UNIT SUMMARY

What is the unit about?
This unit is about managing knowledge – salient information and expertise – in your area of responsibility in line with agreed standards and processes. It involves being clear about how knowledge is created, developed and shared and encouraging people to use knowledge management standards, systems, tools and processes so that knowledge is effectively captured and shared with those who may benefit from it. It also involves protecting intellectual property from unauthorised use.

Who is the unit for?
The unit is recommended for middle managers who have responsibility for managing knowledge in their area of responsibility.

Links to other units
This unit is loosely based on four units from the Knowledge Management standards developed by Lifelong Learning UK for specialists in the field of knowledge management: *D2 Diagnose knowledge needs, assets, use and flows, D4 Support collaboration, knowledge sharing and re-use, D5 Facilitate knowledge capture* and *D6 Enable the transfer of knowledge into information.*

It is linked to units **E10. Take effective decisions, E11. Communicate information and knowledge,** and **E13. Promote knowledge management in your organisation** 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
- Information management
- Involving others
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Providing feedback
- Reviewing

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify where key knowledge is created, developed and shared in your area of responsibility and how it is exchanged with other departments or organisations.
2. Identify and access networks, communities and other sources of knowledge relevant to your area of responsibility.
3. Implement agreed 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.
5. Provide support and guidance to ensure people are able to use knowledge management systems and tools effectively.
6. Identify where work practices and behaviours hinder effective knowledge management and implement any changes required.
7. Encourage people to share knowledge and use knowledge management standards, systems, tools and processes.
8. Monitor the use of knowledge management standards, systems, tools and processes in your area of responsibility to ensure that knowledge developed through individual and group work activities is effectively captured and made available to those who may benefit from it.
9. Protect intellectual property from unauthorised use.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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 identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations.
4. You present information clearly, concisely, accurately and in ways that promote understanding.
5. You analyse and structure information to develop knowledge that can be shared.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
7. You check the validity and reliability of information.
8. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.

9. You encourage others to share information efficiently, within the constraints of confidentiality.

10. You make appropriate information and knowledge available promptly to those who need it and have a right to it.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. Basic knowledge management principles, techniques and good practice.

2. The support and guidance people may need to use knowledge management systems and tools effectively.

3. How to identify when work practice or behaviours may help or hinder effective knowledge management.

4. How to encourage people to share knowledge and use knowledge management standards, systems, tools and processes.

5. How to ensure that knowledge developed through individual and group work activities is effectively captured and made available to those who may benefit from it.

6. The importance of protecting intellectual property from unauthorised use, and how to do so.

Industry/sector specific knowledge and understanding

1. Industry/sector requirements for knowledge management.

Context specific knowledge and understanding

1. How knowledge is created, developed, shared and used in your area of responsibility and how it is exchanged with other departments or organisations.

2. Networks, communities and other sources of knowledge relevant to your area of responsibility.

3. Your organisation's standards and processes to support knowledge management.

4. Systems and tools available in your organisation to support knowledge management.