

Newsletter Number 16 June 2014

knowledge
management
section

the voice of
global KM

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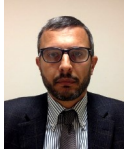


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Comments, articles, and questions should be sent to newsletter editor, Wilda Newman wildanewman@yahoo.com

From the Chair



Leda Bultrini, Chair, IFLA KM Section
leda.bultrini@arpalazio.it

Greetings, to all members of the KM Section!

The June issue of our Newsletter puts special emphasis on the upcoming WLIC, in August.

This year's WLIC will be held in Lyon, France and its theme is particularly evocative from the perspective of our section: **"Libraries, Citizens, Societies: Confluence for Knowledge"**. If you have not yet registered, I encourage you to do so.

This year, in addition to our regular program during the WLIC, our section, in

co-operation with the Continuing Professional Development and Workplace Learning Section, will host an IFLA Satellite meeting in Lyon on August 15.

The theme of our Pre-Conference is **Knowledge management as a vital tool for change management**. The seven speakers will address key issues in the role of KM in these turbulent times. I strongly recommend that you attend this Satellite Meeting. Information and registration can be found at: <http://parisdescartes.libguides.com/IFLA2014/program>.

The stay will be longer, but the flight

From the Chair (continued)

will cost you less if you leave earlier, flying on a weekday.

Thanks to the generous support of Innovative, we can offer free admission and, as a special incentive, free lunch to those who register at <http://parisdescartes.libguides.com/IFLA2014/registration>

Don't miss the presentation of the keynote speaker, Olivier Serrat: for a foretaste of his vision and his experiences, go to page five of this Newsletter.

As usual, the WLIC will be a busy time for our section.

The Standing Committee will meet twice. The first meeting, scheduled on Saturday, August 16 from 15.15 to 17.45 (room Bureau Terreaux), will give us the opportunity to welcome seven new members: K. Jane Burpee (Canada), Klaus Ceynowa (Germany), Wilda Newman (USA), Eva Semertzaki (Greece), Julien Semperé (France), Sheila Tham

Did you find the words **Garamond & Knowledge** in the **IFLA video** on **Vimeo** in our December 2013 Newsletter? No? Well then you must look again and at 17 seconds on the video both appear.

Do you know why the last issue of our newsletter was in font type Garamond? Oh, you heard?

Well, all was not based on real knowledge—have a look at these two links and you'll see why Garamond was chosen and used in this issue as well, but not likely the next.

[Garamond](#)

[Garamond revisited](#)

(Singapore), Mary Augusta Thomas (USA). In the following pages you will find some information about them.

The second meeting will take place on Tuesday, August 19 from 8.00 to 9.30 (room Tête d'Or 1). We invite you to attend these meetings as they are a good opportunity to see the Committee at work, and to be informed about the dinner we are planning at a nice restaurant, where we hope you will join us.

We have planned some thought-provoking sessions for this year's IFLA in Lyon.

Our own program **Knowledge in the Digital Age - Libraries and Librarians are managing the Digital Transformation** will be a unique opportunity to discuss a range of important current issues with colleagues from around the world and we will have the privilege to listen to Alex Byrne, IFLA President from 2005 to 2007. An interview with Alex is on page 7.

Working with the Asia and Oceania Section, we have also organized a session (**Knowledge Management initiatives and development in Asia and Oceania**) which will explore some of the innovative policies, strategies and tools that have been developed and applied in these dynamic areas of the world.

In cooperation with Continuing Professional Development and Workplace Learning and Library and Research Services for Parliaments, we propose once again a "knowledge café," a successful and stimulating format to listen to and learn from each other. Our theme for

this year's session is **Learning Challenges for Librarians and Library Managers - a Knowledge Café**.

Browse through the newsletter to get the info you need on all of these initiatives or follow us on the social networking tools (IFLA KM on [Facebook](#) and [LinkedIn](#), [KM blog](#) .

I wish to thank the members for their contributions to this issue and our Newsletter editor, Wilda Newman, for editing it.

I hope you will enjoy reading this issue of our Newsletter, and I look forward to



meeting you at this year's WLIC and at our Satellite Meeting in Lyon.

Leda

IFLA KM Committee Meetings 2014

**Saturday, 16 August
(room Bureau Terreaux)
15.15 to 17.45**

**Tuesday, 19 August
(room Tete d'Or 1)
8.00 to 9.30**

See the draft AGENDA on the following page & bring it with you to the meetings!



