**Draft**

**Chief Knowledge Officer/Knowledge Leader**

**Role and Responsibility:**

A Chief Knowledge Officer/KM Leader is a senior level person responsible for owning the KM processes, KM tools, and standards to support KM throughout the organization and ensure that the organization maximizes the value it achieves through its knowledge assets. The CKO/KM Leader ensures that the KM initiatives are in line with the organization's mission and strategic business goals and objectives. The CKO/KM Leader is the evangelist for KM and the liaison between senior management, business unit leaders, and all other KM user groups and employees involved in KM activities and initiatives.

**Reporting Relationship:**

There seems to be four possible options for the location of the CKO/KM Leader role in an organization:

1) Senior standalone position that is part of the management team

2) Reporting to a Chief Information Officer (CIO)

3) Reporting to Corporate Strategy/Business Development, or

4) Reporting to HR/Learning

**CKO Competencies:**

The competencies necessary for a CKO/KM Leader include the following knowledge, skills, abilities and attributes:

**Knowledge:**

1. Knowledge and experience in overseeing the organization's knowledge infrastructure
2. Knows how to serve as the primary liaison between external information providers and KM functional knowledge leaders
3. Knowledge of the design and implementation of an organization's KM architecture
4. Knowledge and field experience in either a management position running a business unit or serving as a functional team leader
5. Knows how to build a knowledge sharing culture
6. Knowledge of KM programs that subsequently failed, the reason why, and how they typically reduced management support over time
7. Knows how to leverage KM understanding and functional competencies
8. Knows how to promote the knowledge agenda within and beyond the global organization
9. Knows how to formalize and promote the role and use of KM across the organization's business units
10. Knows how to promote the concept and strategy of knowledge management to corporate management and business unit leaders
11. Knows how to serve as a liaison to upper management with access to key leadership executives
12. Well rounded knowledge of collaborative social networking tools and KM applications
13. Knows how to drive value to the enterprise and constantly reviews the success and impact of KM results with senior management
14. Knows how to establish personal credibility for KM in the organization with the senior leadership and business unit leaders
15. Engages with thought leaders within and outside of the organization
16. Familiar with other knowledge-oriented companies, leading edge technologies, and best practice KM applications
17. Aligns KM strategy to the strategic priorities and business goals of the organization's business units
18. Knowledge of how to leverage social networking functions and integrate technical solutions
19. Knows how to assist the organization in accomplishing business goals through the use of knowledge sharing
20. Understands the stakeholder and customer’s needs
21. Knows how to connect the dots and accomplish results
22. Knowledge of technology tools (i.e., portals, search engines, collaborative technologies, social networks, mobile devices)
23. Knows how to use diplomacy in challenging processes and people
24. Oversees the development of the knowledge infrastructure
25. Knowledge necessary to design, implement, and oversee an organization's knowledge infrastructure and knowledge architectures
26. Develops a knowledge sharing culture that supports collaborative team work
27. Knows how to fosters cultural change
28. Promotes an organizational culture that facilitates knowledge sharing and KM learning
29. Knowledge of the organization and Industry and how to align KM with the organizational mission
30. Develops a KM vision, strategy, and KM organizational goals and objectives for the organization
31. Knowledge of what KM means to the organization and how to get acceptance of new KM initiatives
32. Knows the value of measurement reporting at the executive level
33. Knowledge of emerging KM and information technology tools, techniques, and applications
34. Well rounded Knowledge of KM theory, components, framework, and strategies
35. Knowledge of new or changing organizational structures and collaborative ways of organizing knowledge
36. Knows user’s needs and pressure points
37. Knows how to operate through influence, persuasion, and demonstration of results
38. Knows how to enable collaborative team working and knowledge sharing processes throughout the organization
39. Knows how to enable the creation of communities of practice and how to sustain CoPs or shut them down when required
40. Knows the value of developing solid KM teams, sponsoring KM events, and providing KM reward and recognition systems
41. Knowledge of how to collaborate with HR/Learning to articulates the knowledge management program and develop KM training programs
42. Knows how to actively promote the knowledge agenda within and beyond the organization
43. Understands knowledge transfer, dissemination and knowledge sharing
44. Understands knowledge organization and classification, including metadata and taxonomies, search access, retrieval systems, and knowledge capturing and retention
45. Understands Return-on-Investment (ROI) and Return on Value (ROV), and how to present both at an executive briefing
46. Understands the use of knowledge assessments to identify knowledge gaps
47. Understands how to maximize the return on investment in knowledge, people, processes and intellectual capital
48. Knowledge of how to transform intangible assets, tacit and explicit knowledge, patents, intellectual capital, and customer relationships
49. Knowledge of KM organizational stories where management found out the hard way they needed KM
50. Understands the importance of knowledge to the business and the value of knowledge in an intense and highly competitive marketplace
51. Knowledge of KM best practices and why they are designated as best practices
52. Insures that every employee has some as aspect of knowledge sharing in their job description
53. Knowledge of how cultural and behavioral factors may impede or enable the leveraging of knowledge in an enterprise
54. Knows how to integrate knowledge management resources into an individuals’ daily work activities and on the desktop or mobile devices
55. Knowledge of stories about organizations who have good and bad KM programs and why
56. Knowledge of how people learn and apply what they learn
57. Knows the value of keeping a balanced scorecard of KM programs, priorities, and initiatives
58. Advanced understanding of how to develop powerful, informative, simple views and reports of data for senior management
59. Facilitates connections, coordination and communications of KM initiatives
60. Knows what unique skills are needed to effectively leverage knowledge
61. Knows how to serve as an advocate and evangelist for knowledge and learning
62. Knows how to clearly articulate the big picture for KM and what it takes to be successful
63. Knows when to retire or consolidate KM initiatives, Communities of Practice, processes, and outdated technology
64. Develops top-level sponsorship with key executive like: CEO, COO, CFO, CIO, CLO/HR Leader
65. Knows how to define a formal KM organizational structure responsible for planning, controlling, and implementing successful knowledge management initiatives
66. Knows how to provide an overall vision, strategy, plan and KM framework that guides knowledge management for the organization
67. Knowledge of the organizational culture and what it takes to transform it

