



**The 6th Annual Knowledge and Project  
Management Symposium, Tulsa, Oklahoma**

**THE PROFESSIONALIZATION  
OF KNOWLEDGE MANAGEMENT**

**Suliman Hawamdeh**

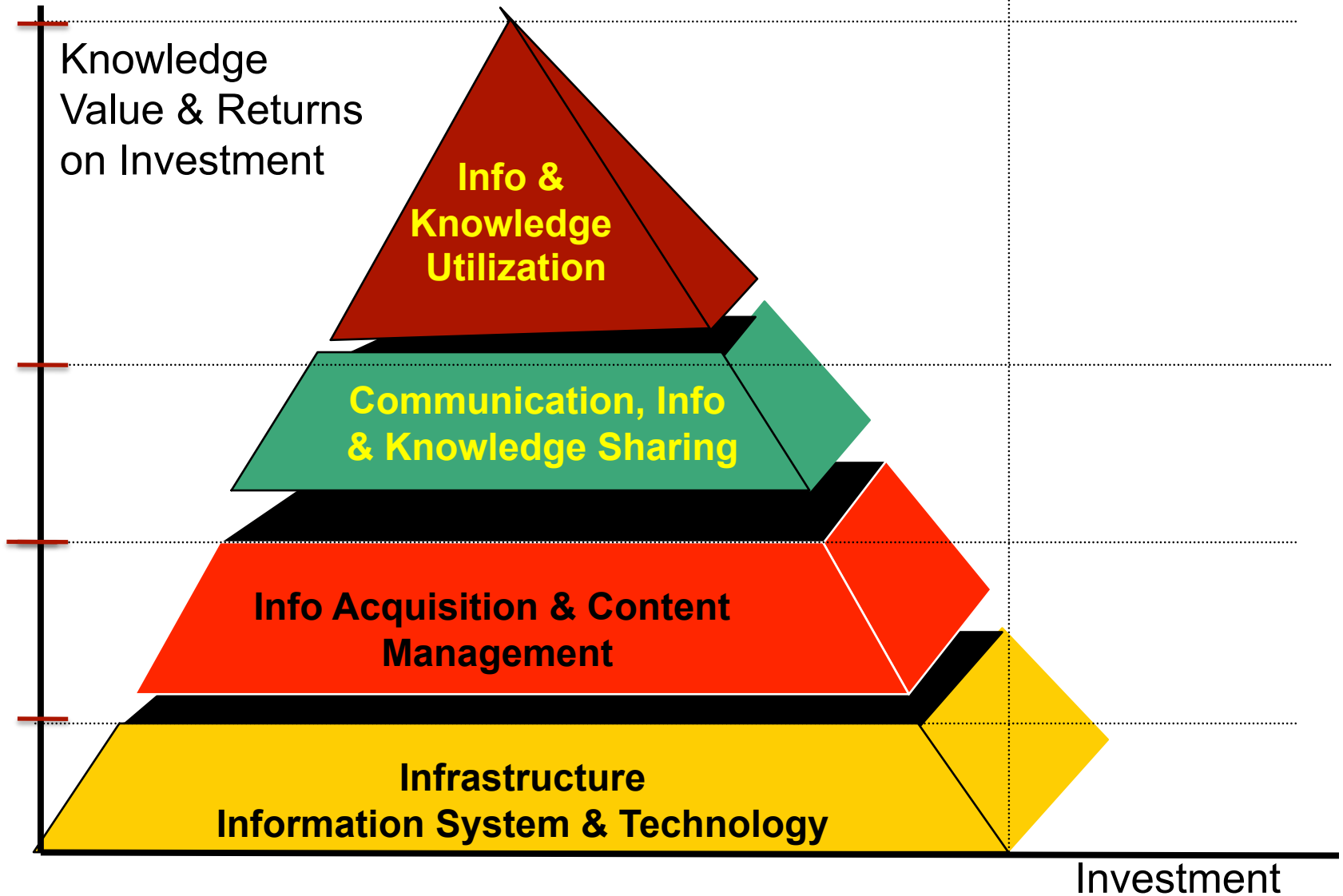
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## Key Drivers of Knowledge Management

