# IFLA

## Newsletter Number 18 June 2015

## knowledge management section

## the voice of global KM

# Inside this issue

*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

**Dear Members of the KM Section,**

August and the IFLA conference in Cape Town on *"Dynamic Libraries: Access, Development and Transformation"* are fast approaching.

I hope all of you who are reading this newsletter have already registered, and did so early enough to use the opportunity to do so at a reduced price, but otherwise, do it now, it's not too late!

For many of you, like for me, it will be a pleasure to return, after the IFLA WLIC in Durban in 2007, to a country of extraordinary beauty and with a humanity so warm and welcoming.

The IFLA KM Standing Committee has been working in the past months to create exciting opportunities for discussion and learning.

We have the occasion to warm up our muscles for the work of the Congress by meeting first on **Friday 14 August at the Goethe Institute in Cape Town for the Satellite Meeting,** "*Knowledge Management and Innovation: the transformation of 21st century library services*" (page 3).

This session will begin with keynote speaker, Dr. Dave Snowden, Director of the University of Cape Town Graduate School of Business, and Chief Scientific Officer, Cognitive Edge. The second key-

# From the Chair (continued)

note speaker, who is at home in South Africa, will introduce us to the afternoon session: Adeline Du Toit, Extraordinary Professor at the Department of Information Science, School of Information Technology, University of Pretoria. You can get to know her now, thanks to the interview that Eva Semertzaki, Chair of the Satellite Meeting, had with her and that you can find in this Newsletter, page 5, and with Dr. Snowden on page 4.

Participation in the meeting is free, however you do need to register, so that arrangements can be planned accordingly. You can get an idea of the program and register online at http://parisdescartes.libguides.com/IFLA2015.

Interesting ideas and new visions will be offered in the Open Session of the KM Section on Wednesday 19 August, 11.45-13.45h. "*Change and sustainability - Breaking paths for a world of balance,*" will, among other things, give examples of unusual collaborations between speakers of the North and South of the world, in the reflection on the relationship between KM and paths of sustainability. Do not miss the opening speech by Dr. Walter Baets, who will propose a new vision of leadership in the 21st century. See page 7 for an interview with Dr. Baets in this issue.

I'm looking forward to discussing together how to make our libraries the place of innovation and transformation in our communities at the

**Knowledge Café,** organized   by the Knowledge Management   and Research Services for Parliaments sections. It is a tradition that began several years ago and one we wanted to continue, because it always receives a lot of attention, Tuesday 18 August, 13.45-15.45-**mark this date on your calendar!** (See page **9** for **Table Topics**)

This year there is one more reason for me to look forward  to the business meetings of the **Standing Committee**, because I will have the pleasure to welcome a large number (**14**) of **new members**, highly qualified, that will contribute their experience and their ideas and give new impetus to our activities. You will find in this Newsletter (pages 10-11) their names and a brief biography and picture so that you can get to know them before Cape Town.

The **Business meetings** are open to all and it will be a pleasure to have you as participants. The first meeting will be on **Saturday 15 August, 15.15 to 17.45 h (Room 1.41/1.42), the second on Thursday, 20 August, 13.15 to 14.45 h (Room 1.63/1.64)**. As in previous years, during the first meeting we will make arrangements for the **KM dinner** open to all who desire to enjoy an evening together with us: guests and their partners are very welcome! [**Itinerary Page 8-bring it with you**]

This year the Section inaugurates the **IFLA Knowledge Management Wiki,** which aims to be a point of  information, useful to those interested in

the themes of KM, especially those approaching this discipline for the first time.  For example, it provides information on publications, case studies, and conferences. It is a tool open to the collaboration of all and I hope that everyone will contribute to enrich and update it. Instructions can be found here http://iflakm.wikispaces.com/ on the wiki.

We are lucky to have Olivier Serrat, our Satellite Meeting Keynote Speaker in Lyon last year, as our guest columnist for "What does knowledge management mean to you?" See his insightful article beginning on page 12.

You will also find **updates** on the **KM Section at the conference in Cape Town** and more in general on our activities following us on social networks (**IFLA KM on Facebook and LinkedIn, KM blog, #IFLAKM**).

And of course in this **Newsletter**, for which I thank, first of all, the editor and KM Section Information Officer, Wilda Newman, and then all members of the SC who have contributed to this issue and have been working actively and with passion throughout the past year.
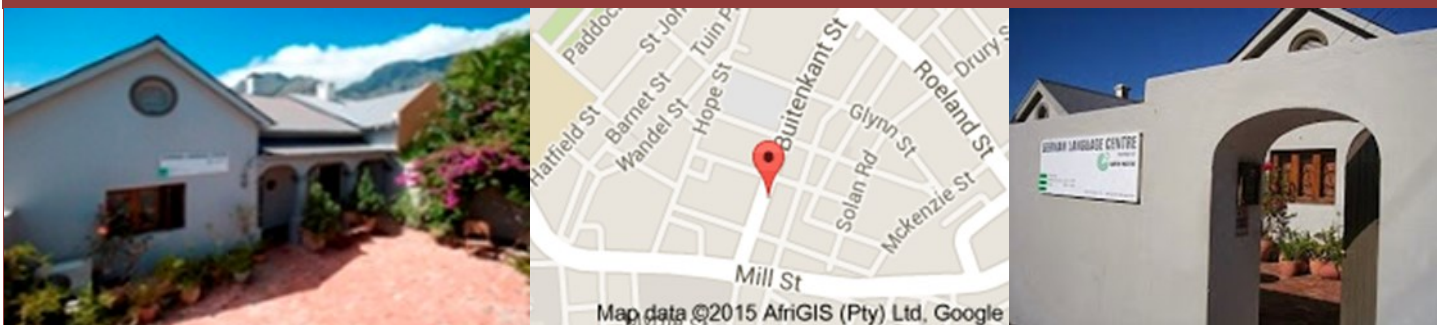
See you all in Cape Town!

*Leda*

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

05-Centre de Congres de Lyon
Photo by Nicolas Robin

# Be Amazed by the Possibilities: KM & Innovation 14 August 2015

## Venue for IFLA Knowledge Management Satellite Meeting
### Goethe-Centre, 155 Buitenkant St., Gardens 8001 Cape Town, South Africa
**Date:** Friday 14 August 2015; **Duration**: 09.00 - 16.45

*Theme: Knowledge Management and innovation: the transformation of 21st century library services*
*Keynote Speaker: Dr. Dave Snowden - KM, Innovation and transformation*
*Keynote Speaker: Prof. Adeline Du Toit - Your users are a priority: implementing customer knowledge management in your library to enhance innovation*

The conference is divided in two sections each one comprised of a keynote speaker and three speeches. Speakers are from the Netherlands, Kenya, USA, South Africa, Uganda and Singapore

See Interviews with Keynote Speakers
Dr. Dave Snowden, page **4**;
Prof. Adeline Du Toit, page **5**.

