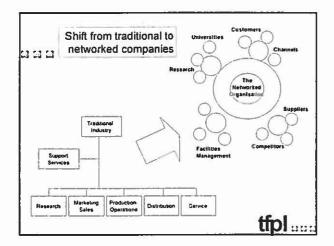
# Skills and competencies for the knowledge economy Inforum 2001 Brussels Nigel Oxbrow, May 10 2001



# In a knowledge economy individuals have power not organisations leadership not management values not control risk tolerance not constraint instinct not rules speed not bureaucracy

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# Knowledge management

- KM is about creating an environment in which knowledge is created, shared and utilised for business purpose
  - by instinct and
  - as part of daily work
- Significant implications for organisations, people, roles and skills

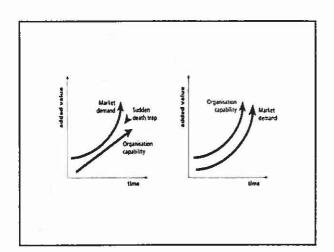
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Knowledge management is ...

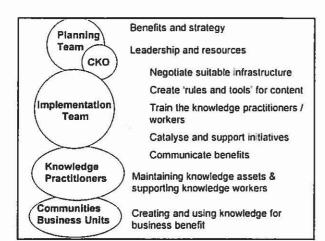
About developing corporate capability

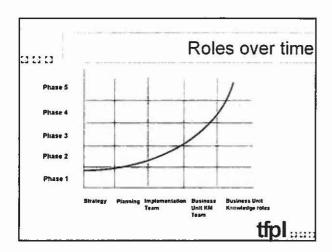
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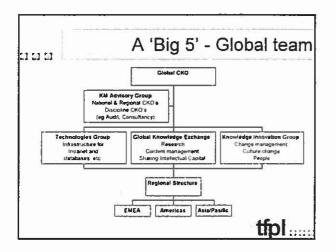


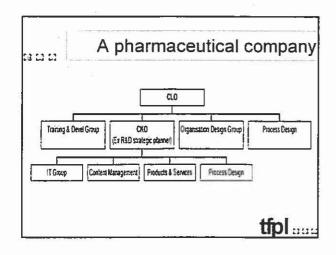
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Communities - CoI CoP	Central knowledge team as catalysts		 	
Knowledge practitioners		<u> </u>		
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Vision - knowledge	strategy		 	
"Knowledge strategies must supp	port			
business strategies" CKO Summit 1999	Ì			
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"Knowledge strategies must supp	oort but			
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A Knowledge based or	ganisation		***	
	444-4-4			
Values information & knowledge	Jadas 8		 	
<ul> <li>Values its employees for their know skills</li> </ul>	rieage &		 	
Values creativity and innovation				
<ul> <li>Values awareness of its environment</li> </ul>	104	-	 	
<ul> <li>Values and recognises the benefits collaboration and networking</li> </ul>	of			
Values creative people & risk-taker	s - attracts	W		
and retains them	ov. nantauser(##TH		 	
<ul> <li>Is so aware it reacts by instinct</li> </ul>	tfol			

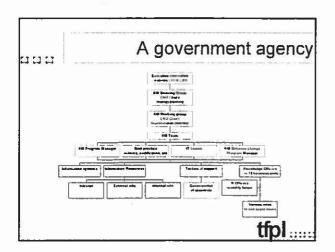
A knowledge culture	
au A kilowiedge cuitule	
Is a culture where people are encouraged:  to interact with others to share, learn and be creative	
to reflect on information	
to innovate and have ideas - however crazy	
to use information & knowledge for decisions	
to use technology for communication and information flows	
tfpl	
A knowledge culture	, <del></del>
Is a culture that requires trust and risk taking	
9	
and is a culture where knowledge and	
information are liberated and used for	
business purpose	
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Who implements KM?	
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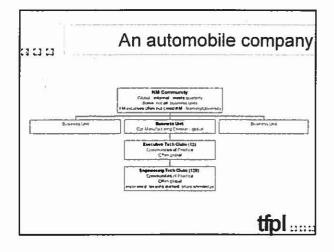


