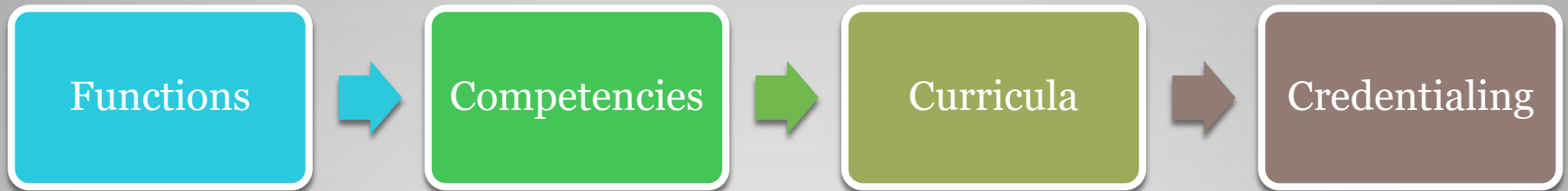


KMEF CoP Interim Report

COMBINED: Functions & Competencies

4 CoPs



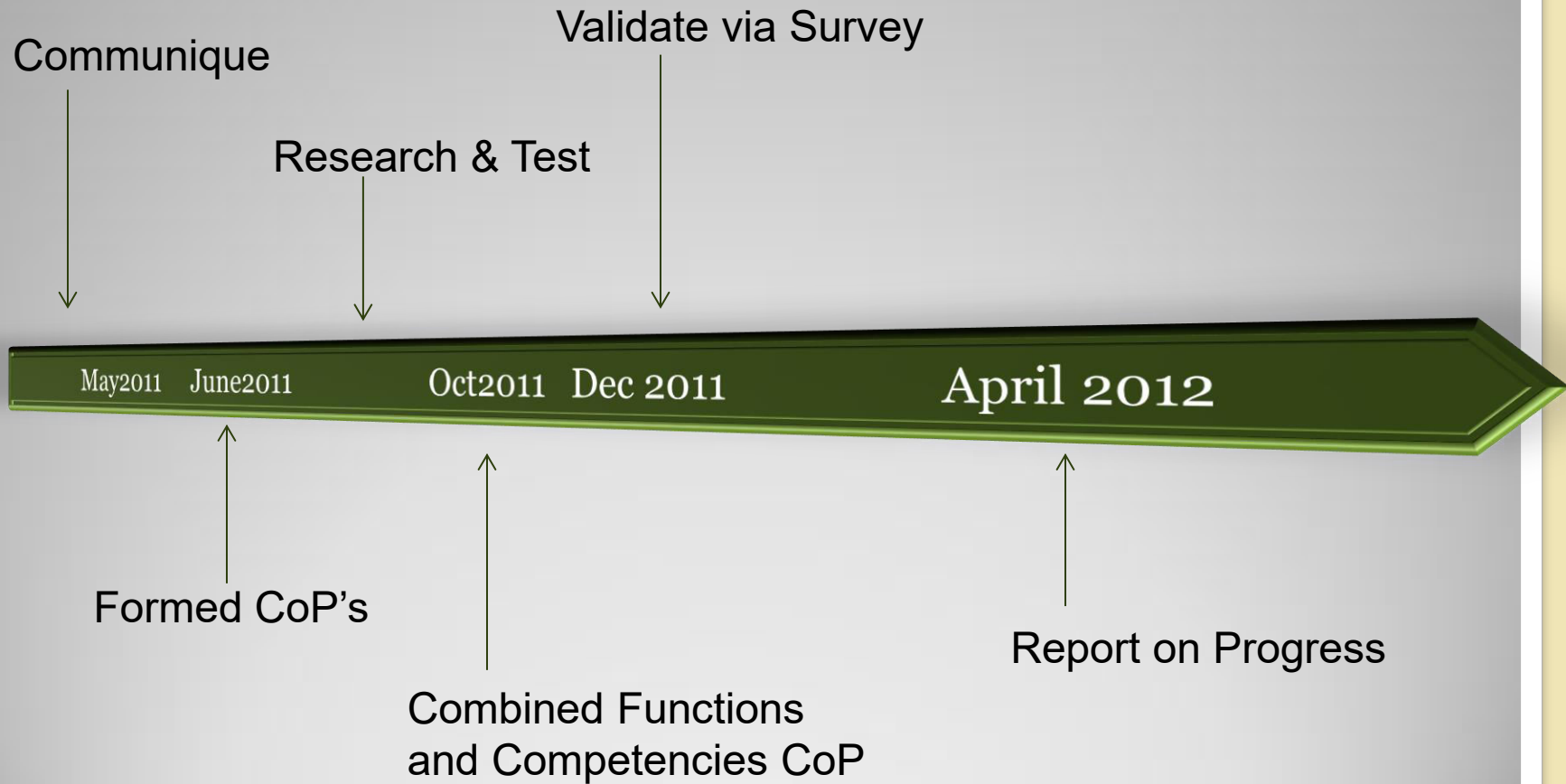
Elevate KM to a Profession and Discipline

Collaboration between Industry and Academia is vital

Agenda

- Timeline
- Functions CoP
 - Our Game Plan
 - 4 Functions (proposal)
- Competencies CoP
 - Definition
 - Framework (proposal)
- Bringing it Together
 - Validation via Survey
 - Next Steps (proposal)

Timeline



Agenda

- Timeline
- **Functions CoP**
 - Our Game Plan
 - 4 Functions (proposal)
- Competencies CoP
 - Definition
 - Framework (proposal)
- Bringing it Together
 - Validation via Survey
 - Next Steps (proposal)

Our Game Plan

What strategic roles and responsibilities do knowledge professionals play in organizations today – across all sectors of the economy?