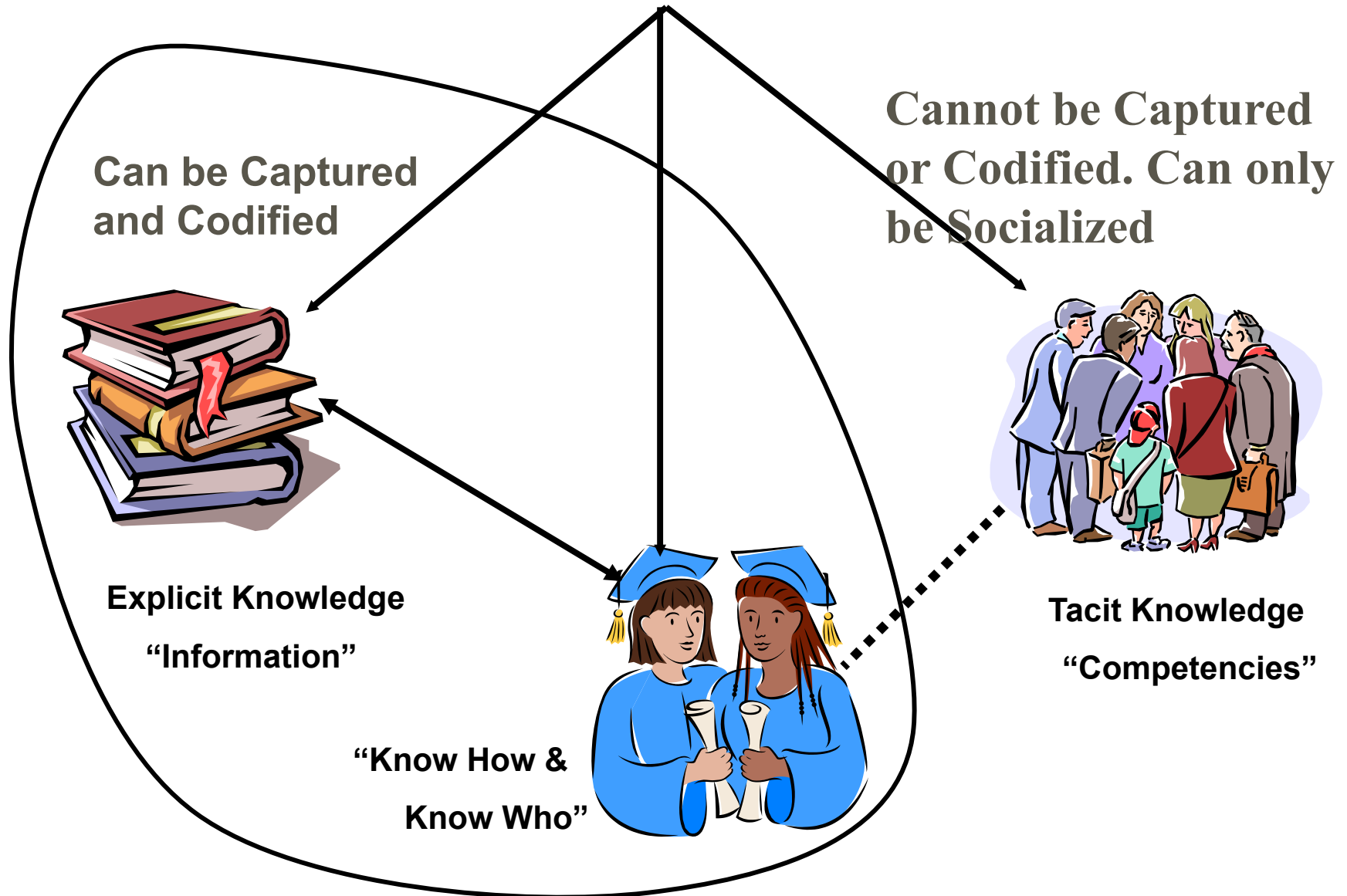
- **Technological Advances**
- **productivity and efficiency**
- **Competitive advantage**
- **Managing Intellectual Property & intellectual Capital**
- **Dealing with Change**
- **Knowledge Loss & Knowledge Retention**
- **Information Overload**
- **Knowledge Economy**
- **Digital Divide**
- **Knowledge Utilization & Innovation**

