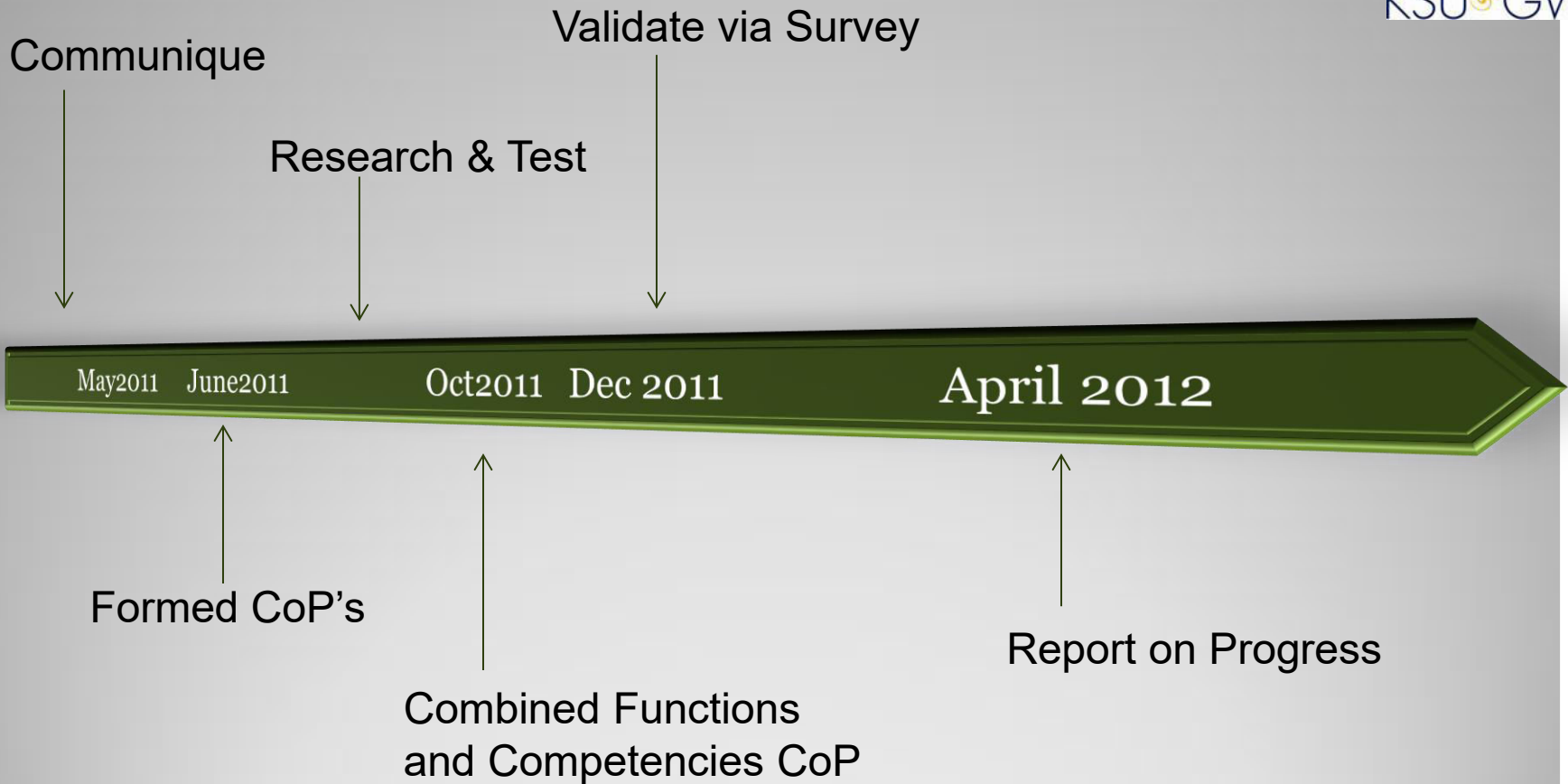


# **KMEF CoP Interim Report**

COMBINED: Functions & Competencies

- Timeline
- Our Gameplan
- 4 Functions (proposal)
- Survey demographics

## Agenda



# Timeline

- 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.

