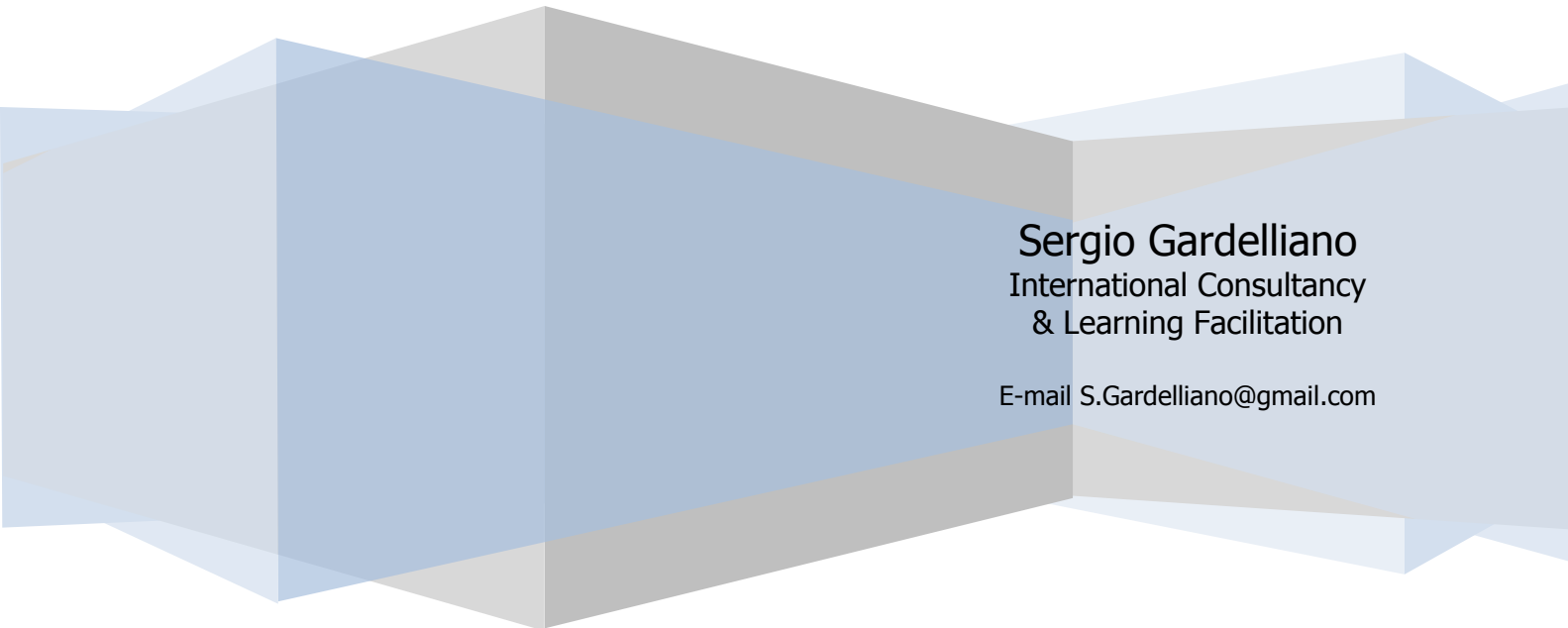


IAEA – Interregional Knowledge Management Workshop on
Life Cycle Management of Design Basis Information
- Issues, Challenges, Approaches -
28 Oct-1 Nov 2013, Vienna Austria

