

tfpl...KMW skills map

Skills sets: Knowledge Management awareness includes...

- an understanding of the KM concept - the philosophy and theory - and an awareness of the experience of other organisations in developing KM solutions and approaches
- an understanding of, and the ability to, identify the business value of KM activities to the organisation
- an appreciation of the range of activities, initiatives and labels which are employed to create an environment in which knowledge is effectively created, shared and used to increase competitive advantage and customer satisfaction

Strategic and business

Business awareness/experience
Business processes
Business planning
Change management
Entrepreneurial
Forward thinking
Globalisation issues
Industry/ sector knowledge
Leadership
Organisational design
Organisational skills
Prioritisation
Process understanding
Risk management
Strategic thinking
Strategic planning
Understanding value chain
Visioning

Management

Administration
Business processes
Change management
Co-ordination
Cost control
Financial management
Leadership
Measurement
 performance
 impact
 value
People management
Process mapping
Project management
Persuasion
Prioritisation
Quality assurance
Relationship management
Team building
Time management
Training and development
 skills mapping
 needs analysis

Intellectual and learning skills

Ability to deal with ambiguity
Analytical
Bigger picture view
Conceptual thinking
Emotional intelligence
(Self awareness, self motivation, persistence, read emotion in others, rein in emotions, zeal)
Innovation
Lateral thinking
Learning techniques
Mentoring
Organisational skills
Original thinking
Perspective
Problem solving
Positive thinking
Personal accountability
Self motivation

Communication and interpersonal

Client / customer service
Coaching
Communication
 oral and written
Community building
Consulting
Counselling
Diplomacy
Facilitation
Influencing
Listening
 ability, willingness and self discipline to listen
Marketing
Mentoring
Negotiation
Networking
Partnering
Political
Presentation
Teamworking
Training

Information management

Abstracting
Analysis
Archives management
Bibliometrics
Cataloguing
Codification
Content management
Document management
Editing / writing
External sources
Indexing
Informatics
Information architecture
Information auditing / mapping
Information design
Information / document life cycle
Information processes
Informatics
Information analysis tools
Intranet / extranet management
IT applications
Metadata
Problem formulation
Research skills
Records management
Search and retrieval
Synthesis
Taxonomies
Text analysis
Thesauri
Understanding user needs
Vendor management

IT

Database design
Database management
Data warehousing
Distributed publishing
E-business minded
Hardware
Information architecture
Internal & external sources
Integration
Intranet / extranet design
Programming
Software applications
Workflow

Core competencies for Knowledge Cultures

Ability to learn - curious, seeks new knowledge, responsible for own development
Self initiation - acts like a business of one, doesn't wait to be told
Collaborative - team player, positive regard for other people, not status driven
Intellectual linking - sees the big picture, makes connections
Humility - recognises that other people know things, learns from mistakes
Ability to think and do - with a focus on outcome
An appreciation of information management techniques

KM Dream Team - Central enabling

Skills	Attributes
Communication	Pragmatic evangelists
Leadership	Persistent but humble
KM methodology / processes / tools	Know the organisation
Negotiation	Connected to the top
Strategic planning	Systems view
	Intuitive
	Risk taker

