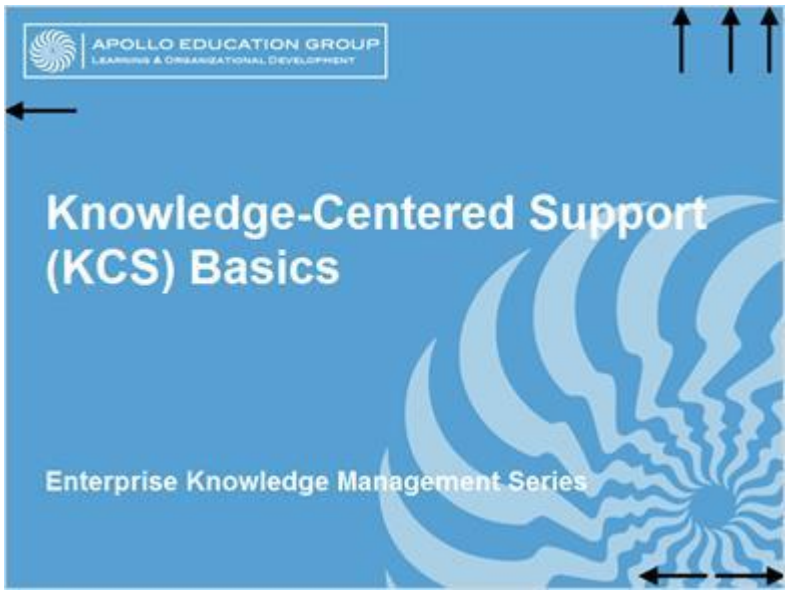
KCS Methodology Basics – FIS14-75

1. Intro

1.1 Knowledge-Centered Support Basics



Notes:

Welcome to Knowledge-Centered Support (KCS) Basics, part of the Enterprise Knowledge Management Series.

Narration for this course will display in the panel on the left.

In the top right, use the **Home** button to return to this page at any time, the question mark for help completing this course, and the **Resources** button for links mentioned throughout the course.

Using the controls in the lower right corner, click the **PREV** and **NEXT** buttons to move back or ahead in the course. Now, click the **Next** button to continue.

1.2 TOC

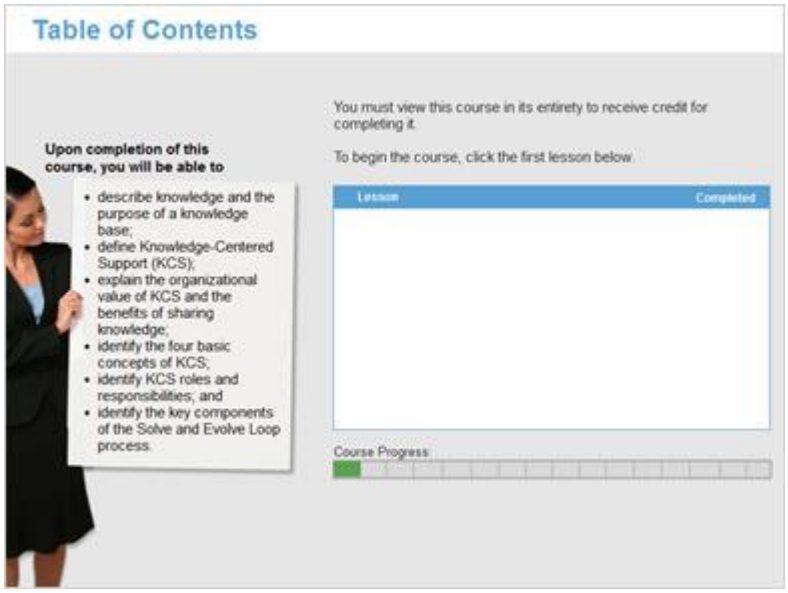


Table of Contents
You must view this course in its entirety to receive credit for completing it.
To begin the course, click the first lesson below.
Upon completion of this course, you will be able to
describe knowledge and the purpose of a knowledge base;
define Knowledge-Centered Support (KCS);
explain the organizational value of KCS and the benefits of sharing knowledge;
identify the four basic concepts of KCS;
identify KCS roles and responsibilities; and
identify the key components of the Solve and Evolve Loop process.
Lesson
Completed
Course Progress:

Notes:

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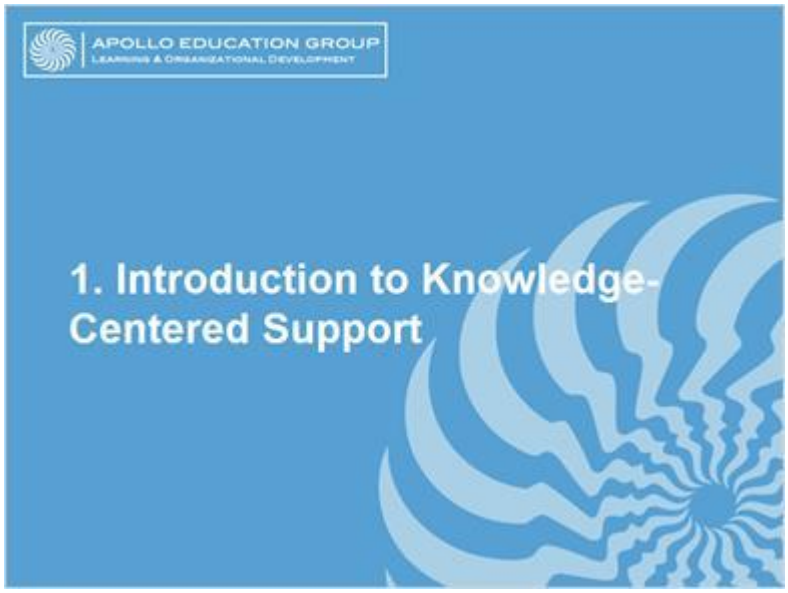
2. Lesson1

2.1 Introduction



Notes:

In the first lesson, we will explore the nature of knowledge, expectations of knowledge, and introduce our knowledge management strategy, which is called Knowledge-Centered Support.

2.2 Knowledge-Centered Support (KCS)

Notes:

Apollo Education Group is promoting a knowledge-sharing culture by adopting the Knowledge-Centered Support (KCS) methodology, a set of practices and processes for creating and maintaining knowledge as a key asset of the organization. The Consortium for Service Innovation created and maintains the KCS methodology.* Click the logo to learn more about the Consortium.

Untitled Layer 1 (Slide Layer)

2.3 We are All Knowledge Workers

Notes:

Adopting the KCS methodology is beneficial for all types of workers in virtually any industry. We all need access to different types of knowledge to support our customers both internal to the company and external.

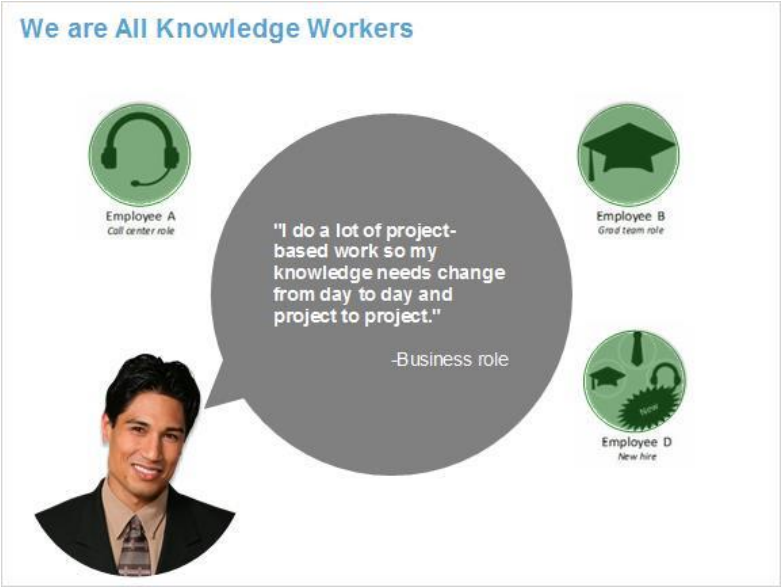
The real challenge is adapting KCS practices into our individual workflow. KCS is not something we do in addition to work, KCS becomes integrated into the way we work.

Before we get into specifics about the practices and roles of KCS, let's take some time to think about what knowledge is and how we use it. Click on the icons to explore how different job roles use knowledge.

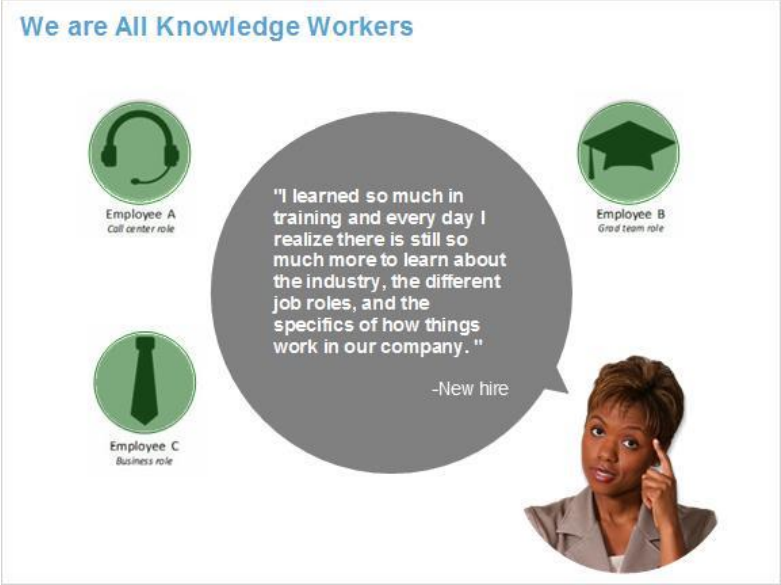
L1 (Slide Layer)

L2 (Slide Layer)

L3 (Slide Layer)



L4 (Slide Layer)



2.4 Knowledge-DNA

Notes:

What is knowledge?

Defining knowledge itself is a challenge because knowledge is intangible, and is measurable by the value it creates for the recipient.

Knowledge is not just content, information made up of data, facts, procedures, concepts, and ideas.

Once content is organized for a specific purpose and context, we can then act upon this structured information.

Knowledge is information upon which people can act.

