IFLA

Newsletter no 14 June 2012

knowledge management section

## the voice of global KM

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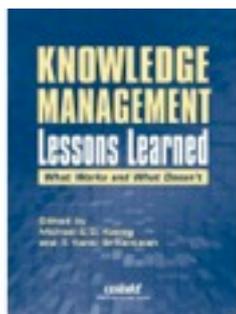
For any comments on the newsletter, please contact newsletter editor Christel Mahnke mahnke@jakarta.goethe.org

From the Chair

Dear KM Members, Greetings!

Like many of you, I am looking forward to the 2012 IFLA World Conference in Helsinki. This year's theme „**Libraries Now! - Inspiring, Surprising, Empowering"** should provide stimulus for much learning and debate. The full program is available at http://conference.ifla.org/ifla78/programme-and-proceedings

This year, the KM section is proud to present a satellite meeting on Friday August 10. Thanks to the generous support of Ex Libris, we are providing free admission and lunch when you register at www.arpalazio.net/ifla2012/

The presentations on Knowledge Management Theory in Action should be thoughght-provoking and educational. I am especially looking forward to the two keynote speakers. For an interview with one keynote speaker, Anja Flicker of Germany, please turn to page 5 of this newsletter. At the main conference, the KM section will continue to present interesting speakers. Librarians from around the world will discuss the potential applications of knowlede management in public libraries. For information about the speakers, see page 7 of this newsletter.

From the Chair

Claudia Lux, former IFLA President and Chair of the Metropolitan Libraries section, will give the keynote address. An interview with Claudia is on page 8.

The KM Section Standing Committee will meet twice. The committee will meet **15.15 - 17.45 h Saturday August 11 in Room 208 and 8.00 - 9.30 h Tuesday, August 14 in Room 203.**

We will send out agendas for these SC meetings later in the summer. We expect all Standing Committee members to join the meetings, and looking forward to your ideas and commitment. Guests are very welcome in the SC meetings and asked to participate in the discussions.

Finally, we are planning a dinner Monday, August 13 at a nice restaurant. We hope that many of you will be able to join.

We also invite you to find more information about our section online at www.ifla.org/km, on Twitter at #IFLA KM, and on Facebook or LinkedIn under "IFLA KM: The Voice of Global KM."

Traditional Finnish food, picture from http://www.visithelsinki.fi/en

Yours, Xuemao Wang

Chair of IFLA KM Section

KM at WLIC Helsinki: Program Agenda

Friday August 10, 2012
9 h -18 h Satellite Meeting at Goethe-Institut Helsinki
www.goethe.de/finnland
Registration now open at
www.arpalazio.net/ifla2012/
Admission FREE (thanks to the generous support of ExLibris)

Saturday August 11, 2012:
15.15 - 17.45 h Room 208
SC Meeting I
Come and share your KM ideas with SC members, and become part of ‚The Voice of Global KM'.

Monday August 13, 2012:
9.30 h - 11.30 h Room 3
Knowledge Café: Driving Access and Services
KM with Library and Research Services for parliaments
Did you miss last year's Knowledge Café? See what participants said about it: „I gained very much of the session, even though I neither work in a parliamentary library nor am actively involved in knowledge management." „Although the session was very active and fun, they managed to get across the theoretical background of the concept".

For ideas about a theme or topics, or any questions, please contact Knowledge Café moderator
Jane Dysart jane@dysartjones.com

Tuesday August 14, 2012:
8.00 h - 9.30 h Room 203
SC Meeting II
Planning for Singapore and beyond

Tuesday August 14, 2012:
13.45-15.45 h Room 4
Potential of Knowledge Management in Public Libraries

Keynote: Claudia Lux, Chair of Section Metropolitan Libraries, IFLA President 2007-2009 (complete program and interview Claudia Lux see pages 7-9)

Picture: Ross Becker

More about us www.ifla.org/KM, Linkedin and Facebook / ifla km

KM Satellite Meeting: Knowledge Management Theory in Action

This one day satellite meeting focuses on how to plan, put into practice, refine, and assess knowledge sharing systems.
It includes strategies for applying specifically in library environments as well as practical considerations, implementation tips, and more, offering a unique opportunity for librarians and other information professionals to see how to put Knowledge Sharing into Action.

