And the winners are…

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Amanda Duffy, Chair Awards Committee, Knowledge and Information Management SIG

Walford Award 2019 – Paul Corney

Judging the Walford Award is always a pleasure. We receive some really interesting nominations and get some excellent winners – Sue Lacey Bryant last year and this year **Paul Corney.**

Paul is dedicated to improving professional recognition of Knowledge Management. He has been selfless in his support of CILIP in its aim of becoming the UK and International professional body for KM. He has promoted CILIP's initiatives not only in the UK but also abroad – particularly in the Far and Middle East, where he is recognised as a KM leader and has a high profile.

Paul has worked tirelessly with CILIP to realise the K&IM Chartership as a valid option for professional registration for information professionals. By using his network and connections, he opened doors for CILIP to speak to the right people at the beginning of the process and showed that there was an appetite for a Chartered KM professional qualification.

He has worked with CILIP as part of the KM Chartership project board to ensure that the new programme avoids the pitfalls of some earlier attempts by other organisations in this field. He has also continued to promote and discuss the KM Chartership within the KM community worldwide and engage other influential Knowledge Managers to become involved with CILIP by speaking at conferences, and potentially acting as mentors or assessors for the new KM Chartership programme. Paul is always willing himself to mentor and nurture others in their KM work.

He is always on the lookout for opportunities where CILIP can demonstrate its role in the KM sector. It was due to his strong advocacy within the BSI KM Standards Committee (of which he is a member) that CILIP was offered the opportunity to nominate a representative to join the committee.

Paul has been a committed member of the K&IM SIG Committee, offering advice, speaking at K&IM events, writing for the *K&IM Refer* journal, as well as *Information Professional,* including an article last year on the recently published ISO KM Standard. He is an eloquent speaker at KM conferences.

He has written several books on KM. The most recent are *Navigating the Minefield* and the *KM Cookbook*. In *Navigating the Minefield,* Paul provides a range of realistic up-to-date examples, both on how to start KM in an organisation, and also how to sustain KM. The *KM Cookbook* is presented in an engaging way and includes big name KM case studies and references to the appropriate parts of the ISO/BSI KM standard.

Paul Corney is a well-respected Knowledge Management (KM) expert and guru and has made an outstanding contribution to knowledge management services**.**

CB Resourcing has generously sponsored the Walford Award for 2019.

K&IM and UKeIG Manager of the Year 2019

This award, run jointly by the CILIP Special Interest Groups K&IM and UkeIG, aims to recognise information managers working in the field today, achieving practical results, changing things for the better and lifting staff morale and participation.

Liz Hunwick is Library Services Manager and **Sarah Lanney** is Library Resources Manager at Basildon Healthcare Library, Basildon and Thurrock University Hospitals Trust.

Their nominator works in the Harlow Healthcare Library (HHL) at Princess Alexandra Hospital NHS Trust, one of the libraries managed by Liz and Sarah. Before their appointment, the library was struggling to meet the needs of Trust staff for a variety of reasons, ranging from staff shortages, to lack of

 library management or leadership and lack of vision and resources to bring the Library to the forefront of clinician and staff support. In 2015, the library did not achieve compliance level for the NHS Library Quality and Assurance Framework.

Since then, the library has unrecognisably evolved, thanks to the dedication, tenacity and endurance, combined with the strategic prowess shown by Liz and Sarah. They brought the library up to date; revamping resources; training and recruiting library staff; rebranding and promoting library and information services to staff who were previously unaware that the library even existed. In 2018, the Quality Assurance rating went up to 96%.
Liz and Sarah did all of this, and actually a lot more, whilst maintaining services at their own Trust.

The staff at HHL are incredibly grateful to have managers who lead by example, clearly care about their staff, want to develop their information and

library skills, and provide a clear focus and vision on delivering excellent information and knowledge services to the end-user.

HHL is thriving now, and most importantly their users know who they are, what they do, and where to find them. The ultimate end user is the patient, and the staff at HHL are proud of what they have achieved in the last couple of years under the careful care and direction of Liz and Sarah, and what they will continue to do.

In our call for nominations, we ask for testimonials supporting the nomination and we received this from **Andy Morris, Chief Medical Officer at the Trust**:

> *"Harlow Healthcare Library has grown into an effective library and knowledge service, supporting clinicians and managers in their work and underpinning the practice of evidence-based healthcare in the Trust. The HHL team deserve a big thank you for their hard work in raising the quality of the service, which benefits not only our staff, but in the long-term is a huge asset in the care of our patients."*
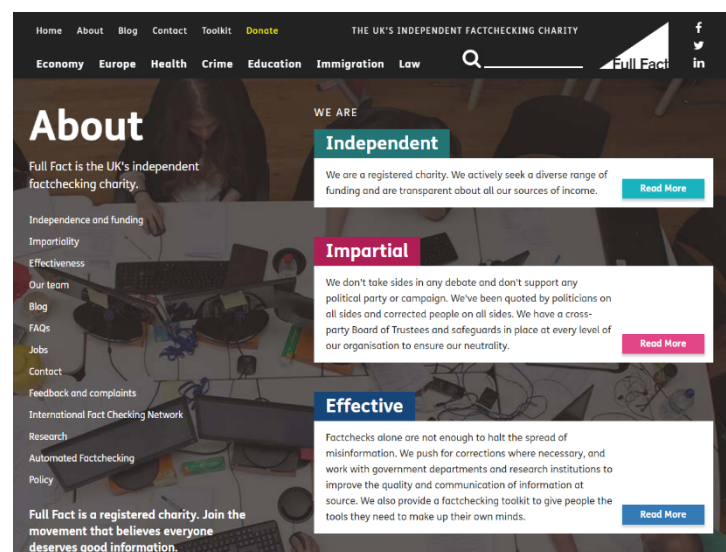
Information Resources – Electronic Award

Today when we put out a call for nominations for the Information Resources Electronic Award, a very wide range of sources are submitted – directories, heritage sites, academic institutions, e-books, websites for internal use and websites from anywhere in the world, some of which have been around for some time and others are new start-ups.

