knowledge17

WORK at LIGHTSPEED™

Knowledge Management in a Barrel of Monkeys

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servicenow

Agenda

- Our History
- Start with Process
- Move to Technology
- Shifting the Organization
- Results
- Monkeys
- Lessons Learned

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Our History

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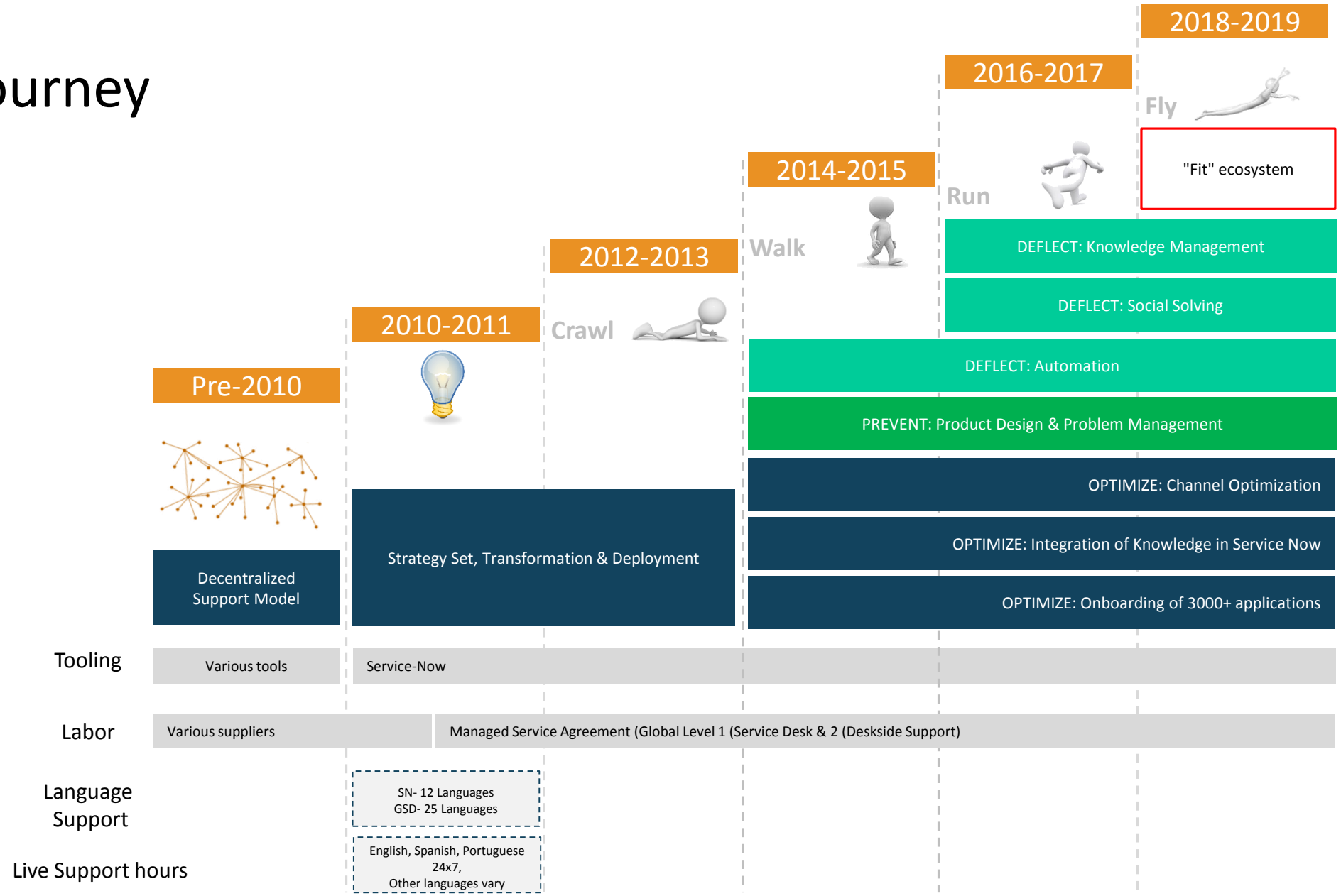


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Our Journey

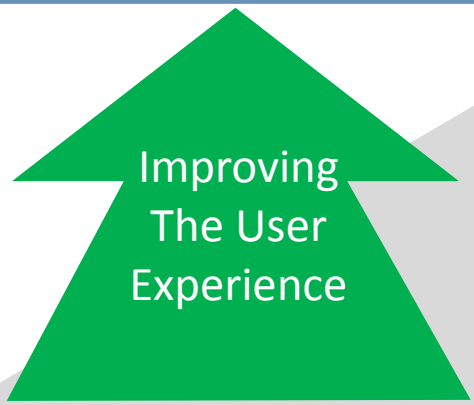


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Our Challenge



While….



Cost Levers

1. PREVENTING CONTACTS (reduce overall need for IT support, problem management)
2. DEFLECTING CONTACTS (For known SUPPORT NEEDS ALLOW USERS TO SELF-SOLVE)
3. OPTIMIZE CONTACT HANDLING (drive out costs for contact handling, shift left)

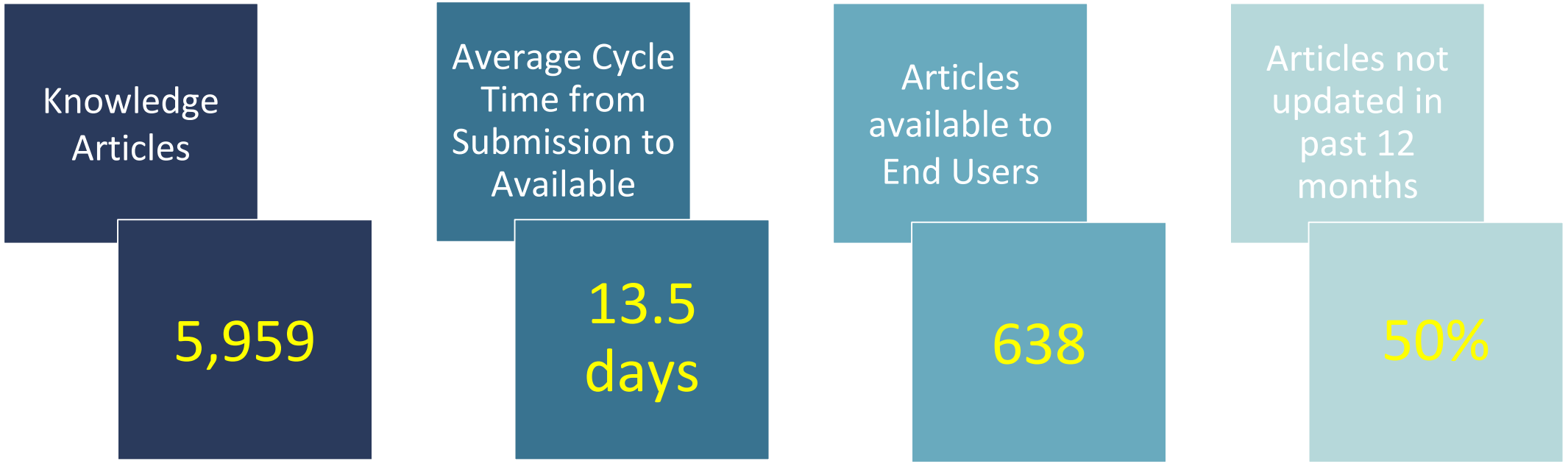
User Experience Levers

1. PREVENTING CONTACTS (more intuitive & reliable products)
2. Deflecting CONTACTS (EASY TO FIND, EASY TO UNDERSTAND end user knowledge content, improved self-service, social solving forum)
3. OPTIMIZE CONTACT HANDLING (integrated multichannel support, quicker resolution through knowledge)

Gartner: IT Service Desk and ITSSM Next Practices

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Our Knowledge Problem



Too Much?

Too Hard?

Too Little?

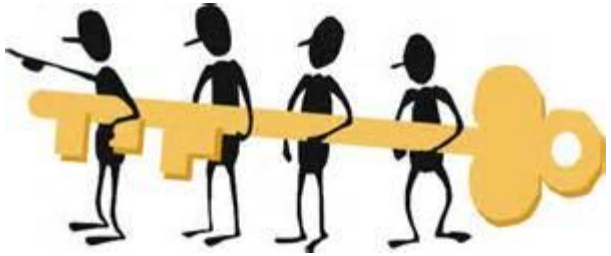
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We didn't know!



We wanted to find out!



It was time for a KM refresh!