2.5 Knowledge-DNA

Notes:

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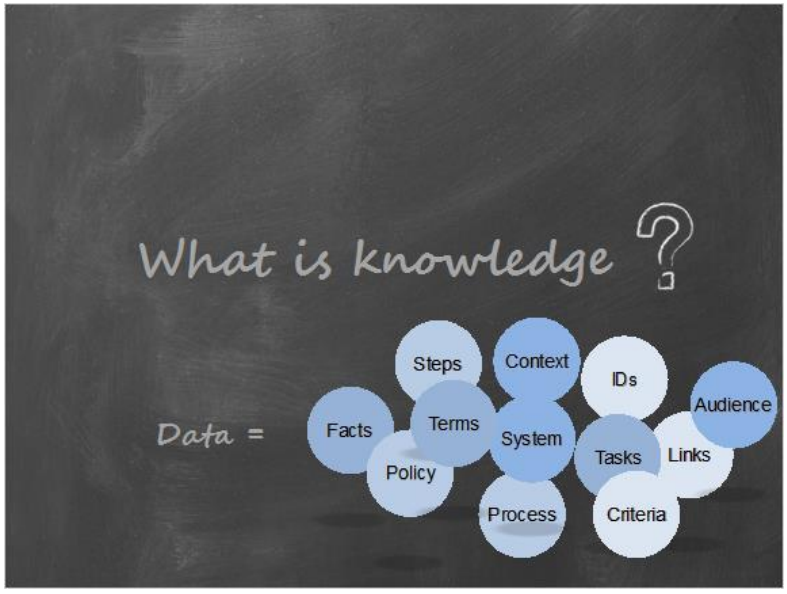
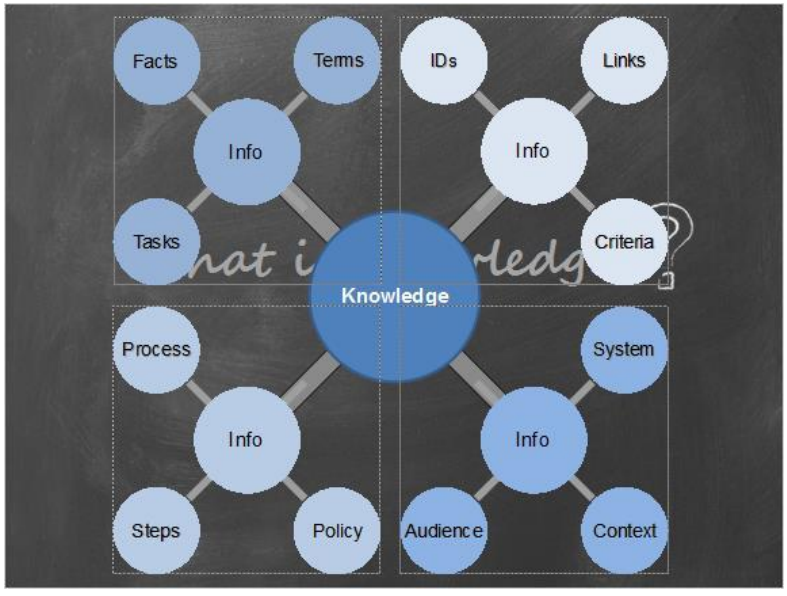
Scrambled - Initial (Slide Layer)



DNA (Slide Layer)



2.6 What is Knowledge?

Notes:

[Trainer:] People's expectation of a knowledge base or a knowledge management methodology is perfect, pristine knowledge approved by experts. We have to change people's expectations of what managing knowledge is if we really want to capitalize on the collective experience of the organization. We all have knowledge that we bring into any situation, gained through our life and work experiences. Think about something that others come to you to get advice about or assistance with, something that you are very knowledgeable about.

[New Hire:] Hmmm. I am really good at creating tables and reports in Excel and am always asked to help my coworkers with formulas.

[Trainer:] How did you get that knowledge?

[New Hire:] Well I took a course for the basics, but am mostly self-taught through research and trial and error on projects. I also learned a lot from coworkers in the beginning.

[Trainer:] When did you stop learning?

[New Hire:] Never. I learn on every project, even if it is only a more efficient way to do something. Plus, the application has improved over time, so with every version of Microsoft® Office I have something new to learn.

[Trainer:] How confident are you in your knowledge? Are you 100% confident in what you know?

[New Hire:] Well, my confidence depends on the situation and how often I have done something. Plus things never stop changing and I learn new things. Even if I am really sure that I know something, I still wouldn't say 100% confident.

[Trainer:] How did you gain confidence in what you know?

[New Hire:] Through experience and working with others.

[Trainer:] Exactly right. We are constantly gaining new perspectives and enhancing what we know. And we gain confidence in what we know by trying it, the same way we gain it initially, through experience.

Knowledge is:

-Gained through interaction and experience

-Constantly changing (we never stop learning)

-Never 100% complete or 100% accurate

-Validated through use, experience, and interaction (not by subject matter experts)

2.7 Value of KCS

Notes:

If you have used a knowledge base before, then you may be asking yourself how KCS is different. The difference is that a knowledge base is technology and KCS is a holistic methodology that incorporates people, processes, and technology. The technology piece is important to get right, but people and processes are what make or break KCS.

People (Slide Layer)

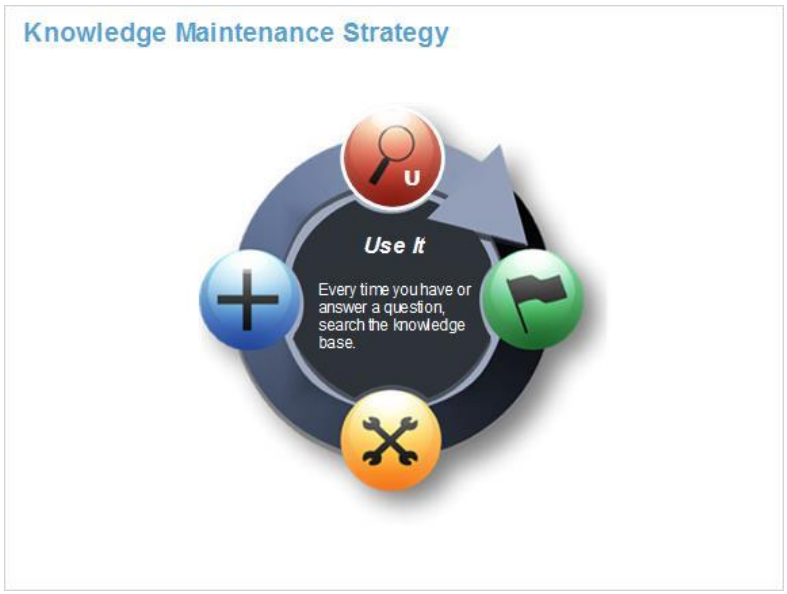
2.8 Maintain the Knowledge

Notes:

Managing the knowledge base takes place in real time by the people who use the knowledge. Each of us is responsible for generating and maintaining the knowledge in an ongoing process represented by the acronym U.F.F.A.

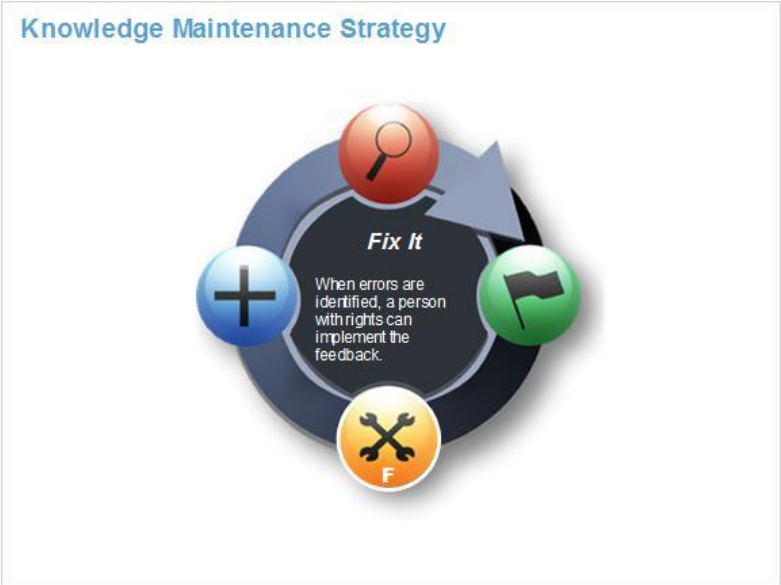
Hover over each of the four icons to learn more.

1 (Slide Layer)



2 (Slide Layer)

3 (Slide Layer)



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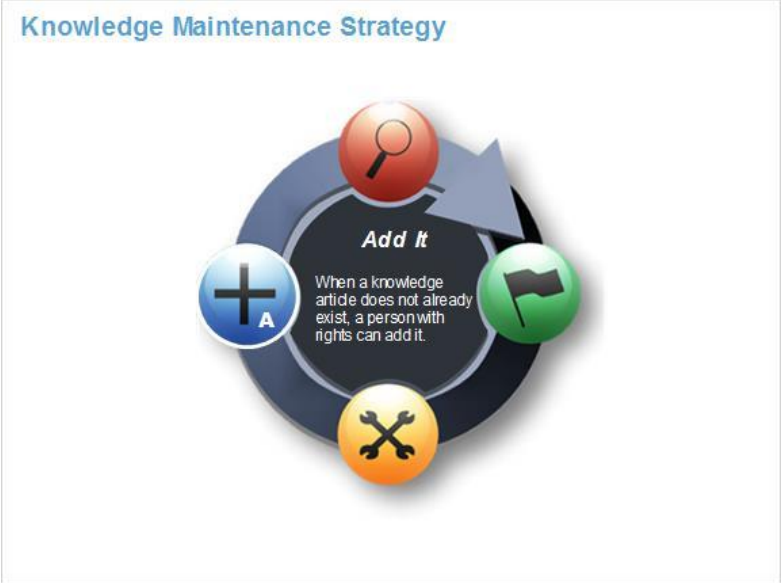


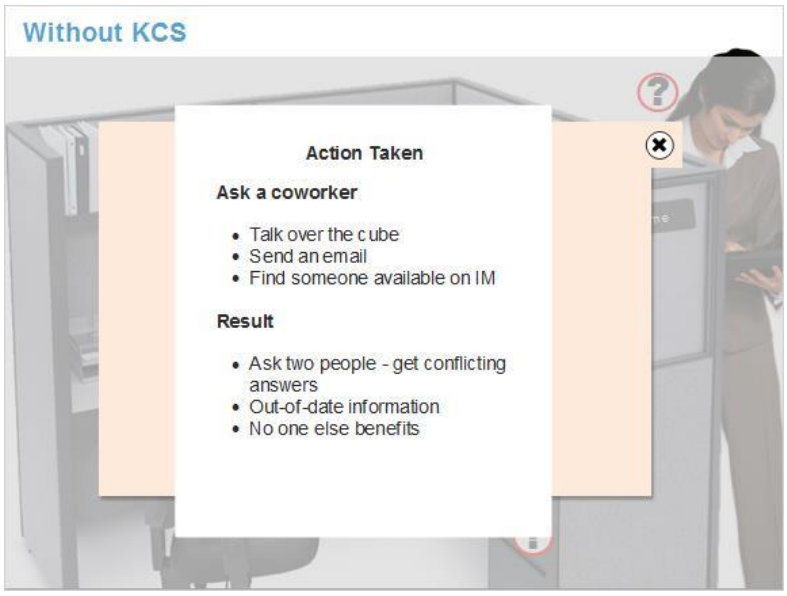
2.9 Without KCS

Notes:

In the absence of KCS or another knowledge management strategy, employees will do their best to get the knowledge they need to serve their customers.

Click on the five question mark buttons to explore typical sources of knowledge and common results.