# Knowledge Utilization and Innovation K-U Pyramid

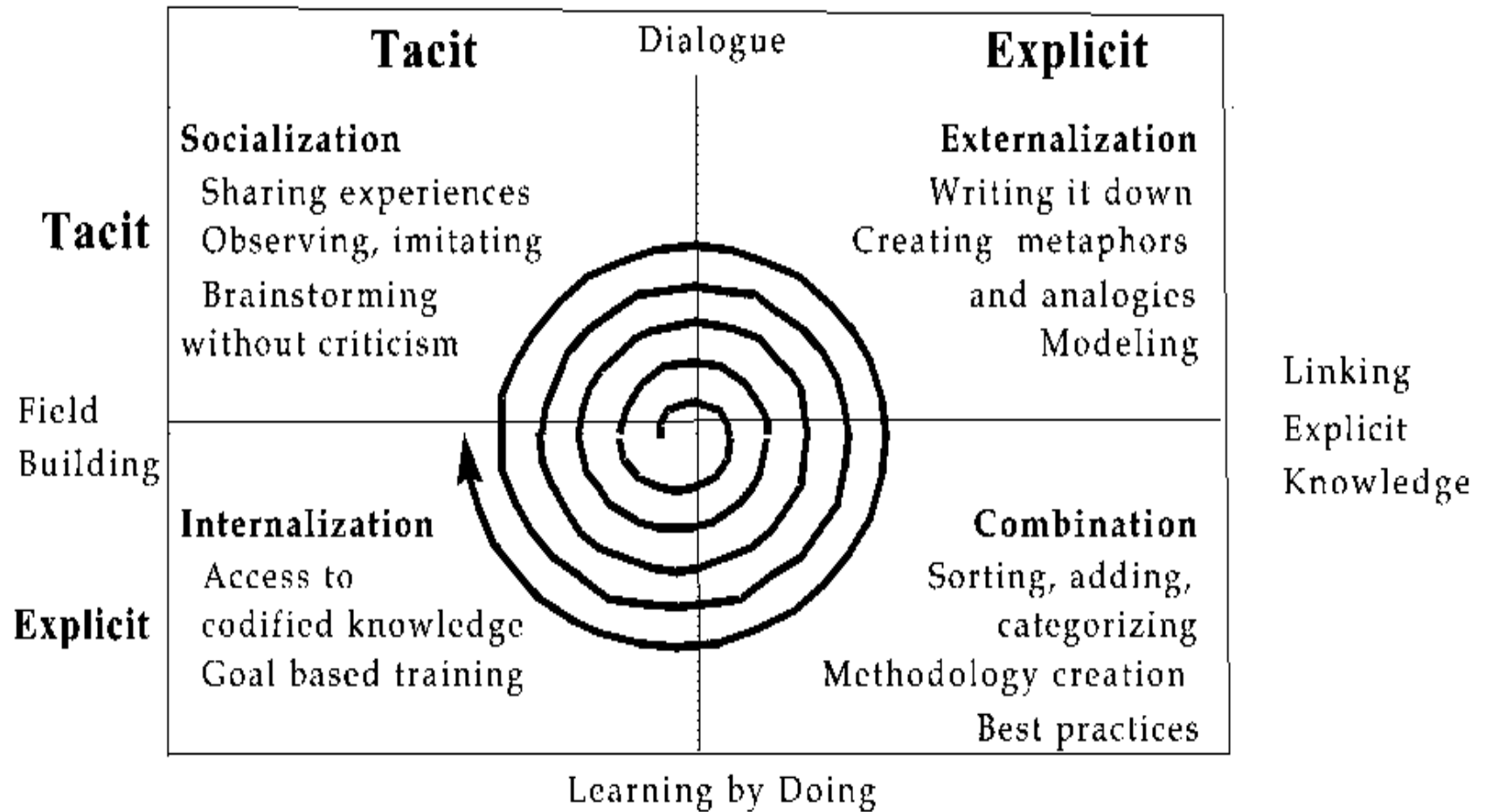


Source: Al-Hawamdeh S. (2003) Knowledge Management: Cultivating Knowledge Professionals. Oxford: Chandos Publishing

