

Transportation Librarians Roundtable
July 30, 2020
Transcript

Please stand by for real time captions.

This is Bob Cullen. We are still dealing with staying at home situation can someone let me know if you can hear me? Thank you, Sam., We are a couple of minutes away from starting. First of all I want to welcome everybody. And this time around, we plan to start pretty much on time, right on target. I would like to get in contact [Indiscernible]. Okay, this is Bob Cullen, on I have of myself and sent them tax Samantha Spring, I want to thank you for taking time to join us today. I expect this is going to be a first-rate CLR presentation for the community. What I would like to do, now that I have welcomed everyone formally what is going to happen right now, I am going to ask Sam to go over the traditional ground rules for today's CLR. And she will hand the microphone back to me and I have a few comments to make I would like to introduce the person who is going to introduce our speaker today. Sam the floor is yours. It's been

CLR is being recorded and the discussion portion. I will connect the audio to the telephone. And make sure that you mute your computer speakers. Go to the Adobe connect speaker icon at the top of the screen, click on that and make sure that it turns white. Secondly, please press star six when you are not speaking if you need to walk away from the CLR, do not place is on hold because we will be able to hear your hold me tax you will be able to hear hold music. There is a chat pod at the bottom of the left where you can type in any questions. And Bob and I will make sure that your question gets attention.

I want to thank and remind everyone today CLR is going to be 90 minutes in length not like her usual one hour. This is going to allow us more time for the speaker to make a presentation and time for comments and questions from the attendees. And in relation to the final point about the questions, this is something that I will include in the email announcement. There is another change in pace in terms of the whole Q&A. Customarily we would wait until the end of the presentation for people to provide their questions or their comments. However, with regard to what the speaker would like to do today, I think it does make sense, I think she is going to go through the presentation. And during the presentation there can be an opportunity for questions or comments that you might have. So go away had and put that in the chat function and we will keep our ion. And what will happen, as we're going through their first several slides, and beyond that we will have [Indiscernible] throughout the remainder of their presentation for any questions or comments. So you can ask them in real time. And in the meantime, if you have anything you can post it in the chat function. I hope I am not rambling on too much. I just neglected to make that in my judgment make that clear in my email. This is knowing and leveraging your knowledge network. We have Bob Suite.

Thank you, Bob. There is a lot that I can say about Denise but she asked me to keep it brief. I first met Denise and St. Louis in 2017 she was doing a presentation on management. And she had been actively involved in transportation research community and a collaborator on many transportation projects. And we can take a look, go-ahead and take a search. She was involved in producing report 936, to make sure that there is access to the public research. And that is a technical value to you and your constituents. Denise has retired twice. Once from her position as the information officer at the World Bank and wants from her position as a good fellow professor at Connecticut University. During her retirement, she is working as an adjunct professor, in the technology program at the University of Coventry. And she is a practitioner and a US fellow with the department of state. She is a associate editor knowledge meant,

and publishing a new series working method on knowledge management. Her book is coming out in 2021. Title Knowledge Network, she is doing this with Dr. Tom Sanchez the answer with that I will ask everybody to get a well well -- virtual R plus two Denise.

