requests is very important, especially regarding requests from the press, and also for national freedom of information acts. Indeed, there is always tension as information professionals balance complete access to information with the need for confidentiality. It is also important to anticipate upcoming research topics, and present a neutral and impartial point of view. Being objective in your research can be particularly difficult if a legislator wants you to write a report to serve a political agenda.

Of particular interest to Knowledge Café participants at all tables was sure to be a new publication launched pre-conference in Cape Town, *The Guidelines for Parliamentary Research Services*, a joint publication between IFLA and the Inter-Parliamentary Union (IPU). The report echoes many of the comments heard in discussion, for example, “The designers of the research unit will need to balance the value of confidentiality for parliamentarians against the expectation of transparency from the people the parliamentarians represent” (p. 22). More information and the full text of the report may be found at <http://clagov.wordpress.com/2015/08/21/ifla-parliamentary/>.

Look for our KM CAFÉ in Columbus, Ohio, USA 2016



Mary Augusta



Julien Sempéré Table # 5
I was in charge of the “Managing institutional knowledge with transparency” table. Among the speakers we had mainly two kinds of interest. First, we had professionals from Parliaments and Banks involved in transparency in the strict sense. They discussed how they deal with the sensitive information in their organizations and share their methods and goals. Secondly, we had managers preoccupied by the level of information they can share with their teams: to what extent they can speak transparently with them? We discussed a lot around this point: *is sharing a good way to improve the team culture?*

- Topics**
1. Transforming the Library with Creativity
 2. Embracing Library Users as Key Stakeholders
 3. Designing User-Centric Services & Programs
 4. Measuring & Accessing Library Work
 5. Managing Institutional Knowledge/Transparency
 6. Best Practices for Building Confidentiality, trust systems
 7. Developing an innovative culture
 8. Share Your Innovative Proposals

For photo coverage go here

Mary Augusta Thomas Table # 3 Four different groups took part in the conversation about user centric services and in each there were different examples and concerns but some basic practices emerged. Design for services was, in almost every example, based on learning about and knowing the character of the user community. Often the services were highly individualized, especially in the parliamentary libraries where supporting government processes requires speed and clarity in presenting information. For communities in the bush, user-centric may mean video information to improve regional farming or herding practices, Librarians visit those communities to spend time talking with residents, many of whom do not read. To meet their needs, spoken word resources and video are offered. Other services included facilities designed for study at all hours that meet needs after a day of work (coffee, lockers) and offer flexible borrowing practices. Developing library professionals who are able to interview and collaborate with communities featured in one session because of the concern on the part of library school faculty that they need to develop these skills in their students.





KMers on the GO in Cape Town

Knowledge Management in Agricultural Extension by Jen Bartlett (Session 150)

You never know who you'll see having coffee in the convention center! A chance meeting with Peter Walton, an independent information and knowledge management consultant and agricultural information specialist based in Darwin, Australia, led to an interesting discussion about one of his research projects with a strong focus on KM. Mr. Walton, also the current chair of the IFLA Agricultural Libraries Special Interest Group, presented a paper titled, *Looking to the Future by Digging Up the Past – Capturing and Disseminating Tacit Knowledge*, on August 18th at the Agricultural Libraries SIG session, "Synergizing Agricultural Extension and Library and Information Services (LIS) for Agricultural Productivity and Food Security: An International Perspective."

In his work with the Ministry of Agriculture and Livestock in Solomon Islands, Walton is seeking to address and remedy the loss of "tacit knowledge," the information and professional knowledge possessed by individuals gained over years of experience. When these individuals, in this case government researchers and extension officers, retire,

that information and knowledge leaves with them. An example of tacit knowledge from the presentation is this exchange between Walton and a cocoa processing expert with years of experience:

Me: Why do you say we need four pieces of pipe for the chimney, when the drawings and narrative only show and ask for three?

Expert: Well, with four pieces you get the height needed to lift the smoke away from the ridgeline.

Me: So why do you recommend 'three pieces of pipe', in the old manual?

Expert: Well, we say that, but it's not right. It should be four. That's what I always tell the farmers." (p. 5)

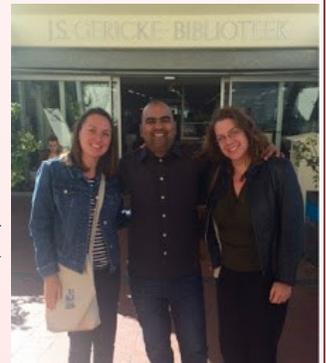
To capture this sort of information, Walton organized two activities. The first involved a 2014 "writeshop" for the purpose of assembling information for flood recovery fact sheets, a process through which knowledge from a group of researchers and extension personnel are collected to serve as the basis for updated extension fact sheets. The second was the preparation of a similarly up-

dated manual to address the issue of cocoa contamination.

