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**Enhancing knowledge sharing competence in learning organizations.  
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Effective knowledge transfer or sharing is a key component in the creation of learning organizations, both between organization members and with others external to the organisation. One specific aspect of this is the knowledge sharing (KS) between academics and individuals/teams in business and other organizations. How effective this is will partly be determined by the competence of the academic in KS, but what does this competence entail? A recent research study was carried out in the West Midlands region of the UK to address this question. The study, funded by the ContactKE and carried out by the University of Worcester, sought to establish, through a series of focus groups and survey, the competencies required by academics to engage in successful KS. Having first identified the KS activities most commonly carried out ( top 5 of 17 were: giving presentations/conference papers, applied research, authoring practitioner/applied research books/journal articles and training) the study identified 263 successful behaviours associated with these activities. These behaviours were categorized into 8 competencies according to the SHL Universal Competency Framework (Bartram,2005). Two competencies, 'interacting and presenting' and 'organising and executing' were by far the most predominant. For each competency key example behaviours were identified (e.g. put information across concisely and easily accessible for client, provide clear schedule). The study further identified a total of 19 institutional (HEI) and 20 individual potential barriers to KS activity ranging from rewards and incentives through to risk aversion. The findings of the study provide clear evidence as to the competencies and behaviours that academics need to be encouraged to develop in order to engage in effective KS, as well as highlighting important barriers that need to be addressed in order to facilitate this process. For further details of the study please contact [j.francis-smythe@worc.ac.uk](mailto:j.francis-smythe@worc.ac.uk).

Bartram,D. (2005). The Great Eight Competencies: A Criterion-Centric Approach to Validation. *Journal of Applied Psychology*, 90 (6), p.1185-1203.