

Knowledge & OD Self Assessment Tool A Leader's Guide

The aim of the Knowledge & Organisation Development (KM) Self Assessment Tool is to enable an organisation to:

- Identify its own KM strengths and weakness
- Develop an integrated strategic approach to KM

When used with the **River & Stairs Spreadsheet**¹ the organisation can:

- Learn and share about KM within the organisation
- Learn and share about KM with other organisations

Instructions

1. Current Practice

Circle the level for each competency that you think your organisation/part of organisation is currently at.

Competencies Lowest Highest

Knowledge & Organisation Development
Self Assessment

Name: _____ Organisation: _____

	1 Concept	2 Foundation	3 Action	4 Scale	5 Lifetime
Taking a strategic approach	Robust people with a passion for knowledge management are to take the organisation forward in the long term.	Most people are doing knowledge management, but it is not important. People are using some tools to help with capturing and sharing.	Some job descriptions include knowledge capture, sharing and application. It is not a core competency. There are some knowledge projects.	A strategy for knowledge sharing is in place but it is not being implemented. A clear framework is in place for knowledge sharing, but it is not being implemented.	The knowledge sharing strategy is embedded in the organisation's business strategy. A framework is in place for knowledge sharing, but it is not being implemented.
Leadership	Leadership is essential to the success of knowledge sharing.	Some leaders are supporting knowledge sharing, but it is not a core competency. There are some knowledge projects.	The organisation recognises that knowledge sharing is important, but it is not a core competency. There are some knowledge projects.	There is a clear vision from the top and a clear framework is in place for knowledge sharing, but it is not being implemented.	The right people are in place to drive the knowledge sharing strategy forward. All leaders are supporting the right behaviours and are role modelling.
Building a learning organisation	People are aware of the need to learn from what they do and what others do.	People are aware of the need to learn from what they do and what others do. There are some learning projects.	Learning projects are in place for the organisation and are being implemented.	People are learning before, during and after. There is a clear framework in place for learning, but it is not being implemented.	Continuous review and change learning to improve the learning process.
Networking	People work on networks to share knowledge.	People are networking and sharing knowledge, but it is not a core competency. There are some networking projects.	Clear objectives and a clear framework are in place for networking. There are some networking projects.	Networks are being built to share knowledge. There is a clear framework in place for networking, but it is not being implemented.	Networks are being built to share knowledge. There is a clear framework in place for networking, but it is not being implemented.
Measuring the value	People know that sharing knowledge is doing what they do better.	People are aware of the need to measure the value of knowledge sharing, but it is not a core competency. There are some measuring projects.	Measuring the value of knowledge sharing is a core competency. There are some measuring projects.	People are aware of the need to measure the value of knowledge sharing, but it is not a core competency. There are some measuring projects.	The effective use of knowledge is a core competency. There are some measuring projects.
Creating and applying knowledge	People are aware of the need to create and apply knowledge.	People are aware of the need to create and apply knowledge. There are some creating and applying projects.	People are creating and applying knowledge. There are some creating and applying projects.	There is a process that creates and applies knowledge. There are some creating and applying projects.	There is a process that creates and applies knowledge. There are some creating and applying projects.
Innovation	There are people who are creating and applying knowledge.	People are creating and applying knowledge. There are some innovation projects.	People are creating and applying knowledge. There are some innovation projects.	People are creating and applying knowledge. There are some innovation projects.	People are creating and applying knowledge. There are some innovation projects.
Implementing activities in our working practices	There are people who are creating and applying knowledge.	People are creating and applying knowledge. There are some implementing projects.	People are creating and applying knowledge. There are some implementing projects.	People are creating and applying knowledge. There are some implementing projects.	People are creating and applying knowledge. There are some implementing projects.

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Reproduced with the unpublished KMI tool, developed by C. Collins and C. O'Keefe, consultants of 'Learning to Fly'.

2. Areas for Improvement

Identify the **two or three** competencies that are most important for your organisation/part of organisation to improve in and by **how many levels** the improvement needs to go up.

Circle this on the self-assessment form.

	1 Concept	2 Foundation	3 Action	4 Scale	5 Lifetime
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Leadership	Leadership is essential to the success of knowledge sharing.	Some leaders are supporting knowledge sharing, but it is not a core competency. There are some knowledge projects.	The organisation recognises that knowledge sharing is important, but it is not a core competency. There are some knowledge projects.	There is a clear vision from the top and a clear framework is in place for knowledge sharing, but it is not being implemented.	The right people are in place to drive the knowledge sharing strategy forward. All leaders are supporting the right behaviours and are role modelling.
Building a learning organisation	People are aware of the need to learn from what they do and what others do.	People are aware of the need to learn from what they do and what others do. There are some learning projects.	Learning projects are in place for the organisation and are being implemented.	People are learning before, during and after. There is a clear framework in place for learning, but it is not being implemented.	Continuous review and change learning to improve the learning process.
Networking	People work on networks to share knowledge.	People are networking and sharing knowledge, but it is not a core competency. There are some networking projects.	Clear objectives and a clear framework are in place for networking. There are some networking projects.	Networks are being built to share knowledge. There is a clear framework in place for networking, but it is not being implemented.	Networks are being built to share knowledge. There is a clear framework in place for networking, but it is not being implemented.

Tips

The competencies that you select for improvement may not be the ones that you scored lowest. Some higher scored competencies may be more important for your organisation to progress.

Often people think they need to focus on the more strategic aspects eg *developing a strategic approach* or *leadership*; however it is a good idea to have a mix, identifying at least one area where it is possible to achieve some quick wins.

¹ See separate Guide to the River & Stairs Spreadsheet