

# Newsletter Number 17 November 2014

knowledge  
management  
section

the voice of  
global KM

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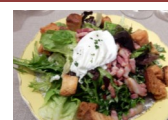
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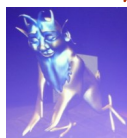
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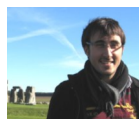
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Comments, articles, and questions should be sent to newsletter editor, Wilda Newman [wildanewman@yahoo.com](mailto:wildanewman@yahoo.com)

## From the Chair



Leda Bultrini, Chair, IFLA KM Section

### Dear KM Section Members,

The months after the conference in Lyon have flown away, but the memory of the extraordinary work done together and the success of the programs of the Section is very much alive and so is my gratitude to all those who have contributed to the excellent results.

The very rich bunch of programs included:

- A great satellite meeting on KM as a tool for change management
- An inspiring session on the role of KM in the “digital age”
- A joint session with Asia and Oceania, focusing on the best KM practices in such a varied and interesting area
- A knowledge café in cooperation with Continuing Professional Development and Workplace Learning and Library and Research Services for Parliaments, focusing on learning challenges for librarians and library managers.

# From the Chair (continued)

I want to thank once again the chairs of the programs, Julien Sempéré, Klaus Ceynowa, and Jane Dysart for their excellent work, and all the members of the Standing Committee for their commitment in supporting them. You can find the details about all these events in this Newsletter.

The two business meetings of the Standing Committee were very fruitful and originated plenty of ideas for the work to be done in the coming months. It's my pleasure to remark that we had many guests from countries not represented on our SC. Some of them told me about their interest in being involved in the activities of the Section and I strongly hope that they will catch the opportunity of the forthcoming Call for Nominations for the elections in Spring 2015 ([procedures](#) can be found on the IFLA website) and bring their skills and experience to enrich our Standing Committee

Knowledge Management is more than ever, one of the crucial areas of the evolution that libraries are obliged, and willing, to experience. Even the emerging theme of big data and their openness to the world of research involves KM issues. During the Lyon Conference our Section took part, together with the Science and Technology Libraries, Aca-

demical and Research Libraries, and Education and Training Sections, in a session chaired by Stuart Hamilton, Deputy Secretary General of IFLA, and Kay Raseroka, past IFLA President. This group had a very interesting conversation with Mark Parsons, Director of [Research Data Alliance](#) (RDA) and Beth Plale, Co-chair of Research Data Alliance/US, on future cooperation between these two organizations.

The sheer amount and variety of data emerging today from computationally driven science on top of considerable attention to improving science reproducibility; the necessarily new ways of thinking that are required about curation, quality and reuse of data; the critical role that libraries play in the deluge of data emerging from scientific and scholarly activities were the theme of the round table and one of the emerging trends discussed both in the KM satellite meeting and in the open session.

This is just one of the areas offering further themes for discussion by our Section and further opportunities for collaboration with other IFLA Sections in the future.

The Section is already working on another "hot topic": sustainability, knowledge management and libraries,

which will be the theme of the Open Session in Cape Town. You can read more information about the plan for the next IFLA Conference in the [Minutes](#) of the Lyon business meetings and in the updated [Action Plan](#) and more about the KM Section Mission and Activities in the 2014 [Brochure](#), on the KM Section website at <http://www.ifla.org/km>.

Keep an eye out for our forthcoming Calls for Papers at the IFLA Congress at Cape Town in 2015, both for the Open Session and for a Satellite Meeting on the *role of Knowledge Management for the transformation of 21 century library services*.

And don't forget to follow us on the social networks (IFLA KM on Facebook and LinkedIn, KM blog, #IFLAKM).

I wish to thank the members for their contributions to this issue and our Newsletter Editor, Wilda Newman, for designing and editing it, and Mary Augusta Thomas, Secretary of the Section for her constant help in keeping track of all our activities. It's a real privilege to be the Chair of a Section whose members are so passionate and engaged.