Thank you so much for inviting me to collaborate in this webinar today. Thank you, Bob, for the kind introduction. So, it looks like that we all got a warning from Adobe connect but it looks like we are good. I am going to proceed. Everything is working just great, thank you Sam and Bob. As Bob mentioned, as Bob Colin mention I have a few ground rules for today. First of all, this is not so much a teaching webinar as a learning webinar. Before I start I want to give you one other caveat but as Bob mentioned we are all in this new virtual environment. And what that means for me, when I do anything online, I bring my husband and my dog to work that day. I do apologize if there is any noise in the background or barking in the background. Because the reality is I am working from home these days. So thank you all for your patience. The expectation is that we are going to have a good discussion today. And the discussion will begin today but it will not end today. If you all walk away more confident about your network, and if you have ideas on how to build and strengthen those networks, I will consider today a success. I would like to get through the first three sections. And how we frame, and we are going to walk through an exercise. Please put comments and questions in the chat I am going through the slide. What we are going to try to do is save a lot of time. I want to say thank you to Sam and Bob today. We are going to talk about what the knowledge network is and we will talk about the health of the network and how to grow and nurture the transportation network and manage your transportation network. So why do we care about the network? This is really simple. Everyone involved in this conversation today, is a successful professional. I recognize many of your names. And we can look at the transportation world or you in the library world. So, let's think about why you are successful professional and why I want to recognize you by your name. You achieve the roles and responsibilities that you have today. Because you have valuable human capital, structural capital and relational capital. What do I mean by human capital? I mean that you have knowledge what is in your head. You know how to do things. You have attitudes and behaviors. Chances are you work well with others. You are pleasant to work with and that is why we keep coming back to work with you. You have structural capital. This is something that is a group think it's too much information -- structural capital. You might have too much knowledge. Or information that you are managing. At the expense of your human capital, your procedural knowledge and what you know how to do. And you may take this for granted that you know how to do and you may not even know how passionate or think about it. You bring so many cultures with you to your job every day and we are going to talk about that. And the last type of capital is relational P meeting all of your network and your reputation. If you did not have a good reputation, you would not have many networks or they would not be good once. So if you need a visual on these three types of capitals. Which is what you have. Feel free to take anything in this presentation today and leverage it in any other way you feel. So we just referred to what economists call intellectual capital and what knowledge meant management professionals call knowledge capitals. And in the knowledge can -- economy knowledge is the major production. This is as or more valuable to the organization of physical and financial capital. This is you and the people that you work with, are the most valuable assets of the organization. The challenge is, knowledge behaves different than the other kinds. Stockpiling it and scaling it, it diminishes the value. We realize the value of knowledge by using it. And by transforming it. In other words knowledge creates value. It needs to move. So we care about networks because, and this should make sense to all of you, networks basically create the path along which knowledge flows. Think about it as the knowledge transportation system. So it will connect the sources of knowledge whether that knowledge is people, teams or communities. Or on human agents, depositories or robots or whatever. It is part of the network and we can grow our human capital. Chances are you are going to grow more human capital if you do so using and leveraging your networks. The networks create context for each of us in our

agencies. Think about human capital as the organization knowledge capital by leveraging the network, you are building knowledge in your people. You also create context for transportation to create a wide range of networks and relationships. Hopefully I am making sense. So what do we mean by a knowledge network? In transportation we know what a network is and we know in terms of computers but what is a knowledge network? That knowledge network is a collection of individuals and teams who come together across organizational, spatial and disciplinary boundaries to invent and share a body of knowledge. They are designed to develop, distribute, leverage and use knowledge. Networks exist in every business context. In every professional context. And in every social context and geographical context. They come in every size, and they take many shapes. If you have five people or 500 people, it can be virtual or physical. Networks can be spontaneous or persistent. They can be short-lived or long-lived. They can be ancient and modern. Many rural medieval guilds network, apprenticeships are and network, artists, groups of artist, artist colonies. Business groups, social clubs, these are all networks. One question that I get from my students, what is the difference between a network and a community? The major differentness, community might have a particular network. But the knowledge network it is more flexible in terms of handling multiple issues or multiple practices. It is the structure along which knowledge flows and there is not necessarily a constraint when it comes to knowledge. So this is a representation of a network. We have people. We have agents. We have relationships, among the people. Among the nodes. This is how knowledge flows. And so it is comprised of nodes at transaction. It can be a person, team, neighborhood, a concept or an idea. I want you to think broadly what constitutes a network, do not limit yourself on what you mean by a network. We care about people. Because people are sources and target of knowledge flows in the network. Ultimately, in my view, I do have a lot of opinions, but in my view the real purpose of the network is to create that knowledge and to enrich those nodes . And create that knowledge that is blown away and enrich the other notes. This represents our knowledge flow. In the knowledge capital that you get or what you get through the network is valuable. All of those three different types of knowledge capitals that we saw earlier, can be created, leveraged and enriched by the network. And the other thing is, I do not believe people can exist without a network. I mean, did I say that the right way? People cannot exist without a network because they are part of our survival. We have seen this board in the last few months. Because we have been isolated. At our focus has shifted it is not like we have withdrawn from the network we have shifted our perspective on our networks. My guess is that many of us now have our families and our immediate neighborhoods are the most frequent networks. The work network may have faded a little more into the background just because they are not present. We are not present I know that my network kept shifting in the last six months. Because all of those people I used to bump into when I was driving downtown or going to that meeting at the World Bank, or doing my hobbies are my crabs. I am not having those casual collisions anymore. My networks are very intentional and deliberate I have to manage them. I have to almost decided interaction within the network. I think we are social beings. We have to have networks. They are essential to our survival. They are integral to how we work in this challenging season. We take it for granted. And I think we can -- you know prior to March I think we take for granted are network because it was so much of everyday life. So networks connection can be knowledge flows or activities. Think about all of the things that you do to grow your knowledge capital you might discuss ideas. Teach others. Work on a project. Exchange information. Join a new unit. Learn the unit culture. Building friendships and relationships and growing your reputation. There are networks, let me say in some networks I think I play and in active worker, I am not one of the most active participants. I do recognize their needs. Because that project, that Bob was talking about, I think many of you helped out a lot by providing responses to the survey that we sent out. So you probably do not know me. And we do not necessarily engage. But I recognize you if somebody in the network and that project that we participated in. And created the informal network. I feel like I might be able to leverage if I can make it in the future. So think about how you are using your network every day to build your knowledge capital.