# The Knowledge Transformation

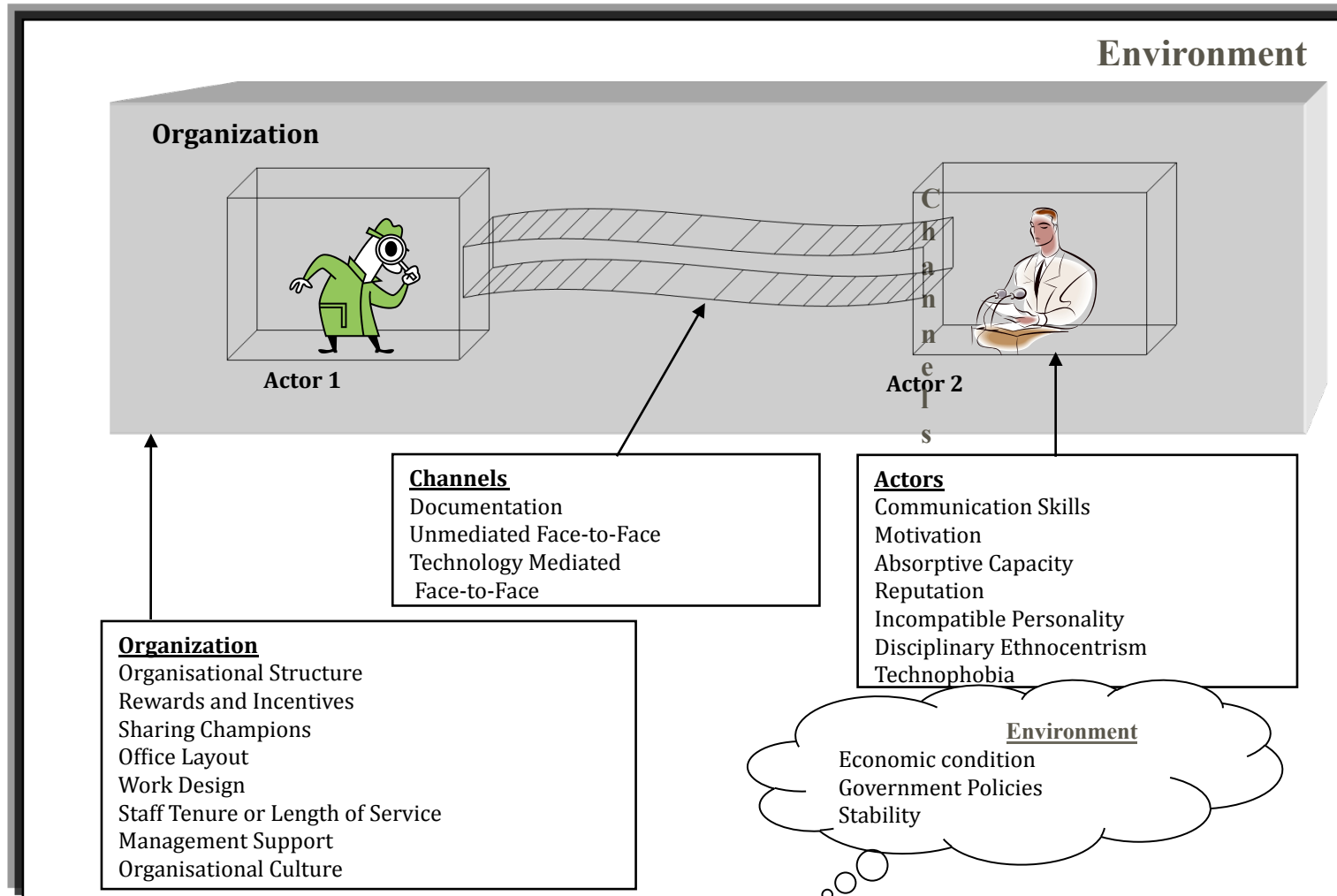


## Knowledge Spiral Model (Nonaka and Takeuchi 1995 )



By Hildreth and Kimble . Available at: <http://informationr.net/ir/8-1/paper142.html>

# The Actor Framework



Lee and Hawamdeh (2002)



## **What is Knowledge Management?**

**“.. an interdisciplinary approach to dealing with all aspects of knowledge processes including knowledge creation, capture, discovery, organization, retention, sharing and transfer . It encompasses people, technology and organizational practices and processes.” Suliman Hawamdeh**

**“ ..the facilitation and support of processes for creating, sustaining, sharing and renewing of organizational knowledge in order to generate economic wealth, value creation, or improving performance.” Allee Verna**

**..The explicit and systematic management of vital knowledge and its associated processes.” David Skyrme**



## Knowledge Management Processes

- Knowledge Creation
- Knowledge Capture & Acquisition
- Knowledge Organization
- Knowledge Discovery
- Knowledge Retention
- Knowledge Transfer



## Knowledge Management Practices

- Knowledge Sharing
- Communities of Practice
- Learning Organization
- Organizational Learning
- Best Practices
- Lessons Learns
- Mentoring
- Apprenticeship
- Social Networks



## Knowledge Professionals

As more and more organisations realize the importance and benefits of managing knowledge assets and flows, information professionals are faced with the challenge of transforming themselves into knowledge and information specialist with expertise in dealing with both tacit and explicit knowledge

- Looking beyond information Services.
- Providing added value
- Engage in problem-setting, problem-solving and deal with issue holistically.
- Demonstrate autonomy and transcend the boundaries of their disciplines.
- Engage in continual learning and development, remain flexible and



## Skills and Competencies

**Defining a set of core competencies for knowledge management professionals has been the subject of discussion by researchers and practitioners in the field for sometime. Some of the widely debated skills include:**

- Tools and Technology Skills
- Communications & Leadership Skills
- Organizational Knowledge and Cognitive Capability
- Analytic and holistic/System Thinking
- Personal Behavior (advocacy, ethics, honesty etc.)



## Is KM a Profession?

**Sociologist Andrew Abbott in 1987 argued that most professions emerge over time from actual problem-solving in a particular area and struggle to claim jurisdiction over a given field of problems**



**“Professionalization refers to the developmental stages through which an organized occupation passes as it develops traits that characterize it as a profession”** *(Sandra Cobban)*



## Information Profession vs Knowledge Profession?

- **The assumption that information and knowledge can be treated equal or distinct entities is problematic.**
- **The terms information and knowledge are interrelated in the sense that one cannot co-exist without the other. Any reference to the information domain must include the knowledge domain and vice versa.**



## Lack of Common Understanding

**Despite the considerable academic and professional attention that has been given to KM so far, the term knowledge management appears to be used differently across domains with each claiming that its partial understanding represents a definitive articulation of the concept**



## Slow Response

**The slow response to KM can be attributed to:**

- Lack of understanding and awareness of the significance of KM**
- KM deals with intangibles and most of the time it is difficult for managers to justify the investment**
- KM involves most of the activities within the organization. The question is where do we start?**



