Learning Uncut Episode 194 - The Future of Knowledge

Kim Sherwin

Michelle Parry-Slater

Welcome to Learning Uncut. In the spirit of reconciliation, we acknowledge the traditional custodians of Country throughout Australia and their connections to land, sea and community, particularly the Kombumerri People, whose land I'm joining you from today. We pay our respects to their elders, past and present, and we extend that respect to all Aboriginal and Torres Strait Islander peoples present or listening today. Australian listeners and viewers, you may wish to take a moment to consider the traditional custodians of the land where you are today, as we begin our conversation with Kim Sherwin.

Now, Kim and I met in quite an odd set of circumstances, actually. Funny how you meet people in life and how you just click and get on. And so it is an absolute pleasure to welcome Kim to the podcast. She came along to hear myself and Michelle Ockers and Laura Overton talk at a book event in Sydney that was hosted for us by Amanda Ashby. Now, talk about full circle moments. We'll come back to that in a moment. But the conversation that Kim and I had afterwards was so effervescent that I just said to her "come on, we need to share this with the world through the podcast."

Kim is a trained librarian and she fell into knowledge management. Now, knowledge management is an adjacent community to learning and development, and we don't often come together. So the accident of us meeting is a little bit like the accident of Kim coming into knowledge management. You've spent years, Kim, thinking about the human side of something that we increasingly are now handing over to machines. So welcome Kim, from Aurecon, I'll let you introduce yourself and tell us a little bit about the Amanda Ashby connection?

Kim Sherwin

Thanks ever so much, Michelle. And today I'm on the lands of the Cammeraygal People, and I do pay my respects to elders, past, present and emerging.

So Amanda Ashby was a colleague of mine and invited me along to the event that you just mentioned. I thought I was going to support a friend, but I actually got a lot of benefit from that particular session. I sat there, and whilst it was very much in a learning and development focus, I sat there just thinking, there is so much in what is being shared and discussed today that applies to my world. And I popped up a LinkedIn post having reflected on it. And that is how you and I met. And I think what is also a funny thing is that Amanda apparently edited the very first Learning Uncut podcast that I appeared in. I think it was episode twenty-four, way back. We did not know each other then, and then we ended up working together. So, it is just funny how paths end up crossing much later in your career and how some things go full circle.

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Michelle Parry-Slater

A hundred percent. And I just love the serendipity of it all, it is gorgeous. For those that have been long-time listening, they will know that Amanda was very much involved when Michelle started the podcast eight years ago. And Kim is therefore a returning guest. Now, today I really want to dig into this whole piece around knowledge management and what that looks like, especially as we head into this age of AI. Surely all the knowledge just lives on the internet now. So you describe yourself, Kim, as an accidental knowledge manager. How does a trained librarian end up running knowledge management for an engineering consultancy?

Kim Sherwin

It is a story of opportunity, really. I was hired at a previous employer as a librarian, and on day two of that job they said “you look like you would be good at knowledge. Do you want to do that as well?” And being new in a job, of course I was not going to say no. I said sure, and I had no idea what I was signing myself up for. And whilst it is an adjacent field to librarianship and information management, it is something quite different. So I really did not know what I was doing, and I have learned how to be a knowledge manager.

What I think is really interesting about knowledge management is that whilst it is a profession in itself, there are very few qualifications or courses that you can do to become one. And what I have learned over the years is that I always have my librarian qualification in my back pocket and bring that to the fore, using the skills and experiences I have had of working in the workplace to make that connection into knowledge and the value of an organisation's knowledge.

Michelle Parry-Slater

So what does it actually mean, managing knowledge? Surely it just lives within the heads of people. Can you describe what you actually do every day? And does that language make a difference? Does it matter that we are calling it knowledge management?

Kim Sherwin

It matters to me. I was hired as a knowledge manager and our team's function was knowledge management. But I come from the people side of knowledge. Knowledge is very much a human connection. It is what humans have and it is innate in humans. And the word management has always been quite jarring for me, because human knowledge cannot always be managed, nor should it, and that is kind of my view on it. I really come from the school of thought that knowledge is about sharing.