05-Centre de Congres de Lyon
by Nicolas Robin

IFLA KM Meetings Lyon AGENDA



Standing Committee Meeting I Saturday, 16 August 15.15-17.45 h (Room Bureau Terreaux)

15.15 – 15.45

1. Call to order and welcome Leda Bultrini, Chair
2. Introduction of attendees Mary Augusta Thomas, Secretary (sign-up)

15:45 – 16:45

3. Approval of Singapore Minutes
4. Treasurer Report for 2013/2014 Leda Bultrini, Chair and Treasurer
5. Standing Committee activities since the 2013 Singapore conference
 - a. Chair's report on overall accomplishments of SC Leda Bultrini
 - b. Secretary's report on membership and other IFLA HQ & SC organizational matters Mary Augusta Thomas
 - c. Information Coordinator report on KM website, Newsletter and Social Networking, etc. Wilda Newman
 - d. Launch of the new KM Resource Center/Portal (<http://iflakm.wikispaces.com/Welcome>) Elizabeth Freyre/ Wilda Newman/Emily Thornton

16.45 – 17:00

6. Knowledge Management programs in Lyon
 - a. KM Satellite Meeting: *Knowledge Management as a Vital Tool for Change Management* (Fry. 15, Lyon Gallo-Roman Museum, 17 Rue Cleberg,) – Julien Sempéré, programme chair
 - b. KM open session: *Knowledge in the Digital Age* (Thu. 21, 10:45-12:45, Amphithéâtre) (brief description) - Klaus Ceynowa, programme chair

- c. KM and Asia & Oceania joint session: *Knowledge Management initiatives and development in Asia and Oceania* (Mon. 18, 16:00-18:00, Forum 1) (brief description) – Leda Bultrini, programme co-chair
- d. KM, CPDWL and LRSP SC join sessions: *Learning Challenges for Library Managers – a Knowledge Café* (Thu. 21, 13:45-15:45, Forum1, Ballroom) – Jane Dysart
- e. KM dinner at a restaurant to be decided (Please confirm the RSVP sheet to make final reservation) (<http://www.xxx.yy>)

Note: The meeting is open to all committee members. Guests are welcome (dinner will be on your own). Sign-up sheet will be passed around.

17:00 – 17.40

7. KM programs – preliminary discussion for Cape Town, South Africa
 - a. Satellite meeting opportunity (request was accepted by IFLA HQ)
 - i. Alone or with other SC?
 - ii. Theme and topic?
 - iii. Program Committee appointment
 - b. KM Open Session programme (2 hours)
 - i. IFLA Cape Town theme: “*Dynamic Libraries: Access, Development, & transformation*” (<http://conference.ifla.org/ifla81>)
 - ii. Alone or with another Standing Committee?
 - iii. Candidate SC for joint session
 - iv. Theme and topic
 - v. Program Committee appointment

17.40 – 17.45

8. New business
9. KM SC II meeting
10. Adjournment

KM Agenda (continued)



Standing Committee Meeting II Tuesday 19 August 08:00-09:30 h (Room Tête d'Or 1)

08:00-08:10

1. Call to order and welcome Leda Bultrini, chair

08:10-08:30

2. Report out on Lyon events
 - a. Satellite meeting Julien Sempéré, program chair
 - b. Other joint programs Leda Bultrini, co-chair
 - c. KM dinner Leda Bultrini

3. News about

- a. Open Session (Thu. 21) Klaus Ceynowa, program chair
- b. Other joint programs (Thu. 21) Jane Dysart,

08:30-09:15

4. Review and decide preliminarily on KM programs format, theme, and Programme Chair and Conference Committee for Cape Town, South Africa Leda Bultrini and Mary Augusta Thomas

5. New Business (e.g. proceedings publication)

09:15-09:30

6. Other follow up actions, timeline and responsible parties
7. Adjournment



Photo by Wilda Newman



[Les Theatres Romains](#)

from [Musées Gallo-Romains website](#)

Venue for IFLA Knowledge Management Satellite Meeting

[Knowledge Management as a Vital Tool for Change Management](#)

Keynote Speaker: **Olivier Serrat**

(Principal Knowledge Management Specialist - Regional and Sustainable Development Department, Asian Development Bank – Philippines)

Toward a Library Renaissance: Key Trends Affecting Libraries; Recommendations for Future Libraries; A Skills Framework for Librarians; Forestalling Change Fatigue: Future Search and the Resilient Organization

and Views from around the World

Spencer Acadia (Univ. of Texas at Tyler - USA) & Liz Turner (First Command - USA) *Selection, Implementation, and Behavioral Considerations for Knowledge Management Tool Adoption: A Case Study of a Financial Services Company's Decision-Making Process*

Mary Ellen Davis (ACRL - USA) & Danuta A. Nitecki (Drexel Univ. – USA) *Managing Research Data as a Transformational Role for Librarians: A Case Study of the Association for College and Research Libraries and Drexel University Libraries "Turning Outward" to Tackle Organizational Changes*

Hannele Fabritius (Helsinki Univ Library-Finland) *Applying Dialogical Approach to Development Discussions: Management of Learning as a Catalyst for Change*