We are happy to have not only one, but two excellent and inspiring keynote speakers: **Michael E.D. Koenig**, the ‚Founding Father of KM', and **Anja Flicker**, leading KM expert in Germany (see interview, page 5).
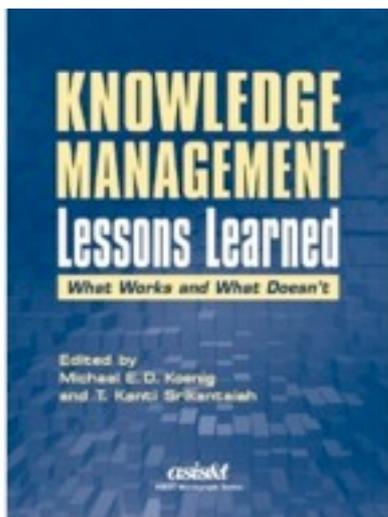
MICHAEL E.D. KOENIG is Professor at Long Island University, and is the former and founding Dean of the College of Information and Computer Science at LIU. His career has included both academic positions and senior management positions in the information industry.
He is the author of more than 100 peer reviewed scholarly publications, the co-editor of three monographs on the subject of KM published for the American Society for Information Science and Technology, including "Knowledge Management: What Works and What Doesn't".

Complete CV at http://bit.ly/LsSTGi

Other speakers come from varoius backgrounds of academic and special libraries. Their presentations give practical examples, and will inspire exchange of KM ideas and experiences.

YUAN-HO HUANG (Department of Library and Information Science, Fu Jen Catholic University, TAIWAN) presents **"A multilevel analysis for knowledge activities of academic librarians in Taiwan"**

His empirical study explores KM activities of information professionals frm both individual and organizational level. In the stuy, he developed a scale for assessing KM activities, which should be re-examined in other working environments.

Fu Jen Catholic University Medical Library, picture from www.fju.edu.tw

EVA SEMERTZAKI (Library Section Bank of Greece Athens, GREECE) discusses the question **"Why special libraries are the right places to host a knowledge management center"**

She sees KM as the modern expression of the historical mission and practice of special libraries: to combine the internally-created knowledge and intellectual capital with external resources.

She describes how special libraries become KM centers, with peer networking as key concept.

Bank of Greece, Library, picture from www.bankofgreece.gr/Pages/en/Bank/Library/default.aspx

JAVED ANJUM SHEIKH, BOB FIELDS, ELKE DUNCKER (Interaction Design Centre School of Engineering & Information Sciences Middlesex University London, UK) talk about **"The cultural integration of knowledge management into interactive design"**

How different cultures categorise and classify similar concepts? How can these be represented to enhance the reach of culturally heterogenous user(s)?
The contribution of this research is to introduce a new KM based framework to support the design of cross-cultural interfaces and websites for diverse user(s).

Middlesex University, picture from www.mdx.ac.uk/f

KM Satellite Meeting: Knowledge Management Theory in Action

KRISTY TUOMINEN (Chief Librarian, Kallio Library, Helsinki, FINLAND) shares her public library experience **"How to strengthen the social capital of your library - Case study of Kallio Library"**
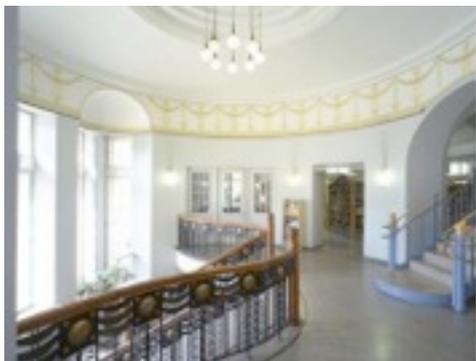
Kallio Library

As incoming Chief Librarian, the speaker encouraged her staff to build teams for creativity, cooperation with users and external partners. The process was long, but rewarding.