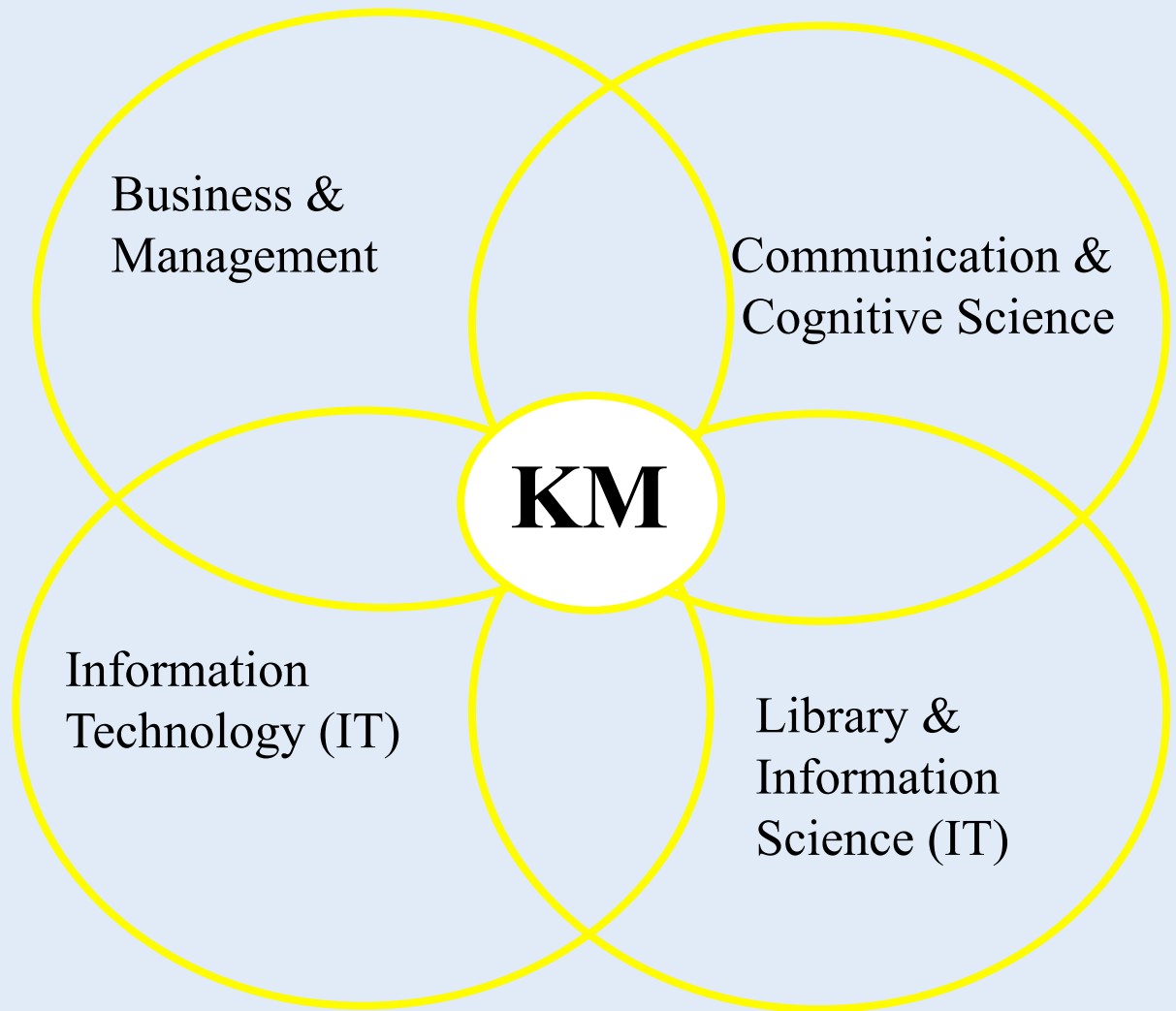
# KM Educational Programs

**Designing and implementing effective KM programs requires:**

- **Shared understanding of the nature and scope of the field.**
- **Expansion of thinking and broadening of horizons of those involved**
- **Understanding the complexity associated with the range of skills and competencies associated with KM and the fact that a single constituency may not be able to cover them all**
- **Applying and practicing some of the key principles in KM such as fostering collaboration among stakeholders**
- **Success of any collaborative effort will depend on the mechanisms and policies in place for establishing and recognizing relative contributions of partners.**



