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Naomi Korn, Winner of the Walford Award

K&IM Awards 2020

K&IM Webinars: *Hybrid Teams, Resilience, Virtual Communities of Practice*

KM in a Time of Crisis: Lessons Learned from Covid-19

How KM has helped DE&S Covid-19 Operation Support

Work Smart by Taking a KM Perspective



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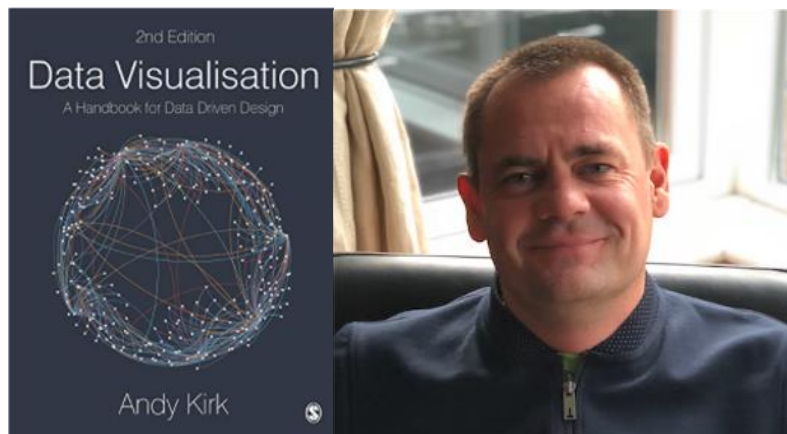
As for everyone else, 2020 has been a difficult and challenging year, but despite everything, we managed to make all our awards – Information Resources (Print and Electronic), Walford and the K&IM and UkeIG Information Manager of the Year.

I would like to thank everyone involved in the judging, organising and publicising these Awards. It was not easy, we had to do things differently and this involved more work than usual. So again thank you all for giving your time so freely and generously.

Information Resources Print Award 2020

If Covid-19 has taught us anything, it is the value of being able to understand and critically examine the data and statistics being presented to us. Our members in the knowledge and information professions need to understand data and statistics in order to provide accurate and reliable resources for their businesses, communities and individual readers and researchers. To this end, the K&IM Information Resources Print Award is being shared by two books that complement each other in these difficult and challenging times.

Andy Kirk's ***Data Visualisation: A Handbook for Data Driven Design***, 2nd edition published by Sage Publications has everything students and scholars need to understand and create effective data visualisations.

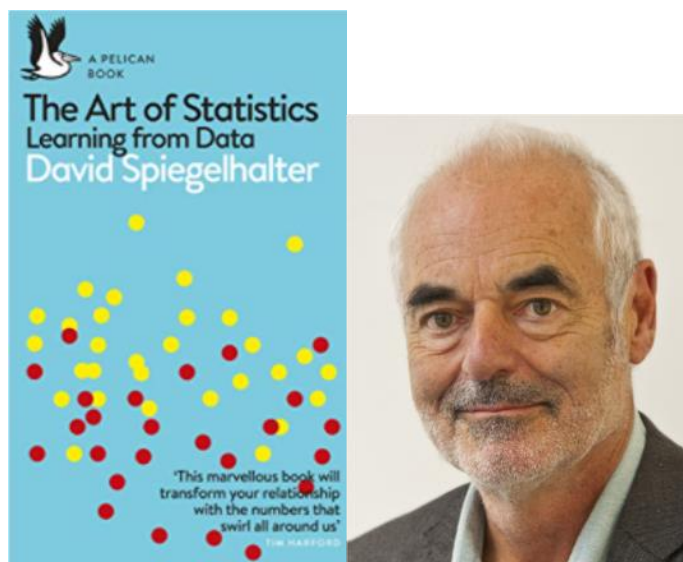


There are over 200 images and extensive how-to and how-not-to examples. Combining 'how to think' instructions with a 'how to produce' mentality, the reader is taken step-by-step through analysing, designing, and curating information into useful and comprehensive tools of communication.

Other books on this topic also show how to use software to visualise data, but this book goes a step further and considers good design; it enables the reader to create visualisations that really convey the message they want to get across. When the first edition was published, the Financial Times said it was 'one of the six best books for data geeks'. This second edition is of use to a much wider community; it can be used as a reference book to be read from cover to cover, or a book to dip into for advice and examples. An invaluable, and very readable, tool to guide you through the whole process of formulating, developing and designing your data presentations.

Statistics have played a leading role in our scientific understanding of the world for centuries, yet we are all familiar with the way statistical claims can be sensationalised, particularly in the media. In the age of big data, as data science becomes established as a discipline, a basic grasp of statistical literacy is more important than ever.

David Spiegelhalter's ***The Art of Statistics: Learning from Data*** published by Pelican Books guides readers through the essential principles needed in order to derive knowledge from data, and shows questions that can only be addressed using statistical science.



Written in a plain, straightforward style, difficult ideas are clearly explained, and examples are given that relate to real life (for example, Harold Shipman and bacon sandwiches – you'll have to read the book to see how these relate!). This is a book not only for statisticians but for non-technical readers who want to be more informed about the statistics they encounter every day, those 'lies, dammed lies and statistics'. To further help the reader grasp some of these quite complex concepts, there is an excellent glossary

Statistics can be used, abused, promote an opinion or attract attention, and in a time when we are being deluged with data, this book offers clarity and understanding – at a very reasonable price.