Kallio Library is part of the impressive network of Helsinki City Library. It includes mor than 40 branches and facilities, many of them masterpieces of 20th century architecture.

Kallio Libray, original building, 1912, Extensions and fundamental improvements: 1989-1990.

The Library offers a special collection of Finnish crime and mystery novels, named ‚Whodunnitlibrary'. Another services is named ‚BabyKino' (daytime film screenings for parents who can bring their small children along).

Kallio Library, all pictures from www.lib.hel.fi/en-GB/kallio/kuvia/

GIUSEPPE VITIELLO (Library & Knowledge Center NATO Defense College, Rome, ITALY) describes

"Knowledge management at the NATO Defense College: restructuring the Library for an enlarged mission"

The library formalized its internal knowledge cycle of translating tacit knowlede of outgoig staff into explicit knowledge for incoming staff by developing a webportal. It works as a template for use access, discussion forum and institutional memory.

Nato Defense College Building, picture from www.ndc.nato.int

The speakers of the satellite meeting will share their findings and practical experiences with the audience, and lead discussions.
For questions about the program of the conference, please do not hesitate to contact the Chair Leda Bultrini

leda.bultrini@arpalazio.it

Date and time:
Friday August 10, 2012 9-18 h
Conference Venue:
Goethe-Institut Finnland
Salomonkatu 5 B
00100 Helsinki, Finnland
Tel. +358 9 6803550
Fax +358 9 604377
For questions about the venue, contact Leena Reimavuo, Information Manager
Tel. + 358 9 68035515
leena.reimavuo@helsinki.goethe.org

The Goethe-Institut is located at the centre of Helsinki, close to the main station (Rautatieasema).
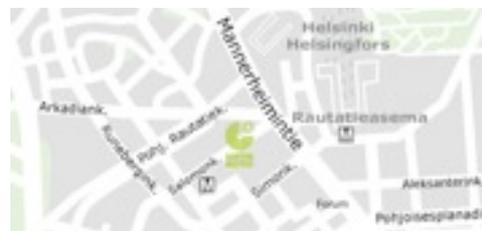
Goethe-Institut Library, picture from www.goethe.de/finnland

Goethe-Institut is Germany's cultural institution operational worldwide. It promotes the study of German abroad and encourages international cultural exchange.

Goethe-Institut libraries provide information on German culture, society and politics, and support international exchange for librarians.
Goethe-Institut is a member of IFLA and supports WLIC.

More information about Goethe-Institut www.goethe.de/enindex.htm

KM and Public Libraries:
Interwiev with Satellite Keynote Speaker Anja Flicker

Anja Flicker is a graduate librarian and started her working life in 1993 at the Munich Public Library (Germany). In 2001 she left the public sector to become head of knowledge management at the financial services provider LHI Leasing GmbH (Munich, Germany). In 2003 the enterprise was chosen "Knowledge Manager of the Year".

Two years later, Anja Flicker moved to reinisch AG (Karlsruhe, Germany). Until end of 2009 she was responsible for conception, realisation and ongoing development of knowledge logistics, as well as analysis, control and development of intellectual capital.

Back to the roots: Since January 2010 Anja Flicker is director of the public library Würzburg.

Here she uses her competences and experience to establish the principles and methods of knowledge management and intellectual capital management - as one of the first movers in German public libraries.

Question: Dear Anja, you are the director of Wuerzburg Public Library. Which are the main challenges for public libraries in Germany today?