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KM followed a

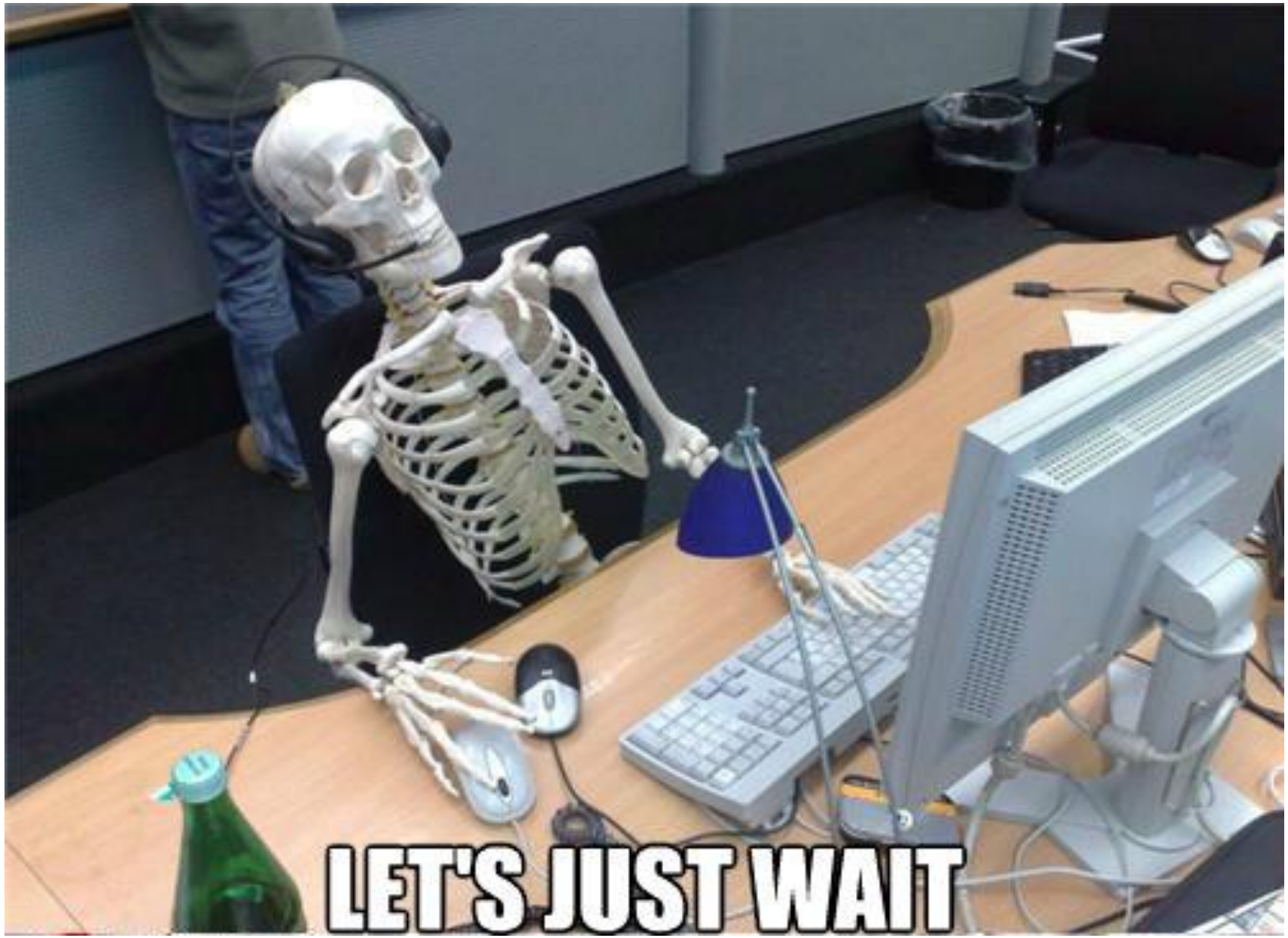






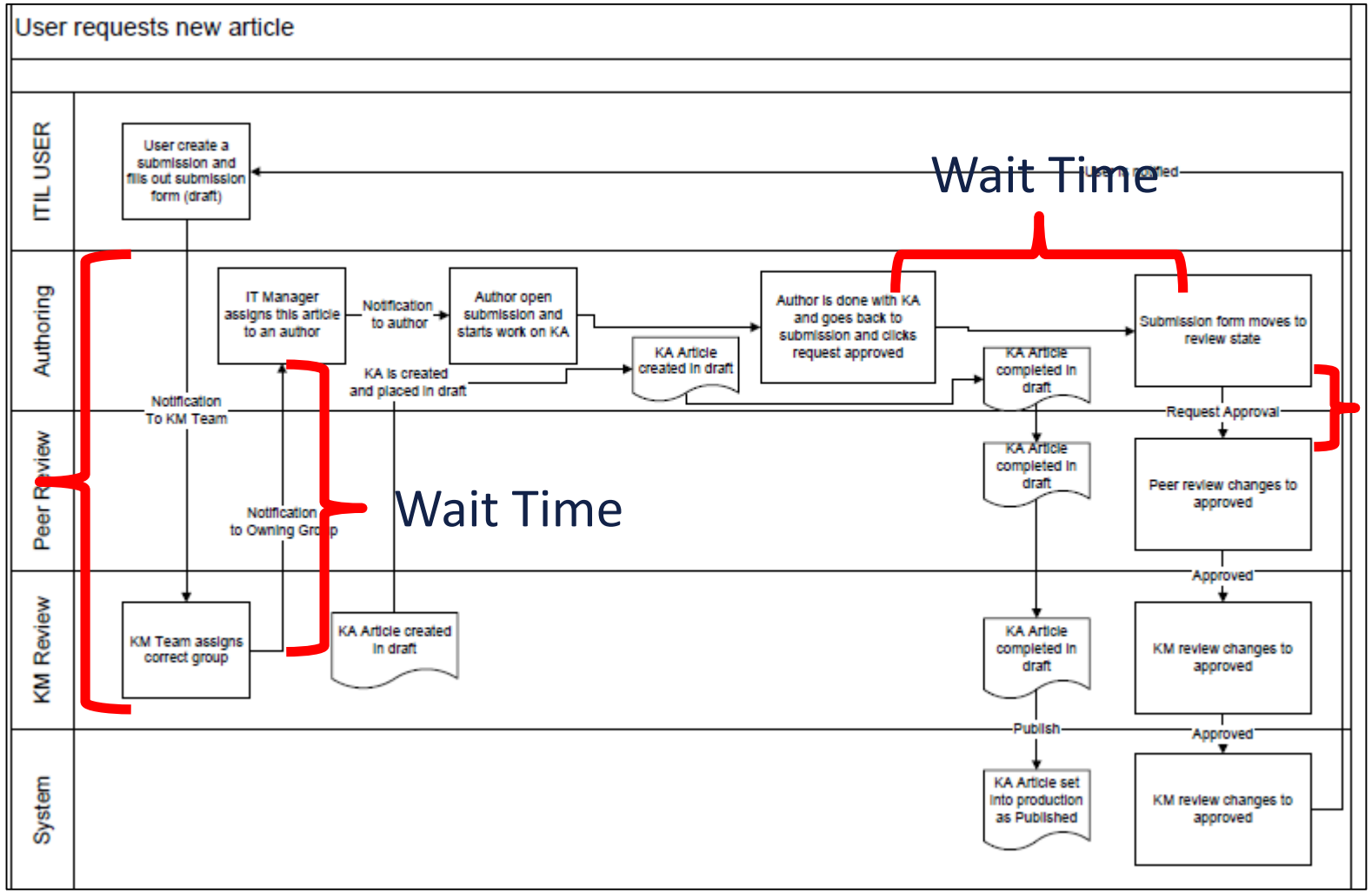
Manufacturing Process

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Source: quickmeme.com

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Office 365 Support Summary, Configuration Item and Escalation Path

Overview

This knowledge article summarizes the support when handling Office 365 related issue, configuration item and escalation path GSD L1 must follow.



5-10 Issues in 1 Article

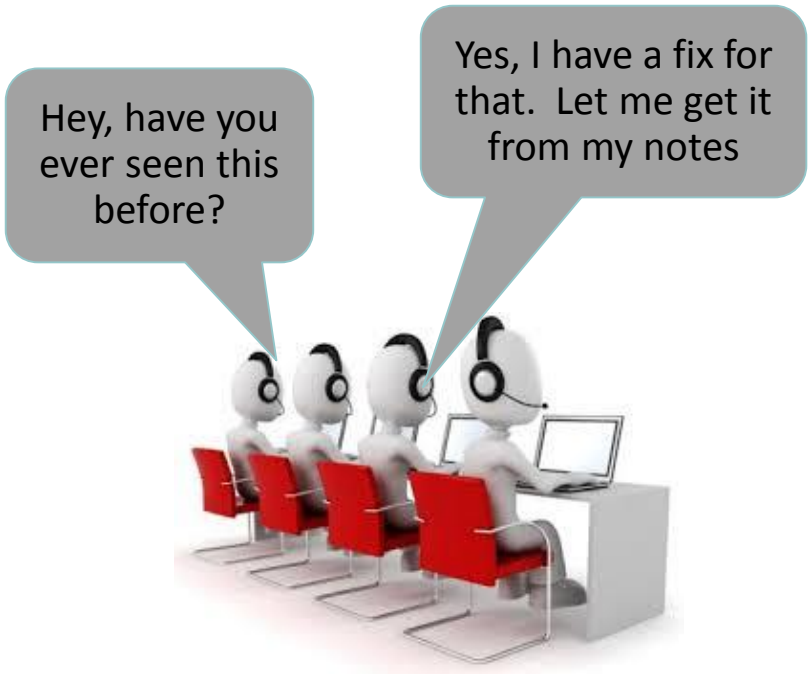
Scroll through pages of info

Awful Search Results and Poor Metrics

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Knowledge Was Everywhere







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Change Was Quickly Happening Around Us



