

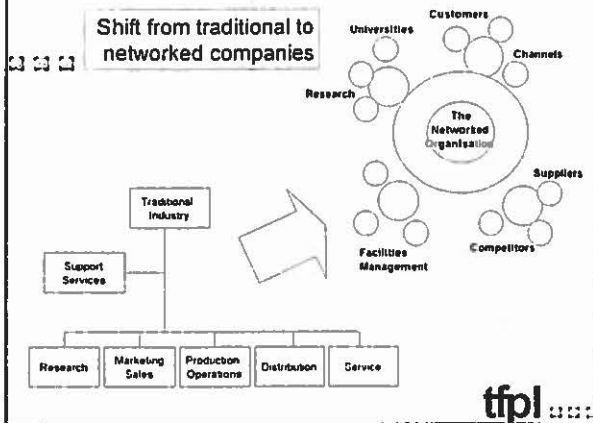
Skills and competencies for the knowledge economy

Inforum 2001
Brussels

Nigel Oxbrow, May 10 2001

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Shift from traditional to networked companies



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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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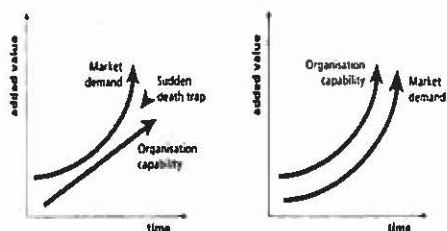
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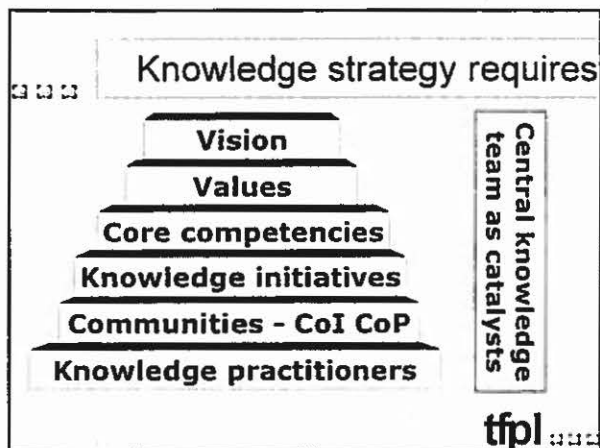
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Vision - knowledge strategy

"Knowledge strategies must support business strategies"
CKO Summit 1999

"Knowledge strategies must support, but must also transcend, business strategies"
CKO Summit 2000

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A Knowledge based organisation

- Values information & knowledge
- Values its employees for their knowledge & skills
- Values creativity and innovation
- Values awareness of its environment
- Values and recognises the benefits of collaboration and networking
- Values creative people & risk-takers - attracts and retains them
- Is so aware it reacts by instinct

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A knowledge culture

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

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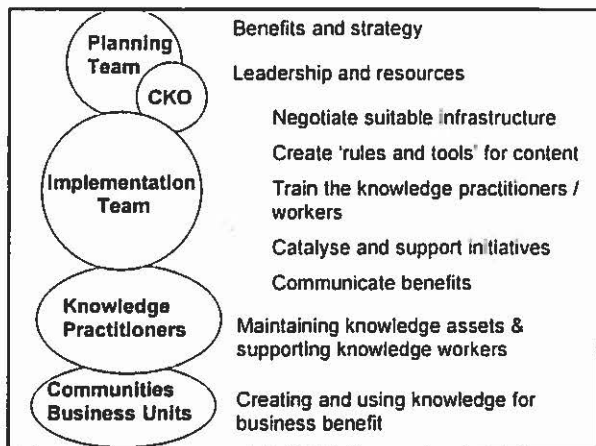
A knowledge culture

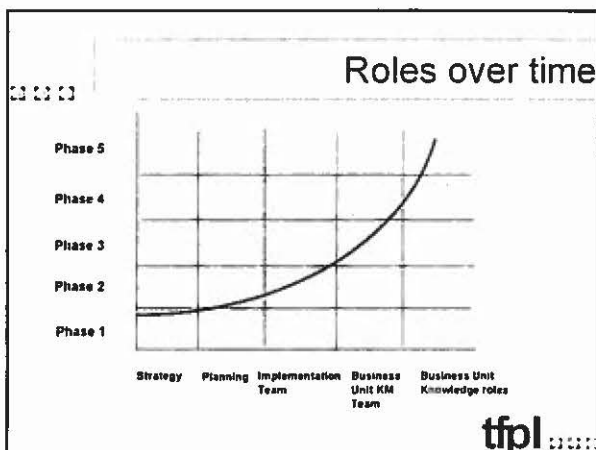
Is a culture that requires trust and risk taking