**Adeline van den Berg,** Program Manager and Innovation Agenda, and **Loes van Eijk,** Knowledge Manager, National Library of the Netherlands: *Knowledge management and innovation: a marriage made in heaven*

**Nerisa Jepkorir Kamar,** Knowledge Management Consultant and Africa Representative at SMR International, Kenya and **Guy St. Clair,** President and Consulting Specialist for Knowledge Services (and Knowledge Services Evangelist) SMR International, USA: *Librarians? Or knowledge services professionals? Changing trends in the profession*

**Elizabeth Turner,** First Command, USA and **Dr. Spencer Acadia,** University of Texas at Tyler: *Knowledge managers as the modern information professional: integrating the 12 tasks in an embedded position*

**Felix Nsiimoomwe,** Knowledge Management Centre, Bank of Uganda, Uganda: *Knowledge capture and reuse in a corporate organization: initiatives and challenges for Bank of Uganda*

**Li Ying Khoo,** Project Manager, Technology and Innovation, National Library Board, Singapore: *Cultivating ideas to drive innovation in libraries*

**Samuel C. Avemaria Utulu** and **Ojelanki Ngwenyama,** Department of Information Systems, University of Cape Town, South Africa: *Barriers of sustainable institutional repositories in developing country contexts: exposition on knowledge management proficiency*

Click here for Program Information and Registration!
Program Chair & Contact: Eva Semertzaki
esemertzaki@bankofgreece.gr

Enough time is allocated for discussion and interaction between speakers and delegates. The topics present the theory and practice of innovative approaches related to knowledge management in libraries.

# Dave Snowden Keynote Speaker at KM Satellite Meeting

*Dr. Dave Snowden is the founder and chief scientific officer of <u>Cognitive Edge</u>. His work is international in nature and covers government and industry looking at complex issues relating to strategy, organisational decision making and decision making. He has pioneered a science based approach to organisations drawing on anthropology, neuroscience and complex adaptive systems theory. He is a popular and passionate keynote speaker on a range of subjects, and is well known for his pragmatic cynicism and iconoclastic style.*

*He holds visiting Chairs at the Universities of Pretoria and Hong Kong Polytechnic University as well as a visiting fellowship at the University of Warwick. He is a senior fellow at the Institute of Defense and Strategic Studies at Nanyang University and the Civil Service College in Singapore. His paper with Boone on Leadership was the cover article for the Harvard Business Review in November 2007 and also won the Academy of Management aware for the best practitioner paper in the same year.*

*He has previously won a special award from the Academy for originality in his work on knowledge management. He is an editorial board member of several academic and practitioner journals in the field of knowledge management and is an Editor in Chief of E:CO. In 2006 he was Director of the EPSRC (UK) research programme on emergence and in 2007 was appointed to an NSF (US) review panel on complexity science research.*

*He previously worked for IBM where he was a Director of the Institution for Knowledge Management and founded the Cynefin Centre for Organisational Complexity; during that period he was selected by IBM as one of six on-demand thinkers for a worldwide advertising campaign. Prior to that, he worked in a range of strategic and management roles in the service sector.*

**Dave will be a keynote speaker at the Satellite Meeting of the IFLA Knowledge Management Section on 14 August 2015 in Cape Town. The title of his presentation is: *KM, innovation and transformation*** [Photo supplied by author]

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**Dave, some of us began with KM at its beginning and have experienced a variety of avenues in our professional careers using KM strategies. What prompted you to enter into the area of knowledge management and when?**

I was active in designing and building decision support systems. Knowledge Management for me was simply an extension of that (and with less discipline) so I started to argue that KM should stop focusing on technology and instead deal with decision support and innovation. In the early days I was a lone voice against the Nonaka tacit-explicit approach and that resulted in my being a dissent voice. That sucked me into the field more.

**I noticed in one of your posts about developing a KM strategy that you have gone back to approaches you used many years ago. I know KM has evolved, but can you talk more why you did this?**

Because the basic truths haven't changed. Knowledge is in the main organic and cannot be codified, so narrative approaches, apprentice models and other practices have remained critical. I've now lived through three cycles of people creating KM practices on the assumption that a CoP [Community of Practice] is sufficient to create KM when it isn't even neces-

sary. I've seen internal KM groups fail then leave to create consultancy groups based on self-reported success. A few years past and the need for KM is still there so the same failed approach is tried again and sooner or later it fails and the team leave to set up their own group yet again. Depressing really especially as Library Science used to understand this stuff before it got seduced by the KM buzz. The science based approach I originally advocated remains relevant today so I return to it.

**How do you think knowledge management practices have changed with the new social media available everywhere these days?**

Not much, it is still early days and social media is becoming a problem not a solution. Bot generated tweets, promotion in facebook etc. etc, all create problems and it is an area we are working on with some radical new programmes on citizen engagement to get controlled sample sizes rather than the tyranny of herds that social computing too often represents.

**In some places of the world KM is mainly focused on technology, whereas in other geographic entities KM is based on people and their knowledge. From your experience of KM around the world**

do you think that there are different approaches to KM?

Yet to see an example where people were truly taken into account. Techno fetishism seems to transcend cultural groups and norms.

**How can knowledge management be used to support innovative activities in libraries? Could you provide a few examples?**

Starting to use librarians a bit more would help rather than technology. The human factor could be a real differentiator but the librarian as taxonomist smacks too much of taxidermy for my liking.

**How do you envisage the future of KM in libraries? Can KM transform library services?**

Citizen engagement, partial fragmented search, serendipitous learning. There are many many possibilities but not with the current majority view of KM.

**T**hanks to Eva Semertzaki and Jane Dysart for this interview with Dave Snowden via email. Eva is the IFLA KM Satellite Program Chair and will also Chair the Satellite Meeting.