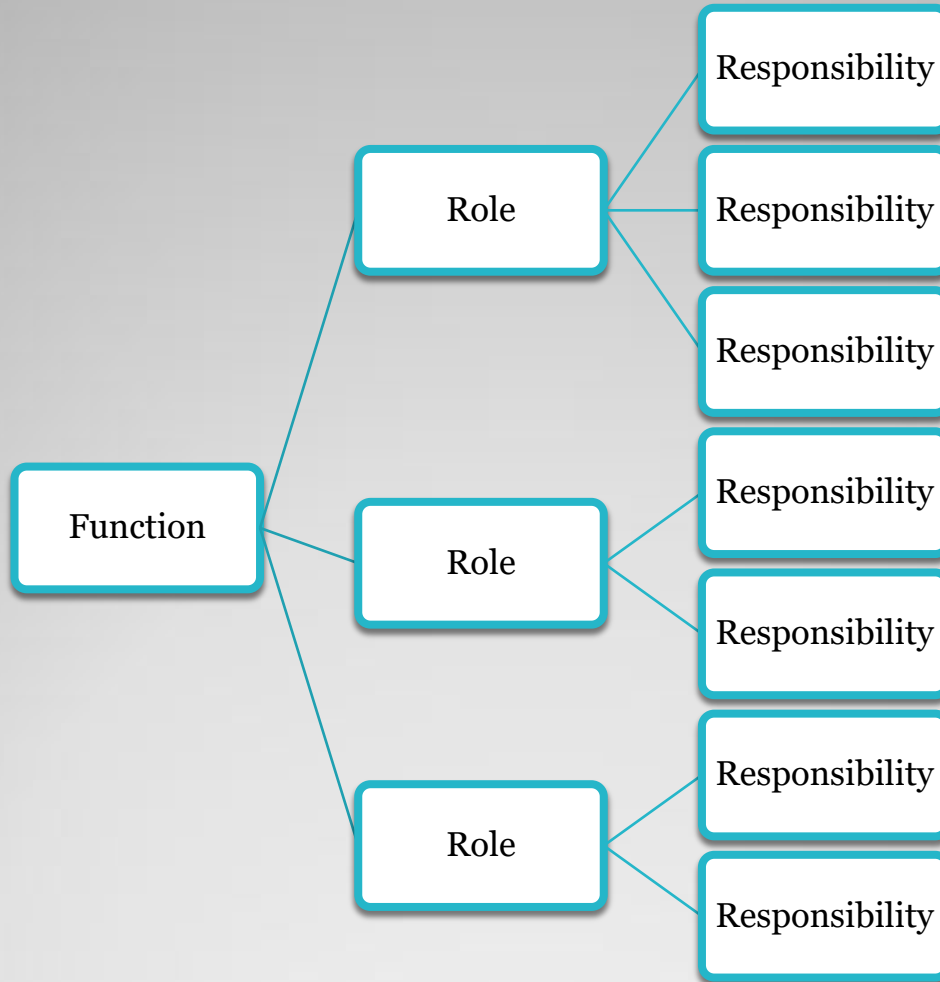
- from 2011 Communique

Functions CoP challenge

Our Game Plan

- The KM Functions CoP will attempt to validate the prominent KM functions:
 - Strategic
 - Business KM
 - KM Specialist
 - Universal
- Using functions as a starting point, we will identify roles, responsibilities and other characteristics that would be useful in identifying needed competencies for building KM education programs.

Semantics



Consensus on terminology is important!

Strategic Function

- **Roles**

Chief Knowledge Officer, Director of Knowledge Management, KM Strategist, etc...

- **Responsibilities**

Works to **envision, promote and deliver** enterprise knowledge management **processes and culture** that enables employees to learn quickly and improve individual performance and business results, spur innovation and continuous improvement.

- **Focus areas:**

- Strategic/Enterprise view (across the entire business horizontally and vertically)
- Change architect
- Uses process and system centered approaches to integrate enterprise KM activities versus creating “pockets of excellence”
- Understands the core business and value drivers
- Understands project management essentials
- Institutional integrator able to bring together diverse support functions to work on a common agenda
- Develops people to create future KM leaders and champions

Strategic roles are the “visionaries”

Business KM Function

- **Roles**

KM Manager, KM Office Leader, KM Consultant, KM Advisor, etc ...

- **Responsibilities**

Works to understand and **deliver business value** by optimizing KM processes and tools to meet the needs of the end user and business. Seen as a business partner by simplifying KM process and **optimizing** value for effort expended. Heavily involved in **educating, coaching, and partnering** with people to support their knowledge sharing activities. People who work in this space may be **strong business experts** with little to no KM experience or can be seasoned KM specialist who have **developed strong business skills**.

- **Focus areas:**

- Deep business knowledge (how the company makes money and key value drivers)
- Excellent understanding of business processes and goals
- Respect for and respected by business leadership
- Varying levels of experience or expertise in KM

Business roles are the “optimizers”

KM Specialist Function

- **Roles**

Taxonomist, Community of Practice Champion, Organizational Network Analyst, Knowledge Broker, KM Architect, etc...

- **Responsibilities**

Characterized by deep **KM expertise** in one or more subcategories of KM with or without deep knowledge of the business. People who work in this space have **specific, relevant** KM expertise around areas like taxonomy, information management, social media, etc...

- **Focus Areas:**

- Delivering systems to project plans – on time, on budget and on performance
- Leading or supporting technical KM projects
- Gathering and interpreting relevant metrics
- Design and delivery of KM system training

Specialist roles are the “experts”

KM Specialist Function

- **Roles**

Taxonomist, Community of Practice Champion, Organizational Network Analyst, Knowledge Broker, KM Architect, etc...

- **Responsibilities**

Characterized by deep **KM expertise** in one or more subcategories of KM with or without deep knowledge of the business. People who work in this space have **specific, relevant** KM expertise around areas like taxonomy, information management, social media, etc...

- **Focus Areas:**

- Delivering systems to project plans – on time, on budget and on performance
- Lead technical project manager
- Providing meaningful metrics
- Design and ensure delivery of system training

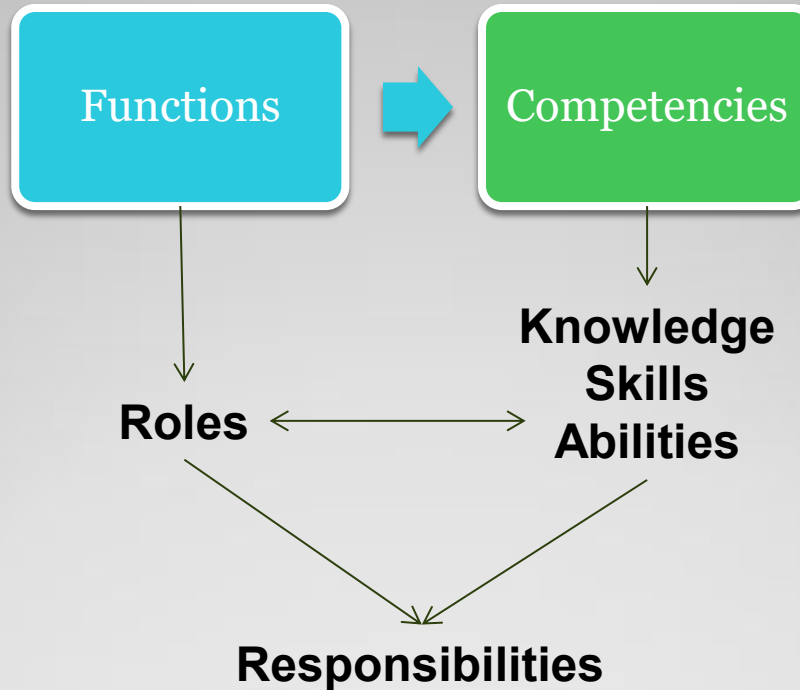
Specialist roles are the “experts”

Universal Function

- **Roles**
all roles within an organization
- **Responsibilities**
Every employee is a knowledge worker and contributes to the knowledge base of the organization. This function describes the attitudes and behaviors which are necessary to be a true **knowledge worker**.
- **Focus Areas:**
Values and behavior:
 - Connecting people to people and people to information is powerful
 - Knowledge sharing creates quicker decision-making and better outcomes
 - No one of us is as smart as all of us...my personal network creates knowledge and is vital to my success
 - Knowledge is a shared resource...what I've learned through my experience can benefit others
 - I am a knowledge resource to others...where can my knowledge be useful to others?