*Leda*

(leda.bultrini@arpalazio.it)



Photo by Agnes Hajdu Barát



# Only Lyon: Change Management & KM



Photo by Wilda Newman

Musée Gallo-Romain

## IFLA WLIC Knowledge Management Satellite Meeting



### *Knowledge Management as a Vital Tool for Change Management*

by *Eva Semertzaki*

The IFLA Knowledge Management Section organized a successful Satellite Meeting (SM) entitled *Knowledge management as a vital tool for change management* at Lyon Gallo-Roman Museum on 15 August, 2014. The Gallo-Roman Museum is located on top of Fourvière hill with a spectacular view of Lyon. It is near the Roman Theater and close to the Basilica

of Fourvière where the Virgin Mary is honored.

The SM chair organizer was Dr. Julien Sempéré, Université Paris Descartes, (Head of Collection Department, Head of Cordeliers Medical Library, Integrated Library System Manager). About 45 people attended the SM where seven papers were delivered besides the keynote speech.

#### **Keynote speech**

Special notice is owed to the keynote speaker, Dr. Oliver Serrat, Principal Knowledge Management Specialist at the Asian Development Bank. The title of his presenta-

tion was *'Toward a library renaissance.'* He described the transformation of the Asian Development Bank Library to a Knowledge hub, aiming at delivering knowledge, not only financial information. A highlight is the weekly activity "Inside Tuesday" lasting half an hour in the morning where casual talks on a preselected topic take place for walk-in users. The innovation is that coffee is also served at the library.

It is obvious that libraries are different than in the past. The KM solutions of libraries are related to the strategic development and collaboration mechanisms for knowledge sharing, learning and knowledge capture. Today we experience information overload in the attention economy which is defined as an



Photo by Wilda Newman



# KM Satellite Meeting (continued)



Panel One: Regina Koury, Sandra Shropshire, Dr. Oliver Serrat, Keynote Speaker and Heloise Lecomte, Chair, Dr. Julien Sempéré



environment where the scarcest resource is not ideas or talent but attention itself.

The key trends to shape libraries are:

- the demand for information is growing

- that the stage is being set for global, cultural, economic and technological systems

- ICT is shaping the way people tap information

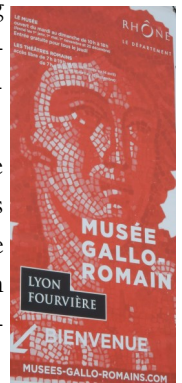
- that we have not reached the smallest particle for storage capacity

- that business is driving the lifestyle of libraries

- transitioning to a verbal society

- that we are shifting from product to experience-based lifestyles

- that many libraries are morphing to centers of culture the ICT we currently depend on will ineluctably become obsolete.



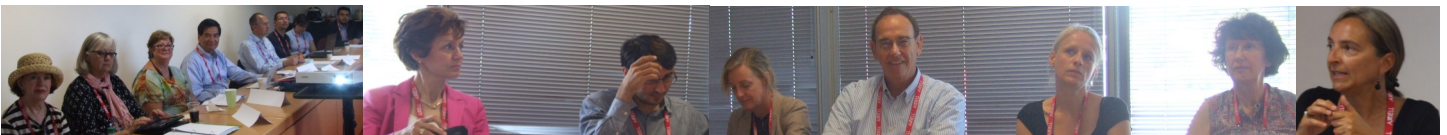
Above Photos by Wilda Newman

Panel Two: Danuta A. Nitecki, Mary Ellen K. Davis, Hannele Fabritius, Liz Walkley Hall, Liz Turner, and Spencer Acadia

## KM Standing Committee Business Meetings

The IFLA KM Standing Committee Business Meetings were held in **Lyon** on Saturday 16 August 2014 at 15.15—17.45 and Meeting II was held Tuesday 19 August 2014 at 8.00—09.30. All of the current members attended both business meetings of the committee and three corresponding members were there as well. Additionally, 19 guests also participated in the discussion and business of the group. [Minutes](#) of those meetings can be found on the [IFLA KM website](#), as well as the [Annual Report](#) for 2014, that discuss the accomplishments of the KM Section. The committee continued its strategic planning and formulated an updated [Action Plan](#) for 2014-2016 that has been published and can be found [here](#).