**Skills:**

1. Skilled at developing a proper framework to implement KM by connecting people to people, people to content, and people to key knowledge repositories and best practices
2. Skilled in working with HR and Learning Development to link a knowledge dimension with the performance monitoring system
3. Skilled at enabling collaborative knowledge sharing processes and cultural change
4. Skilled at overseeing the KM functions, knowledge mapping, KM techniques, tools and processes
5. Skilled at building consensus for cultural change
6. Skilled at enabling integration of KM information and application into relevant business groups
7. Skilled at looking for feedback, suggestions, and ideas for advancing KM
8. Skilled at change management
9. Skilled at articulating and actively promoting the knowledge agenda
10. Skilled at conducting KM assessments of the organization to identify bottlenecks, information gaps, redundancies, and effective knowledge flows
11. Skilled at incorporating reward and recognition programs that provide incentives for employees
12. Skilled at supporting the development of communities of practice and other social networking tools and resources
13. Skilled at ensuring that KM strategies align with corporate strategies and get embedded in business processes
14. Skilled at KM data collection, creation, dissemination, and application
15. Skilled at overseeing the development of the knowledge infrastructure and KM principles and processes
16. Skilled at using information technology as a key enabler in capturing and leveraging structured knowledge
17. Actively participates in the facilitation processes for new KM projects
18. Skilled at overseeing the development and implementation of the knowledge infrastructure
19. Empowers KM people to be change agents
20. Develops credibility, respect, and sponsorship with leadership
21. Constantly seeks innovative ideas that transform the organization and add value to the bottom line
22. Skilled at actively promoting the knowledge agenda within and beyond the company
23. Skilled at facilitating and coordinating connections and communications between knowledge user groups
24. Advocate for cross-organizational communities of practice
25. Skilled at providing guidance and policy on processes to institutionalize KM practices
26. Skilled in the use of office application tools and other appropriate social networking collaboration tools
27. Skilled at forming relationships with key decision makers and influencers
28. Skilled at developing effective budgets, balanced scorecards, and business cases
29. Skilled at ensuring that KM competencies are recognized as core competencies in the organization
30. Skilled at building an enabling a framework to implement KM initiatives that connect people to people, connects people to information, knowledge repositories, and best practices
31. Skilled at identifying knowledge champions within the organization
32. Skilled at serving as an advocate and evangelist for knowledge sharing and learning
33. Skilled at business process management
34. Skilled at taxonomy development
35. Skilled at building credibility for KM in the organization
36. Skilled at working with clients/customers, with an appreciation for their needs at the operational and strategic level
37. Skilled at designing and delivering information services
38. Skilled at using business intelligence and social networking and collaboration tools
39. Skilled at creating a knowledge sharing policy
40. Skilled at working with different IT/KM tools and methodologies
41. Skilled at using change management techniques to manage KM process changes
42. Skilled at demonstrating ROI, ROV and the benefits of KM
43. Skilled at taking projects to completion
44. Skilled at negotiation and collaboration
45. Skilled at developing future business cases for KM
46. Skilled at working effectively with peers and colleagues within and outside of the organization on KM improvement opportunities
47. Strong project management skills overseeing multiple projects
48. Skilled at problem solving and applying analysis techniques
49. Skilled at understanding people’s behavior and what drives them
50. Skilled at working effectively with software developers and technology vendors to drive on-time and on-budget KM initiatives
51. Demonstrated success at interacting with a wide variety of customers and stakeholders and creating web-based products that meet the needs of various stakeholders
52. Skilled at identifying the KM cultural requirements to foster the organization’s business strategies
53. Driven and extremely motivated to prove that knowledge management is both practicable and can improve an organization’s performance
54. Skilled at managing group dynamics and using behavioral psychology techniques
55. Effective communicator with senior management and other business unit leaders for the approved KM projects
56. Skilled at developing a knowledge sharing culture that supports collaborative team work
57. Skilled at attracting the best qualified people to accomplish the KM vision
58. Skilled at dealing with the organizational opportunities, challenges and obstacles that face KM groups
59. Skilled at tracking KM achievements in the organization
60. Champions the institutionalization of KM in the business as an integral part of the business processes and key business priorities
61. Skilled at getting people to commit to a major behavioral change around knowledge management projects
62. Skilled at leveraging knowledge mapping, KM tools, and techniques for the transfer of knowledge
63. Effectively plans and manages the allocation of KM resources
64. Skilled at preparing and publishing a KM Annual Report
65. Skilled at developing an organizational culture of knowledge sharing with systematic operational processes

