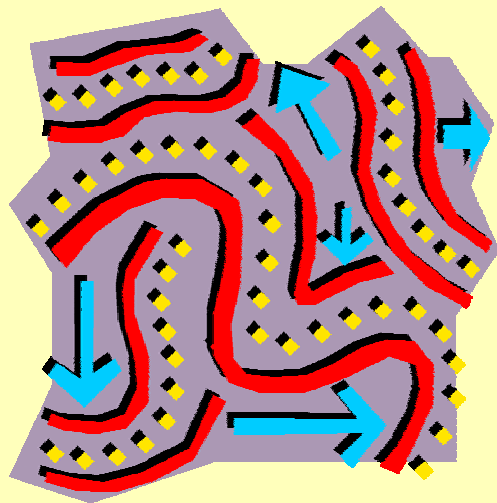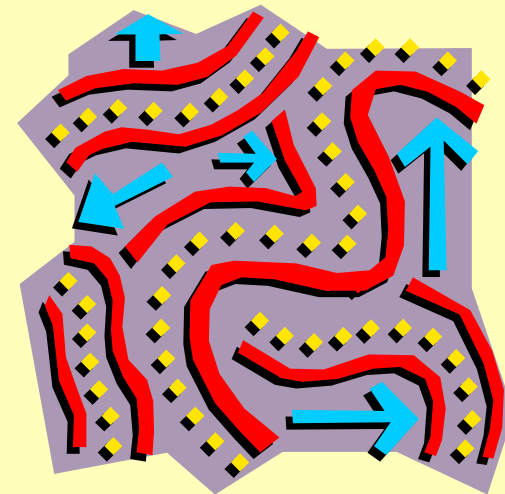**David Skyrme**
associates

Pathways for Information Managers:

Gateways
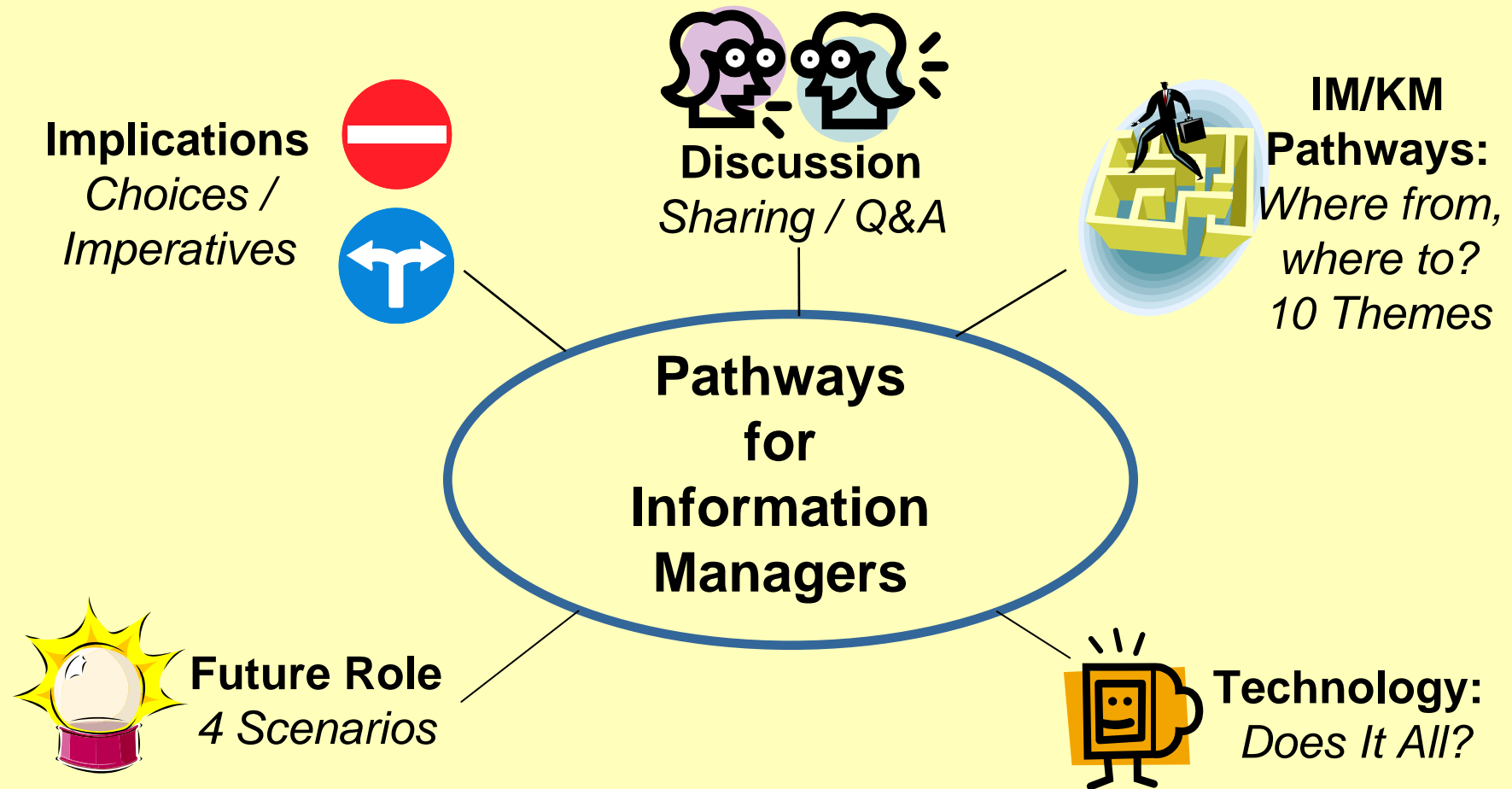## or
Dead-Ends?

UKeIG
21 June 2005

Dr David J. Skyrme
David Skyrme Associates

INTELLIGENCE ■ **INSIGHT** ■ **INNOVATION**

1

Topics

David Skyrme associates

Implications
*Choices /
Imperatives*

Discussion
Sharing / Q&A

**IM/KM
Pathways:**
*Where from,
where to?
10 Themes*

**Pathways
for
Information
Managers**

Future Role
4 Scenarios

Technology:
Does It All?

INTELLIGENCE ■ INSIGHT ■ INNOVATION

IM/KM Pathway

David Skyrme
associates
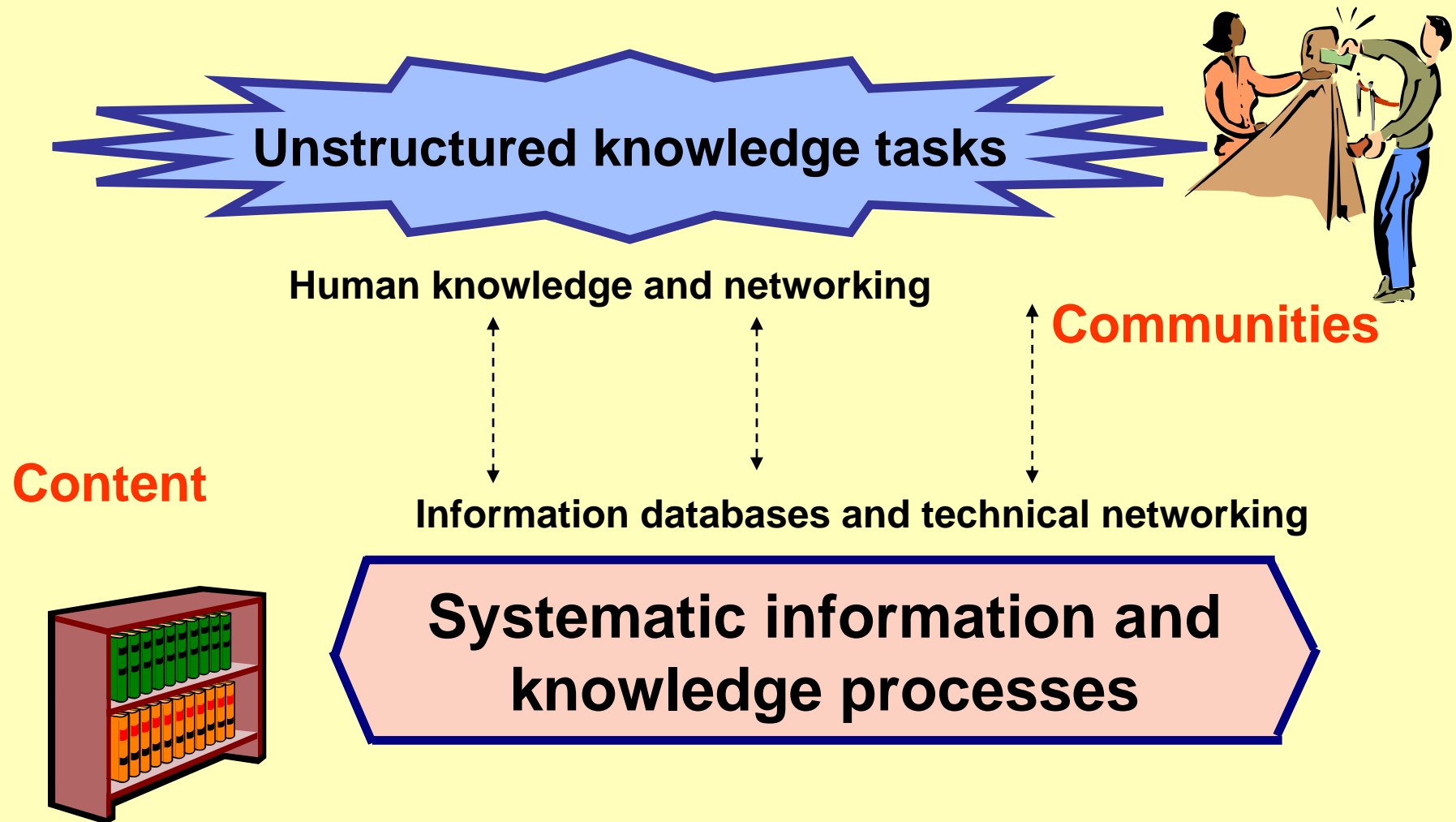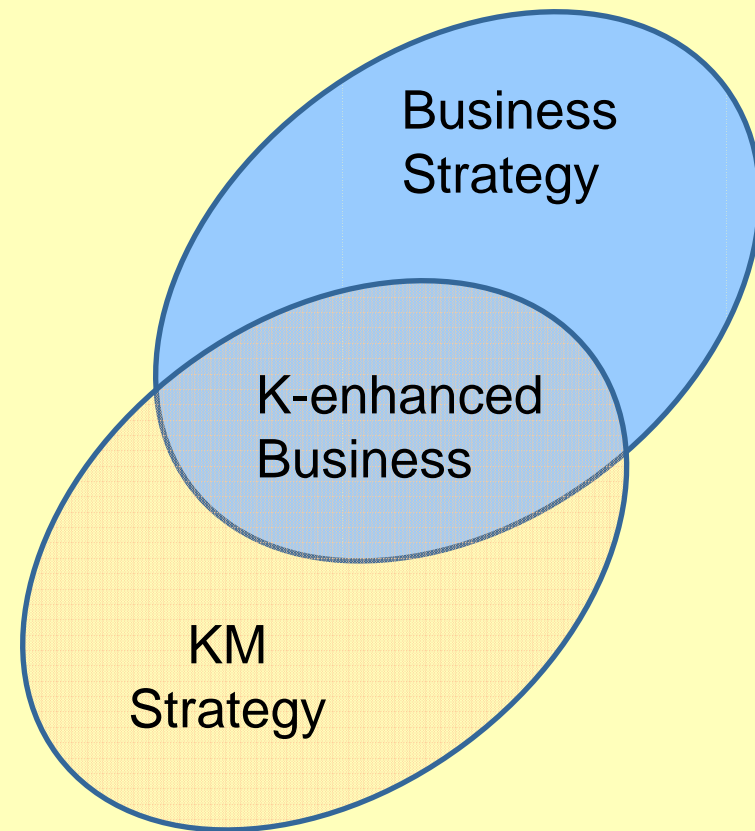
- ❑ IM – a long tradition
- ❑ KM – hyped since 1995/6
- ❑ Two (among many) perspectives:
  - – A technology 'fix' (US orientation)
  - – Human-centric (Euro-orientation)
- ❑ Successful blend
  - – Holistic, socio-tech system
- ❑ Today – KM well established but still some doubters

David Skyrme
associates

KM: In Practice

Unstructured knowledge tasks

Human knowledge and networking

Communities

Content

Information databases and technical networking

Systematic information and knowledge processes

4

KM Pathways

David Skyrme associates

1. ## Strategic integration

Business Strategy

K-enhanced Business

KM Strategy

KM Pathways

David Skyrme
associates

1. Strategic integration
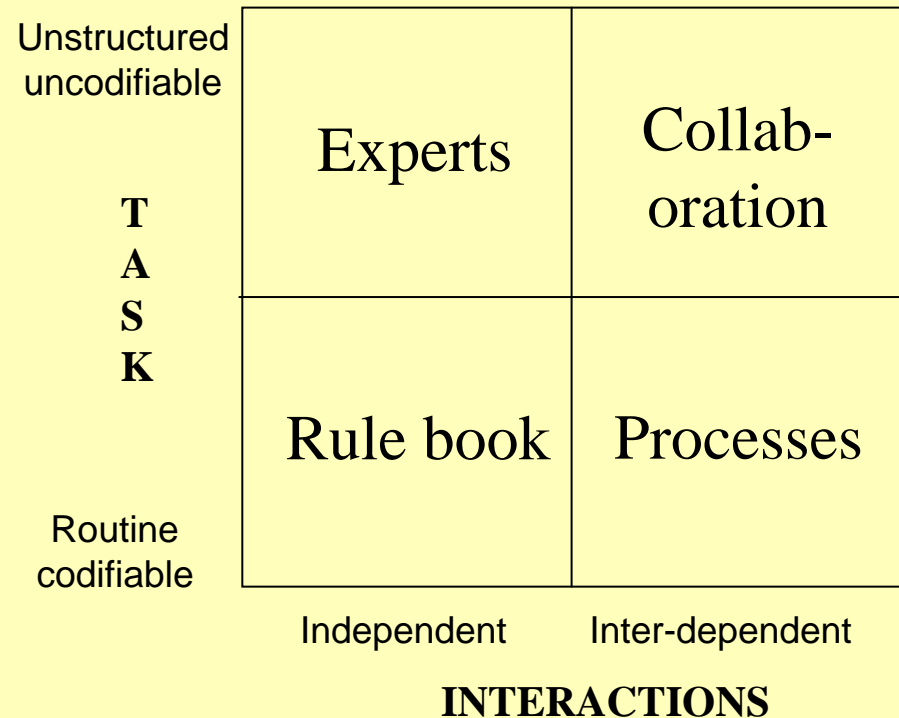2. KM with everything

Marketing

E-business

Quality/Six Sigma

e-learning

Risk Management

INNOVATION

KM Pathways

1. Strategic integration

2. KM with everything

3. Knowledge work - embedding / PKM

	Independent	Inter-dependent
Unstructured uncodifiable	Experts	Collab-oration
Routine codifiable	Rule book	Processes

T A S K

INTERACTIONS

KM Pathways

David Skyrme
associates

1. Strategic integration
2. KM with everything
3. Knowledge work - embedding / PKM
4. **Communities of practice, purpose**

Team 1

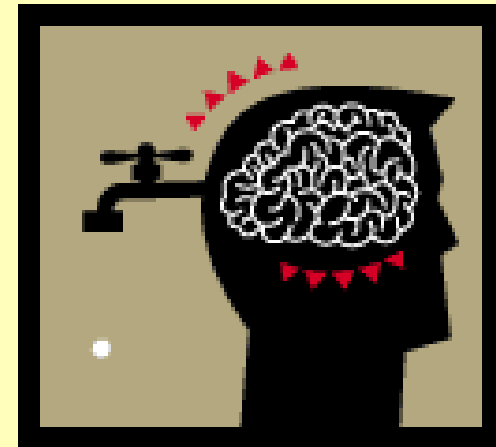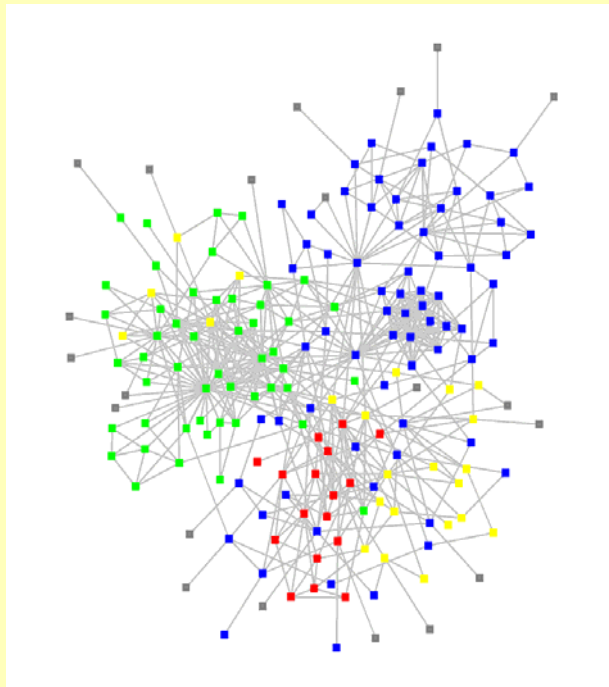Community of Practice

Team 2

Team 3
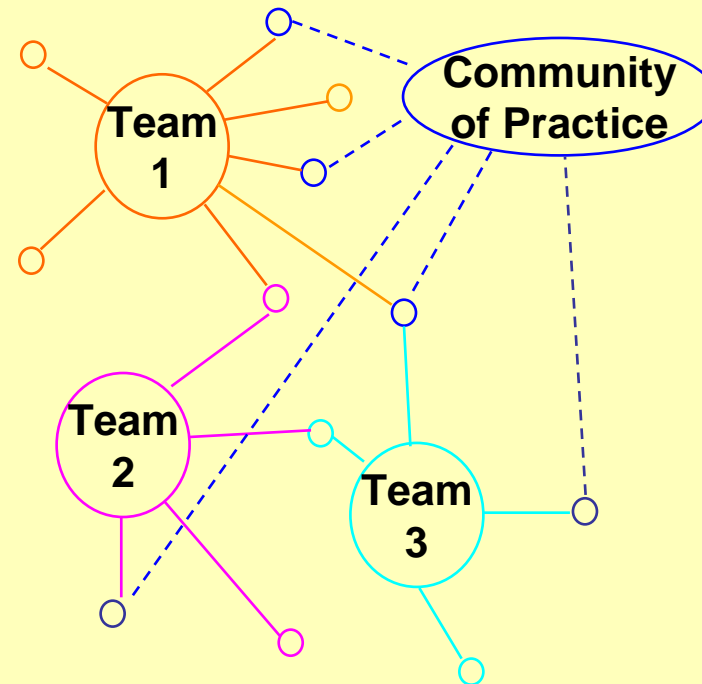
"Peers in the execution of real work"

KM Pathways

1. Strategic integration
2. KM with everything
3. Knowledge work - embedding / PKM
4. Communities of practice, purpose
5. **Tapping tacit knowledge**

*Storytelling
Mentoring
Peer Assist
Co-location
Multifunction Teams
Networking etc...*

Social Network Analysis
Expertise Locators

6. Know-who

KM Pathways

David Skyrme
associates

External Knowledge

Internal processes, systems, culture etc.
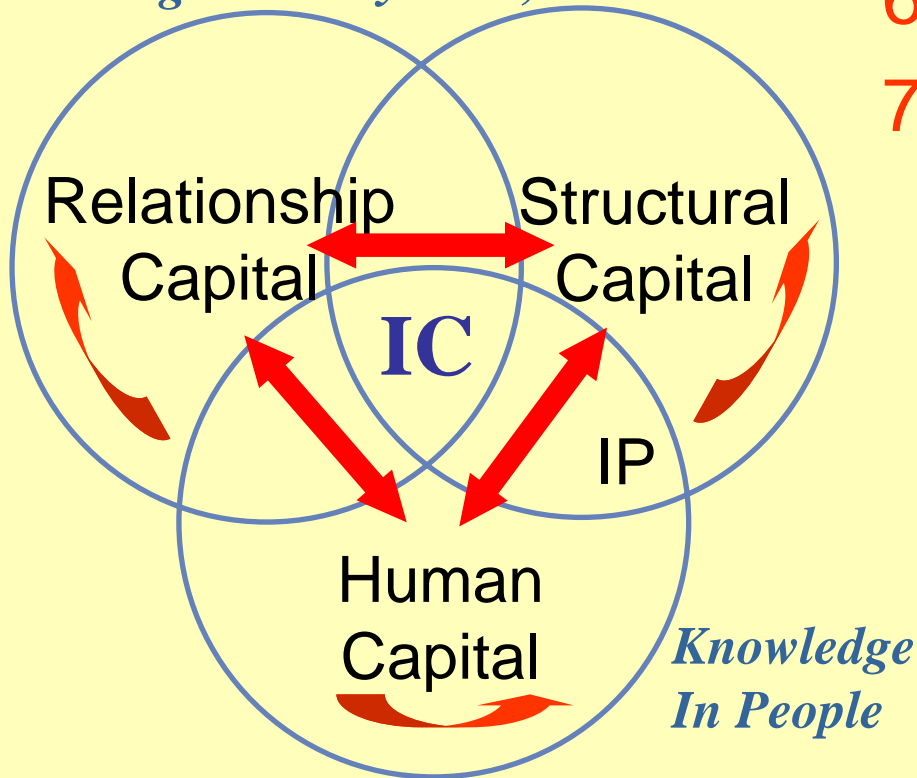
6. Know-who

7. Meaningful measures

Relationship Capital

Structural Capital

IC

IP

Human Capital

Knowledge In People

KM Pathways

David Skyrme associates

'Smart'
Products

**Experts
for sale**

Embedded	Tacit

**Knowledge
Enriched
Products**

Explicit

Objects | People

**Consultancy
Contracting**

**Information
Products**

**Knowledge
Products**

**Knowledge
Services**

6. Know-who

7. Meaningful measures

8. Commercialising knowledge

I N T E L L I G E N C E   ■   I N S I G H T   ■   I N N O V A T I O N
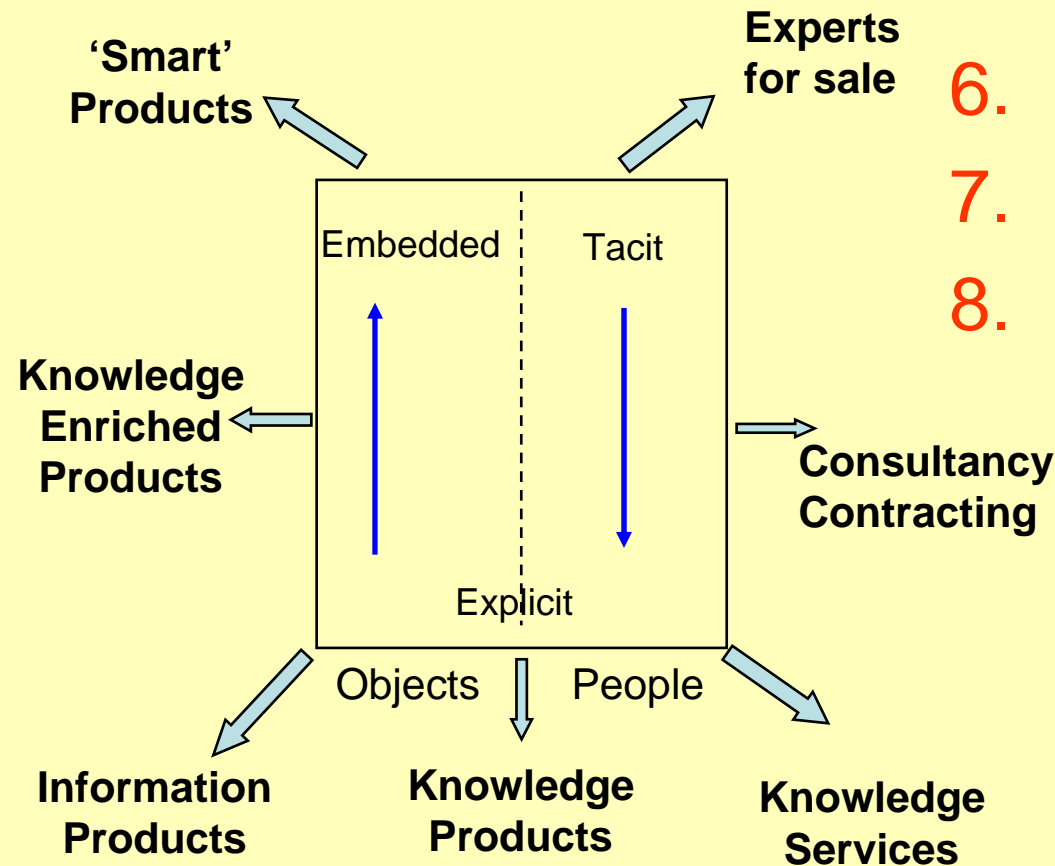
Intangible Reporting

Accountability

Protection vs Exploitation

Where are your IC analysts and managers?

Who owns knowledge?

6. Know-who
7. Meaningful measures
8. Commercialising knowledge
9. Governance and ethics

KM Pathways

David Skyrme associates

Personalised Knowledge Portal

Aggregation – portlets
Taxonomic search
Collaborative workspaces
Content <u>and</u> Communities
.. not forgetting email!!