So in my organisation I asked quite early on in the piece, if we could remove the word manager and management and really put our team's focus on encouraging our business to share its knowledge. Because I think management has a connotation to it, of structure, and yes, structure is absolutely important, but we are putting structure

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around people. And that is very much around a sharing culture rather than just managing their knowledge.

And I think just to add to that as well, we have become obsessed about documenting knowledge. And yes, there are lots of great reasons to have knowledge documented, but also knowledge is very much about the stories that people share with each other, the connections that they make, and also what is ingrained in them. So the tacit, not just the explicit knowledge.

Michelle Parry-Slater

It is interesting that you recoil from that word management, because it makes me think about community and community management. A lot of people in a learning context would put a community around their learning for learners to come along and share, exactly as you say. Managing that, the word is quite jarring. I am curious. This is why meeting people and talking to people from adjacent communities I find really helpful, really useful. Just picking up on the importance of language. Language is important.

You talked about a qualification. They are also important. But the qualification that you have in librarianship makes me wonder, is there a qualification about knowledge management? Does it make the profession feel vulnerable without a qualification, or maybe there is one and I just don't know about it?

Kim Sherwin

There are some qualifications, but they are few and far between, and there are a lot of short course programmes that have been established to try and meet the need. Knowledge management kind of comes and goes in terms of being in and out of fashion. At the moment it is very much in fashion, and it is riding the wave of AI, because what AI is showing is that we need to be a bit more organised with knowledge and information in order to leverage tools like AI. But having said that, knowledge is typically coming from a person and their experiences. So you do need to have that balance of the management versus the people side of it.

It's really interesting a lot of knowledge managers that I know have a very diverse background and may have fallen into it as an accidental knowledge manager, or just through experience. And there are a lot of people who do knowledge management without it having that badge. And then there are a lot of variations of what knowledge management is. So sometimes I think we do have a bit of a crisis of identity, because we are doing lots of different things depending on what an organisation's needs are.

Michelle Parry-Slater

Certainly at Aurecon they have recognised this is important. They recognise that the work that you are doing to do the sharing and the organising of knowledge is important. How do you make sure that you are not just sitting in your knowledge management tower whilst everyone else is going on around you? How do you work, not in isolation, so that you are not siloed from other parts of the business?

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Kim Sherwin

We definitely do not have a tower. We are out there amongst the people. And I think that is really, really important because it is such a people-oriented discipline. What is really important for us is that we do stuff and projects with other teams. We are quite a small team. And if you put knowledge management of an organisation as the header of what that team does, we cannot do that with just our team alone. So it is very much about having really strong stakeholder relationships, both with our technical people and also with some of our enablement teams, so that we are doing things together. There are very few things that we do as a team on our own. We are always trying to partner with somebody.

Aside means, that sometimes that's the only way of us able to deliver something. But also, knowledge management sits at the fringes of lots of other disciplines.

So we often need technology, and we have worked very closely with IT and our digital teams. And then when we run initiatives, we may organise a conversational series, create a presentation series, we need to work with others to help us get the platform and the channels to get that out to our people as well.

I can give you an example. We run a monthly series called Knowing Our Blueprint, and this is about our company strategy. I am the MC, but we deliver it in partnership with our internal communications team. And we would not be able to do what we do if we did not do that with another team. And I think it adds to the strength of both teams to do things together.

Michelle Parry-Slater

What you are making me wonder is whether I need to rethink one of the frameworks in my book. In The Learning and Development Handbook, I have a framework called ICE, the Information, Communication, Education. And the information is everywhere, it is in your organisation. You cannot do your job without partnering with others because they hold the information, the knowledge. Maybe the word information needs to be changed to knowledge. Because I see that information or knowledge being upheld by communication within the organisation and also by education, the learning side of things. It is just making me wonder do I need to change the word information to knowledge? Do I need to put knowledge in with communications?