**Abilities:**

1. Ability to help business unit leaders use data to drive better-informed decision making
2. Ability to manage cultural change
3. Ability to be a good listener and ask pertinent questions
4. Ability to demonstrate conceptual and abstract thinking
5. Ability to effectively communicate through good written and oral communications
6. Ability to analyze hypothetical and decision-making situations and provide insight
7. Ability to develop top-level sponsorship
8. Ability to convince management and staff to participate in KM initiatives
9. Ability to identify critical information gaps
10. Ability to demonstrate solid leadership skills by organizing and motivating people to accomplish goals and creating order and a sense of direction
11. Ability to oversee a variety of people and contribute to their growth and development
12. Effective executive presence and executive presentations
13. Ability to prove that knowledge management is both practicable and can improve an organization’s performance
14. Ability to motivate and inspire other people
15. Ability to convert knowledge into value by leveraging the organization's intellectual assets thus creating profit to the bottom line
16. Ability to successfully implement KM projects
17. Ability to assess the value of information and the effectiveness and applicability of KM tools
18. Demonstrates perpetual optimism and enthusiasm
19. Ability to manage pilots and KM initiatives for senior management and/or Board approval
20. Ability to interacts with senior business and functional management in the development of appropriate knowledge management strategies and plans
21. Assists the CEO in driving the organization in the desired direction by contributing to the organizational strategy, mission, goals, and the bottom line
22. Ability to define what success looks like
23. Ability to attract the best qualified people to accomplish the KM vision
24. Ability to empower the knowledge worker
25. Ability to demonstrate how measurements are critical for the KM organization
26. Ability to use diplomacy and tact in resolving different points of view for creating change
27. Ability to identify business opportunities that can deliver value through improved KM services
28. Ability to personally affect other's actions decisions, and opinions regarding the nature and value potential of knowledge
29. Ability to work with large diverse, disparate groups, outside of the KM environment and/or the organization
30. Ability to act as an agent of change in the transformation of knowledge
31. Ability to quickly recover from adversity and organizational resistance to KM
32. Ability to identify actions necessary to accomplish tasks and obtain results without being a business unit leader or primary line manager
33. Ability to motivate large numbers of employees to accept knowledge sharing behavior
34. Ability to set a good example and demonstrate success
35. Ability to establish goals, objectives, and priorities that are accomplishable and compelling and lead to the implementation of KM systems, procedures, and successful outcomes
36. Ability to manage successful relationships with customer, clients, and peers
37. Ability to translate qualitative initiatives into quantitative benefits and results
38. Ability to manage multiple projects
39. Ability to prioritize and complete goals, objectives and tasks to accomplish a desired outcome in an allocated time frame
40. Ability to simplify things
41. Ability to contribute to the growth and development of others and define a career path for KM workers
42. Ability to persuade and motivate people to accept the value of KM within the organization
43. Ability to listen to different points of view and form coalitions across the enterprise without any bias
44. Ability to encourage collaborative knowledge sharing
45. Ability to present new ideas and gather support
46. Ability to communicate ideas and make them real and meaningful to people
47. Ability to write clearly and publish ideas
48. Ability to repeat KM successes and share best practices
49. Ability to retains critical tacit and explicit knowledge before or after the organization restructures
50. Ability to focus on KM reporting and significant usage measurements that present the ROI and ROV on the organization's investment in KM
51. Ability to support KM learning as a priority for all employees
52. Ability to encourage and pursue knowledge development within the organization
53. Ability to develop knowledge partners with solid ideas and KM projects
54. Ability to liaison between external providers of information and knowledge
55. Ability to listen and hear what is being said versus fitting what one hears into theories
56. Ability to create high value customer satisfaction experiences
57. Ability to clearly articulate, sell, and drive a vision
58. Ability to balance the day to day activities with longer-term planning goals and objectives
59. Ability to influence and persuade others
60. Ability to adapt to multiple behavioral situations and personality styles
61. Ability to interact and work effectively with others in a positive manner
62. Ability to instill confidence
63. Ability to be recognized and respected in the organization as a KM leader
64. Ability to learn and implement new concepts, ideas, methods, technologies, and best practices
65. Ability to motivate people
66. Ability to effectively communicate a KM vision and strategy throughout the organization
67. Ability to educate leadership and employees about the value of KM and its strategic benefits to the organization
68. Ability to reduce operating costs and development time for KM products or services
69. Ability to have a broad outlook and think outside of the box
70. Ability to influence top leadership
71. Ability to communicate with various senior management and KM managers to ensure a common understanding of KM
72. Ability to integrate KM training into the organization’s learning and career development programs
73. Ability to make leadership and employees aware of the nature and potential value of knowledge