L1 (Slide Layer)



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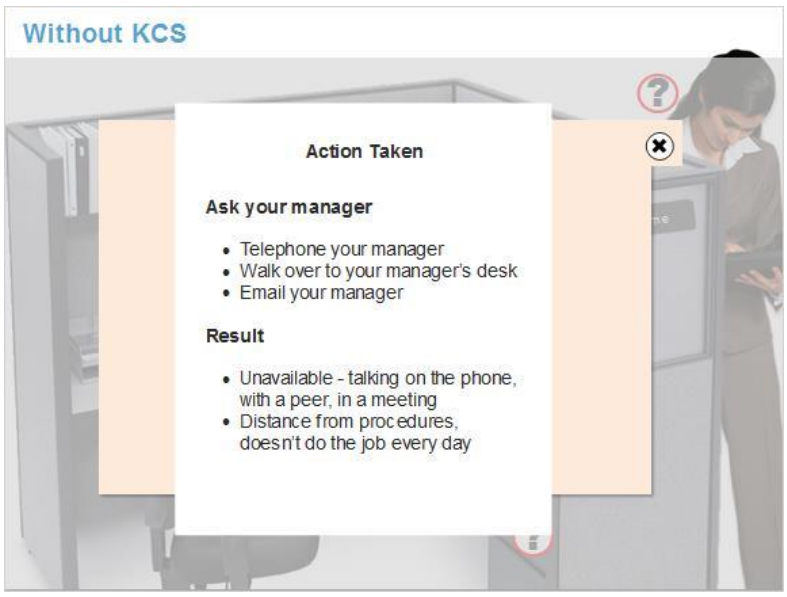

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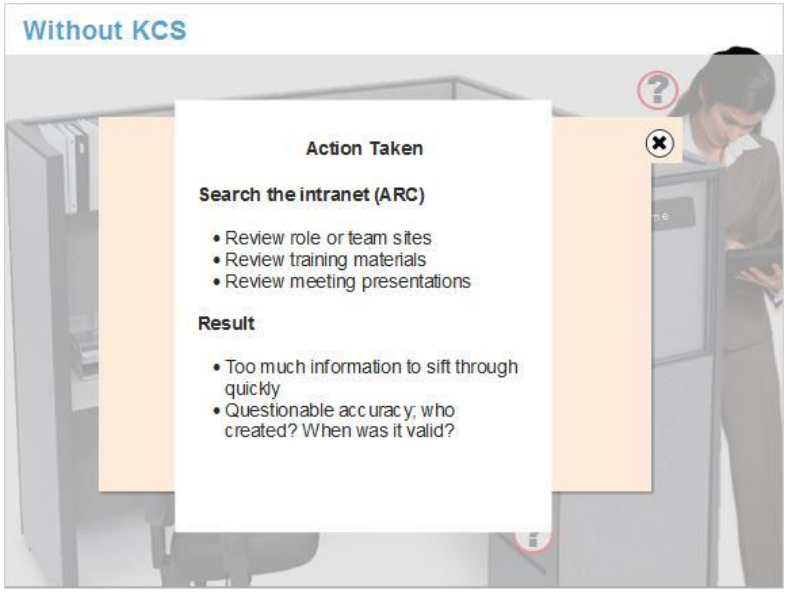
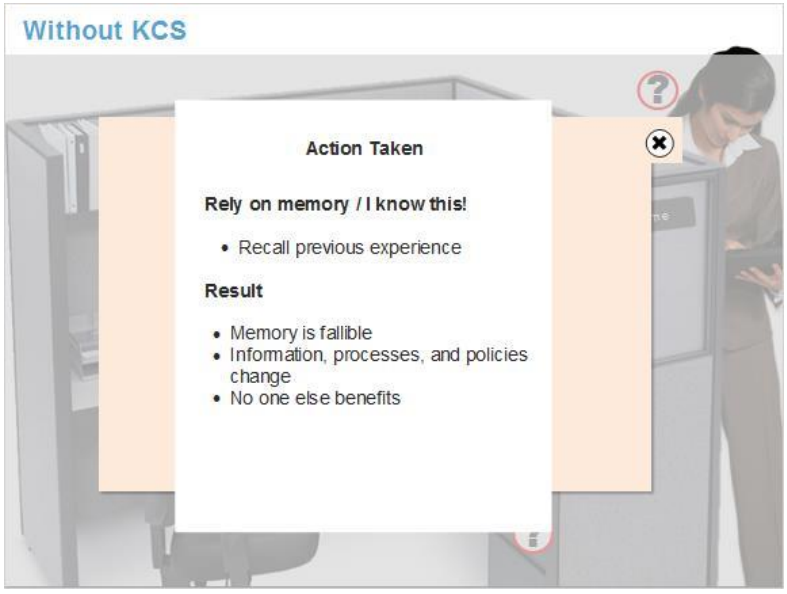
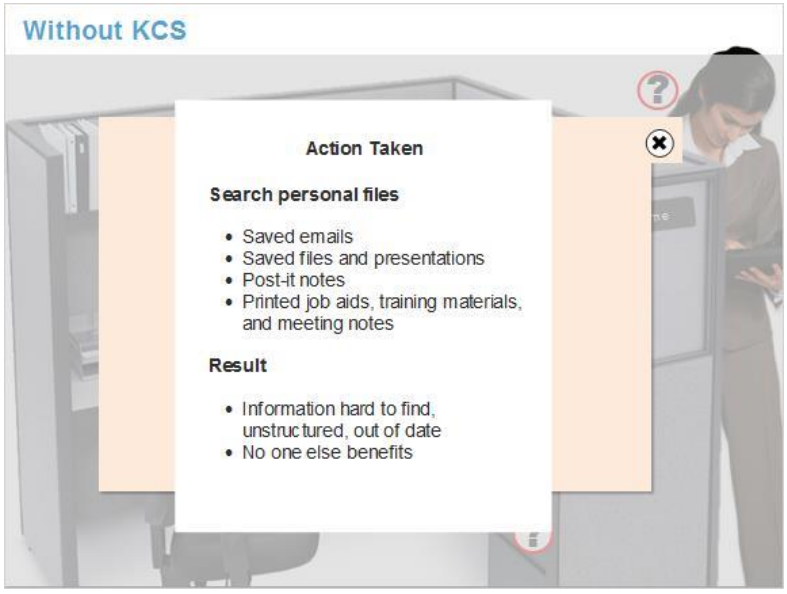


L4 (Slide Layer)



L5 (Slide Layer)

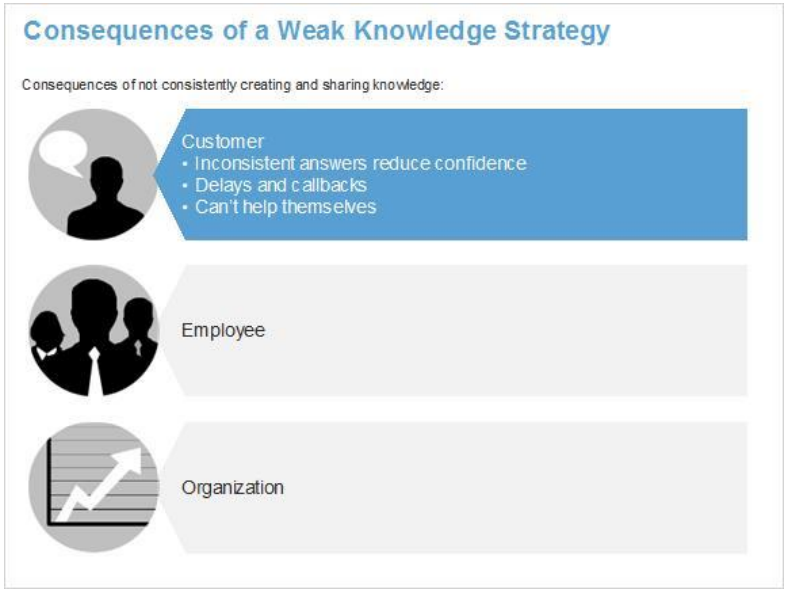


2.10 Consequences

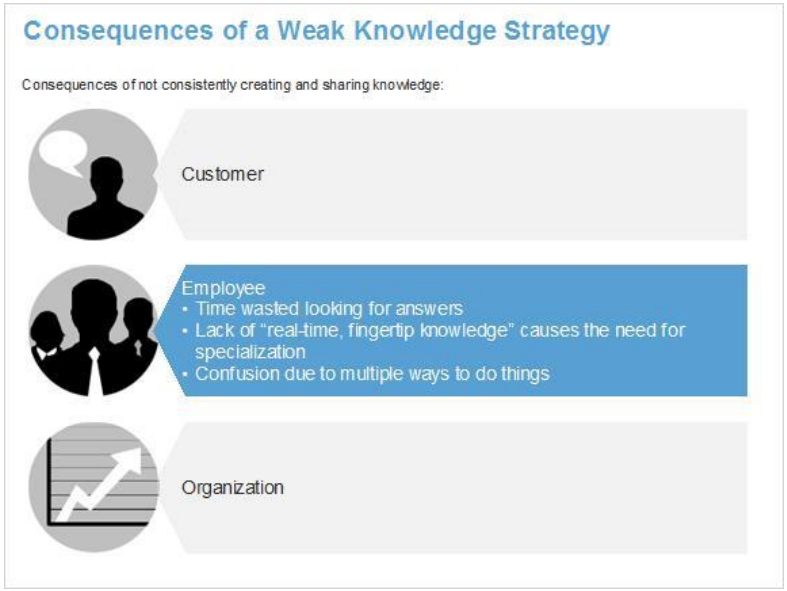
Notes:

Click each stakeholder image to reveal consequences of not consistently creating and sharing knowledge.

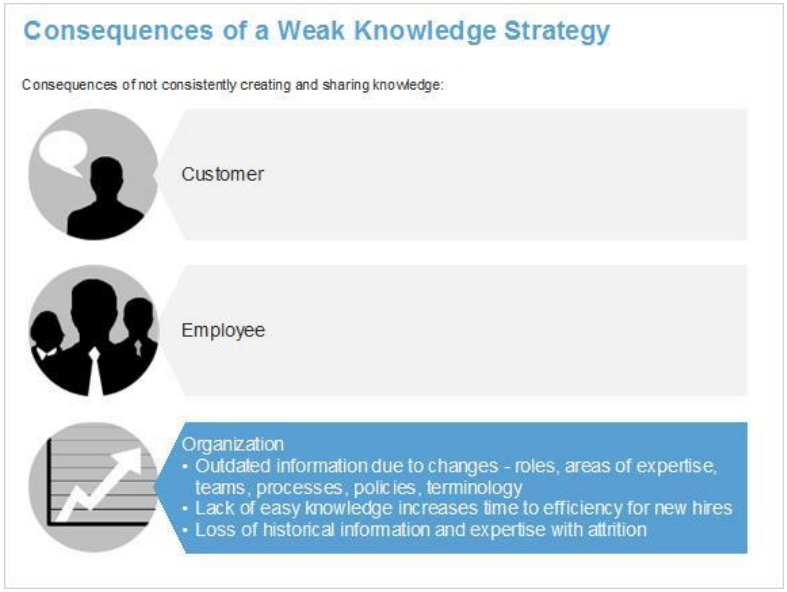
Customer (Slide Layer)



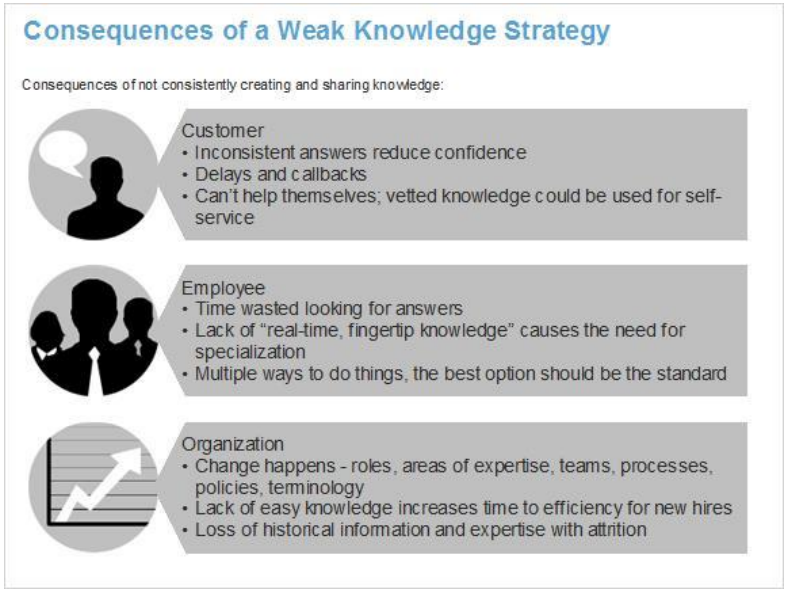
Employee (Slide Layer)



Organization (Slide Layer)



ALL (Slide Layer)



2.11 Benefits

Notes:

Click each stakeholder image to reveal benefits of consistently creating and sharing knowledge.

