

KM Concepts: Developing Knowledge Workers Through Senior Management Leadership (12 in a series)



Knowledge Leadership is a key determinant of *sustainable* success in Knowledge Management (concepts strategies, implementing practices).

Developing knowledge workers through senior management leadership is a complex and necessary focus area for an organization that wants to become and remain high performing and knowledge enabled. The following highlights some critical activities I believe are necessary for successfully developing knowledge workers and sustaining the capabilities of high performing, knowledge enabled organization.

1. Develop and Train Knowledge Leaders

Knowledge leadership is not a specific job description or position, and it most definitely is not confined to management or leadership positions. Rather, it is a "shared accountability and responsibility" in any organization that can and should be seen in practice or exercised at all levels of the organization. A high performing organization will view knowledge leadership training as a fundamental component of being a successful knowledge enabled enterprise not only at the leadership level, but also throughout all levels of the company.

2. Identify and Develop Knowledge Management and Leadership Competencies

For example, look for ways that you can provide KM leadership opportunities. You may have an internal "university" or training curriculum. Develop a KM curriculum that (1) covers many essential and context relevant topics and (2) provides alternative opportunities to exercise leadership roles and responsibilities.

Part of our consulting solution in this instance includes examples like the following types of courses:

- KM 100 Introduction to the Performing and Learning (KM) Framework
- KM 101 Knowledge Capture with Individuals
- KM 102 Knowledge Capture with Teams
- KM 103 Knowledge Assets: Planning, Creation, and Sustainment
- KM 104 Communities of Practice: Planning, Development, Creation, and Sustainment
- KM 105 Creating a Knowledge Enabled Organization: Culture and Roles

3. Identify and Develop Knowledge Mentors, Champions And Managers

A successful knowledge enabled organization will also recognize and have created an evolving set of attributes for identifying successful knowledge leaders that will be backed up by training that helps knowledge leaders and knowledge workers to be successful. One way to do this is to ensure that each new employee is provided essential training necessary to help to sustain the knowledge enabling culture and environment in their organization.

4. Provide Resources and Support For Knowledge Leaders

A successful knowledge enabled organization will provide many avenues of knowledge support to its workforce through a centrally accessible “Knowledge Center.” The knowledge center concept could contain the organization’s knowledge assets, access to its communities of practice, a central document library, and tools and templates for leveraging knowledge within the organization.

5. Recognize and Reward Knowledge Leaders and Measure Effectiveness Of Knowledge Leaders

Workers can step up and accept Knowledge Leadership roles which are recognized in their Individual Development Plans (IDP) and Annual Performance Plans which then becomes part of their performance evaluation and performance reward determination, by taking on:

- Subject matter expert (SME) reviewer roles for specific areas of organizational expertise
- Community of Practice leadership roles
- Organization specific roles and responsibilities

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Next: Operationalizing Learning