

# Series editor's foreword: About knowledge services

## A broader perspective for managing intellectual capital

When Peter Drucker first introduced the concept of the knowledge worker, he did those destined to work with information, knowledge, and strategic learning a big favor. He said that these knowledge workers would be required to have a good deal of formal education. He also pointed out that they would have to be able to acquire and apply theoretical knowledge. "It was," Drucker said, "a different approach to work and a different mind-set."

It was not a prediction. It was a statement. And while Drucker is famous for having said, "I never predict. I just look out the window and see what's visible but not yet seen," it soon became clear that what he saw for knowledge workers was indeed a different approach to knowledge work. In the years following Drucker's statement in *Forbes Magazine* (in March 10, 1997), many information, knowledge, and learning professionals came to understand that Drucker's description was a rationale, a plan, for how they could deal with organizational knowledge. His reference to an approach and a mind-set became what we now refer to as knowledge services, the subject of this series.

Regardless of the type of organization under discussion – whether it is a for-profit business, a non-profit furthering a particular social cause or a shared point of view, a not-for-profit organization, an academic institution, a government agency, or any other type of collective body that has come together to achieve an agreed-upon goal or mission – the organization's collective knowledge is its most fundamental asset. Often characterized as "what everyone in the organization knows," this collective knowledge and the organization's successful efforts in knowledge development, knowledge sharing, and knowledge utilization (often designated "KD/KS/KU") are essential to the realization of that organizational goal.

Knowledge services is usually described as a methodology that streamlines the management of an organization's knowledge by converging information management, knowledge management (KM), and strategic learning into a single enterprise-wide discipline. Its purpose is to ensure the highest levels of knowledge sharing within the organizations in which it is practiced, and being industry and workplace agnostic. Knowledge services brings important management and leadership value to knowledge strategists and knowledge leaders, as noted, in all organizations.

The titles published in *Knowledge Services* are written to provide knowledge strategists with theoretical and practical advice for ensuring the level of excellence in knowledge sharing they are expected to provide. New and innovative approaches to the management of intellectual capital and – in particular – to the development of knowledge strategy development are offered. And since the purpose of knowledge services is to enable all organizations to engage in and practice high-level knowledge services, the discipline relates closely to organizational behavior, the study of human

behavior in an organizational setting. As such, recommended knowledge services applications connect closely with the human/organization relationship.

In addition to addressing a wide range of workplace environments, series titles also include works by authors writing about processes and practices relating to knowledge services. Others explore, as here, the growth and development of specific tools of value to knowledge services practitioners and knowledge strategists.

Stan Garfield is one of the most respected world-renowned experts in the development of the communities-of-practice concept. He is particularly recognized as the founder, in 2005, of the SIKM Leaders Community, a global organization of knowledge management practitioners, open to anyone with a legitimate interest in the field. The goal of the community, as Stan puts it, is for participants to share experiences and insights for implementing knowledge management and, with the growth of knowledge services in recent years, for recognizing and applying the principles of knowledge services and knowledge strategy within knowledge-focused organizations. The SIKM Leaders Community meets online once each month, and with over 800 members, important topics are always under discussion. In addition to his work with SIKM Leaders, Garfield is a regular presenter at KMWorld, APQC, and other conferences, and he is a regular webinar presenter for Lucidea and multiple clients.

As he demonstrates in *Handbook of Community Management: A Guide to Leading Communities of Practice*, his perspective about communities of practice is especially relevant throughout the management environment, especially since community management has become so important in knowledge management and knowledge services programs, in customer relations, in brand advocacy, and in social media strategy. The book is a practical guide, with specific advice on principles, techniques, and fundamental concepts of community management. As such, it can be used by a wide range of KM, knowledge services, and communities of practice professionals. It is destined to become the definitive handbook for all community management practitioners.

A Technical Note: At the bottom of the first page of each chapter readers will find a URL, for ease in viewing the book electronically. When entered online, an electronic version of the chapter is available for qualified viewers.

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