That is the value, is it not, of bringing people together and sharing thoughts, sharing ideas, sharing what you know, sharing what your experiences are, sharing what my experiences are and I love the fact that you are doing that in these monthly sessions. I am assuming that is not a download. This is a two-way conversation. Is that right?

Kim Sherwin

Yeah, absolutely. So I am the MC, so I top and tail and run the Q&A, and we have a presenter who comes and shares something to do with our strategy. Then half of the session is very much a conversation. The crowd asks the questions, I field the

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questions, and it is all very transparent. It works really well because my team play the enabling, the facilitation role of all of this. And I do not just mean facilitation in the traditional sense. We are providing a platform, helping people share their knowledge, and then also facilitating the conversation back as well. So it is a really, really powerful thing to do, and we really appreciate the partnerships that we have built because of it.

Michelle Parry-Slater

So of course, many of our listeners work in the learning space and they will be listening to this thinking "well, we could do something like that. We do not have knowledge people working within our organisation."

But to facilitate a conversation where people are sharing is really fundamental to learning. And separating those two things out becomes a little bit unnecessary, because we are like two sides of the same coin in many respects. I am not sure how you feel, Kim, about being in that learning space with the work that you do. Do all people that work in knowledge facilitate conversation, facilitate that shared learning? Or is this something you have specifically built up at Aurecon?

Kim Sherwin

I think there is a blend. There are some people who are very into the discipline of documenting and structure and governance. There are some people who operate in a hybrid world. And then there are probably people a bit more like me who are very much in the human connection space, encouraging conversation and providing opportunities to do that. And none of them are right or wrong. It also has to be in tandem with what your business needs and where your business is at. For some it needs to be very prescriptive. For others it is a cultural play and a cultural piece.

And the organisation I work in, we sell the knowledge and expertise of our people to our clients. So it is a fundamental of operating. Whereas other types of organisations and industries, their offering is something very different, for example, a product. So it just depends. But I just find, because we are such a diverse business, that creating opportunities for people to share, and from sharing comes learning, and not formal learning, just conversational learning. It's a really powerful spot to be in, because you're also creating connections for people which they may not have found if we had not have staged an intervention, as it were.

Michelle Parry-Slater

Yeah, that is really part of the joy when people come together to learn anything and to share anything. It is the connections, the networking, the humans. It is how we met. That probably would never have happened otherwise. So there is real value in pulling people together. And I have to say, especially to our global audience, despite Australia's vast size, coming together in person is rooted in the culture here for sure.

And I am sure that links way back to First Nations people coming together for what they call a yarn, a conversation. It really is important here for people to get together in a

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room, which has blown my mind a little bit, to be honest, because it is such a ginormous country. So, there is a lot to be learned, especially from the tiny island that we haled from many years ago, 70 million people, there's no excuse to get together to share stories, knowledge, information with each other.

Let us think a little bit then about how things are changing in your knowledge management world. Because arguably knowledge is everywhere, of course. We all walk around with one of these phones in our pockets, and that has got all of the knowledge in the world. Even when you Google things now, you do not get Google in the old sense. You get AI Google having a conversation with you.

So what is shifting? It feels like a lot of organisations are scrambling to keep up with AI, to move at pace with things we do not really know or understand. What are your thoughts as we head into this new future?

Kim Sherwin

There is an awful lot shifting, and shifting very quickly. I think what AI is showing, or is exposing, is perhaps that things have not been in the best shape order, the garden has not been well manicured at the back and how things are not in ship shape order. But having said that, structured content is one thing, but AI can cope with chaos as well. So how we organise things is really shifting, and there is a lot of focus being put on governance and managing content. That has always been a thing, but it has got its moment in the sunshine at this time.

