Transforming your Knowledgebase into a Knowledge Ecosystem

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A quote for all seasons...

"**Knowledge is the only instrument of production that is not subject to diminishing returns.**"

John Maurice Clarke – Economist
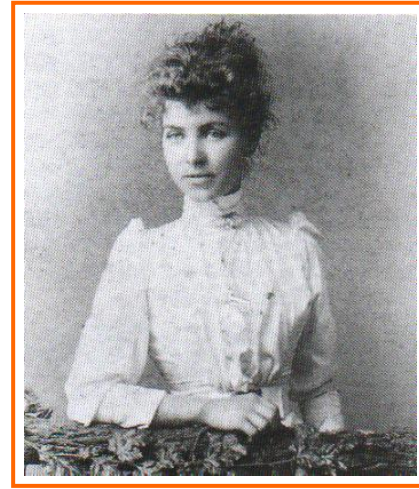**1884 – 1963**

Service Strategies
Advancing Service Excellence

"Knowledge is the only instrument of production that is not subject to diminishing returns."

John Maurice Clarke – Economist
1884 – 1963

"Knowledge is power … if you know it about the right person."

Ethel Mumford – Author
1878 – 1940

...and reasons

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A look in the rear-view mirror

Why traditional models fail

The difference between a "system" and an "ecosystem"

The "pillars" of a Knowledge Ecosystem

Critical success factors

Common mistakes

Summary / Q&A

The perfect support operation …

… delivers the perfect business result.

New article creation rate	**<15 per month**
Time to Publish	**~6 months**
Steps to Publish	**7**
Size of dedicated KBase Team	**5 FTE's**
TSE / EE Participation %	**<3%**
Number of KBase systems	**5 (sort of)**
Percentage of cases closed with existing Knowledge	**<5%**

Knowledge is power

- He who holds it is powerful
- He who doesn't is … "Management"
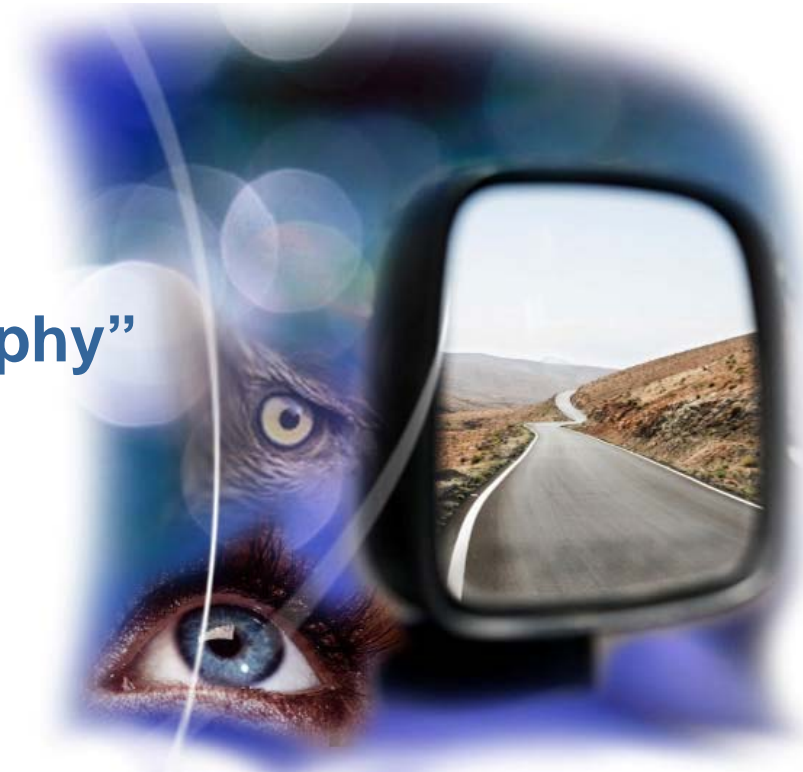
It's a "system" … not a "philosophy"

Cool technology that is:

- Expensive
- Time-intensive
- Stand-alone
- Generally useless

Knowledge that lags reality

- Manual manipulation
- Lack of integration

Reserved for the "Righteous Few"