Regina Koury, Jenny Semenza & Sandra Shropshire (Eli M. Oboler Library, Idaho State Univ. - USA) *Managing Change in Turbulent Times and Building the Way for Future Success*

Héloïse Lecomte (BULAC - France) *Merging, Moving, Upscaling: Tools and Knowledge Management Processes for an Overhaul (BULAC, France, 2000 - ...)*

Liz Walkley Hall (Flinders Univ. Library - Australia) *Changing the Workplace Culture at Flinders University Library: From Pragmatism to Professional Reflection*

See Interview with Olivier Serrat on page 5

Click here for [program](#) information and registration!
Program Contact: Dr. Julien Sempere
julien.sempere@parisdescartes.fr

This Satellite Meeting is presented by the Knowledge Management Section in co-operation with the Continuing Professional Development and Workplace Learning Section
Friday 15 August 2014 at the Lyon Gallo-Roman Museum

Olivier Serrat Keynote Speaker for Satellite Meeting



Olivier Serrat, Principal Knowledge Specialist
Asian Development Bank—Philippines

Olivier Serrat heads the Knowledge Management Center in the Asian Development Bank. To guide ADB's transformation into a learning organization, in 2009 he formulated **Enhancing Knowledge Management under Strategy 2020**—a plan of action aiming to sharpen the knowledge focus in ADB's operations, empower the communities of practice, strengthen external knowledge partnerships, and further enhance staff learning and skills development. In 2010, Olivier published **Knowledge Solutions**, a compendium of tools, methods, and approaches to propel development and enhance its effects. He wrote **Learning in Development** to tell the story of independent evaluation in ADB, point up the application of knowledge management to sense-making, bring to light the contribution that knowledge audits can make to organizational learning, and identify the challenges that ADB must overcome to develop as a learning organization. Olivier holds an undergraduate degree in economics from the University of Kent and a master's degree in agricultural economics from the University of London.

He will introduce our Satellite meeting 15 August in Lyon and will share KM methods to deal with Change Management.

Olivier, how does knowledge management drive change management in ADB?

In 2004, a Knowledge Management Framework signaled ADB's concerted efforts to become a learning organization through (i) increased assimilation of and dissemination by ADB of relevant, high-quality knowledge to developing member countries and other stakeholders; and (ii) enhanced learning within ADB. In 2009, a Knowledge Management Action Plan launched a set of actions toward four key results: (i) a sharpened knowledge focus in ADB's operations; (ii) empowered communities of practice that enrich the performance of their sector and individual members; (iii) external knowledge partnerships that produce sustainable outcomes; and (iv) staff who are equipped with the right skills, knowledge, and drive to pursue ADB's vision. In 2013, new Knowledge Management Directions were approved to raise the bar by offering "finance++"—superior combinations of attractive financing, strategic partnerships, and high-quality knowledge. ADB's current Planning Directions underscore that knowledge solutions can add significant value to ADB's operations and are critical to development effectiveness.

What changes in knowledge management have you observed elsewhere?

In 1998, Fahey and Prusak identified the deadliest sins of knowledge management: (i) not

developing a working definition of knowledge; (ii) emphasizing knowledge stock to the detriment of knowledge flow; (iii) viewing knowledge as existing predominantly outside the heads of individuals; (iv) not understanding that a fundamental intermediate purpose of managing knowledge is to create shared context; (v) paying little heed to the role and importance of tacit knowledge; (vi) disentangling knowledge from its uses; (vii) downplaying thinking and reasoning; (viii) focusing on the past and the present and not on the future; (ix) failing to recognize the importance of experimentation; (x) substituting technological contact for human interface; and (xi) seeking to develop direct measures of knowledge. The list has stood the test of time, with caveats on items (i) and (x): we must articulate better the difference between what it means to manage knowledge and what it means to manage information; also, technological interfaces such as social media are making inroads that were not foreseen 15 years ago. Interest in knowledge management has intensified; so, the one change I would like to see, including in ADB, is better integration of lessons from the past.

Must each organization develop its own approach to knowledge management? Or, can methods be shared?

Organizational culture either bedevils or blesses knowledge management. Sad to say, although it is widely cited as a challenge in knowledge management initiatives, investigations seldom

consider its implications for knowledge generation and sharing; fewer still examine how it influences approaches to knowledge management. Culture is [an] integral part of the process by which reality is constructed. There are many generic approaches to knowledge management but they must appreciate specific interplays between knowledge, information, and people, and the cultures this chemistry springs from, creates, and fructifies.

Do you think that knowledge management can help libraries confront transformations as radical as the digitization of their universe, not forgetting budget cuts?

Knowledge management is a prism that generates views of organizations as purposeful entities striving for higher performance. The emphasis it places on meaningful, practical context is where its signal contribution lies. Identifiable trends are shaping the future of libraries. One should be able to draw scenarios and elucidate associated skills frameworks for librarians. New approaches that forestall change fatigue should help build ownership too. And with strengthened resilience, libraries can then look forward to a veritable renaissance.

