

CFAMLE13

Promote knowledge management in your organisation



Overview

This unit is about promoting knowledge management – the systematic identification, creation, development, capture, sharing and transferring of salient information and expertise across your organisation. It involves being clear about how knowledge adds value to your organisation, putting in place strategies, systems and tools for knowledge management and influencing the culture of the organisation to be supportive of effective knowledge management. It also involves implementing effective systems and procedures to protect intellectual property from unauthorised use.

The unit is recommended for senior managers who have responsibility for promoting knowledge management across their organisation, or their part of the organisation.

This unit is based on two units from the Knowledge Management standards developed by Lifelong Learning UK for specialists in the field of knowledge management:

- D1 Develop policies and strategies for knowledge management
- D7 Foster knowledge management culture, behaviours and skills

It is linked to units:

- E10 Take effective decisions
- E11 Communicate information and knowledge
- E12 Manage knowledge in your area of responsibility

in the overall suite of National Occupational Standards for Management and Leadership.

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Performance criteria

- You must be able to:*
- P1 identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation
 - P2 define and gain support for strategies to facilitate the building and maintenance of organisational knowledge
 - P3 specify standards and processes that support knowledge creation, development, sharing and capture and which ensure that valuable knowledge is recorded
 - P4 make available the systems and tools required to support knowledge management and ensure people have the necessary guidance and competence to use them effectively
 - P5 identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and any changes required
 - P6 find supporters and collaborators and identify with them strategies and activities for implementing changes in organisational culture, values, work practices and behaviours to enable effective knowledge management
 - P7 encourage senior managers and key influencers within your organisation to act as role models in sharing knowledge, using knowledge management standards, systems, tools and processes and capturing the benefits from doing so
 - P8 implement effective systems and procedures to protect intellectual property from unauthorised use
 - P9 identify and implement processes that promote effective knowledge management and communicate the benefits of doing so
 - P10 monitor and review progress in embedding a knowledge management culture in your organisation and plan any essential changes
 - P11 evaluate and record the value of knowledge management to the organisation

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice
- K2 systems and tools available to support knowledge management and how to select appropriate ones
- K3 how to specify standards and processes to support knowledge management
- K4 systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones
- K5 how to evaluate the value of knowledge and knowledge management to the organisation
- K6 how to develop and gain support for organisational strategies
- K7 the importance of monitoring and reviewing progress and how to do so

You need to know and understand:

Industry/sector specific knowledge and understanding

- K8 industry/sector requirements and benchmarks for knowledge management

You need to know and understand:

Context specific knowledge and understanding

- K9 how knowledge is created, developed, shared and used in your organisation
- K10 your organisation's culture, values and work practice and how these may help or hinder effective knowledge management
- K11 potential supporters and collaborators in your organisation
- K12 senior managers and key influencers in your organisation

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Additional Information

Behaviours

1. You identify people's information needs.
2. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
3. You create a sense of common purpose.
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
5. You present information clearly, concisely, accurately and in ways that promote understanding.
6. You analyse and structure information to develop knowledge that can be shared.
7. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
8. You check the validity and reliability of information.
9. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
10. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
11. You encourage others to share information efficiently, within the constraints of confidentiality.
12. You take timely decisions that are realistic for the situation.

Skills

Listed below are the main generic 'skills' that need to be applied in communicating information and knowledge. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Analysing
Assessing
Communicating
Decision-making
Evaluating
Influencing
Involving others
Monitoring
Obtaining feedback
Planning
Presenting information
Providing feedback
Reviewing

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Developed by CFA Business Skills @ Work

Version number 1

Date approved March 2009

Indicative review date March 2011

Validity Current

Status Original

Originating organisation Management Standards Centre

Original URN E13

Relevant occupations Managers and Senior Officials; Business management

Suite Management and Leadership National Occupational Standards 2008

Key words management, leadership, knowledge, organisation