Universal roles are the "knowledge generators"

Integrating the 2 CoPs



Tight integration of 2 CoPs became evident

Agenda

- Timeline
- Functions CoP
 - Our Game Plan
 - 4 Functions (proposal)
- **Competencies CoP**
 - Definition
 - Framework (proposal)
- Bringing it Together
 - Validation via Survey
 - Next Steps (proposal)

CoP Competency Question

What competencies do today's knowledge professionals need to lead knowledge organizations in the 21st century?

- from 2011 Communique

What Is KM Competency?

Definition of Competency:

“A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees” Wikipedia

What Is KM Competency? (cont')

Definition of Competency:

“The U.S. Office of Personnel Management defines Knowledge, Skills, and Abilities (KSA's) as the attributes required to perform a job and are generally demonstrated through qualifying service, education, or training.

Knowledge - Is a body of information applied directly to the performance of a function.

Skill - Is an observable competence to perform a learned psychomotor act.

Ability - Is competence to perform an observable behavior or a behavior that results in an observable product.”

Core Elements of Knowledge Management Competencies

- **Personal/Self**
- **Leadership**
- **Management**
- **People**
- **Knowledge**
- **Information Management**
- **Information Technology**

Core Elements of Behavioral Competencies

Personal/Self Competency

1. Creative/innovative
2. Entrepreneurial
3. Assertiveness
4. Collaborative
5. Networking
6. Attention to detail

Leadership Competency

1. Communication
2. Influencing
3. Developmental
4. Facilitation
5. Vision
6. Change management
7. Consultancy

Management Competency

1. Organization specific
2. Planning
3. Project management
4. Commercial management
5. Process management
6. KM Business development

People Competency

1. People management
2. Team working
3. Customer management

Core Elements of Operational and Technical Competencies

Operational:

Knowledge Competency

1. Knowledge context
2. Knowledge creation
3. Knowledge capture
4. Knowledge transfer
5. Knowledge exploitation
6. Knowledge processes

Information Management Competency

1. Resource management (content and knowledge assets)
2. Information architecture
3. Research, analysis, advisory services
4. Dissemination/advisory
5. Records management
6. Information context

Technical:

Information Technology Competency

1. Infrastructure
2. Systems development and implementation
3. Applications development
4. Web development
5. Service delivery
6. Context and use

KM Competency Framework

(See KM Competency Wiki)

- **General Leadership and Management Competencies - Framework**

TFPL Knowledge and Information Management Competency Dictionary©

- **Knowledge and Information Management Competencies - Framework**

TFPL Knowledge and Information Management Competency Dictionary©

<http://www.tfpl.com/training/dev/compdictionary.cfm>

Partial Example: General Leadership and Management Framework

Strategic	Business KM	KM Specialist	Universal
Demonstrates breadth of vision	Demonstrates analysis and judgment	Uses information effectively	Uses appropriate information sources
Generates ideas	Innovates	Demonstrates creativity and solutions orientation	Demonstrates innovative problem solving
Generates options for change	a. Develops and delivers change b. Demonstrates commercial awareness	a. Adapts to change b. Scans and reviews market opportunities	Adapts to new and changing circumstances and commits to lifelong learning
Demonstrates a high level of interpersonal skills	Demonstrates customer/colleague focus	Works with others	Supports colleagues
Facilitates team working	Develops the team	Takes responsibility for team tasks	Contributes to team objectives
Develops people	Develops team members	Develops self	Supports training and development objectives
Influences	a. Manages relationships b. Negotiates	a. Demonstrates impact b. Values others	Builds positive relationships
Inspires others	Builds confidence in decisions	Engenders support	Takes the lead when appropriate
Communicates direction of the organization	Communicates direction to team	Interprets and presents key messages	Communicates effectively
Etc.	Etc.	Etc.	Etc.

Standardization of KM Roles and Competencies

In order to have a strong KM discipline in corporations and public organizations, there needs to be standardization of KM roles and competencies. A starting point to begin standardization is to create standard KM functions, roles, competencies, and position descriptions:

Corporations

- In corporations, this can be accomplished by getting the corporate HR department to adopt standard KM roles, competencies, and position descriptions. The KM materials will be customized and tailored to the specific type of work being performed by KM people.

Standardization of KM Roles and Competencies (cont')

Public Organizations

- In public organizations, the Office of Personnel Management (OPM) will need to create standard KM series to be used by all government departments and agencies.

Societies, Associations, and Universities

- International and national HR professional societies and associations will need to adopt standards created by an accredited Standards Board serving the KM discipline.
- The new standards once approved should be aggressively networked across professional societies, associations, and universities to reinforce the KM discipline.

Agenda

- Timeline
- Functions CoP
 - Our Game Plan
 - 4 Functions (proposal)
- Competencies CoP
 - Definition
 - Framework (proposal)
- **Bringing it Together**
 - Validation via Survey
 - Next Steps (proposal)

Survey - Background

- Purpose
 - Test and validate CoP findings
 - Help confirm tight integration between Functions & Competencies
- Logistics
 - Anonymous, online
 - Communicated via KMEF LinkedIn group, Twitter and direct email
 - Open Dec 2011-Feb 2012
 - Utilized KSU Qualtrics tool

Summary of KM Roles and Competencies

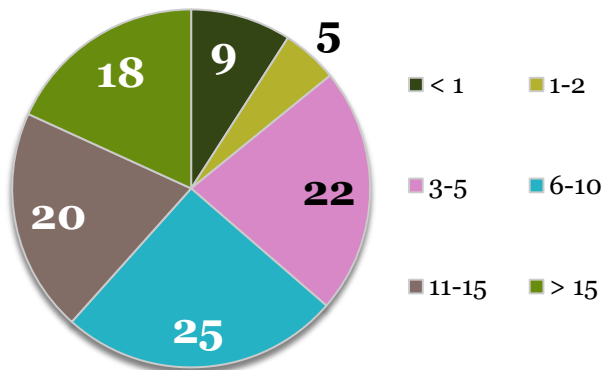
- There is no formal consensus regarding KM roles and competencies.
- KM roles within organizations are typically found within one of the four functional areas, however, they are not consistently titled, nor have the full compliment of KM responsibilities associated with them.
- There is a wide range of KM job titles within most organizations.
- The majority of corporate and public organization's human resource departments do not have a formal KM series of KM job classifications and/or position descriptions.