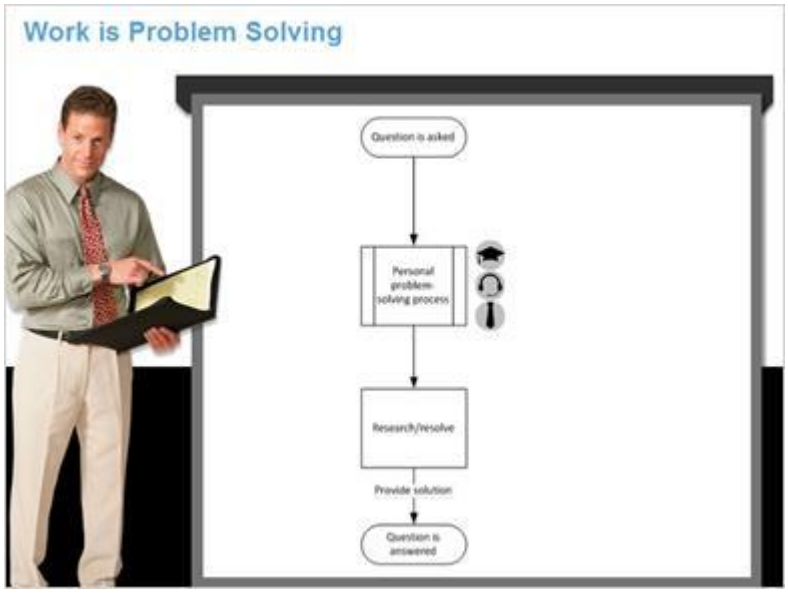
Customer (Slide Layer)

Employee (Slide Layer)

Organization (Slide Layer)

ALL (Slide Layer)

2.12 Work is Problem Solving



Notes:

At a basic level, we can think about our work and interactions with others as a series of questions to be answered. We naturally go through a problem-solving process multiple times a day, usually without much thought about the mechanics of how we solve problems, answer questions, and generally get things done.

Your process probably looks something like this:

A Question is asked.

You go through a process of attempting to solve the problem.

You research, resolve and provide a solution which answers the question.

Let's look at each of these steps more closely.

The question asked could be a student question, a question from a coworker, a personal question, or a process or project question.

The process of solving the problem requires you to think through the problem…

Do I know the answer from memory?

Have I asked or been asked this before?

Do I need more information?

Are there other variables or concerns?

Is there a process, policy or system involved?

Once you have researched and resolved the issue, you provide a solution, you are ready to move on to the next question, interaction or task.

But, what happens when the same or similar question is asked again?

You begin reworking the problem, and the process starts all over again.

Didn't I already answer this?

Where is that email or documentation?

There has to be an easier way!

There is a better way! KCS gives us a structured way to solve problems and capture the information in an article for reuse by ourselves and others.

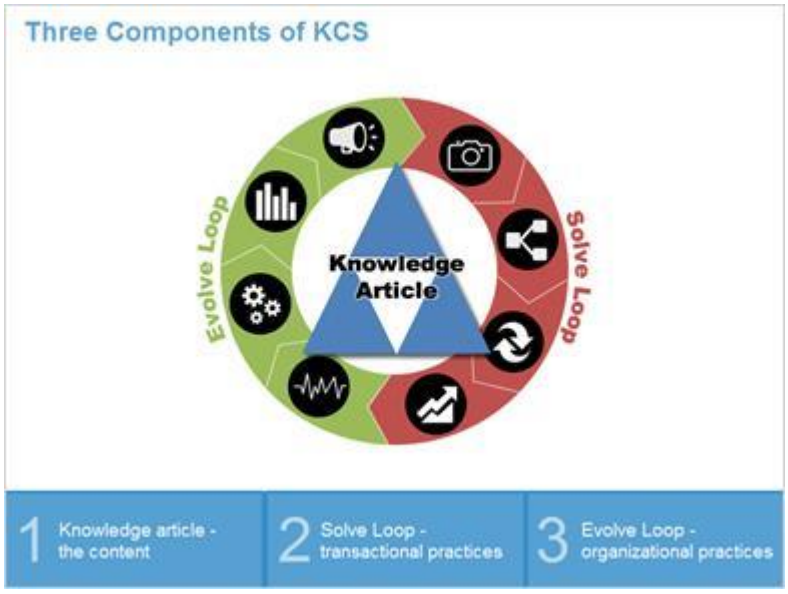
3. Lesson2

3.1 2. KCS Components and Concepts

Notes:

Next we will look at the three main components of the KCS methodology and the four basic concepts summarizing the KCS philosophy.

3.2 Three Components of KCS



Notes:

KCS is broken into three main components.
Click each tab to learn more about the three main components of KCS.

1. The Knowledge article containing the content

Knowledge is at the heart of KCS.

Knowledge must be

- timely;
- findable; and
- usable by a target audience.

How do we ensure our knowledge articles are timely, findable, and useable by the right audience? The eight practices of KCS are divided into two loops, the Solve loop and the Evolve loop, that reinforce each other and are focused on creating and maintaining knowledge articles through regular business practices.. There is no chronological order to these practices; the activities and techniques can happen at any time and in any order.

2. The Solve Loop comprised of four transactional practices

The first loop, called the Solve Loop, represents daily activities and techniques that enable knowledge-sharing and collaboration including capturing, structuring, reusing, and improving a knowledge article. Some examples could be addressing a student's question, creating a knowledge article, making a suggestion, or correcting an article.

1.

3. The Evolve Loop comprised of four organizational practices

The Evolve Loop represents the processes and techniques that support knowledge-sharing and collaboration at the organizational level. These are practices that help set the stage for the quality of the knowledge article. This involves activities such as monitoring content health, integrating knowledge processes, overall performance assessment, and leadership and communication.

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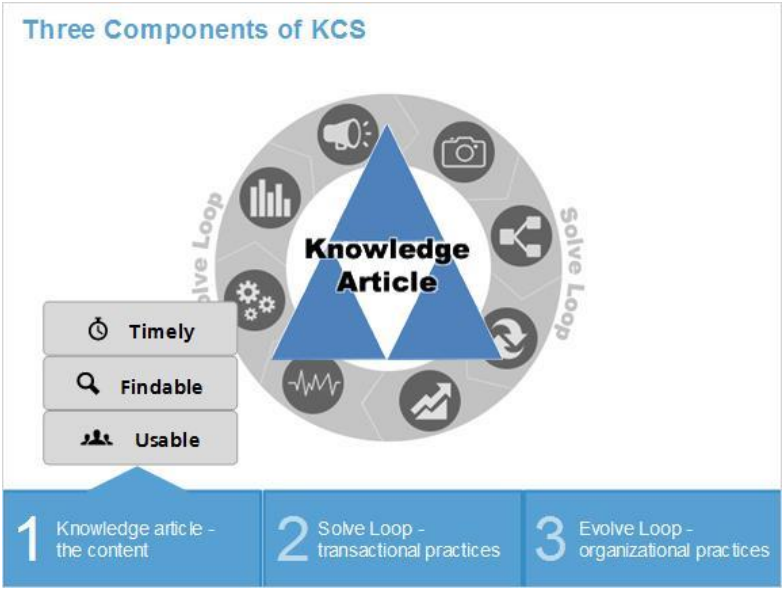
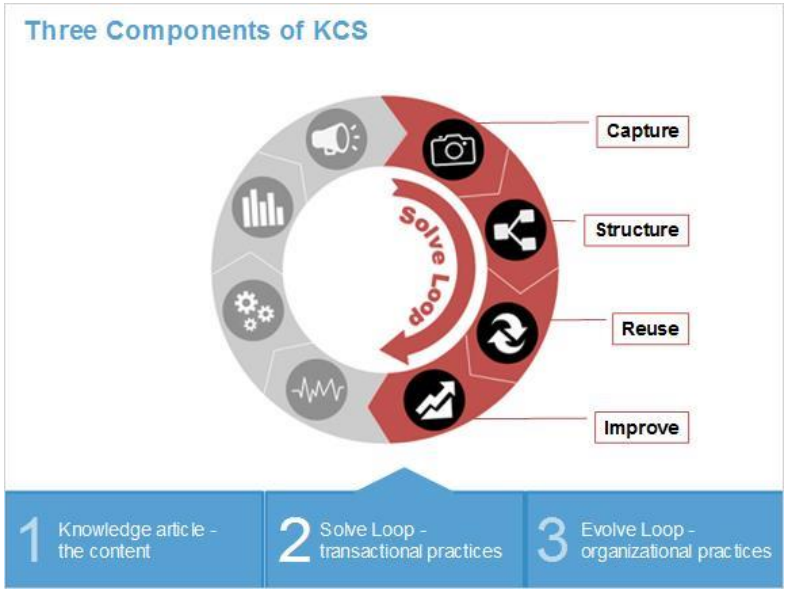
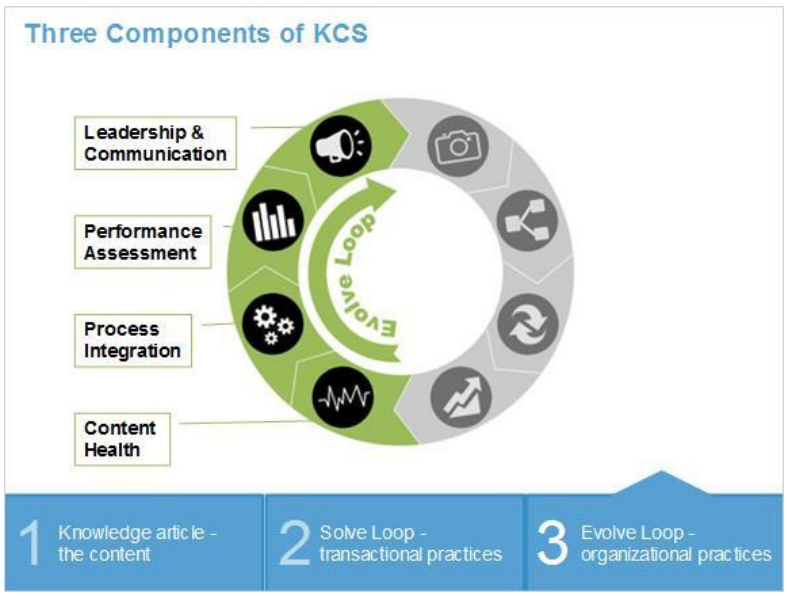