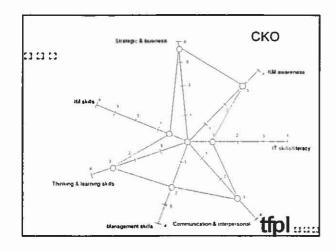


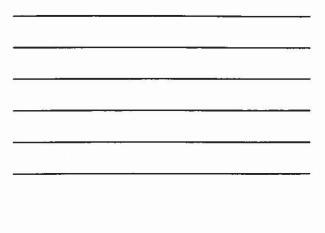


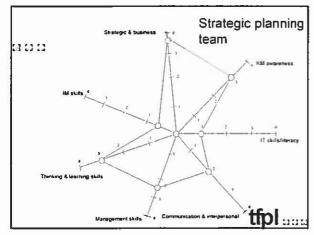


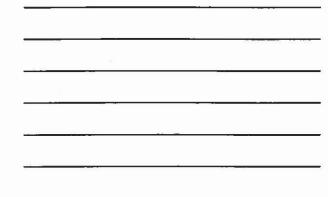


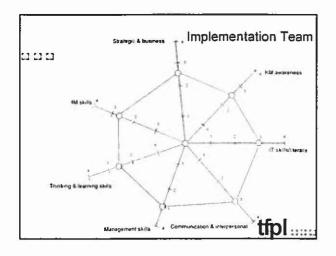


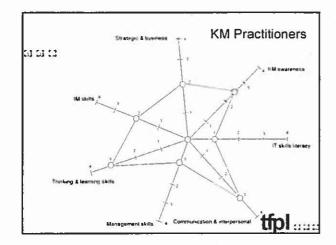












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## CKOs Dream Team - Central

### Skills

- Communication
- Leadership
- KM methodology / processes/ tools
- Negotiation
- Strategic palnning

### Attributes

- Pragmatic evangelists
- · Persistent but humble
- · Know the organisation
  - Connected to the top
- Systems view
- Intuitive
- · Risk taker
- Assertive

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## CKOs Dream Team -Business Units

### Skills

- · Project Management
- Business process analysis
- · Interviewing
- · Content management
- Networking
- Marketing
- Metrics
- Business Planning !!!!

### Attributes

- Inclination for implementation
- · Attention to detail
- · Persistent jugglers
- · Enthusiastic champions
- · Natural connectors
- Willing to judge and be judged

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Creativity - Able to see the big picture Team player - Confidence Enthusiasm - Flexibility Determination - Lateral thinker Entrepreneurial - Tenacious Persuasive - Credible  (from KM skills update, Oct 2000)  Tipl :::::  What is a knowledge worker?  A knowledge worker - needs permission to be one - has the ability to use knowledge from elsewhere to improve what they do - has the ability to create knowledge and give knowledge away - can manage information and knowledge - is a passionate and capable performer "An entrepreneurial worker is someone who comes in every day ready to be fired"  Knowledge worker - key skills	Generic attributes for KM teams	
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# Core competencies

- · Ability to use IT applications
- · Ability to manage your own information
- · Understand your role in the business process
- · Ability to handle complex problems
- · Good communication skills
- · Time management, priority setting
- · Understanding the bigger picture
- · Able to handle multi level activity
- Need to understand one's own abilities and comfort level

CKO Summit Oct 2000



# Problem Solving Strategic Planning Innovation Use

# 202

# Information Literacy

.....combines an awareness of the value of information and knowledge to the organisation with the skills and competencies that enable an individual to play a full, effective and rewarding role in knowledge environments

TFPL, 1999

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Knowledge strategy	requires	5 10 1 10 10 10 10 10 10 10 10 10 10 10 1
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<b>Core competencies</b>	as k	
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Growing the KM compete	encies	
<ul> <li>Embedding the culture         <ul> <li>leadership</li> </ul> </li> </ul>		
500 March 100 Ma		
- coaching		
- review and recognition		
<ul> <li>Growing the skill</li> </ul>		
<ul> <li>training in communications and</li> </ul>		
interpersonal skills		
- community leadership		
<ul> <li>specific KM process education</li> </ul>	45-1	
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