Our Support Model wasn't changing

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We needed KM to be

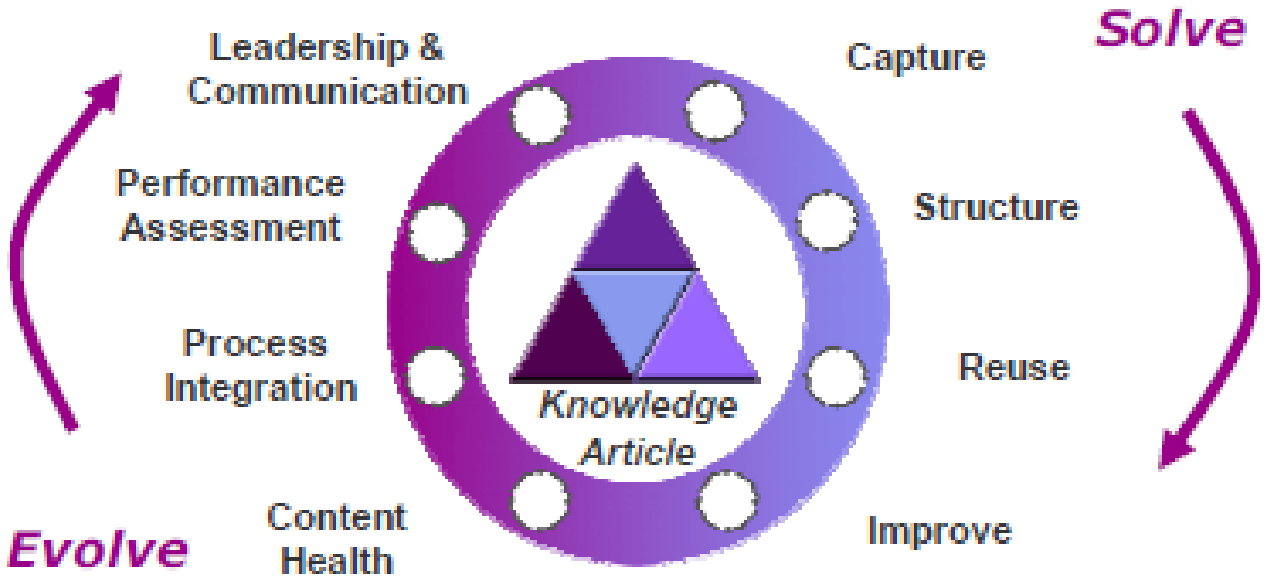


Dynamic and Evolutionary

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Knowledge Centered Support* (KCS) Was Our Choice!

- **Content Health:**
  - Define article quality criteria
  - Articles reused are migrated to larger audience
  - Random sampling & feedback
- **Process integration:**
  - Structured problem solving: listen and collect content, search early-search often
  - Tools must support process
- **Performance assessment:**
  - KCS license model
  - Rewards and recognition
  - Feedback builds a reputation
  - Staff have visibility to trends for leading indicators
- **Leadership & Communication**:
  - Create a vision that has emotional appeal
  - Align process to business objectives
  - Encourage & Support
  - Communicate, communicate



- **Capture in the workflow**:
  - articles are created at the moment of interaction and immediately available.
  - implicit knowledge becomes explicit
- **Structure for reuse:**
  - use a simple structure - Symptoms ; Environment ; Analysis ; Resolution ; Cause
  - Complete thoughts, not complete sentences
- **Reuse** – Searching is creating:
  - Reuse rather than rework
  - Creates a culture of sharing and collaboration
- **Improve**:
  - Reuse is review – total ownership of knowledge
  - Use it/Flag it or Fix it

KCS is not something we do in addition to solving problems…
KCS becomes the way we solve problems

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What is Knowledge Centered Support* (KCS)?



The four pillars of KCS are:

- Create just-in-time content as a by-product of solving problems
- Evolve content based on demand and usage
- The knowledge base serves as a repository of the organization's collective experiences
- Reward learning, collaborating, sharing, and improving

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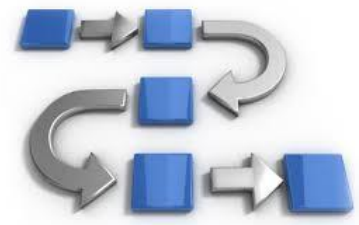
Start with Process

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Process Key Components



KCS Principles for Project Team



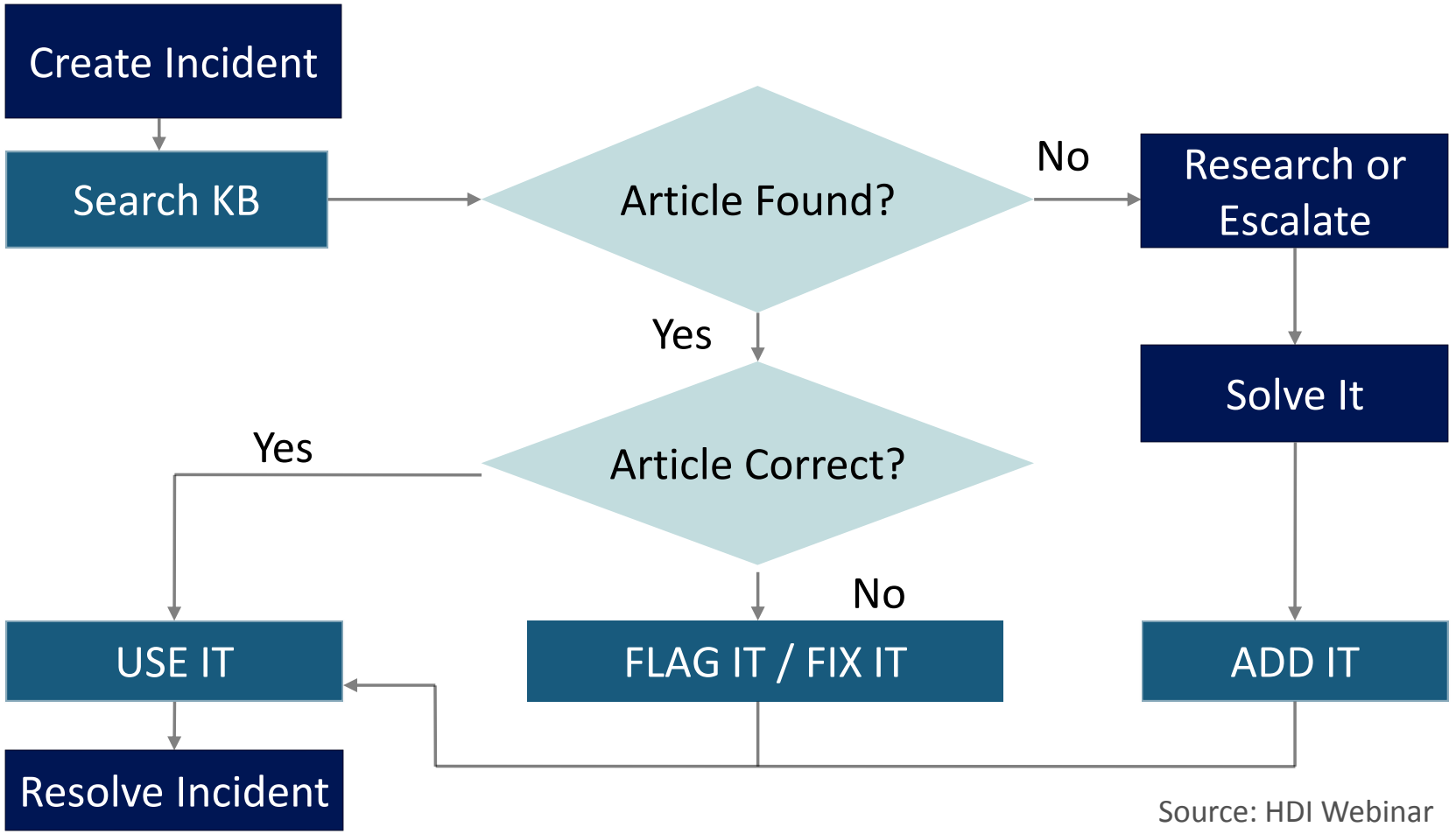
Process Workshops



Organizational Change Management

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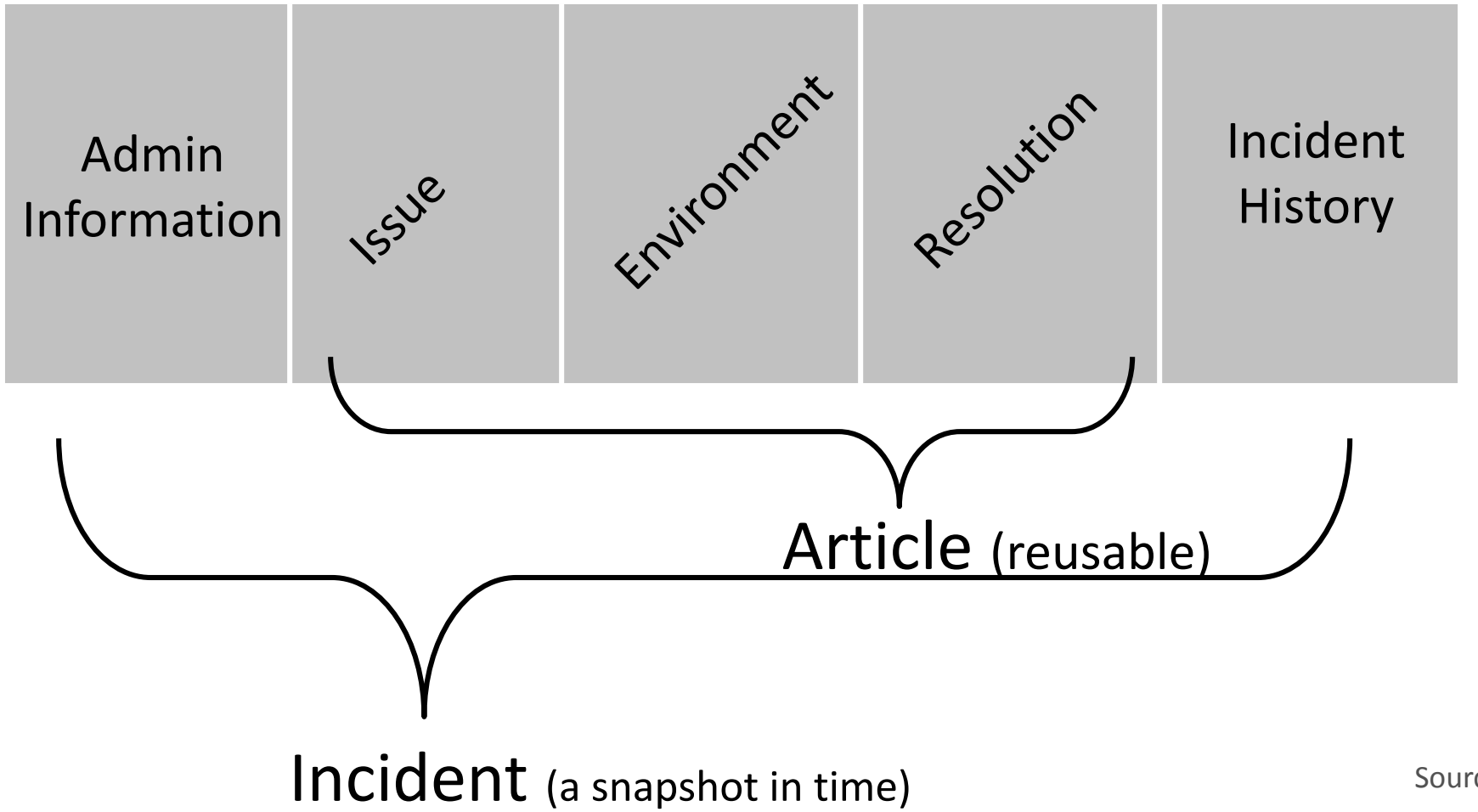
KCS Ties Incident and Knowledge Processes Together