# Interdisciplinary Nature of KM





# KM Market

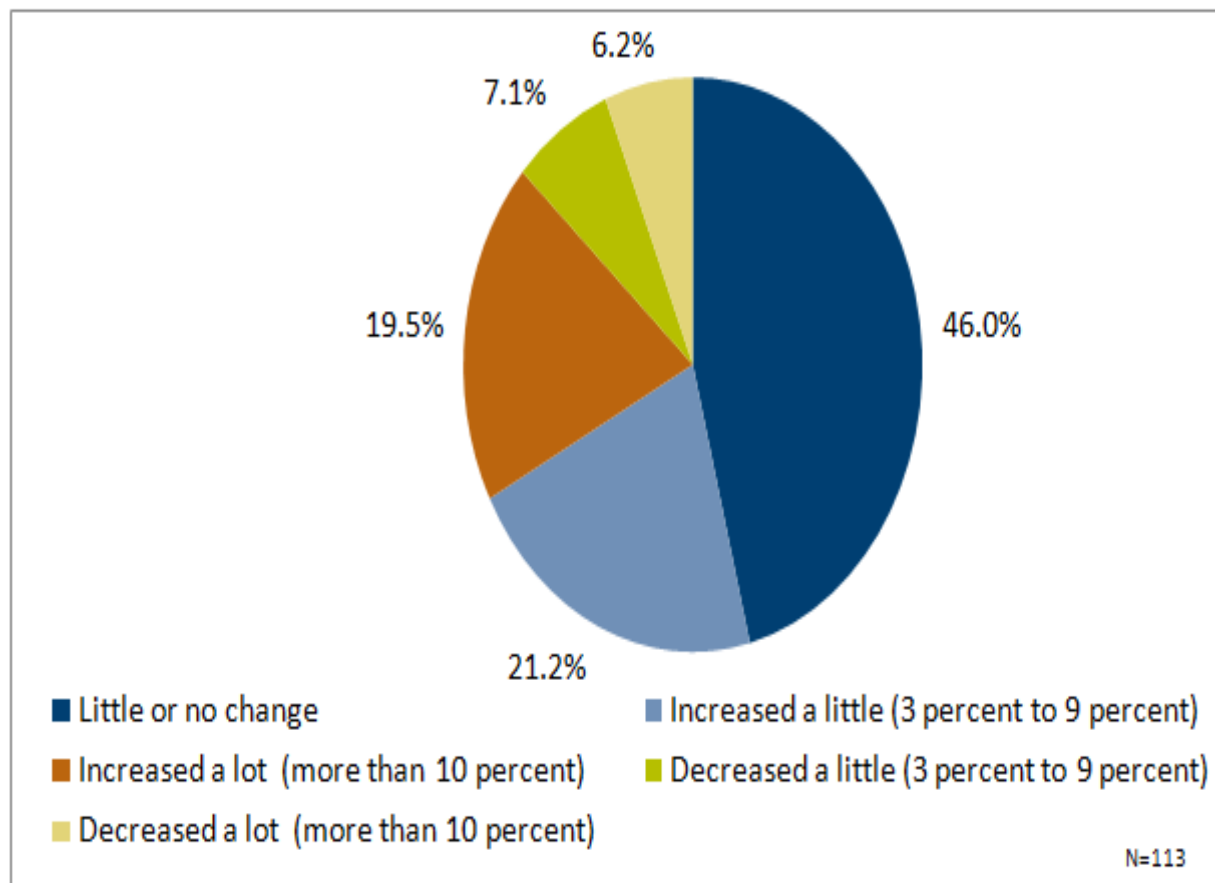
Job Trends from Indeed.com

— Knowledge Management



<http://www.indeed.com/jobtrends?q=Knowledge+Management&l=&relative=1>

# KM Budget 2011 Compare to 2010



Survey by Carla O'Dell. Available at: <http://www.apqc.org/blog/how-s-your-km-budget-doing>



## **KM Market**

- As organizations recognize the importance of knowledge management, new positions in KM will be created.**
- At the same time a new generation of knowledge management professionals will need to be trained and equipped with the necessary skills and competency.**