# Professor du Toit Keynote Speaker at KM Satellite Meeting

**Prof. Adeline du Toit** *is an Extra Ordinary Professor at the Department of Information Science, University of Pretoria. Prior to that position, she had been a professor at several other universities in South Africa. Among her main topics of professional interest are included knowledge management, competitive intelligence, communities of practice, knowledge workers, business value of information management, strategic analysis, case studies and research on South Africa and other countries. She has got a long experience in knowledge management. Her proliferate work includes 87 articles in peer-reviewed journals since 1986, 2 books on knowledge management and competitive intelligence, chapters in books, many peer-reviewed papers published in conference proceedings as well as papers presented at conferences. She has gained national and international recognition for her work. Adeline holds a Doctoral degree in Literature and Philosophy from Rand Afrikaans University, a Master of Arts from the University of Pretoria and a BA from Free State University.*
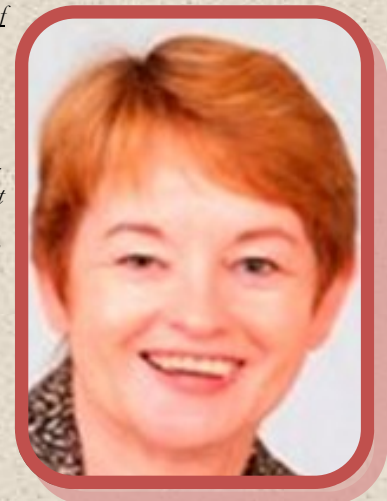
Adeline will be a keynote speaker at the Satellite Meeting of the IFLA Knowledge Management Section on 14 August 2015 in Cape Town and the title of her presentation is: **Your users are a priority: implementing Customer Knowledge Management in your library to enhance innovation.** [LinkedIn profile photo]

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**How is knowledge management related to libraries in the 21st century?**

In the knowledge economy, the power is in the hands of the individual (the users of your library). But pure knowledge is worthless – it is not what you know, but what you do with what you know. Knowledge management should be the most important activity in any library. Librarians should implement knowledge management resulting in economic value or social gain.

**Are knowledge and innovation equal, supplementary or contradictory concepts for libraries? How do you justify your answer?**

Knowledge and innovation are supplementary concepts for libraries. Knowledge plays an intrinsic role in the process of innovation – it forms the foundation on which innovation is based - innovation is widely considered a prerequisite for organisational effectiveness in a library. It is therefore imperative that libraries enable themselves to relentlessly pursue constant innovation. This knowledge resides within the heads of people (employees in the library or library users) in the form of tacit knowledge, but also as explicit knowledge that has been codified in documents, processes, tools, and so forth. Knowledge is used to make decisions throughout the innovation process – decisions that ultimately determine the success of innovation projects.

New knowledge can be created either through the expansion of already existing tacit or explicit knowledge, or through a new method of combining these forms of knowledge.

**How can knowledge management be used to support innovative activities in libraries? Could you provide a few examples?**

Knowledge management and more specifically knowledge creation processes could be used to improve innovation in a library. The ability to innovate and to do so on a constant and sustainable basis is considered vital in the knowledge economy. Common processes and previously acquired knowledge and competencies, supported by the appropriate organisational structures, strategy, climate, culture and leaders, can collectively contribute to an environment that facilitates and/or is conductive to innovation. Librarians should make sure that they form good relationships with inspiring people (this may be their users), they should learn, practice and master new habits and learn new ways of thinking about their situation. This is the only way that they will be creative. To be creative means that you should take risks, break fixed patterns, know your users and be sensitive to their problems. Taking risks is safer than doing nothing.

**Do librarians effectively manage their knowledge and their users' knowledge to enhance innovation?**

In my opinion, no. Librarians should position themselves strategically and use their skills in new, creative ways. They should study global practices and never give up on innovation. They therefore need a radar system to pick up opportunities for knowledge creation and innovation.

**How do you envisage the future of KM in libraries? Can KM transform library services?**

Yes, definitely. Attitude is a choice for librarians. All librarians should understand their environment, be courageous to implement new knowledge management practices in their libraries, and by doing this, design a new future for their libraries (when you design a new future, you again are innovative).

**T**hanks to Eva Semertzaki for this interview via email., IFLA KM Satellite Program Chair. Eva will also chair the Satellite Meeting.

The Venue for the IFLA Knowledge Management Satellite Meeting is Goethe-Centre, 155 Buitenkant St., Gardens 8001 Cape Town, South Africa on Friday 14 August 2015; Duration: 09.00 - 16.45

Photo by Wilda Newman

## IFLA World Library and Information Congress
### 81th IFLA General Conference and Assembly

**15-21 August 2015, Cape Town, South Africa**

**IFLA Knowledge Management Section Special Session at WLIC-2015 featuring Keynote Speaker Walter Baets**
**(University of Cape Town Graduate School of Business, South Africa)**

**on *"Full colour thinking – what the world wants from leaders today?"***

**SI—Change & Sustainability-Breaking Paths for a world of balance**
See full Program Session 180
**19 August, Wednesday 11.45—13.45 (Session 180—Room: Auditorium 1)**

**Contact: Dr. Steffen Wawra, Programme Chair**
**Email: steffen.wawra@uni-passau.de**

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The following downloadable specialty maps are provided by mapsinfo.co.za, and the Cape Town tourism website.
(1)The Green Map  (2) Food  (3) The Pink Map  (4) Cape Town Kids Map  (5) The Islamic Cape Town Map
(6)Craft Shopping Map  (7) Arts & Crafts map 2015  (8) Map to Jewish Cape Town

http://www.capetown.travel/content/page/area-maps  &
Click on Map for more information
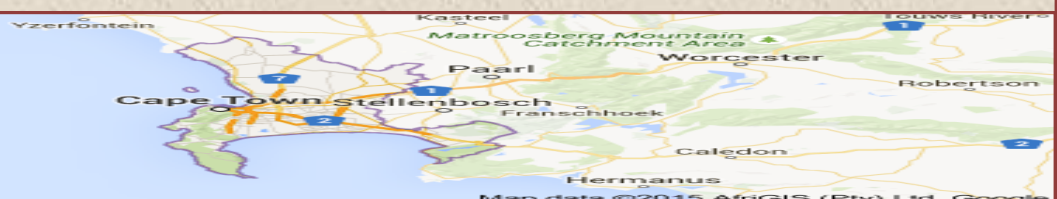
# Professor Walter Baets Keynote Speaker at KM Session

*At the Knowledge Management Section`s Open Session at Cape Town, Walter Baets, Director of the Graduate School of Business of the University of Cape Town, is the distinguished keynote speaker with a presentation on:*
***"Full color thinking – what the world wants from leaders today?"***
*Steffen Wawra, Chair of the Open Session Program Committee, talks with Walter Baets. Steffen will also Chair the Open Session.*

**Walter, your key note *"Full color thinking–what the world wants from leaders today?"* is very much awaited by attendees of the Knowledge Management Open Session, IFLA General Conference in Cape Town 2015: What can our visitors–leaders of the information sector from all over the world-expect from this concept?**

At the UCT Graduate School of Business we recognize that as many of the old social and business structures and ways of thinking are breaking down, we stand at a unique point in human history with exciting possibilities for individuals and organizations. We believe that "business as usual" is no longer the way to achieve sustainable success– we think that managers need an expanded skill set that creates new models of business, to explore different views to the world, to their customers and for himself. Full Colour Thinking is helping the librarians and information specialists to go on a transformational journey in this changing digital era.

