Imagine
Question:
How would you cope if you had a 55% turn over of your most experienced staff in one year?
BANG HEAD HERE
This happened to us in 2006-2007, and we actually delivered better service, reduced costs, increased efficiency, quality and customer satisfaction.
WHATCHEO
TALKIN’ ’BOUT
WILLIS?
Overstatement

McDonalds
Angus Deluxe Third Pounder

Advertisements

Actual Burger
- Rotated to most attractive angle
- Slightly fluffed up, for picture
Service Desk Story

- Staff Numbers
- Planner satisfaction ("Good" +)
- ITIL
- KCS
- Call Volumes (Thousands)
- Calls resolved at first point
- Calls resolved with knowledgebase
- Knowledge Re-Use

- CSAT 20%-91%
- FPR 40%-86%
- Support Staff 70 - 36
- Support Volumes 40K – 100K
- KA Reuse 0%-83%
- KA Linkage 0%-83%
- Support Offering 14 - 47
- Support Staff 70 - 36
- Call Backs
- Av Talk Time

- IT Help Desk
- Service Desk

- Support Offering
- 55% Turnover
- 0% - 83%
Daily Support Activities

Knowledge Factory
Main Contributor
A tried and tested Knowledge Management Framework
KCS
Synergies between ITIL® and Knowledge-Centered Support (KCS℠)
Together, ITIL and KCS can improve IT service management

Roy Atkinson, John Custy, and Rick Joslin

AXELOS.com
KCS
Solutions Management Methodology
Simple premise:
Capture, Structure & Re-use Support knowledge
Consortium for Service Innovation members have observed that the redundancy rate for repeated problems is anywhere from 65% to 90% of total incident volume.
Support organizations in high tech environment see less than 3% of the total customer demand for support. 97% of the demand for your support services is potentially Un-Serviced!
Average First Contact Resolution (FCR) are 65%-68%
Seen it all before!
Fail!
Misunderstanding Knowledge
Utopian View of Knowledge
Unachievable Knowledge Outcomes
Characteristics of Knowledge:

1. Gained through interaction and experience
2. Constantly changing (we never stop learning)
3. Never 100% complete or 100% accurate
4. Validated through use; experience and interaction (not by subject matter experts)
Characteristics of Knowledge:

Is this what people in your organisation expect when we say we are implementing a knowledge base or a knowledge management practice?

Do they expect knowledge to be created as a result of interaction and experience, constantly changing, never complete not absolutely accurate and validate through use?

EXPECTATIONS
Please don't disappoint
Characteristics of Knowledge:

Usually not! Unfortunately, people’s expectation of a knowledge base or a knowledge management system is perfect, pristine knowledge approved by experts.

EXPECTATIONS

Please don't disappoint
Characteristics of Knowledge:

We have to change people’s expectations if we really want to capitalize on the collective experience of the organisation.

EXPECTATIONS

Please don't disappoint
DEFINITION OF KNOWLEDGE:

“Information upon which I can act”
DEFINITION OF KNOWLEDGE:

Information

mmm, interesting

Knowledge

I’d better start planning!
DEFINITION OF KNOWLEDGE:

Potential Knowledge

Knowledgebase

Knowledge

Context

Experience

Need

Moment of Use
Insanity: Doing the same thing over and over again and expecting different results.

Albert Einstein
Adapt
Interactive
Agile
Collaborative
High Volumes Of Information Static formal
Collaboratively Dynamic Informal
Ask me a Question!

Dynamic Informal
Guiding Principle:

Everybody owns Knowledge!

You + Me = WE

The Knowledgebase is our collective experience to date!
Teamwork
• We have way more Tacit Knowledge than Explicit Knowledge
• Open Questions draw answers.
If we can collaborate on solving issues, and then capture that collaboration,

We will very quickly create the best answer based on the collaboration of lots of people playing in that process.

Many minds make a better and quicker solution
Many People Make a knowledge System
The value of support knowledge begins to diminish 30 days after the issue is first discovered.
Knowledge is our biggest Asset
Everyone’s Responsibility
Remove Knowledge Silos
rewarding sharing and contribution
Removes bottlenecks
promotes knowledge for all to interact with.

Schedules it into workforce planning
Licences Knowledge
Style is secondary to clear concise instructions.
every call closed with Knowledge
Integrated Into support

who cares?
KCS
Support Agents
Knowledge Agents
Capture Knowledge
A Cultural Focus Shift
From Call Centric to Knowledge Centric
Knowledge is not something you do in addition to solving problems — Knowledge becomes the way you solve problems.
Knowledge is the Way we do things around here.
Fear & Resistance
Opportunities
Shift

- Individual to Team
- Activity to Value Creation
- Completion to Evolution
- Escalation to Collaboration
- Content to Context
- Knowing to Learning and Sharing
Four Concepts of KCS:

1. Create ‘Just-In-Time’ content as a by-product of solving problems
2. Evolve content based on demand and usage
3. Develop a KB of our collective experience to-date
4. Reward learning, collaboration, sharing and improving
How does it work?

Scenario
Title: Error XYZ
Environment: MS Word
Cause: Conflicting NW Drive Folder Permissions in different OUs
Solution: Configure Save Options to Save a copy locally.
Status: Approved
Title: Error XYZ
Environment: MS Word
Cause: Conflicting NW Drive Folder Permissions in different OUs
Solution: Configure Save Options to Save a copy locally.
Status: Approved

Efficiencies
Time, Cost & Quality

Shift Left

Knowledge Mgmt

Customer

Incident Mgmt

Service Desk Level 1

Desktop Support Level 2

Network & Comms Level 3
Title: Error XYZ
Environment: MS Word

Cause: Conflicting NW Drive Folder Permissions in different OUs

Solution: Configure Save Options to Save a copy locally.

Customer Success
Support Deflection
Reduced Support Costs

Efficiencies
Time, Cost & Quality

Shift Left

Knowledge Mgmt
Customer
Incident Mgmt

24 x 7 Level 0
Quality Control

Quality is Subjective
Sufficient to Solve Not perfect to behold!
Evolution

Apple

Now With Dual Core Technology
KCS Article
Quality Reflects Incident Quality

Service Quality
Building Your Platform For Success

CHERWELL
SERVICE MANAGEMENT®
Adjustments

Processes

Toolset

Culture

Capture
Structure
Store
Retrieve
Report
Guiding Principles:

1. Eliminate the notion of separate tools for searching, logging, and knowledge management.
2. Make it easy and obvious for the Support Analysts to do the right thing.
3. Get one page interface.
4. Solve problem in the process of finding articles.
5. Capitalize on all that is known and already entered (no duplication of work).

At the Speed of Sound!
Faster

Solve Cases and Incidents Faster

- 50 - 60% improved time to resolution (MTTR)
- 30 - 50% increase in first contact resolution (FCR)
Optimize Use of Resources

- 70% improved time to proficiency
- 20 - 35% improved employee retention
- 20 - 40% improvement in employee satisfaction
Enable eServices Strategy

- Improve customer success and use of self-service
- Up to 50% case deflection
Service Desk Story

- Staff Numbers
- Call Volumes (Thousands)
- # Applications Supported
- Planner satisfaction ("Good" +)
- Calls resolved at first point
- Calls resolved with knowledgebase
- Knowledge Re-Use
- Call Backs
- Av Talk Time

ITIL
- 55% Turnover

KCS


IT Help Desk

Service Desk