**Attributes:**

**Thinker:**

1. Abstract thinker
2. Analytical thinker
3. Conceptual thinker
4. Strategic thinker
5. Holistic thinker
6. Logical thinker
7. Pragmatic thinker
8. Rational thinker

**Communications:**

1. Active listener
2. Articulate
3. Asks important questions
4. Effective communicator, both orally and written
5. Encourager
6. Executive presence
7. Frames complex ideas in useful ways
8. Good listener
9. Persuasive
10. Storyteller
11. Negotiator
12. Idea generator
13. Provides candid observations
14. Shares knowledge with leaderships at all levels of the organization

**Personality:**

1. Accountable
2. Approachable
3. Balanced ego
4. Collaborative
5. Creative
6. Decision maker
7. Dedication
8. Energetic
9. Enthusiasm
10. Even-tempered
11. Facilitator
12. Flexible
13. Good judgment
14. High energy level
15. Honest
16. Initiative
17. Innovative
18. Integrity
19. Intelligent
20. Imagination
21. Loyal
22. Optimistic
23. Patience
24. Persistence
25. Resilient
26. Realist
27. Risk-taker
28. Self-managed
29. Self-motivated
30. Self-starter
31. Resourceful
32. Smart
33. Sociable
34. Tolerant
35. Trustworthy
36. Versatile
37. Wise
38. Visionary

**Leadership:**

1. Business savvy
2. Organizational savvy
3. Leads by example
4. Advocate
5. Diplomatic and tactful
6. Builds supportive relationships
7. Maintains composure and professionalism
8. Considers issues on their own terms, rather than adhering to fixed standards
9. Leads and direct multiple teams
10. Earns respect and trust of others
11. Personal credibility
12. Offers alternative perspectives on business issues
13. Relates theory to practice
14. Sense of urgency
15. Sensitivity to organizational opportunities, challenges, barriers and obstacles
16. Solid credible reputation
17. Understands governance
18. Manages stress and sensitive situations
19. Political awareness
20. Well organized
21. Project management skills
22. Identifies problems critical to business success
23. Takes appropriate risks
24. Methodical approach
25. Problem solver
26. Successfully tracks record of achievements
27. Willingness to try new things or different approaches
28. Curious about knowledge and is a life-long learner

**Management:**

1. Big picture oriented
2. Career experience and familiarity with the organization and Industry
3. Challenges the status quo
4. Entrepreneur
5. Delivers results
6. Gets the job done
7. Goal oriented
8. Manages stress and sensitive situations
9. Political awareness
10. Well organized
11. Good project management
12. Identifies problems critical to business success
13. Methodical approach
14. Results oriented
15. Problem solver
16. Quantifies and qualifies value
17. Willing to make tough decisions
18. Willingness to try new things or different approaches
19. Works to deadlines
20. Works with management to send clear and consistent KM messages

**KM Knowledge:**

1. Breathe and depth about KM topics
2. Knowledge of KM and best practices
3. Passion for the KM vision and mission
4. Seeks continuous improvement
5. Subject matter expert for KM
6. Curious about knowledge and is a cognitive life-long learner

**Customer:**

1. Customer oriented
2. Manages stakeholder relationship
3. Relationship builder

**Cultural Change:**

1. Change agent
2. Consensus builder
3. Champion of cultural transformation
4. Interested in change
5. Integrator
6. Transforms the culture into specific KM user behaviors

**People:**

1. Coach
2. Good people manager
3. Interpersonal skills
4. Mentor
5. Influences and persuades others
6. People developer
7. Receptive to others' input and feelings
8. Shares credit with others and recognizes success of the KM organization
9. Team player

**Requirements:**

Bachelor’s degree, Master of Arts degree, or postgraduate degree in Knowledge

Management, Computing, Information Management, Business and Commerce, Library

Management

**Years of Experience:**

10 - 15 years hands on experience working in public organizations or private corporations

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