I think there is also very much the human side to it. There are all the emotions that people have around AI. Are we going quick enough? Is it going to take my job? What are the opportunities? People have a range of emotions for a range of reasons. And then I also think, and I do not think this is anything different to when the internet first blew up, there is this whole piece around critical thinking, professional judgment, professional curiosity. I think that is becoming a more important focus as we try and put that emphasis back on the human. Because the technology is always going to evolve and change and move forward at pace, but the human is still here. And the role of the human in this new space I think is shifting. But it is also just another type of technology. You could argue in some ways that this is no different to what happened when the internet first came. It is just a different type of technology.

Michelle Parry-Slater

It is faster though. I have been pulled up by Don Taylor on this, because I agree with you. I remember when email came in and all these big waves of change. And it is always humans helping other humans to get through these waves of change. So, I definitely think that is important. But Don suggests that we have never known the pace like we know it now. And I love your comment there "AI can cope with the chaos." But can the people cope with the chaos? It just feels like the pace is so relentless.

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Kim Sherwin

Yeah, and it is not going to slow down. So I think it is about finding what your level of comfort is with this. Some people are very open to the pace of change and it is exciting. Some people are fearful. And in an organisation like where I work at the moment, we have got people who are streaking ahead, and we will always have people “let’s see what happens first” who take a wait and see approach. One size does not fit all, and I am not sure one size has ever fit all, but in this moment it is more pronounced. The scope and the pace of this is having these implications on how people feel, react and engage. And I just think it is a really superinteresting time to observe.

And I observe it with my knowledge hat on, but I also observe it and I find that at this time I am using some of my librarian skills more than I have perhaps ever used them in the past, which I think is really interesting. As I talked about before regarding critical thinking, questioning where you have got something from. These are tools that have always been in a librarian's toolkit, but I am using them more and more in my role as a knowledge manager these days. And I think having the diversity of backgrounds and different experiences also helps position the work that my little team does in my current organisation.

Michelle Parry-Slater

Help me understand a little bit about those librarian tools, because I think we have all got a perception of what a librarian does, in the same way as we have all got a perception of what learning and development is. People think it looks and feels like school, and I guess people think libraries look like a place where books are. What is different?

Kim Sherwin

That is a very stereotypical summation of what a librarian is. I went into libraries because I love the research side of it, the detective side. I actually wanted to be a police detective way back, and I just love the investigation side of doing research. What librarians bring to this is they have usually got a strong sense of human connection. They love working with people and love problem solving and helping people, regardless of whether that is to find the book on the shelf or to find the piece of research or to do the research. We are a curious bunch. And we have got these skills that we are trained in understanding currency, understanding the source of something, questioning skills. And it is not to say other professions do not have that, but that is a very specific skill set to being a librarian. That curiosity, but a questioning curiosity, because we are here to help people find the best and most authoritative source for something that is current.

And I think in this AI world we often cannot tell what is real and what is not, with all the misinformation and disinformation as well. So I think the librarian skills come into their

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own because we are at a time of chaos for some people. And so we can bring some order or some clarity to help people find what they need.

Michelle Parry-Slater

I am really loving the skills that you are describing. When you talk about the human in the age of AI, they are the skills, are they not? How do you discern misinformation, disinformation, the hallucinations that AI makes? It is not ready. I mean, it has been described as a toddler. It is not ready to be let loose on its own, that is for sure. And oftentimes in L&D we talk about being evidence-based practitioners, but what does that actually mean when we cannot discern good evidence from shonky evidence? So these skills that you are describing, Kim, are something that all of us need to gather and get some real value from in our work with AI. Are there any things that you have not mentioned yet? When we talk about the human in the age of AI, I am really curious to dig in and say, what can people practically do? I'm not suggesting you give away all the secrets of Librarianship, but what sorts of things can we start with? How do you understand what an AI hallucination is or misinformation is? How do you know?

Kim Sherwin

Well, I think part of it is just immersing yourself in an AI world. There are a lot of people making commentary but have not had a go and therefore have not seen it for themselves. So, I think it is about going in and having a play, being open to experimentation and getting your hands on the tools. But it is then thinking about the purpose of what you are using AI for, and then questioning whether, what it has returned to you can be validated somewhere else. For example, if you are writing a research report for a client, you absolutely should not just be taking something from AI and pasting it straight in. If you are looking for some quality research, you then want to go and validate your sources to make sure it is the right thing, that you are not quoting a hallucination.

