

## *Making a Modern Project Manager*<sup>1</sup>

### **Share Knowledge (Part 2)**<sup>2</sup>

**Yasmina Khelifi**

In [the previous article](#), we explored some definitions of knowledge sharing and looked at possible challenges.

Now, let's talk about doubts and myths.

Let's go!

### **Rethinking doubts**

Several reasons might stop us from sharing knowledge.

#### **“I want to protect my work position”**

Being the only one who knows will guarantee your longevity in your role. Knowledge gives you a competitive edge. People need to go through you to know. At the same time, you've become the bottleneck for information. You are inundated with emails and requests – and you cannot complain because you are reluctant to share knowledge.

#### **“I want to protect my ego”**

You're proud of being the only one who is so knowledgeable on this topic. When you leave your position, your employers will struggle to find a replacement. Ask yourself: how do you want to be remembered?

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<sup>1</sup> Editor's note: This series of articles is for Gen X, Y and Z project professionals by a real project manager. The author Yasmina Khelifi is an actual project manager with a large multinational telecom in France while also an active PM professional, authoring articles, interviews and a popular LinkedIn blog as well as a podcast with a global audience. Also active in PMI France for many years, she has been an international correspondent for the PMWJ since 2021. We are delighted that she agreed to author a series of articles based on her personal experiences over the last decade.

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## **“Knowledge sharing is not valued in my organization”**

Sometimes you don't share knowledge because it's not valued in your organization and knowledge sharing takes time. You must go beyond this thought. By sharing knowledge, you improve your communication skills. You'll gain new insights.

*What other doubts do you have?*

## **Debunking myths**

### **Myth #1: “I have nothing to share”**

In the past, when I was contacted on LinkedIn about project management or certifications, I began to get stressed. I thought, ‘What do I have to share?’ I'm not an expert on the topic. This negative thought impedes me from sharing lessons learned that can help others.

*What's wrong here?* You have to [overcome your imposter syndrome](#) and believe in yourself. Otherwise, who will?

### **Myth #2: “What I know doesn't interest others”**

Well, if you are convinced what you tell is not of interest or may only interest a small circle of experts, how are you going to be recognized in the organization? Explaining technical things in a simple way is also a communication skill needed.

### **Myth #3: “Sharing knowledge is boasting”**

In some cultures, boasting is perceived as bad. [Humility](#) is valued.

*What's wrong here?* How can you be known for your expertise if you don't talk about it? How can you develop your personal brand – and ultimately position yourself for the next step of your career?

### **Myth #4: “It is not my responsibility to share knowledge”**

You may think that knowledge sharing is the responsibility of managers, HR or the learning and development department.

*What's wrong here?* As a leader, you have the responsibility to share knowledge to help your team to grow.

## **Excuses you may be tempted to make**

Over my career, I have encountered some excuses given by my colleagues and myself when we didn't want to share knowledge.

### **"I'm not available"**

It may be true, but you have to be honest. I have a colleague who was rarely available when I had a question, but he was available to explain to the top managers in a very clear way. He had to prioritize who he wanted to share with because he was a bottleneck of knowledge.

### **"It's confidential"**

If you have to give someone this response, the next step is to explain if there is a process to access the information and in what timeline the information is needed.

### **"I will send it to you later"**

...and you never get around to sending the document! Don't overpromise.

### **"It's difficult to explain"**

We might hear this a lot if we work in a technical field! Explaining clearly complex things is an essential skill you need to acquire. Next time, someone (not a technical expert) asks you a question, refrain from using this excuse. Take it as an exciting challenge: how can you explain this process concisely and clearly?

*What excuses have you made when you didn't want to share knowledge?*

*"The secreting or hoarding of knowledge or information may be an act of tyranny camouflaged as humility." - Robin Morgan, American political theorist.*

*What doubts and myths have you faced in sharing knowledge as a leader? I look forward to reading them.*

## About the Author



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**Yasmina Khelifi**, PMP, PMI- ACP, PMI-PBA, is an experienced project manager in the telecom industry. Along with her 20-year career at [Orange S.A.](#) (the large French multinational telecommunications corporation), she sharpened her global leadership skills, delivering projects with major manufacturers and SIM makers. Yasmina strives for building collaborative bridges between people to make international projects successful. She relies on three pillars: project management skills, the languages she speaks, and a passion for sharing knowledge.

She is a PMP certification holder since 2013, a PMI- ACP and PMI-PBA certification holder since 2020. She is an active volunteer member at PMI France and PMI UAE, and a member of PMI Germany Chapter. French-native, she can speak German, English, Spanish, Italian, Japanese and she is learning Arabic. Yasmina loves sharing her knowledge and experiences at work, in her volunteers' activities at PMI, and in [projectmanagement.com](http://projectmanagement.com) as a regular blogger. She is also the host and co-founder of the podcast [Global Leaders Talk with Yasmina Khelifi](#) to help people in becoming better international leaders.

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