Answer: I believe, the main challenge is to keep up with cultural and technological developments of the "digital world". If libraries and librarians want to stay what they say they are – media- and information-experts – we need to be familiar with all these technologies our customers are confronted with and use in their daily lives: mobile devices like Smartphones and e-readers, web 2.0 and applications with "web 2.0-character", social networks. We need the expertise to use these technologies, we need to apply them and integrate them in our library services, we need to know how to handle them so well as to be able to consult and train our customers. And we need to constantly stay up to date in this fast changing world! But we´re not done with learning about the technologies: We need to accept the cultural change that came with "web 2.0" (contribution and networking, sharing of content and knowledge, et cetera), realise that this won´t go away any more – and so build, constantly develop and live the library as part of this modern society.

Historical building of Stadtbücherei Würzburg at the central market place

Picture from their facebook-account

Question: Between 2002 and 2009, you worked as Knowledge Management Consultant for several companies. Can you tell us something about the different working environments in the public and the private sector?

Answer: In both sectors – like everywhere people work together – it evidently makes sense to apply knowledge management. The big difference I discovered is money: In the companies I worked for, KM was monitored by controllers like every other project or business unit. We had to report on input and output. Now it´s easy to break the input down to Euros: working hours x hourly rate + cost + investments.

But what you gain by KM are things like increase of quality, improvement of transparency and access to information and knowledge, reduction of failure rate and other outputs that can hardly be counted in Euros. If I may generalize: In the private sector, people focus on the quantity of the input – while in the public sector people focus on the quality of the output. Further more: In the public sector I met much more people whom I didn't have to convince of the value of KM – that´s agreed upon, you don't have to argue. In the private sector we argued a lot about why they should spend money on KM (though, once convinced, the private sector might give you more money to spend…)

Würzburg is a beautiful Bavarian city of 133.000 inhabitants. Its history goes back to 704, more than 1.300 years. Würzburg is surrounded by the famous wineyards of Franconia. The City Library resides in the ‚Falcon's Mansion', erected as a restaurant and hotel in the 18th century and reconstructed after the war.

KM and Public Libraries:
Interwiev with Satellite Keynote Speaker Anja Flicker

Question: If someone wants to convince the superior to develop a KM strategy for her/his library, how should she/he start?

Answer: First of all: Don´t promise paradise or spectacularly new findings! (KM is something very down-to-earth.) Don´t talk in abstract terms or describe KM as a very big construction area that will change the whole organisation (we know that it will – but it wouldn´t be suitable to say that in a first meeting with the boss ;-).

Start small: Make it as concrete, as possible – e.g. with examples of what you can gain with KM. If you get your superior to spend some time on the topic, elaborate together where she/he sees problems or fields of action which KM can help to improve. Try to start with small steps that lead to quick wins addressing her/his problems – once convinced of the value, she/he will agree to act more strategically.

For this next step, I can vigorously recommend the method "Wissensbilanz – made in Germany": a systematic method to

1) analyze the intellectual capital of your organisation

2) elaborate a strategy for organisational development and KM and

3) put up a (KM-) action plan.

I applied the method several times – as well in the companies as in my Würzburg Public Library.

Question: How important is KM for your personal working style?

Answer: I admit: I´m not very good in personal KM, have no explicit personal knowledge strategy and no personal wiki or "getting things done"-working attitude.

But I do live with KM-principles: I'm convinced that knowledge has to be free and floating, so I network, take part in communities of practice and expert groups to share knowledge and learn with and from each other. And I try to connect people if ever I feel they could profit from each other.

To document my information and keep track of to dos, I mostly use mind maps – and more and more the possibilities of my iPhone ;-)

Question: You are teaching KM at universities. How do you see the future of the library profession?

Answer: First of all, of course, librarians are confronted with all the challenges I described in answer 1. – And it won´t be enough to rely on the competences, today´s students have as "digital natives". All the library-specific applications of these competences will have to be trained constantly.

In addition, I think it will be suitable to learn management disciplines like project management, quality management, innovation management, event management or cultural administration and – of course – KM. With these expertises the future librarians will be able to manage a library as an efficient and economic organisation – economic in the sense of resource-efficient, not commercial!