Our Survey results show

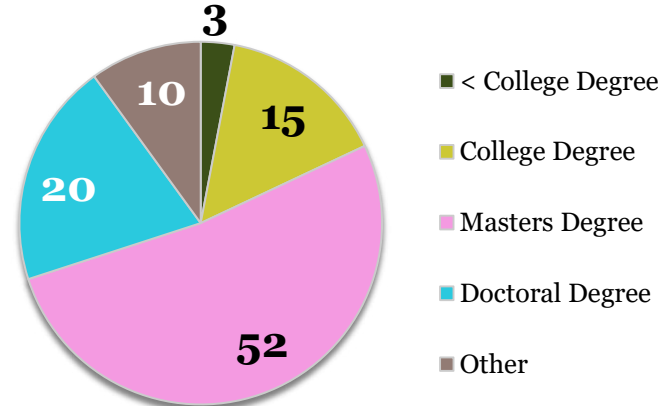
Survey - Demographics

- 171 respondents
 - Covering 20 different industries
- Initial report on the Functions CoP wiki site at <http://kmeffunctionscop.iwiki.kent.edu/KMEF+Survey+-+functions%2C+roles+%26+responsibilities>

Years in KM



Education Level



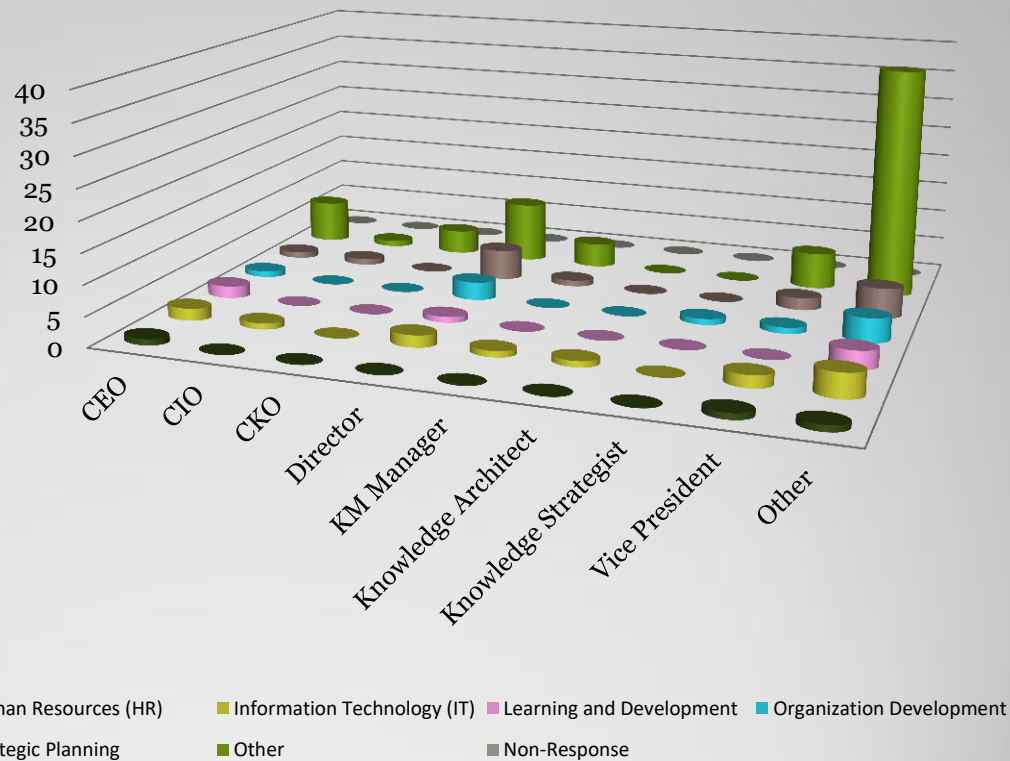
75% of respondents - Supervisor, Manager or Director

Survey - Analysis

Who Owns KM?

1. Only 3% of KM Respondents report to CKOs
2. 97% of KM Respondent Report to a Variety of 61 Mid-to-Senior Level Titles

Organization KM Initiative: Senior Management



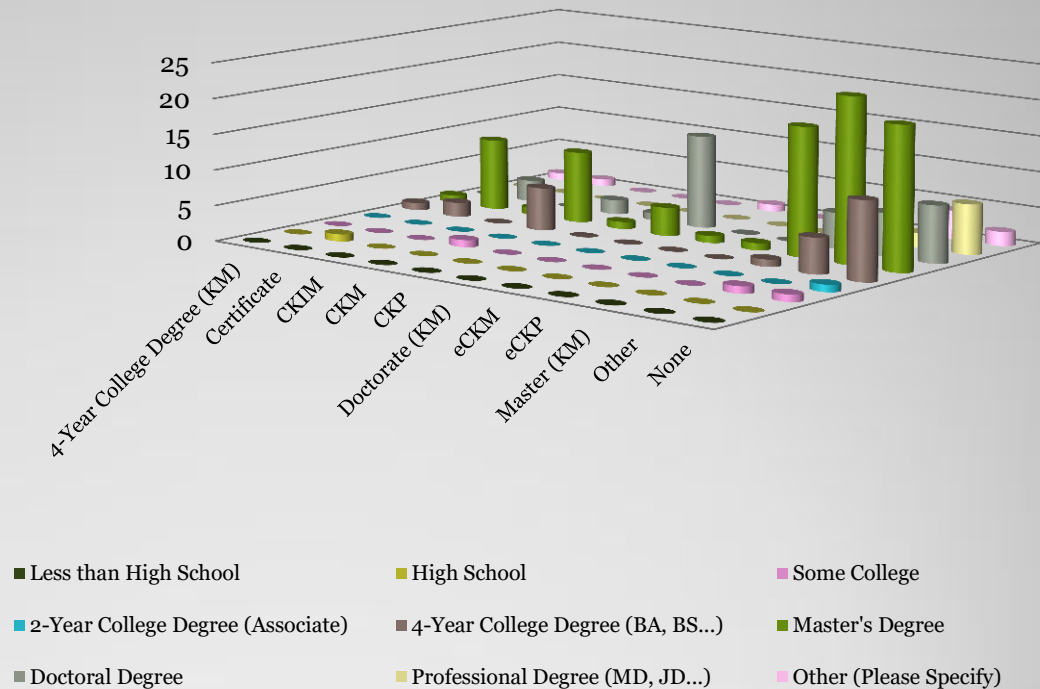
KM Does Not Have an Owner

Survey - Analysis

Are KM Practitioners Trained?