Our winner has to be available and relevant to the knowledge, information management, library and information sector. Content must show quality and depth, the website's server has to be reliable and speedy, the site must be user-friendly, with easy navigation and a good search engine, and content must be current and kept up to date.

Full Fact fitted all of these requirements easily.
www.FullFact.org is an independent, charitable organisation that fact checks statistics, data and information on UK government, education, health, crime, immigration, law. It takes a look behind political rhetoric and provides a balanced, well-sourced and verified view of the actual facts. It claims to be independent of government, political parties and the media.

Within the major subject divisions of the Economy, Europe, Health, crime, Education, Immigration and Law there are cross references to the other subjects. There are always links to the original sources and these can include newspapers, House of Commons Library briefings, government reports, journal articles and social media. An example of their fact checking was when at the end of August the government announced it would be spending £14 billion on education between now and 2022. Fullfact looked at this, taking on board comments from the Institute for Fiscal Studies amongst others.

It's a great starting point to look at a topic, e.g. NHS funding or Brexit and the Irish Border. The statistics and sources used are clearly indicated and it's easy to refer back to the original source material.

Of course, Brexit is taking up a lot of space at the moment. All the claims and counterclaims are rigorously examined and the resulting conclusions set out clearly. The following extract on looks at the statement that GDP per capita will fall by 7% under Boris Johnson's deal.

Claim

Under Boris Johnson's planned withdrawal agreement GDP per capita would fall by up to 7% in 10 years.

Conclusion

Incorrect. This misreports an estimate by think tank UK in a Changing Europe. It estimated that, in one scenario, GDP per capita would be 7% lower after 10 years, compared to if the UK remained in the EU—not 7% lower than it is now.

By concentrating on major political, social and economic issues, www.FullFact.org makes itself **the** website to check quickly and effectively for the full facts behind what we are hearing from politicians and the media.

This year, the Information Resources Electronic Award has been generously sponsored by TFPL.

K&IM Information Resources Print Award

The winner last year of K&IM Information Resources Print Award was *The Emerald Handbook of Modern Information Management* - a hefty book, coming in at over 900 pages.
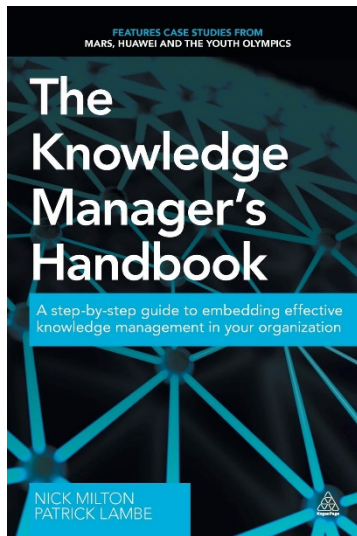
This year's winner, *The Knowledge Manager's Handbook*, by Nick Milton and Patrick Lambe is around a third the length but it packs quite a punch.

It is both a strategic and a practical book, covering a comprehensive range of topics by two authors who are world-renowned experts in knowledge management and have worked with a wide range of clients.

The book guides the reader through the essential steps of creating and implementing a knowledge management framework. The very clear organisation is by sections based on different implementation stages, enabling the reader to refer quickly and easily to the sections that are most relevant to them. There are practical checklists, useful summaries, guidelines and tips to help with implementation. The varied and believable case studies come from worldwide sources (Toyota, NASA, BP) and from a variety of sectors. They allow you to learn from others – what went well and what went not so well. There is an extensive glossary, several pages of references and a very clear and helpful index.

This work is a practical, pragmatic and grounded approach, looking at knowledge management as it relates people, processes, technologies and governance.

If you are new to knowledge management, this book will get you started quickly and surely.   For experienced knowledge managers there are new ideas and new approaches to help move forward.

The book begins with a quote from Machiavelli which says 'there is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success, than to take the lead in the introduction of a new order of things'. He was talking about political change, but it can easily be applied to knowledge management!

We judged the 2016 edition of the book in September this year. That edition was clearly such a success that a second edition was published this October.

The Knowledge Manager's Handbook: a step-by-step guide to embedding effective knowledge management in your organisation, by Nick Milton and Patrick Lambe, published by Kogan Page is the winner in the K&IM Information Resources Print Award for 2019.

K&IM Awards: More Interesting and Useful Websites

Amanda Duffy, Chair, Awards Committee, Knowledge and Information Management SIG

The following websites were nominated for the Information Resources Electronic Award. Although they didn't win, they are well worth looking at whatever your field of interest.

Parallel Parliament (https://www.parallelparliament.co.uk/)
Parallel Parliament aggregates content from www.parliament.uk and www.gov.uk bringing together legislation, parliamentary and departmental information. The Parliament aspect covers only the House of Commons (including some analysis of MPs' output in debates, etc). But even without

coverage of House of Lords activity, it fills a gap with a resource that the Government Digital Service has thus far failed to provide. This is a fairly new site and one which appears to be independently produced.

Pixabay www.Pixabay.com
This site is a source of free, copyright cleared photos, images, graphics that can be downloaded and used to illustrate presentations, infographics etc. it is very useful to the information professional who wishes to add visuals to data sets or presentations. The site is easily searchable, you can select by topic and filter by colour, picture type etc. which is very useful. Images can be downloaded in different sizes, again useful depending on how they are to be re-used. Download is free but you
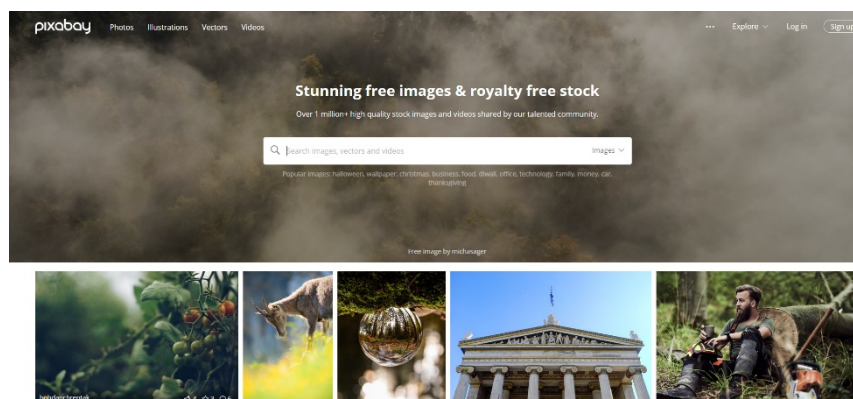
can "buy a coffee" – either making a one off or regular donation. The images can be used without crediting the creator, but there is an option to download a linkback which you can use to give visibility to the creator if you wish or your project allows.