Photos by Agnes Hajdu Barat



# Looking back at Lyon: KM Open Session

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

80th IFLA General Conference and Assembly

16-22 August 2014, Lyon France

Session 208 — Knowledge in the Digital Age - Libraries and librarians are managing the digital transformation 21 August 2014 10:45 - 12:45



The focus of the main session for the Knowledge Management section brought inspiration and much discussion along with a large audience, even though our session was one of the last programs of the conference. We offered simultaneous translation and sufficient time for attendees to participate in a dialogue with speakers, and that provided even more context and diversity in the conversation. Our planned keynote speaker, former IFLA President Alex Byrne (2005-2007) was unable to attend due to an emergency. However, Program Chair, Klaus Ceynowa, presented a keynote address on Information in the Digital Knowledge Ecosystem – Challenges for the Library of the Future. (Alex’s address was to be “Endless invention, endless experiment, knowledge.” If you missed the interview with him in our previous newsletter, you can find it [here](#) on page 11.)



Photo of Keynote Speaker Klaus Ceynowa by Agnes Hajdu Barat

*Other speakers and their presentations included:*



Photo by Agnes Hajdu

DEGKWITZ, Andreas “Yes, we can”, if we take over future tasks!

KIA, Siang Hock and LIAU, Yi Chin and ONG, Ian Inter-connected Network of Knowledge – The NLB Journey

STIELOW, Fred Proactive Digital Transformation and a Virtual Academic Library: The APUS Campus Guides Project

[Pictured from left to right Fred Stielow, Kia Siang Hock, Chair, Leda Bultrini, Program Chair and Keynote Speaker, Klaus Ceynowa, Andreas Degkwitz, and Julien Sempéré, Session Moderator.]

## Announcement: Call for Nominations for Section Standing Committees August 2015 – August 2019

Nominations for candidates to serve on the Standing Committees for the period from August 2015 to August 2019 are due at Headquarters on or before Wednesday, 11 February 2015

{Click [here](#) for Information on Procedures}



Photo by Wilda Newman



# Lyon (continued) Knowledge Café:



## Reports from the Tables on — *Learning Challenges for Librarians and Library Managers*

This Knowledge Café, Session 225, was co-sponsored by Continuing Professional Development and Workplace Learning with Library and Research Services for Parliaments and Knowledge Management on 21 August 2014, 13:45 - 15:45. These innovative sessions depart from the usual program of speakers and instead arrange topics and tables with facilitators leading discussions. Ten tables with ten topics provided an exciting venue, even as one of the last conference events scheduled. Participants chose the table they wanted and then rotated through two more during the session. Two of our facilitators, both members of the KM Standing Committee, offer these reports.

**Mary Augusta Thomas, (Deputy Director, Smithsonian Libraries, National Museum of Natural History) KM Committee Secretary, lead the discussion on “*Learning together: when experts from developed libraries work with developing countries, everyone learns and everyone teaches.*”**



Right from the start, the topic was reworked to lessen the “developed/developing polarity.” However it provided a great springboard for discussions in all three rotations. Library visits or using external consultants worked best when the type of library or the type of work was a good match.

For example, parliamentary libraries learned the most from each other. The identification of common issues and concerns also promoted learning in these visits. Common concerns seem to include sustaining networks of colleagues, use of technology for active information exchange, and changing practices in all libraries right now. Many participants come from areas where travel is limited and therefore make heavy use of E Learning, in interacting with their colleagues in similar libraries. At the end of each session elements of “Best practices” were suggested. These were formed around mutual respect and mutual needs.

For individuals who were able to travel, visits to perhaps larger or better developed libraries offered exposure, which on their return can be leveraged by sharing the knowledge gained, encouraging teams to all move forward. Types of exchanges included person to person attachments or assignments and participation in IFLA or State Department tours but these were perhaps not as effective as the regional or affinity based visits. For visiting librarians -- partnering around projects to have mutual benefit-- must include give and take and ways to identify the benefits regionally and internationally. Sharing the information on your return was most important.