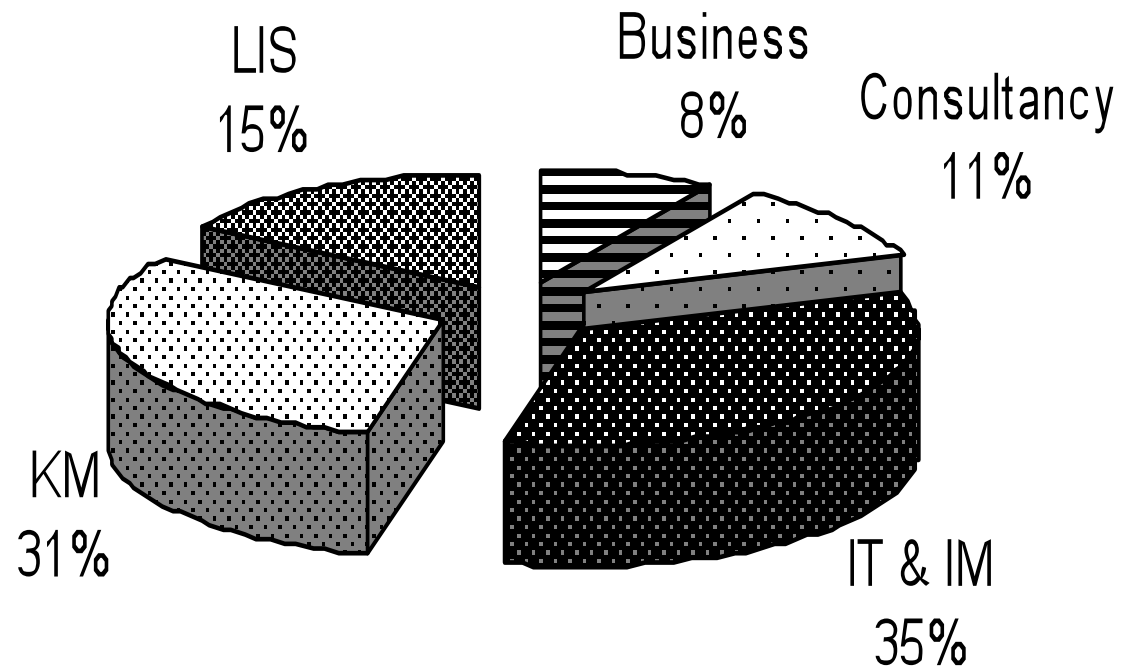


# **CONTENT ANALYSIS OF KM RELATED JOBS: WHAT ARE EMPLOYERS LOOKING FOR?**

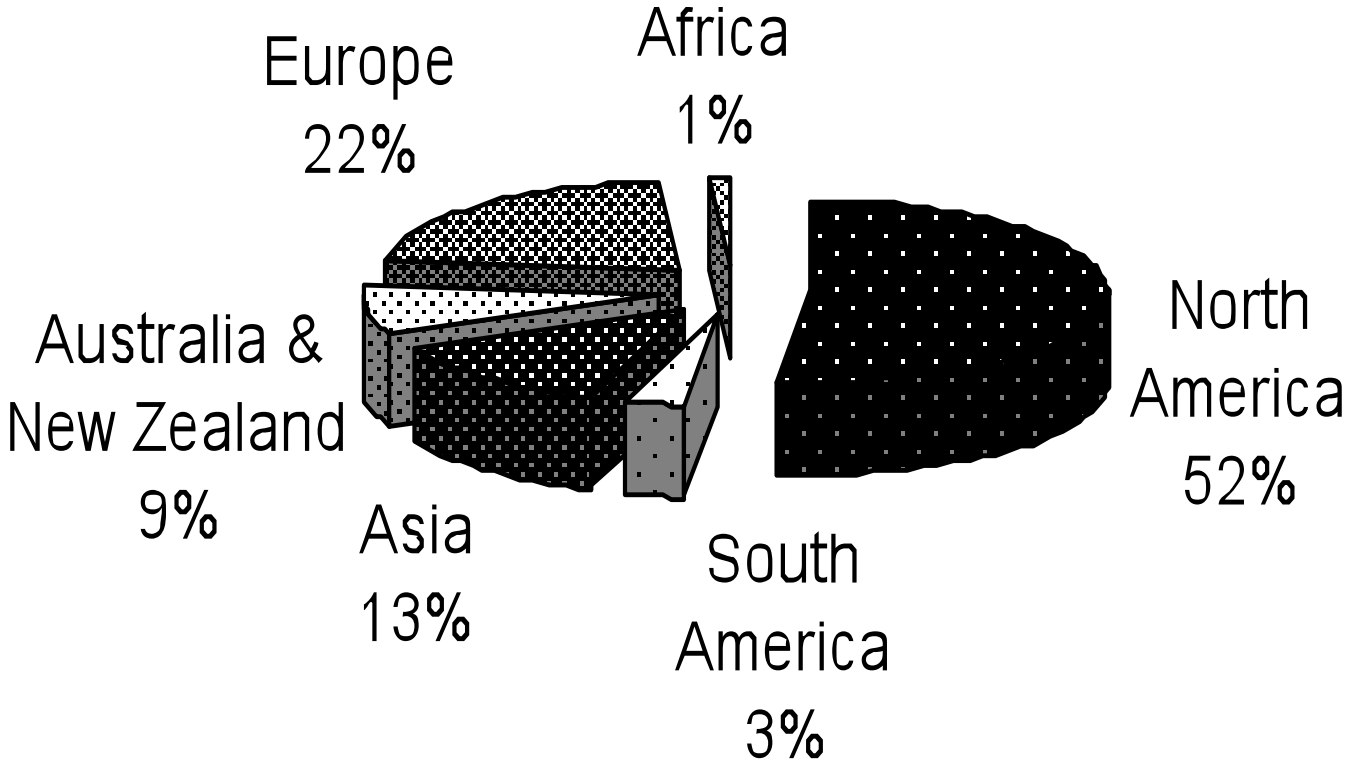


**The project analyzed the content of 1200 KM-related job postings from 135 firms on national job postings websites such as Careerbuilders.com and Job.com in order to develop an empirically-based picture of KM competencies and skills currently in demand.**