Health Library and Information Services Directory
https://www.hlisd.org/
This directory seeks to be a comprehensive resource that lists health libraries and information services in the UK and Republic of Ireland. At present there are in excess of 650 entries listed, covering a range of sectors including NHS, voluntary services, higher and further education and professional organisations. One of the drivers within the directory is to ensure that the user can locate the relevant contact or service quickly. There are over 1,430 individual contacts listed. Each library record contains the basic information such as address, email and phone numbers as well as collection information, access policy, etc. A map of the location is supported by more precise directions to the service if the library is located inside a larger building.

For more on this site see *Information Professional*, March 2019, pages 52-53.
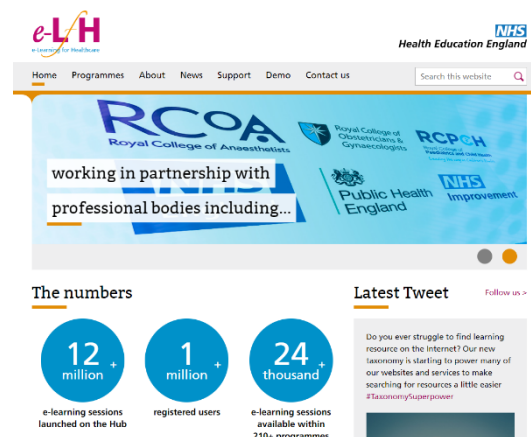
Knowledge Mobilisation Framework eLearning and postcards
https://www.e-lfh.org.uk/programmes/knowledge-mobilisation-framework/
https://kfh.libraryservices.nhs.uk/wp-content/uploads/2018/06/CS47408-HEE-LKS-Postcards-Complete-set.pdf

The NHS Knowledge Mobilisation Framework is designed to help individuals to develop and use skills to mobilise knowledge effectively in their organisations. The modules introduce eleven techniques to help plan, co-ordinate and implement knowledge mobilisation activities in an organisation. Accompanying the framework is a set of quick reference cards.
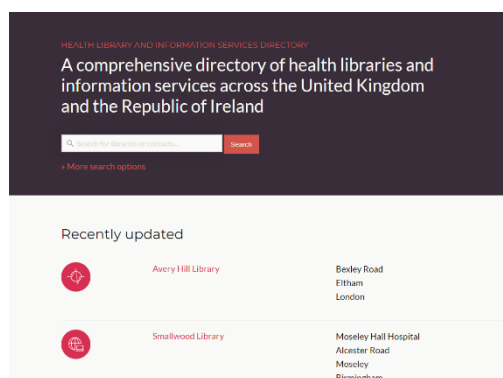
The postcards and eLearning resources have been developed for the healthcare workforce by the Health Education England Library and Knowledge Services Team but are freely available for use across all sectors. They are also applicable for use across all sectors, as they are tried and tested knowledge

K&IM Refer 35 (3) Autumn 2019   http://kimrefer.info

management techniques. The resources provide an easy to use methodology to determine which knowledge management technique is appropriate for particular situations, and helps individuals and their organisations to learn before, during and after everything that they do, so that pitfalls can be avoided and best practice replicated. The postcards tell you how to use the particular technique and the eLearning tells you more about the technique as well as how and why it would be beneficial to use in a healthcare setting.

Knowledge Mobilisation Framework

Learning Before	Learning During	Learning After
Self Assessment Tool	After Action Reviews	Knowledge Harvesting
Peer Assist	Knowledge Cafe	Retrospect
Before Action Review	Randomised Coffee Trials	
	Communities of Practice	
	Action Learning Sets	
	Knowledge Assets	

Knowledge Mobilisation for Health Organisations

The NHS Knowledge Mobilisation Framework provides a set of tools and techniques to help people to learn before, during and after everything they do so that good practice can be replicated and pitfalls are avoided.

NHS

CILIP Conference 2019

Erica Wine, Digital Repository and Copyright Lead, Coventry University Online

The sunniest and glorious day opened the 2019 CILIP Conference in Manchester on 3-4 July 2019.

Seeing the very diverse practitioners under the CILIP umbrella was quite heartening and it gave me a great sense of belonging. This year, I have experienced a conglomerate of firsts, which included attending my first yearly conference, applying and winning a bursary and my first systematic tweeting at an event.

The conference was also a first for the Knowledge and Information Management (K&IM) community with its entire strand dedicated to K&IM practitioners. From the build-up, it was clear that K&IM Special Interest Group went out of their way to enable delegates to have opportunities to discuss, understand and share insights into the key issues of the sector.

In the first keynote speech, 'Can Artificial Intelligence create a better world?', Kriti Sharma brought forward the diversity theme with the ethics of AI and technology. Algorithms have begun affecting our social environment: they now select more than digital targets for commercial purposes. Human bias, prejudice and discrimination on gender and race are now included in AI, because algorithms learn from data that derives from old attitudes and preconceptions. The implications of algorithms becoming more accurate are quite significant, because computer science lacks codes of conduct and data ethics. Diverse teams can empower AI to create a fairer world by uncovering biases in codes. As users, we have to demand transparency and ask our suppliers and software developers to evaluate the user experience, questioning the manner for which AI works, and striving to identify the section of population that algorithms exclude. Kriti emphasised the

importance in finding the correct balance between positive and negative aspects of AI: its advancement can no longer be prevented, but "…when the robots do take over, at least they should be nice!"

After a tea break and an opportunity to browse the exhibition, it was time for the K&IM Round Table. The room was buzzing, and I was able to meet the other K&IM delegates, and share thoughts and experiences based on the choice of two out of three themes (it was a shame to miss one). I was especially interested in 'Developing a culture of knowledge sharing' and 'Managing upwards'.

