

KNOWLEDGE AND SKILLS MANAGEMENT

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Abstract

Knowledge and skills in organisation, human relations, communication, personnel management and operational planning are most important in the practice of construction management. Few changes are anticipated in the 1990s which will significantly alter the role of the construction manager. To be most useful, knowledge and skills management must be an ongoing process, where individuals assess and update their recorded skill sets regularly. These updates should occur at least as frequently as employees' regular line manager reviews, and certainly when their skill sets change. Skills management systems record the results of this process in a database, and allow analysis of the data, typically to assist with project staffing or hiring decisions. Thus, technical skill deals with things, human skill concerns people, and conceptual skill has to do with ideas.

Keywords: Knowledge, Skills Management, Project Staffing, Hiring Decisions, Manager Reviews.

Introduction

The first of the three fundamental capabilities, **Problem Solving Capability**, helps us to understand how problems are solved and decisions are made. For managers, however, there are other types of abilities that are necessary for success. The fundamental capabilities are embodied in Skills and Knowledge. Having the appropriate knowledge, as well as the ability to demonstrate and apply that knowledge both technically and socially, is key for effective management.

Knowledge refers to the body of knowledge that an individual has accumulated over the course of his or her career or life. The body of knowledge that gives you the capability to do the work, the knowledge you need to be successful in that position. Similarly, the knowledge that is obtained through the education required for the acquisition of an accounting designation.

Technical Skills refer to the proficient use of knowledge, meaning how well you can apply what you know. It is possible to have knowledge recognized by appropriate academic degrees, but lack the technical skills to apply that knowledge in a meaningful way in the organization. Demonstrated ability means having the ability to use knowledge in an effective way to accomplish the work needed to complete a task, or produce and output.

Finally, Social Processing Skills are those that give an individual the ability to function in different kinds of social situations while understanding the processes needed to complete the work. Front-line workers, for instance, must have some understanding of how to interact with the people around them so that, together with their peers, they can accomplish what the front-line manager expects.

Several sources to outline the skills are necessary for a career within **knowledge management**. Evidently, different positions will emphasize different aspects of knowledge management, with leadership positions requiring a great ability to manage, influence, and organize, while technical positions.

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