

## UNIT SUMMARY

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### What is the unit about?

This unit is about promoting knowledge management – the systematic identification, creation, development, capture, sharing and transferring of salient information and expertise – across your organisation. It involves being clear about how knowledge adds value to your organisation, putting in place strategies, systems and tools for knowledge management and influencing the culture of the organisation to be supportive of effective knowledge management. It also involves implementing effective systems and procedures to protect intellectual property from unauthorised use.

### Who is the unit for?

The unit is recommended for senior managers who have responsibility for promoting knowledge management across their organisation, or their part of the organisation.

### Links to other units

This unit is based on two units from the Knowledge Management standards developed by Lifelong Learning UK for specialists in the field of knowledge management: *D1 Develop policies and strategies for knowledge management* and *D7 Foster knowledge management culture, behaviours and skills*.

It is linked to units **E10. Take effective decisions**, **E11. Communicate information and knowledge** and **E12. Manage knowledge in your area of responsibility** in the overall suite of National Occupational Standards for Management and Leadership.

### Skills

Listed below are the main generic 'skills' that need to be applied in communicating information and knowledge. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Analysing
- Assessing
- Communicating
- Decision-making
- Evaluating
- Influencing
- Involving others
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Reviewing

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation.
2. Define and gain support for strategies to facilitate the building and maintenance of organisational knowledge.
3. Specify standards and processes that support knowledge creation, development, sharing and capture and which ensure that valuable knowledge is recorded.
4. Make available the systems and tools required to support knowledge management and ensure people have the necessary guidance and competence to use them effectively.
5. Identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and any changes required.
6. Find supporters and collaborators and identify with them strategies and activities for implementing changes in organisational culture, values, work practices and behaviours to enable effective knowledge management.
7. Encourage senior managers and key influencers within your organisation to act as role models in sharing knowledge, using knowledge management standards, systems, tools and processes and capturing the benefits from doing so.
8. Implement effective systems and procedures to protect intellectual property from unauthorised use.
9. Identify and implement processes that promote effective knowledge management and communicate the benefits of doing so.
10. Monitor and review progress in embedding a knowledge management culture in your organisation and plan any essential changes.
11. Evaluate and record the value of knowledge management to the organisation.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You identify people's information needs.
2. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
3. You create a sense of common purpose.
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
5. You present information clearly, concisely, accurately and in ways that promote understanding.

6. You analyse and structure information to develop knowledge that can be shared.
7. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
8. You check the validity and reliability of information.
9. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
10. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
11. You encourage others to share information efficiently, within the constraints of confidentiality.
12. You take timely decisions that are realistic for the situation.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. Existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice.
2. Systems and tools available to support knowledge management and how to select appropriate ones.
3. How to specify standards and processes to support knowledge management.
4. Systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones.
5. How to evaluate the value of knowledge and knowledge management to the organisation.
6. How to develop and gain support for organisational strategies.
7. The importance of monitoring and reviewing progress and how to do so.

### **Industry/sector specific knowledge and understanding**

1. Industry/sector requirements and benchmarks for knowledge management.

### **Context specific knowledge and understanding**

1. How knowledge is created, developed, shared and used in your organisation.
2. Your organisation's culture, values and work practice and how these may help or hinder effective knowledge management.
3. Potential supporters and collaborators in your organisation.
4. Senior managers and key influencers in your organisation.