It seems that even lunch was following the conference's diversity theme, as it catered well for different diets.

In the second keynote: 'Librarianship and identity: professionalism in a changing world,' Liz Jolly (British Library) drew on her successful career to explore the means of securing the long-term future for libraries and librarianship. She argued that revisiting our profession's roots, while retaining a connection with our professional ethics and identity, gives us the confidence to look ahead. Continuous learning and reflections provide us with a willingness to embrace change within ourselves, upgrading our skills and service provision. She questioned the social class inclusivity of our profession and asked us to ponder the characteristics that define an information professional. She stated that librarianship is not a neutral profession, but a political act: "The mission of librarians is to improve society through facilitating knowledge creation in their communities". We all have a duty to lead with it, independently from our professional seniority. "Leadership is a habit of mind," Liz added. It is not about power, but about behaviour. Liz emphasised the importance of speaking the right language with people, to enable them to hear your message for the sake of building respectability. The lessons from her journey are to be open and transparent, rather than closed and exclusive, learning to collaborate with people from different perspectives and experiences, embracing change, inclusivity, building trust and actively seeking partnership and collaborations. Authenticity, courage and knowing one's boundaries will empower a professional to persuade organisations of the importance of the role of librarians, even in multi-professional teams.

It was the perfect lead to the next session, presenting an insight on organisations' views of their own Information Management (IM). The speed at which technology is changing makes the scale of IM a monumental issue, especially for keeping up with the level of data created.

- Arthur Robbins (Roche) explained about his role ensuring his colleagues have easy access to high quality medical and business information. He reflected on managing upward and the need to demonstrate impact by contextualising the scenarios that affect the service's 'real' customers: provide regular updates on impact through

constantly seeking feedback, streamline actions and tie them to the organisation's wider goals, and finally ensure the service impacts customers by offering training on daily activities. Such an approach elicits senior leaders' recognition and eventually ensures more resources.

- Siân Tyrrell (RHS) explained that demonstrating services' values seems easier in a charity, which caters for both internal and external audiences for all levels of knowledge, from amateurs to experts on horticultural science.

- Aimee Reed underlined the importance of influencing staff to perceive data as the MET Police's strategic asset, because 'good decisions require good data'. The IM's role at the MET is to aid in the prevention, prediction and solution of crimes. Since the Force is the biggest employer in London and the biggest generator of data and information, its challenges are mind-blowing, ranging from potential high scrutiny to legitimacy and trust. Aimee's tips are to be agile, by sampling first with small data to highlight potentials; being persistent and consistent, by linking compliance with delivery; and being relevant by speaking the business's language.

A panel session followed, smoothly discussing the accelerated change of technology, and the scale of IM. It seems that no organisation has 'information' sorted because of its complexity. Dr Sandra Ward introduced the published report of a consortium of CILIP, KPMG, CIO Connect, and IK SpringBoard "[Information as an Asset – Today's Board Agenda](#)". IM requires leadership and action at Boards' level. Data is the critical and strategic asset of any organisation. Boards have to take on the responsibilities for leading their organisation's information vision, strategy, policies and governance through evidence-based decisions and accountability to IM.

- James Freed (Health Education England) presented on the Chief Information Officer's (CIO) shifting role, from a technologist to a strategist, change facilitator, business champion, translator, learner and educator. A CIO needs to take part in people development and organisational change, which is pivotal to information management. Collaboration is an essential component of Knowledge Management (KM). It ought to be organisationally driven, and it is only successful when employees act as team players.

- Oliver Rolfe (KPMG) explained that IM practitioners must plan their approach within the context of available resources. He offered suggestions to overcome the challenges, such as placing assets and knowledge in the learning pillar of the organisation's strategy by finding the aspect that matters most to the Boards and ensuring that

knowledge managers are business partners, who sit alongside operational area staff to help them and continually develop innovative programmes to introduce new supportive tools.

Some delegates began day two with a 5km run. Instead, I opted with the daunting choice of one of the two breakfast seminars: CILIP BAME Network, exploring what it means to be an ally, and EveryLibrary (the first and only political action committee for libraries in the UK), unveiling the first phase of a national advocacy project. It is an impressive awareness campaign, introducing strategies and tactics to make the most of resources in order to build an activist's political power influence public-funded libraries.

The first keynote on day two highlighted biases and the power with our roles towards achieving equality. Hong-Anh Nguyen (King's Fund) questioned diversity and challenged our understanding with the plea to move beyond good intentions, to action as a change enabler. Too many people believe that racism is outdated, when instead it has mutated to become subtle and indirect. She said: "We tell ourselves that good people can't be racist. We seem to think that true racism only exists in the hearts of truly evil people. We tell ourselves that racism is about moral values, when instead it is about the survival strategy of systematic power". Senior leadership has to acknowledge that its own organisational approach to diversity is a real issue. Official strategies are not actions: they are empty statements. Collecting and monitoring data around diversity should be an enabler to measure the scale of the problem and set targets for real impact.

The K&IM's strand started with three practitioners from the Ministry of Defence speaking about roles and issues, which encouraged discussion on K&IM problems in relation to records and business management matters.

Dr Derek Shaw presented a series of fascinating situations that he has encountered over the past years. His particular interests are in organisational learning, and retention of tacit and explicit critical knowledge. This is done through continuous improvement and positive change, through strategic, tactical and operational experience. He gave his insight on the profession by stating: "All librarians are knowledge managers, but not all knowledge managers are librarians". Dr Dominic Davies focused on the Defence Science's and Technology Laboratory's needs to maintain the expertise and knowledge of its staff to ensure its capability in delivering scientific and technological advice for the defence and security of the UK. Some of the challenges are maintaining K&IM in the face of staff retirement, understanding assets' value, managing them while working across multi-disciplinary and various IT systems, and guaranteeing their high levels of assurance and validation. Dominic also reflected on the value of the MoD's corporate memory, and that even historical research has to be available as reference for future

developments and policies, with implication of keeping data open and exploitable.