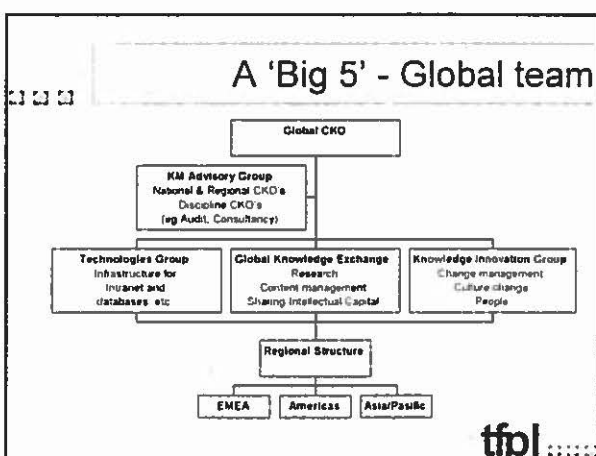
and is a culture where knowledge and information are liberated and used for business purpose

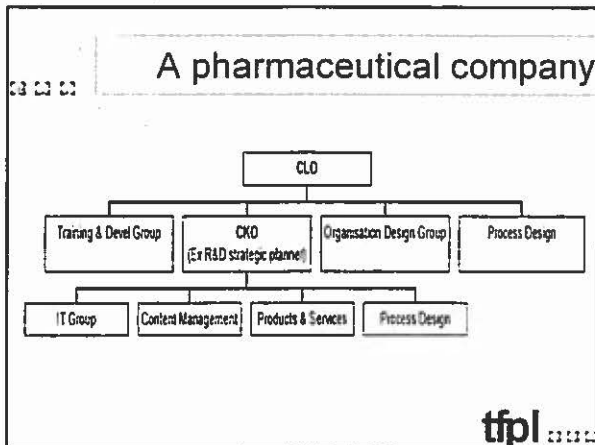
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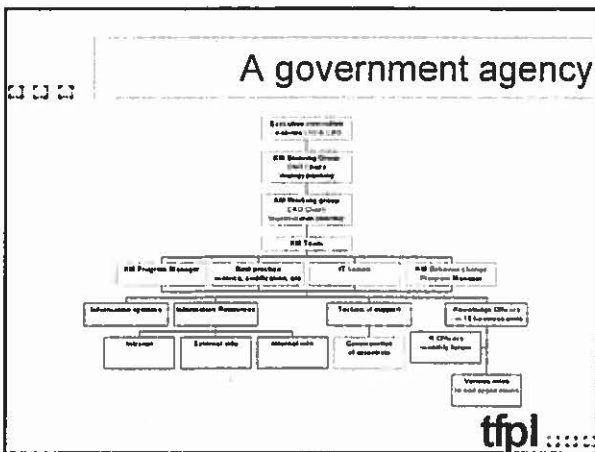
Who implements KM?