6. Know-who
7. Meaningful measures
8. Commercialising knowledge
9. Governance and ethics
10. Collaborative technologies

KM Pathways

David Skyrme
associates

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

KM and IM

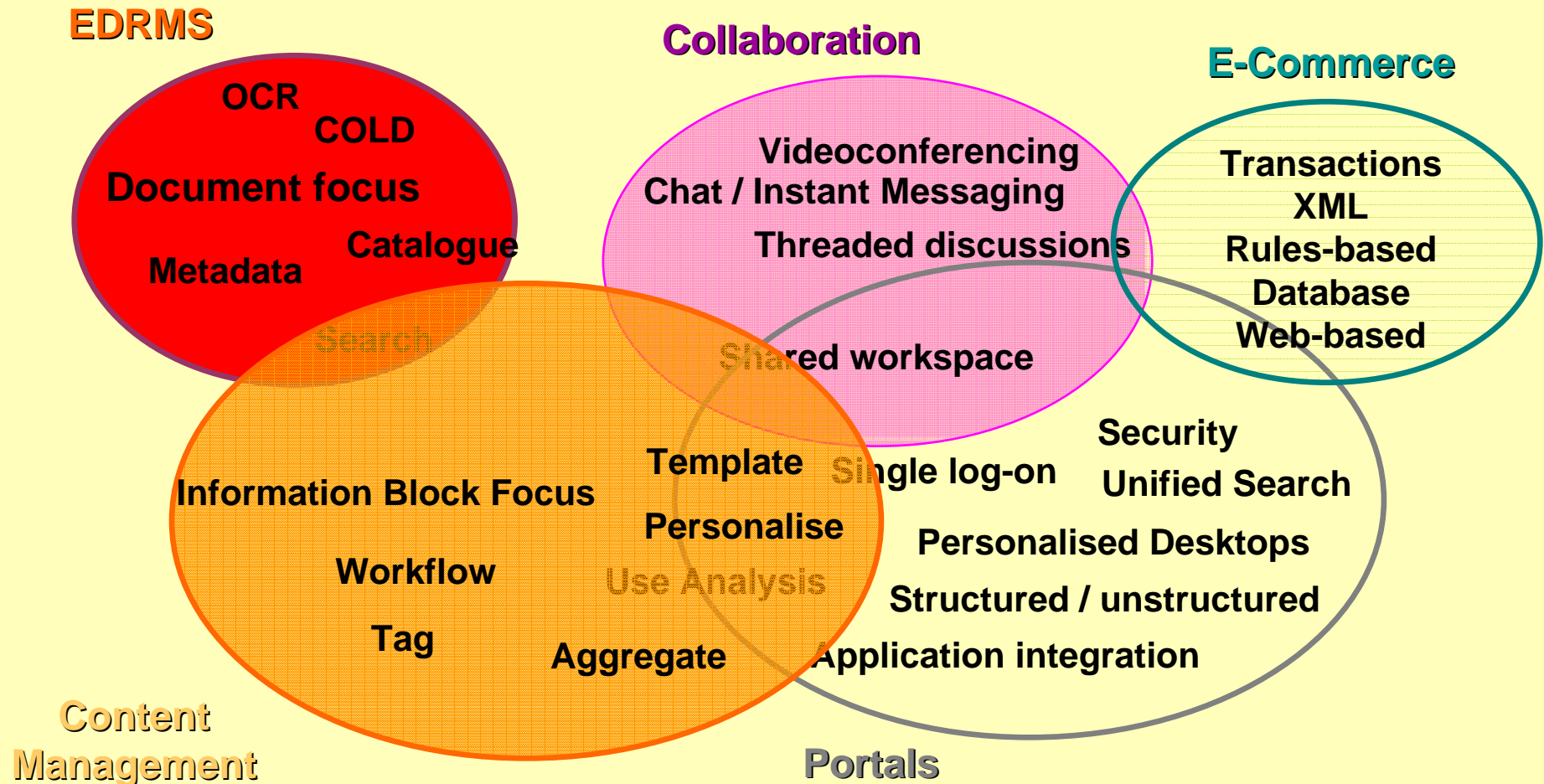**David Skyrme**
associates

Knowledge Management

Communities

Tacit

Knowledge Articulation

**People
Conversations
Collaboration**

**Documents
Databases
Records**

Information In context

Content

Explicit

Information Management

But ...