Some very valuable observations on K&IM were that even though it does need infrastructure and tools, these only solve problems if people know how to use them. Visible leadership support is critical to influence behaviour because people only act in a desired manner if the organisational culture, recognition and rewards are aligned with the desired outcome.

In his keynote 'People of the book: knowledge in society and our role', Patrick Lambe stirred our enthusiasm by talking about a 'book' as a knowledge work for those who write and those who read. It attempts to make sense of society and inspires change. A book has a sense of audience, and reading one represents 'attendance', which is increasingly lacking in our society. Today, society is more about speaking than listening. Patrick said: "Disagreement is beautiful. It creates the space for change…" to develop, to share and to make the world a better place. For knowledge and society, disagreement is the space we should start because there is never an absolute answer: decisions, directions, advances and challenges, all are part of moving forward together. Libraries need to be that space for disagreement and for listening. Librarians are facilitators of knowledge, which is formative and grows over time. Change through knowledge is irreversible and affects society on a long-term scale. Since knowledge is a public good, literacy is a public health issue and we need to have an eco-system approach working with others in similar areas. We should be out talking to teachers, independent publishers and booksellers, elected officials, etc., to tackle issues in society. Illiteracy and mistrust of learning are key public health issues emerging in our society today. Public health officials need to understand the value that library and knowledge professionals can bring to society to help combat those issues.

Patrick Lambe opened the last K&IM session, helping those of us relatively new to KM to have an overview of its history. He explained the context that brought us the newly minted ISO Standard. Interestingly, the discipline of knowledge management is a poor representative of the ideals that it serves. Since its rise to prominence in the 1990s, it has displayed a strong fractious silo-mentality, with multiple competing schools of thought.

It was a great introduction to Judy Payne's insightful guide to the Standard, defining its remit and use. The session included some fascinating stories from the Standard's creation, in which she was directly involved.

What an incredible couple of days! I felt inspired, humbled, enthused, enriched and so much more. As a first-timer, I did not know what to expect, but with everyone being so friendly and enthusiastic, I was left with very provoking thoughts. Thank you to all the speakers and everyone else involved and to K&IM SIG for the amazing opportunity.

Knowledge Management Bookshelf

Helen Edwards, Editor, K&IM Refer

Why have an organisation-wide knowledge management strategy? Many organisations fall victim to embarrassing knowledge gaps and duplication of effort because they do not foster a collaborative environment with a *need to share* philosophy, as this story from an unnamed technology company from a few years ago shows:

The printer division was very excited. They had developed a secret project – a printer which could also scan. Unfortunately, the board was underwhelmed. The scanner department had also come up with their own stealth project – a scanner which could also print.

Knowledge Management (KM) is concerned with "*the processes of creating, sharing, using and managing the knowledge and information of an organisation*." (Wikipedia). This roundup of new books shares some of the recent thinking on KM.

Knowledge Management Matters: Words of Wisdom from Leading Practitioners
John Girard and JoAnn Girard
Sagology, 2018

(PDF available free at https://www.johngirard.net/kmmatters/)

This book, with contributions from some of the leading thinkers on KM, is aimed at helping leaders who are interested in what KM could do for their organisation. KM expert Nancy Dixon conceptualises the development of knowledge management over the last twenty years into three eras: "*the first is leveraging explicit knowledge and it is about capturing documented knowledge and creating a collection from it - connecting people to content. The second category is about leveraging experiential knowledge, and it gave rise to communities of practice and social networks. It is primarily a focus on connecting people to people. The third category is about leveraging collective knowledge, and it is primarily about creating new knowledge and innovation.*"

Dixon points out that the current focus in KM reflects the "*societal erosion of cognitive authority post 2010*", which led to a lack of confidence in those in authority and a distrust of experts. This, combined with advances in technology, has led to a new range of online tools including "*crowd sourcing, idea jams, prediction markets, information markets, decision markets, idea futures, event derivatives, and virtual markets*" and a new range of tasks to bring diversity into organisational decision making and build community. KM professionals provide support for the use of these new tools and processes, and are "*charged with providing workshops, power users and just-in-time coaching to make these tools useful to team members.*"

Nancy Dixon's Summary of Tasks for the KM Professional in the Third Era

- **Support the internal use of social media (crowd sourcing, decision markets) in order to increase the cognitive diversity brought to difficult organizational challenges and to increase transparency across the organization.**
- **Provide support for the online tools of the third era, through workshops, coaching, and developing power users, acknowledging that the tools will not be used or used effectively without substantial support.**
- **Assist managers in understanding and using the tools and processes available to manage virtual teams (Skype, Zoom).**
- **Facilitate the processes that support work being accomplished through teams, the online tools and the face-to-face processes After Action Reviews, Retrospects, Knowledge Jams, etc.**
- **Facilitate the processes that support a network of teams, Peer assist, Retrospects, KM planning, etc.**
- **Conduct comprehensive and frequent analyzes of what is being said through social media. to identify issues (elephants**

in the room) that are challenges that need to be addressed. Make this analysis available to leadership.
- **When the leadership task is to convene the conversation to address difficult challenges the organization is facing, help leadership design the meetings, retreats, or conferences so that they are conversations not presentations.**
- **Help managers and senior leaders find or build a community**

Paul Corney also highlights diversity when he discusses one of the most intractable challenges of KM, how to get people to willingly share their knowledge, especially when they move on.   He sees opportunity in the use of AI to analyse profiles and social media, with KM professionals working closely with HR and IT. However he warns: *"It doesn't matter what solution you adopt, if your environment is not conducive to the sharing of expertise and people don't see the value in it then save the money."* Other topics covered in the book include storytelling, big data, creativity & innovation, leading communities, knowledge assets, co-creation, catering for a transient workforce. In conclusion, Douglas Weidner looks at where KM is going. He predicts: *"we will begin to consider KM as not just another improvement discipline (Total Quality Management, Business Process Reengineering, etc.), but in fact the instigator and major enabler of the requisite transformation necessary for organizations to operate effectively and be sustainable as viable organizations in the Knowledge Age."*

The KM Cookbook: Stories and Strategies for Organisations Exploring Knowledge Management Standard ISO30401
Chris Collison, Paul Corney and Patricia Eng
Facet Publishing, 2019

In this book, the authors use the metaphor of a restaurant to clarify some of the key concepts of KM. The New Kitchen is "*the fresh opportunity that Knowledge Management Standard ISO 30401 provides to establish or to review and improve KM programmes."* The Restaurateur is the sponsor or champion (critical to the success of any programme), the Chef is the KM programme leader, and the Ingredients are the KM tools, methods, processes and activities.