Everyone remarked that one often uses outside consultants to say things to management that will not be heard from the internal audience.

Digital life has changed things and in each group, there were more similarities of issue than differences. What needs to be brought into these sessions by both sides is a respect for community knowledge. These projects also require meeting challenges of different cultures with appropriate vocabulary and the need to begin with common concerns.



Photos on this page by Wilma Newman



# Lyon Knowledge Café (continued)



**K. JANE BURPEE.** (Research Enterprise and Scholarly Communication, University of Guelph, ON, Canada) reported for the discussion on *Mentoring and Coaching*.

**Margaret Law**, Director, External Relations at the University of Alberta, led the groups of librarians from around the world in lively discussions about mentoring and coaching. She began each session by shaping the conversation around her experience in peer mentoring and coaching, a form of mentorship that she emphasized as needing to take place outside of a reporting structure, between mentee and mentors in roles complementary or a step above one another respectively.

It took some discussion but participants came to agree that mentoring programs outside of the reporting structure are important.

We learned from shared stories, that student, new hire, and early career mentoring and coaching programs were common. These programs assigned a colleague a mentee. They were encouraged to meet regularly for informal conversations in which the mentee could ask both the general orientation questions and the politically charged questions about organizational structure culture and group dynamics that were difficult to ask supervisors.

We heard that some programs were formally developed within institutions or regional library associations (i.e. ALIA in Australia). We also heard that when programs did not exist formally, librarians were taking the initiative to find a personal mentor/mentee relationship with a colleague. A few participants confirmed that having a mentor, even in senior positions, helped them to grow professionally, and were deeply cherished and that the relationship sometimes continued for years.

One participant mentioned that being a mentor was valued as a way to develop their own personal growth. Mentoring and coaching enhanced their perspective about the profession and helped develop their coaching skills and experience. Others agreed that it felt good to be able to offer help, guidance, advice and support to another librarian.

Some participants hoped to be able to talk about the supervisor role as mentor and coach. It was suggested that this might make a good round table discussion at a future Knowledge Café.



For the listing of all KM Café topics and facilitators go to [IFLA WLIC Lyon](#). If facilitators and reporters have more from "The Tables," send to me for publication.

{Photos by Wilda Newman for the KM Café}



# Lyon (continued) Interlude...



Pictured Julien Sempéré and KM Chair, Leda Bultrini Photo by Agnes Hajdu Barat

be tween

Paris and the French Riviera by Dr. Julien Sempéré

This summer, I had a delightful interlude between Paris and the French Riviera—it was, of course Lyon IFLA. This was not for holidays—I was on duty as a Knowledge Management Standing Committee Member and as a Volunteer. I did my best to serve my group and to help colleagues from all over the world find their way in the wilds of France. However, things did not go according to schedule...

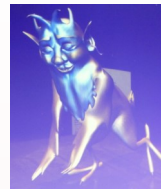
In my dreams I hoped [this](#) and I had [that](#). Indeed the World Library and Information Congress (WLIC) of the International Federation of Library Associations and Institutions (IFLA), I know. I went there in 2013 and that gave me an enormous advantage on 95 % of my French colleagues who had gone 0 times, and on 100 % of the colleagues of my age. Not that I wanted to display too much pride, but it was an once-in-a-lifetime opportunity to exchange, to present colleagues of the whole world to colleagues of the whole of France, to explain IFLA—its life, its work. All of this expectation was without taking into account an inconvenient babysitting of a 2-year-old child with chickenpox. I had crossed this age carefree, unfortunately only to pass it directly at the age where chicken pox can turn out more crippling for an adult.