I want to make clear, though: A library should still offer the "traditional" services! It will still be a place to get access to books (+ other media and information) a place to read, to meet and communicate, to learn and be trained in reading and information skills, a place for people of all age and with a vast variety of interests.

The mission for future librarians will be to combine tradition and innovation. A complex job for smart and engaged professionals!

Questions: Christel Mahnke, Newsletter Editor

Interior of Würzburg City Library with glass roof and facade facing the inner courtyard of the historical building. See more at www.wuerzburg.de/de/buergerinnen/stadtbuecherei/index.html

KM Session:
Potential of Knowledge Management in Public Libraries

Tuesday August 14, 2012: 13.45-15.45 h Room 4

Potential of Knowledge Management in Public Librarys

Keynote: Claudia Lux, Chair of Section Metropolitan Libraries, IFLA President 2007-2009
(see interview, page 8)

The presentations and case studies will show knowledge creation and sharing in public libraries across boundaries of language, culture and technology. The speakers will highlight innovative use of technology to support knowledge sharing, joint research and learning (workplace learning, e-learning).

The abstracts will be posted soon:

http://conference.ifla.org/ifla78/session-141

URSULA GEORGY (Cologne University of Applied Sciences, Köln, Germany) speaks about **„External knowledge inflow by open innovation in public libraries"**

Picture: Christel Mahnke

Changes within society and the development of information technology make the profession of a librarian more demanding, requiring highly qualified information experts. Ursula Georgy teaches at Cologne University of Applied Sciences, with focus on Information Marketing.

TERHI MUSTAKANGAS (Oulu University of Applied Sciences, School of Business and Information Management Oulu, Finland) will share her case study **"Knowledge management in theory and practice: case Raahe City Library"**

Picture from LinkedIn Profile

Terhi Mustakangas has long experience as Librarian and lecturer. The case study is based on a survey of KM resources and a KM education programme for the staff of Raahe City Library, a town of 23.000 inhabitants in Finnland.

PETROS A. KOSTAGIOLAS (Ionian University, Department of Archive and Library Sciences, Corfu, Greece) presents his research of **„Managing knowledge capital in public libraries for a knowledge-driven socioeconomic environment"**

Picture: Petros A.Kostagiolas

He will speak about the relation of knowledge capital management and the creation of value through libraries.

REBECCA HOPE RENARD (DC Public Library, Washington DC, USA) gives insight to an interesting expriment: **„Youth202: an experiment in teen-driven knowledge management at an urban American public library"**

Picture: Rebecca Hope Renard

Youth202 puts teenagers in the driver's seat of knowledge management--as information finders, disseminators, organizers, and creators. The program develops young knowledge managers, and empowers the teen community.

EETU MÄKELÄ, KAISA HYPÉN and EERO HYVÖNEN (Aalto University, Department of Media Technology/Turku City Library, Espoo/Turku, present a joint project of libraries and semantic web researchers: **„Improving fiction literature access by linked open data -based collaborative knowledge storage - the BookSampo project"**

The project aimed at answering library challenges in improving fiction literature search and recommendation. Dozens of librarians around Finland have used a collaborative web-based linked data metadata editor to input diverse knowledge about fiction literature into a shared database.

Taking Knowledge Management to New Horizons: Interview with Claudia Lux

Claudia Lux holds university degrees in Library Science, Social Sciences (MSc) and Sinology (PhD). She studied in Germany, the U.S.A. and China.
1995-2012, she managed the Central Library Berlin (zlb) as Director General.

She served as IFLA president from 2007-2009, and received the IFLA Honorary Fellow Award in 2010.
Currently, she is Chair of IFLA Metropolitan Library Section.

Since 2009, she developed a new concept for the Central Library Berlin , Germany's biggest public library. The planning for a new building is under way. Starting April 2012, she is appointed as Project Director by the Emirate Qatar (National Library Qatar Foundation) to develop the new Central Library in Doha, Qatar.

Question: Dear Claudia, you leave Berlin and take over the task of developing the new Central Library in Doha, Qatar.
How will you meet this new challenge?

Answer: It is a fascinating idea, to plan a new library with functions like academic and research library, but also national library for heritage preservation and a children's library. Everything a library can be, and more, set in a brand new building by Rem Koolhaas. After more than 16 years as director of Central Library Berlin, it is a perfect opportunity to focus professional experience and knowledge gathered in many years of library work and the international experience with IFLA.

The Qatar Foundation is determined to build an ultra-modern library as a major element of the developing knowledge economy. According to the words of Joan de Beer, Acting Library Director until December 2011, the library is poised to be the premier information source for Qatar and the Gulf.

The Qatar Foundation, a partner of UNESCO in education and knowledge society issues, is active for many years now to give Qatar and the Gulf States a future beyond the affluence of oil and gas resources.

They are investing into the ultimate resource of the future: knowledge. I am especially glad about their approach to integrate different functions, which are separated in traditional library systems. The new library will provide research and reference services, it will serve the academic community as well as the public, it will make the rich Arabic heritage available to everybody, and develop children's literacy.

Question: It sounds like a dream of 1001 Nights! But how will you do it, practically?

Answer: Well, first I will go there, see the situation, listen and talk to all stakeholders to develop a joint vision. The team in Qatar consists of 30 experts right now, and will be expanded to 120 step by step.

Qatar Foundation Central Library (Model) www.qf.org.qa/education/qatar-foundation-central-library

Taking Knowledge Management to New Horizons: Interview with Claudia Lux

The library building is in the state of planning, and many conceptual and practical questions need answers: How to balance the needs of different user groups? How to integrate digital and traditional media? How to make the library interact with the other elements of the emerging knowledge society of Qatar and the other Gulf States?

It will take some knowledge management, to bring it all together and create a library to meet all challenges. Some techniques, like the Knowledge Café, seem to be a good way to foster out-of-the-box-thinking, and find new solutions. Together, we will make the process and the results inspiring, surprising, and empowering, like the IFLA WLIC slogan 2012 says about libraries. Personally, I am looking forward to it very much. My husband, who retired last summer, will join me for two exciting years in Qatar.

Doha's skyline seen from the Museum of Islamic Art   Picture: Wikipedia
http://en.wikipedia.org/wiki/Doha

Question: As IFLA President, your slogan was ‚Libraries on the Agenda'. Looking back, do you think you were successful in putting libraries on the agenda of decision-makers?

Answer: Well, libraries seem to be on the agenda more often than before. The Qatar example shows a new awareness for the power of libraries. On the other

hand, the debt crisis in Europe and the U.S.A. will cut public spending. We see a negative impact on libraries in Great Britain, as well as in the Netherlands. For Germany, these two countries served as good examples for library development. Now, librarians have to fight again for public attention, and for funding. For poorer countries, it gets even more difficult.

However, IFLA successfully supports librarians to advocate their services, and to convince politicians to invest in libraries. Especially the BSLA (Building Strong Library Associations) program seems to have a good impact.
In February 2012, IFLA organized a ‚BSLA-mini-congress' in Berlin, where repre-sentatives of IFLA BSLA country projects from Botswana, Cameroon, Lebanon, Lithuania, Nepal, Peru and Ukraine shared their success stories, and solutions to challenges that cut across borders (more information at www.ifla.org/en/bsla).
This classical knowledge sharing event was followed by a premiere: A BSLA workshop for librarians in Saudi Arabia was delivered by videoconference.

Central Library Berlin
Picture from their website
www.zlb.de

Question: After the IFLA Presidential years, how did it feel to come back to your former job as Director of Central Library Berlin?