The authors use this metaphor to navigate through sixteen case studies to show how these principles can be adapted to the diverse challenges companies face. For example, Saudi Aramco turned to KM to help with the challenge of the loss of expatriate expertise. The focus on hiring a more local workforce led to a large population of early career staff, with 50% of employees under 35. KM goals included *"protecting corporate knowledge, developing a quality workforce and ensuring access to experts*." One

technique used by the KM team was to introduce simple games to engage their young staff. "Hidden expertise" and "find the chocolate" illustrate the problems of expertise existing in unexpected places and the difficulty of finding knowledge in fragmented systems. In another case study GE was concerned with the *"over-emphasis on technology, and a lack of consistency and common approaches across the business",* and the need *"to do collaboration better."* The solution was to rebrand KM as Knowledge Sharing. GE now has 170 live communities with 130,000 members. Network analysis and sociograms show which members have and have not been active. Although participation is not compulsory, the message is clear: "*you win in this space by showing value and being relevant".* Transport for London (TfL) wanted to improve performance on their very large infrastructure projects, by capturing "*learning before, during and after the project lifecycle,"* and reusing it in other projects. Reflecting on *lessons learned,* TfL staff found: *"we'd got some really good lessons about procurement, where they sort of been told to go down the cheapest route. It had ended up costing 100% more than going for the most technically competent approach."*

The authors conclude: "*moving on from a street food market of disparate approaches, ISO 30401 provides knowledge managers with a brand new kitchen, and a moment during which they can pause and consider the service that they provide to their organisations"* with the potential of bringing substantial business benefits.

The Knowledge Manager's Handbook: a Step by Step Guide to Embedding Effective Knowledge Management in Your Organisation
Patrick Lambe and Nick Milton
Kogan Page, 2019

Winner of K&IM Print Reference Award 2019
Nick Milton and Patrick Lambe work through each stage of creating and implementing a knowledge management framework for an organization's specific needs, based around the four essential aspects of knowledge management: people, processes, technologies and governance. This can be illustrated by a simple example: a community co-ordinator (role) organises monthly discussions (process) by a conference call (technology) to discuss an agenda of critical issues (governance). The book reviews a number of KM approaches from top down to bottom up; and it concludes that a strategy which includes trials and pilots, combined with quick wins when the opportunity arises, is most likely to succeed if developed with regard to the specific organisational culture. On average, 20% of staff tend to be keen, 20% actively hostile, and the remaining 60% indifferent to any new

knowledge agenda. It is critical to bring the system to the user and the book contains many checklists and tips to assist implementation.

A strength of the book is its case studies. A global oil and gas company had the problem of a silo mentality: "*each unit had their own practices and knowledge, with multiple barriers to knowledge sharing including time zones, language, rewards, recognition, and most importantly a dearth of trusted relationships, based mainly on the fact that many people did not know each other.*" The development of knowledge networks, each with their own support structure of roles, technologies and governance, and the creation of a collaborative portal, led to significant improvements in knowledge sharing, impacting on the bottom line. Tan Xinde from Huawei describes the Community of Practice established to support frontline workers. The goal is that 70% of content answers questions about basic level operations. Huawei also has an active programme of republishing "*content worth reading*" together with some premium content sourced from outside the company. This has proved to be one of the key elements in attracting and retaining users.

Practical Knowledge and Information Management
Katharine Schopflin and Matt Walsh
*Facet Publishing, 2019*

"*Organisations need to know where to put their information, where to find it and who to ask.*" The challenge of connecting users to information has long existed, and increasingly, the value of introducing KM is being understood. This has had a profound effect on the role of information professionals: "*rather than being gatekeepers, they are now more likely to be advisers, interpreters, designers and trainers.*" It is for them to help introduce systematic approaches to help organisations make best use of the knowledge and expertise available to them. Many KM staff naturally gravitate to more formal approaches, such as constructing information asset registers, taxonomies and data repositories. Just as important are the human aspects: engaging with people, building communities, storytelling.

In the recent past, KM initiatives often came from the very top of the organisation. A senior member of staff would go to a conference and recognise the benefits KM could bring to the organisation. New KM staff were appointed and corporate technology platforms purchased. Unfortunately, this is often the worst possible way to introduce KM "*involving the newest staff in the organisation having to challenge well-established cultures and influential employees.*"This book offers practical advice, definitions and check lists, covering information management and governance, communities and

knowledge sharing, knowledge bases and wikis, and capturing the knowledge legacy.   In conclusion, the authors touch on the benefits of AI which they believe "*is best used where the aim is to uncover relevant content quickly, particularly where large bodies of new content are likely to be added."*

Libraries that Learn: Review

Dion Lindsay, Real Knowledge Management (DLC Ltd)
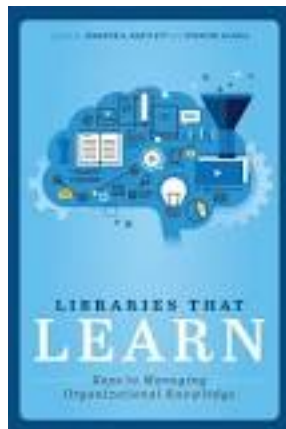
Libraries that learn: keys to managing organizational knowledge
edited by J.A Bartlett and S. Acadia is a packed 168 pages in which 13
authors try to demonstrate something pretty unique: how librarians apply KM
to the internal organisational knowledge *of their own libraries.* But don't be
lulled into thinking that within the body of book length contributions to the
practice and theory of knowledge management that has been burgeoning so
successfully in the last 3 years, this one should be ignored. The editors have
been careful to set the 6 extended case studies within the history and future
of knowledge management which ensures there is much to think about for
knowledge managers and librarians in terms of broader KM strategies.