In addition to the collection and curation of updated content, Walton is also now looking at best practices for information dissemination using print and online technologies. To that end, the Ministry of Agriculture is currently working on a Knowledge Management and Communication Strategy.

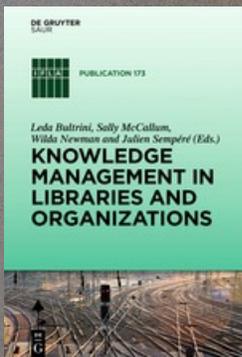
Peter Walton's paper is available at <http://library.ifla.org/id/eprint/1252>.

Stacey Greenwell(L) (Education and Training Standing Committee) and Jennifer Bartlett(R) (KM Standing Committee) of the University of Kentucky visiting the J.S. Gericke Library, University of Stellenbosch with Yusuf Ras,(C) Faculty Librarian for AgriSciences and volunteer at the IFLA Conference. Yusuf spent six weeks Spring 2012 at UK as part of a Carnegie Corporation grant for South African librarians. [Photo from Jen Bartlett]



KMers continued on page 9

KM Publication 173



The working sessions at the IFLA Conference in Cape Town helped the editors to bring to fruition our new publication. After many words, discussions, and email exchanges over the past year and a schedule that was optimistic paid off. The conclusion is a new publication for our section and available December 2015.



Report from the Joint session: Management and Marketing, Academic and Research Libraries and the E-Metrics Interest Group by Eva Semertzaki (Session 91)

Title: What is value?



Eva Semertzaki

Five papers were delivered at the session. An overview of each paper and some conclusions are presented below.

Namhila, Ellen (University of Namibia). *The dilemma of value as a concept.* Library documents have values for various reasons: research value (a book), evidential (a dividend cheque), illustrative value (how a document looks like), intrinsic value (minimal value as an object but sentimental value for the holder) and legal value (a sales contract). The same object could have evidential, research and illustrative value. Value is multidimensional and not identifiable from a first sight. It is expressed in monetary terms or terms of return of investment. It is difficult to measure the impact of libraries on the success of the universities.

Blazier, Caroline and White, Liz (British Library, UK). *National libraries and public value.* We must acknowledge that libraries are indispensable. Their creation and preservation should be our duty and joy. They are the building blocks of our culture. The core

mandate for the national library is to preserve the national memory of a nation (custodianship). A model for cultural value is divided into intrinsic value (multidimensional, intellectual memory, preservation of material for future generations), instrumental value (the economic impact). The financial pressure the British Library (BL) faces, leads to questions about the value of the Library itself. It brings though value to people living 1 square mile around it. The impact of the Library is measured from the number of jobs created by getting support from its services, from the number of PhD delivered and how people perceive the value from the library. The BL has conducted an economic evaluation exercise with the assistance of an independent organization to analyze for each pound the tax payer pays for it. The staff also asks people coming for exhibitions about their perception of the BL, they ask researchers what would be the price if they had paid for their research.

Shore, Elliot (Association of Research Libraries, United States). *Measures for our time.* In the past the researcher used to have to come to the library but we lost the monopoly over the last 20 years. The world has changed but have the libraries changed? A call for reform is a radical change in the presentation of statistics. Libraries should conduct predictive (predict the impact) rather than descriptive analysis, and move from counting inputs to measuring output.

Lewis, Vivian (McMaster University, Canada). *Articulating worth: communicating the library's value proposition.* Libraries gather large amounts of data but often fail to share the results effectively. Key inhibitors are lack of confidence in the library's tools; fear that no one cares; lack of PR skills. Communicating the value internally means talking to leader-

ship and ensuring your leadership listens to you; link to mission; be simple and concise (elevator speech); make value visual; accompany data by analysis; and establish a regular frequency. Talking to library staff about value is more difficult than expected: be sensitive to staff concerns; be fully engaged with the staff; support face to face and hands-on experience. Communicating the value externally means to customize it by the audience; encourage face to face interaction; go to them and create opportunities to present the key opinion; be respectful of each group's time. The library's value message is critical. But keep the format simple; be systematic in your approach; be creative and customize your message to each group.

Hook, Daniel (Research Metrics, Digital Science). *Open research data: a challenge or an opportunity.* In the current age of collaboration producing and storing data is relatively easy but processing data is more difficult. For every \$1 you get \$6 back from research. Research offices move to library spaces or vs. libraries get more responsibility in working with research data. The necessary skill sets are to understand how the researcher wants to interact with data. We have to understand the librarian



Color in Cape Town

a data keeper.