Information Resources Electronic Award 2020

The best way to judge a website is to look at what it says it aims to do and see if it comes up with the goods. **Parallel Parliament** says it 'delivers integrated data from Parliament, Hansard, Gov.uk and many other official websites to provide a single, accessible sources of information about Government and legislative affairs in the UK'. And it does just that.

www.parallelparliament.co.uk was founded in 2019 by Calum Joglekar. The site is authoritative, comprehensive, very up-to-date and easy to use. Access is speedy, reliable, free and with good search facilities. The page layout is smart and clear - and there are no adverts.

The screenshot shows the Parallel Parliament website. At the top is a dark red header with the text 'Search Parallel Parliament' and a sub-header 'Parallel Parliament search covers Written Questions, Select Committees, Commons Research and much more'. Below this is a search bar with the placeholder text 'Search...'. The main content area has a yellow background. It starts with a section titled 'Latest Commons Twitter Feed' dated '17 Oct 2020, 11 a.m.' with a tweet about 'paw-letics' and a link. Below the tweet is a horizontal navigation bar with buttons: 'Receive Free Alerts', 'MPs', 'Lords', 'Bills', 'APPGs', 'Petitions', 'Select Committee Inquiries', 'Glossary', 'Upcoming Events', and 'Twitter'. The main content is divided into two columns. The left column is titled 'Scheduled Commons Business' with a sub-link 'Latest Order Paper • Upcoming Events'. It shows a calendar for 'Monday 19th October (2 days ahead)' with a 'Department Questions' section at 14:30 for the 'Department for Work and Pensions'. The right column is titled 'House of Commons Highlights' with a sub-link 'Latest Events in the House of Commons'. It shows 'Government Bills scheduled for Commons Debate' for 'Monday 19th October', specifically the 'Immigration and Social Security Co-ordination (EU Withdrawal) Bill 2019-21 (Ping Pong)'.

All the information on Parallel Parliament is available elsewhere – if you have the time and energy. Use this site as a timesaving resource for tracking what is happening in Parliament, the progress of current legislation, departmental information and all government and parliamentary activity. This site is just incredibly useful, informative and essential for information workers today.

Walford Award 2020

The Walford Award is given to someone who has made an outstanding contribution to knowledge and information management services. This year we are delighted to give the award to **Naomi Korn**.

Naomi is a well-known figure in the KM and IM world, as well as in the wider information profession. Thought leader, renowned expert and sectoral policy advocate in copyright, data protection/GDPR and licensing, keynote speaker, author, lecturer and trainer.



Naomi has built up a formidable reputation in intellectual property rights and data protection, especially in the galleries, libraries and museums sectors. She established Naomi Korn Associates over 17 years ago and has provided consultancy, training, rights clearance and support to many prestigious bodies in the public, cultural heritage, charity, education and national sectors in the UK. Naomi was Chair of the Libraries and Archives Copyright Alliance (LACA) between 2013 and 2017 where she led the reform of the UK's copyright laws

on behalf of the cultural heritage sector. She has also regularly represented the interests of the sector to UK Government Ministers and she frequently sits on Government advisory groups. In 2018, Naomi joined the National Lottery Heritage Fund Advisors Network as a sectorial specialist on rights management, supporting the National Lottery Heritage Fund and its funded projects.

Naomi was a CILIP Trustee and has supported CILIP through giving training courses, organising and speaking at conferences and being an active supporter and proponent of the importance of the information profession.

She has produced books on copyright and licensing digital resources, and most recently co-authored *Information Law: Compliance for Librarians, Information Professionals and Knowledge Managers*, published in 2020 by Facet Publishing, and based on the Compliance Methodology which she created.

Naomi is unfailingly responsive to requests for help and advice and is always quick to do whatever she can to be supportive of the K&IM profession, of CILIP and the K&IM SIG – a true champion.

K&IM and UkeIG Information Managers of the Year

This award is given in recognition of an individual who has made a significant contribution to the discipline of knowledge and information management through their work and professionalism. The key characteristics the judges look for are innovation, initiative, originality and practicality.

But what do you do when you have two excellent nominations for two people



from completely different environments? There is no way you can make a choice between the two. So this year there are two winners of the K&IM and UkeIG information Manager of the Year Award – Natasha Howard and William Kilbride.

Natasha Howard is Library Manager for the North East London Foundation Trust which, when she took the job on, was a

growing organisation that had no established library service. Through her professional leadership and management skills, there is now a service that has gone from strength to strength with expansion and improvements, plans for innovative ideas for the future and the development of partnership and funding sources. The library service now provides services to a diverse population of more than 6,000 staff who are based at over 200 sites in east London, south west Essex and parts of Kent.

Natasha has shown ongoing initiative, leadership and dedication and has earned the respect of her peers and become a role model in the library field. She looks after her staff, making sure they gain insight into all areas of work, and strives to develop the leader within everyone.

Since the pandemic, she has ensured that the library services are integrated into the Trust's new Recovery Structure and are represented on all four of the clinical sub-groups that feed into the Trust management structure.

Natasha has made an enormous difference at the Trust, exemplified the mission of the organisation and positively impacted the wider library profession.



William Kilbride is Executive Director of the Digital Preservation Coalition (DPC), a not-for-profit organisation which is an international advocate and catalyst for digital preservation, helping its members around the world to deliver resilient long-term access to digital information through community engagement, targeted advocacy work, training and workforce development, capacity building and good practice. Through his energy, enthusiasm and commitment, in 11 years William has taken the DPC from a small UK-centric

organisation of 25 members, to one that comprises 110 institutions across 5 continents. DPC is also active in a number of international research initiatives and partnerships.

