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## Overview

This standard is about promoting knowledge management – the systematic identification, creation, development, capture and transferring of relevant information and expertise – and the sharing of knowledge across your organisation or area of responsibility.

The standard is relevant to managers and leaders who have responsibility for promoting knowledge management and sharing across their organisation, or their area of responsibility.

This standard links to all the other standards in key area *EC Manage information and knowledge* and also to *CFAM&LDB5 Manage team communication* and *CFAM&LDB6 Support remote/flexible teams*.

## Performance criteria

- You must be able to:*
- P1 Engage colleagues and other key stakeholders in developing and implementing systems and processes that promote knowledge management and sharing.
  - P2 Identify where key knowledge is created, developed, shared and transferred and how it adds value to your organisation or area of responsibility.
  - P3 Define and gain support for strategies to facilitate the creation, maintenance and sharing of organisational knowledge.
  - P4 Specify standards and processes that support knowledge creation, development, sharing and capture and which ensure that valuable knowledge is recorded.
  - P5 Make available the systems and tools required to support knowledge management and sharing and ensure people have the necessary guidance and competence to use them effectively.
  - P6 Identify where organisational culture, values, work practices and behaviours hinder effective knowledge management and sharing and any changes required.
  - P7 Identify with key stakeholders strategies and activities for implementing changes in organisational culture, values, work practices and behaviours to enable effective knowledge management and sharing.
  - P8 Encourage senior managers and key influencers within your organisation to act as role models in using knowledge management standards, systems, tools and processes.
  - P9 Implement effective systems and procedures to protect intellectual property from unauthorised use.
  - P10 Identify and implement processes that promote effective knowledge management and sharing and communicate the benefits of doing so.
  - P11 Monitor and review progress in embedding a culture of knowledge management and sharing in your organisation and plan any essential changes.

P12 Evaluate and record the value of knowledge management and sharing to the organisation.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 How to engage colleagues and other stakeholders in knowledge management and sharing.
- K2 Existing and emerging knowledge management theories, concepts, strategies, principles, techniques and good practice.
- K3 Systems and tools available to support knowledge management and sharing and how to select appropriate ones.
- K4 How to specify standards and processes to support knowledge management and sharing.
- K5 Systems and procedures to protect intellectual property from unauthorised use and how to identify and develop appropriate ones.
- K6 How to evaluate the value of knowledge and knowledge management to the organisation.
- K7 How to develop and gain support for organisational strategies.
- K8 The importance of monitoring and reviewing progress and how to do so.

*You need to know and understand:*

### Industry/sector specific knowledge and understanding

- K9 Industry/sector requirements and benchmarks for knowledge management and sharing.

*You need to know and understand:*

### Context specific knowledge and understanding

- K10 How knowledge is created, developed, shared and used in your organisation.
- K11 Your organisation's culture, values and work practice and how these may help or hinder effective knowledge management and sharing.
- K12 Senior managers and key influencers in your organisation.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Identify people's information needs
- 2 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Present information clearly, concisely, accurately and in ways that promote understanding
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Protect the confidentiality and security of information
- 8 Check the accuracy and validity of information
- 9 Analyse and structure information to develop knowledge that can be shared
- 10 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 11 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 12 Encourage others to share information and knowledge within the constraints of confidentiality
- 13 Take timely decisions that are realistic for the situation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

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

CFAM&LEC1 - SQA Unit Code HK2V 04  
Promote knowledge management and sharing

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