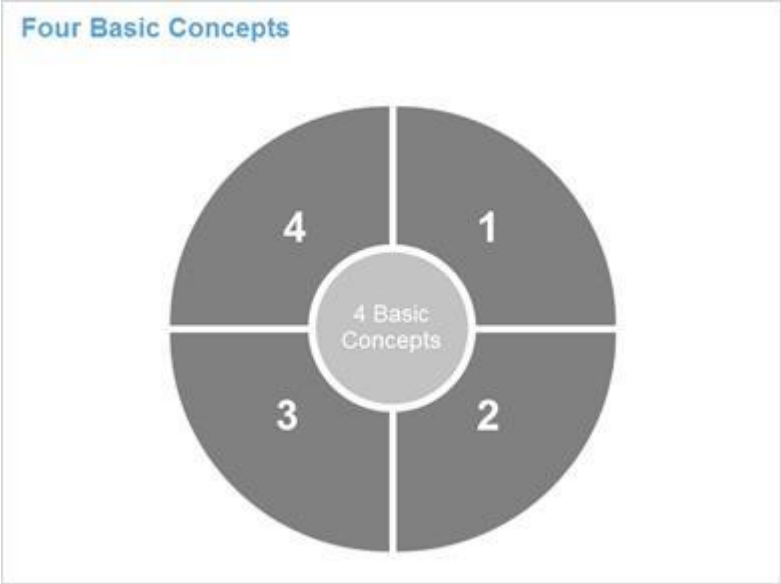
2-solve (Slide Layer)



3-evolve (Slide Layer)



3.3 4 Basic Concepts



Notes:

The KCS methodology can be summarized in four basic concepts enabled by all the KCS roles and practices.

Directions: Click each number, starting with 1, to review the four basic concepts encompassing the KCS methodology.

1 - Create articles as a by-product of solving issues.

KCS becomes integrated into the way we work only through making a conscious effort at first, but it will become second nature over time.

We need to get to the point where KCS is not something we do in addition to work, KCS becomes the way we work. For example, creating an article and sharing a solution to a common or complex question with others.

2 - Evolve articles based on demand and usage.

Articles are reviewed and updated only when they are used. That means that we only spend time on additional styling and validation for those articles that are being searched for and valued. An article in Not Confirmed status has not been searched for and used enough to trigger it to be reviewed, validated, and put into a Confirmed status. Over time, some articles will be put into Approved status and be published for use by external customers, and some articles will be Archived due to lack of use.

3 - Develop knowledge base of articles representing our collective experience to date.

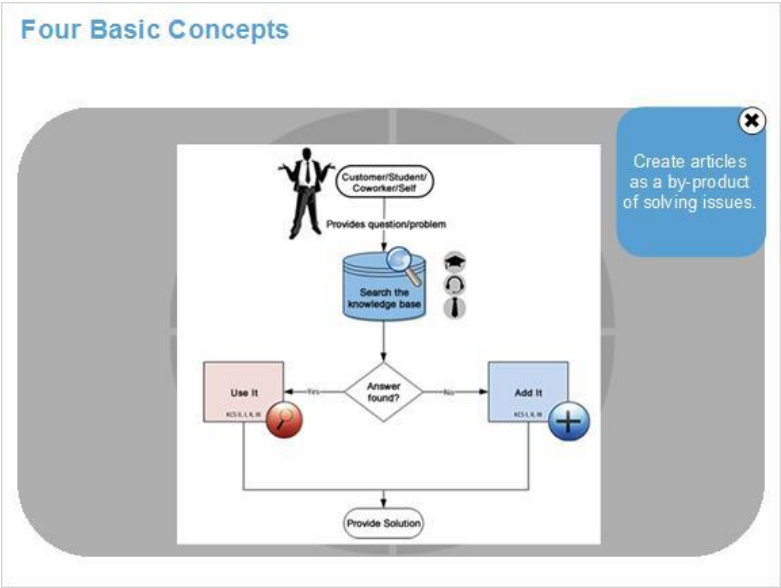
KCS breaks through the limitations of traditional knowledge strategies and enables organizations to deliver greater value with more efficiency. The secret? Capitalizing on what we already have - knowledge.

This increased value is created and managed by capturing the collective experience of the organization in solving problems and answering questions for internal and external customers. Making that knowledge reusable and evolving it to reflect organizational-level knowledge creates huge leverage.

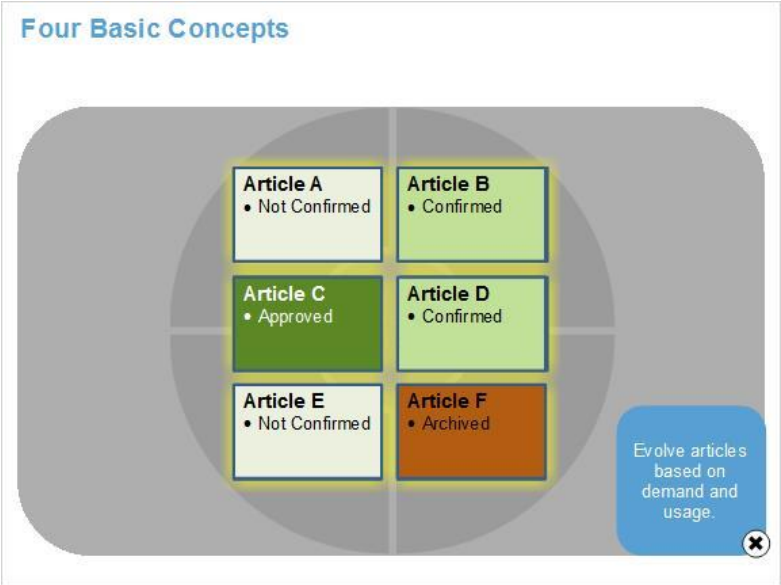
4 - Reward learning, collaboration, sharing, and improving.

For most organizations, the adoption of KCS represents a major shift in thinking. It requires a shift in the organization's culture (values and focus) from

1-popup (Slide Layer)

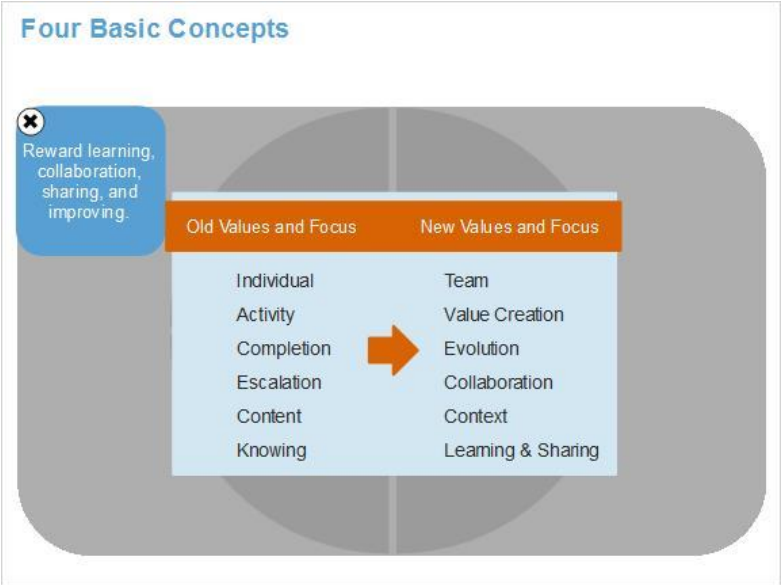


2-popup (Slide Layer)



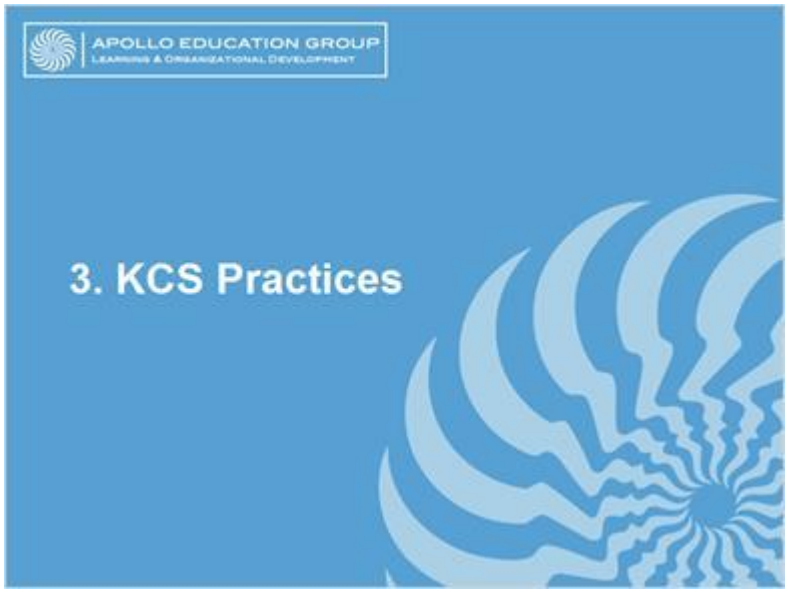
3-popup (Slide Layer)

4-popup (Slide Layer)



4. Lesson3

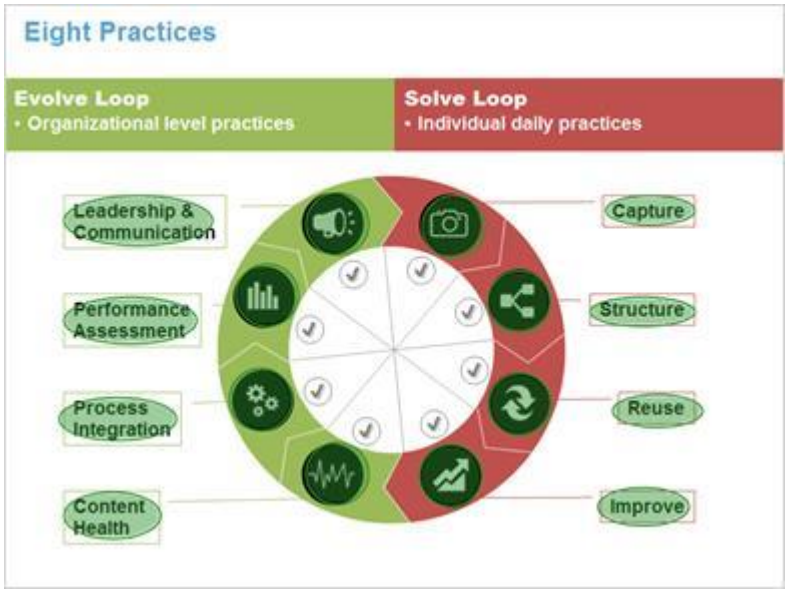
4.1 3. KCS Practices



Notes:

Next we will take a closer look at each of the KCS Practices.