There is a growing awareness of the need to plan for digital sustainability rather than expect that important material will naturally endure. But who should be responsible for this, how should it be paid for and how should we select exactly what to preserve? These are some of the important issues that William has sought to address. He has masterminded international awareness raising campaigns including the Digital Preservation Awards and World Digital Preservation Day (5th November this year).

He has an extensive knowledge of the subject and a total commitment to information management of the digital record.

He has built up a friendly and successful community of practice for information managers and digital preservation practitioners; approaching a tricky and technical subject in a way that is welcoming and supportive to everyone, regardless of their job title, institution, level of experience or nationality.

Other Websites We Looked at for the Information Resources Electronic Award Included:

www.cochrane.org



Cochrane is an international organization legally registered as a UK Charity. On their website they say: *Our mission to provide accessible, credible information to support informed decision-making has never been more important or useful for improving global health. In the Internet age, people have much greater access to health information, but little way of knowing whether that information is accurate and unbiased. We do not accept commercial or conflicted funding. This is vital for us to generate authoritative and reliable information, working freely, unconstrained by commercial and financial interests.*

The most important area for information professionals is the Cochrane Library which is collection of databases that contain different types of high-quality, independent evidence to inform healthcare decision-making. This is not an easy site to use, but fortunately, there is a Library Training Hub which offers training videos user guides and webinars.

The site is very up-to-date, speedy, reliable and free. There is extensive coverage of Covid-19 and it includes areas on help for the general public, fact checking and details of special collections drawn from throughout the world. An authoritative and sound resource.

<https://magic.defra.gov.uk/>



The **MAGIC** website provides authoritative geographic information about the natural environment from across government. The information covers rural, urban, coastal and marine environments across Great Britain. It is presented in an interactive map which can be explored using various mapping tools that are included. Natural England manages the service. Users do not require specialist software and can access maps using a standard web browser.

MAGIC provides links to other sources of data, in order to make best use of a wide range of information available on other websites.

An impressive, authoritative and attractive site which is very up-to-date, speedy and free. The interactive maps offer enormous opportunities for finding geographic information on a particular area – you can get quite carried away and spend a lot of time here!

www.worldometers.info



Worldometer is run by an international team of developers, researchers, and volunteers with the goal of making world statistics available in a thought-provoking and time relevant format to a wide audience around the world. It is published by a small and independent digital media company based in the United States. They have no political, governmental, or corporate affiliation. The site is funded through automated programmatic advertising sold in real time on multiple ad exchanges – the adverts are a bit of a problem! It was voted as one of the best free websites by the American Library Association and has been one of the most viewed sites for information on Covid-19. However the site has had its critics saying it is flawed, inconsistent and contains errors. There is an interesting article about Worldometers in *New Statesman*, 7th May 2020.

K & IM Webinars

The K & IM SIG has run a number of lunchtime webinars in the summer and autumn of 2020. Here are some of the highlights:

Webinar Report: Hybrid Teams in the New Normal

Katherine Thomas, Free Range Lawyers

Report by Nicola Scull

(K&IM Webinar, Autumn Series 2020)

On 8th October, we saw the first of the CILIP KIM Group's autumn series of webinars delivered. The theme of this series was **Career Success in Difficult Times**, and this webinar, led by Katherine Thomas of Free Range Lawyers based in Perth, Western Australia, was a fantastic introduction to this topical theme.

Whilst hybrid teams are not a new concept, it was the reaction to Covid-19 that saw almost every organisation embrace home working for as many employees as possible. And, as we progress through the pandemic, organisations are looking at what the new normal will be for the workforce with many, unsurprisingly, considering hybrid solutions.

Katherine Thomas was keen to point out that she is not an expert in this area (though she seemed very much so to this listener). Instead she explained that she has a lot of experience in supporting the conservative legal industry to adopt home-working practices. She has a wealth of knowledge on agile working, and a passionate research interest in this ever-evolving subject. Recent months have seen us struggle to quickly adapt to working from home. Organisations have found themselves rolling out technology without the usual thorough review and support. Individuals have had to get used to digital interactions with colleagues; find suitable workspaces in their homes; and juggle family pressures at a difficult time. We didn't just all start working at home en masse, we did so in sub-optimal circumstances.

Given that these have been less than ideal circumstances, it is interesting to see that, in the main, people have enjoyed working in this way. It seems that we have reached a real turning point in the workplace, and that almost all organisations are looking at adopting at least some working-from-home practice. They know that many individuals find it easier to focus at home, enjoy not having to commute, and appreciate the flexibility that working-from-home gives them – but they miss their colleagues and find some things easier in person. Some level of hybrid version is likely to become the norm. However, hybrid working is not without its challenges or its critics. Sijbrandij (2020), who runs his own digital company, believes that organisations are

drawing the wrong conclusions from 2020's experiences. If working from home has worked for them, they should consider adopting it, but hybrid working will only offer the worst of both worlds.

And even those organisations who want to adopt hybrid working face challenges they need to overcome, for example:

- They may have commitments to real estate that they are not able to reload.
- Whilst many staff value working-from home, they don't necessarily want to do it all the time.
- Costs of investing in the right technology to make things work seamlessly.
- They need to consider staff or other stakeholders in digital poverty and/or "space poverty" (don't have the room to work from home).

In our conversations throughout the webinar, there seemed to be a lot of shared experiences of the positive changes remote working was having alongside acknowledgement of the challenges we need to address. Indeed, Sijbrandij (2020) acknowledges that hybrid working policies can work – but they will be too difficult for many to deal with. He fears they will blame remote working when things go wrong if they do not manage the transition well:

"Those who do hybrid, if not intentional about making systemic changes and treating every employee as if they are remote (whether in-office or not), will see their most effective remote people leave. The hybrid companies will then blame the lack of productivity on remote instead of the actual cause: Managing two distinct employee experiences is a very arduous task."