The case study chapters occupy nearly half of the book, bookended by a
substantial KM overview and context by the editors and H. Frank Cervone,
and a very thorough index.
A common problem with short books written by many contributors is that it
can be hard for readers to find ways to synthesise the learning and make it
their own. The editors/publisher here have done a good job in avoiding much
of this by having each author set out his and her stall succinctly in the half
page "Key Insights" which end the chapters. This is a brave tactic, and comes
off pretty well. Each reader will I expect value the insights differently,
depending as much on their own experience as on their personal stance on
the role of knowledge management. Among a fair few worthy points long
recognised in KM literature, which I glossed over, my favourite exceptions
are:

- The refreshing recognition that the term knowledge management can
  be meaningless to staff and that it is necessary (and therefore

perfectly acceptable) to reframe KM terminology to reflect organisational needs

- The observation that librarians are generally more adept at managing information than at creating and sharing and using knowledge. This insight – which may be more context specific than the authors explicitly allow – is in my view a valuable challenge to what can be a lazy view that formal knowledge management should come more naturally to librarians than other professionals
- The mention of at least two more named KM models to tweak a knowledge manager's interest, in a field where there can be fewer conceptual systems than we would like, to provoke systematic thinking and provide authority.

The case studies provide clear reasons for the librarian or knowledge manager to pick up this book, beyond what at first sight is a restrictive concentration on the US academic environment (with the sole exception of the American Legion Library and Museum the case studies are from university and college library systems).

For those dreading the dead hand of interim leadership, for example, there is a tale of how this can also be a time for creativity and a fresh perspective in KM. A study of using LibAnswers to create an internal staff handbook for the library at University of Arizona reminds us how to be empirical in seeking out ways of transferring knowledge from experienced staff to new recruits. A case study subtitled "Do wikis work?" provides a gentle warning for those managers hoping that a wiki will solve their silo/timeliness/engagement problems, at the same time as illustrating a wiki's advantages in a very specific situation.

In brief, while this is a book on knowledge management that I believe is designed to be read cover to cover, the restrictive geographical context may prove daunting to the individual professional looking for insights for their career development. On the other hand, it may be one of the very few which focus so close to home organisationally. For large organisational libraries, it could prove a valuable, though short, addition to professional stock: the chapters are easy reads but with some significant learning, there is a wealth of references to put the case studies in a wider perspective, and the practical thinking underpinned with research may provide ammunition as well as inspiration.

Two last points:
The American Library Association went out of its way to provide me with a useful UK source for the book when I was in danger of falling into an infinite

loop trying to get a copy: Eurospan Group, Gray's Inn House, 127 Clerkenwell Road, London EC1R 5DB info@eurospangroup.com.

The editors say they were unable to find any case studies in the USA of public librarians who explicitly practice knowledge management in their organisations. It would be great to find some in the UK which do, and I have asked the question on Jiscmail's Knowledge Management Forum https://www.jiscmail.ac.uk/cgi-bin/webadmin?A0=KNOWLEDGE-MANAGEMENT-FORUM. If anyone knows of such, could they post the details there (with all appropriate permissions of course), and I will, with *K&IM Refer's* editor's indulgence, include the details in my future reviews.

Bartlett J.A. and Acadia, S. (eds) Libraries that learn: keys to managing organizational knowledge. Chicago, ALA editions, 2019.
Reviewed by Dion Lindsay MCLIP, Real Knowledge Management (DLC Ltd)
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How a Prominent KM'er in Khartoum Became one of BBC's 100 Women of 2019

Paul Corney

When I first established knowledge et al I wanted to recognize people who'd influenced me and the way I work. One of the pages on my site is entitled **"Who I admire and why".** Over the past 7 years I've updated the section as I've worked with different people.

In August 2019 I wrote this tribute about a friend of mine in Khartoum:

"Dr Gada Kadoda
It's January 2012 and I'm back in Khartoum for the first time since 2010 when I was part of a World Health Organisation mission to Darfur.

Invited by the embryonic Sudanese Knowledge Management Society / University of Khartoum I am to deliver an address on Missions and Knowledge Production. I meet Dr Gada on arrival.

A petite woman with a warm smile, striking features and sharp mind, it is clear she is capable of multi tasking and inspiring others by words and actions. By way of an example here's a note I wrote back to my colleagues at the end of that event:

Saturday 7th January 2012 will remain etched on my brain for many years. If Thursday was bizarre today was truly out of the ordinary. That it's just finished at 10.30pm when I arrived at the hotel will tell you it's been another very long day.

I rose early packed and was out of the Corinthia Hotel by 8am. I was the first to arrive at the Friendship Hall (so named because the Chinese built it) and gradually people filtered in so that by 8.30 there were 60 people in the room.

Gada came over to talk about the conference wrap up session which was scheduled to last until 10am when we were due to board buses and go 150km to Sudan's famous ruins. I was somewhat taken aback when she asked me if I would run the session. I can only describe my reaction as one of incredulity. Here we were with 100 people in the audience by now all looking for a grandstand finish and I was going to have to make it all up.

I've been back many times since at Gada's behest. We've run Masterclasses together and she even arranged for me to run an evening at Khartoum University on a Thursday (weekend!) a week after riots had caused its

closure. At no time did I feel a sense of danger despite the uncertain political climate.

Since then I have come to know Dr Gada as a woman who is honourable and genuine; one who puts others before herself (often at personal cost); and one driven to overcome the sense of injustice that pervades Sudanese society. That she is prominent in the current (2019) struggle to establish a new form of governance in her country is not a surprise."

Gada was touched and wrote back:
"I am soooo proud of what you wrote Paul and just want to thank you for being such a good friend and for all the support you continue to give us. I know we will meet again in Khartoum soon and I can't wait for that because I so much want you to feel the changes in the country."