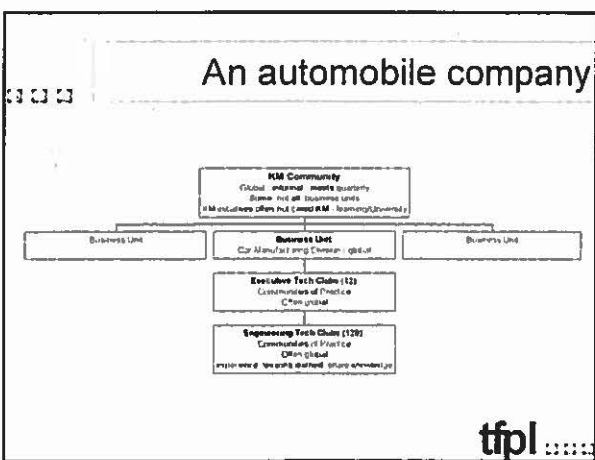


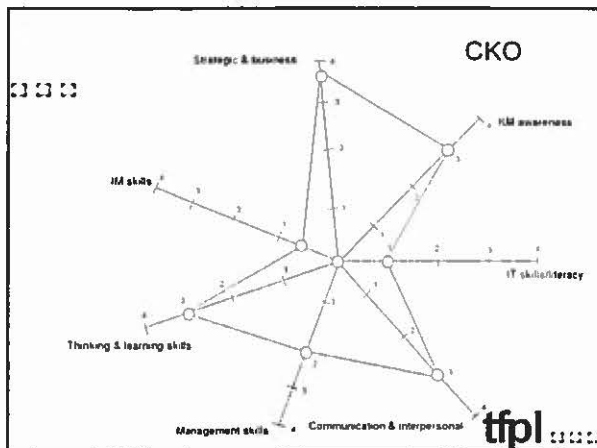


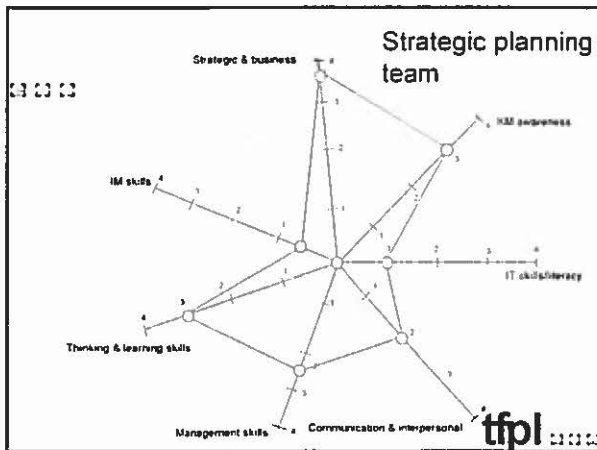


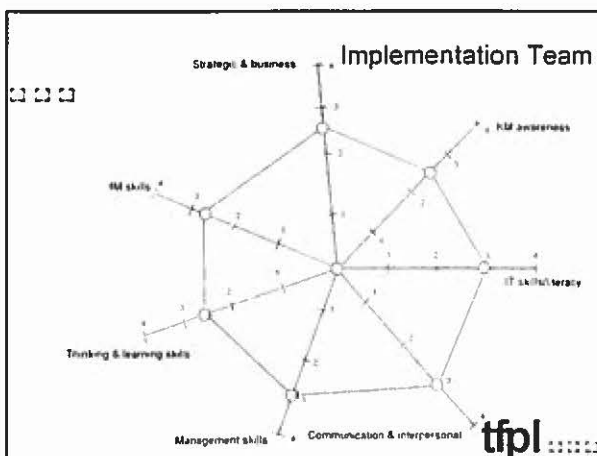


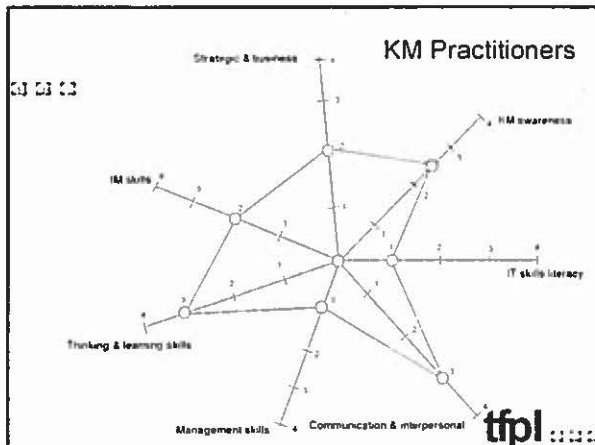












CKOs Dream Team - Central

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
	• Assertive

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CKOs Dream Team –Business Units

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 !!!!	

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Generic attributes for KM teams

- Creativity
- Vision
- Team player
- Enthusiasm
- Determination
- Entrepreneurial
- Persuasive
- Able to see the big picture
- Confidence
- Flexibility
- Lateral thinker
- Tenacious
- Credible

(from KM skills update, Oct 2000)

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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"

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Knowledge worker - key skills

- 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 - recognizes that other people know things, learns from mistakes
- Ability to think and do - with a focus on outcome

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- CKO Summit Oct 2000

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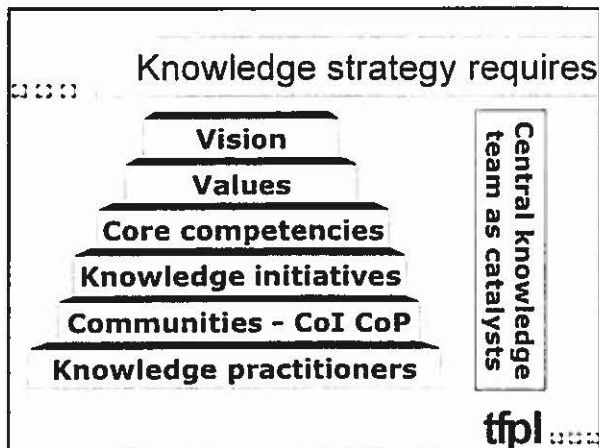
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TFPL, 1999

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Growing the KM competencies

- Embedding the culture
 - leadership
 - coaching
 - review and recognition
- Growing the skill
 - training in communications and interpersonal skills
 - community leadership
 - specific KM process education

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Thank you

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