Thus it is so, with my chicken disease, on August 15th I had the chance to host the IFLA Knowledge Management Satellite Meeting on “*Change Management in Libraries*,” prepared for all year. I quickly noted that French colleagues did not prepare a change on August 15th on the hill of Fourvière. On the other hand, in front of American, Australian, German, etc., colleagues we discussed all day managing change in libraries in the context of crisis - of the profession, of our societies - which we face, and to fulfill the new missions which fall to us: research data management, adaptation to the new media and to the new information channels, as well as new institutional structures, for example.

The day gave rise to interesting debates and showed visions very different from every country. It was a very instructive day to understand how better to work together, as better work motivates teams and motivates ourselves with them, to meet the challenges which wait for us to better serve our public!

Then, always incognito, I melted into the crowd of volunteers, recognizable in their blue vest, worthy of a fashion week improvised by librarians. Asked to inform the colleagues about the whole congress, this week was full of meetings, hopes, disappointments, ideas, expectations, indignation, projects, assessments, new projects, personal enrichment, collective advances, compelling sessions, others less, group work, infinite evenings, of mutual aid etc., a week more to live, than a week to describe. It is the opportunity to see new trends in domains that interest us, others in domains that are unknown to us.

I am lucky enough to have been a volunteer but also to be a member of this very active KM Standing Committee. We work to establish guidelines, trends and standards concerning the capacity of an institution to exchange best practice, to adapt tools to facilitate the work, to preserve its know-how and to transmit it among all members. All this inspires me very much, sometimes to the great displeasure of my team which is exposed to terrible experiments! I would be happy to share more of this wonderful reminiscence but for now I close this beautiful experience knowing I am left with scars which will mark me for a very long time!



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Photos by Wilda Newman





# Lyon (continued) KM and Asia and Oceania

## **K**nowledge Management initiatives and development in Asia and Oceania



Session Panel: Susmita Chakraborty, Christine Abrigo, Margaret Bywater, Emily Neo, Dan Doner, Session Co-chairs Leda Bultrini & Chihfeng Li (Photos on this page by Emilio Sim unless otherwise noted)

Joint Session 109 attracted a significant audience on Monday afternoon at 16.00—18.00 that was dedicated to the diversity and richness of the applications of Knowledge Management in Asia and in Oceania.

***"Knowledge Management Initiatives and development in Asia and Oceania"*** was jointly organized with the IFLA Sections of the same names. The presentations offered a wide range for discussion, from the advanced achievements of a country at the forefront on issues of administrative transparency, such as New Zealand

("Creating new knowledge through Open Data: New Zealand's Open Data strategies", Emily Neo, Dan Doner

and Keitha Booth) to the surprising project dedicated to objectively providing publicly available data for free to anyone interested in utilizing the information about Cambodia's rapid economic growth and resurgence

("Open development Cambodia website and library, a new paradigm for information access and knowledge management", Margaret Bywater), from the participation of librarians in the Philippines as knowledge generators and receptors in the domain of knowledge sharing

("Keeping it an open book: exploring the knowledge sharing experience of librarians in the Philippines", Christine M. Abrigo and Vincent M. Abrigo) to the initiatives taken for knowledge management in the domain of manuscripts and museum/archival objects in Kolkata and Delhi, India

("Managing knowledge: the accessibility issue of the manuscripts, Museum objects and archival objects in India", Susmita Chakraborty).

A fifth paper from Iran was on the program, but the two authors were

unable to attend the Conference. Their paper ("KM Journey at National Library and Archives of IRAN: a Pragmatic Model for KM Aligned with Strategic Plan", Saeedeh Eslami and Samancan Firouzi Sagharlou) is available and can be downloaded from the IFLA Library. (Submitted by Chair Leda Bultrini)

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Co-chairs-KM & Asia & Oceania



Photo by Agnes Hajdu Barat



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# Lyon (continued) Lyonnais for KM



Photos on this page by Ed & Wilda Newman

## Networking: KM Dinner Lyonnais Style





# ABADCAM Conference with Goethe Institute



## The Cameroon National Library Association with the Acronym ABADCAM

organized a conference that ran from the 17<sup>th</sup> to 18<sup>th</sup> October 2014. This conference was organized in collaboration with the Goethe Institute, in the Goethe Institute premises in Yaounde, the capital of Cameroon. The theme of the conference was, “*Knowledge Management and Technology: Gateway to the Emergence of Cameroon*”.