**You consider "complexity theory" as the new basis of Knowledge Management. What does it mean in practice for the library and information sector?**

KM needs to successfully integrate disciplines like human resources management, organizational sciences, educational sciences, artificial intelligence and cognitive sciences. This makes knowledge management different from value adding to information management. Things are better organized within this complexity. I think the main task for the library and information sector is to build an "Open Knowledge Space"–not hidden collections that we must search, but using engines of the future internet–to cover the complexity behind us.

**You explained in your book "Rethinking Growth", one cannot explore a new paradigm from within the borders of existing mainstream paradigms. But if the** primary vehicle of information seeking is a privately owned algorithm (Google)– how do libraries engage? What would you recommend leaders of the public and academic library and information sector do–build a competing algorithm?

No, the question is not who owns the engine but who will offer the best one! I recommend leaders of the public and the private library and information sector be "drivers" for knowledge management programs. The knowledge management programs are concerned with the identification/creation, accumulation, distribution and application of intellectual capital, that can lead to greater innovation and better customer experiences. Use the network effect of sharing knowledge worldwide! Fill the engine with benefits for your customer! The Google Policy of privacy and the protection of personal data are not acceptable – but the boundaries of Privacy and Data Protection must be redefined.

**The IFLA Trend Report described the risk of automated machine translation. That will change the way we communicate, but will it increase our understanding? Is that what Swan argued in 1999 - that knowledge management would be the next hype to forget people?**

No, I do not think we forget people… Automated language translation is just one technology having a profound impact on access to information, cross-border communications and cultural engagement. And we have a cultural complexity: in general, culture is considered as a static phenomenon and it would be enough to understand the other's culture in order to deal with it. In practice this does not really seem to be the reality. Culture is an emergent and constructed concept that is highly dynamic and non-linear. For the development of a digital culture around the world it is necessary to have automated language translation.

**You used the metaphor of *Alice in Wonderland* \* for explaining, that we need a purpose for making decisions here and now–Librarians believe they know the road to the future, but often we do not dare to leave old paths….Do you think that "access anytime, anywhere, on any device" undermines the concept of physical ownership–to the ultimate detriment of libraries as physical spaces?**

At first, there is always not only one road to the future…don`t forget this…Yes, Library spaces are intimately tied to library roles, collections, and services. Creating new roles for public and research libraries involves re-conceptualizing both library physical spaces and library virtual spaces. I think the physical space will decrease, also changing into "learning and working spaces"-leaving the traditional format. But space for whatever– librarians must meet their customers…

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*\*Alice in the Wonderland* asks the cat which road to take. The cat asks her where she wants to go. *Rethinking Growth: Social Intrapreneurship for Sustainable Performance* by Walter Baets & Erna Oldenboom.-Pallgrave Macmillan, 2009, page 6.

*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. After a corporate career in financial modeling and strategic consulting, he did a PhD (at Warwick Business School) and a Senior Doctorate (HDR, Aix-Marseille). His recent publications include Complexity, Organisations and Learning: A Quantum Interpretation Of Business (Routledge, 2006), Rethinking Growth: Social intrapreneurship for sustainable performance (Palgrave, 2009 co-author Erna Oldenboom) and Values Based Leadership in Business Model Innovation (Bookboon, 2013, co-author Erna Oldenboom). He is currently the Chair of the Association of African Business Schools (AABS).*

*[Photo supplied by the office of Walter Baets]*

## KM Standing Committee Meeting I

Agenda,

Cape Town, Saturday, 15 August,

15.15-17.45 h (Room 1.41/1.42)

**15.15 – 15.45**

1. Call to order, apologies and Welcome - *Leda Bultrini, Chair*
2. Introduction of Attendees - *Mary Augusta Thomas, Secretary* (sign-up)
3. Approval of Agenda

**15:45 – 16:15**

4. KM Section Officer Election
   . KM SC Standing Committee Election of IFLA Officers
   . Renewal/retirement of corresponding members
   . SC Roles and Responsibilities

**16:15 – 16:45**

5. Approval of Lyon Minutes
6. Treasurer Report 2014/2015
7. Announcement and report from the Professional Committee - *Leda Bultrini, Chair & Treasurer*
8. Standing Committee Activities since 2014 Lyon Conference
a. Chair's report on overall accomplishments of SC - *Leda Bultrini*
b. *Secretary's Report on Membership & other IFLA HD & SC organizational matters - Mary Augusta Thomas*
c. *Information Coordinator Report on KM website, Newsletter & Social Networking, etc. - Wilda Newman*
d. Report on KM wiki/Portal - http://iflakm.wikispaces.com/ Welcome *Elisabeth Freyre/Wilda Newman/Emily Thornton*
e. News about the volume on KM in preparation - *Leda Bultrini/Julien Sempéré*

**16.45 - 17.00**

9. Knowledge Management programs in Cape Town
a. **KM Satellite Meeting: *Knowledge Management and Innov***

*tion: the Transformation of 21st Century Library Services* (Fri. 14, Cape Town, Goethe-Centre, 155 Buitenkant St. Gardens) – *Eva Semertzaki, Programme Chair*

b. **KM Open Session: *Change and Sustainability – Breaking paths for a world of balance*** (Wed. 19, 11.45-13.45, Auditorium 1) (brief description) – *Steffen Wawra, Programme Chair*

c. KM and Research Services for Parliaments SC Joint Session: **Knowledge Café "*Continuous innovation and transformation of libraries and their communities"*** (Tue. 18, 13.45-15.45, Ballroom East - Session) – *Jane Dysart, Programme Co-chair*

d. KM dinner at a restaurant to be decided

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

**17:00 – 17.40**

10. Action Plan first steps: KM Programs – preliminary discussion for Columbus, Ohio, USA 2016
a. Satellite meeting opportunity (request 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 Columbus theme: ***"Connections. Collaboration. Community."*** (http://conference.ifla.org/ifla82/)
   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**