BBC 100 women in 2019
You can imagine my surprise and delight when last week this appears in my in box last week.
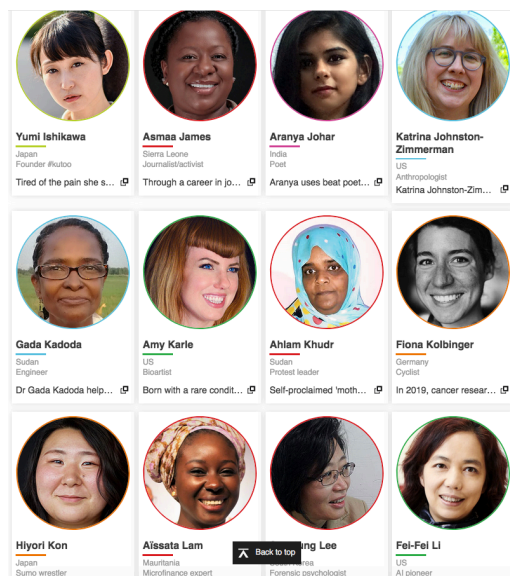
From BBC's 100 Women page 1
Here's the tribute they paid to Gada.

Gada Kadoda

Sudan
Engineer
🐦 @yaaarti

Dr Gada Kadoda helps women in remote areas use solar power to bring electricity to their villages by training them as community engineers.

She was named a Unicef innovator to watch as the driving force behind Sudan's first innovation lab, giving students a space for collaborative working and problem-solving. She is founder of the Sudanese Knowledge Society, which gives young researchers the opportunity to freely interact with scientists and scholars from inside and outside the country.

"

Women's urgent futures depend on mastering liberation tools to enrich our options.

Figure 1 From BBC's 100 Women site
And finally

For me it's a great example of how dialogue and knowledge sharing can make a difference to society.

I've been to Sudan now on seven occasions and each time the thirst for new knowledge is insatiable.

I am very proud of her and the achievements of her family (her mother is one of the country's top clinicians).

"Answer the Question" – School Exams in Scotland

Fiona Laing, Official Publications Curator, National Library of Scotland

The Scottish School Exam Papers Project has developed and grown over the last five years in ways that I could never have anticipated at the outset. The project was cited in the nominations for two awards that I received over the summer: CILIP Scotland's Library and Information Professional of the Year, and the Government Information Group's Life Time Achievement Award. It was also specifically mentioned in the feedback I received when gaining my CILIP Fellowship in September.

The project began as potential partnership between the Institute of Education (IoE) and the National Library of Scotland to collaborate in a funding bid to the Wellcome Trust to digitise school exam papers for STEM (Science, Technology, Engineering and Maths) subjects. It ended up however, in a quite different guise four years later with the National Library independently producing a web feature that included its digitised early Scottish schools exam papers, alongside some creative interpretation of that content. It is a great example of setting out to deliver one project and ending up with something quite different but equally brilliant.

The original partnership with the IoE would have allowed researchers to see the development of the teaching of the STEM subjects over time, and with the addition of the Scottish content, comparisons could have been made between the two countries education systems. The National Library of Scotland gained the full support of the Scottish Qualifications Authority (SQA) for the project and signed a collaboration agreement with IoE in the summer of 2015. Unfortunately, the initial bid was unsuccessful and was resubmitted later that year, only to fail once more.

Having gained permission from the SQA to digitise the Scottish school exam papers, the National Library decided to proceed with the digitisation of its own content. It is still my hope that at some point in the future we will be able to combine this content with the English education exams papers from the IoE, and achieve a similar outcome to the one we had initially hoped for.

The digitised papers cover the first Leavers Certificate in 1888 (which was published as a Parliamentary Paper) up to the Scottish Certification of Education exams in 1963. In 2017, the papers were made freely available on the Library's Digital Gallery. In 2018, the National Library decided to look at how it could improve engagement with its Digital Gallery content. A cross library group was established and given the task of producing, in 12 weeks, something more engaging with one of its digitised collections. I was delighted when the Exams site was selected for the project. Whilst the Digital Gallery pages gave the full text of the Exam papers by year and OCRing allowed full searchability, it lacked context and anything that might answer the question "why would I would be interested in looking at these?" By the addition of a short video interview with Professor Patterson of Edinburgh University and a time line of events in Scottish education, we were able to demonstrate how these papers showed the development of Scottish education during this period. For example, they highlight the increased accessibility to the exams by both sexes as well as the increased range of subjects. The exams now gave pupils an opportunity to demonstrate their abilities, especially for girls; and whilst the subjects may not have changed much, the titles have. What we now call history and geography and modern studies, the study of politics, was all part of the English exam.

Most people will have had to sit exams of one sort or another during their lifetime; however they are not often looked back on with joyful reflection. The project group explored the idea that the papers could be used as a source of inspiration rather that for the purpose of testing abilities. This took the project off in a completely different direction. The Library advertised through Creative Scotland for artists to produce creative responses to the exam papers. It awarded seven bursaries of £1,000 each. Although we had a tight deadline for applications, we were overwhelmed by the responses from across

Scotland. It was very difficult to select just seven pieces. The final submissions can be viewed alongside the digital content and the contextual information. The Resits include a punk rock group, a ballet company, some beautiful art work, choral music and contemporary dance, an amazing and diverse mix.

'Crow' Jules Bradbury. Art response to 1937 Day School Certificate English comprehension exam

'Among the pervading grace and lightness of spring' Thomas Keyes. Art response to 1937 Day School Certificate English comprehension exam.

This project demonstrates how a small but rich collection of material can be used in many different ways and by different user groups. This was certainly not what I had anticipated when I first embarked on the project with the Institute of Education five years earlier. It wasn't all plain sailing of course. Keeping the project alive took energy and enthusiasm, but I believed that it was a worthwhile project from the start. I spoke about it to anyone who would listen, in my own organisation and beyond. The final product surpassed my expectations and the feedback that we received was hugely positive.

In 2019, the exam papers content was made available on the Library's new Data Foundry. This presents Library collections as data in a machine-readable format, widening the scope for digital research and analysis. This will allow researchers to examine this collection in yet another way, purely as text.

In 2020, the remainder of our Scottish School Exam papers collection will be added to our Digital Gallery and Data Foundry, and I am excited to see what future developments will emerge from the use of this resource.