Focus is on the system … not the problem

Too much human intervention

Case and Call volume

Business prioritization issues
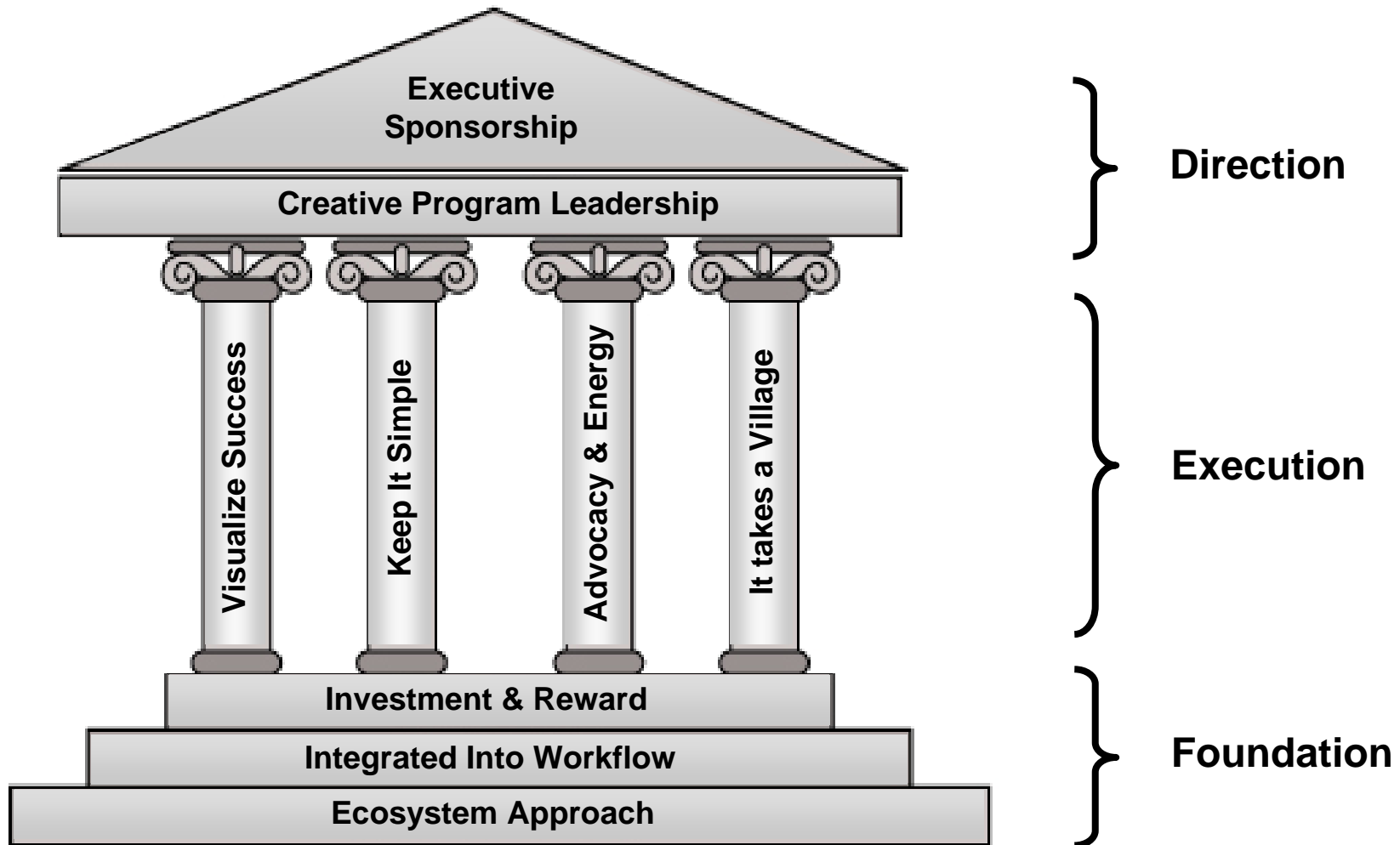
Buying a hut on "Knowledge Island"

Disconnecting "Search" and "Knowledge"

The need for unnatural acts

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"Start with the end in mind" (Covey's Habit #1)

Visualize glorious success

- **Then sell the vision**
- **Sales job at all levels of the organization**

Draw the line between "Knowledge" and "Joy"

Demonstrate what world-class feels like

Articulate the value up and down the food chain

Focus on the positive effects and cost containment

Transition from a "Response Center" to a "Knowledge Center"

No unnatural acts

- Take advantage of knowledge where it already exists
- Use it in the format in which it was created

One-stop shopping

- Consider combining Knowledgebase and Search
- Simplify the user interface – limit the options