Source: HDI Webinar

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The ISM Picture: Incident and Knowledge Integration



Source: HDI Webinar

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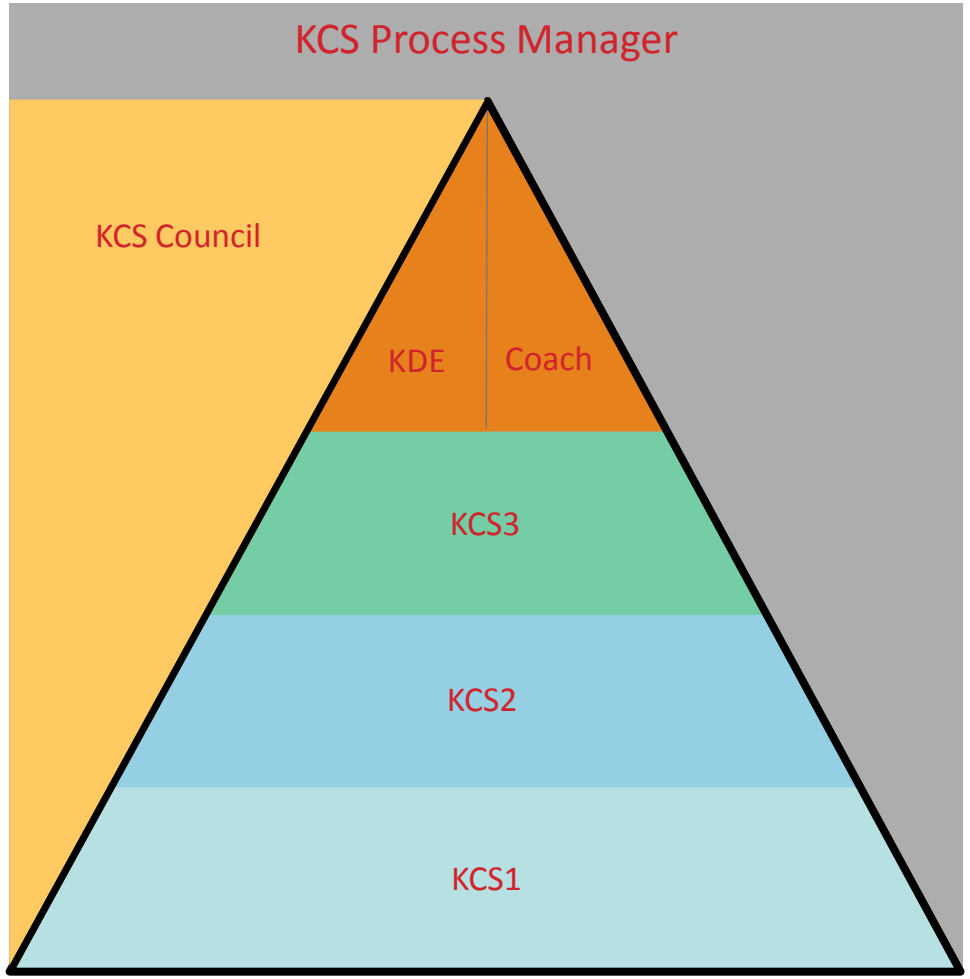
Article Lifecycle



Submitted	Accepted	Verified		Retired
• Initial state of an article, limited reuse (<10 reuses). Article is 'good enough' for initial use. It is expected it can/will be improved through reuse. • Visible to licensed users	• Article used 10+ times, and it is usable, technically correct and meets all quality criteria. • Increased confidence in content and structure • Visible to licensed users	• Article use 20+ times and assumed it is easily found and useable • Visible to licensed users	• Relevant for End users and style guide applied • Visible to End Users (Internal J&J) • Visible to licensed users	• Relevant for the Public and style guide applied • Visible to the Public (external J&J) • Visible to licensed users

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KCS Competencies



KCS Management Council:

- Ensures the KCS ecosystem meets the needs of J&J and the health of the service/process
- Ensures service level objectives are met and addressed when not being met
- Made up of a cross functional global group of people who meet regularly

KCS Coach:

- Is a change agent and Knowledge Management process expert
- Supports KCS 1, 2 and 3 in the development of Knowledge Management competencies and the creation of reusable articles
- Helps team members achieve their knowledge goals

Knowledge Domain Expert (KDE):

- Ensures the health of the knowledge base for that domain and is responsible for identifying gaps as there are product changes
- Collaborates with knowledge content developers to create reusable articles as necessary in support of new project launches
- Archives duplicate/expired KA's or returns archived KA's as necessary

KCS3:

- Demonstrates an advanced level of competency for a domain and KM with a focus on the end user perspective
- Ensures articles passed to a Verified state are structured for end users through application of the style guide
- Confirms audience appropriateness
- Reviews flagged articles in the appropriate domain(s) and makes adjustments based on feedback

KCS2:

- Demonstrates an advanced level of competency for internal knowledge
- Ensures completeness of articles moving to an accepted state and ensures articles moving from draft to accepted conform to the style guide
- Understands the impact to other areas of support
- Identifies and fills gaps in KAs

KCS1:

- Is a user of the knowledge base for internal knowledge
- Advised by **Knowledge Coach** on searching, capturing and using knowledge
- Learning how to make a knowledge article complete and the impact to other areas of support
- Updates articles in a draft mode, or flagging articles in accepted or verified state

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KCS Standard Template

SHORT DESCRIPTION

ISSUE/QUESTION:
List symptoms or enter question

ENVIRONMENT:
List hardware, software, application, for example Windows 7

CAUSE (OPTIONAL):
Type in the cause of this issue

RESOLUTION
Type in the resolution with instruction steps as appropriate

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Move to Technology

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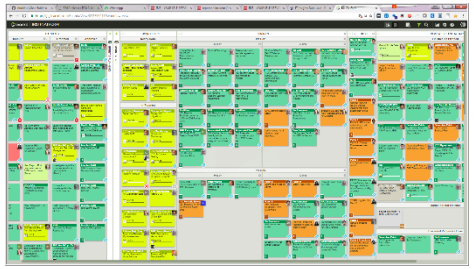
Tool Key Components



Tool Workshops



User Stories



Agile Development

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KCS Tools: A Powerful Combination



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- Combines Service Now's KM v3 with Acorio's KM Plugin
- KM embedded into Incident
  - Easily switch between Incident and KM fields/search results
- Searching and Results support KCS Process
  - Update articles during Incident Management
  - Draft articles created from resolution notes
  - Ability to drive Incident consistency through KM metadata

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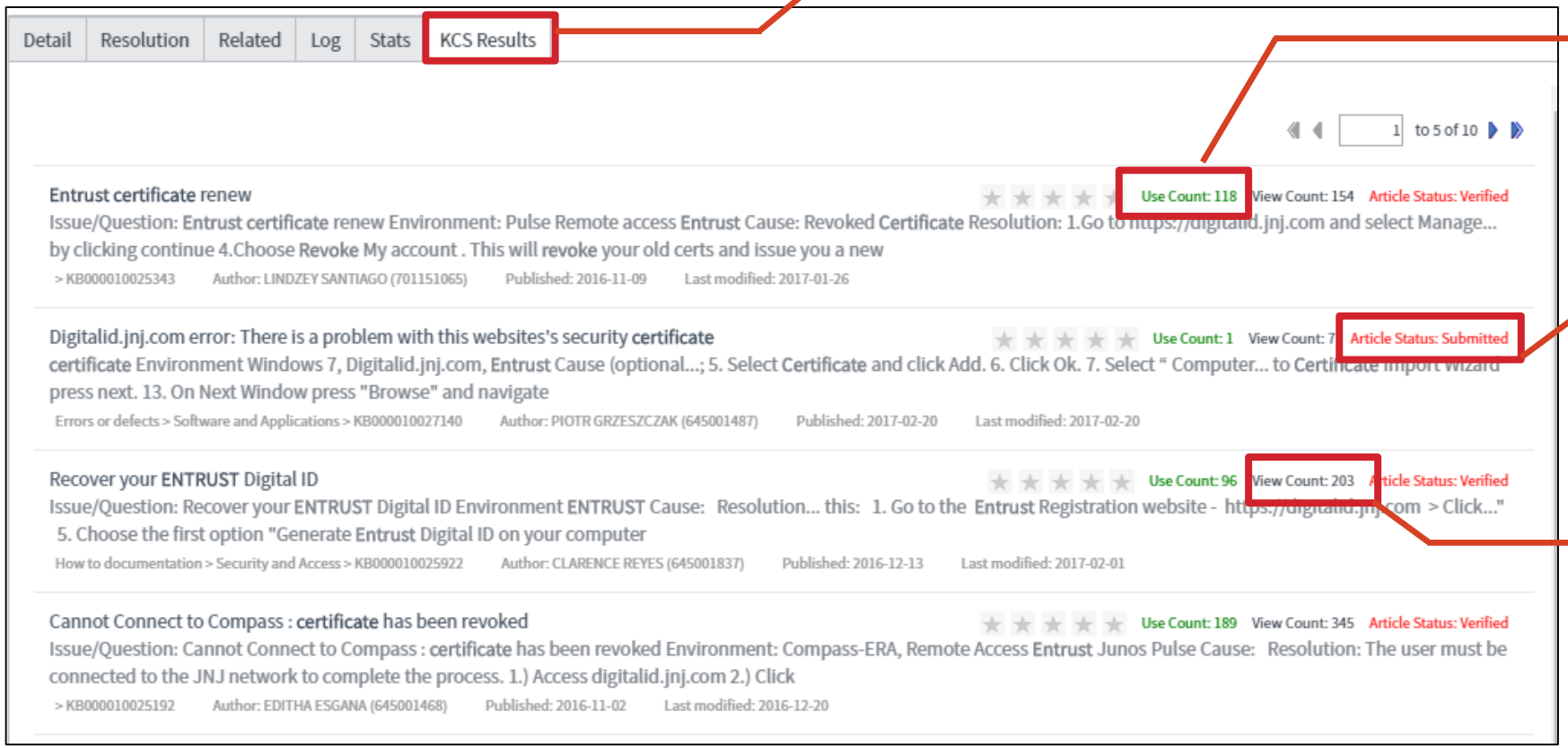
KM Embedded into Incident