Katherine then shared some questions for organisations to ask themselves on three themes: Norms, Culture and Knowledge, and Operations. There are no easy answers, no binary answers; making this switch is challenging because people and organisations will move at different paces, and will have different problems to overcome. And this will really challenge leaders to think and work differently: will they be able to adapt their leadership style to be successful in the more subtle dispersed environment?

Questions: Norms

Is our attitude to remote / hybrid work based on deeply entrenched organizational and behavioral norms?

What if we could change these norms? What then?

How can we change them?

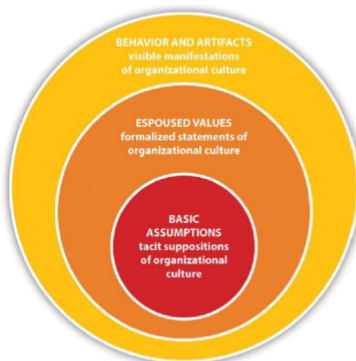
Which norms need to change?

Why the binary in-office / remote approach? Is there a third way, a fourth and a fifth?

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Questions: Culture



How important is physical space and interaction to culture?

Can we have a culture without a common physical space?

If so, is that culture another version of what we have already or something entirely different?

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Edgar Schein, Model of Organisational Culture, 1980



Questions: Operations

Does hybrid working create the potential for a business caste system with in-office at the top of the tree?

Does hybrid require two leadership and management styles or one style to accommodate both?

Can we leave working styles entirely to choice or do some corporate standards need to be applied?

Under what circumstances are people most productive and happiest?

© Free Range Lawyers 2020

Edgar Schein, Model of Organisational Culture, 1980

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We discussed what all this might mean for Knowledge Management. There seemed to be consensus that we will see a move towards more explicit knowledge sharing over tacit (because there will be less “at desk” watching, observing, coaching). For some this felt positive – in that it could provide a more consistent learning / onboarding experience, whilst others worried that we would be losing a strength.

We shared some experiences around using digital platforms and observations that many feel more confident engaging in the digital space. We wondered if the opposite might be true too. Where the introvert might thrive in the home office, working life could be harder for those who thrive on interaction with others to charge their batteries.

Finally we agreed that Knowledge Managers could have a role in helping organisations make the best use of communication technologies. This should include guiding them towards asynchronous activities to provide some respite from ‘Zoom Overload’.

All in all, this was such a fascinating topic – we could certainly have gone on for another hour. The feelings in the (virtual) room were many and varied: excitement about the possibilities hybrid working offers us; concern that we do it right; and nerves about what might happen if we get things wrong. Most of all, though, it was great to see such enthusiasm and determination around making the future of workplaces good for everyone.

As seems the norm with KIM’s webinars, we not only enjoyed an informative presentation, but a wonderful exchange of ideas from all participants. As

these webinars continue, I see a true Community of Practice forming and I am delighted to be a part of it.

Sijbrandij, S. (2020) Hybrid remote work offers the worst of both worlds. Wired Opinion: 12.07.20. Available at <https://www.wired.com/story/hybrid-remote-work-offers-the-worst-of-both-worlds/> [accessed 13.10.20].

Katherine Thomas is CEO of Free Range Lawyers, and Teaching Fellow on the Master of Legal Business course at The College of Law, Australia. After nearly 10 years at Pinsent Mason, Katherine has been an independent consultant to the legal sector since 2016 and is a colleague of Helene Russell at the [Law Consultancy Network](#). You can connect with her on LinkedIn at <https://www.linkedin.com/in/katherinethomas75/> or follow her on twitter at @LawyerFreeRange and @katathom.

Nicola Scull is Head of Academic Development of The London Institute of Banking & Finance. A technophile at heart, she focusses on helping students and staff get the most out of digital learning experiences.
Twitter: @NicolaScull

Webinar Report: Grow Your Resilience Quotient

Fenella Hemus, Above Beyond Coaching

Report by Nicola Scull,

(K&IM Webinar, Autumn Series 2020)

On 22nd October we enjoyed another CILIP K & IM Group webinar, led by Fenella Hemus from Above Beyond Coaching, concluding the autumn series **Career Success in Difficult Times.**

Fenella's delivery style perfectly suited the subject and the format. She included elements of knowledge sharing (being our sage on the stage), and then activities where we built knowledge and confidence together. I have summarised some of those elements below, with the hope that I can share some of the inspiring lessons with you.

As an experienced NLP (Neuro-Linguistic Programming) practitioner, Fenella is able to offer insight and guidance on how to build resilience, and how individuals can address and respond to the challenges that they face. This is especially important during 2020 when the global pandemic has thrown up all sorts of challenges to every one of us.

How resilient we are at any given time depends on a number of factors: our current environment, our mental state, and our health to name but three. Being resilient is about having a strong core so that we can absorb challenges without becoming overly-stressed.