4.2 Eight Practices

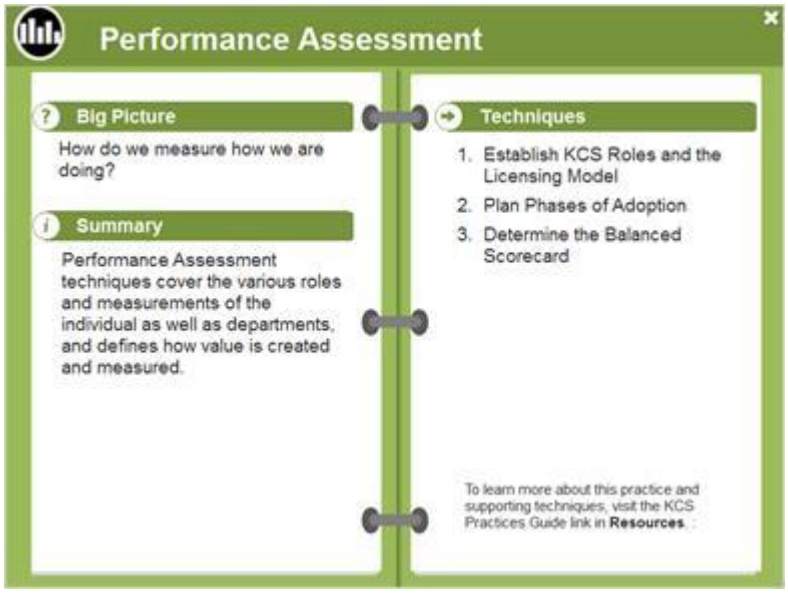


Notes:

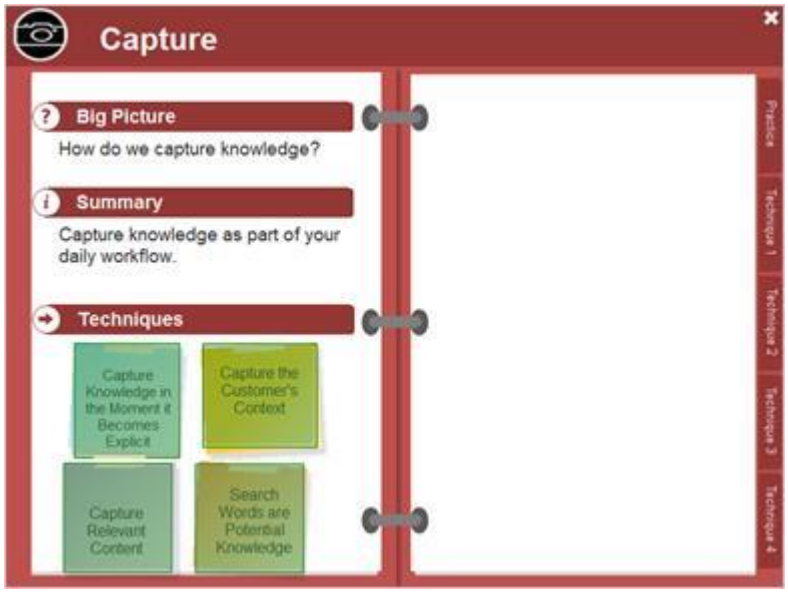
The KCS Methodology is comprised of eight practices within the Solve and Evolve Loops. Each practice provides guidance and techniques to answer fundamental questions that must be addressed when implementing a knowledge management strategy. There is no chronological order to these practices; the activities and techniques can happen at any time and in any order. Click on each practice to learn more.

Check the **Resources** link for a printable version of the KCS Practices information.

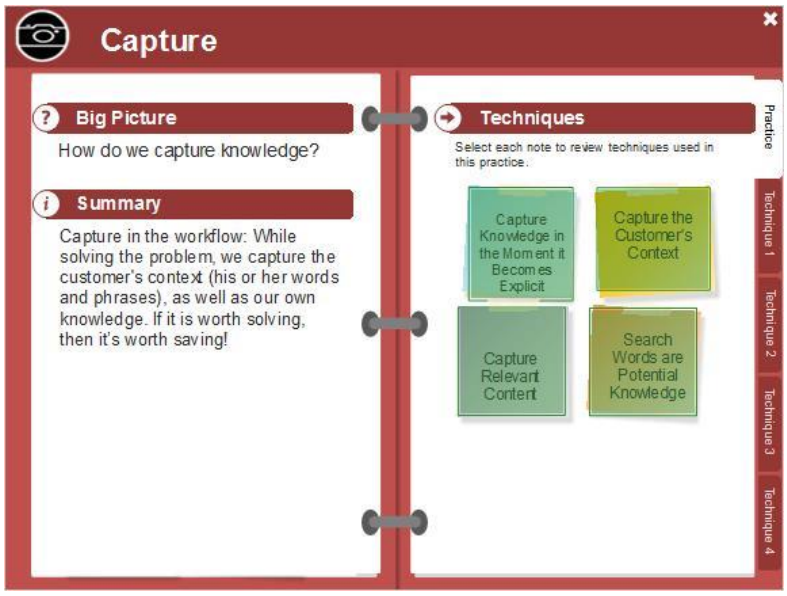
4.3 Performance Assessment



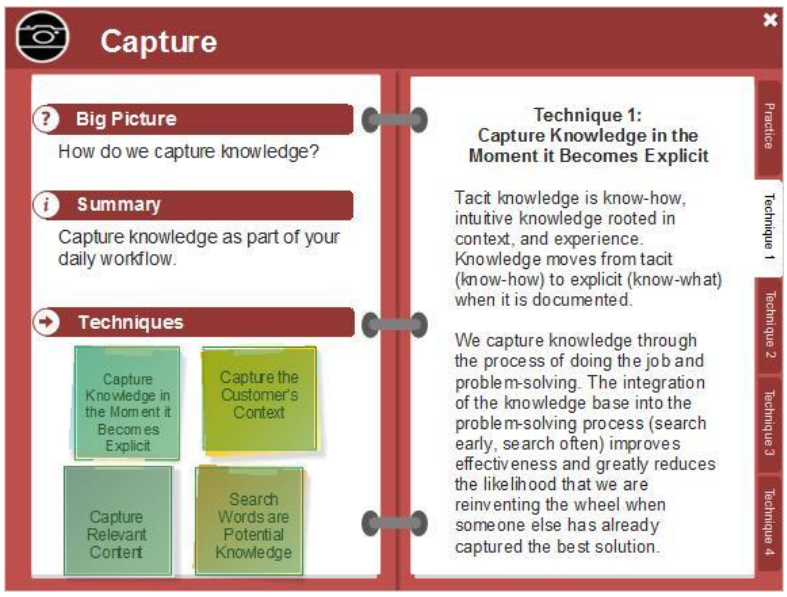
4.4 Capture



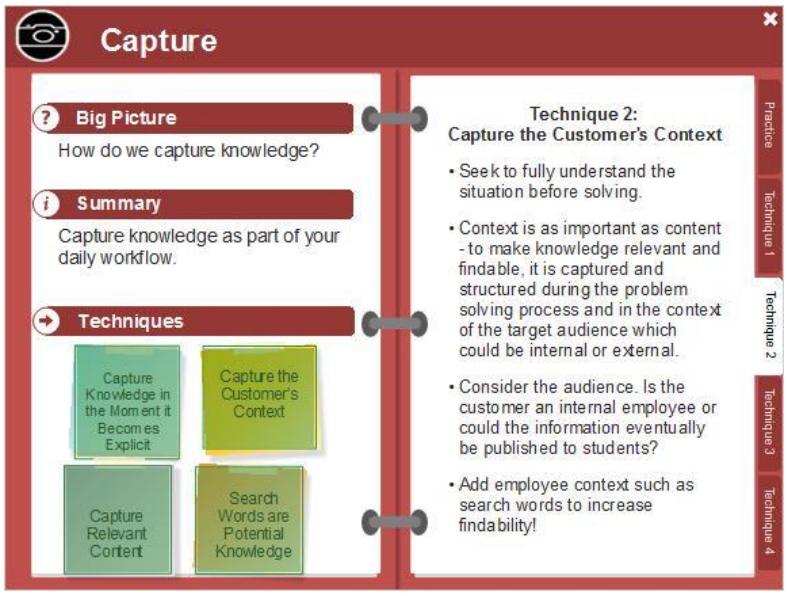
Practice (Slide Layer)



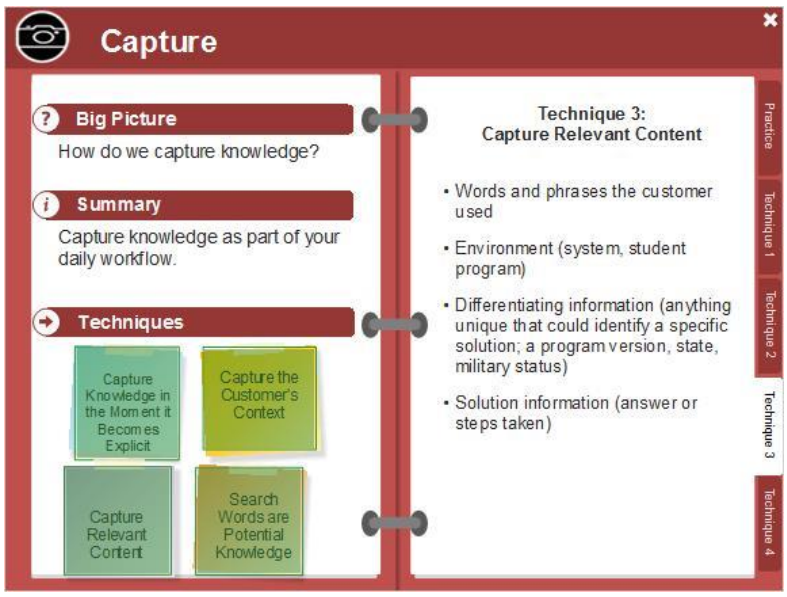
Technique 1 (Slide Layer)



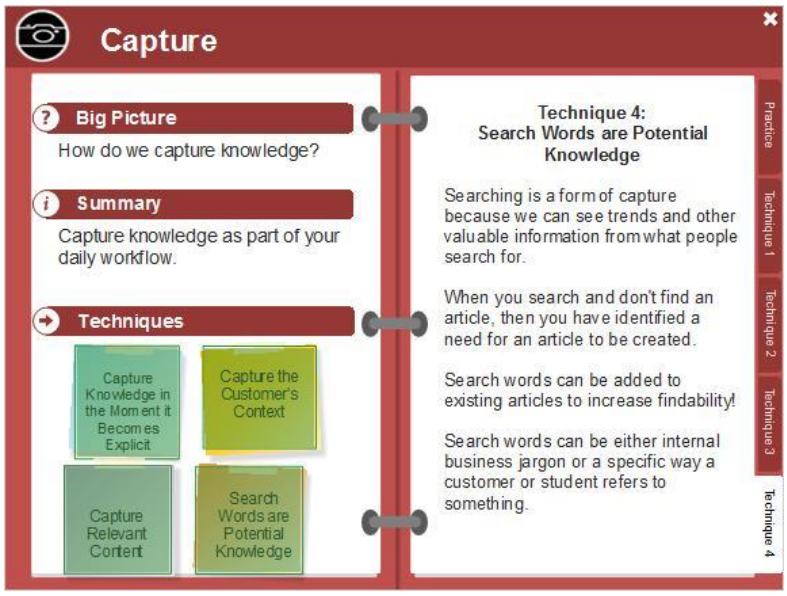
Technique 2 (Slide Layer)



