

tfpl...KM skills map

TFPL's knowledge management skills map is one of the key results from an extensive international research project undertaken by TFPL in 1999. The project team contacted over 500 organisations involved in implementing KM and identified the roles that they had created and the skills that were needed in those roles and the additional skills that were required across the organisation. The project was jointly funded by TFPL and the UK government's Library and Information Commission. Copies of the report "Skills for knowledge management" are available from TFPL for £50/\$80.



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Generic Roles	Skills/Competencies				
	Business/Enabling/Core	'Knowledge Management' enabling	Information Management	Education/ Experience	Personal Attributes
Chief Knowledge Officer	Business awareness Organisational understanding IT applications Marketing Presentation	Forward thinking Interest in KM concepts & systems KM experience Strategic awareness Strategic planning Leadership	Content awareness External sources awareness	From the business	Credible Creative Entrepreneurial Vision Persuasion Determined Risk taker Confident
Chief Knowledge Team	Business awareness Inter-personal skills IT literacy Management skills Organisational understanding Training trainers	Aware of importance of KM Business processes Co-ordination/synthesis of diverse information Development psychology Environmental Facilitation Original thinking People management Persuasion Risk management Technology understanding Strategic thinking Strategic planning	Content understanding Editorial/writing skills Research		Co-operative Credible Entrepreneurial Flexibility Vision Risk taker
Implementation team	Articulate Business awareness Communication Oral Listening Written Language Interpersonal skills Management Organisational understanding Partnering Team working Time management	Benchmarking Business case Business processes Business systems analysis Change management Coaching Conceptual thinking Consulting Counselling Facilitation Financial management Budgeting Influencing Information design IT application design IT literacy KM interest KM process expertise KM understanding Marketing Leadership Measurement Performance Value Mentoring People management People skills Persuasion Political Planning Presentation Problem solving Process mapping Process tool evaluation Project management Quality assurance Recruitment Skills mapping Strategic thinking Technology understanding Training / Development Training needs analysis Writing skills, Journalism	Analysis Business information Content architecture Content co-ordination Content evaluation Content expertise Document management Document mapping Information audit/Mapping Integration of external & internal Internal database management Online Hosts Internet CD-Rom Research Knowledge mapping Synthesis Vendor management Writing skills	Experience Administration Communications HR Public relations IT KM experience LIS Records management Finance Education Graduates Varied subjects MBAs MSc Information Science	Adaptable Buoyant Bright Capable of working across boundaries Common sense Creative Credible Curiosity Direct Enthusiasm Entrepreneurial Evangelist Flexible Forward thinking Initiative Intelligent Lively Political Tactful Team player Tolerance for ambiguity
Knowledge Practitioners	Articulate Business awareness Communication All levels Interpersonal IT literacy Management Organisational skills Partnering Time management	'Big picture' view Briefing skills Coaching Community building Conceptual thinking Counselling Database design / structures Database management Facilitation Influencing IT application skills Journalism Knowledge process Listening Marketing Negotiation Networking Persuasion Project management Sharing Best practice Knowledge Strategic thinking Team building Team leadership Team management Team support Technical infrastructure understanding Training Understanding Knowledge needs Understanding the value chain Understand KM business case Writing	Abstracting Analysis Archives management Business Information Cataloguing Database Management Database structures Document life cycle understanding Creation Submission Publishing Review Enquiry work Content sources External Internal Indexing Information audit / mapping Information needs analysis Information needs profiling Information processes Information procedures Information structuring Information support Online CD ROM Internet Hosts Records management Research skills Search & Retrieval Subject understanding Synthesis Creating nuggets Text analysis Thesaurus / taxonomy construction	Experience Analysis Business Unit co-ordinator Change management Competitive intelligence Competitor analysis Consulting Discipline experience From the business Industry experience Journalists LIS Marketing Partners People management Process management Research Research journalist Education Graduates Varied subjects MBAs PhDs – varied	Able to take criticism Accurate Analytical Approachable Buoyant Confident Creative Credible Culture aware Determined Easy going Enquiring mind Enthusiasm Evangelist Imaginative Initiative Lateral thinking Lively Mature Motivated Optimistic Persistent Personable Practical Pragmatic Proactive Resilient Resolute Sparkiness Tact Team player Tenacious 'Young' approach
Infrastructure roles	Business awareness Communication Listening	Business processes Consulting Coaching Influencing Mentoring Project management Process understanding Team building Technology understanding Understanding business drivers Understanding user need	External information feeds Intranet content design Database design Database management Datawarehousing Distributed publishing Design Document management Facilitation (incl. online) Information life cycle Technology minded Ownership Stewardship Workflow	Experience Operations Marketing Business analysis Business process redesign Education Degree level - varied LIS post graduate	Articulate Tolerance for ambiguity