Results linked on incident screen

Use Count Visible for each Article

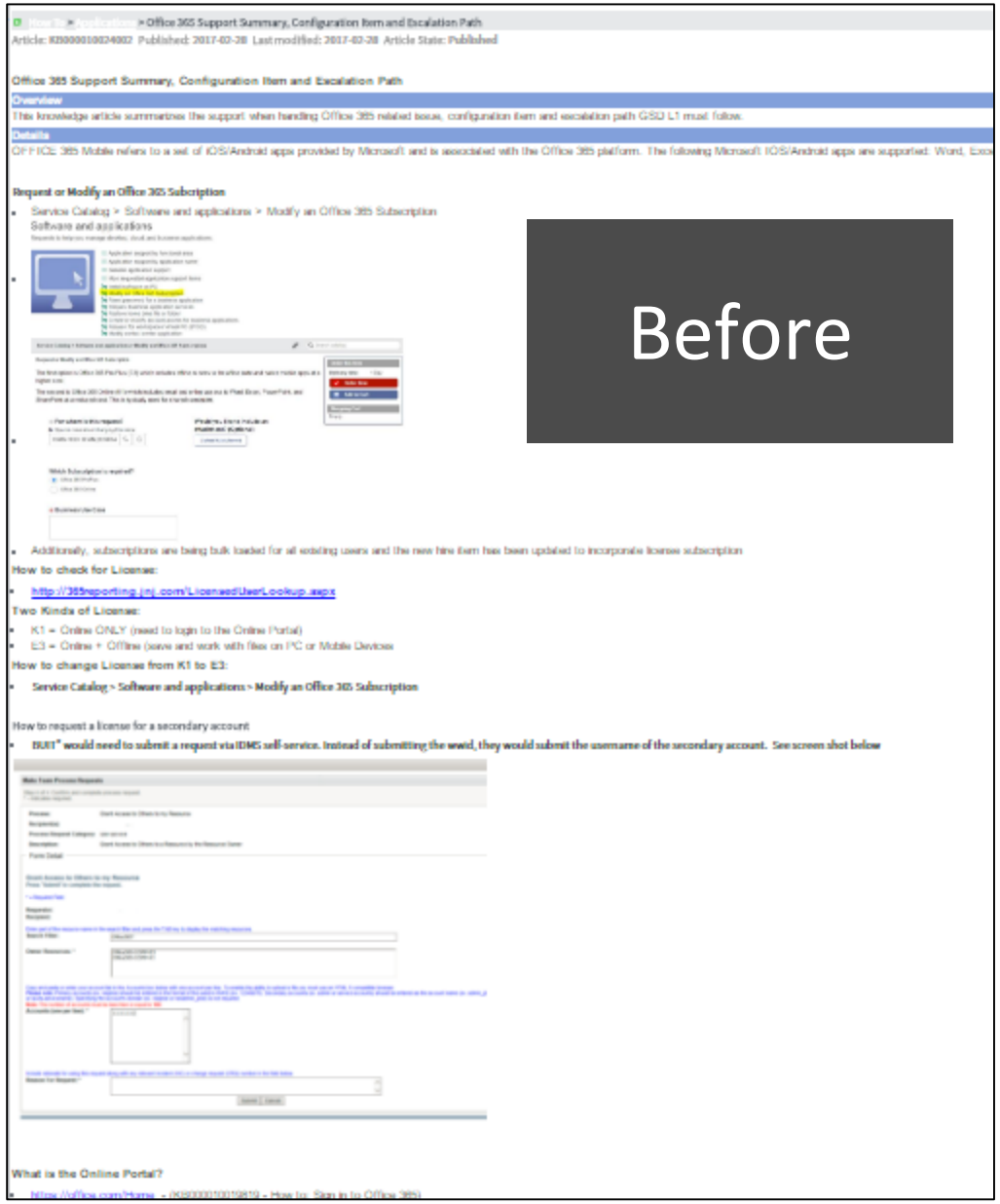
Article State Visible

View Count Visible for each Article



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Before



After

Cannot connect to compass era using Junos pulse: connection it's failing

112 views

Issue/Question:

Cannot connect remotely to Compass Era using the Junos pulse VPN client: connecti

Environment:

Junos pulse
COMPASS
Windows

Cause (optional):

Resolution:

1. Connect to http://compass-era.jnj.com instead of Junos pulse.
2. When you are successfully connected via COMPASS, check Pulse to see if it's also showing connected.
3. Once pulse shows connected, disconnect the COMPASS session.
4. This time, connect to pulse and see if that resolves it.

Note: In instances when Compass-ERA would show that it is connected but Pulse still fails to connect, try the following steps:

1. Open Pulse to check on the existing connections
2. Right click on the existing connection and select Delete
3. Go back to Internet Explorer and launch Compass-ERA (http://compass-era.jnj.com)
4. Connect using the Compass Enterprise Remote access on the page
5. Select the Certificate and enter the password when prompted
6. Verify if the Compass page will show the successfully connected message and double check with Pulse if it is also connected
7. If issues persist, escalate to RCC