1. 97% Respondents have a Bachelors Degree or higher
2. 82% of respondents have a Masters Degree or higher
3. 25% received KM training through formal education (Bachelors, Masters, Doctorate)
4. 23% received KM Training through certification programs
5. 28% of KM Practitioner's have no specific KM training
6. 23% received training through other sources.
7. 52% of KM Practitioner's have no formal KM training

KM Specific Training/Education: Highest Level of Education

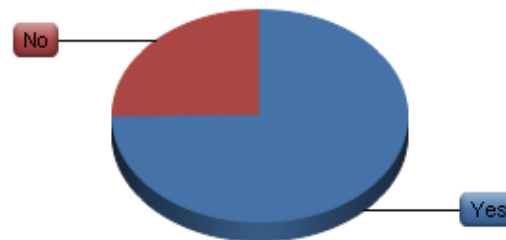
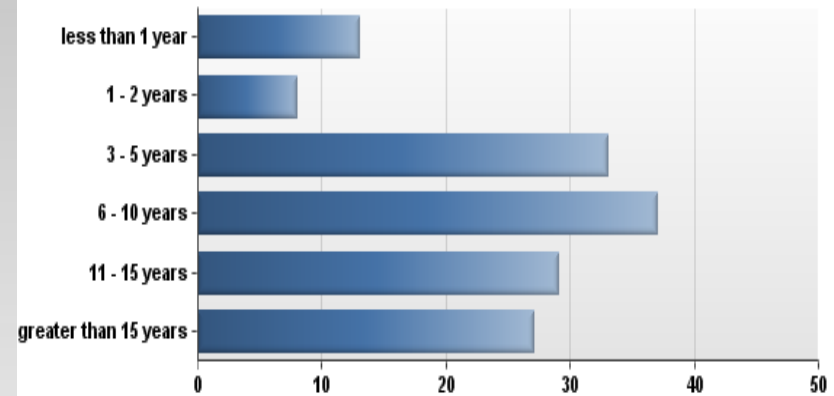


KM Practitioners Have Inconsistent and Non-Standard Training

Survey - Analysis

What is KM Reporting Structure?

1. Respondents represent 71 organizational titles and 92 specific KM positions/roles.
2. 63% of KM Practitioners have 5 years or greater of KM practice
3. 75% of Respondents are Supervisors, Managers, or Directors

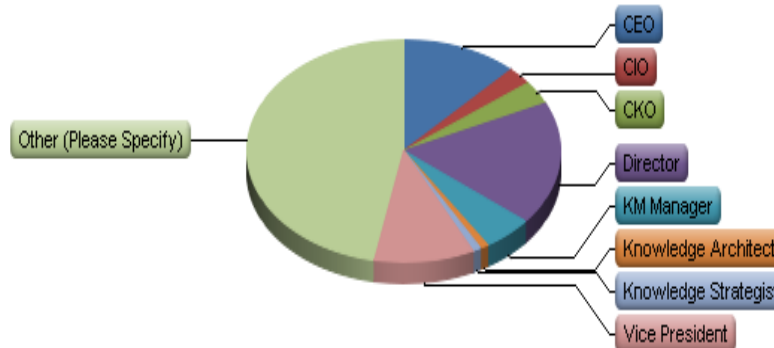
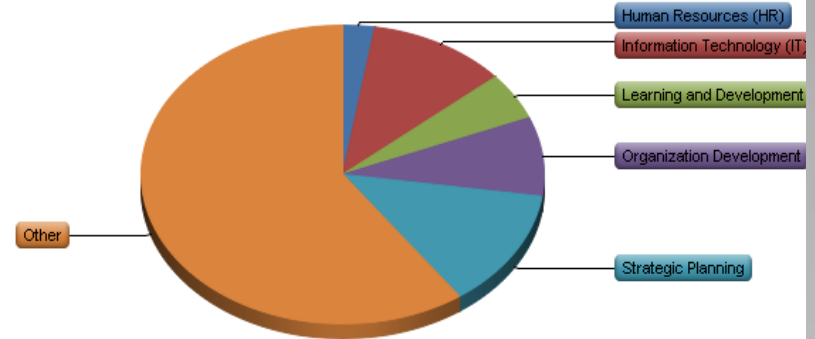


KM's Operational Model is Flat, Lacking a Fluid Hierarchical Structure

Survey - Analysis

Where is KM located in today's organization?

1. KM Respondents are distributed in over 100 organization divisions, departments, branches and offices.
2. 60 % respondents report KM initiatives are widely distributed throughout organizations



KM is Homeless

Survey - Analysis: KM Roles

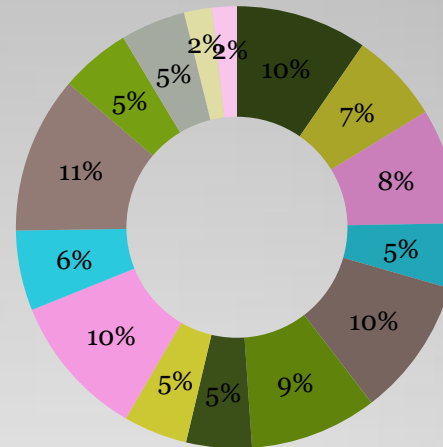
1. KM Leadership and Strategy
2. Communities of Practice
3. Content Management
4. Project Management
5. Change Management
6. Collaboration
7. Organizational Learning
8. Organizational Culture
9. Business Process Management
10. Document Management
11. Personal Knowledge Management
12. Innovation Management
13. Knowledge Audits and Inventories
14. Knowledge Exchange
15. Knowledge Embedded Business Processes
16. Business Intelligence
17. Knowledge Architecture
18. Social Media and Social Networking
19. Knowledge Organization Systems K
20. Knowledge Philosophy and Ethics
21. Knowledge Discovery
22. Taxonomy & Ontology Development
23. Knowledge Representation and Engineering
24. Expertise Management
25. Knowledge Society Organizational Design
26. Organizational Network Analysis
27. Records Management
28. Semantic and Knowledge Technologies
29. Knowledge Economics
30. Knowledge Asset Management
31. Organizational Communication
32. Intellectual Capital Management
33. Computational Linguistics
34. Decision Analysis and Support

KM is not just the term Knowledge Management

Survey - Analysis

Top 5 Current Skills

1. Communication
2. Planning
3. Critical Thinking
4. Organizing & Structuring
5. System Thinking

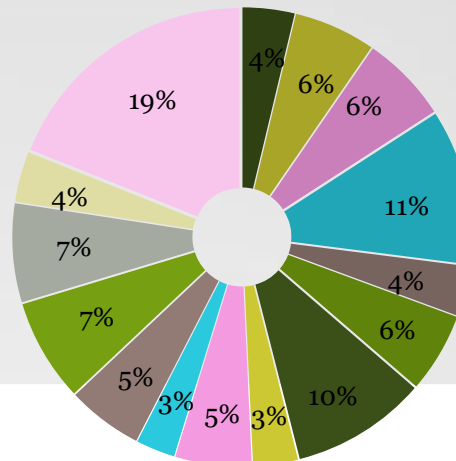


- Planning
- Coaching
- Strategy Development
- Business Process Engineering
- Critical Thinking
- System Thinking
- Storytelling
- Multi-Tasking
- Organizing & Structuring
- Training
- Communication
- Requirements Elicitation

Top 5 Skills Needed

1. Business Process Engineering
2. Storytelling
3. Requirements Elicitation
4. Integration
5. Coaching, Strategy Development