What I suggest, that you tried to be more mindful. So how do we invest and derive value from our network? We each have a set of goals and values. We invest in the network, and we derive value based on the network at each of our values, we have some in common and some are different. Investing and deriving the value from the network is not different from that economic transaction. And here is my background. Whether or not you realize, every time you engage in the network transaction you are making an implicit decision about the value that you are likely to derive maybe in the short term or maybe in the long term. Every investment takes time. Every transaction adds value. If your investment is going to pay off, and this is a question that you ask yourself, am I going to listen to that today was am I going to answer this person's question? You are making the economic decision. Something that you do is going to have a pay off for you. So what I would like to start with, I would like to start an exercise in this webinar. I want you to about one of your knowledge networks. Preferably a work-related network. At does depend on where we are right now, but you do not have to close your eyes think about yourself as a node in the network and the role that you play in that network. And I want you to think about, who else is in the network and what is the role? Then I want you to ask yourself, why are you part of this network? Is it voluntary? Is it required? What is your role? What value do we get? And what did you contribute to the network? And whatever network that you use, I want you to share with us, what kind of knowledge transaction that you give or get from others? Is this making sense? Do you need a few minutes to finish this exercise? Or should I go ahead? I will go ahead. Okay. So you all have a lot of networks. You have a lot of knowledge networks. You do not have one transportation. You are part of one today. But there are many networks. That you are part of. Let me go back one slide. I gave the section a subtitle, and this is something that I borrowed from my friend Richard Lewis. The book titled catfish -- Fish Can't See Water.

This is the way that we behave in the way that we think. Selfish cannot see water but it is vital to their existence. I think networks are the same for people I do not think that we can see them because they are so much a part of us. So the challenge now is how do we make those networks visible question for you have network and transportation. You probably have one at the state level. And you probably have national. I see people from all of those different networks. In the group today. And you also have networks in transportation practitioners but those people who you engage with to provide services, and get their expertise. You have agency level administrators in the transportation network. Or maybe you are part of their network. You also have networks of information professionals not just transportation specific. You also have suppliers and vendors. You have sources that you work within the private sector and in the academic sector. And you have general communities. People and stakeholders in the community. And community advocates. Safety proponents in your community. So you already know a lot and you also have a lot of experience with networks. The challenge that you have, determining whether you have the network in order to do your work? And are those networks healthy? In other words do they achieve the purpose for you? And if the answer to that is, I need more or a different network or I need to make this network work a little bit better. Then the question is, what do you need to do to achieve that? Okay? So as I said when I talked to Mary and Bob about doing this webinar, that being they wanted to achieve was starting a conversation. I about what those networks are. What are the common networks are. In other words, and I hate to use this term, low hanging fruit, what is already out there that exist? That we know that has value? Maybe we just want to make it a little more visible. Maybe we want to strengthen them a little bit in some way. But maybe we can start by thinking about what networks you already have in place, what new networks you need to create whether the network is healthy. Do they need to be expanded or formalized? And how can you nourish and strengthen the network? This is the point where I really like to open up, for comments and discussions. Maybe we could take a few minutes, I can turn this back to our facilitators and asked them, what are you seeing in the chat? Is there anything we want to elevate? Or do we want to open things up for a discussion?

Thank you Denise. Yes, if anybody has any questions or comments, actually I will give you both options, on the telephone if you have a question, also you can post your question in the chat. We will keep our eyes on that. And we're going to see if anybody has any feedback you have certainly given us a lot to ponder. And a lot of substance to really take in in terms of, I guess it is about seeing the bigger picture, seen a mosaic in its entirety. And I also want to talk about that phrase, low hanging fruit. Because as you were talking, it did trigger a few things in my mind, the reality of what we are facing with these days because of COVID 19 and restrictions and how that had had an effect and how it does it impact our network. I guess one of the things, maybe this is something that I have been thinking about more so than usual in the past couple of days. I have been stuck at home for approximately four months. But in terms of what I call the Sue dynamic -- Zoom network. I am wondering if you want to expand on that. Because we have those online opportunities. If not replacements but temporary. Like I said sustaining those networks or perhaps even formalizing them. I think where I am coming from, it is a measure or maybe there is something more to it. I am wondering if you would like to expand on that.

That was such a great question, Bob. You now, University at Tennessee, I probably talked for a total of 10 years. One of the things that I learned in that environment, I needed to create a network. With my students. I did not just want to be there person on the stage lecturing. Because learning is social. Learning takes place within the network. So I needed to think about, how do I create a network? How do I create a relationship, I should say, with all of the people that are going to be in my new network? Who I probably would never physically meet? It is almost like you have to put more effort in thinking on how you are going to design those links. I have to say it is a challenge for me. I have 30, this fall semester, first year master students. Many of them may not be able to come in because the visa restrictions. So I have to think about, how am I going to establish a working relationship with these 30 new students? I think so much of it is thinking about the social, introducing yourself. How do you convey trust? How do you convey interest? And sincerity? In the digital environment? The first thing that you have to do is show yourself. There are so many instructors this semester, opted for not teaching in person. Because they would have to wear a mask. And you cannot see somebody's facial expressions when they are wearing a mask. What I realize that some people have kind and friendly eyes and some do not. So we might look stern behind the mask. If we cannot show our facial expressions. So so much goes into establishing those relationships. We have to be more intentional. I about trying to do it. I do not think there is in need one right way to we have to figure out something that works and shared back. That is why one reason networks are so important. We are all thrown into a new learning situation. Nobody knows how to navigate this new space. Some of us have a little experience because we have been digital for a while. But translating it into the new environment, it is a whole new level of effort. Such a great question and I do not have an answer. I can just tell you basically what I am trying to do. I think your comment about this being, even though we think Zoom is [Indiscernible] but we have to design a good experience. It is more deliberate. Does that make sense?

Absolutely it does, and I do appreciate you addressing my comments. I think this does help frame some of the point that I had in mind absolutely it does make sense to me.

May I share one more thing with you? I am with a group called the Knowledge Council. This is a group about 30 people around the country. Knowledge managers, they are like 14 women or something. When we all went digital, what was interesting to watch is how they shifted their communication and their network. And how this idea about bring your house, bring your family, bring your dog, and cats to work every day had an effect on human communication. You can actually leverage, you can make more of these networks. Then they were in the past. You can take the formal network, the formal network that

you have every day in the physical environment where you are not supposed to walk into that any back office unless you are at a certain level. That went out the window, because now that CEO has to be in front of everybody to communicate. There are challenges, there are also opportunities.

Very good. I was not aware about Knowledge Leaders, it seems like they have some noteworthy and timely lessons to share with all of this -- all of us. One thing I want to highlight that Bob said, during the course of your presentation, he quote the purpose of the network is to and reach the nodes -- and enrich the nodes. I think that is great. I just wanted to bring that comment to your attention.

Cindy has a comment in the chat. In the last meeting normally what we do, with the Knowledge Council, we meet at a members site to see what they are doing. We might need at Exxon or Pfizer. But this time we had to meet online. The first time, after 10 years of doing this, everybody that attended, everybody stayed for the full 2 1/2 days. And to Cindy's point, everybody was able to bring in more people from their organization then they would have if we had been on site. So maybe the lesson that we take away from this, Bob, look for the opportunities. Recognize network is valuable and also look for opportunities. One of the questions that somebody from FFCS now that the genie is out of the bottle, opening up the network, can we ever put it back in? And that was a comment that Kim made. When we thought the lockdown was [Indiscernible] now the lockdown is going to be one year and that is what I am hearing from Georgetown and other folks. Is it going to be possible to go back to the way those networks used to behave? Or do we need to grab this opportunity? Redesign the network, you know, to make it work for us and move forward.

I do appreciate Cindy's comments like you were just outlining him this is the reality and now we have to be ready for just a year. We did go beyond the three months that a lot of us originally thought. And this is a perfect example, I had an opportunity to attend that one webinar that Bob and Mary did. In all of my years, this is the first time I was actually had an opportunity to attend that particular group. So that is a great example there. You know, the silver lining, one of the silver linings is that we were able to listen to Bob. And Cindy made an opportunity [Indiscernible]. They are going to be online especially with the special Library Association content. And again, there are frustrations along the way but when you think about it, and we have highlighted this in the last few minutes the mother silver lining so thank you Cindy for bringing all of that up and emphasizing those points. Denise, I will read it, Bob Suite, his comment is, simply recognizing, conceptualizing and visualizing the network enough to help individuals get beyond what is in it for me mom -- mindset?

I think Bob is on target. That is one of the great feedback that I got, sometimes I do wander [Indiscernible]. So what we had outlined where three-step process. Maybe this is a good queue for me to go back to the slides and walk-through what you would do once you figured out what the network was, do you think that would be okay?

Yep.

As Bob Suite said, the first challenge is to make the network visible. Make it visible for yourself and also for other people in the network. So I walk through this exercise with my students. So I asked them, think about a network. Then create a personal inventory. Think about that network and create a log of your interactions on that network for one week. I will guarantee it is going to be a surprise to you. Personal inventory will help you better assess, how much knowledge capital and invest in the network and does it add value? You will find that you might be putting more in and not getting much out. It might mean that you are just part of the more mindful of how you leverage the value of that network, back to yourself.

So this is also a good stop. So we can find that common ground. Across your network. The easiest way to grow your network in the transportation library network, is to figure out what you have in common. And to share. After you create the inventory get out the elements for each network. What ever works for you. Take the conceptual diagram and create a cartoon. Figure out who is in the network. And the kinds of roles that this network supports. And what kinds of messages, activities and transactions are taking place prayer. Is it physical or virtual? Follow up with her latest discussion, you might want to think about the physical networks, that are a little harder right now to leverage. What channels does it use? Telephone, it -- text or email or social media questioning -- ? I think the first step is to walk through this exercise. Bob, I am going to put a question out for Bob Suite and Mary. How do you think that step might move going forward?

Maybe it is something that you can do off-line. So it will not take everybody's time.

Can you repeat the question?

Do you think having, working through the first step, the fall first step, you getting used to the group and figuring out what network it might be. And what is available. Or open to -- let me see it looks like Mara has a comment. What a good question. That is such an important network. This is Denise's personal opinion, to be perfectly honest I think we are to be putting some pressure on professional associations to open up the network. A lot of the private sector companies are doing this. Our professional association are at a risk, they are losing memberships. Because of the informal and formal networks. So it is a good time to pressure those professional associations to think about redesigning the network.

Cindy made a good comment. That [Indiscernible] did not charge registration. And we can reduce costs.

I am going to move on to step number two if that is okay.

Bob, please forgive me if I am talking over anybody I do apologize Mary has a comment, we need to make an assessment of our formal and informal network be on a conversation that take place on the site. That is such a good comment once you know what those networks are, determine whether or not those networks are helping. If you can stand up and work three-step one, position yourself [Indiscernible- overlapping speakers]

Should I stop?

Everyone, please make sure you are muted. Okay? Please go ahead.

I am sorry. If you share your insight, around the existing network, what might emerge is a set of community goals for the network. Not all of the networks will be important to everybody. But for those who it [Indiscernible] do not worry about other people's goals. Take about what you want the network to do for you and the community. It sounds like I encounter dictating what Bob was asking about. You are thinking about what is it -- what is in it for me? You really should be thinking about, answer that question in terms of knowledge. What is it in it for me in terms of human capital? Structural capital? And in terms of the network? Think about those standing spheres. I do not think we can get away from that we are all going to make [Indiscernible]. Because sharing knowledge takes time. There has to be a payback. And the payback cannot just be in terms of my career advancement you have to think more broadly into terms of how it will grow your knowledge. For any network the important thing to remember you have to invest in order to derive value. I think of my networks as my relational capital

bank account. When somebody asks me to contribute, I always try to make an investment. I always respond yes at first. I feel you are going to make an investment like that financial portfolio. If I see over time that the investment is not returning at least an equal value I pull everything out. The other numbers -- members did not reciprocate. Or I exit and do not participate I do have to say, and in my experience, I have made some bad investments in networks. I have invested in networks that actually created harm. I have been in a network where people have appropriated my knowledge

[Indiscernible, feedback] two I am going to wait until we can get rid of that echo.

Is sounds like it went away.

