KM Self-Assessment Five Competencies Framework

Purpose

This KM Self-Assessment or Five Competencies framework describes the five key organisational 'competencies', seen as being of high practical relevance for knowledge management and organisational learning initiatives.

The Five Competencies Framework can be used by many different teams or groups, to work out how well they are performing against organisationally established criteria for knowledge and learning, and to identify goals and priorities for improvement. The competency framework works on the principle that effective knowledge and learning is based on improving performance against five important competency areas:

- Strategy development
- Management techniques
- Collaboration mechanisms
- Knowledge sharing and learning processes
- Knowledge capture and storage

Benefits

➢ This framework can be worked through by groups and teams within a given organisation, to discover how well they believe they are performing against the pre-established criteria, and where they most wish to improve.

➢ This tool can be used to establish clear entry points and rationale for applying the range of tools and approaches in KS.

➢ It is a very good tool to support the improved communication and understanding of knowledge and learning strategies.

Detailed description of the process

The five competencies framework is an exercise enabling an organisation (or a group of organisations) to work out, in a simple and effective manner, what different elements have to learn, and what they have to share in the realm of organisational learning and knowledge management. Importantly, the framework also provides a common framework and language to support the knowledge and learning, and can be used to connect people with something to share to people with something to learn.

For each of the five competency areas outlined above, the framework describes five levels of performance, from basic to high. The framework is therefore a 5x5 matrix. The first step is to get a group of stakeholders from across an organisation or team to work together to discuss relative strengths and areas for improvement in terms of knowledge and learning. The group should work to determine the Current Level for each of the competencies (use italics to highlight these) and the Target Level for each. The idea is to get the statement that best describes the organisation, rather than the most exact. The target should be determined by projecting some reasonable time into the future - say, two years. The framework can also be used to determine the priorities for immediate action, through selection of the competency area which will yield greatest benefits if improved.

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	KM Strategy	Leadership Behaviours	Networking	Learning before, during and after	Capturing knowledge
Level 5	Clearly identified Intellectual assets. KM strategy is embedded in the business strategy. Framework and tools enable learning before, during and after.	Leaders recognise the link between KM and performance The right attitudes exist to share and use others' know-how. Leaders reinforce the right behaviour and act as role models.	Clearly defined roles and responsibilities. Networks and CoPs have a clear purpose, some have clear deliverables other develop capability in the organisation. Networks meet annually.	Prompts for learning built into business processes. People routinely find out who knows and talk with them. Common language, templates and guidelines lead to effective sharing.	Knowledge is easy to get to, easy to retrieve. Relevant knowledge is pushed to you. It is constantly refreshed and distilled. Networks act as guardians of the knowledge.
Level 4	Discussions ongoing about organisation's Intellectual assets. A KM strategy exists but is not linked to business results. A clear framework and set of tools for learning is widely communicated and understood.	KM is everyone's responsibility; a few jobs are dedicated to managing knowledge. "Knowledge sharing is power." Leaders set expectations by "asking the right questions", and rewarding the right behaviours.	Networks are organised around business needs. Networks have a clear governance document. Supportive technology is in place and is well used.	Learning before, during and after is the way we do things around here. "Customers" and partners participate in review sessions.	Just-in-time-knowledge is current and easily accessible. One individual distils and refreshes it, though many contribute. That individual acts as the owner.
Level 3	There is no framework or articulated KM strategy. Some job descriptions include knowledge capture, sharing and distillation. People are using a number of tools to help with learning and sharing.	KM is viewed as the responsibility of a specialist team. Some leaders talk the talk, but don't always walk the walk!	People are networking to get results. Networks are created	People can easily find out what the company knows. Examples of sharing and using are recognised. Peers are helping peers across organisational boundaries.	Networks take responsibility for the knowledge, collects their subjects knowledge in one place in a common format. Searching before doing is encouraged. Little or no distillation.

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Level 2	Most people say sharing know-how is important to the organisations success. People are using some tools to help with learning and sharing	Some managers give people the time to share and learn, but there is little visible support from the top.	Ad hoc networking to help individuals who know each other.	People learn before doing and programme review sessions. They capture what they learn for others to access. In practice few do access it.	Teams capture lessons learned after a project. Teams look for knowledge before starting a project. Access to lots of knowledge, though not summarised.
Level 1	A few people express that know-how is important to the organisation. Isolated people with a passion for KM begin to talk and share how difficult it is.	KM viewed as a management fad. Leaders are sceptical as to the benefits. Leaders think networking leads to lack of accountability. "Knowledge is power"	Knowledge hoarders seem to get rewarded.	People are conscious of the need to learn from what they do but rarely get the time. Sharing is for the benefit of the team.	Some individuals take the time to capture their lessons in any number of cupboards and databases. They are rarely refreshed, few contribute, even fewer search.