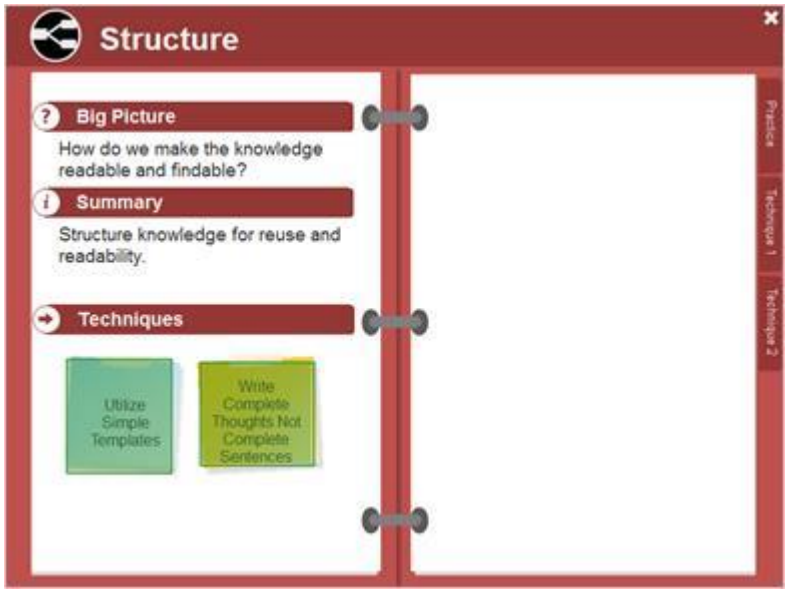
Technique 3 (Slide Layer)



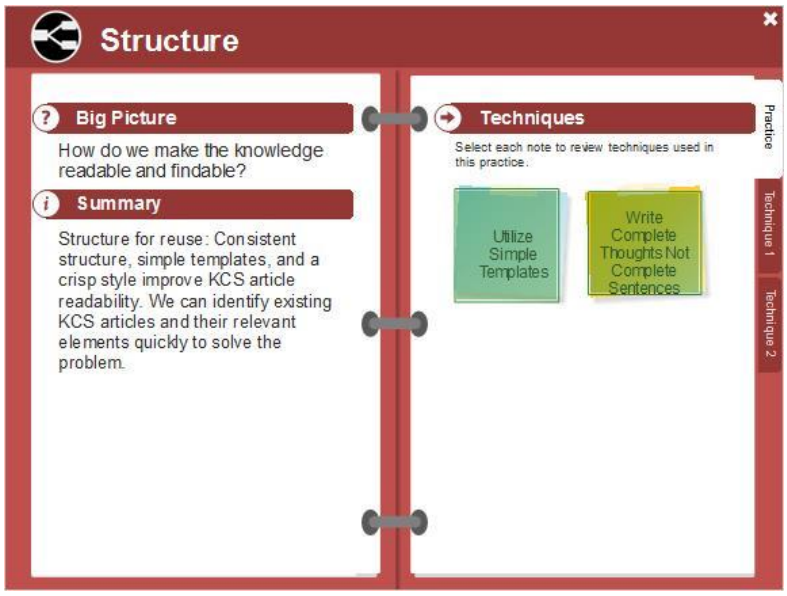
Technique 4 (Slide Layer)



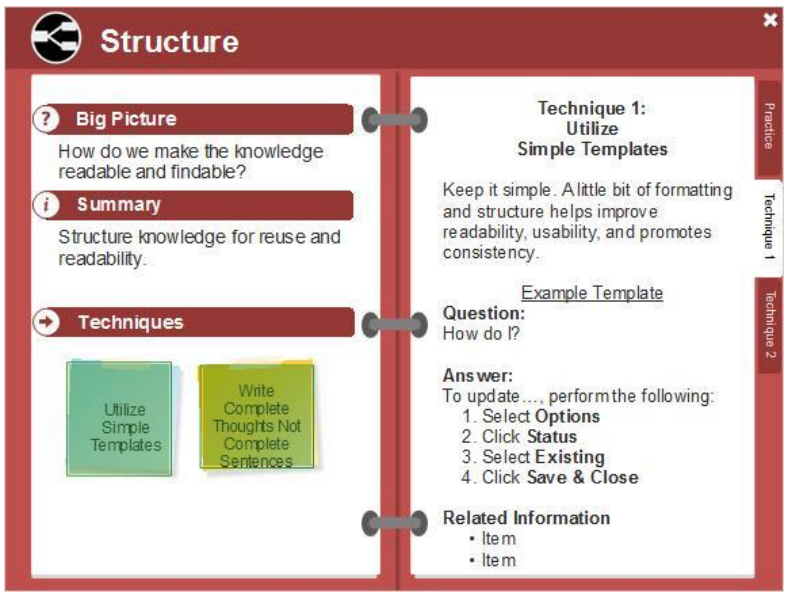
4.5 Structure



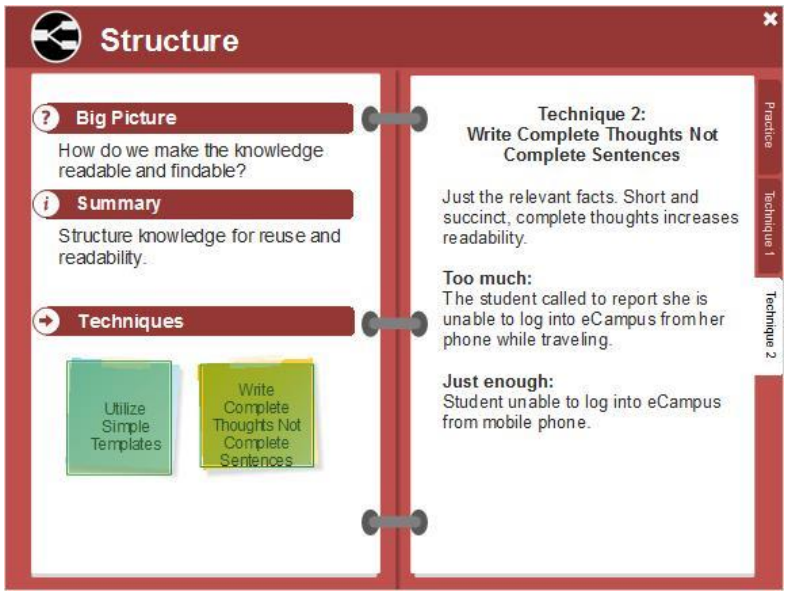
Practice (Slide Layer)



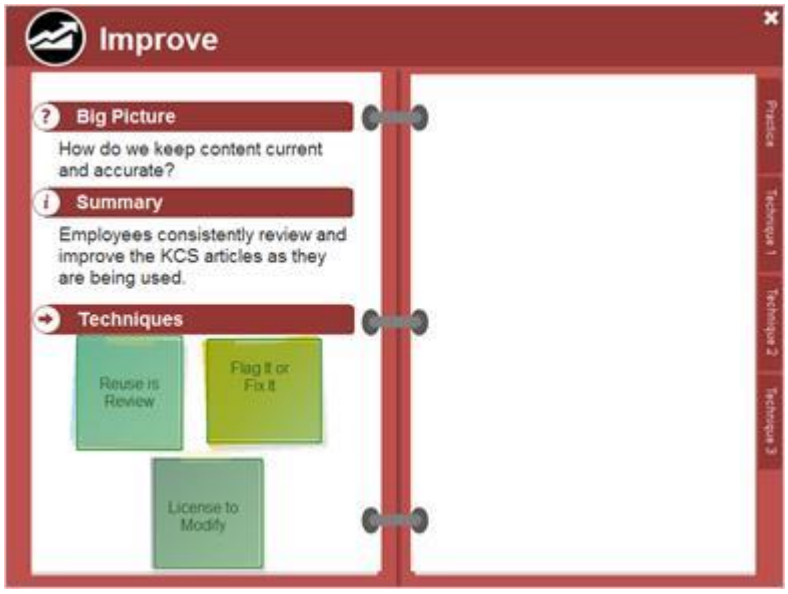
Technique 1 (Slide Layer)



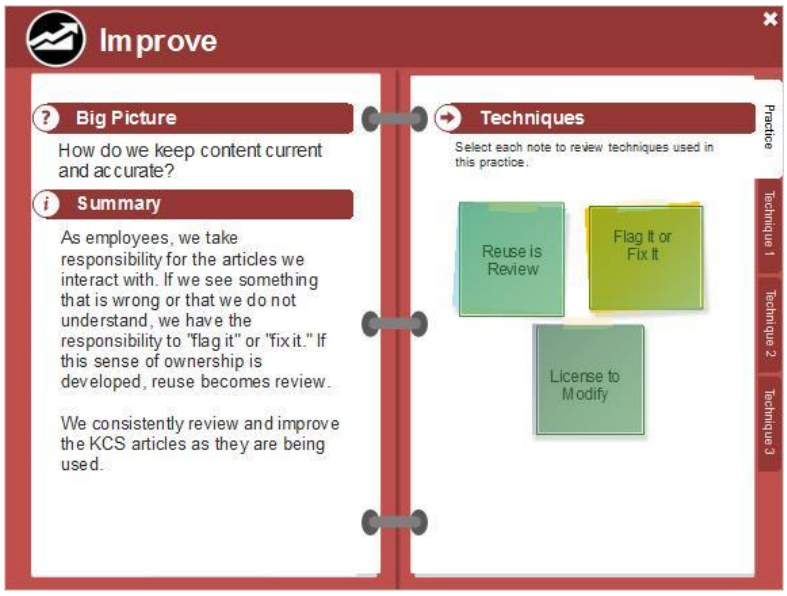
Technique 2 (Slide Layer)



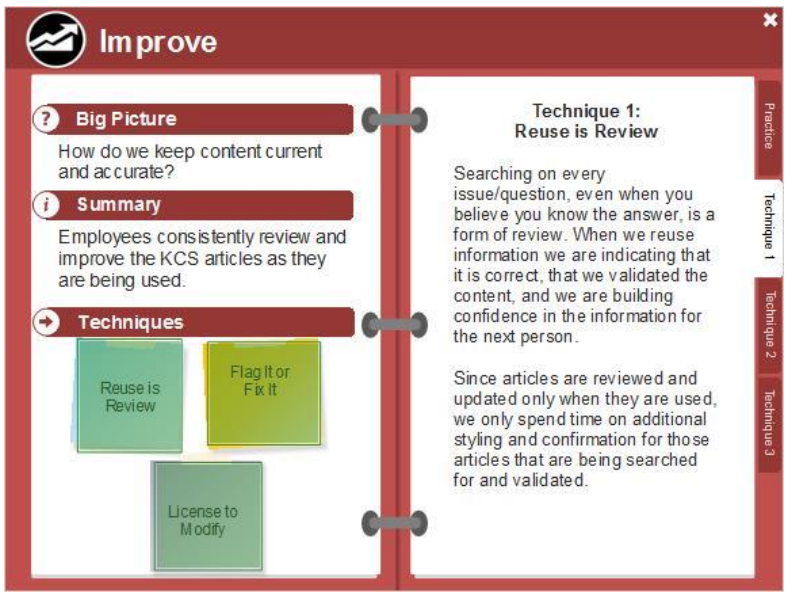
4.6 Improve



Practice (Slide Layer)