With some networks you may have a bad experience. You may share ideas and only to find out that somebody in the network took that idea and presented it as their own. There is not much you can do about that, because that is the way knowledge works. But the next time you are going to share an idea, you might be a little bit -- little cautious on who you share with. And that does impact the whole network. It is an issue that we will have to deal with. But you have to look at, the way I look at that, this is a network that is costing me more than I am getting value back so if it is not a healthy network, you need to be cautious. There are things such as an unhealthy network. So let's look at the mechanics of step two you might start with an open discussion but make sure that you do not limit the impact you only those who can join in the discussion on a particular day. This is one of the biggest challenges. If only those people who do not limit the [Indiscernible] can be present on that day. Try to design your activities or transactions with multiple ways to participate. So you have multiple levels of participation but whoever is acting as the facilitator for the network, or what we call that network Gardner, has to put more effort into it they have to make sure that all of those ideas come in you all have of several excellent fertility leaders in your community. I will not call out anybody by name but I am sure that you can think about people who is very good about thinking about how people can participate or what channel they communicate with. So think about ways to bring in those that can contribute into the network that can contribute to the discussion. And this is to help the network. At a minimum this is going to give you a common set of goals. At the most you come out of the discussion with thoughts on the assessment or the metrics. So if you are going to conduct a trial run of step two, you might have a discussion on how you would do fine a healthy -- define a healthy network. What is the criteria that is important to you? Which is healthy? Which ones do you want to continue to invest question which network can be strengthened? And which networks would you relinquish? Or just fade away? Because they cost you more than they get back value? Just because the network exists does not mean you have to continue. Does this make sense? We may guess it is making sense, yes.

Step number three is growing and nourishing your transfer. So focus on feeling gaps and nurturing the existing network first. Do not create a whole new network and last it fills a good -- important [Indiscernible]. You already have a lot of ideas. But what networks do you want to create? And what networks exist that might need further support? You already have a start, creating a new network. Just based on what people shared and what they need in that one in step two. We also have a good understanding where you have gaps. And this is in all caps for reason, never assume you are starting from scratch or never assume that you do not know how to network. You have so many networks in place because of who you are and the role that you are playing right now. And do not be like the fish they cannot see the water. Never assume that you do not know how to network. Because you already have those knowledge capitals that we talked about earlier. You need to be more deliberate about them. So start with the network, make sure it is healthy. Are there other people you can bring into the network? That would strengthen the network? And how would you engage them? The network might

have different kinds of activities. Of those that have potential value, how would you strengthen them? Do they need new members? More members? Do they need new or expanded types of transactions question new environment? If the physical network to difficult to make it happen? When you are trying to pull all of the stakeholders together, after work, now you could do this over lunch digital. Do you need institutional support or recognition? Of those that have little value, how might you transition them? Archive the value? Do not throw the network away because there is something you can learn. Save the relationship. You can carry them over to another network. That is something even if we are not gaining knowledge in the network, I know there are healthy relationships. Do we have any thoughts or any comments?

Denise, you certainly bring up some important points needless to say. And in some sense hard truth. We all want to invest as much as we can in the network that we think are worthwhile and we want to be able to put our best foot forward. But reality is that you have to take inventory. And use the fish in the water analogy maybe you could take a few step back and realize what the bigger picture is. And if it is really worth your time and investment. I guess it is easier said than done. But I think that is something that has to be done in the course of our professional lives.

So the final section, how do you manage networks? So focus on those networks that have value to transportation communities. Which you are all functioning within, except of Amanda, she is an honorary member in the network. Consider what it means to keep those networks healthy, engage and relevant. I would like you to think about [Indiscernible] networks not just one network. As you are going through all of those, as you envision all of the different networks, you are sharing those networks with one another in the future. You are fighting networks that are common to everybody. You are fighting networks that are also, I should say, fighting networks that are of interest to a subset. It does not mean that, let me see, think about a larger network that has concentrations. What you want to do with all of those networks, is to make sure that you have what the next -- network analyst calls boundaries. And that means make sure you got somebody in your network who can reach out from your library network to the agency network. From the library network to the safety network. Make sure you have somebody in those networks that can connect you to the other networks. You do not have the time to engage in every one of those networks. But you need to have somebody in the network who can act as the person who is linking you to the network. And ensure that knowledge blows not only with the end but across the networks. That is what keeps the networks alive and brings value back in. Living networks. Networks need to be monitored and continually assess but do not feel like you have to create a new network to be on the lookout for existing networks and link them to other networks. When you go to GR B, why do you go to conferences? You want to network with these people. I use to judge whether or not if the conference was a success for me or if I am looking to see if the meeting was a success. How many people did I follow-up? After the event. That is the relation capital. You are kind of like a network [Indiscernible] you are always out there looking for ways to grow and expand your network. Look for infinities across all of the different perspectives of your work. You work in a very complex environment. Perhaps one of the most complex. Remember transportation is complex, it is been dismissed, industry, public sector, theoretical and it is a lot of teaching going on. That is pretty much what I wanted to say for today. I hope it add a value to you. I hope you got ideas on what you might take as the next step. Maybe at this point I will turn it back over to all of you for an open discussion. We have time left. I do not know the you want to come up Bob I will leave it up to you on how you want to conduct the rest of the time.