11. KM SC II meeting
12. Adjournment

# KM Agenda (Cape Town Meeting II)                    { [Click:: Previous Meeting Minutes] }

Thursday 20 August - 13.15-14.45 h (Room 1.63/1.64)

**13:15-13:20**

1. Call to order, Welcome & Congratulations to newly elected KM SC Leaders - Leda Bultrini, Chair

**13:20-13:40**

2. Report out on Cape Town events
a. Satellite meeting - Eva Semertzaki, Program Chair
b. Open session - Steffen Wawra, Program Chair
c. Knowledge Café - Jane Dysart, Co-chair
d. KM Dinner - Leda Bultrini

**13:40-14:00**

3. KM SC leadership handover and new KM SC leadership team

formation (Information Coordinator/Newsletter Editor etc.) - Leda Bultrini and New Chair

**14:00-14:30**

4. Annual Report, Leda Bultrini and Mary Augusta Thomas
5. Action Plan
6. Review and decide preliminarily on KM programs format, theme, and Programme Chair and Conference Committee for Columbus, Ohio, USA - New Chair & New Secretary
7. KM Publication – things to do

**14:30-14:45**

8. Other follow up actions, timeline and responsible parties
9. Adjournment

Photo by Wilda Newman

## Continuous innovation & transformation of libraries and their communities

**Joint Session Sponsored by Knowledge Management with Library and Research Services for Parliaments**

**Session 142 will be held on Tuesday 13.45—15.45; Room: Ballroom East**

*This interactive discussion focuses on a series of challenges/opportunities that libraries are facing. Using round tables and facilitators, conversations are interesting, insightful, and provide lots of practical ideas to take home. The success of similar sessions in past WLICs was amazing.*

- *Transforming the library with creativity*
- *Embracing library users as key stakeholders*
- *Designing user-centric services & programs*
- *Measuring and assessing library work*
- *Managing institutional knowledge with transparency*
- *Best practices for building confidentiality, trust, security and privacy into organizational systems*
- *Developing an innovative culture in the workplace*
- *Share your innovative programs*
- *Fostering makerspaces in libraries*
- *Using data visualization to present organizational evidence.*
- *Using storytelling to support knowledge retention & transfer*
- *Best practices for copyright and rights managements for organizational and user data*
- *Potential of big data to transform planning*

**IFLA Library Visits can be reviewed here! Plan ahead and see where you want to visit!**

**Check out the Poster Sessions for more discussion and networking opportunities.**

# IFLA Knowledge Management 2015 New Members

**M**onica Ertel is Director of Global Information Services for Bain & Company where she leads their worldwide information services network of 26 information centers worldwide. Her responsibilities include managing nearly 100 researchers who provide high-level research analysis and support, desktop delivery of key information resources, end-user consultant training and strategic information leadership for the firm. Prior to Bain, Monica was Director, Worldwide Customer Service for Innovative Interfaces, Inc., with management responsibility for Innovative's global support including a web-based service center. She has 25 years of library management experience, including Korn/Ferry International as Director of Global Knowledge Management and North America Research. Prior to that, at Apple Computer she was Director of Knowledge Systems, which included the Apple Library as well as research programs in the field of information management. Monica holds a MLS, San Jose State University and a MBA, Santa Clara University. Active in a number of library and information associations she was appointed Fellow, Special Libraries Association and awarded Outstanding Alumni, San Jose State University. She has also held leadership positions with the American Library Association and IFLA, where she has been a member since 1988. **[USA]**

**X**iao Long, Professor, Deputy Director of Peking University Library, the Executive supervisor of China Academic Social Science and Humanities Library（CASHL. She is also an adjunct professor in Fudan University and Sichuan University, as well as vice president and governing board member of the Council of the Chinese Information Society of Social Sciences. She visited the USA as a Fulbright senior research scholar in 1997-98. Since then she has had several important research projects of National Natural Science Foundation of China, Ministry of Science & Technology, Ministry of Education, published more than 10 books and 60 papers in Chinese and English. Her books and papers have received several awards of Ministry of Education, Beijing Municipal Government, Peking University and Emerald Publishing Ltd. Her main works and studies involve knowledge management, organization and sharing in social sciences and humanities; digital collection development and cooperative acquisition; digital library standards and criteria, metadata; user services; Chinese core journals based on bibliometrics. **[CHINA]**
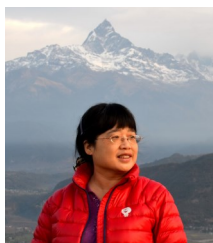
**B**lane K. Dessy is the Deputy Associate Librarian for Planning and Project Management at the Library of Congress. Before this position, he was Executive Director of the Federal Library Network at the Library of Congress in June 2010. Prior to this, he had been Director of Libraries at the United States Department of Justice (2000-2010) and the first Executive Director of the National Library of Education (1994-2000). He came to the Federal Government after working as a State Librarian (Alabama), Deputy State Librarian (Ohio), library consultant (Oklahoma), and public library director (Pennsylvania). Mr. Dessy received his MLS degree from the University of Pittsburgh in 1976. He has a strong interest in the role of information in the Federal government. **[USA]**

**D**r. Spencer Acadia is research librarian and adjunct professor at the University of Texas at Tyler in Tyler, Texas. He holds a Ph.D. in sociology, as well as master's degrees in both psychology and library science. He has published in peer-reviewed library science journals such as *Reference & User Services Quarterly* and *Behavioral & Social Sciences Librarian*, as well as other professional literature in library science and sociology. He has received grant and award funding from the American Library Association and the U.S. National Library of Medicine. In 2012 and 2014, he co-authored and presented papers at IFLA World Library and Information Congress satellite conferences in Finland and France, respectively. In 2015, he authored and presented a poster at the Association of College and Research Libraries (ACRL) Conference. His research interests include collection development theory and methodology in academic and research libraries; compilation, analysis, and dissemination of social and behavioral sciences resources; and information and knowledge management studies grounded in sociological and psychological perspectives. **[USA]**