We were introduced to BOUNCE:

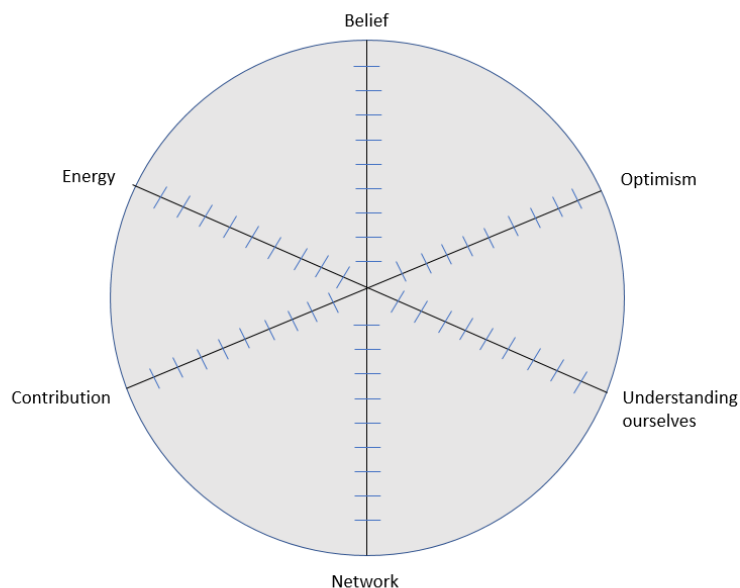
- **Belief** - in ourselves, our decisions, our control.
 - **Optimistic approach** – "Attention direction" – looking forward positively.
 - **Understanding ourselves** – knowing our values, our motivations, our strength.
 - **Network of support** – who are the radiators in our lives who give us space and support.
 - **Contribution** – what can we give back – how can we help someone else.
 - **Energy** – think about how we eat, how we move, hydration, energy pacing, sleeping.
-

Fenella explained that we should also aim to BOUNCE FORWARDS. We can use BOUNCE for 'Recover Resilience', where you use resilience to go back to where you already were. This is helpful – but BOUNCE is even more powerful

when we use it to move forward: to build our 'Adaptive Capacity'; to ride the waves; to pause and reflect; and to transform.

Activity – Reflective BOUNCE Wheel

This activity worked well for me. We were asked to reflect upon where we would score ourselves on the wheel (with 0 being the centre, and 10 being the outer circle). It was good to reflect on how we scored against each of the BOUNCE criteria, though we were advised not to overthink it but to go with our gut. The idea is that if you have any areas that score 5 or below (I had several) then these are the things you should focus some attention on.



We talked a lot about Mindfulness – and shared our experiences of this. It seemed that many attendees used some sort of meditation/mindfulness activity to create a sense of calmness – many favouring the apps that are so easily accessible. By living in the moment, we can increase our internal resilience.

Activity - Breathe for balance

A quick and simple technique to re-focus ourselves, that is particularly useful in times of high anxiety.

- * Inhale for 3 sec
- * Hold for 4
- * Exhale for 5

Do four rounds of this – and ideally repeat 3 times per day. Make sure to breathe from your diaphragm and not your chest. The smooth and rhythmically activity should bring a sense of piece and help you to be in the

moment.

One important question we should all ask ourselves when facing adversity, Fenella says, is: *"Can you reframe this from something that is out of your control to something that with optimism, belief in yourself, and the help of others, is manageable, or even a springboard for transformation?"*

Activity – Mapping Resistance

Think of a time when you faced a big challenge, and got through it...

- * What strategies did you employ?
- * What resources did you use?
- * What strengths did you have?
- * And what insights does that give you that you can apply next time?

Finally, we discussed the seven ingredients in Fenella's recipe for resilience:

1	Self-awareness	Be honest with ourselves. Recognise our strengths, our habits, our patterns. Be aware of our purpose. Make time for our own well-being. Know what our triggers are and what our tipping point is. Be aware that we are always changing.
2	Emotional Agility	Be mindful of our own feelings and emotions. Be true to what we are feeling but think about how we manage this in front of others.
3	Adaptability	Be open-minded to other angles or approaches. Re-frame situations to take them to a useful outcome.
4	Learning	Difficult experiences can be great lessons. Whether we succeed or fail there is always an opportunity to grow. Share what you learn with others.
5	Social Support	Consider how much time you truly give to nurturing relationships. Connecting with others is important. During lockdown, if you're tired of Zoom, find other paths to stay in touch: send a letter...
6	Attitude	Have a can-do attitude. Turn "I'll try" or "I must" to "I can" or "I want to".
7	Nourishment	Plan time to look after yourself. Prioritise this. Think about food, sleep, movement, rest, and meditation. Ask yourself honestly if you are really doing this.

Resilience seems to be the buzz-word of 2020 – and in being that it is easy to switch off from. But, in truth, this is something we should all think about. It seems to me that whilst we cannot control what is happening around us, we

can control how we deal with our situation. Building our resilience can only help us do this.

Fenella is a Master NLP coach and trainer based in Bristol and can be contacted at abovebeyondcoaching.co.uk. Link with her at <https://www.linkedin.com/in/fenella-hemus/> and follow her at @AboveBeyondCTC."

Nicola Scull is Head of Academic Development of The London Institute of Banking & Finance. A technophile at heart, she focusses on helping students and staff get the most out of digital learning experiences.
Twitter: @NicolaScull

Webinar Report: Supporting Virtual Communities of Practice Through an Internal Social Media Platform: A Case Study

Arthur Robbins, Roche UK

Report by Stephen Philips and Dion Lindsay

(K&IM Webinar, Summer Series 2020)

Background

Arthur runs a small Library and Information Services (LIS) supporting 1500 staff at Roche UK in Welwyn Garden City. In 2015 Roche piloted Google+, long since withdrawn from the public domain but still available as an enterprise app, to provide an internal social media platform to enable employees to develop a range of internal communities.

Community cohesion

Four types of community emerged following the production deployment in 2016:

- Location based communities: across Roche's global office campus to share local stories.
- Practitioner based communities: around groups with common business interests.
- Network communities: for people with shared characteristics, e.g. the early careers network.
- Communities of interest: focused on hobbies and personal interests. These sites enable employees to bring their whole selves to work and have been increasingly popular during lockdown.