Thank you. Can you hear me? Because I had to mute everybody's file. I just want to make sure you can hear me. But thank you so much. Denise this was very worthwhile and very important points. And according to my clock we have about 15 minutes. So if you have any comments or questions for Denise

or among ourselves, if there is anything you would like to share because this is an open discussion. Denise, Cindy made a comment. Be the head of research at the Department of Transportation is a great intersection point for so many areas in transportation knowledge. And then Cindy added, she has the best job from Mississippi Department of Transportation. Cindy also added, what an excellent presentation and thoughts. I do not know if anybody else has anything to say. I just want to add, and this is going back to what you said, Denise, about Bob's question, this was a case where we had anticipated, the way things that unfolded. This is going back to what you were saying early on in the presentation about the nodes. Idea was part of your visual representation of a network. You were talking about nodes and I hope I am summarizing this accurately. But they are both sources and targets. I think this dovetails with the whole idea regarding, what is it -- what is in it for me? It was back in the transaction aspect. One thing to be in the target or the target in the recipient and information. But it is another thing to be the source. And it seems to me, maybe it is a balancing act. And to me it seems like each person or each nodes has to have a balance that is how I look at it. And maybe I am doing a little projecting here. I think it is a lot easier or maybe even preferable at some level to be the target rather than the source. I do not know what thoughts or insights that you may have as far as that goes. Is there a balance is there an equal measure between the two? How do you embrace both roles? I guess that is a good way to summarize what I am trying to say here.

Is a good question but can you reserve another 90 minutes for us? That is such a good question because, as you were asking I was thinking, I do not think I emphasize the bidirectional flow of the transactions. But thank you for pointing that out. I think, it does depend on, you know, a healthy network is one where you have those bidirectional flows. The unhealthy network is where you have one directional flow. If every node in your network has the attention of learning something, I think everybody drives value one of the challenges that we have in the field of knowledge management, is how long we focus on the value of expertise and how little we focus on the value of the learner. Okay? A professor who said in his or her office assuming they know everything is probably far less effective in their network than a junior professor who is coming in and asking all sorts of questions. In the network you do need to have some experts. Because you do not want to reinvent knowledge. But those experts need to be learners. Somebody who thinks their role is to know everything is not going to give much to the network. Or what they give is not going to be as rich as somebody who wants to learn more. If you look at how companies are recruiting today, they are not necessarily recruiting the cultural high skilled people, they are hiring people who, they are looking for people who have a good enough skill set but who are active learners. And who can be agile. I think that aspect of how you behave in the node, the network node, is really going to grow in the next year because we need people who can read that, redesign and rethink. We talked about innovation but we have not talked about innovation in terms of learning and rethinking. We talked about it in terms of inventing. So I think we have, I think the two way street is more likely to happen when everybody wants to learn. Okay? Can I follow-up on Bob's question that he put into the chat?

Yes, but I will read it. Bob Sweet wrote, how can information professionals come to a better understanding of their intellectual capital and help their higher-ups to understand it as well?

He mentioned that when we first met, I think it was in 2015 in the Thesis workshop in state Lewis. That workshop was productive for me. I was theoretically the instructor but I looked at it as a way of learning, and my partnership with Bob, I came out with a partnership from Jane, added the University of Texas, we wrote up a research project that would assess the intellectual capital information for professionals. And we look through the ALR, she had a really great network. So we worked with ALR to get sponsorship for their survey. And it was amazing. On what we learned. And it was published, and if it -- anybody

wants a copy I will send it to you. Librarians tend to focus their networks on -- they tend to see their networks only -- connections they have with other people that will likely provide explicit information. They do not value their own intellectual capital simply because they see themselves in a heavily service function. So they tend to make themselves more invisible in terms of their personal knowledge capital. So part of strengthening the networks is also, gosh there is a phrase that I do not mind you think I might know your own knowledge capital value. Understanding a role in the network. Does that make sense?