**J**ennifer A. Bartlett is the Head of Reference Services at the University of Kentucky Libraries, and has worked in public and academic library reference and access services since 1995. Her research interests include reference services, virtual reference, library management issues, knowledge management in academic libraries, and the history of libraries in higher education. She is also a doctoral student in higher education in the UK College of Education. She has written for publications including *Public Libraries* and *College & Research Libraries*, and currently writes the book review column "New and Noteworthy" for *Library Leadership & Management*, the journal of the Library Leadership and Management Association (LLAMA). **[USA]**
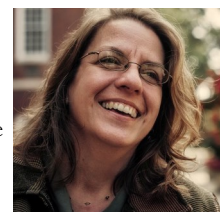
**L**isa German is Associate Dean for Collections, Information and Access Service at Penn State University and is responsible for the planning, organization, policy development, implementation and assessment for several Library Departments. Prior to Penn State in 2005, she worked for many years at the University of Illinois at Urbana Champaign and Wright State University, Dayton Ohio. In August, she will leave Penn State and become Dean of Libraries and Elizabeth D. Rockwell Chair, University of Houston. Her research interests are constantly evolving and she is very interested in mentoring and its impact on success, administration, and an occasional deep dive into collections assessment. Lisa participated in the Leadership Institute for Academic Librarians at Harvard University in 2009, Penn State IT Leaders Program in 2008-2009, Leadership Centre County in 2008 and the Association of Research Libraries' (ARL) Research Library Leadership Fellows Program in 2004-2006. She is 2012 recipient of the Harrassowitz Leadership in Library Acquisitions award. **[USA]**

**H**annele Fabritius is currently, from the beginning of this year, Director of Competence Development at the Helsinki University Library, Finland. She worked earlier, eleven years as a Library Director in Kumpula Science Library, Helsinki University. Before that she worked as a Library Director in Joensuu University Library in Eastern Finland. She holds master degrees in both Library Science and Journalism and Mass Communication. In 1990-2000 she worked as a lecturer and researcher at the Department of Information Studies and Interactive Media, The University of Tampere, Finland. Her research interests include digitalization and management of learning. **[FINLAND]**

**F**elix Nsiimoomwe holds a Bachelor's Degree in Library and Information Science from Makerere University, Kampala (Uganda) and a Post-Graduate Diploma in Information Systems from the same university and is pursuing an MBA from Amity University, India. He has 10 years professional experience in information services management and has worked with several organizations in Uganda, that include Ministry of Health, British Council Uganda, and Stanbic Bank Uganda before joining Bank of Uganda (Central Bank). He is heading the Knowledge Management Services Unit of the Knowledge Management centre, whose major task is to co-ordinate, oversee and manage all Knowledge Management activities throughout the organization (Bank of Uganda). Felix, passionate about Knowledge Management in Corporate organisations, is pursuing an e-Certified Knowledge Manager program, International Knowledge Management Institute, Washington DC. **[UGANDA]**

**E**lizabeth Turner is an information technology project manager utilizing knowledge management at a private equity firm in Fort Worth, Texas. She has led software development, training, and implementation projects for teams and systems of all sizes. She received her MLS in 2010, Texas Woman's University and a second master's, University of Texas at Arlington in information systems technology with a project management concentration. Her research interests include knowledge management and corporate librarianship. In 2012 she co-authored and presented a paper at an IFLA World Library and Information Congress satellite conference in Finland on democratizing access to women's information and scholarship. She presented a case study of a financial services firm's decision making process regarding knowledge management solutions to the 2014 KM Section Satellite Conference, to be published in IFLA's upcoming KM anthology. In the Special Libraries Association Liz works with the national Online Content Advisory Council, KM Division Education Committee and Texas Chapter. **[USA]**

**H**. Frank Cervone is director of information technology and college information security officer, School of Public Health, University of Illinois at Chicago. His 25 years of leadership in libraries and information organizations developing systems and services have advanced teaching, learning, and management of knowledge and information. His current work is project management in information agencies, management of information and knowledge services in academia, social network analysis as a tool for information discovery and visualization, and security and compliance for public health informatics and research. The author of four books in applied information technology, book chapters, and numerous articles, and a regular column in OCLC Systems and Services. Most recently he co-edited (with Lars Svensson) a volume in the IFLA monograph series, "Linked Data and User Interaction." He has a MSEd, California State University, MA, DePaul University, and Ph.D. Business Administration, Northcentral University. **[USA]**

**W**ei Dawei has a Master of Public Administration and is a senior engineer at the National Library of China (NLC) for 15 years, and actively participates in international exchanges. He served on the IFLA IT Standing Committee, 2010-14. He is a member of the Executive Council, World Digital Library, President, China Document Image Technical Association, Chairman, China Document Image Technical Standardization Commission, Board Member, Internet Society of China, and Board Member of China Association for Scientific and Technological Intelligence. His research is on automation of Digital Culture and Computer Application Technology. He was in charge of the design of the National Digital Library. Since 2010 he has been leading the planning of the Digital Library Promotion Project: He took charge in many national and ministerial research programs, such as "Solution and Standard Research of the Cultural Resources Service Platform" of the National Sci-Tech Supporting Plan, "Non-profit Digital Cultural Service System" of the National Social Science Funding Program, and "Unique Identifier System of the Digital Cultural Resources" of the National Cultural Sci-Tech Promotion Program. **[CHINA]**

**E**lisabeth Freyre is a European Project Manager in the International Relations delegation of the Bibliothèque nationale de France. She is graduated in Library science and IT science. As a European Project Coordinator, she monitors BnF activities within the framework of the cultural heritage initiative Europeana and manages European projects with specific focus on aggregation, accessibility, re-use and valorisation of content and services such as Europeana Newspapers and Europeana Sounds projects. She is involved in the IMPACT Centre of Competence for digitisation. She is very interested in Knowledge management in a so interconnected world. She already took part in the KM Section during the last years and is very pleased to be involved again in this very dynamic section. **[FRANCE]**