Answer: According to the Greek philosopher Heraklit, we never step into the same river, as the waters are always new. Keeping this in mind, I did not come back to my former job, even if the position is the same. After 2009, I was determined to put the library on the agenda of the Berlin government, the senat. Our library as biggest cultural institution of Germany's capital was and still is housed in two buildings, both neither appropriate to welcome the high number of daily visitors, nor to the requirements of the digital age.

As a vision to motivate the staff, including myself, and to challenge politicians and supporters, my parole was: Library to the Palace!

Berliner Schloss (City Palace),
Computer Model
Picture http://sbs-humboldtforum.de/Berliner-Schloss/

The rebuilding of the old royal palace in the historical center of Berlin was highly controversial, so we kept the library in the public discussion, over years. In the meantime, there is another option for a whole new building, with 63.000 qm of space designed for the library. But we are determined to keep our place in the

Taking Knowledge Management to New Horizons: Interview with Claudia Lux

palace, together with the museums which will move in after the building is finished in 2018. The library in the palace might focus on the importance of language, following the ideas of German researcher and philosopher Wilhelm von Humboldt.

The new palace building will become a ‚cultural forum' with several museums, named after the brothers August and Wilhelm von Humboldt, and dedicated to the cultures and languages of the world. The library belongs to this cultural heart of the capital. It should attract all citizens, including young people, immigrants and even tourists. If you travel to Berlin, you can see this concept in the ‚Humboldt-Box', a kind of ‚museum and library sample'. www.humboldt-box.com/en.html

Picture: Megaposter GmbH
from http://sbs-humboldtforum.de/Humboldtforum/Humboldt-Box/

Question: How important is Knowledge Management for you as a person, and for the management of the library?

Answer: Knowledge management is of course highly important. Without it, you lose track and might draw the wrong conclusions. First of all, keep your information basis up to date through efficient tools and constant communication. Try to see trends, keep moving, stay ahead of the crowd even if it involves risk-taking. Find your own ways to communicate, inside your team and with external stakeholders, partners and competitors. Use all possible means, from the casual coffee break to shared files in the intranet. Keep your library in the public discussion, learn to deal with (sometimes unfair) critics and keep good contact to journalists.

Do not lose your patience, if other people show different styles of communication, or an approach to work different from your own. Diversity is crucial to create new ideas, and your job as manager is to bring it all together.

Motivate and even push your team, but give them time to rest. Although, in my library the time to rest never really came: opportunities like the proposal for a new building should be seized immediately. Tomorrow, it might be too late. After talking to your team, make a decision and stick to it. If you did not convince all teammates, agree on a trial: is it really feasible? Let's try it and check again after six months. Share the knowledge you gained in the trial. If you have to revise a decision, give a reason and let people share your learning process as well.

Question: In many countries, including Germany, librarians have to fight for acceptance and proper funding of their libraries. What are the three most important recommendations you would like to share?

Answer: First, be a good networker. Go out, meet people, speak up in public for your library. Think of a few opening lines for a short speech. For example, if you speak to a group of politicians or people with academic background, ask: „Who of you never used a library?" Most of the time, nobody will show up. Now continue: „You all reached your high positions because you used a library. How can you make it easier for the next generation, to reach a position in society as well as you did?"

Second, be positive. No complaining over budget cuts, leaking roofs, staff shortage etc. Share a recent success story (e.g. a computer course for immigrants, or a cooperation with schools), and tell how much more you could do. Develop a constant message, short and easy to understand, surprising or even a bit provocative (Library to the Palace!). Stick to your message, be persistent, without taxing other people's patience too much.

Third, be yourself. Develop your own personality, learn to speak and stand up for your goals. Gain other people's respect, even if they do not share your ideas. Be independent, accept defeat and victory, and learn from both. If possible, ask your family members or friends to be your coach and practice with them.

Dear Claudia, thank you very much. We are looking forward to your keynote in Helsinki!

Questions: Christel Mahnke, Newsletter Editor

Tuesday August 14, 2012: 13.45-15.45 h   Room 4
Potential of
Knowledge Management in Public Libraries

Keynote Claudia Lux