Interview questions were posed by KM Committee Member [Julien Sempere](#), Chair, Program Committee and Coordinator. Dr. Sempere will also Chair the Satellite Meeting.

Looking forward to Lyon

**IFLA
2014
LYON**

IFLA World Library and Information Congress 80th IFLA General Conference and Assembly

16-22 August 2014, Lyon, France

Congress theme: “Libraries, Citizens, Societies: Confluence for Knowledge”

Come join us at the IFLA Knowledge Management Section’s Main Event WLIC-2014 with Keynote Speaker Alex Byrne

The IFLA Knowledge Management (KM) Section provides an international platform for professional communication and understanding of the significance of KM for libraries. It gives a voice to KM on a global scale and follows the developments in KM, promoting its practical implementation within the global library community. Reflecting the IFLA Trend Report 2013 we want to discuss how existing business models across many industries and information providers switch into the new information environment based on innovative devices in a semantic web and how Librarians are creating new roles for their relationships to knowledge exchange and knowledge management in the digital age.

SI—Knowledge in the Digital Age - Libraries and librarians are managing the digital transformation

21 August, Thursday 10.45—12.45

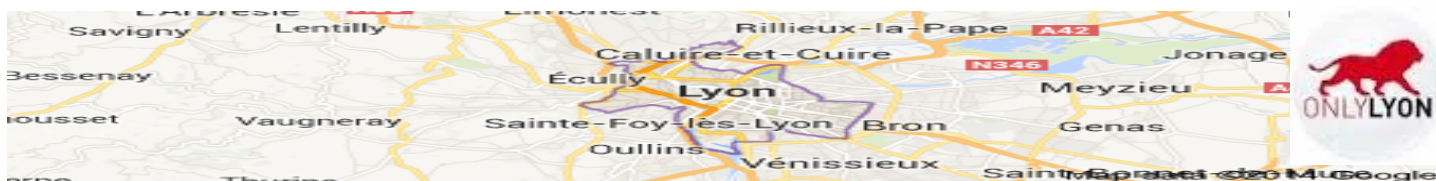
(Session 208—Room: Amphithéâtre)

Contact: Dr. Klaus Ceynowa, Programme Chair

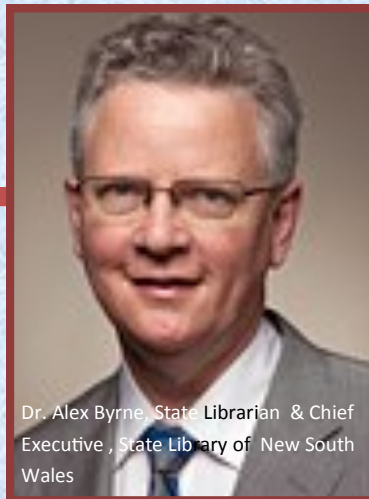
Email: ceynowa@bsb-muenchen.de

- Endless Invention, endless experiment, knowledge
Alex Byrne (State Library of New South Wales, Sydney, NSW Australia)
 - Yes, we can,” if we take over future tasks!
Andreas Degkwitz (Humbolt University, Berlin, Germany)
- Inter-connected network of knowledge—the NLB journey
Kia Siang Hock, Liau Yi Chin and Ian Ong (National Library Board, Singapore (NLB), Singapore)
- Proactive digital transformation and the virtual academic library: A case study in campus guides
Frederick Stielow (American Public University System, Annapolis, United States)

[Click on Only Lyon below and see what awaits you!](#)



Alex Byrne Keynote Speaker at KM Session 208



Dr. Alex Byrne, State Librarian & Chief Executive, State Library of New South Wales

At the Knowledge Management Section's Open Session at Lyon, Alex Byrne, IFLA President from 2005 to 2007, is the distinguished keynote-speaker with a presentation on "Endless Invention, Endless Experiment, Knowledge." Alex's lecture will explore the many challenges and opportunities libraries are facing in the digital knowledge environment. Klaus Ceynowa, chair of the Open Session Program Committee, talks with Alex on some topics of his presentation.

Alex, what is the impact of the digital transformation on the traditional role of libraries as intermediaries, connecting people to knowledge?

From their inception, libraries have simultaneously preserved knowledge in documented format and connected people to it

through our catalogues, preservation through time and local and global delivery. The digital transformation has boundlessly extended our capacity to connect people to knowledge with much improved discovery, social media, digitisation and transformation but at the same time challenges us to rethink our vital role as preservers of knowledge in the face of the digital tsunami. Search engines and tools such as Wikipedia, which many initially saw as competitors, have become our allies, helping us to expose knowledge more effectively.