Conclusions

Values are intrinsic, instrumental and institutional. To communicate the value of the library is part of the struggle to communicate our words and to make acknowledgment of the librarians. The library is collections and services, a collection of services, a publication engine, a place where librarians have expertise and people to assist. The librarian should be part of a researcher's paper. The research library of the 21st century looks like the one in the 19th century with different material. The library world is regarded as a community to handle information and research data. We can reinvent the same role in the digital environment.

Each year for several years in a row, Emilio Sim has provided the IFLA Knowledge Management Section with wonderful coverage of the different programs and meetings at the IFLA WLIC. A special note of thanks is offered here in appreciation of his efforts and providing us with his expert photography! Click <https://www.flickr.com/photos/133736151@N02/albums/with/72157656833788950> on the URL at Left to view his IFLA KM albums.



Emilio Sim Selfie

Wiki this and wiki that for Knowledge Management



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This is the landing page of the IFLA KM Wiki-Have you been there?

Select Language
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IFLA Knowledge Management Wiki

Welcome to the Knowledge Management Wiki! This wiki is maintained by the [Knowledge Management section](#) of IFLA, the International Federation of Library Associations and Institutions. Our purpose is to increase understanding and awareness of the field of knowledge management (KM). This wiki contains background information about KM, updates about current events in the KM world, and contact information for active KM experts. If you're new to the concept of Knowledge Management, you may want to start by reviewing the various definitions of the term [here](#).



Photo supplied by Emily Thorton

Welcome Emily Thorton to our IFLA KM Section as a Corresponding Member. Emily has been working with the Standing Committee for several years now. This last year she was recruited for full membership to the committee but was unable to do that at this time. That hasn't stopped Emily from contributing her time and expertise to our work in KM and establishing a KM wiki for the Section. We look forward to meeting Emily in person and thank her for her contributions and enthusiasm in support of IFLA KM. This begins a regular newsletter column.

[Wilda Newman, Information Coordinator/Editor]

As an IFLA KM section member, you're probably familiar with the KM area of the main IFLA website (<http://www.ifla.org/km>). In addition to that site, the KM section also piloted a site for additional knowledge management resources. This new KM wiki can be found at <https://iflakm.wikispaces.com/>. We've built a solid foundation, and now we're calling on KM section members to contribute their expertise to build it up further.

In late 2010, the KM standing committee discussed a proposal to create a "resource center" or portal. It was intended to coordinate with and enhance the materials on the main IFLA KM site while exposing the KM section's work to a larger audience. After a survey to determine what the wiki should contain, the pilot project launched on the Wikispaces platform.

Today, the wiki contains resources across many areas of the knowledge management field. KM novices can learn about the field through the "What is KM" section, and the "Contact KM Experts" section connects newcomers to potential advisors. The "Publications" and "Case Studies" sections offer background and examples of the KM

field. The "Conferences" section keeps readers informed about past and upcoming KM conferences, including presentation materials from past IFLA WLICs.

To make the IFLA KM wiki successful, we need to add content in all of these sections. We are relying on you as KM experts to contribute information about conferences, case studies, and publications. Your input is vital to making the KM wiki a deep, multi-lingual, and multifaceted resource for the global KM community. We especially need materials in non-English languages. Each page has an embedded Google Translate widget so readers can automatically translate materials to their preferred language. We are committed to providing more global representation in nation of origin and language of origin.

Guidelines for submitting materials are located at the bottom of relevant pages on the wiki. If you have any contributions, questions, or concerns, please contact Emily Thorton at emilythorn@gmail.com.



IFLA Knowledge Management Founding Member . . .

MICHAEL E. D. KOENIG wins ASIST Award of Merit*

The selection of an Award of Merit recipient is an important responsibility for the society and the profession, and is the top award that ASIST (American Society for Information Science & Technology) presents. The candidate should have:

- ◆ *Made noteworthy contributions to the field of information science,*
- ◆ *Expressed new ideas, Created new devices, or Developed better techniques,*
- ◆ *Made substantial research efforts that have led to further development of thought or devices or applications,*
- ◆ *Provided outstanding service to the profession of information science, and,*
- ◆ *by successful efforts in the educational, social, or political processes affected the profession in positive ways.*

The candidacy of Michael Koenig meets all of the above criteria which is very unusual in a candidate. Most will meet only a few. His breath of experience in educational, social, and political processes has affected a myriad of facets of the information science profession. His experience is in the academic, international, technical, commercial, and theoretical realms of the profession. Few people have touched as many lives or mentored as many people as has Mike. In his gentle and unassuming way he has made the profession a better place to practice. He has bridged the cultural gap between distinct areas of computer and information, between commercial and academic sectors. He has proven that the theories he has taught can work in the real world. His productivity in the field is impressive. He represents the best in information science research, teaching, and practice.

