**Knowledge Management Framework for**

**Behavioral Competencies and Attributes**

**Personal/Self Competency**

1. **Creative/innovative**
2. **Entrepreneurial**
3. **Assertiveness**
4. **Collaborative**
5. **Networking**
6. **Attention to detail**

**Leadership Competency**

1. **Communication**
2. **Influencing**
3. **Developmental**
4. **Facilitation**
5. **Vision**
6. **Change Management**
7. **Consultancy**

**Management Competency**

1. **Organization specific**
2. **Planning**
3. **Project Management**
4. **Commercial management**
5. **Process management**
6. **KM Business development**

**People Competency**

1. **People management**
2. **Team working**
3. **Customer management**

**Knowledge Competency**

1. **Knowledge context**
2. **Knowledge creation**
3. **Knowledge capture**
4. **Knowledge transfer**
5. **Knowledge exploitation**
6. **Knowledge processes**

**Information Management Competency**

1. **Resource management (content and knowledge assets)**
2. **Information architecture**
3. **Research, analysis, advisory services**
4. **Dissemination/advisory**
5. **Records management**
6. **Information context**

**Information Technology Competency**

1. **Infrastructure**
2. **Systems development and implementation**
3. **Applications development**
4. **Web development**
5. **Service delivery**
6. **Context and use**

**Behavioral Competencies with Detailed Attributes**

**Personal/Self Competencies and Attributes**

1. **Creative/innovative**
2. **Entrepreneurial**
3. **Assertiveness**
4. **Collaborative**
5. **Networking**
6. **Attention to detail**

**Creative/innovative**

* Vision
* Dynamism
* Analytical
* Adaptability
* Flexibility
* Foresight
* Lateral thinking
* Original thinking
* Conceptual thinking
* Flexibility
* Enquiring mind
* Continuous learning
* Explores new ideas and approaches

**Entrepreneurial**

* Self-motivated
* Determined
* Personal accountability
* Results oriented
* Drive
* Business minded
* Courage

**Assertiveness**

* Confident
* Self-aware
* resiliency
* Credible
* Persuasive
* Tenacious
* Determined

**Collaborative**

* Shares information
* Supports/works well with colleagues
* Trustworthy
* Empathy

**Networking**

* Develops and maintains internal relationships
* Develops and maintains external relationships
* Participates in non-task groups
* Connects people to people
* Collaborative

**Attention to detail**

* Meticulous
* Accurate
* Careful
* Rigorous
* Sets high standards
* Wraps up loose ends

**Leadership Competencies and Attributes**

1. **Communication**
2. **Influencing**
3. **Developmental**
4. **Facilitation**
5. **Vision**
6. **Consultancy**

**Communication**

* Uses appropriate formats/media
* Effective external communication
* Defines/explains policies/aims
* Communicates at appropriate level
* Provides feedback
* Listening skills
* Objective listening
* Presentation skills
* Written communication
* Oral communication
* Clarity when delivering a message
* Effective listening skills
* Open to others opinions
* Influence and persuade others
* Clearly explain what is expected of others

**Influencing**

* Handles complex situations
* Advocacy
* Negotiation
* Inspires trust
* Influences others
* Partnering
* Builds alliances
* Decision making
* Business case development

**Developmental**

* Leadership
* Positive role model
* Idea generator
* Sense of openness
* Values different perspectives
* Diplomacy and tact
* Understands own learning style
* Motivation
* Time management
* Conflict management
* Maintains own skills/competencies
* Develops self
* Self-starting
* Self-management
* Develops colleagues/teams
* Skills mapping
* Capability analysis
* Coaching

**Facilitation**

* Ensures participation of others
* Helps others achieve goals
* Identifies obstacles to goals
* Helps teams overcome obstacles
* Manages effective meetings
* Ensures all views are considered

**Vision**

* Understands organization's context
* Sees big picture
* Clarity
* Strategic thinker
* Conceptual thinking
* Future focused
* Corporate ambition

