

The knowledge proposition

A guide for recognising the value of knowledge within an organisation

The *knowledge proposition* is a document that aims to help senior executives understand the potential value of knowledge within their organisation. It will also be of interest to other knowledge and information professionals.

A group of twenty of the world's leading knowledge practitioners developed *The knowledge proposition* during the sixth annual Chief Knowledge Officers (CKO) Summit held in Dublin, Ireland on 5–7 October 2003. The Summit was jointly sponsored by Factiva and TFPL, and the report has been made available with the kind permission and collaboration of all the participants. The report design was sponsored by KPMG.

The knowledge economy has become a reality for many organisations and nation states. The wealth of a nation no longer depends on its ability to convert raw materials into tangible goods, but rather on its ability to develop and harness the abilities and knowledge of its citizens. The success of organisations in this economy depends on the ability of their leaders to create a culture and style where knowledge is valued, nurtured and used. Many organisations have realised significant benefits from developing a knowledge-conscious style of management and from specific knowledge actions. In others, senior managers are still considering how the core principles and practices could deliver business benefit for their full range of stakeholders.

The knowledge proposition is addressed to chief executives and to all business leaders. As some people can find

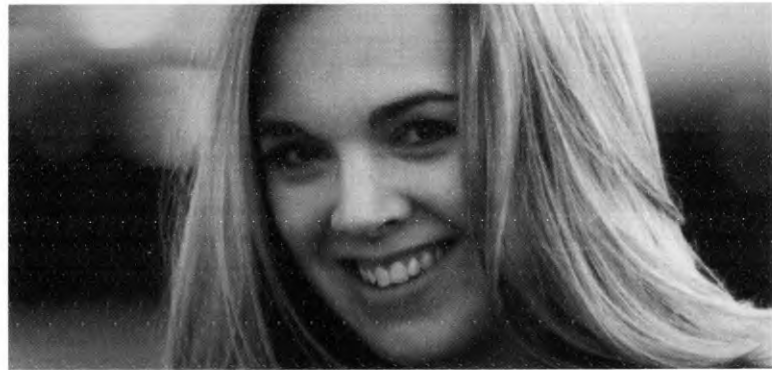
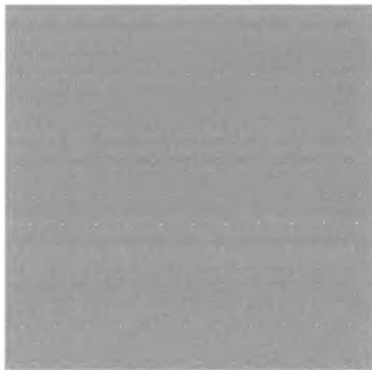
the term 'knowledge' unhelpful and poorly defined the authors have chosen to use the more widely understood terms 'expertise, information and ideas' in its place as a more accurate definition of what they are discussing. To explain the proposition the authors have used and expanded the framework developed by Treacy & Weir to identify opportunities for every type of organisation — whether focused on customer intimacy, product leadership or operational excellence. In every case the critical success factors for the organisation include effective, imaginative and consistent application of expertise, information and ideas.

The *knowledge proposition* presents a 'knowledge framework'. It maps the focus of knowledge in terms of the three elements — expertise, information and ideas, and the dimensions of intervention — people, processes and tools. This matrix provides a map for planning, decisions and actions.

The framework can be used as a simple check-list for your change agents to ensure that they harness all of the knowledge potential in your organisation that can be applied to the task in hand.

The knowledge proposition is available free-of-charge from the TFPL website as a pdf or you can order a printed copy from http://www.tfpl.com/resources/tfpl_reports.cfm.

Nigel Oxbrow, chief executive, TFPL Ltd and Clare Hart, president and chief executive officer, Factiva



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