And I have seen a number of examples over the last little while of people asking our team if they can get hold of a particular paper. And actually the reference has been a hallucination. We have even taken steps to contact some of the publishers to verify, because we want to make sure we are giving our people the right information. And you hear all sorts of stories about this. It is just being scaled now. So it is just about having that questioning and curiosity to think and not just take and use.

And to apply your own professional judgment, because ultimately if you send something out of the door, if you give it to a third party, it has come from you and it reflects on you and the organisation you are a part of. So I just think it is that stopping and thinking.

Michelle Parry-Slater

That is the key word isn't it, actually thinking, using our brains for the thing that they are given to us for. And I have been to quite a few events recently, quite a few conferences,

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and I have been really surprised by how many people are clearly using Copilot and it is Copilot because the slide decks look the same. You have got different speakers talking about different things, but the Copilot design template is very similar, and you think: come on. You have written books on this stuff. You have talked about this stuff for ten years. And now you are outsourcing your slide production to AI when I know you will have slides on this from the past. Are we thinking just because we can does not mean that we should? And it was harder to remember at these events. I have noticed I am walking away and seeing a slide pack and thinking, there was nothing outstanding, nothing that was memorable, because it looked like two of the others on that particular day. So, I am really encouraged by your push to the community. We have got to think, we have got to be discerning, we have got to have critical thinking skills and actually use AI for the right reasons. When is a good time to use AI compared to when is a good time to do our own thinking?

Kim Sherwin

That is a great question. I caught myself in one of these moments the other day. It was just like "I will just go to Copilot" and get it to give me something. And then I thought, no. I did not see Copilot as cheating, but I just needed to process my own thoughts and write something. And then I fed it to Copilot and said "hey Copilot, what do you think of this? Have I missed anything?" It told me I had done a great job, made a few suggestions. But I use it in the reverse way. Not going there to create, but getting my own ideas on paper first. And I just find doing that, and using the tools not to validate, as in you have done a great job, Kim, but just to make sure I have thought of everything. Just that questioning partner, rather than a mass production of my content.

And I did have a funny little incident with Copilot recently as well. I produced something and then asked it to make it sound a bit more like me. And it inserted the word geez all the way through it, because I have apparently got a tendency for saying geez. So every few lines it said geez. It just made me giggle. Yeah, Copilot has worked me out.

Michelle Parry-Slater

That is such an awesome story. I wonder, I have never asked what are my speech tags. But we do tend to have them, don't we? I think mine is probably "you know". But it uses these things in a very functional way. It does not understand what that is. It does not understand it is a speech tag. It does not understand that that is just human, natural speech. Certainly, if it was my children, it would be "like" as it seems to be every second word.

Anyway, not to out all of my family on the podcast. I am just curious to know where your library training has definitely helped you to research and navigate the new future of AI. And I really appreciate you sharing it with others. That sense of ownership of our content, that reverse engineering where we write it and then ask for help, is a little bit like what we would do with a mentor, with a teacher, with a tutor. We start with something and then go out, as opposed to the reverse, where you say "write me this

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next presentation." Can I just say to those that are doing it, please don't. We don't want all of the conference presentations or pitches to look the same!

Where do you see knowledge management heading in this age of AI? Do you think there is going to be a bit of a swing back to more analogue or human ways of working? Or are we just going to go full steam ahead because we have not got time to think anymore? What are your thoughts on the future for your profession?

Kim Sherwin

It is a really great question. I think knowledge management is in fashion at the moment, as is a lot of information management and governance. Just from a putting more structure around content perspective. And I think there is a lot of focus around context at the moment as well, because things do need a context to them, because often they can be used in the wrong way or in an abstract way. So I think there is a lot of focus around that.

