

# Knowledge Management Competencies

## Leadership Knowledge Management (KM) Competencies

Leaders in a high performing, knowledge-enabled organization are responsible for the oversight and promotion of the organization's knowledge management activities so that critical business processes are continuously improved, and access to current knowledge is readily available to those who need it.

## KM Competencies: Executive Senior Management

### Leadership KM Competencies for Executive Senior Management

**Summary:** Executive senior manager KM competencies include the awareness and understanding of KM approaches and tools, and the ability to: explain KM, oversee the improvement of core business processes, and provide sponsorship of critical KM activities.

- 1. Explains KM in a way people can relate to**, e.g.: Knowledge Retention of those retiring, mitigating the risk of knowledge loss, 2) Continuous Performance Improvement through a structured approach to activities that capture and apply lessons learned from work (application of learning before, during, and after activities) 3) Learning and Process Performance Tools such as participation in communities of practice (CoPs), and the development of online dynamic process maps. 4) Knowledge sharing through online knowledge libraries where users contribute work samples, templates, checklists, and other guidance.
- 2. Oversees the improvement of core business processes** by applying KM approaches and processes, and ensuring they are embedded end-to-end, within the business processes in order to achieve desired business outcomes and breakthrough innovation.
- 3. Provides strong sponsorship of critical KM activities** through regularly and visibly promoting the value of KM while communicating knowledge sharing expectations and responsibilities. Clearly articulates how knowledge management contributes to achieving organizational objectives. Additionally, sponsorship includes reinforcing the right behavior and acting as a role model. Communicates that “knowledge sharing is power” and knowledge hoarding is not rewarded.
- 4. Understands KM approaches and tools** such as use of learning before, during, and after activities for knowledge capture, distillation, and transfer, and development of learning and process performance tools, such as process maps, and CoPs/workgroups, and use of web-based collaboration for high performing teams/CoPs/workgroups. Ensures CoPs do not launch without clearly defined roles and responsibilities; CoPs have a clear purpose, either clear deliverables, or clear intent to develop specific capability in the organization.

## KM Competencies: Front Line Managers

### Leadership KM Competencies for Front Line Managers

**Summary:** Front line manager KM competencies include the awareness and understanding of KM approaches and tools, application of change management skills, and the ability to: explain KM, align performance assessments with knowledge sharing, develop KM activity measurements, and identify KM training needs.

- 1. Explains KM in a way people can relate to**, see details above under Executive Senior Management.
- 2. Applies change management skills** to promote a knowledge sharing culture; communicating and marketing of KM methodologies, embedding KM approaches and process into daily workflows, leading the adoption of knowledge sharing behaviors such as regularly contributing to a knowledge base, and engaging in lessons learned capture for the purpose of continuous performance improvement. Other skills include team building and facilitating the development of knowledge sharing rewards and incentives to drive participation/employee engagement.
- 3. Aligns performance assessments with knowledge sharing expectations and responsibilities** to support a knowledge sharing culture and instill a sense of accountability to the organization's knowledge base.
- 4. Develops KM activity measurements** to assess the impact of KM programs on organization goals and identify KM activities in need of improvement. Includes the ability to manage the documentation of success stories, time saved, costs avoided, innovations achieved, etc.
- 5. Identifies KM training needs** to ensure KM system users are up-to-date on how to use the various KM and collaboration tools, and content editors understand how to keep knowledge current and relevant.

### **Other Examples of KM Competencies:**

**National Institute of Health Office of Human Resources Key Behaviors (or competencies) for Knowledge Managers:** *"Identifies and deploys the necessary resources to effectively capture and distribute knowledge. Provides on-going support of processes and systems that identify, capture, distribute and reuse knowledge. Cultivates a learning organization by encouraging and rewarding knowledge sharing and reuse. Stays abreast of leading practices and tools in knowledge management. Models desired knowledge sharing behaviors."*