**Other (Mixture of Skills)*

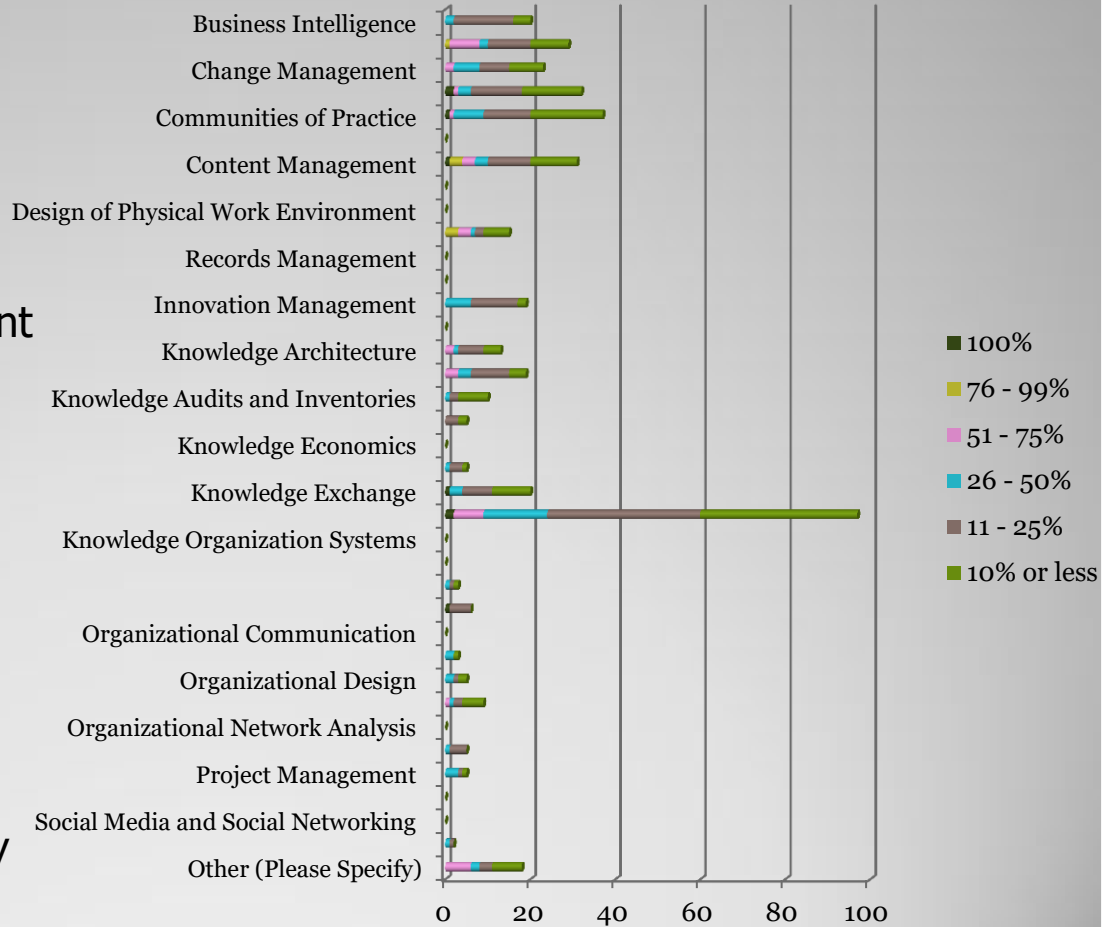


- Planning
- Coaching
- Strategy Development
- Business Process Engineering
- Critical Thinking
- System Thinking
- Storytelling
- Multi-Tasking
- Organizing & Structuring
- Training
- Communication
- Requirements Elicitation

Survey - Analysis

KM Roles that are Most Practiced

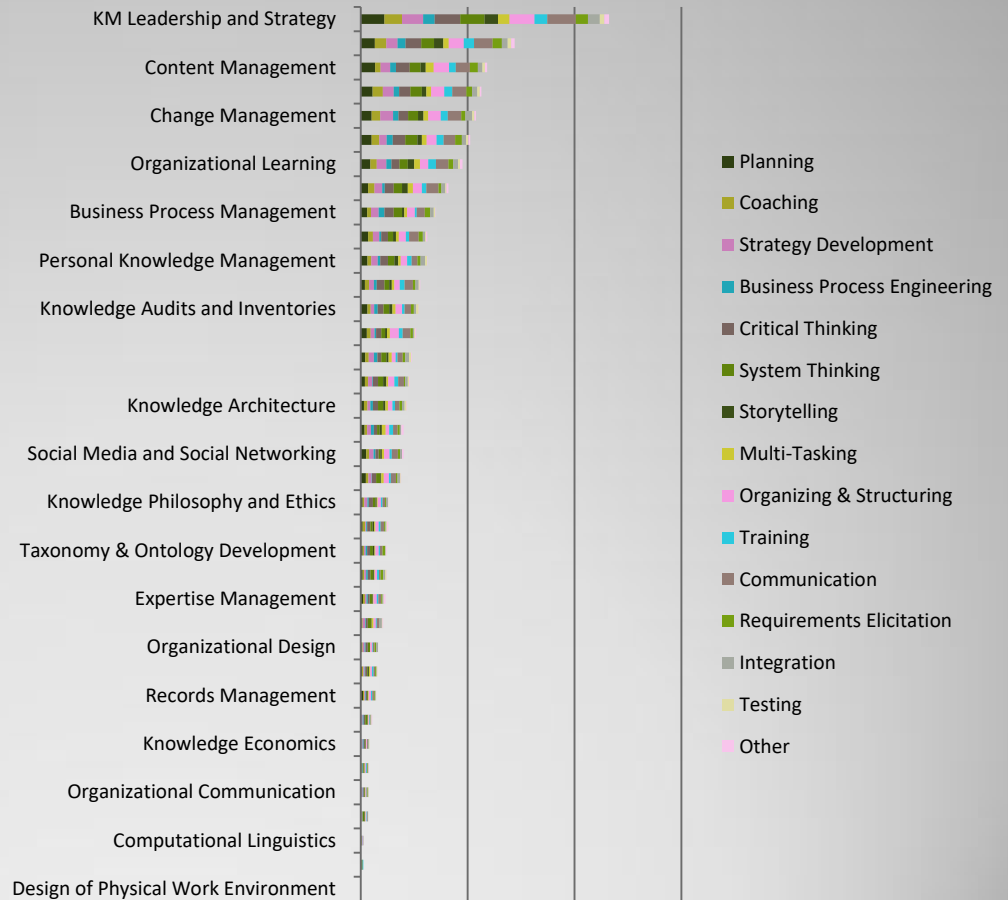
1. KM Leadership & Strategy
2. Communities of Practice
3. Collaboration
4. Business Process Management
5. Change Management
6. Business Intelligence
7. Knowledge Exchange
8. Innovation Management
9. Knowledge Asset Management
10. Document Management
11. Knowledge Architecture
12. Knowledge Audit & Inventory



