

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. It was an approach that, in the years following Drucker's statement in *Forbes Magazine* (on 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 with "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, specific elements of knowledge services and their impact in the application of information management, knowledge management, and strategic learning, including the critical link between enterprise-wide knowledge value and organizational management.

John Hovell is currently the Managing Director & Co-Founder at STRATactical International LLC and is well known as a practitioner, speaker, and author in OD/KM/D&I strategies and their application to current challenges.

Through his work and his extra-curricular professional activities, John has emerged as a leading authority on the subject of conversational leadership and conversational communityship. Indeed, it was John's description of conversational leadership that brought us together as editor and author (and as friends). I first heard him describe conversational leadership and conversational communityship at a week-long discussion in August 2020, and I realized immediately that those descriptions stated the very essence of what I had been seeking to do with knowledge services since my own first writings about the subject (as early as my first article on the subject in 1981).

It has been through his work and his focus on conversational leadership and conversational communityship that John has led the convergence of Knowledge Management (KM), Organization Development (OD), and Diversity, Equity, and Inclusion, as described in these pages. Currently he is the Managing Director & Co-Founder at STRATactical International LLC and is well known as a practitioner, speaker, and author in OD/KM/D&I strategies and their application to current challenges.

In 2014, John led a team to win a Chairman's Award at BAE Systems in 2014. Previously, John was part of a team to win the prestigious NOVA award, Lockheed Martin's top recognition award. Additionally, he was instrumental in the creation and execution of the enterprise KM strategy for ManTech International Corporation. John volunteers as the corporate lead for the award-winning annual STEMmerday

event where thousands of participants engage in Science, Technology, Engineering, and Math related learning activities.

John serves on several advisory boards, including the International Association for the Advancement of Gestalt Psychotherapy (IAAGT), International Knowledge Management Institute (KMI), Training Industry Quarterly, and Synergy Development and Training. He has led five different teams that have won awards from *Chief Learning Officer* magazine. In 2015, he was named the eighth most influential person in Knowledge Management. He published a chapter in a book titled *Making It Real: Sustaining Knowledge Management* and became a fellow with the Royal Society for Arts (RSA). In 2009, he was honored by *Training Magazine* as one of the “Top Young Trainers” after being honored in 2008 as one of the top “Young Trainers to Watch.” In 2007, he earned his Certified Knowledge Manager (CKM) certification from the International Knowledge Management Institute, and he earned his Project Management Professional (PMP) designation from the Project Management Institute (PMI) in 2005. He earned his master’s degree from The George Washington University in Washington, D.C. and his undergraduate degree from Virginia Tech in Blacksburg, Virginia, USA.

A technical note: at the bottom of the first page of each chapter the reader 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.