**V**ictor A. Walusimbi heads the Knowledge Management Centre, Bank of Uganda (Central Bank) and is primarily responsible for ensuring that the Bank is a Knowledge-based learning organization. He was an Assistant Librarian at the same bank since 2004. Prior to joining the Bank of Uganda, he worked as Records Manager in DHL Int'l(U) Ltd. His professional interests mainly concern knowledge use, re-use and management. He has co-authored papers and made presentations on Knowledge Management. He holds a Bachelor's Degree in Library and Information Science from Makerere University, Kampala (Uganda) and an MBA from Edinburgh Business School, Herriot Watt University (Scotland). He is pursuing a Certification in Knowledge Management from the International Knowledge Management Institute **(USA). [UGANDA]**
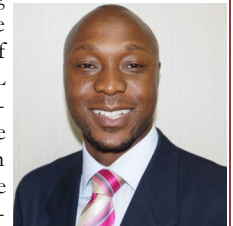
**D**r. Magdy H. Nagi, Professor, Computer and Systems Engineering, Faculty of Engineering, Alexandria University, has a Ph.D., University of Karlsruhe, 1974. He served as Lecturer for two years and Consultant, Computer Center 1974-1990, and internationally. On the national level he was a Consultant to the University of Alexandria and Faculty of Engineering for designing and implementing automation projects for governmental authorities or public sector companies. Dr. Nagi has served, since 1995, as Consultant to the Bibliotheca Alexandrina. Among his activities were the design and installation of Bibliotheca Alexandrina's network and information system. In 2001, he was appointed Head, Information and Communication Technology (ICT) Sector, Bibliotheca Alexandrina. He is now a senior Consultant to the ICT Sector and oversees projects and partnerships established between the ICT Sector and international institutions. He is a member of ACM and IEEE Computer Society and several other scientific organizations. His main research interests are in operating systems and database systems. He is author/co-author of more than 80 papers. **[EGYPT]**

# What does Knowledge Management Mean to You?


Photo supplied by author

Olivier Serrat speaks to us in this issue about what knowledge management means to him, in answering the question posed in our guest column. He was a key-note speaker for the KM Section Satellite conference held in Lyon, France in 2014. You can see an interview with him prior to that conference in a previous issue of our newsletter.

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In *The Bourgeois Gentleman* (1670), a comedy that for the enjoyment of aristocrats satirizes the pretensions of social climbers, Monsieur Jourdain exerts himself in the gentlemanly arts of dancing, fencing, music, and philosophy. His philosophy lesson becomes a basic lesson on language: "Everything that is not prose is verse, and everything that is not verse is prose." The author, Molière, has the central character exclaim:

MONSIEUR JOURDAIN: Oh, really? So when I say: "Nicole bring me my slippers and fetch my nightcap," is that prose?

PHILOSOPHY MASTER: Most clearly.

MONSIEUR JOURDAIN: Well, what do you know about that! These forty years now, I've been speaking in prose without knowing it!

Much as Monsieur Jourdain, but hopefully without his somehow endearing affectations, I realized when I was asked to head ADB's Knowledge Management Center in 2008 that I had been managing knowledge—without being aware of it—for years. In an Asia and Pacific region that is challenged by environmental degradation, I had because of my previous occupation as senior project economist (natural resources) left no stone unturned in search for knowledge solutions. We need to demystify knowledge management.

Much more than individuals, organizations like definitions. (Lest we forget, knowledge management is political, sometimes highly so, because it is a tool of organizations.) And so, borrowing from others, I put one together: "Knowledge management is getting the right knowledge to the right people at the right time, and helping them (with incentives) to apply it in ways that strive to improve organizational performance." The operative words were "knowledge", "people", "help", and "performance". Here, I felt, were intimations of intent that both paid homage to the organization and would conduce freedom of action depending on its staff's motives, means, and opportunities. Each would-be discipline develops accoutrements. Circumventing the Cerberus of tacit, implicit, and explicit knowledge—which strictly speaking ought to boast a fourth head for new knowledge from creativity and innovation, I found value in distinguishing:

- Notions of data, information, and knowledge.

- Core knowledge activities, e.g., identify, create, store, share, and use (with emphasis on the first).

- Techno-centric, organizational, and ecological perspectives on knowledge management.

- Disciplines and schools of thought that shed light on knowledge management, e.g., communities (and networks) of practice, complexity science, decision support systems, constructivism, library and information sciences, intellectual capital, organizational science, social network analysis, and web technologies.

- "Cognitive" (or "codification") and "community" (or "personalization") models of knowledge management.

- Knowledge management technologies that variously serve to codify, communicate, internalize, or organize knowledge, e.g., blogs, collaborative workspaces, document libraries, exit interviews, expertise locators (and staff profile pages), good practice databases, knowledge portals, "lessons" management systems, "urgent request" facilities, and wikis.

- Learning before, during, and after.

- Consequences that an organization's configuration might have for the definition of a knowledge management effort, since working through an entrepreneurial, machine, diversified, professional, innovative, missionary, political, or—these days—networked organization is not the same.

- Knowledge management motivations, e.g., making available increased

knowledge content in the development and provision of products and services, achieving shorter product development cycles, facilitating and managing innovation and organizational learning, leveraging the expertise of people across the organization, increasing network connectivity between internal and external individuals, managing business environments and allowing staff to obtain relevant insights and ideas appropriate to their work, solving intractable or wicked problems, and managing intellectual capital and intellectual assets in the workforce (such as the expertise and know-how held by key individuals).

This in no particular order except that—to state the obvious—the last point should come first. Of course, what motivation leads organizations to undertake a knowledge management effort is of the highest importance: toward that purpose, we should with knowledge behaviors ask, learn, and share—this individually, in teams, and in communities, by active search and serendipitous encounters. But, many organizations never clarify why, exactly, they want to do knowledge management to begin with. (Quite commonly, a hasty rationale is to "capture" and make available—so it might be used by others in the organization—the "knowledge that people carry in their heads.") Should it come as a surprise, then, that knowledge management suffers from "The Blind Men and the Elephant" syndrome? Since there can be no lingua franca, organizations should only define knowledge management in terms of their specific business objective.



It's a Fan!
It's a Wall!
It's a Spear!
It's a Rope!
It's a Snake!
It's a Tree!
\*
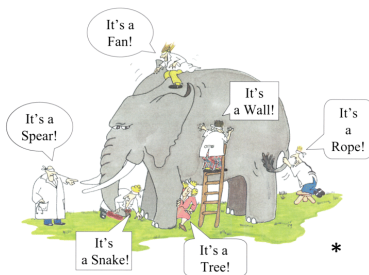
**The Blind Men and the Elephant**
**John Godfrey Saxe**
**(1816-1887)** \*

It was six men of Indostan
To learning much inclined,
Who went to see the Elephant
(Though all of them were blind),
That each by observation
Might satisfy his mind.

The First approached the Elephant,
And happening to fall
Against his broad and sturdy side,
At once began to bawl:
"God bless me! but the Elephant
Is very like a wall!"

The Second, feeling of the tusk,
Cried, "Ho! what have we here
So very round and smooth and sharp?
To me 'tis mighty clear
This wonder of an Elephant
Is very like a spear!"

