



Knowledge Management Fundamentals Workshop 3.0

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Knowlysis provides this workshop as a part of each Knowledge Management software implementation project and also as a standalone module.

This document contains the following:

- Introduction to Knowledge Management
- Workshop areas of focus
- Benefits of Knowledge Management
- Conclusion

Introduction

Knowledge Management has gained ground in the service center industry due to the value it provides to service centers, their customers, and the companies the service center represents. Knowledge Management has been viewed in the past as an off-shoot of Content or Document Management. However, the needs, requirements, and processes for Content/Document Management are vastly different from that of Knowledge Management.

The main objective of help desks and service centers is to “solve problems.” The aim of Knowledge Management is to make solving problems easier, faster, and more consistent and accurate. Properly implementing Knowledge Management practices and processes can enable organizations to gain economies of both scale and scope, and do more with fewer resources – which is what every organization is being required to do to stay competitive.

The key to a successful Knowledge Management effort is the proper implementation of sound Knowledge Management process and practices. Knowledge Management is more about process and practices than it is about software. Software can and most likely will aid the Knowledge Management effort. However, the practices and processes implemented will, ultimately, determine success. Through implementing the industry’s best practices the returns and rewards can be dramatic.

The Knowledge Management best practices that Knowlysis covers in the Knowledge Management Fundamentals Workshop are modeled after the Knowledge-Centered Support™ (KCS) strategy developed by the Consortium for Service Innovation™.

Workshop Areas of Focus

To help effectively guide organizations to implement Knowledge Management best practices, Knowlysis has taken the KCS methodology and structured it into the following five areas of focus for the Knowledge Management Fundamentals Workshop:

Organizational Alignment – In many cases, the most important and sustaining key to a successful launch, implementation, and on-going Knowledge Management effort is to make sure that the appropriate people, throughout the organization, are “on the same page.” They need to have a clear understanding of Knowledge Management and the effects and impact it will have on the company and help desk. Top-to-bottom buy-in, comprehension, and understanding are absolutely necessary for service center executives, management, and analysts. Without each having a clear understanding of the impact of a Knowledge Management initiative, the effort runs a high risk of failure. Constant and continual, top-to-bottom communication is imperative for Knowledge Management to be successful.

Problem Solving – The very reason why help desks and service centers exist is to help customers resolve problems so they can carry on with what they are attempting to do. Any problem that arises without a resolution raises costs through lower productivity. Analysts with ready access to solutions are in a position to reduce the amount of lost production in the organization. Knowledge Management, more than anything else, is structured to help analysts solve problems in the most effective and efficient manner possible. Knowledge Management best practices help to establish a process where knowledge capture, creation, and refinement are all a part of an analyst’s normal problem-solving process. KCS states that “[Knowledge Management] is not something you do in addition to solving problems; it is how you solve problems.”

Quality Assurance – A knowledgebase is only as good and useful as the quality of its solutions. Quality can mean different things to different organizations. Establishing what “quality” means in a knowledgebase is an important first step. It is essential to keep the definition of “quality” simple, so those authoring solutions can easily remember and adhere to these requirements. Regardless the definition, consistency is vital. If the knowledgebase quality is lacking, people, analysts and customers, will not use it, and the Knowledge Management effort will fail. The KCS methodology is structured to enable solutions to be developed without elaborate and mandated workflow or review processes. Investment in training and coaching instead of review will help to streamline the authoring and refinement processes and increase proper solution creation in the knowledgebase.

Visibility and Rights– *Who can see (or have access to) what is Visibility and what they can do with what they can see* is the essence of Rights. With proper training the rights of individual analysts can be expanded within their appropriate visibility groups. Roles within the Knowledge Management process should include:

- **Authors** – those that are able to author solutions to the knowledgebase
- **Approvers** – those that are able to edit and approve their own and other’s solutions in the knowledgebase
- **Publishers** – those who are able to publish to the self help site
- **Coaches** – those who coach and train Authors to author to your quality standard and become prepared to be Approvers
- **Knowledge Champions** – those who monitor the knowledgebase, Knowledge Management activity in the knowledgebase, as well as set and modify the quality standard

Performance Assessment – Finally, to round out this methodology, it is necessary to set up an effective structure for assessing and rewarding individual and group/team performance. In short, it is important to reward results, not activities. Rewarding activities creates a game that will yield unintended consequences, proving detrimental to both the Knowledge Management effort and more importantly, customers. The reward will often times be most appropriately team-based. This serves to reinforce the Knowledge Management best practice methodology that encourages the concept of “team” instead of “individual” and “collaboration” instead of “hoarding”.

Benefits of Knowledge Management

Knowledge Management alone, in its raw form of “capturing and reusing knowledge” can yield great benefits to the organization. When coupled with the implementation of industry standard KCS best practices, the return on the Knowledge Management investment will be even more dramatic. Some of the early adopters and implementers of this Knowledge Management methodology have seen results like these:

- **50-60%** Improved Time To Resolution
- **30-50%** Increases in First Call Resolution
- **70%** Improved Time To Proficiency
- **20-35%** Improved Employee Retention
- **50%** Case Deflection (solved via web self-help)
- **20%** Increase in Lower Tier Resolution

Although these statistics are impressive, the real benefits come in the form of the intangibles; improved customer satisfaction due to faster, more accurate issue resolution, increased analyst job satisfaction due to the availability of a clear path to success and a reduction in effects of attrition on the help desk.

Conclusion

With a persistent and determined effort along with effective communication, Knowledge Management best practices can enable an organization to create and maintain a current, valid, relevant, vibrant, and valuable knowledgebase with existing resources. Knowledge Management best practices can help to streamline Knowledge Management processes, increase service center capacity and knowledge throughput, and empower analysts. The proper implementation of Knowledge Management best practices will reduce overall service center costs, increase customer satisfaction, and improve organization's bottom line.

Knowlysis has developed the Knowledge Management Fundamentals Workshop, as well as other offerings, to help organizations to begin down the path to successfully implementing these best practices and maintaining them, thereby reaping the collective benefits from this industry standard methodology.



Knowlysis is a consulting and professional services company that supports organizations seeking to better leverage the applications that supply their business knowledge and facilitates their online business. We have partnered with the world's leading solution providers to deliver the support needed to ensure that the maximum value is realized from these technology investments. While we spend a lot of time with technology, analyzing business processes and gauging user adoption - ultimately our mission is to help our customers be successful – by their standards and measures.

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