**Change Management**

* Persuasive
* Catalyst for change

**Consultancy**

* Identify client needs
* Manage expectations
* Recommend appropriate solutions
* Synthesize information
* Develop overall strategy to address business needs
* Communicates action plans to client

**Management Competencies and Attributes**

1. **Organization specific**
2. **Planning**
3. **Project Management**
4. **Commercial management**
5. **Process management**
6. **KM Business development**

**Organization specific**

* Understands corporate values
* Knowledge of organization's products/services
* Awareness of internal politics
* Knowledge of organization's capabilities
* Understands corporate goals
* Knowledge of industry/sector market
* Understands social environment
* Understands economic environment
* Knowledge of business processes
* Knowledge of regulatory environment
* Understands business ethics

**Planning**

* Information assimilation
* Benchmarking
* Administration
* Policy formulation
* Strategic planning
* Business planning
* Planning and organizing
* Risk assessment
* Disaster planning
* Corporate governance
* Environmental management

**Project Management**

* Goal achievement, short-term and long-term goals
* Doable action plans to achieve goals
* Handles unexpected problems and issues
* Adapts to changing client needs and business trends
* Problem solver
* Plan and complete projects in a quality manner
* Prioritize tasks

**Commercial management**

* Business acumen
* Return on investment
* Outsourcing
* Compliance procedures
* Financial management
* Accounting/budgeting
* Purchasing
* Contract management
* Drafting supply contracts
* Supply chain management

**Process management**

* Change management
* Quality assurance
* Quality of Work
* Successfully manages deliverables
* Handle multiple assignments concurrently
* Maximize work output
* Produce high-quality, on time work products, and within budget  
  Understands key issues in a complex situation
* Organizes tasks in a systematic manner
* Management information systems
* Report writing
* Business analysis
* Business process redesign
* Workflow analysis
* Problem solving
* Decision making
* Project management
* Monitoring and measurement

**KM Business development**

* Marketing
* Product development
* Brand management
* Forecasting
* Understand value of product/service
* Public relations/promotion
* Selling
* Account management
* Market research

**People Competencies and Attributes**

1. **People management**
2. **Team working**
3. **Customer management**

**People management**

* Accountability for others
* Mentoring others
* HR resource planning
* Performance monitoring
* Employee relations
* Legislation and regulations
* Skills/competencies definition
* Recruitment
* Motivation
* Appraisal processes
* Interviewing
* Training and development strategy
* Skills mapping
* Supervisory skills

**Team working**

* Interpersonal skills
* Team building
* Team development
* Developing individuals
* Team playing
* Takes leadership role
* Supports colleagues
* Understands own contribution
* Team orientation
* Values the input and ideas of others
* Meaningful contributions to team efforts
* Respects diversity
* Willingly to share information without being asked

**Customer management**

* Customer relationship management
* Customer focused
* Responsive, reliable, client-oriented approach
* Anticipates client needs

**Knowledge Competencies and Attributes**

1. **Knowledge context**
2. **Knowledge creation**
3. **Knowledge capture**
4. **Knowledge transfer**
5. **Knowledge exploitation**
6. **Knowledge Processes**

**Knowledge context**

* Understands KM theory/context
* Benchmarking
* Aware of KM activities
* Knowledge strategy development
* Understands organization's culture/values
* Understands corporate constraints
* Space planning
* Identifies intellectual property

**Knowledge creation**

* Develops internal communities
* Develops external communities
* Stimulates knowledge sharing
* Develops knowledge creation tools/processes
* Identifies potential knowledge assets

**Knowledge capture**

* Identifies intellectual property
* Provides guides/templates
* Journalism/publishing skills
* Writing/editing skills
* Critical appraisal

**Knowledge transfer**

* Develops publishing strategies
* Understands multimedia publishing
* Expertise/skills mapping
* Understands learning styles
* Initiates meetings/ knowledge exchange
* Editorial processes

**Knowledge exploitation**

* Understands value of knowledge assets
* Exploits knowledge assets
* Develops requirements analysis
* Develops benefits analysis
* Develops knowledge products
* Develops knowledge sharing techniques