The participants for this conference were over a hundred persons and came from various regions of the country. They were made up of information and ICT professionals working with information services of the different Ministries, Universities, Private and International organizations in Cameroon. There were also some students from information training schools in the country that were in attendance.

A total of seven papers were presented

on the first day—one with two foreign speakers from Switzerland and Germany. Another speaker from UNESCO intervened. The seven papers were on the following sub-themes:

- ◆ Poverty and Libraries
- ◆ Pedagogic Perspectives for Libraries
- ◆ Legal Deposit
- ◆ Identifiers
- ◆ Conservation, Preservation and Safeguarding of Cultural Heritage
- ◆ Technological tools and Materials for Libraries and their Users in the Internet and Digital Age.
- ◆ University Libraries and Academic Excellence.

Day two of the conference had five workshops on:

- ◆ Professional Training
- ◆ Library and Society
- ◆ Preservation and Conservation
- ◆ University Libraries and
- ◆ School libraries.

At the end of the workshops, very exciting resolutions were proposed by each workshop. A committee has been put in place to reflect on these resolutions so that the outcome can then be worked into the plan of action for ABADCAM in the coming year (2015).

It was a well-attended, exciting and fruitful conference with great success recorded to the satisfaction of all who attended on the one hand and the organizers on the other hand.

Mr. Alim Garga contributed this article on the ABADCAM conference. He is Director of the Library National Assembly of Cameroon, YAOUNDE, Cameroon. He participated in the IFLA KM business meetings in Lyon. We thank him and hope to see more contributions to the work of the KM Standing Committee.



# What does Knowledge Management Mean to You?

This issue brings two voices on what knowledge management means. The first column is by Dr. Julien Sempéré and is published here in French. If you would like to translate into another language, try copying the text and posting it into a translations tool online, e.g., Google Translate. We will also post these columns on our KM wiki portal and it will be more easily accommodated there. Our goal in this section is to publish in more languages than English, that is, all six languages of IFLA—Arabic, Chinese, English, French, German, and Russian. Anyone is welcome to submit their own view of KM. These columns are more conversational in tone and less academic in order to convey to more people what we mean and how we see Knowledge Management. (Send your articles to me at [wildanewman@yahoo.com](mailto:wildanewman@yahoo.com).)



Dr. Julien Sempéré

## **What Knowledge Management Means to Me?**

### **Qu'est-ce que Gestion des connaissances signifie pour moi ?**

Ma volonté de comprendre et de pratiquer la Gestion des connaissances est née d'un double regard que j'ai pu poser sur 1700 et sur 2013. Mon doctorat m'a conduit à travailler sur des consuls français de Barcelone qui, dès qu'ils défendaient des contrebandiers français face aux institutions catalanes ou espagnoles, citaient des lois ou des décrets royaux datant du Moyen-Âge, de la Reconquista comme du XVII<sup>e</sup> siècle. Ils étaient capables de faire allusion à des lois et des coutumes anglaises, hollandaises, hanséatiques ou majorquines au sein d'un même procès. Peu de leurs archives privées ou de livres de leur bibliothèque sont parvenus jusqu'à nous, rendant difficile l'observation de leurs sources. En outre, mes séminaires me faisaient découvrir comment, aux XVII<sup>e</sup> et XVIII<sup>e</sup> siècles l'informa-

tion a commencé à être compilée en Europe et les nouvelles à circuler au sein des Gazettes et lors des premières affaires. Ainsi, le soir, j'explorais des correspondances vieilles de trois siècles et le jour, je tentais de mettre la main sur des procédures, de comprendre des méthodes de travail ou la circulation de l'information au sein de ma bibliothèque et de mon *université*.