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Shifting the Organization

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Organization Key Components



Communications



Training

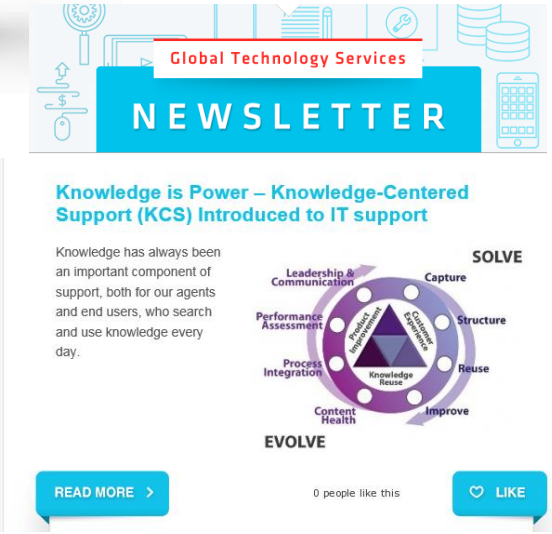


Waves

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Delivering Your Message





Identify Stakeholders

Use Multi-Channels

Secure Sponsorship

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Delivering Your Training

Formal Sessions



Informal Sessions



Coaching



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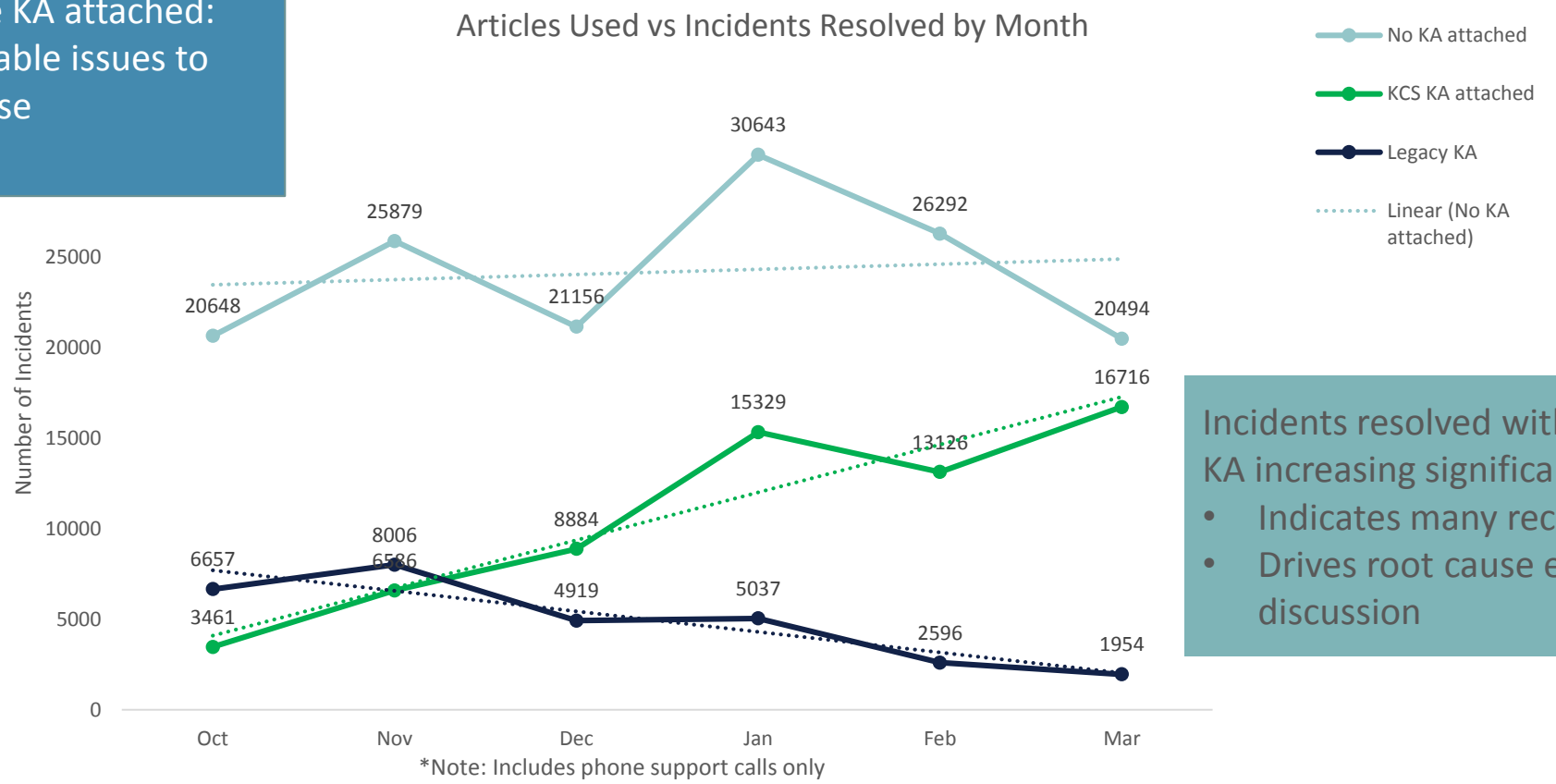
Results

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Articles Used vs Incidents Resolved by Week

Knowledge Usage Increasing as More Incidents have KA attached:

- Identifies repeatable issues to solve at root cause
- Increases FCR



Incidents resolved with a Verified KA increasing significantly:

- Indicates many recurring issues
- Drives root cause elimination discussion

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Eliminate Issues at Root Cause

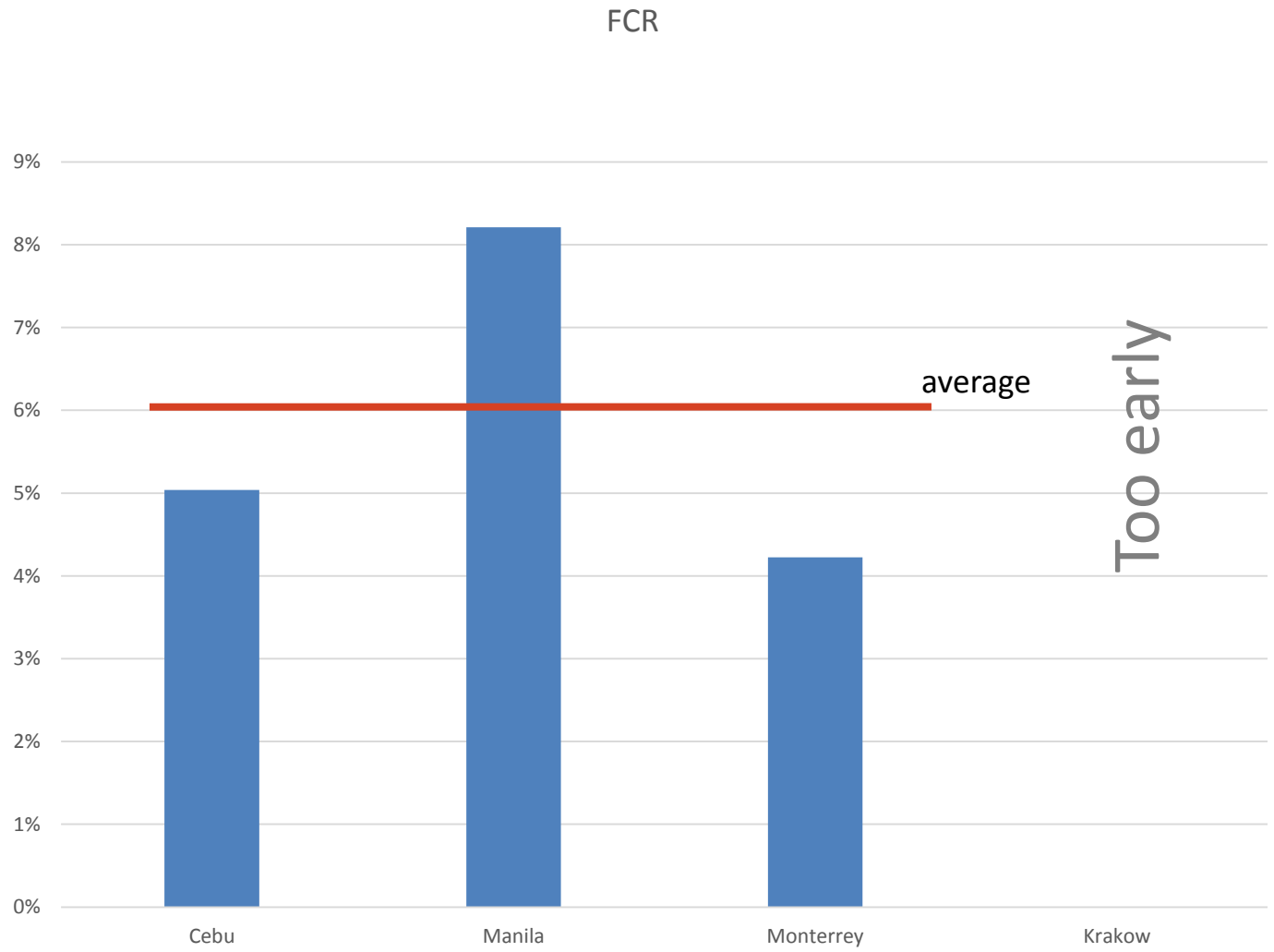
- Top 20 Articles Resolved 39,000 Incidents
- 8 of Top 20 related to Remote Access
  - Implemented Service Improvement Plan
- Drive Discussions with IT Partners to:
  - Raise awareness of Service Challenges
  - Improve Service Experience
  - Eliminate at Root Cause



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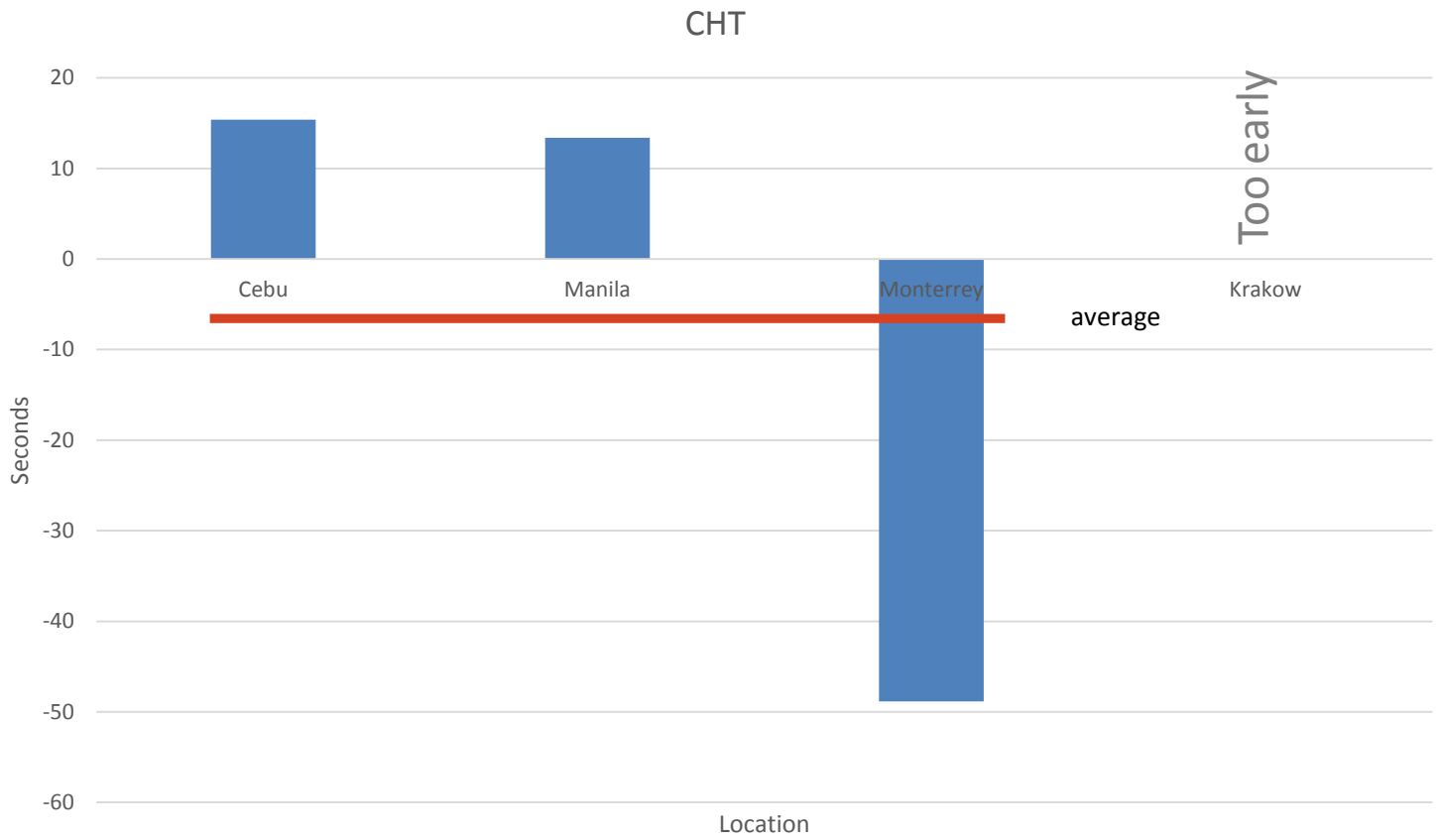
First Contact Resolution (FCR)