KM Dream Team - Practitioners

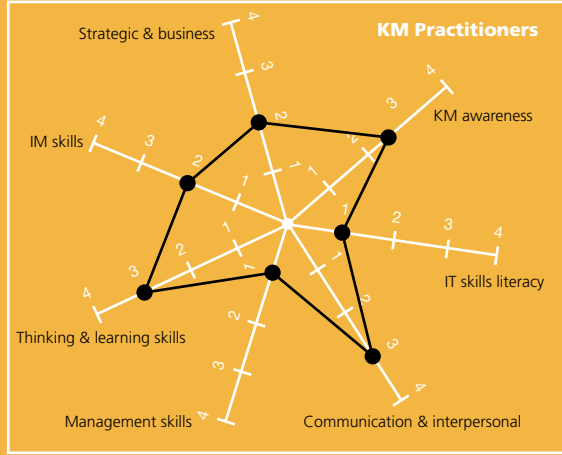
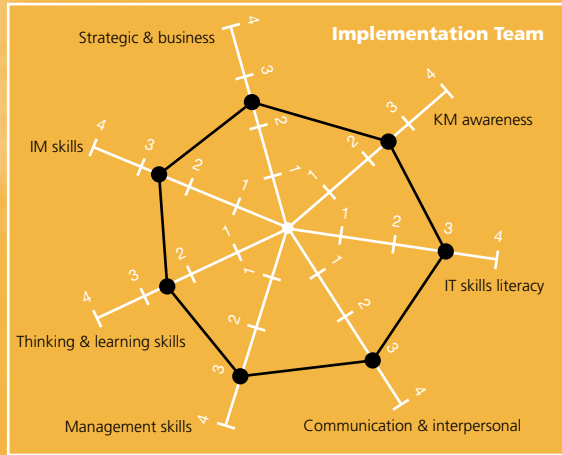
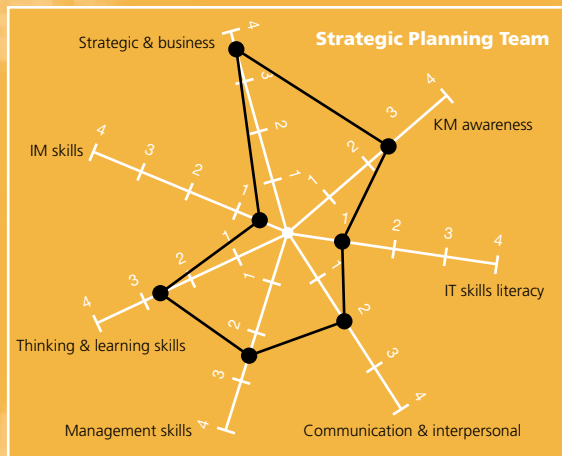
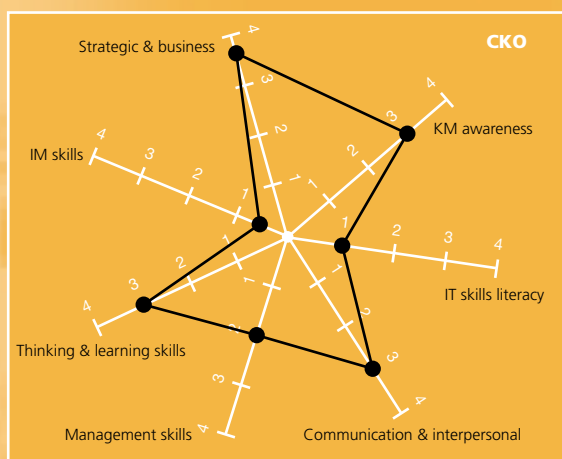
Skills	Attributes
Project management	Inclination for implementation
Business process analysis	Attention to detail
Interviewing	Persistent jugglers
Content management	Enthusiastic champions
Networking	Natural connectors
Marketing	Willing to judge and be judged
Metrics	
Business planning	

Top skills for KM teams

Business awareness / experience / understanding
Communication
IT skills / literacy
KM awareness / experience / understanding
Strategic awareness / management / planning
Information management skills
Leadership
Change management
Content awareness / organisation
People management
Project management

Top attributes for KM teams

Creative
Vision
Team player
Enthusiasm
Determination
Entrepreneurial
Persuasive
Able to see the big picture
Confidence
Flexible
Lateral thinker
Tenacious
Credible



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TFPL's knowledge management skills map is one of the key results from an extensive international research project undertaken by TFPL in 1999, updated in the summer of 2000. 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" with an electronic update, are available from TFPL for £50 / \$80.