The Third approached the animal,
And happening to take
The squirming trunk within his hands,
Thus boldly up and spake:
"I see," quoth he, "the Elephant
Is very like a snake!"

The Fourth reached out an eager hand,
And felt about the knee.
"What most this wondrous beast is like
Is mighty plain," quoth he;
"'Tis clear enough the Elephant
Is very like a tree!"

The Fifth, who chanced to touch the ear,
Said: "E'en the blindest man
Can tell what this resembles most;
Deny the fact who can
This marvel of an Elephant
Is very like a fan!"

The Sixth no sooner had begun
About the beast to grope,
Than, seizing on the swinging tail
That fell within his scope,
"I see," quoth he, "the Elephant
Is very like a rope!"

And so these men of Indostan
Disputed loud and long,
Each in his own opinion
Exceeding stiff and strong,
Though each was partly in the right,
And all were in the wrong!

"We shape our tools," Marshall McLuhan is alleged to have said, "and then our tools shape us." Technologies such as telephone, radio, and television cut distances, speeding communications, and engendered in the 20th century a world quite different from that which previous generations had experienced. From the mid-1990s, which uncoincidentally also witnessed the birth of the World Wide Web, three waves of interest drove knowledge management in turn: information technology; organizational learning and intellectual capital; and taxonomy and content management. (Put differently, one could say that knowledge management focused first on containers, next on communities, and lately on the content itself, even if the three approaches often coexist.) Just now, the rise of digital is again changing the way we perceive ourselves and our world. Pending actualization of the Internet of Things, organizations must embrace the digital world if they are to survive and, preferably, thrive. Irrespective of the sector an organization is in, digitization enables fundamentally different ways for it to think about its clients, audiences, and partners, and to engage with them. Old distinctions such as that between library and information sciences and knowledge management are blurring fast. Digitization—simple, clear, and fast—helps address and answer questions such as:


Photo from info@vapartners.ca

- What are the expressed and latent needs of clients, audiences, and partners (not forgetting relationships and behaviors)?

- How does one build products and services to better meet these needs?

- How does one integrate these products and services into a digital strategy? (Conversely, how might a digital strategy conduce new, value-adding products and services?)

- What are the organizational, directional, process-based, and information technology-related changes required to make the transition happen?

In my personal opinion, to answer the question at long last, knowledge management is not a discipline in its own right, as some claim, but a prism which generates views of organizations as purposeful entities that strive for higher performance. Knowledge management is a tool for sense-making, that being the process by which people give meaning to experience. Having started with Molière, I might as well conclude with certain lines of T. S. Eliot in Little Gidding, the last of the poems that comprise the *Four Quartets* (1945): "We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know the place for the first time."

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\*The blind men and the elephant. Poem by John Godfrey Saxe (Cartoon originally copyrighted by the authors; G. Renee Guzlas, artist).

**Olivier Serrat is a principal knowledge management specialist in the Asian Development Bank and can be reached at oserrat@adb.org. (A short bio is on page 5 of the June 2014 edition of this newsletter.) Olivier is currently working on the ADB Sustainable Development Timeline, available at reflections.adb.org/: this evolving anthology of videos, which catalogs landmarks in ADB's operations since 1966, also contains edited interviews on libraries and knowledge management.**

[Editor added photo, cartoon & poetry]



The Lyon Declaration
On Access to Information and Development



IFLA TREND REPORT



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# Are You Ready for 2015? - 15—21 August

## IFLA World Library and Information Congress
### 81th IFLA General Conference and Assembly
### 15-21 August 2015, Cape Town, South Africa

**Congress theme: "Dynamic Libraries: Access, Development & Transformation"**

**Dr. Rob Adam Keynote Speaker for the Opening Session of the 2015 IFLA conference Sunday 16 August**

Photos from IFLA website

**Alinah Kelo Plenary Speaker Tuesday 18 August**

**"The Hypatiad"** to be performed Wednesday 19 August Plenary Session

**Convening Notice IFLA General Assembly Meeting Cape Town Wednesday & Thursday 19 & 20 August**
If your membership fee is received after 31 July 2015, you may retrieve Voting and Proxy forms at the IFLA secretariat in Cape Town.

Please bring this issue of the newsletter to the two business meetings of the Knowledge Management Standing Committee [see page 8]. The KM Section has lots to offer, scan this issue for program details; this issue can be your guide to the events. Let's begin at the Satellite Meeting on Friday 14 August!

## 82nd IFLA WLIC 2016 at Columbus, Ohio, USA - 13—19 August

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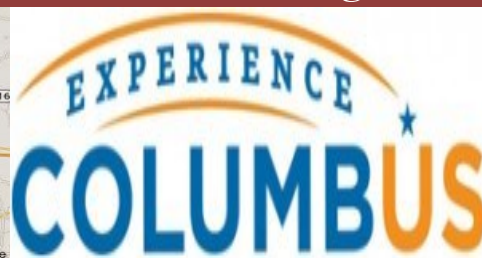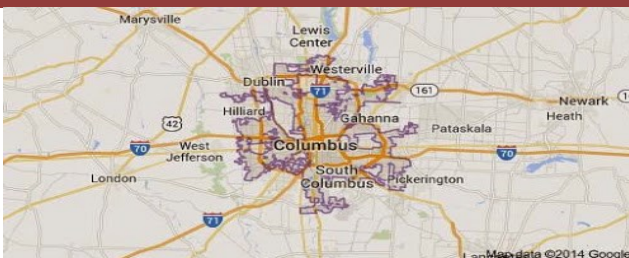
## Conference Theme: *"Connections. Collaboration. Community"*

Photo: Ohio Tourism Division

**IFLA 2015 Knowledge Management Section Program Cape Town, South Africa**

- IFLA KM Satellite Meeting: Friday 14 August ● 9.00-16.45h ● Registration Required ● Lunch Included (see page 3 above)
- IFLA KM Business Meetings: Saturday 15 August, 15.15-17.45h (Room 1.41/1.42) and Thursday 20 August - 13.15-14.45h (Room 1.63/1.64)
- IFLA KM Knowledge Café: 18 August Tuesday 13.45-15.45h (Session 142 - Room Ballroom East)
- IFLA KM Open Session: 19 August Wednesday 11.45-13.45h (Session 180 - Room Auditorium 1)
- See this page (above) for Information on IFLA Plenary Sessions

Bring this issue of the newsletter with you. In paper it can serve as a quick guide to the conference and to KM activities, and online on the IFLA KM website under our Publications List you have all of the links at your fingertips!