I think retaining, because knowledge, my passion for all of this, is the human. And I do not see that as diminishing, particularly in organisations like mine where we are selling our knowledge and our expertise to our clients. But AI will play a role alongside that. And it is not just about productivity or efficiency, yes those are kind of byproducts of some of these tools, but different ways of dealing with more complex things.

So I would like to see the AI and human continue to move forward together. But I think what people are going to start doing is craving more of the human connection as well. And yes, the tools and the technology will continue to move at pace, but people are still going to want to meet, still going to want to connect and share their knowledge in person. And I do not see that as fundamentally changing, because we are social creatures and we want to be around people. And I think technology, the whole experience during COVID of people not being able to meet in person, and then we all do Teams meetings all day. You just do not get the same experiences as when you are in a room with people. And I go back to when you and I first met. I would not have had that experience, and we probably would not be on this technology call, if we had not met in person. And I left with something that was quite profound from that session.

Michelle Parry-Slater

Well, that is lovely of you to say. And I think that comes down to one fundamental, which is human generosity. Because when people come together, that only works because we talk to each other, we're not all standing there looking at our shoes. Knowledge management fundamentally relies on that generosity, does it not?

Kim Sherwin

It does. Because knowledge is for sharing. A lot of people talk about knowledge is power. I kind of am from the school of thought that knowledge is for sharing and for helping others. Knowledge is only useful when it is applied. Otherwise we are hoarding

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it away for what benefit? Very much from the sharing, generosity, helping others school of knowledge thought.

Michelle Parry-Slater

That has really shifted, has it not? Because when I entered the workplace a number of years ago, decades ago, knowledge was something people held on to because that did, like you say, give them power. That is what helped them get the next promotion. That is what helped them become a manager of other people who had knowledge or skills that they were moving up from.

But that has fundamentally shifted. I think Julian Stodd has done a lot of work in this space, what he calls social leadership. And that comes from this generosity of sharing, that willingness to share. And when leaders are social, when leaders offer their knowledge freely, actually the kudos and the recognition comes from you being a generous human and a sharer. I do not know how you have seen that over the years. Have you seen that hoarding start to stop?

Kim Sherwin

I think because of the type of organisation that I work in, we are multidisciplinary, and so people need to work together in order to deliver projects. So, the generosity actually has business benefits and great outcomes for clients, because people are sharing from different disciplines to work on a solution together. I mean there is a hoarding sense, of course, people like to keep things just in case. But in terms of working together in collaboration to deliver an outcome, I think that is just ingrained in the types of industry that I work in, because we do not operate in a silo to deliver something.

Michelle Parry-Slater

Which is beautiful. I do not think anyone can operate in silos anymore, even if they want to. But I feel like I have seen a shift. Leaders who do really well recognise that knowledge is not theirs to own. It is democratised, and it is about the ability to share it, hold space for others to understand it, and help people to understand it.

The future is looking rosy, and I think the future of knowledge is not necessarily going to sit behind a screen or in a phone in our pocket. It is actually going to be those human ways of working together.

There is a little bit of a tension, of course, between what a small knowledge team can do and a huge organisation that you are in, and the sustainability of resourcing that. What about those organisations that do not even have a small knowledge team? What would you say to somebody who is listening to this, to help inspire them and encourage them to do some of this knowledge sharing, this generosity that you have just been talking about?

How can we actually democratise knowledge in our organisations?

Kim Sherwin

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I just think there is so much untapped potential if organisations do not have a knowledge manager, a knowledge team, or even a librarian. There is so much value that can be unlocked by having a team who is dedicated to supporting the business to share, whether that is the people side of sharing or the content side. It depends obviously on the type of organisation. But knowledge managers and librarians are very good at connecting dots. And the connecting dots is often where the magic happens. So I would definitely say, if anybody is listening who does not have one and thinks there would be value, I am always happy to chat with people about how they might take some steps. But I just think it is a massive benefit for not a lot of investment. We can always have more, but to have somebody who is dedicated to trying to shift culture with sharing and also help the business thrive. I'm bias of course with this but yeah, absolutely I would highly recommend.