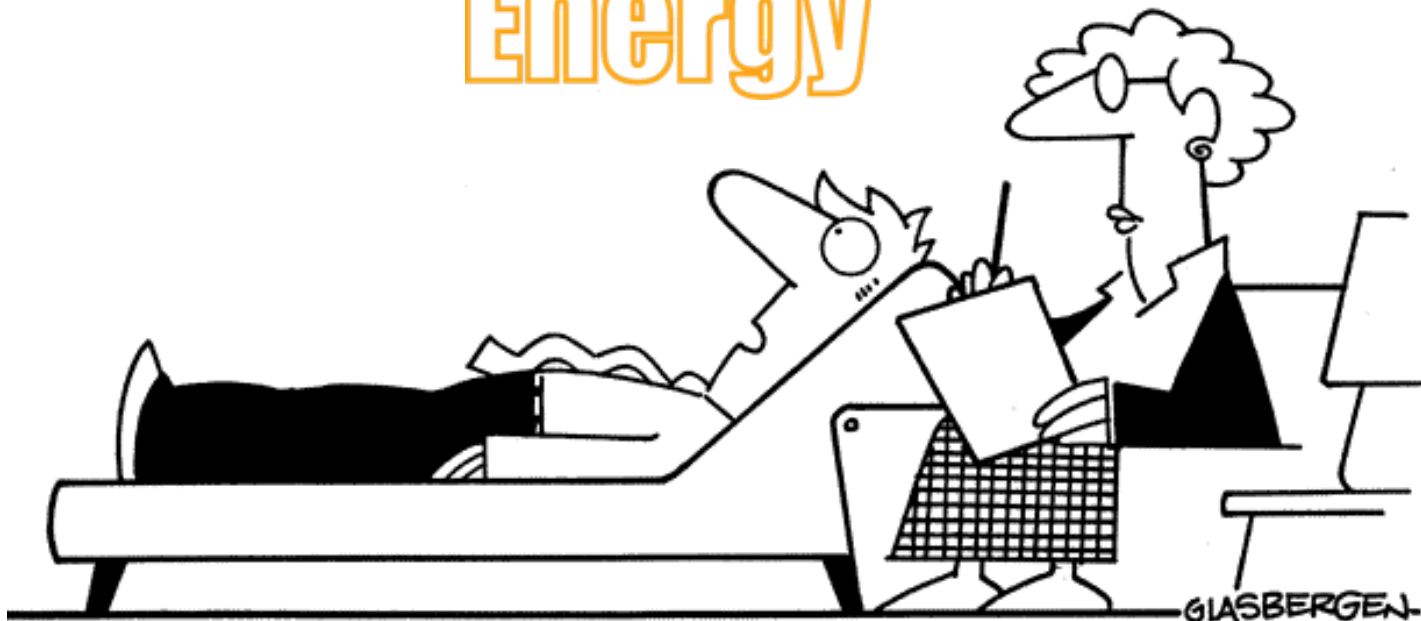## Put complexity behind the scenes

- Keep user administration to a minimum
- Administer the system … not the information

Make creation as easy as extraction

- No complicated creation processes or interfaces
- A "case" should become a "solution" should become a "Knowledge Article" in one coordinated motion

Organizations take on the demeanor of their leader

– **They also mirror his/her priorities**

Support teams have Attention Deficit Disorder (ADD)

– **They require constant reminders**

Use all the tools in the toolbox

– **Contests (scheduled and unscheduled)**
– **Themes**
– **Promotions**
– **Communication**

Watch for the "checked-out" warning signs

Now is not the time to be cheap

"It's not a problem if you can solve it with money. It's a budgeting exercise." Rusty Walther (1958 - ?)

Creation is everyone's job

> … and nobody's

Maintenance is everyone's job

> … and nobody's

If it's not in the workflow, it won't happen

Draw the line between the activity and the result

Make it very visible

Questions to Support VP's:

"How many times this past year have you personally emphasized the importance of Knowledge Management participation in All-Hands Emails and Meetings?"

"How many spot-bonuses have you given out for Knowledgebase participation?"

"How often do you personally meet with your Knowledge Management leader?

System vs. Ecosystem

System	Ecosystem
A "thing"	*A "philosophy"*
Driven by Management	*Driven by need*
Hardware and Software	*Attitude and enthusiasm*
Process-intensive	*Natural workflow*
Stand-alone	*Integrated*
Resource-intensive	*Distributed ownership*
Need to feed	*Feeds the need*
Individual effort	*Group commitment*
Management metrics	*Measurable value*

Success Factors	Common Mistakes
Senior management advocacy	*Just another department*
Energetic leadership	*Someone's side-job*
Ecosystem approach	*Managing a "system"*
Focus on agent simplicity	*Complex front-end*
One-stop shopping	*Multiple knowledge interfaces*
Workflow-embedded creation	*Non-integrated creation*
On-the-fly corrective action	*Process-intensive updates*
Regularly refresh the program	*Same-old / Same-old …*
Ubiquitous visibility	*Once-a-year Update Email*
Reward and publicize participation	*Measure compliance*
Make it fun (contests, etc.)	*Make it mandatory*

Back to our case study – NetApp 2007

	2004	2006
New article creation rate	15 / mo	~200
Time to Publish	~6 months	Immediate
Steps to Publish	7	0
Size of dedicated KBase Team	8 FTE's	4 FTE's
TSE / EE Participation %	<3%	>95%
Number of KBase systems	5 (sort of)	2
Percentage of Level 1 cases closed with existing Knowledge	<5%	65%

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Customer Satisfaction   *Improved by 5%*

Same-Day Resolution   *Improved by 140%*

Speed of Answer   *Improved by 120%*

Average Case Age   *Improved by 40%*

Average Time to Resolve   *Improved by 60%*

Average Cost Per Case   *Decreased from $275 to $120*

New Case Volume   *Increased by 45%*

Leadership commitment must be obvious and visible

Start by describing the end game

Everyone needs to be committed

Consolidate and integrate your tools

Keep the user view simple

Get the knowledge where it lives

No manual preparation prior to availability

On-the-fly maintenance and deletion

Make it fun … keep it fresh