- 6% First Contact Resolution/ Agent Average Increase
- 89% Agents increased FCR
  - 46% increased >=5%



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Improved Call Handling Time (CHT)



- Call Handling Time
  - Expected 180-240 sec increase due to learning curve and time to create articles while on call
  - Average: -7 sec
  - 94% of agents at 1 location saw decrease

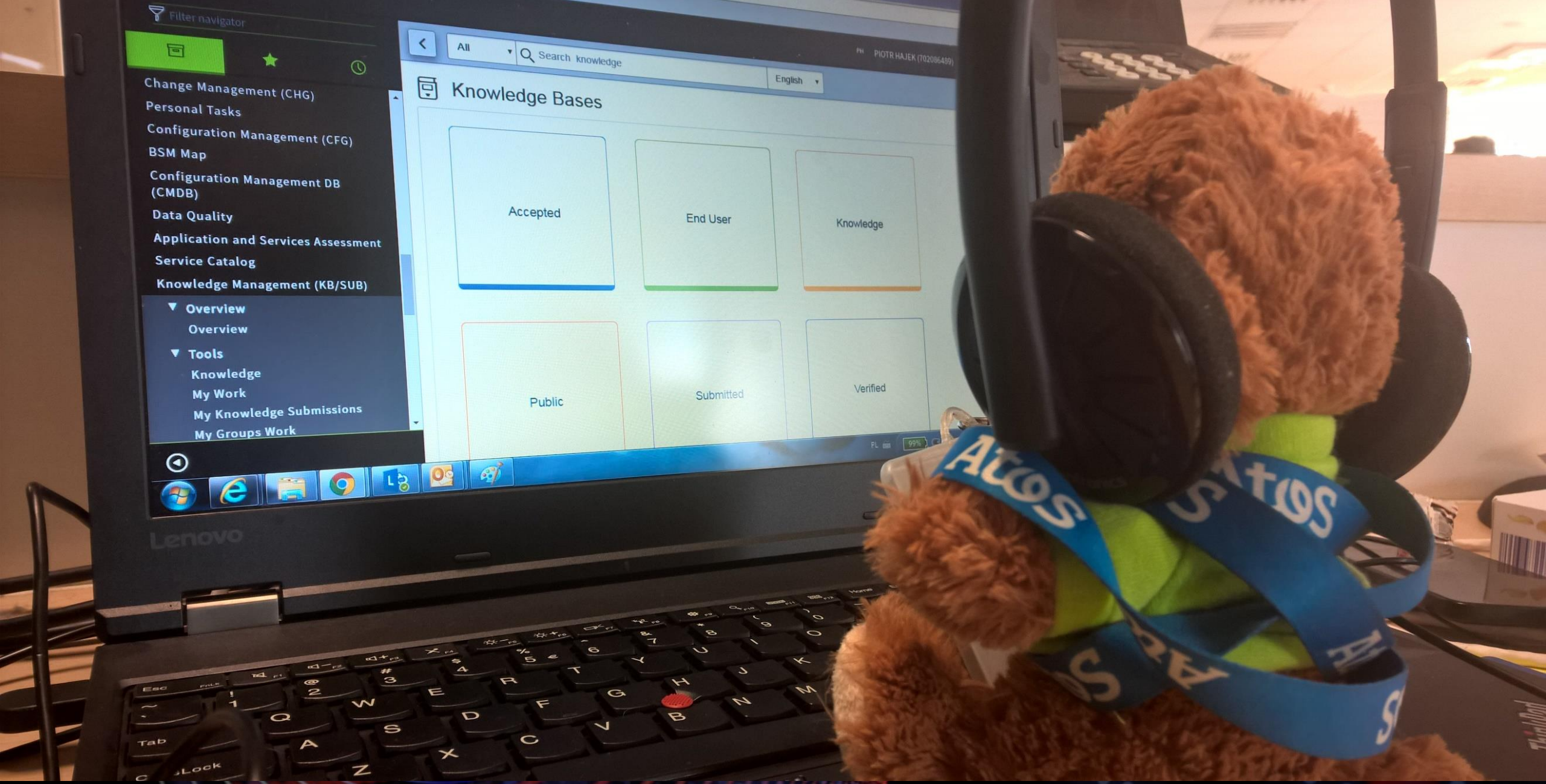
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So, where are the Monkeys?

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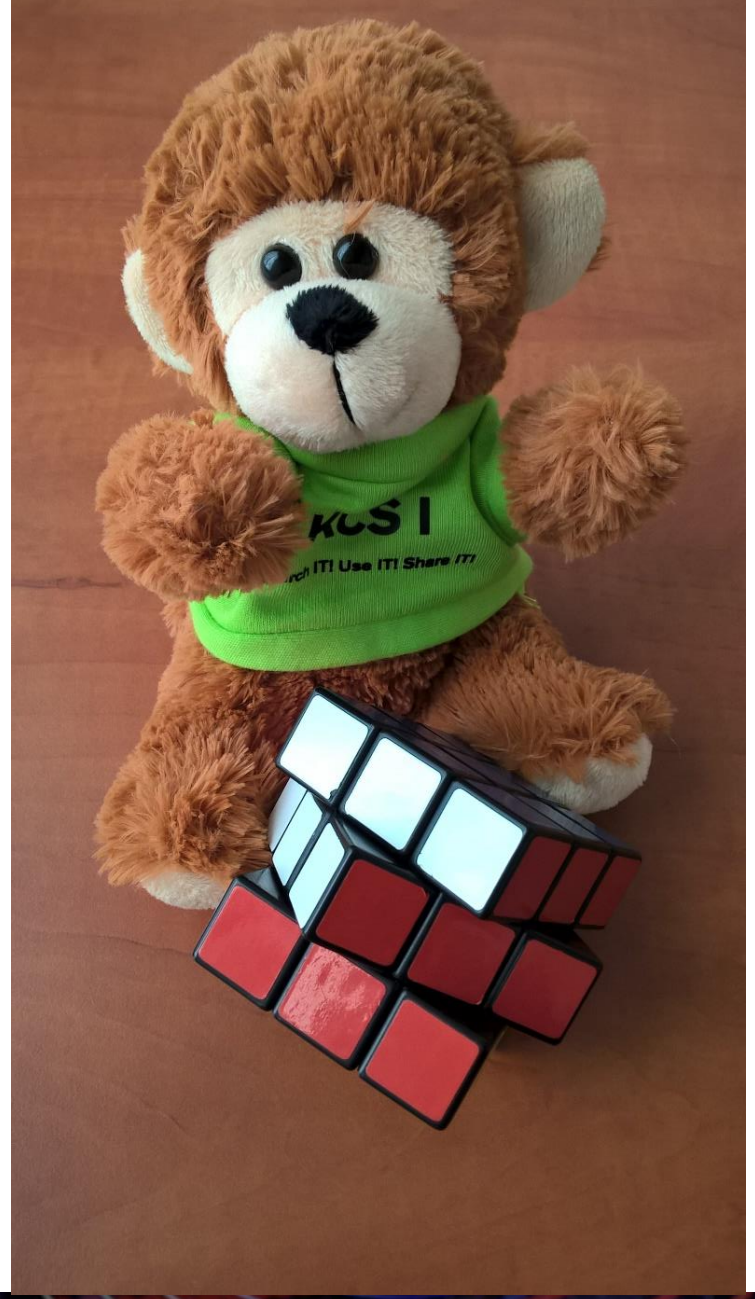
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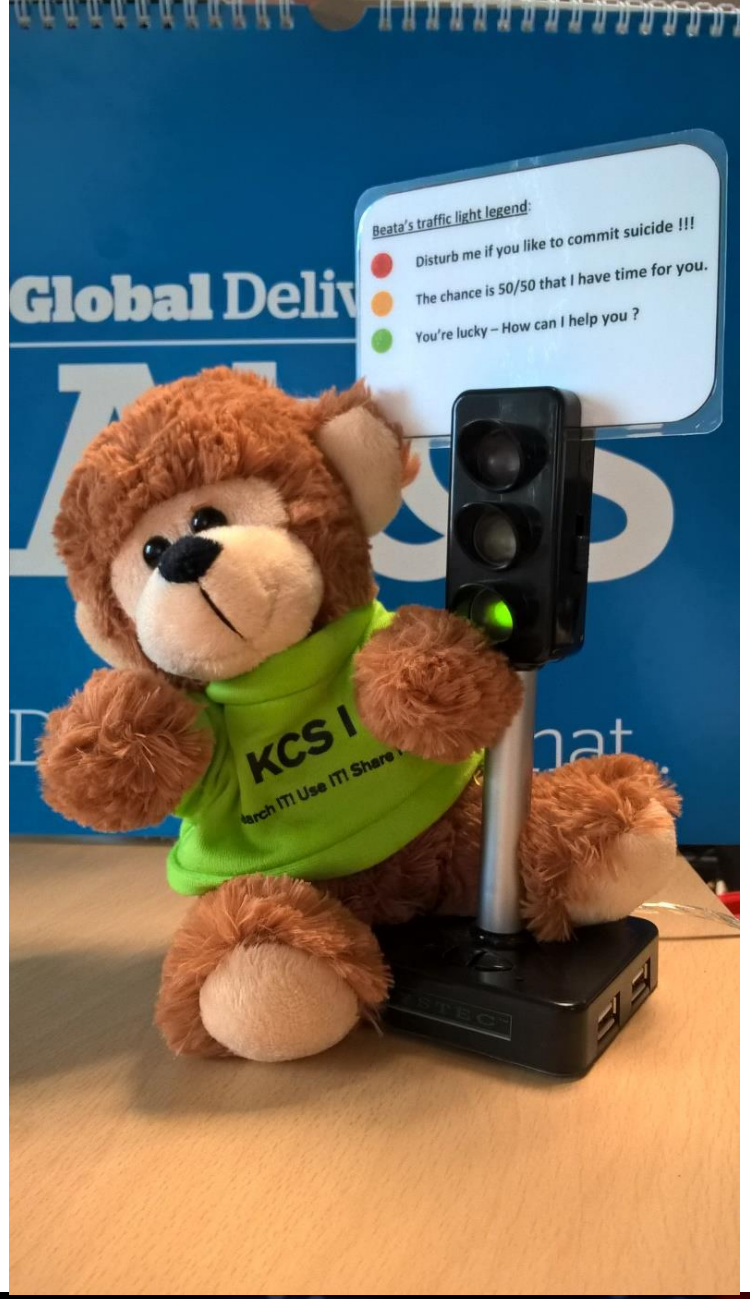