* (From the ASIST Announcement)

Guidelines for this award: <https://www.asist.org/about/awards/award-of-merit/>



Photo from Michael's FB Photos

Michael Koenig Michael Koenig initiated awareness of Knowledge Management (KM) in IFLA in the 1990s, organizing and speaking at the first IFLA session devoted to KM at the Amsterdam meeting in 1998. This led to the organization of the Section on Knowledge Management in 2003. Recently he was honored by the Association for Information Science and Technology (ASIS&T), a global professional association that bridges the gap between information science practice and research, with its highest honor, the ASIST Award of Merit. Michael is a professor in the College of Education, Information, & Technology of Long Island University and former Dean of the college. Below is a recent interview by Sally McCallum with him.

Michael also wrote the lead article in the book on KM edited by the Section and just published by IFLA: *Knowledge Management in Libraries and Organizations: Theory, Techniques and Case Studies*. It contains papers given at IFLA KM events in recent years and describes examples and techniques for harnessing KM for managing a library and providing better services to end users. [See page 8 in this issue.]

Questions and answers:

SM: Briefly, what has been your path in Information Science research for the last 30+ years?

MK: One might say a multi-threaded path. First was the management of libraries and information services, a major component of which has been examining the relationship between library and information services and the productivity of the organization supported. That was in retrospect a logical combination of my MA in LIS and my MBA (the PhD came later). Another thread is my study of bibliometrics and infometrics. That interest descends from a course taught by Derek Price at Yale in the 1960s, and of course from working with Gene Garfield in the 1970s. And finally, a keen interest in the impact of information technology on the profession and upon society.

SM: You have been an information science professor for many years, what got you interested in a focus on Knowledge Management in the 1990s?

MK: It just seemed such a logical extension of, and fundamentally based on, library and information science. Also, it is an area where the strands above come together. Interestingly, in the mid 1980s, before the term KM was being used, I clustered the articles in my resume into those categories.

SM: "Information Science" was a new term in the 1950s and 60s for scientific method applied to Information processing; "Knowledge Management" was first discussed in the 1990s? How do Information Science and Knowledge Management compare/relate? MK: What KM introduced was the extension beyond the library and information service and the user, to the relationship of the whole

[Koenig continued on page 12]

What does Knowledge Management Mean to You?



Lisa German

Meet Lisa German, one of our new members to the IFLA KM Standing Committee.

Lisa was unable to join us in Cape Town for the Conference in August

this year, but is already busy with the work of the Section. Welcome Lisa. We look forward to seeing you in Columbus, OHIO, USA in August 2016 and until then, thank you for your contribution to our regular column on what KM means to you. Now we are looking for others that will also contribute their thoughts on this topic as well, and more than one can be published in each issue and posted on our IFLA KM social media sites.

Wilda, Information Coordinator/Editor

When Leda asked me if I would write this column, I thought about it for a minute and immediately said “yes.” When I joined the Knowledge Management Section, I was still the Associate Dean of Libraries at Penn State University. A month or so later, I found myself accepting an exciting offer from the Provost at the University of Houston to assume the position of Dean of Libraries. In August of this year, I began my new job, in a new city, in the state of Texas, about 1600 miles away from my home in Pennsylvania.

Assuming a leadership role is a terrific opportunity. Presumably you want to

make an impact on the organization. One of the first things that I started thinking about is how knowledge is managed in this new environment. What are the communication channels? How can I best learn this new organization? What methods of knowledge management do I need to adapt to and what might I change? And how can we use knowledge management principles to further the success of the organization?

One of the first things that I needed to do was to meet my leadership team and have a discussion about how we were going to communicate and share information. One tool that we had available to us was Basecamp, a very popular web-based project management tool so we established a Basecamp site for the Library Management Council. Through this site, we were able to share minutes of our meetings and documents and have online discussions. Thus this became a way in which our leadership team managed knowledge. Having a record of the minutes and actions of this group is one way in which we can manage institutional knowledge.