David Skyrme
associates
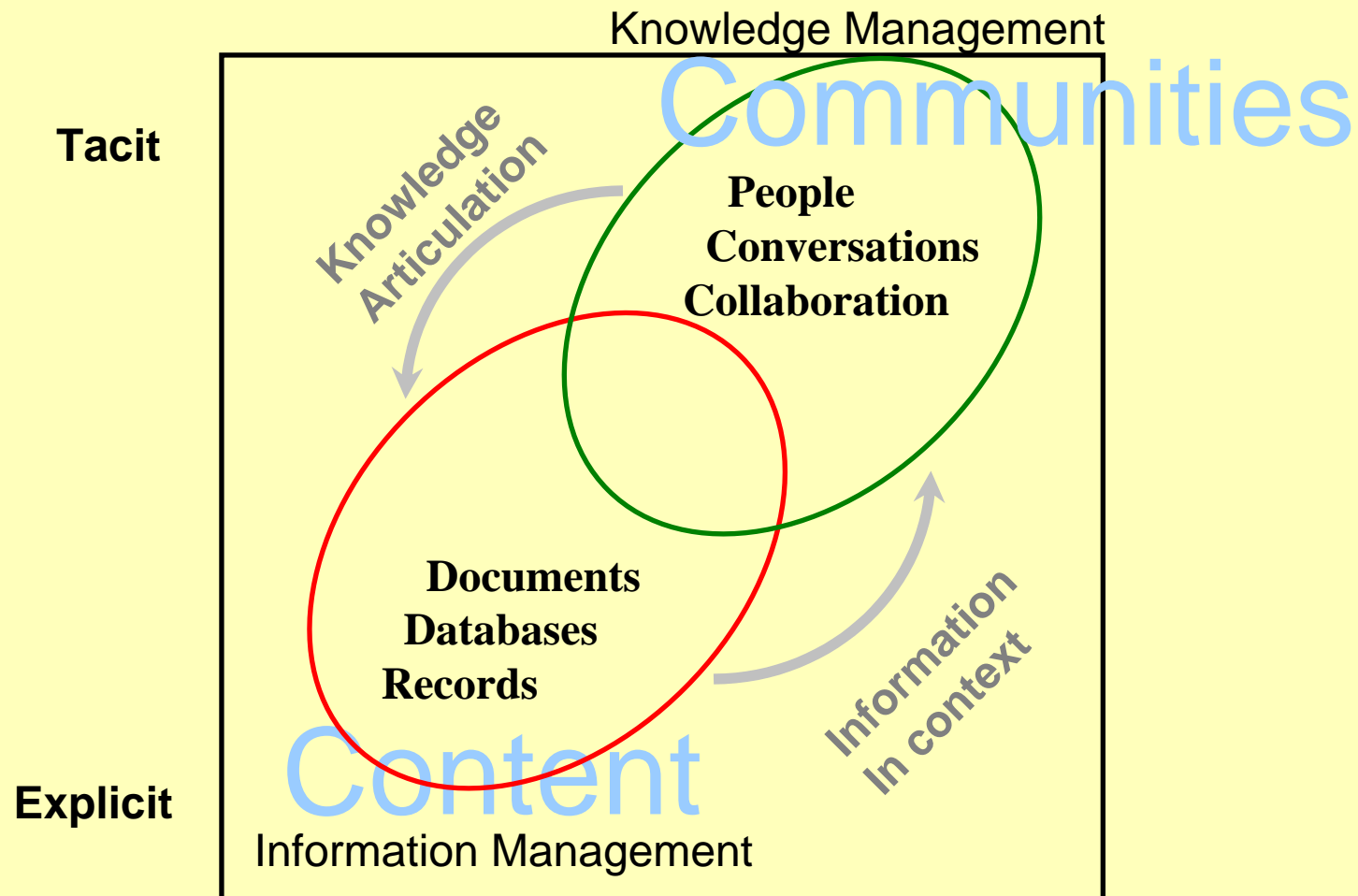
- ☐ Is there confusion over IM and IS/IT/KM?
- ☐ Has high profile of KM hi-jacked IM?
- ☐ Have you embraced KM yourself?
- ☐ Do users think they can do it themselves?
- ☐ Who makes crucial IM technology decisions?
- ☐ Who commands strategic high ground?
- ☐ Who is promoting the value of your profession?

INTELLIGENCE ■ INSIGHT ■ INNOVATION

Technology Does It All?

David Skyrme
associates

EDRMS

Collaboration

E-Commerce

OCR

COLD

Document focus

Catalogue

Metadata

Search

Videoconferencing

Chat / Instant Messaging

Threaded discussions

Shared workspace

Transactions

XML

Rules-based

Database

Web-based

Security

Template   Single log-on   **Unified Search**

Information Block Focus

Personalise

Personalised Desktops

Workflow   Use Analysis   **Structured / unstructured**

Tag

Aggregate   **Application integration**

**Content
Management**

Portals

INTELLIGENCE ■ **INSIGHT** ■ **INNOVATION**

Technology Can ...

David Skyrme
associates

- ☐ **Identify concepts** - text mining

- ☐ **Develop categories** - taxonomy management

- ☐ **Classify documents -** fully automated, rules-based or human-assisted

- ☐ **Improve information retrieval -** taxonomic browsing, clustered/adaptive search, social filtering and ranking

- ☐ **Connect People** - locate experts, collaboration

- ☐ **All at the user's desktop**

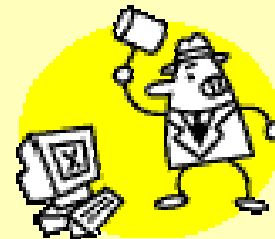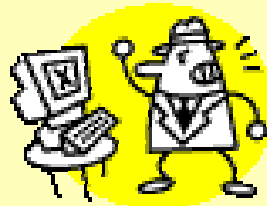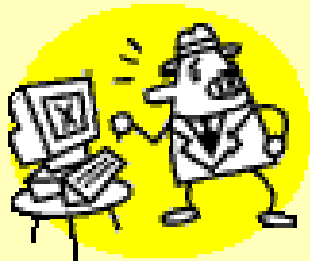## *... Do we need Information Managers?*

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

So What Can't It Do?

David Skyrme
associates

Four Scenarios

David Skyrme
associates

---

1. Automated out of existence

Many precedents:
- farm automation
- buggy whip makers
- traffic policemen
- FORTRAN programmers
- bankers (2000 -> 180)

Plus implications of DIY
- thanks Google!

Why use Info Mgrs when technology is cheaper, more accessible and consistent?

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

Four Scenarios

David Skyrme associates

1. Automated out of existence

2. Specialist outsourcing

Many examples:
- *call centres*
- *logistics*
- *IT services (help-desks)*
  business support services
  (HR, secretarial etc)
- *data entry/abstracting*
- *off-shoring*
  (500K office jobs US)

If someone else can do it better, why should you bother?

INTELLIGENCE ■ INSIGHT ■ INNOVATION

Four Scenarios

David Skyrme associates

1. Automated out of existence

2. Specialist outsourcing

3. Knowledge managers rule the roost

In general:
- seen as more strategic
- senior positions
- larger budgets
- IM a subset of KM
- human/business orientation

Let information managers perform their niche rôle, but don't give them too many resources!