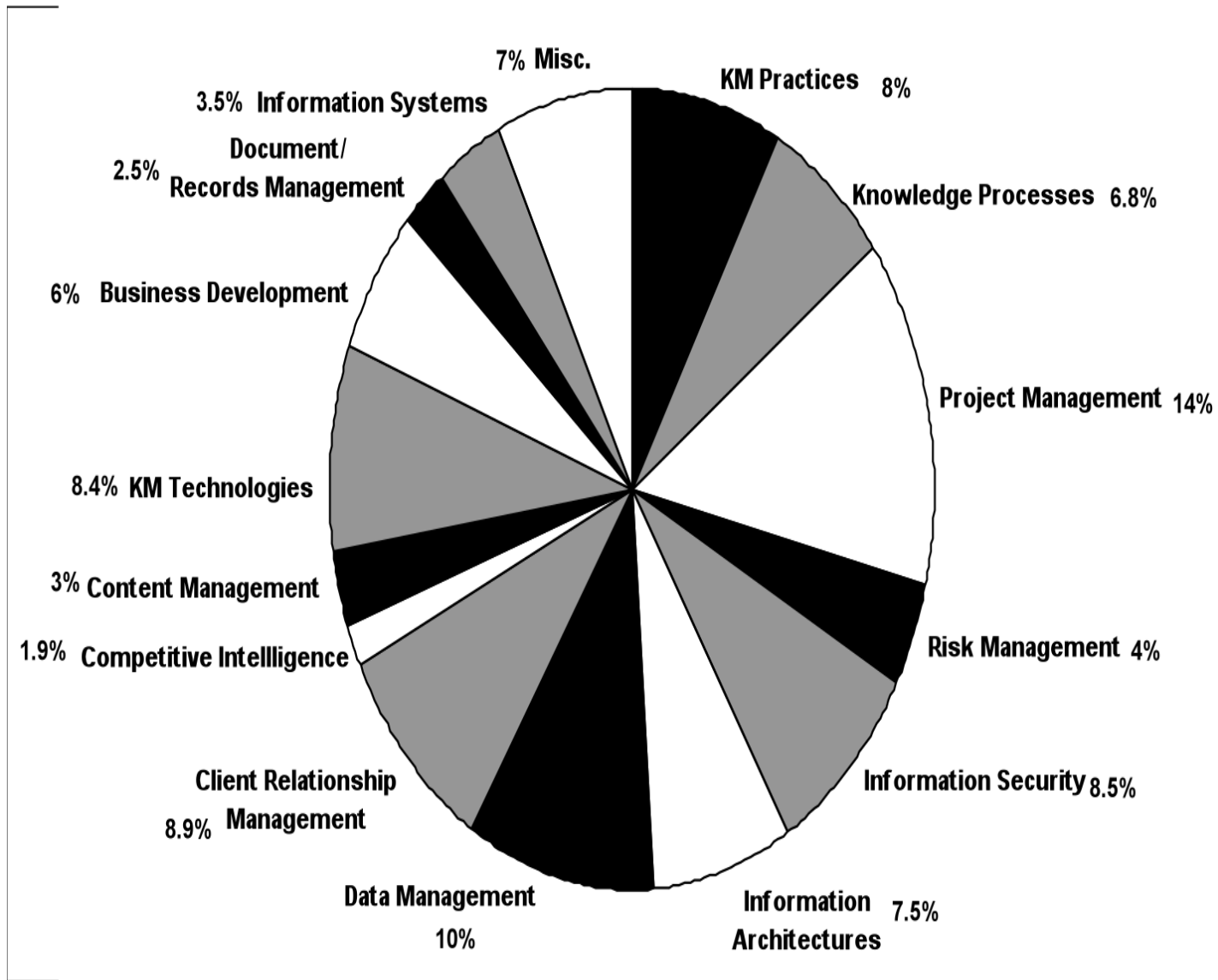
## Job Distribution by Discipline



# Job Distribution by Area



# Dispersion of Skills Relevant to KM Positions



# Sample of Derived Sub-Categories 1/2

<b>Knowledge Management Practices</b>	<b>Global KM Networks</b> <b>KM Design and Development Services</b> <b>Consultancy &amp; KM Services</b> <b>Leadership &amp; Guidance</b> <b>Knowledge Management Strategies</b> <b>Best Practices and Lessons Learned</b>
<b>Knowledge Processes</b>	<b>Knowledge Organization</b> <b>Knowledge Capture</b> <b>Knowledge Discovery</b> <b>Knowledge Sharing</b> <b>Knowledge Retention</b>
<b>Project Management</b>	<b>Establish &amp; Manage Project Plan &amp; Scope</b> <b>Project Life Cycle &amp; Leadership</b> <b>Scope and Deliverables</b> <b>PM Tools &amp; Software</b> <b>Track Project Status</b> <b>Risk Assessment</b> <b>Policies &amp; Guidelines</b> <b>Provide Consulting &amp; Develop Strategy</b> <b>Management and Coordination</b> <b>Collaboration and Knowledge Sharing</b> <b>Documentations and Knowledge Retention</b>

## Sample of Derived Sub-Categories 2/2

<b>Risk Management</b>	<b>Risk Exposure</b> <b>Project Risk Management</b> <b>Risk Analysis</b> <b>Risk Management Tools</b> <b>Trends &amp; Best Practices</b>
<b>Information Security</b>	<b>Security Standards &amp; Policies</b> <b>Risk Assessment and Monitoring</b> <b>Security Management</b> <b>Design &amp; Implementation</b> <b>Processes and Best Practices</b>
<b>Architectures</b>	<b>Application Architecture and Design</b> <b>Architecture Frameworks and Methodologies</b> <b>Architectural Standards</b> <b>Architectural Technologies</b> <b>Customer Driven Architecture</b> <b>Design and Development</b> <b>Administration and Support</b>
<b>Data Management</b>	<b>Data Analysis</b> <b>Data Tracking &amp; Data Processes</b> <b>Data Storage &amp; Data Warehousing</b> <b>Database Creation &amp; Maintenance</b> <b>Standardization &amp; Administration and Support</b>



## Emerging Trends in Job Titles

- **Chief Knowledge Officer (CKO)**
- **Chief, Information and Knowledge Management**
- **Chief Information Officer (CIO)**
- **Knowledge and Content Manager**
- **Internal Communication Manager**
- **Customer Information Management Analyst**
- **Information Management Coordinator**
- **Information Management Specialist**
- **Information Specialist-Intellectual Property**
- **Knowledge Services Team Leader**
- **Project Manager-Information Management**
- **Research Analyst-Business Intelligence**
- **Senior Information Specialist**
- **Knowledge Management Project Manager**

Q & A