## Our Gameplan

- 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. This is accomplished through influencing organizational culture, information management and information technology systems and tools that impact knowledge sharing.
- **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—business partner not just a service provider
    - Understands project management essentials – budget, cost, schedule, and delivery
    - Institutional integrator – able to bring together diverse support functions to work on a common agenda (Info Management, Information Technology, Learning function, Human Resources, etc)
    - Develops people to create future KM leaders and champions
- **Roles**  
Chief Knowledge Officer, Director of Knowledge Management, etc...

## Strategic Function

- 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)
  - Varying levels of experience or expertise in KM
- **Roles:** KM Manager

## Business Function

- 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...
- **Roles:** Taxonomist, Community of Practice, organizational network analysis, etc...

## KM Specialist Function

- 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.
- Values and behavior: I must believe...
  - 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?

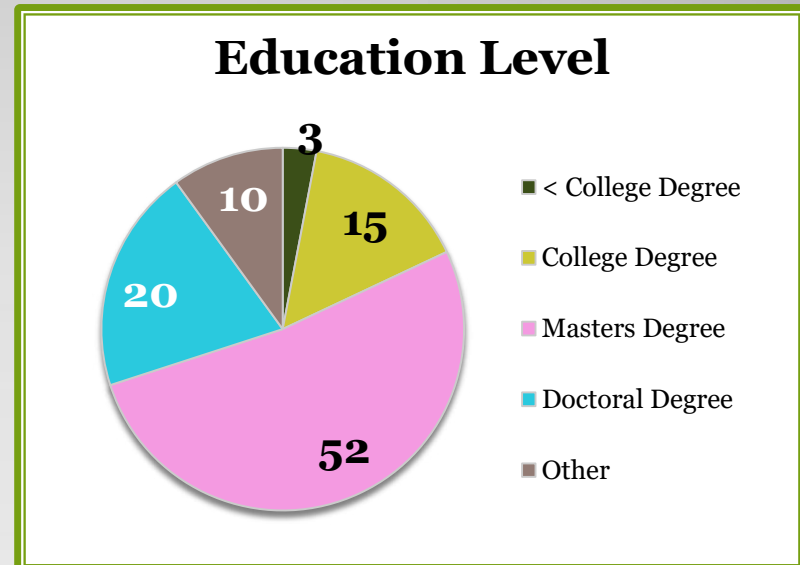
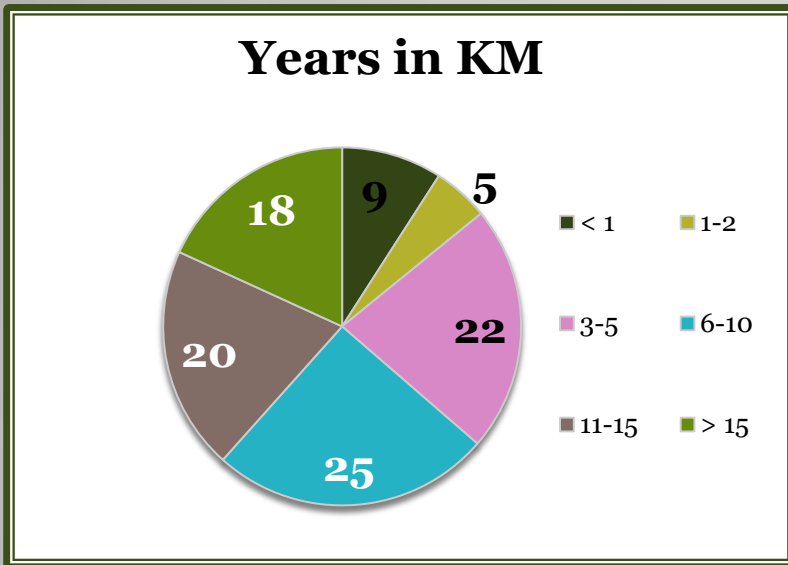
## Universal Function



- Purpose
  - “What strategic roles and responsibilities do knowledge professionals play in organizations today – across all sectors of the economy?”
  - 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
  - BIG thanks to Annie Green!

**Survey**

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



75% Supervisor, Manager or Director

**Survey**