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 mindset."

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. It was an approach that, in the years following Drucker's statement in *Forbes Magazine* (in March 10, 1997), allowed many information, knowledge, and learning professionals to understand Drucker's description as a rationale, a plan, for how they could deal with organizational knowledge. His reference to an approach and a mindset 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 with the acronym "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 a background or historical topic relating to knowledge services. Others explore, as here, the growth and development of knowledge services in the general history of information management, knowledge management, and strategic learning, including the critical link between knowledge value and organizational management.

Timothy Wood Powell is widely recognized as the developer of the concept of the Knowledge Value Chain® and of other frameworks for measuring and improving Return on Investment (ROI), especially the return on knowledge investments. As president and founder of The Knowledge Agency®, a management research and consulting firm focused on strategic analytics and knowledge strategy, Tim's professional experience bridges corporate intelligence, knowledge management, competitive strategy, information technology, marketing, financial modeling and forecasting, psychology, and public service. He is quick to note that he is especially interested in the value of knowledge and the impact of knowledge on enterprise value and competitiveness, themes clearly developed in this book and, at the same time, themes that connect with Powell's solid understanding of all that has come before in the history of knowledge services and knowledge sharing. Furthermore, in addition to his wealth of understanding about knowledge-related thinking in the past (and the great knowledge leaders who have come before today's knowledge workers), Powell is expert at linking what is happening in knowledge management and knowledge services today with knowledge disciplines that will affect knowledge development, knowledge sharing, and knowledge utilization in the future.

As he demonstrates in *The Value of Knowledge*, Tim Powell's understanding of knowledge as an enterprise function, when considered with knowledge as an economic resource, gives him the opportunity to provide a unique perspective for readers of this book, for his students who hear him lecture on the value of knowledge, and for his business clients. Additionally, the book offers direction for approaching an understanding of the theories that provide the foundation for knowledge value. At the same time, he provides certain and unhindered directions for ensuring that what is offered can be realized effectively and efficiently. These last – in particular as the development of knowledge strategy

is put forward – become almost in themselves highly attractive (and practical) reasons for reading the book. In this case, and especially as it follows the history of the intellectual growth of knowledge and knowledge value, the book's content describing the principles of knowledge strategy together with the valuable description of the knowledge strategy development process all come together to establish the book as critical for the study of knowledge services.

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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