LIS established its own vibrant community to drive engagement. To bring this to life, LIS organised events to promote social media. They regularly posted content to their own site as well as providing material to other sites. Later they worked with technology colleagues to enable Google Cloud Search to maximise the value of the sites, improve the utility of the platform and drive more activity.

Lessons Learned

Arthur reflected on some challenges of social media in an enterprise setting. Firstly, the lack of effective governance led to the proliferation of sites (over 6,000 across Roche). There are many hundreds of poorly maintained or redundant sites. Whilst each site has at least one moderator, they were provided little guidance and were over delegated authority to manage, maintain and remove content.

Secondly, when enabling the Google Cloud Search capability, no one could anticipate GDPR which required private posts (especially in Communities of Interest) not to be discoverable. On reflection, a more strategic approach should have been taken with the role of the moderators.

Tips & Tricks

The impact of Social Media has been hard to measure and, although extensive metrics are available, Roche have focused on the qualitative benefits of the system. The LIS team go out of their way to collect stories about the benefits of the platform.

LIS set aside time to build content to share on their own and others' community pages. Content must be published regularly and be evergreen (nothing to date it): examples include Wednesday Wisdom, TED talks and other regular features.

Finally, don't give up. People are interested but may not interact. Studies have shown that 1% of a community are content creators, 9% are editors (commenting, liking, forwarding) and 90% are "lurkers" or "takers". It is vital to create momentum by cross fertilising content between communities, introduce creators to one another, encourage new creators to step up and generally raise awareness between communities.



WordArt formed from Tweets on the day using #cilipkm

KM in a Time of Crisis: Lessons Learned from Covid-19, CILIP Conference 19th May 2020

Nicola Scull

This conference was an excellent opportunity to learn from colleagues across a range of industries about the work they are doing to support their organisations during the current crisis. It was inspiring to hear stories about how knowledge and information teams have quickly mobilised to leverage knowledge flows to support business critical activity.

Never was this more apparent than in the Healthcare presentation where Louise Goswami (Health Education England), and Alison Day (Knowledge for Healthcare) described how teams of librarians and knowledge professionals had collaborated nationally to make a tangible difference to clinical care and support.

With pressure to make decisions rapidly, but based on evidence, healthcare professionals have benefitted from the Covid-19 Search Bank that has been created by KM teams. Providing a repository of trusted information with pre-defined search strings means up-to-date content is easily accessible to all.

This need for speed was evident from other speakers too. Paul Corney, President Elect, CILIP, described the work of the local government 'Cobra' group in Eastbourne, and how their collaborative work has taken them "from survive to thrive". Monica Danese Perrin (Lloyds Banking Group) continued

this thread as she described the knowledge activities her institution had put in place. Her institution's focus being the "power of dialogue in an age of disruption" has meant that she has prioritised activities that bring people together. So too has Lorraine Murtagh (United Utilities), where they have identified that effective collaboration leads to better business decisions.

During the conference, we had four opportunities to break into smaller groups to discuss issues raised by the presentation. In particular, three themes came out for me:

- **Engagement with collaborative tools during lockdown:** Some are experiencing a reduced engagement with KM activities – perhaps due to the heavy workload staff are experiencing - but many had noticed a steady, if not increased, interaction with Communities of Practice, Random Coffee Connections etc. It was felt that these tools supported wellbeing – and in using them for that sort of support, more business-focussed knowledge sharing activity followed.
- **Infodemic of misinformation:** Paul Hector (UNESCO) coined this phrase in his presentation and there was much discussion about the Knowledge Manager's role to both help people (a) cope with the amount of information, and (b) be more discerning in which content they pay attention to. We were reminded of CRAAP Evaluation Tool (Currency, Relevancy, Accuracy, Authority, & Purpose)
- **Learning from Covid-19:** There were so many thoughts captured under this theme, but those that have stayed with me are:
 - Web conferencing works – and can save time, money and the environment; many felt positive about this being the future.
 - Knowledge Managers must work with colleagues to collate and disseminate lessons learned during this time.
 - The resilience shown by colleagues in adapting quickly to new technologies was a positive step – and one we can take advantage. We hope we can move from the more usual approach of perfecting new tools before release, and moving to a more agile *launch quickly > gain feedback > and enhance.*

This was a thoroughly enjoyable and informative day. The mix of speakers and delegates led to many engaging conversations. I hope another event like this follows – there certainly seemed to be an appetite for more.

How KM has Helped Defence Equipment Support (DE&S) Covid-19 Operation Support

Derek Shaw, KM Lead, Defence Equipment Support



Who would have thought that when they were making New Year's Resolutions in January that 2020 would be turned upside down so dramatically. But that turmoil has, for followers of S curve theory¹ provided huge opportunities for our profession. It has given huge opportunities for Knowledge Management (KM) in particular, and I am going to talk here about just one of the opportunities that presented itself to my team.

But first some background. What is the organisation?

Defence Equipment and Support (DE&S) procures and supports equipment and services that the Royal Navy, British Army and Royal Air Force need to operate effectively. The vast array of complex projects range from jets and warships through to armoured vehicles and field kitchens.

My role is KM lead and I am in the position of creating, for the first time, a corporate KM capability, and this is where the opportunity arose with COVID-19 operations.

The DE&S role in COVID-19 was to support the Department of Social Care. Our supply chain and procurement experts played a crucial role in the procurement of billions of items of PPE for the NHS frontline. Elsewhere staff at MOD Donnington ensured hospitals across the UK received deliveries of ventilators, oxygen concentrators and humidifiers. Both efforts made national news.