Survey - Analysis

Top 12 KM Roles - Current Skills Make Successful

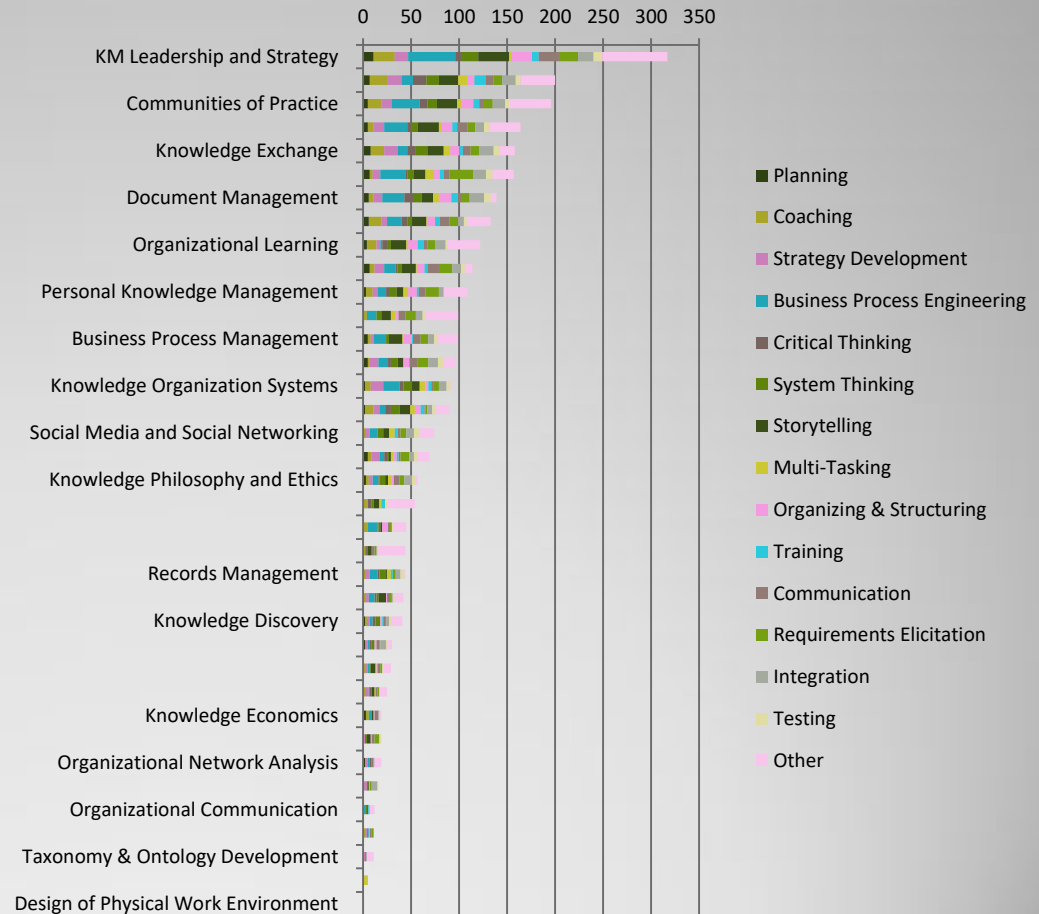
1. KM Leadership and Strategy
2. Communities of Practice
3. Content Management
4. Project Management
5. Change Management
6. Collaboration
7. Organizational Learning
8. Organizational Culture
9. Business Process Management
10. Document Management
11. Personal Knowledge Management
12. Innovation Management



Survey - Analysis

Top 12 KM Roles - Skills Needed to Make Successful

1. KM Leadership and Strategy
2. Content Management
3. Communities of Practice
4. Collaboration
5. Knowledge Exchange
6. Project Management
7. Document Management
8. Organizational Culture
9. Organizational Learning
10. Business Intelligence
11. Personal Knowledge Management
12. Change Management

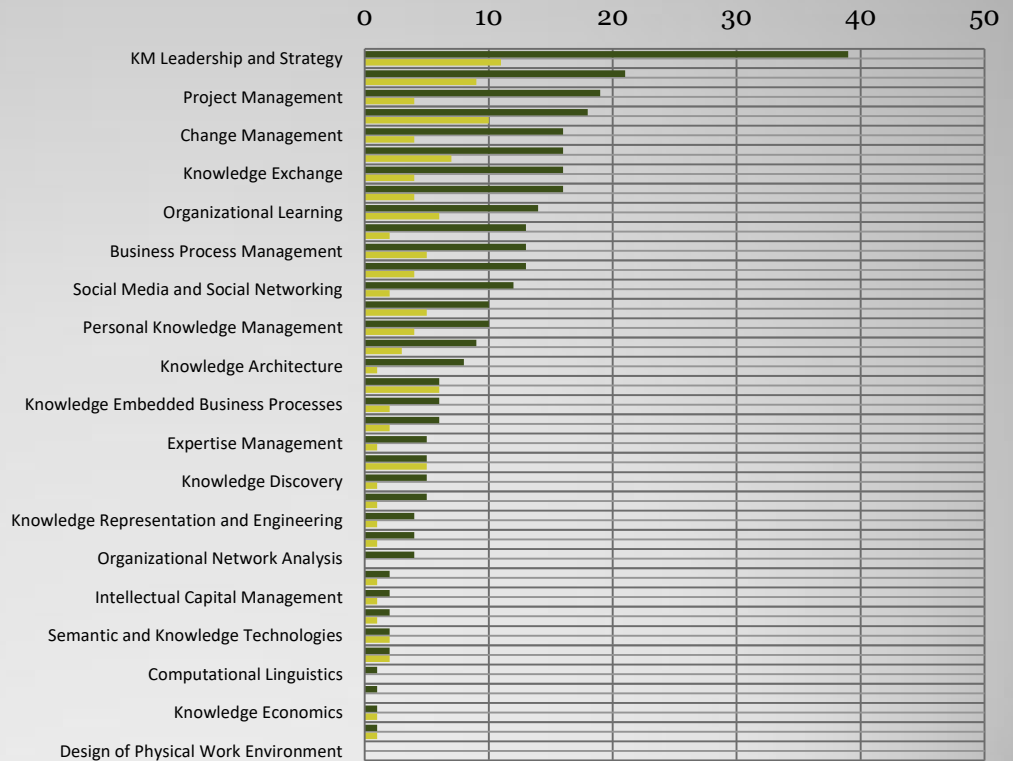


Survey - Analysis

Top 12 KM Roles - KM Practitioners Supervise, Manage, Direct

1. KM Leadership and Strategy
2. Communities of Practice
3. Project Management
4. Content Management
5. Collaboration
6. Knowledge Exchange
7. Organizational Culture
8. Organizational Learning
9. Business Intelligence
10. Business Process Management
11. Document Management
12. Social Media and Social Networking

KM Functions: Supervisor, Manager, Director



■ Are you a Supervisor, Manager or Director? Yes

■ Are you a Supervisor, Manager or Director? No

Survey - Analysis

How are respondents functioning (Top 10)

1. 50% of Most Practiced KM Functions are performed by Skilled KM Practitioner.
2. 50% of Most Practiced KM Functions are performed by KM Practitioners who need additional skills to be successful.
3. 50% of Most Practiced KM Functions are performed by KM Practitioners who are supervisors, managers, or directors.
4. In 80% of KM Functions that KM Practitioners are skilled, they need skills to be successful.
5. 80% of KM Practitioners skilled in KM Functions are supervisors, managers, or directors.
6. 90% of KM Practitioners needing skills to perform KM Functions are supervisors, managers, or directors.