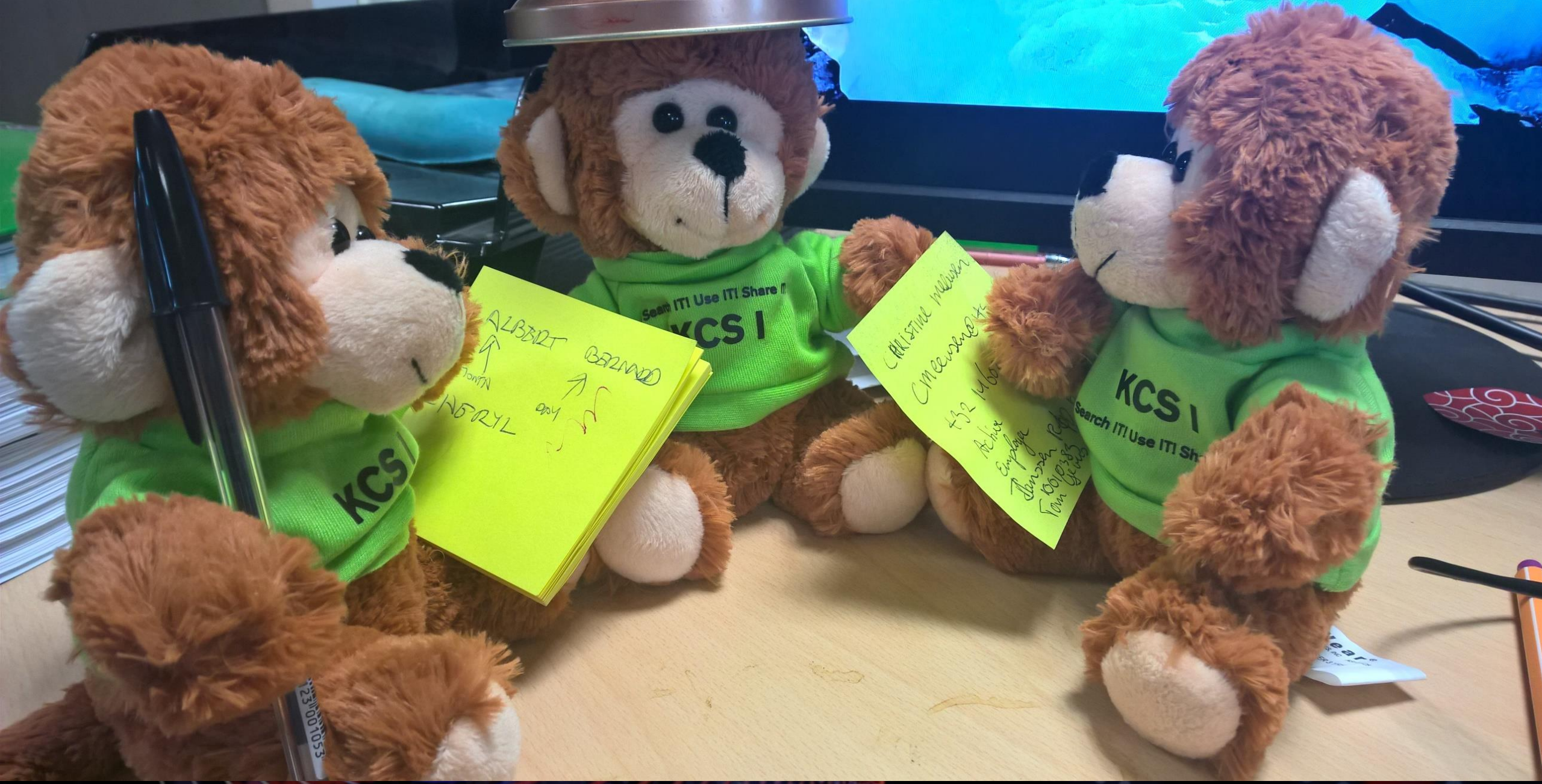


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Rewards are Key to KCS Methodology!

- Monkeys are distributed based on role achievement (I, II, III)
- Certificates are presented
- Email is distributed to Management
- Social recognition in Yammer Group



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Lessons Learned

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Invest Time in Training/Process



Engage Tool Team and Partners Early



Plan for Coaching Time

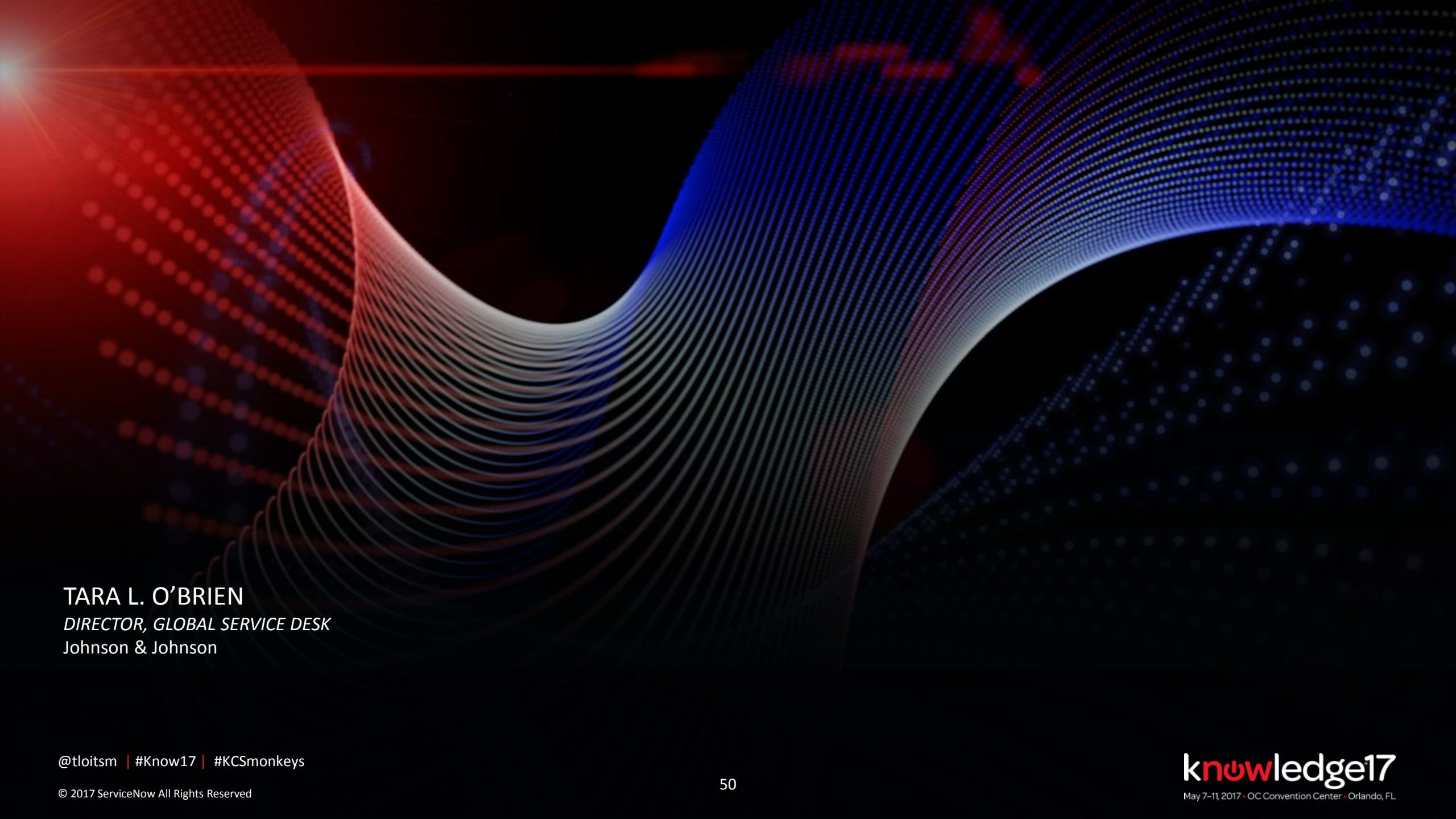


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Q & A

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Thank You

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