In the digital world, is there a future for the very idea of the "collection" as a systematically build up corpus of knowledge?

Authenticity and authority are elusive in the digital world but they are our strengths. "Collection" thus comes to mean systematically curated corpus of knowledge in which the value of that knowledge is expressed through the curation rather than an aggregation of knowledge capsules. Our challenge is find ways to curate in real time since we can no longer park items on cataloguers' shelves.

Are there any core values of our profession, that make up the „unique selling point“ for libraries in a digital world where information is ubiquitous and abundant?

We are a "trusted brand" which confers authority and confirms authenticity on the knowledge and information we preserve and deliver. Our core commitments to those principles and to open access to knowledge differentiate us from others.

How especially is "your" library, the State Library of New South Wales, coping with the challenges of the digital transformation?

The State Library of New South Wales has extraordinarily rich collections on Australia and Oceania, including the European exploration of our southern oceans and our Indigenous, European and international cultural roots. Through the Library's Digital Excellence Program, we are transforming ourselves from a collection centred organisation to a

communicative memory institution which engages locally, nationally and globally. Not only are we building the digital infrastructure and digitising our unique collections but also capturing relevant streams of the digital tsunami, exploiting social media, transforming our roles and building partnerships which take us into such areas as the digital humanities, big data and hackathons.

Do you feel there is a need for a much closer cooperation between libraries, archives, and museums to strengthen the voice of public funded cultural institutions in the digital realm?

Galleries, libraries, archives and museums – the GLAM sector – are society's memory institutions. At the State Library of New South Wales we combine all four roles so it is easy for us to see the commonalities and the points of difference. Common concerns outweigh difference and we find many points of collaboration with our GLAM colleagues in Australia and to a growing extent internationally. All of our organisations can benefit from such collaboration both at the operational level and in articulating the need for our institutions which enable society to keep its memory, share its knowledge and shape its future.

How can IFLA contribute best to help libraries and librarians to act proactive and successfully with the challenges and opportunities of the digital transformation?

As a former President of IFLA, I am well aware that IFLA is very broad, encompassing an immense variety of libraries and librarian roles and a wide spectrum of capability and need. That is IFLA's strength, it allows us to learn from each other and to engage determinedly and collaboratively with the digital transformation. Together we can find solutions which will work across the spectrum.

What is your "message" to young librarians just starting their career in the new and ever evolving digital knowledge environment?

It is a golden age for libraries. The technologies we now employ and those emerging in the evolving digital knowledge environment enable us to do more than ever to connect people to knowledge. Daily we see how we make a difference to people's lives and to our societies.

Dr Alex Byrne is the State Librarian and Chief Executive of the State Library of New South Wales following posts in library and university management at several Australian universities. He is also the Deputy Chair of National and State Libraries Australasia, a partnership of the National Library of New Zealand and the national and state libraries across Australia. Alex served for a decade in leadership positions with the International Federation of Library Associations and Institutions including President from 2005 to 2007.



Learning Challenges for Librarians and Library Managers—a Knowledge Café

Sponsored by Continuing Professional Development and Workplace Learning with Library and Research Services for Parliaments and Knowledge Management

Session 225 will be held on Thursday 13.45—15.45
Room: Forum 1

- **Team building and team leadership** EWA STENBERG (Malmo University Library, Sweden) and MONICA ERTEL (Bain & Company, San Francisco, United States)
- **Learning from others: Peer training best practices** HANNAH FISCHER (Library of Congress, Washington DC, United States)
 - **Learning strategies for staff** JANE DYSART (Dysart & Jones Ass. Toronto, Canada)
- **Learning within the constraints of limited staffing and budgets** MOIRA FRASER (IPU, New Zealand)
 - **Digital libraries – digital futures: how to develop and keep up skill sets** GERT JAN LODDER (House of Representatives of the States, The Hague, Netherlands)
 - **User involvement as learning tool** CATHARINA ISBERG (Helsingborg City Libraries, Sweden)
- **Staff competencies to provide digital and online services** EVA SEMERTZAKI (Bank of Greece Library Athens, Greece)
- **Learning together: when experts from developed libraries work with developing countries, everyone learns and everyone teaches** MARY AUGUSTA THOMAS (National Museum of Natural History Washington D.C., United States)
- **Creation of staff training and development teams (to engage staff in framing out their own preferred solutions** VIVIAN LEWIS (McMaster University Hamilton, Canada)
 - **Mentoring and coaching programmes** MARGARET LAW (University of Alberta, Canada)

IFLA Library Visits can be reviewed [here!](#)

Librarians worldwide: call for [Beeps!](#) Click and see. Each of us can record a library sound & upload it for the IFLA art project being created. CHECK IT OUT!



