



*i4-talent's knowledge management solution*

# *knowledge*

[www.i4-talent.com](http://www.i4-talent.com)

## i4's sophisticated management of an organisation's human knowledge assets creates value for the business

A significant amount of effort, in recent years, has been devoted to the development of knowledge management tools. However, these tools generally focus on documented knowledge such as research papers, reports, books, articles, manuscripts, patents and software.<sup>1</sup> Little development has occurred in the management of tacit knowledge – the unique competencies of an organisation's talent pool.

i4-talent has developed its Knowledge Management solution with knowledge organisations such as consulting and project based organisations in mind. It is a solution designed to enable organisations to manage their human knowledge capital.

<sup>1</sup> Touraj Nasser 1996:  
<http://www.brint.com/papers/submit/nasser.htm>

## from knowledge to competence

**"When you're an expert-driven consultant...what you bring is the knowledge that is in your head and your ability to apply that insight to each client situation to meet their different needs.....In that kind of business, technology takes on a whole different complexion. And I think a lot of firms fail to recognize that."<sup>2</sup>**

Human knowledge is tacit, it is action orientated, it is individual, and it is constantly changing. For an organisation to leverage the knowledge of its employees' knowledge it is best to think of it in terms of an individual's competence.

Employee competence involves the capacity to act in a wide variety of situations to create both tangible and intangible assets. Employee competence cannot be owned by anyone or anything except the person who possesses it. Organisations must therefore have mechanisms for defining and maximising the contribution an employee's competence can make to the firm.

<sup>2</sup> KNOWLEDGE SHARING WITHIN MANAGEMENT CONSULTING FIRMS, Reports on How U.S.-Based Management Consultancies Deploy Technology, Use Groupware and Facilitate Collaboration, by Byron Reimus: <http://www.kennedyinfo.com/mc/gware.html>

# from knowledge to competence

An individual's competence can be regarded as consisting of five mutually dependent elements:

- 1 Explicit knowledge.** Explicit knowledge involves knowing facts. It is acquired mainly through information, often through formal education.
- 2 Skill.** The art of "knowing how" involves a practical proficiency – physical and mental – and is acquired mainly through training and practice. It includes knowledge of rules of procedure and communication skills.
- 3 Experience.** Experience is acquired mainly by reflecting on past mistakes and successes.

- 4 Value Judgments.** Value judgments are perceptions of what the individual believes to be right. They act like conscious and unconscious filters for each individual's process-of-knowing.
- 5 Social Network.** The social network is made up of the individual's relationships with other human beings in an environment and a culture that is transferred through tradition.<sup>3</sup>

i4-talent underpins an organisations ability to manage employee competence effectively by providing:

- 1** A self-service framework for people to catalogue their explicit knowledge and skill sets.
- 2** A mechanism for measuring a person's experience, in terms that can be translated to the needs of an organisation.
- 3** Assessments that measure a persons value judgments and personality traits. This gives an organisation insight into how the individual will act in certain situations.
- 4** A platform to enable people to increase their networks, through the utilisation of technology.
- 5** The ability for an organisation to target and access the knowledge workers that they require.

<sup>3</sup> Karl Sveiby, 1997, The New Organizational Wealth: Managing and Measuring Knowledge-Based Assets.

# *putting the right team together*

People drive a knowledge organisation's success. Individuals cannot function in isolation. Even the greatest expert requires the support of people around them to deliver ongoing and sustainable value. This understanding has led i4-talent to develop a product that enables knowledge organisations to select the right people to create winning teams.

The following describes the components that can make a difference to the way in which an organisation manages its human knowledge and competencies.

## creating projects

i4-talent does not claim to be a project management tool. However, it can capture vital project information that is used to determine the type of people required on the project.

A project is initially set up and attached to a client profile if required. Each position within the project is described and a job profile created – this lists the skills, experience and competencies required within the role. Once complete the entire project can be advertised to your internal or external talent pool.

# putting the right team together

## finding the right people

i4-talent enables organisations to find the right people efficiently by capturing a range of data. This is broken down into the following areas:

- 1 Skills & Experience
- 2 Competencies
- 3 Team Profile
- 4 Resource Availability

### **Skills & Experience**

Employees are responsible for maintaining their skills catalogue and resume. Information derived from their data is used to develop a skill and experience profile. This information is used to match people to jobs or alternately as part of an ad hoc search to find a skill set within the organisation for a short-term need.

The vast majority of the data captured within i4 is structured data – this provides an organisation with certainty when

interpreting or searching against it. The skills and experience catalogue takes an employee's entire work experience into account and not just the roles that they had taken since joining your organisation. This gives you access to a depth of information that is generally unavailable in most organisations.

### **Competencies**

Assessments and post-project reviews build a competency profile of your talent pool. By defining the competency requirements for the role you can search for the right sets of employees.

Competency frameworks tend to be specific to organisations and as such i4-talent is tailored to your needs ensuring that the critical information you require of your employees is captured in a structured way.

### **Team Profile**

Develop a balanced team that suits the project requirements by bringing a mix of people together. Our assessments provide insight into the preferred working styles and team contributions of individuals.

Team balance is also about the mix of knowledge that the team has. A balanced team, in terms of novice and expert, is critical in ensuring that your experts have the ability to pass on their knowledge to employees that require further development. Using the i4-talent application you can assess the total level of knowledge that each person brings with them to the role.

# *putting the right team together*

## finding the right people

### **Resource availability**

Knowing the availability of your preferred team members is critical to the planning process. There is little point in putting a winning team together if some are currently involved in ongoing projects.

Resource availability is determined by one of two methods – the length of the role or project that an employee is currently on or as defined by the employee through a self-service approach.

i4- talent can provide you with a list of employees that meet your requirements and their availability status – enabling you to quickly move to secure the best resources for your project.

### **Post-project reviews**

A post project review can be undertaken online on project completion, or when a person moves off a project. This elicits feedback from both the project manager and the employee concerning various issues of performance and project success.

This information can be used in determining the future roles that a person may have within project teams or in the broader organisation.

### **Management Reports**

The ability for client relationship managers and project managers to view the status of the people within their projects is critical to keeping your talent pool growing. i4-talent allows managers to run reports that provide them with this information.



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