**Knowledge processes**

* After action review techniques
* Knowledge mapping
* Storytelling
* Lessons learned
* Peer assists
* Embeds processes
* Knowledge harvesting
* Develops measurement technique

**Information Management Competencies and Attributes**

1. **Resource management**
2. **Information architecture**
3. **Research, analysis, advisory services**
4. **Dissemination/advisory**
5. **Records management**
6. **Information context**

**Resource management**

* Knowledge of external resources
* Designs resource management systems
* Implements resource management systems
* Physical space design
* Designs user education programs
* Manages multimedia products
* Knowledge of internal resources
* User needs analysis
* Resource mapping
* Develops resource policies
* Develops access policies
* Acquisition processes
* Distribution processes

**Information architecture**

* Assess inf. architecture needs
* Creates specifications for tools
* Understands tools and protocols
* Information auditing/mapping
* Information needs analysis
* Information structuring
* Content integration
* Applies metadata/coding
* Indexing/classification
* Constructs coding tools

**Research, analysis, advisory services**

* Knowledge of external resources
* Develops research/analysis tools
* Market research survey techniques
* Develops support services
* Knowledge of internal resources
* Search and retrieval strategy
* Evaluation
* Integrates from disparate sources
* Undertakes statistical analysis
* Analyses/interprets information
* Synthesizes/organizes

**Dissemination/advisory**

* Understands publishing processes
* Information/graphic design
* Creates effective user guides
* Knowledge of distribution methods
* Designs alerting services
* Creates information products
* Prepares dissemination tools
* Editing/writing skills
* Abstracting skills

**Records management**

* Business needs analysis
* Records retention/protection
* Determines insurance coverage
* Manages Records Management/Data Management facilities
* Records/document audit
* Records/document policies
* Records Management/Data Management planning
* Records Management/Data Management procedures
* Knowledge of Records Management/Data Management standards
* Records/document creation

**Information context**

* Knowledge of IM theory/concepts
* Understands information literacy issues
* Knowledge of professional organizations
* Knows professional developments
* Understand internal information environment
* Understands internal market
* Understands corporate constraints
* Knowledge of information law and regulations
* Understands information ethics

**Information and Technology Competencies and Attributes**

1. **Infrastructure**
2. **Systems development and implementation**
3. **Applications development**
4. **Web development**
5. **Service delivery**
6. **Context and use**

**Infrastructure**

* Information systems strategy/planning
* Manages information security
* Manages computer security
* Systems architecture
* Change control
* Business continuity planning
* Monitors emerging technology
* Network planning
* Configuration planning
* Asset management
* Manages systems development

**Systems development and implementation**

* Business analysis
* Quality assurance
* Develops topologies
* Data analysis
* Technical authority
* Systems design
* Systems evaluation/testing
* Software development
* Programing
* Understands data interfaces
* Business analysis
* System installation/decommissioning
* Quality assurance
* Develops topologies
* Data analysis
* Technical authority
* Systems design
* Systems evaluation/testing
* Software development
* Programing
* Understands data interfaces

**Applications development**

* Database design
* Intelligent agents
* Expert systems
* Artificial intelligence
* Informatics
* Telematics
* Electronic publishing applications
* Multimedia products
* Interface software
* E-commerce/e-business
* Real time applications
* Creates application specifications
* Testing/evaluation

**Web development**

* Intranet management
* Extranet management
* Web page design
* Web product issues
* Browser software & programing
* Web development packages
* User interface design
* Service delivery
* Manages service delivery
* Human/computer interface
* Network administration/support
* Capacity management
* Security administration
* Application and system support
* Database administration
* User support
* Usability testing

**Context and use**

* Creates functional specifications
* Uses standard software applications
* Uses basic web functions
* Uses standard databases
* Uses groupware/shareware
* Understands legal context
* IT aptitude
* Understands information systems
* Computer literacy
* Leverage Technology and Knowledge Resources
* Appropriate knowledge and skills in the use of office systems and software applications
* Specialized technical knowledge
* Willingly to share technical expertise with others
* Seeks to learn new technical skills and keep current
* Maximize use of available tools, technology, prototypes and templates