
Overview

Effective knowledge management requires a working culture that fosters an understanding of the value of knowledge and positively encourages knowledge sharing and transfer. This standard is about developing the skills and behaviours that enable people to participate in 'knowledge working'.

This standard is applicable to people in management roles who are responsible for the development and adoption of good KM practice. This standard is relevant to people who are leading or participating in the development of knowledge management (KM) practices and approaches across the organisation or within a business unit or function and who encourage the adoption or take-up of working practices that contribute to KM. It is also relevant to staff in practitioner and operational roles working in a KM organisation.

Performance criteria

You must be able to:

- P1 identify your organisation's culture and values
- P2 assess where organisational culture, values and practices hinder effective KM and the changes required
- P3 find supporters and collaborators and identify with them strategies and activities for implementing changes in work practices, behaviours and values to enable good KM practice
- P4 influence senior management to act as role models in sharing knowledge, using of KM tools and processes, and in capturing benefits
- P5 identify and develop knowledge champions and 'super users' to encourage the use of knowledge standards, tools and processes
- P6 articulate the KM skills, competencies, and behaviours required throughout the organisation and influence appropriate stakeholders to embed them in working activities and through processes such as appraisal
- P7 train and coach people in the use of KM processes and tools
- P8 provide guidelines, templates and other aids for KM processes and tools
- P9 identify and implement processes that promote the use of information and knowledge and communicate benefit
- P10 review progress in embedding knowledge capture and behaviours and improvements and plan essential change

Knowledge and understanding

You need to know and understand:

- K1 the culture of your organisation, and how to both work within it and influence it to achieve your goals
- K2 the potential champions of KM in your organisation and whom is likely to be most effective
- K3 the key processes of your organisation, and which can best be optimised by adopting knowledge behaviours
- K4 current thinking in effective knowledge behaviours and processes
- K5 how to coach people to adopt effective knowledge behaviours
- K6 how to manage change
- K7 how to assess progress in the adoption of KM related values and behaviours

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Foster knowledge management culture, behaviours and skills

Additional Information

Behaviours

1. You champion the knowledge culture
2. You personally adopt and demonstrate knowledge behaviours and values
3. You are sensitive to the concerns of individuals in sharing their knowledge

Links to other NOS

This standard has links with

MSC B9 – Develop the culture of your organisation in the NOS for Management and Leadership, developed by the Management Standards Centre

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