Denise, thank you for offering sending that information. Is it okay to share your email address with everyone?

I will share with Mary. Because of her role in the library network and then she can share it with everybody. But I think she would be a good channel.

That will work effectively, thank you for clarifying that. Yes Mary indicated that that was fine I do not think she will charge you for the service area but it will work out very well.

Bob put in a link, thank you so much Bob.

We have 10 minutes remaining, let me see if anybody else has any comments.

Kendra Road, librarians are also a female dominated profession where women are not encouraged to speak up about their own worth.

When you are looking at your knowledge, you might find different cultures in play.

Thank you Kendra, for raising that important perspective. Anybody else have any other questions? Comments, questions or disagreements or next steps that you would like to share? Let me go ahead and, I was originally going to go back to that visual representation of the network because I was impressed. My initial question was how did you come up with that outline or diagram? What got you started on this journey? That we have all been on today with you with respect to the knowledge network? Was there a single thing or a lightbulb moment around the way with respect to the knowledge network and their significance? Or was that an evolutionary thing over a few years? How would you characterize how this got started for you in the first place?

My answer is probably familiar to a lot of you I come from a long line of networkers. My father taught at General Motors Institute when I was three years old. And every Sunday, we would go over to somebody else's house for dinner after church. Among the people sitting at the table, one of the inventors of any for Folgers. -- I was raised with the idea that conversations, and networks, sharing ideas is really important. I had an uncle that was a vice president of labor relations. I remember once he said to me, every time you go to an event, the most important thing when you get home, you network with all of those people. And at that point he said, call them, and that was way back then but he said get their business call -- card and call them. Any leverage that. --. But they grew their networks and they leverage their networks. To benefit not only themselves but the people around them. I learned that you give to the network and you get back the other events, when I decided to retire from the World Bank and I took the position at Cal State. I did not realize how many people I had worked with at the World Bank. Over that 15 years, they had set the all over the world. Every department I have tons of connections. It was almost laughable. My last day, my manager came into my office and said, I need to know who you worked with in all of these projects over all of these years. I thought, there is no way I can list all of

these people. The best I could do was to tell her my immediate connections. What happened when I left they realized and I realized that I had leverage my network outside of the World Bank more so that inside of the World Bank. I was working with transportation folks when I was still at the World Bank because one of my last senior managers, was the former vice president of the transportation sector. That is how he got me involved in the RV -- TRB. I realize I had leverage my network outside of the World Bank. But anyway, I hope that helps.

What a wonderful response, thank you so much, Denise. We are at the end of our hour. I want to thank Kendra for her comments, social inequity within the library profession is far as women are concerned. I know a couple of other people have seconded and agreed with what she had posted. Thank you again. I also want to bring everyone's attention to what Cindy Smith posted, I think it is in reference to your response. She wrote, I had an opposite path. I am the first generation professional and a female engineer to boot I had to learn how to network and build them. I been honored to meet and work with so many accomplished intellectual people. Those who knew me, know that I am very shy I want to take everybody on behalf of myself and anybody who joined us today, and a big thanks to you Denise for taking time to join us and share your wealth of expertise and the insight on a very important topic of that for each of us and we are very fortunate that you are here with us today and thank you for your time. And all of the wonderful information that you shared with us today we hope to have you back here at the TLR. So thank you very much.

As we wrap up, I do appreciate all of you joining us today that next TLR, August 13, this is following up knowledge management, next we would have Amanda Wilson. That is something to look forward to, so Marc your calendar. I believe Amanda is still with us. Why can we look forward to you on August 13?

Bob, we did not talk about the specifics. But we are very intrigued, it is just fascinating to have somebody like Amanda, who knows the transportation knowledge domain. And know so much about what is going on in the domain of medicine. And she has seen how the regional national libraries in medicine have sprung up and how they operate. I think it is going to give us a great deal of insight. So that we can perhaps transferred some little bits of it over into the domain expertise and knowledge. So it will be good.

Absolutely, I look forward to whip it and the acknowledgment that Amanda is going to come back, I know that Amanda will rise to the occasion. So that is going to wrap it up for today and I hope everybody has a great day and week. And August is just around the corner. So take care and stay safe and healthy. Goodbye. B Mack [event concluded] This message is intended only for the use of the Addressee and may contain information that is PRIVILEGED and CONFIDENTIAL. If you are not the intended recipient, you are hereby notified that any dissemination of this communication is strictly prohibited. If you have received this communication in error, please erase all copies of the message and its attachments and notify us immediately.