**IFLA
2014
LYON**

Knowledge Management Initiatives and Development in Asia and Oceania

In keeping with the IFLA WLIC 2014 overall theme of the conference - '*Librarians, Citizens, Societies: Confluence of Knowledge*' – This session focuses on how Knowledge Management (KM) initiatives and current development in the region addresses the current status on lessons learned, knowledge sharing and knowledge solutions.

Session 109—18 August 2014 Monday 16:00 - 18:00 | Room: Forum 1

- **KM journey at National Library and Archives of IRAN: a Pragmatic model for KM aligned with strategic plan**

SAEEDH ESLAMI and SAMAN FIROUZI SAGHARLOU

- **Creating new knowledge through Open Data: New Zealand's Open Data strategies**

EMILY NEO, DAN DORNER, and KEITHA BOOTH

- **Open development Cambodia website and library, a new paradigm for information access and knowledge management**

MARGARET BYWATER

- **Keeping it an open book: exploring the knowledge sharing experience of librarians in the Philippines**

CHRISTINE M. ABRIGO and VINCENT M. ABRIGO

- **Managing knowledge: the accessibility issue of the manuscripts, Museum objects and archival objects in India**

SUSMITA CHAKRABORTY

Co-Sponsored by Asia & Oceania (Made up of the five sub-regions of Asia and Oceania—
West Asia, South Asia, Southeast Asia, East Asia and Oceania)

and Knowledge Management sections



IFLA Knowledge Management call out of new members



Eva Semertzaki is the Head of the Library at the Bank of Greece in Athens. She holds a MLIS from Simmons College, Boston. Eva is the author of the book "Special Libraries as Knowledge Management Centres," 2011, an Editorial Advisory Board Member of the journal *The Electronic Library* and editor of *Synergasia*, an online library journal. She is a Steering Committee member of the Central Bank Librarians' Group and since 2013 the chairperson of the Central Banking Publications seminar on libraries in Cambridge, UK. She has delivered lectures at library conferences, has written articles and has translated two books. [GREECE]

Mary Augusta Thomas is Deputy Director of the Smithsonian Institution Libraries guiding the operation of twenty libraries located in each of the museums and research institutes of the Smithsonian, Preservation Services and Administration. Ms. Thomas is the author of *An Odyssey in Print: Adventures in Smithsonian Libraries*, 2002, and editor of *Information Imagineering: Meeting at the Interface*, with Milton Wolfe and Pat Ensor, 1998. Mary Augusta serves on editorial advisory boards for professional journals (portal: Libraries and the Academy) and actually reads books. [USA]



Dr. Klaus Ceynowa is the Deputy Director General of the Bavarian State Library at Munich, Germany. His main fields of work are strategic and financial planning, human resources management, and controlling and marketing for libraries in the digital age. He was responsible for negotiating the contract between the Bavarian State Library and Google about the digitization of the complete copyright-free collections of the Library from the 17th to the 19th century, which is more than 1 Million books. He is deeply engaged in all innovative projects of the Bavarian State Library, e.g. 3D-Internet applications, ScanRobotics, technologies for long

term digital preservation, Linked Open Data, gesture-based computing, liquid publications-infrastructure, and Mobile Applications as well as Augmented Reality tools and Location-Based-Services for libraries. Due to his professional profile, Klaus Ceynowa is especially interested in the development and implementation of organizational structures and tools that facilitate the rapid generation and spread of library innovations, and the seamless integration of library services in the new user-scenarios of the mobile digital world. [GERMANY]

K. Jane Burpee is Associate Librarian at the University of Guelph, Canada. She works in the area of research enterprise and scholarly communication supporting the full research spectrum needs of faculty and graduate student researchers. Jane serves on the Canadian Association of Re-



search Libraries, Open Access Working Group and is the co-author of 'Scholarly Communication at Canadian Research Libraries' published in the 2014 2(2) issue of the *Journal of Librarianship and Scholarly Communication*. Jane is passionate about Open Access. [CANADA]

Dr. Julien Sempéré is Head of the Collections Department, the Cordeliers Medical Library and the Integrated Library System at Paris Descartes University. Doctor of Modern History, specialized in Mediterranean Studies, Julien Sempéré carries on with his research and takes part as a project manager for his University in the French Next-generation ILS project. He hopes, thanks to all of his new IFLA colleagues, that he will be learning a lot more about Knowledge Management! Julien is also in charge of the IFLA KM Section Satellite Meeting for Lyon, 2014, and will serve as conference chair. [FRANCE]



Sheila Tham has over 14 years of varied experience from Administrative, Human Resource and Organizational and Service Excellence. She is currently overseeing the enterprise information and records repository systems in National Library Board Singapore. As a member of the IFLA



Knowledge Management Section where knowledge management to promote knowledge sharing to work collaboratively with other sections in IFLA and the application of knowledge management in libraries. Although she is fairly new to Knowledge Management, she is keen to learn from experts. She also believes that with successful implementation and utilization of KM would enable learning, sharing and collaboration in a changing business environment. [SINGAPORE]

Wilda Newman retired from Johns Hopkins University, Applied Physics Laboratory as Information Resources Manager in the Business & Information Services Dept. She was Technical Program Manager of computer systems, responsible for the automation of APL Administrative Services Dept. Previously she was with the technical reference library at APL in various areas of reference & management, & automation of library systems. JHUAPL awarded the Lawrence Hafstad Fellowship to Ms. Newman in 1999 to conduct research in "...knowledge management & end-user work environments 2010," in collaboration with the JHU Milton S. Eisenhower Library's Digital Knowledge Center. The work was presented at IFLA and published, including IFLA Publications 108, *Knowledge Management Libraries and Librarians Taking Up the Challenge*, Ed. Hans-Christoph Hobohm KGSaur München 2004. Ms. Newman established Knowledge Associates Resources LLC & continued research, consulting & teaching graduate courses in KM at Catholic University of America and JHU School of Prof. Studies in Business & Education. Within IFLA she has worked with three other sections. [USA]



What does Knowledge Management Mean to You?

The second column for “What does Knowledge Management Mean to You?” is by Enrico Colaiacovo, through our KM Chair, Leda Bultrini. My thanks to her for reaching out to bring another view to the discussion, and thanks to Enrico for his insight. His title is: **What will you be when you grow up?**



Enrico Colaiacovo

If you ask a top manager about the strategies of its company the answer could be vague, as in the case of a confused teenager. He can explain how they push the market, integrate technologies, organize production plants. He can also report on the R&D effort, on lifelong learning and on the cross-fertilization initiatives.

But if he doesn't explain why they do that, your understanding is limited to what the company does, nothing about where the company is going. The answer could seem useful, because of the accuracy of data, but it shows only a static view of the company, not strategies.

If you ask the same manager about the future of its company, he's forced to try to show the complex dynamics that drives the organization: the relations between the huge amount of data available and the company's analytic skills; the characteristics of education in the countries where they work related to the local and global competition; the ability to change the decision making on the base of the economic and politic analysis; the perspectives of the company in the technology's life-cycle. Now the manager is trying to give you the "knowledge based" explanation of the strategies, and you can start to figure out the future of the company: what it is and what it is trying to become.

Knowledge management is the only approach that can be adopted to consciously bring a company to prosper, putting on the same layer internal and external elements related to business, society and technology. In these terms KM is not only a leadership style closed within the boundaries of the enterprise, concerning patents, organizational models, people's skill. It's the way the managers try to know their company, understand what is shaking in the real world and think about the growth. The development of knowledge must be

effectively oriented, while the tacit knowledge not always could be completely explored or completely adequate.

What are the needs of managers and companies? First of all, they need to focus their efforts on themselves. They are always involved in the understanding and the coordination of internal knowledge dynamics: skills, organizational models, know-how's transformation, product and service engineering, creativity and research, internal and external relationship. It's possible to meet top managers (typically in the SME's) that usually lead companies on a knowledge based point of view without being completely aware of this kind of management policies. They know how to manage the internal knowledge, but they need some help.

“Without data, you are just another person with an opinion” (Andreas Schleicher, OECD). SME's employ 63% of the workforce in the OECD countries. They contribute for three-quarters of total job destruction as well as job creation. But they don't have the specific skill and the organizational strength for a relevant data and information management. It's time to properly support SME's with enhanced services of data assessment and analysis, considering this kind of services as a strategic infrastructure in the advanced economies. As in the case of energy, health or TLC services, we need an approach to the KM that is independent from the big companies, with the target of a distributed capability to understand what happens in the world. The 63% of the workforce in the OECD must be able to build its own point of view.

Enrico Colaiacovo is an electronic engineer with an MBA degree, former CEO of Ithaca Systems Srl, the Italian SME leading actor in the development of all the realtime control systems of the Italian High Voltage Power Grid. At the moment he's a member of the Board of Directors of Selesoft Consulting Srl (a large enterprise that recently incorporated Itaco Systems Srl) and of Proteco, a consortium including Selesoft that provides product and services to the main Italian service operators (Enel spa, Terna spa, Telecom Italia spa, Poste Italiane spa) in the field of industrial automation, energy management, new generation networks, IP technologies and software development.

New Publication Practices and Formats at KM Session



Dr. Andreas Degkwitz

At the Knowledge Management Section's Open Session at Lyon, Andreas Degkwitz will give a presentation about the impact of new publication formats and publishing practices on library services. Klaus Ceynowa, chair of the Open Session Program Committee, talks with Andreas on the major topics of his lecture.

Andreas, how will scholar publications and publishing change in the future?

I'm convinced, that the traditional, analog design of scholarly publishing will be deeply influenced or even replaced by the potential of the digital media. This implies, that future publications will be enriched by research data, digitized material, audio files, photographs, pictures and movies, animations and simulations, but also by annotations and comments. On the other hand these publications will be interoperable, processible and closely linked with various knowledge hubs as analog publication could never be.

How will these changes affect the traditional concepts of „text“ and „linear reading“?

Until today the majority of scientific publications are based on texts. The reason for this is the long tradition of printed books. In the digital paradigm the role of texts will decline and will become one of the many components digital publications include. Consequently our manners of reading will change and will be influenced by the „paths“ and „tracks“, which enriched publications present.

What impacts will dynamic and liquid formats of publishing have on the very notion of „knowledge“ and „knowing“ in the digital world?

From my point of view we face completely new shapes of knowledge. On the one hand researchers of today do their work collaboratively with various devices and in different networked environments. On the other hand the digitization of research work leads to data driven research even in disciplines, we didn't expect until now. Against that background the generation and the dissemination of knowledge won't be stored and delivered in containers like printed articles or books anymore. Instead the virtual research environments establish an ongoing „stream“ of knowledge, which covers a lot of materials and many results on different levels. And this will be an absolutely new design of sharing knowledge or research results.

How will libraries as agents of knowledge management have to be transformed so that they can successfully cope with these changes?

The one thing is, that librarians have to understand, that in future they deal significantly more with data than with textual materials they are familiar with. This implies, that the many data generated or used by researchers have to be aggregated, linked, prepared and processed for further use and to be archived on the long term. Finally the libraries will come more and more back to their roots as archives for the record of human knowledge – this prediction might surprise.

What are the most pressing challenges especially libraries in Germany are facing regarding their future role in the digital world?

The German libraries have to pick up the new challenges as intensively as a lot of research libraries do worldwide. Furthermore all the procedures concerning the records of data and texts should be much more aligned to the international standards, which are deployed in the international community of researchers and libraries. In this regard we have to increase our efforts heavily.

Finally: what do you like most being a member of the active IFLA community?

I appreciate to learn from each other and to share experiences and perspectives with colleagues from all over the world. For that the IFLA community offers many, many highly welcome opportunities.

Dr. Andreas Degkwitz is the Chief Librarian of the Humboldt University of Berlin. From 2004 until September 2011 he was the Chief-Information-Officer of the Brandenburg Technical University of Cottbus. The university combined the central services for information, communication and media on a common management. In his former position (1998 – 2004) he was the deputy-director and the head of the computer-department of the library of Potsdam University. Special interests are the future developments of scholarly communication and the influences of the digital paradigm on the academic culture.

Are You Ready for 2014? - 16—22 August



IFLA World Library and Information Congress 80th IFLA General Conference and Assembly 16-22 August 2014, Lyon, France

Congress theme: “Libraries, Citizens, Societies: Confluence for Knowledge”

Please bring this issue of the newsletter to the two business meetings of the Knowledge Management Standing Committee. See page 2 for details. Click the above to take you to the full IFLA program! A lot of planning and wonderful Section programs. Looking forward to seeing you there!

IFLA WLIC 2015 at Cape Town, South Africa - 15—21 August



Photo: Cape Town Tourism

From being the oldest and historical Mother City of South Africa to Cape Town is the 2015 IFLA Congress city! Cape Town is a vibrant long, rich cultural and political history moulded by the indigenous San The history and culture of Cape Town and South Africa are inextricably linked. From the earliest mention dating back to the rock paintings of the Khoisan and the exploration of Bartolomeu Dias in 1488, it has Jan van Riebeeck to the dark days of apartheid to the birth of democratically elected President of South Africa in the beautiful House of Assembly reading! **(continued)**



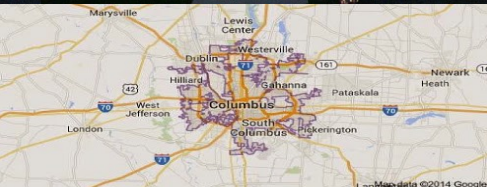
being the 2014 “Design Capital of the World”, the beautiful city of Cape cosmopolitan mosaic of sounds, sights, tastes, shape and thought drawn from a and Khoi people, Portuguese, Dutch, British, French, Malay and other races. bly linked. From the earliest mention dating back to the rock paintings of the borne witness to the political changes dating back to 1652 with the arrival of ey in 1994, when Nelson Mandela took his seat as the first democratically Building designed by Sir Herbert Baker. **CLICK on the brochure to continue**

Click on the First Announcement for more Information about IFLA Cape Town 2015

IFLA WLIC 2016 @ Columbus, Ohio USA - 11—18 August



Photo: Ohio Tourism Division



The international flagship professional and trade event for the library and information services sector will be held **August 11-18, 2016** at the **Greater Columbus Convention Center**. **(continue)**