Top 10 KM Roles Most Practiced

1. Business Intelligence
2. Business Process Management
3. Change Management
4. Collaboration
5. Communities of Practice
6. Document Management
7. Innovation Management
8. KM Leadership & Strategy
9. Knowledge Asset Management
10. Knowledge Exchange

Top 10 KM Roles Skills Needed to Make Successful

1. Business Intelligence
2. Collaboration
3. Communities of Practice
4. Content Management
5. Document Management
6. Knowledge Exchange
7. KM Leadership and Strategy
8. Organizational Culture
9. Organizational Learning
10. Project Management

Top 10 KM Roles Current Skills Make Successful

1. Business Process Management
2. Change Management
3. Collaboration
4. Communities of Practice
5. Content Management
6. Document Management
7. KM Leadership and Strategy
8. Organizational Culture
9. Organizational Learning
10. Project Management

Top 10 KM Roles KM Practitioners are Supervisor, Manager, Director

1. Business Intelligence
2. Business Process Management
3. Collaboration
4. Communities of Practice
5. Content Management
6. Knowledge Exchange
7. KM Leadership and Strategy
8. Organizational Culture
9. Organizational Learning
10. Project Management

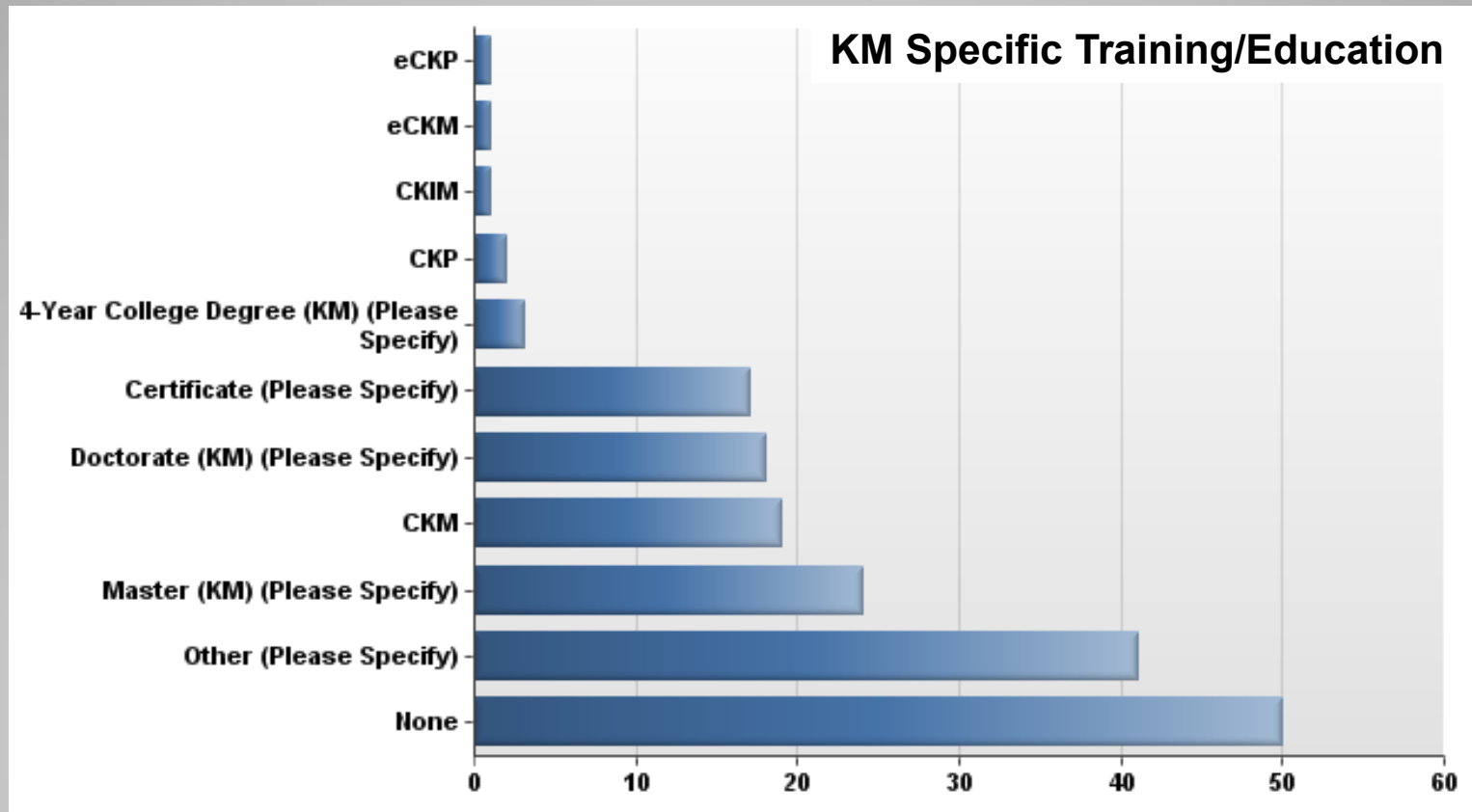
Survey - Analysis

Roles - Competencies



Wide variety of Competencies are required

Survey - Analysis



Majority of KM practitioners have no formal training

What This Tells Us

KM Functions, Roles, Responsibilities & Competencies

- **KM Needs to be a Discipline**
 - KM Does Not Have an Owner
- **KM Needs a Curriculum, Certification & Credentials**
 - KM Practitioners Have Inconsistent and Non-Standard Training
- **KM Needs Roles & Responsibilities**
 - KM's Operational Model is Flat, Lacking a Fluid Hierarchical Structure
- **KM Needs to be a Professional Area**
 - KM is Homeless
- **KM Needs Competencies to Execute KM Functions**
 - Knowledge Management is not just the term Knowledge Management



Next Steps in 2012-2013

- Use the Survey results as a basis for further research in understanding KM competencies.
- Establish standardized roles, competencies, and sample of KM position description(s) to be included in a KM Center of Excellence and/or be shared with corporations, public organizations, and academia.
- Work with the Office of Personnel Management (OPM) leadership to get them to create a series for KM roles, competencies, and position descriptions.
- Establish KM standards for presentation to a global accredited Standards Board.
- Work with International HR associations to adopt the KM Functional Model, KM roles , competencies, and representative position descriptions as a KM discipline.

Questions We Propose for 2013

Question 1:

Question 2:

Question 3: