This document is a collection of visual frameworks designed to support competence identification, management, and communication. In order to compile this collection, we have screened four literature streams, namely strategic management, knowledge management, technology management, and alliance management. As reported below, the visual frameworks are classified according to the coordination mechanisms adopted to visually connect competences (i.e. hierarchical, supportive, temporal, matching relations).

**Hierarchical relations**

- **VISION**
  - **CSFs (Critical Success Factors)**
  - **Core Competencies**
  - **Operational Competencies**

- **CUSTOMER RELATIONSHIPS**
  - Increase our customer retention
  - Increase customer spending by 10%
- **REQUIREMENTS SATISFACTION**
  - Provide excellent value for money

**Competence tree [Sawyer, 06]**

**Dynamic capabilities positioning [Bernhardt, 09]**
Competence Pyramid [Walsh, 01]

Competence Architecture [Mills, 02]

Supportive relations

Skill network [Klein, 98]
Temporal relations (linear or cyclical)

Technology Roadmap [Phaal, 03] (linear)

Complementary capability chain [Pietroforte, 96] (linear)

Knowledge map [Eppler, 07] (cyclical)
Our Company

Best in class

Operation Strategic Knowledge Benchmarking System [Marti, 04] (cyclical)

Matching Relations

Core competence agenda [Torkkeli, 02]

Opportunity framework [Muller, 02]
Competence matrix [Roos, 92]
References