Souvent, il était difficile de mettre la main sur la dernière procédure mise à jour par un collègue ou sur la loi en vigueur. Le départ de tel collaborateur était craint, car ce dernier possédait le savoir sur tel ou tel sujet. Indirectement, les consuls de l'époque Moderne m'ont poussé à prendre du recul sur mes méthodes de travail et sur celles de mon équipe. Leur information allait moins vite, moins loin, était moins conséquente, mais leur méthode était aguerrie. Pour eux, l'information devait passer malgré la guerre, malgré les épidémies, pour nous, malgré les choix de vie ou les crises. C'est pour faire de la recherche appliquée et m'ancrer toujours plus dans la réalité que j'ai voulu approfondir ma maîtrise de la Gestion des connaissances. L'IFLA signifiait la possibilité d'aller plus loin et de découvrir des méthodes et des pratiques d'institutions très diverses et de pays aux traditions très variées. Ainsi, face à un phénomène devenu complexe du fait de la masse d'informations qui nous submerge au quotidien, il est nécessaire de prendre du recul : l'échelle historique comme géographique constituent donc, à mes yeux, des atouts indéniables pour toujours mieux réussir localement en accompagnant ses équipes, ses collègues et son institution. **Think globally, Succeed locally ! Voilà ce que signifie la Gestion des connaissances pour moi !** (For a short bio on Dr. Sempéré see [No. 16](#) of the newsletter, page 10.)



# What does Knowledge Management Mean to You?

This is the second column in this issue on the meaning of knowledge management. It comes from Felix R. Nsiimoomwe from Kampala, Uganda. Mr. Nsiimoomwe participated in our IFLA KM business meetings in Lyon and is very interested in this field of the profession. We are hopeful that he will become a member of the KM Standing Committee and continue contributing his knowledge to the ongoing effort of the section in creating a greater understanding of KM.

## What does Knowledge Management mean to you?

By Felix H. Nsiimoomwe

According to Koenig (2012), Knowledge Management is a term and a concept that arose and gained prominence about two decades ago in the early 1990's. Knowledge Management however has a long history including the informal apprenticeship or the training of the new generation of practitioners of a given trade, also called on-job-training. In our traditional societies, particularly in the African Traditional Society, Knowledge Management included majorly the oral tradition of passing of knowledge to new generations by word of mouth. Ancient African societies however, had started organized system of capturing and preserving knowledge before most of it was destroyed during the colonial conquests and other civil conflicts.

Today Knowledge Management has taken a great shape and augmented by the great proliferation of ICT tools and application. Modern corporate organizations have therefore endeavored to embrace Knowledge Management programs and activities and all the ways that they can leverage the staff knowledge to create value. In today's modern environment, Knowledge management is based on the idea that an



Mr. Felix H. Nsiimoomwe

organization's most valuable resource is the knowledge of its people. Therefore, the extent to which an organization performs well, will depend among other things, on how effectively its people can create new knowledge, share knowledge around the organization and use that knowledge for performance excellence.

Many of us manage knowledge either consciously or sub-consciously. Each of us is a personal store of knowledge from training, experiences and informal networks that we tap when we want to solve a problem or explore an opportunity. We get things done and succeed by knowing an answer or knowing someone who does.

Essentially, knowledge management entails facilitating the creation of knowledge, access to knowledge and the reuse of collective knowledge by the entire workforce to achieve specific organizational goals. The

outcome of knowledge management is an organization with the right knowledge, in the right place, at the right time to support sound decision-making.

## Why do we need knowledge management?

As organizations move from natural resources to intellectual assets (management of knowledge workers and their expertise), they are compelled to examine the knowledge underlying their businesses and how that knowledge is used to create value. This focus on knowledge management is being driven by the accelerated rate of change in today's organizations, where nearly all staff are "knowledge workers" because their jobs depend more on knowledge than manual skills. Therefore, creating, sharing and reusing knowledge have become critical success drivers in nearly every organization. All large organizations that have a wealth of information and talent, often have difficulty managing information flows laterally and vertically, across specialties, departments and stakeholders. Therefore, knowledge management is necessary to close knowledge gaps, share and reuse knowledge to do things differently and better.

Mr. Nsiimoomwe is

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