INTEGRATIVE MANAGEMENT for NKM Life-cycle design basis information

Organizational & Human considerations



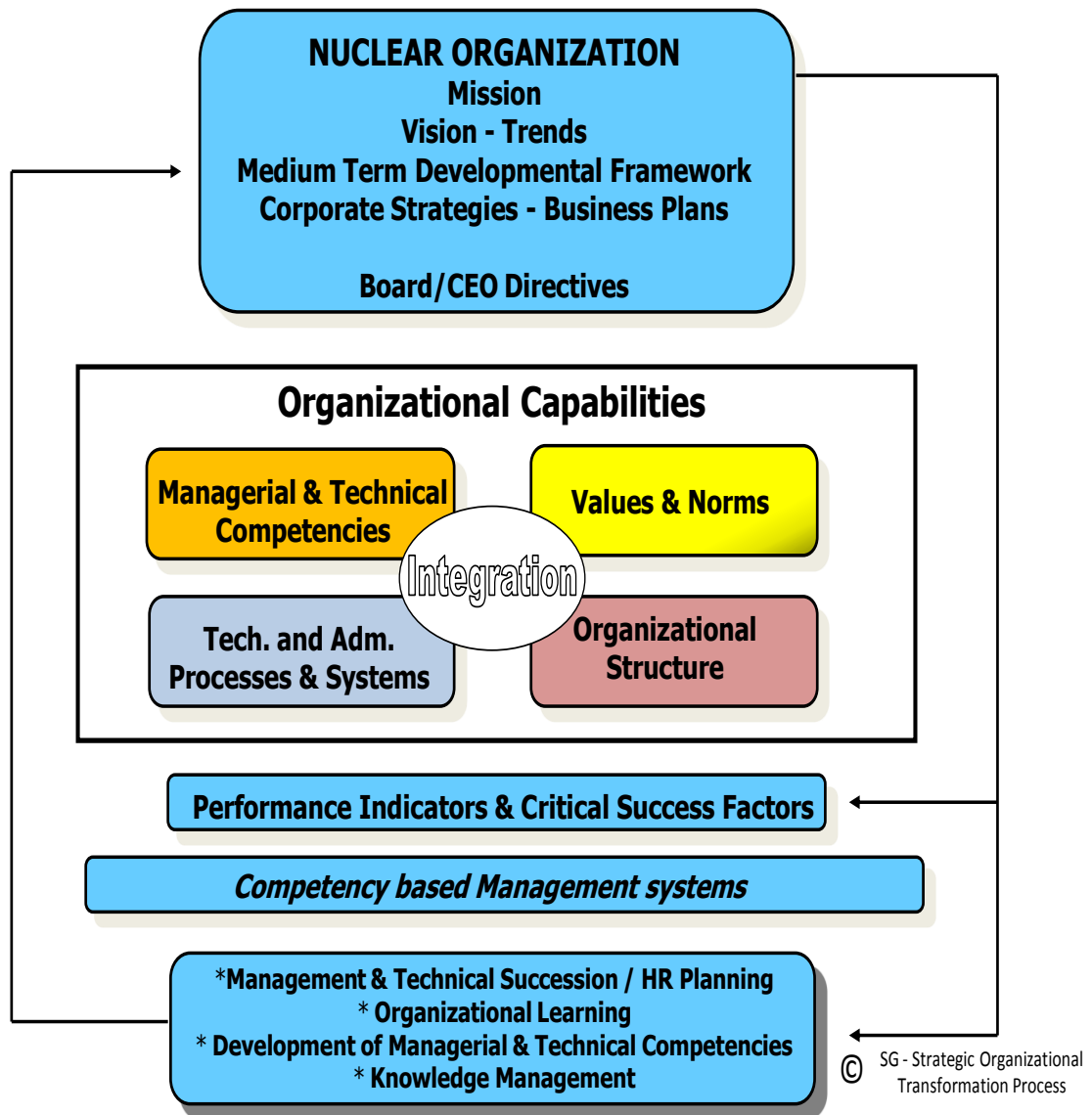
Sergio Gardelliano
International Consultancy
& Learning Facilitation

E-mail S.Gardelliano@gmail.com

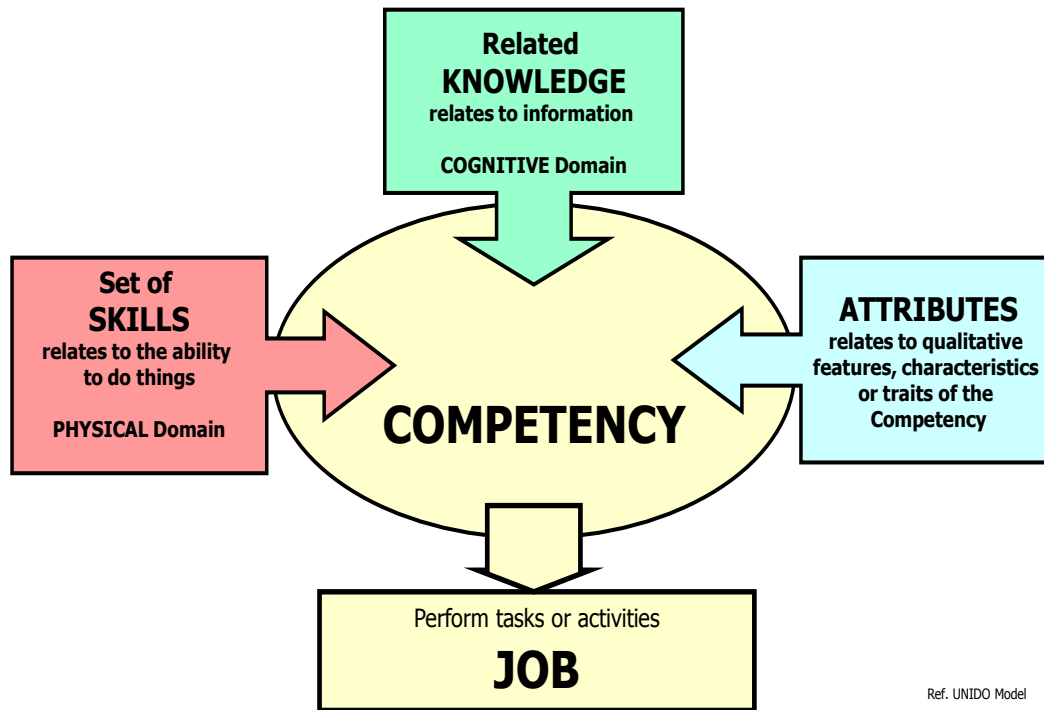
CONTENT

- Integrative Management & Organizational Transformation
- Competencies as the essence of Knowledge Management
- Personal Values, Organisational Values & Norms
- Competency Base Management
- Management of Multi-Institutional Collaboration

Strategic Organizational Transformation Process



A COMPETENCY



Ref. UNIDO Model

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6

COMPETENCY,

A set of SKILLS, related KNOWLEDGE and ATTRIBUTES that allow an individual to perform a task or an activity within a specific FUNCTION or JOB.

“Competencies as carriers of Knowledge”

INDIVIDUAL COMPETENCIES (Self –Assessment - example)

Level	K	P	A
MANAGERIAL / GENERIC			
Managing small organizational groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Scenario building and strategic thinking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal communication	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Customer orientated services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
TECHNICAL / FUNCTIONAL			
Energy auditing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Continuous improvement tools & process	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recruitment processes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Financial analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ADDITIONAL (non data base)			
XXX	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
YYY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ZZZ	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Definition: Total 15 Essential COMPETENCIES (data base OE requirements) and 5 ADDITIONAL (self defined & non data base)

ORGANIZATIONAL COMPETENCIES

Specific Applications and Benefits (examples)

- Align competencies with Trends/Mission/Vision, Business lines, Processes and Corporate Strategy of the Organization;
- Support processes of Organizational Change or Transformation; Building Strategic plans; Human Capital index;
- Knowledge Management; Skills/Knowledge obsolescence; HR planning; Succession Management; Cross-Cultural Management;
- Jobs family & Individual Posts benchmarking; Jobs description; Restructuring posts, processes, systems;
- Recruitment advertising; Interviewing and Selection of personnel; Reassignment or redeployment (individual placement/transfer/rotation);
- Organizational Performance Agreements; Building Teams & Task forces; Management & Technical development; Determine Learning needs; Learning impact evaluation; Learning efficiency; etc.

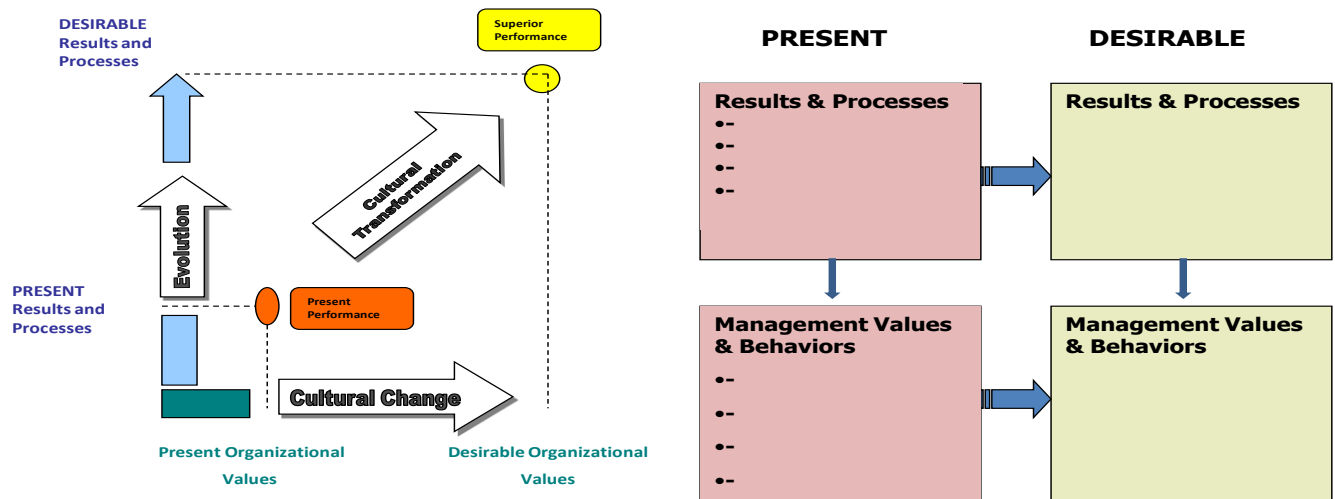
VALUES

“VALUES” are enduring convictions that influence our actions and the choices we tend to make.

Distribution of VALUES

**Current Personal / Current Organization /
Desirable Organization**

Lines of action for Cultural Transformation



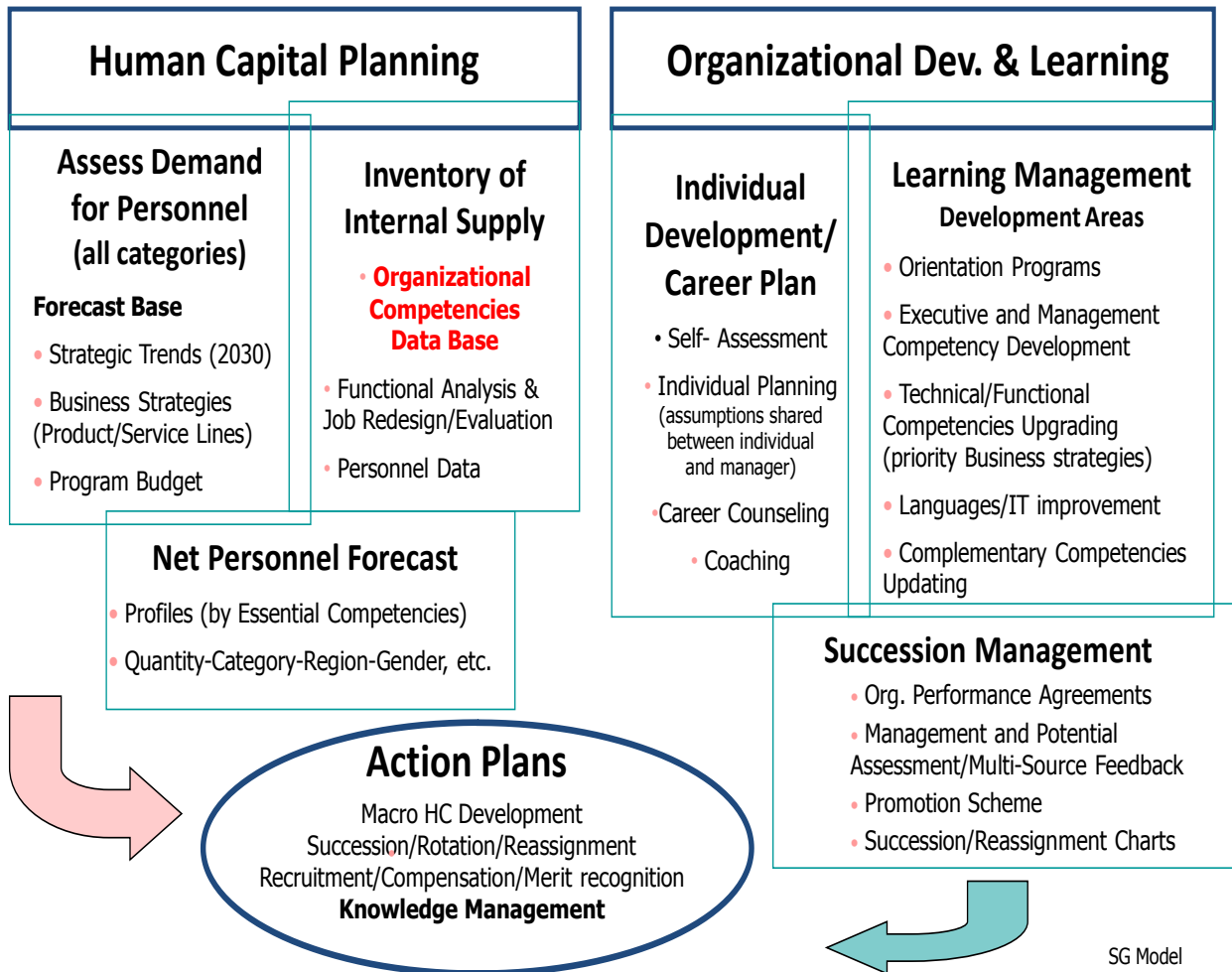
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Safety as a core Value?