I also realized that I was going to have to be very communicative with our librarians and staff. The Libraries hadn’t had a new dean in eighteen years and I needed to get to know the members of the library organization. Thankfully, we have a very capable Director of Communications and we strategized communication techniques. One of the stories

that I told in my interview was that three years ago, I had the opportunity to go on my first cruise. We sailed from Baltimore to Freeport in the Bahamas. The national motto of the Bahamas is “Forward Upward Onward Together” and that struck me as so positive and future-centric. I’ve used that motto often since that trip so we decided that the title of the blog would be “Onward Forward, and Upward” and I’ve written two posts, soon to be three. Using a blog as a knowledge management tool has been a very helpful and popular way to convey the important initiatives and ideas from my perspective.

Knowledge management is multifaceted. We are concerned with obtaining, sharing, using and preserving the organizational knowledge of our library. I often think about the sustainable model of “reuse, reduce, and recycle.” How do we convey our message, make it clear, reuse and repeat the message, and recycle information to use over again and again?

Every organization has its own culture around knowledge management and as a new dean, my goal is to preserve the knowledge of the past while building upon it and creating a new knowledge management structure for the future. I am very proud to represent the Association for Research Libraries in the IFLA Knowledge Management Section and I look forward to collaborating with my IFLA colleagues in the years to come.

[Koenig continued from page 11]

organization to information and knowledge. For example, LIS, never thought about the organization's corporate culture and how it should be modified, much less about contributing input as to how the organization's compensation scheme should be designed to facilitate and encourage information sharing. The answer is that KM thinks about information and knowledge in the context of the organization, and thinks about that information and knowledge wherever located, in people's heads for example, not just in physically manipulable formats.

Q: You have the leadoff article in a volume on Knowledge Management that IFLA KM published this winter. That is the take away from that article in your mind?

MK: That KM is not a fad, that KM is the logical extension from library science to information science to KM, and that KM's domain is very large, and one should not hesitate to use the rationales behind KM to expand beyond one's previous domain.

Do you Remember IFLA 2015?



Photos this page by Wilda Newman



Call for Papers

IFLA Knowledge Management Satellite Conference

12 August 2016

Theme: Sharing Practices and Actions for Making Best Use of Organizational Knowledge in Libraries

Langsam Library, University of Cincinnati Cincinnati, Ohio, USA

This one-day Satellite Conference will focus on organizational knowledge in all varieties of libraries and information centers with particular attention to best practices and activities for optimal dissemination and use. With a global interest in mind, this Satellite Conference will aim to provide a thoughtful and engaging discussion about an array of worldwide issues regarding the organization of knowledge within library and information settings.



Spencer

The deadline for proposals is 1 February 2016.

Email proposals in .docx or .pdf format to:
Spencer Acadia
Program Chair, AcadiaS1@gmail.com

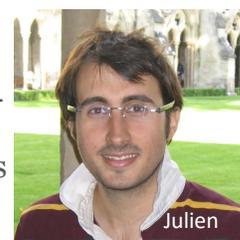
Call for Demos

IFLA Knowledge Management Open Session 13-19 August 2016

Theme: Using social media at work: How to share knowledge, improve collaboration and create a mutual savoir-faire?

Columbus, Ohio, USA

In Columbus, Ohio 2016 the IFLA Knowledge Management Section invites you to experiment with new ways of working and to share your own techniques in an exciting new format for an interactive open session. If you use social networks in your institution or if you have out of the ordinary methods for sharing knowledge for everyday work, this “**call for demos**” is for you!



Julien

Tell us how you use social media to share the best practices of your organization, to involve colleagues in new projects, to connect your library with other projects at your institution, to improve your work processes, and to create team spirit. We want you to present your success stories and share with the public live, on stage, with a computer and a use case in a very practical way.

*All proposals must be received by **18 March 2016, including abstract.** Send it to: Julien Sempéré*
Email: julien.sempere@universite-paris-saclay.fr
or to the KM Section through [our FaceBook page](#).



The IFLA Knowledge Management Section will also be hosting another Knowledge Café in 2016 in Columbus, OHIO, USA. Program Chair, Monica Ertel can be reached at: monicaertel@gmail.com .

The Section will also have two Business Meetings and guests are welcome. Details will be provided in the next issue of our newsletter in June 2016.

Are You Ready for 2016? 13 - 19 August

82nd IFLA WLIC Columbus, Ohio, USA



IFLA World Library and Information Congress
82nd IFLA General Conference and Assembly

Connections. Collaboration. Community.

[Registration Now Open!](#)

IFLA WLIC Columbus, Ohio, USA WHAT IS THAT?

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IFLA World Library and Information Congress

Wrocław, (pronounced VRAHTS-wahv) Poland 2017



- Expressions of Interest from potential host countries for IFLA World Library and Information Congress:
 - 2018 - Latin America and Caribbean - 2019 - Europe