Michelle Parry-Slater

Well, it is just inspiring listening to you talk about it. And you know, when you think about what is feeding your AI, if you are not in the background documenting your knowledge from your organisation, what is feeding your AI will be generic. We are going to end up with what I call AI slop. It is not actually going to be relevant or pertinent contextually to our organisation. So, somebody does need to be documenting it, do they not?

Kim Sherwin

Absolutely they do. Somebody needs to be documenting it. Somebody also needs to be making sure that it is trusted content, because we do not just want everything being fed into the mixer.

So, there is also that balance of the good and the not-so-great content. And you often hear of garbage in, garbage out. We like to flip that a bit and think about gold in, gold out. So that you have got somebody, or a group of people, who can help shape and guide, with good intentions, to get some really good outcomes from AI.

And also not to disrespect people's knowledge and what has already been documented. Because just because one person thinks it is garbage does not necessarily mean it is garbage for everybody. So there is that uniqueness, and some diamonds that often get lost in the rough of all the knowledge.

Michelle Parry-Slater

It is just so rich. I am just loving this conversation, it's all gold in my ears, I have to say! Is there anything, Kim, as we start to close out today, that you have not had the opportunity to talk about?

Kim Sherwin

Going back to where we met at the book launch, one of the key things I took away from that session was about the adjacency and about being connected to professions and

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industries that are not yours, but that sit on the fringes of what you do, because there is much to be shared and learned from each other. As I found when I came to that session, your challenges are the same as many of my challenges. And it is just nice to hear a different perspective, but something that is very relatable.

So what I definitely took away, and this is not a planted answer that I am giving you here, is that I have really thought about being more connected outside of my own profession. And I would definitely recommend that to others, because you do have a tendency towards a bit of professional groupthink otherwise. It is nice to just reach out and learn and experience other industries as well.

Michelle Parry-Slater

I could not agree more. I honestly believe that to be true. And that is why I hang out with organisational development people, organisational design, learning designers, people who are teaching leadership, because we learn so much from each other. Our HR colleagues are really dealing with the people side of things, and it all is interlinked. We do not operate in a vacuum. So this has just been such a lovely conversation. Thank you so much for making the time. Before you go today, you mentioned that you are happy for people to contact you. Where is the best way for people to find you and to keep learning from you, Kim?

Kim Sherwin

Yeah, you will find me over on LinkedIn. Kim Sherwin. And yeah, always happy to receive connections and to chat with people. I feel very, very passionate about walking the talk with what I do. So I love sharing, and I also love helping other people as well. So yeah, always happy to connect.

Michelle Parry-Slater

Wonderful. So we will make sure that we have got your LinkedIn in our linked resources in the show notes. And if you are the only person in your organisation who is actually looking after what everybody knows, it is worth shouting out loud that knowledge is not in a silo, that you need to connect it. Do not lose it. Do not let it walk out the door with people in their heads. Actually document it and feed it to your AI so that the future of the knowledge is shared. But actually, as Kim has told us today, the future of that knowledge is human. So nurture it and preserve it.

That is everything for today's episode of Learning Uncut. Thank you for listening. And if you have found benefit, please do share this knowledge. Share the podcast. It is available on YouTube now at Learning Uncut Podcast and also on all of the podcast players. If you have found value out of it, why not share that knowledge and pass it on to somebody else.

We will see you next time. Thanks so much for listening.

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Learning Uncut Episode 194 - The Future of Knowledge - Kim Sherwin

Learning Uncut **About Learning Uncut**

Learning Uncut are learning and development consultants that help Learning and Development leaders and their teams become a strategic enabler so that their businesses can thrive. We work in evidence-informed ways to drive tangible outcomes and business impact and are strong believers in the power of collaboration and community. We specialise in helping to build or refresh organisational learning strategy, update their L&D Operating Model, enable skills development, and conduct learning evaluation. We also offer workshops to shift learning mindset and practices for both L&D teams and the broader workforce – as well as speaking at public and internal events.

Learn more about us at our website.

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