Competency Based Management

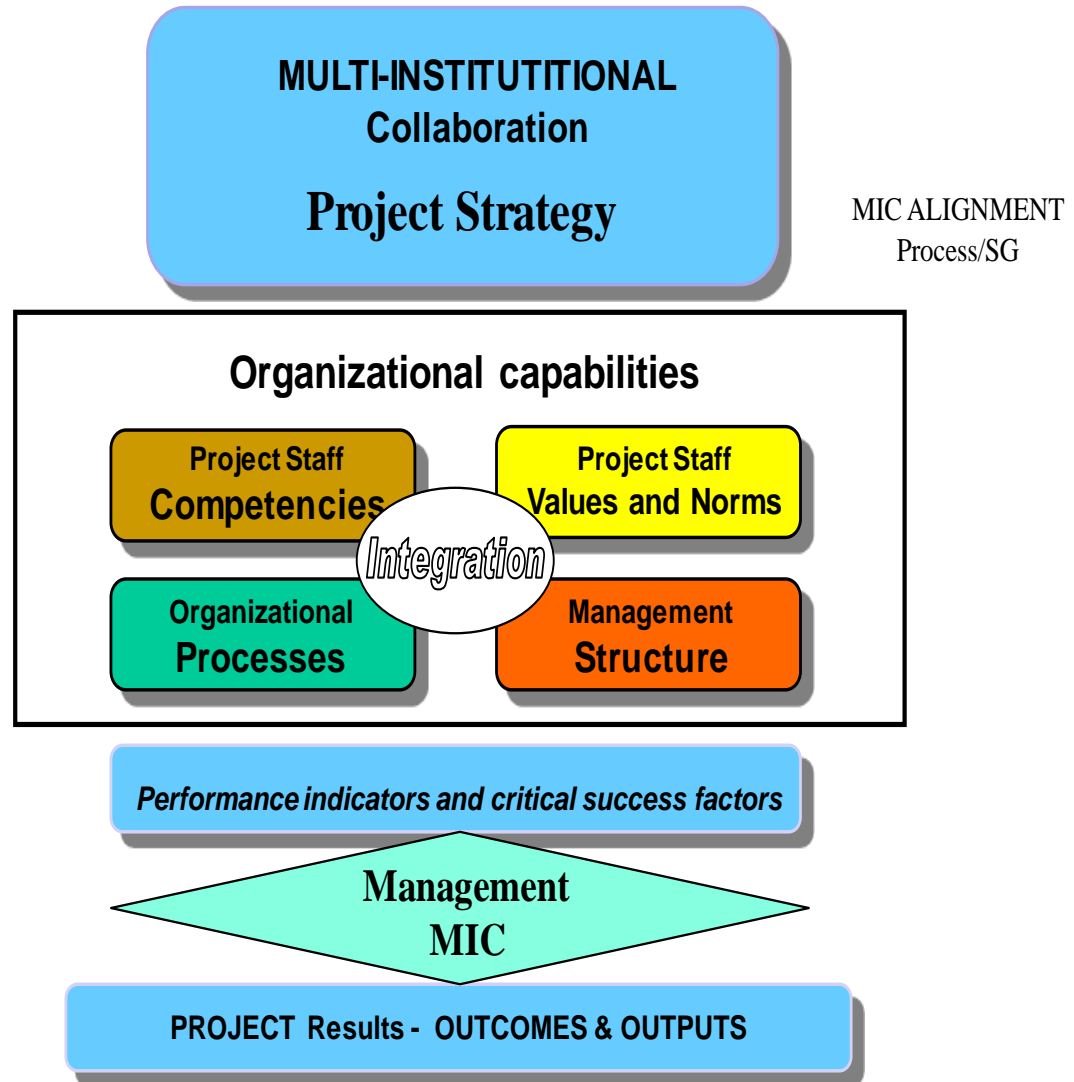
Competency based Management - *Interface*

Human C. Planning – Org. Development/Learning – Knowledge Management



Management of Multi-Institutional Collaboration

Network of complementary services



A search for the appropriate option

Ownership, Organizational format and control, levels de collaboration, types of contributions, voluntary/ involuntary relationships, distant operations, etc.