The breadth of the crisis work was new to everyone. To manage it and the internal response an 'operations cell' was created. Shortly after, a call was put out for Learning From Experience (LFE or 'Lessons Learned') to inform the crisis management. But at this stage there was no Lessons Learned methodology in place. This is when I was approached to help.

My team provided an evidence-based methodology, templates and training and data analysis. At the same time, there was a separate LFE project being carried out to identify what was being learned by staff, how they felt about working from home all the time, and how their physical and psychological needs were being met by the organisation's processes.

It was also looking at how DE&S had reacted and coped with the new situation. These activities were initiated separately and were going to run on parallel tracks until a colleague and I brought them and a staff survey together. This then provided data from a coherent organisational learning approach.

The following is in two sections, what we would normally do and what we had to do.

So, what did we do?

By providing a single data gathering methodology, we were able to have consistent analytical framework, which, in turn, provided better evidence to inform both crisis management practice, and also post crisis lessons on how DE&S could make the most of the changes that had been forced upon the organisation.

How did we do it?

The teams were taught a process using the methodology of *Issue, Impact, Insight*. This method means the teams can gather evidence of management practice and personal activity. This enabled the teams to identify 'lessons' from evidence, rather than opinion, discuss that evidence and agree on what the lesson really was.

The team provide a timeline of key events, that occurred as this is a project with a defined start and end. On this timeline, key events are marked that indicate significant events such as decisions, or personnel changes.

The timeline and events are presented to the room for discussion and agreement and then the fun starts....

Everyone is given three sets of Post-it Notes - red for negative events, green for positive and yellow (or amber) for ambivalent observations. Then, using the *Issue, Impact, Insight* mantra, they put the notes onto the timeline where the issue occurred with what the issue was. The impact and what the insight, or lesson is about that specific issue was also recorded.

Once everyone has been around the timeline the evidence- data can be clustered into themes. In DE&S project management these themes fall under the headings of project planning, commercial activity, finance, communications and stakeholder management.

It is at this point that the first level of analysis can be carried out. I, as facilitator, take the notes in turn and they are discussed around the room, with the person who put the note up providing more context if necessary. Then they are clustered into themes and the lesson can be extracted by discussion of the theme.

The data is then, with the agreement of the room, placed on an Impact/Control matrix. This is a matrix with quadrants labelled high impact-high control, high impact-low control, low impact-high control and low impact-low control. This is the point at which the priority of the lesson is provided, either to the project lead who is responsible for high impact-high control lessons, or low control lessons are provided to process owners as these lessons are causing behaviour in the project that is outside the direct control of the project lead. As a team, we look for low impact-low control themes across multiple workshops, because if we see the same lesson occurring in multiple workshops, this means there may be something happening at a lower level across wider parts of the organisation that warrants further investigation by the relevant process owner.

Well, that was what was supposed to happen and would happen in normal times....

But in this new reality of not being able to hold in-person workshops, what actually happened was that this methodology was changed to be delivered over Skype [™].

The workshop became a Microsoft Excel™ template, where columns took the place of Post-it notes™ and brown paper; and instead of a workshop there was a series of Skype™ meetings to explain what was going to happen, how it would work and the intended outcome. We had never done one in this way before, so this was a learning experience for my team and for me as facilitator.

In terms of outcome, this new way of carrying out LFE workshops makes it easier to a degree to get data in, as you can have a longer time to input it. Data input and analysis becomes asynchronous. The downside is that the buzz and interaction and remembrance of events is lost in the virtual world, and that you can't keep everyone happy with that staple of DE&S workshops. Instead of being in the room collaboratively, my team carried out the initial analysis clustering and theming and presentation onto the Impact Control Matrix outside of the physical room, in a virtual room.

This was then reported back to the team for final discussion and approval, again via Skype™.

In parallel to these 'in crisis' lessons, other data were being gathered from a staff survey. These data were analysed using a more ethnographic approach to identify any underlying themes. These themes were placed alongside the other themes and cross referenced.

This was the first time that we have been asked to do this and the results were very encouraging.

These lessons informed a board paper on the effect of the new normal on organisational culture and how these changes, such as hybrid working and creating collaboration zones in offices could be embedded to positively and consciously change the organisational culture to both support the organisation and its aims as a government department and also the people who work there.

So, what did I learn?

I learned that when the chips are down, KM isn't seen as a nice to have add-on, it is seen as essential. I also learned, once again, that a crisis provides an opportunity to show the value of KM, and especially in this instance LFE, and this then provides the opportunity to not only show immediate value, but also to advance the KM and organisational learning agenda. So, for me and my team this period of change is very much an opportunity to show the value of what we as KIM professionals do to help our organisations and people continue to cope, improve and thrive in 2020 and into 2021.

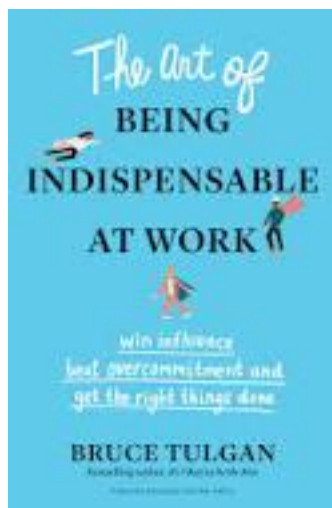
Derek is an accomplished Information and Knowledge Management Leader with a PhD in Social Anthropology from Cranfield Defence and Security, where he is now a visiting fellow. He is also an Associate Fellow of DE&S. He has a publication record which includes NATO reports, and he has an extensive background of experience within the defence sector. He possesses expertise in information and knowledge management theory and pragmatic application of theory to practice as a working KIM lead in DE&S. As Knowledge Management lead for DE&S, he leads DE&S strategically in knowledge protection. His particular interests are in organisational learning, corporate memory, both tacit and explicit. He is an advocate for continuous improvement and positive change, with strategic, tactical and operational experience.