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

Some Options

David Skyrme
associates

1. Automated out of existence

   Find another career
   Be human interface

2. Specialist outsourcing

   Become interface / broker
   Move to Bangladesh!

3. Knowledge managers rule the roost

   Specialise
   Become a knowledge mgr

Not business as usual - there are probably elements of all three scenarios in the fourth …

I N T E L L I G E N C E ▪ I N S I G H T ▪ I N N O V A T I O N

Four Scenarios

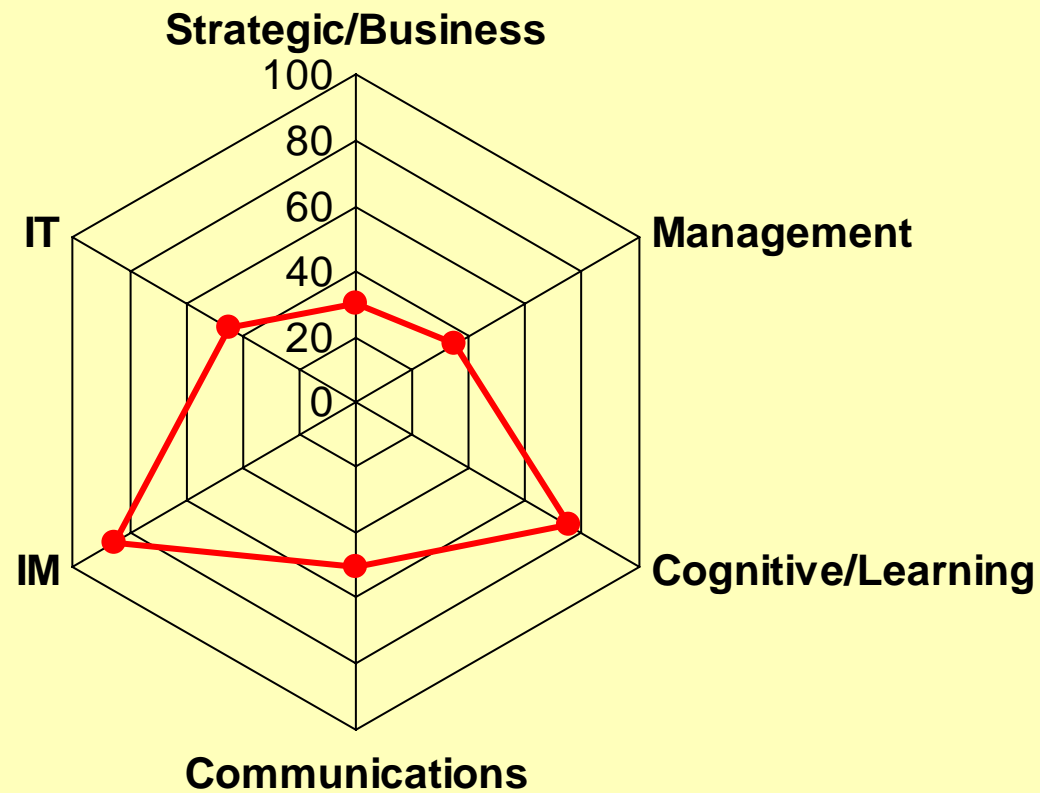**David Skyrme**
associates

1. Automated out of existence

2. Specialist outsourcing

3. Knowledge managers rule the roost

4. The dependable lynch-pin

Not quite business as usual:

- *integral to strategy and KM (with focus on explicit)*
- *tames technology (and technologists!)*
- *partners with users*
- *partners with suppliers*
- *networker, facilitator, adviser, coach*

Changing perceptions, rôles and skills

I N T E L L I G E N C E ■ **I N S I G H T** ■ **I N N O V A T I O N**

TFPL Skills Map

David Skyrme associates

Radar chart with axes: Strategic/Business, Management, Cognitive/Learning, Communications, IM, IT. Scale from 0 to 100 (marked 0, 20, 40, 60, 80, 100).

Four Scenarios

David Skyrme
associates

1. Automated out of existence

2. Specialist outsourcing

3. Knowledge managers rule the roost

4. The dependable lynch-pin

I N T E L L I G E N C E ▪ I N S I G H T ▪ I N N O V A T I O N

Choices (Dilemmas?)

David Skyrme associates

Technology user ⟷ Technology advisor

Generalist ⟷ Specialist

Manager (of people) ⟷ Expert (of skill/domain)

IM only ⟷ IM+KM(+IT)

FTF worker ⟷ Virtual worker

End-user org ⟷ Service provider

I N T E L L I G E N C E ▪ I N S I G H T ▪ I N N O V A T I O N

28

No Choice!

David Skyrme
associates

☐ Articulate IM's/your value-added - or you may get subtracted

☐ Help users help themselves – automate info flows; why do their mundane work?

☐ Add the human element - know your business, personalise, develop relationships, build your networks!

☐ Develop partnerships with KM champions - their budgets are usually bigger than yours!

☐ Seek out best practice – copy and improve

☐ Be clear about your rôle and competencies

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

"If you do not thiink about
Your future,
You cannot have one."

(John Galsworthy)

David Skyrme associates

Contact Details

Dr David J. Skyrme

David Skyrme Associates Limited

Highclere, England

email: david@skyrme.com

WWW - http://www.skyrme.com

The Knowledge Connections website

I N T E L L I G E N C E   ■   I N S I G H T   ■   I N N O V A T I O N