Outside work his interests are leading a ceilidh band, writing music and gardening.

Work Smart by Taking a KM Perspective

Bruce Tulgan

"Today's world is more highly interconnected, knowledge driven, and fiercely competitive. In ways that are unprecedented in history, even very small organizations are plugged into global networks of potential vendors, partners, and customers." In his new book **The Art of being Indispensable at Work: Win Influence, Beat Overcommitment, and Get the Right Things Done** (Harvard Business Review Press, 2020), Bruce Tulgan describes how collaboration, resource sharing and information exchange are central to effective working. In this extract from the chapter *Work Smart*, reprinted with permission from *Harvard Business Review Press*, Tulgan shows how people can be encouraged to take a KM perspective to professionalise all kinds of work.



To professionalize any task, responsibility, or project, do these three things:

1. Identify, study, and follow the proven *best practices* in your field and in your organization. Turn them into standard operating procedures.
2. Bank and reuse *repeatable solutions*, rather than reinventing the wheel every time. These are the solutions to recurring problems that naturally emerge when you regularly use your standard operating procedures.
3. Use whatever *job aids* you can find—such as work instructions, checklists, templates, and prior work products. These are the things that will help you systematically follow those best practices and use those repeatable solutions. Once you get comfortable with the basics, build some job aids of your own.

No matter what you do, make it knowledge work. Some experts will tell you that knowledge work is about *what* you do. If your tasks, responsibilities, and projects require an especially high level of training, education, and certification (like a doctor, an engineer, or a teacher), then it is knowledge work. Whereas if your job does not require that kind of learning (like digging a ditch, for example), then it is *not* knowledge work.

I disagree.

In our research, we see people every day doing work that doesn't seem to require particularly esoteric knowledge, but nonetheless they are highly intentional about leveraging information, technique, and perspective in everything they do. (I've also seen plenty of people performing classic knowledge work jobs who are notably not thoughtful in their day-to-day performance.)

By our definition, knowledge work isn't only about what you do, but is very much about *how* you do what you do. That's where learning in plain sight comes into play. If you are highly intentional about asking for help and then leveraging that information, technique, and perspective in everything you do, then you are doing knowledge work, even if you're digging a ditch.

What does that really mean? It means, in everything you do, keep an open mind, suspend judgment, question your assumptions, and seek out the information you need. Then study, practice, and contemplate in order to build your stored knowledge base and skill set. Think of the smartest person you know. That person is almost certainly also one of the most voracious learners you know. The biggest mistake that keeps people from getting smarter is thinking that being smart is a fixed status, rather than a dynamic process. The best thing you can do when acquiring any new knowledge or skill is to start by pretending you don't know anything about it (or at least take note that you don't know everything about it). Then ask yourself: What knowledge, skill, and wisdom would really help me with this new task or responsibility? What information do I need to study? What do I need to memorize or practice again and again? Repetition is often the key to success.

So, be a knowledge worker. Go out of your way to learn, learn, learn at every step, and leverage what you are learning in everything you do.

Learn in plain sight. When you take on something new, don't set yourself up for failure by thinking, "I don't want to be caught learning in plain sight on this because that might diminish people's confidence in me and my work." There is no need to be a surreptitious learner.

Anybody with any experience learning things knows that active learners tend to be the ones who know the most. When you learn in plain sight, smart colleagues will have more confidence in you, not less. Be 1,000 percent transparent to accelerate your learning curve. Ask around and get someone to mentor you in the skill you want to acquire. Ask a lot of really good questions. Inquire about current best practices so you can find them, learn them, build standard operating procedures, and adopt them. Find out about recurring problems and repeatable solutions so you can have them at the ready. Ask about existing job aids like work instructions, checklists, and best of all, examples of similar or related prior work product from which you can learn, imitate, and extrapolate.

Then make it clear at every step that you are actively learning and practicing this new task, responsibility, or project—this new knowledge, skill, and wisdom—in parallel with the work you already do in your current job. Keep asking good questions of good people along the way as you build up best practices, repeatable solutions, and job aids.

Don't reinvent the wheel. Lots of people end up reinventing the wheel when learning something new simply because they didn't realize the wheel had already been invented.

Maybe you've had this experience yourself. You get halfway through a task, responsibility, or project—or all the way through it—and then you realize, "This has already been done before! Why didn't somebody tell me?" The question you should be asking yourself is, "Why didn't *you* investigate the matter before plunging in?"

Remember where we started: professionalize everything you do. That's also how you plunge into something new: look for established best practices, repeatable solutions, and job aids (especially prior successful work products). Most of the new tasks, responsibilities, projects, and problems you encounter at work, though new to you, will probably not be matters of first impression. Almost always, you can assume, this has been done before. Some people have done it better than others. Some have done it best. That's why it's a best practice. Too often, best practices hide below the radar in organizations.

Smart organizations are always looking below the radar to find those best practices and make them available to everybody. Again, once best practices are identified, they should be turned into standard operating procedures, and they should be required learning for people in the organization and supported systematically with high-quality training and job aids.

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The Art of being Indispensable at Work: Win Influence, Beat Overcommitment and Get the Right Things Done

Bruce Tulgan

Harvard Business Review Press, 2020.