Technique 1 (Slide Layer)



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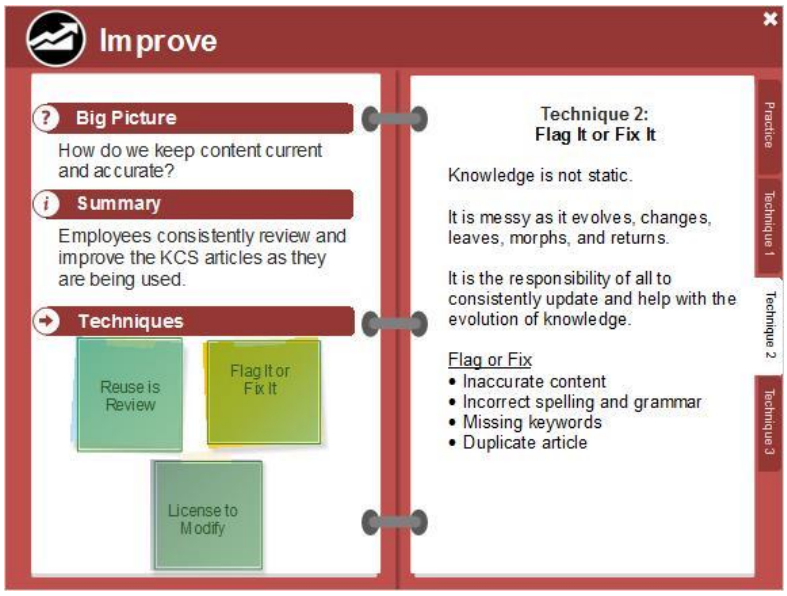
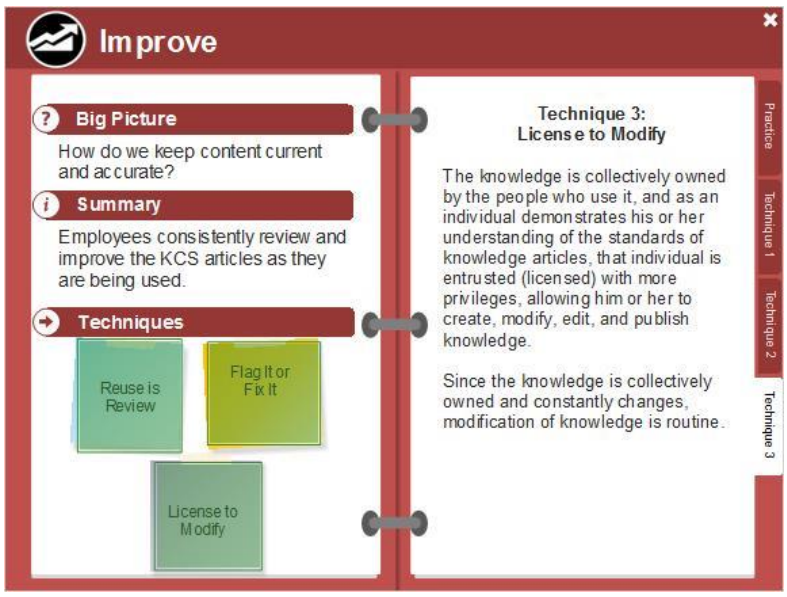
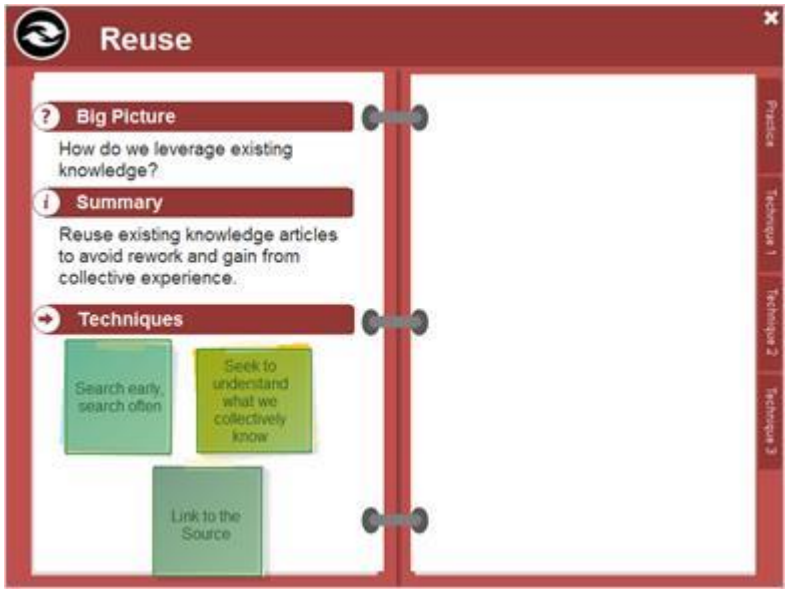


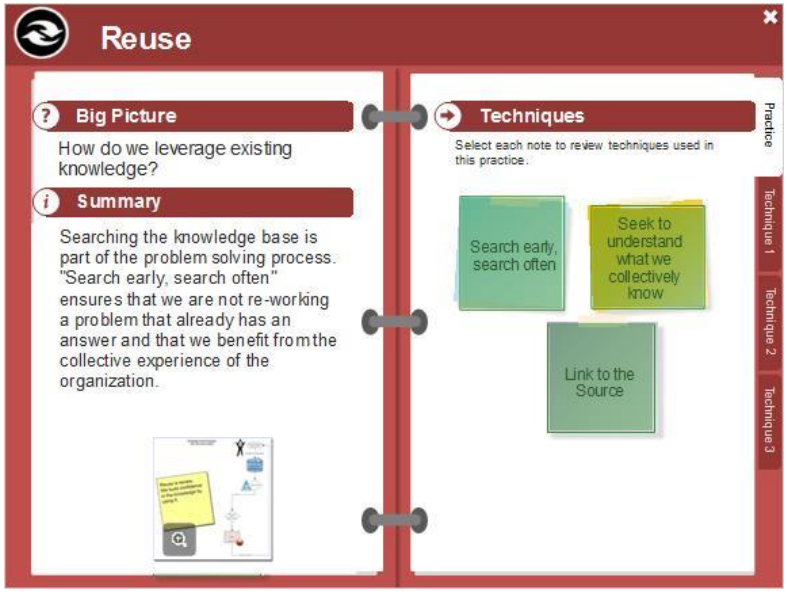
Technique 3 (Slide Layer)



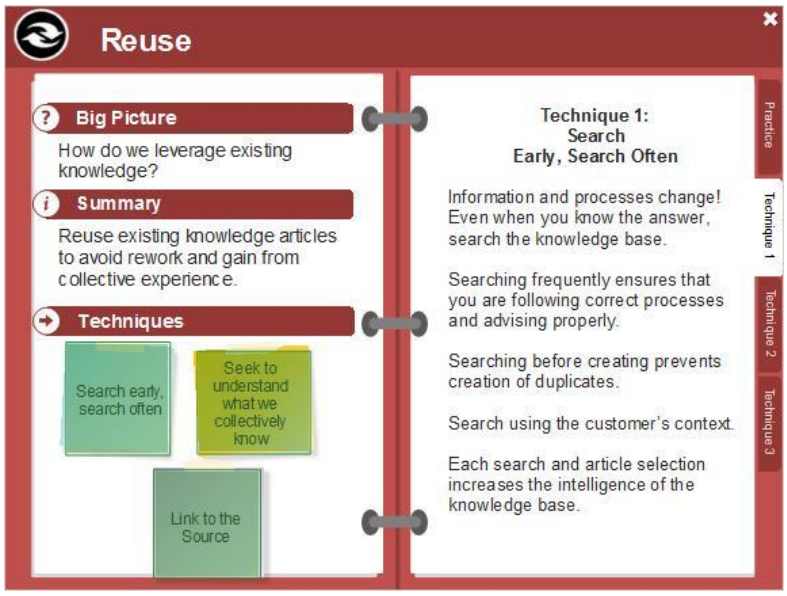
4.7 Reuse



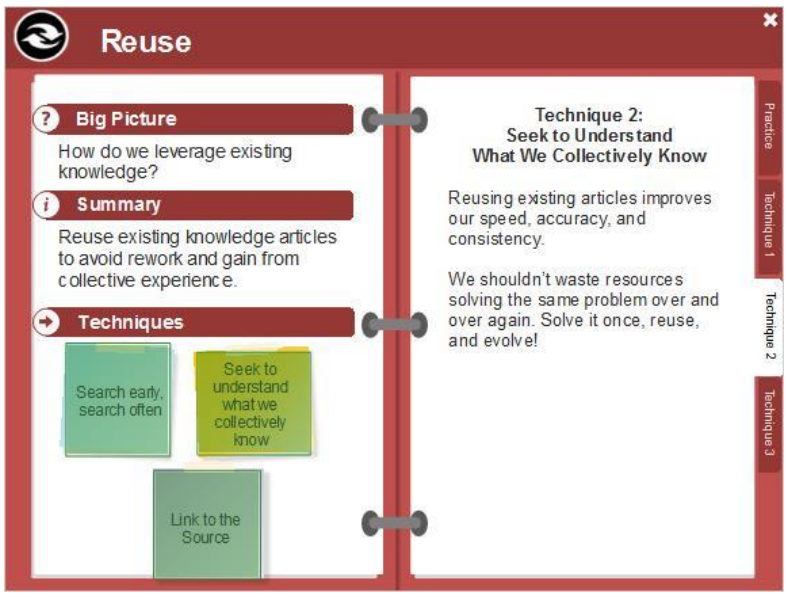
Practice (Slide Layer)



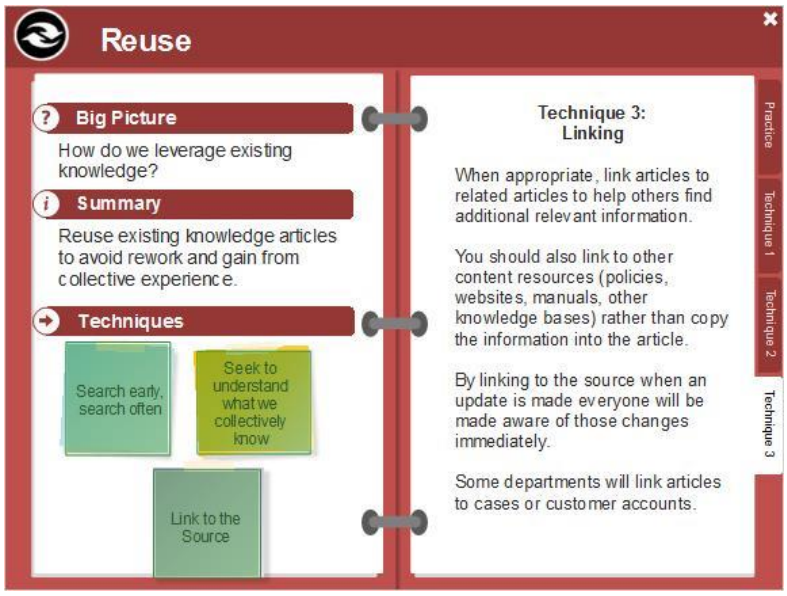
Technique 1 (Slide Layer)



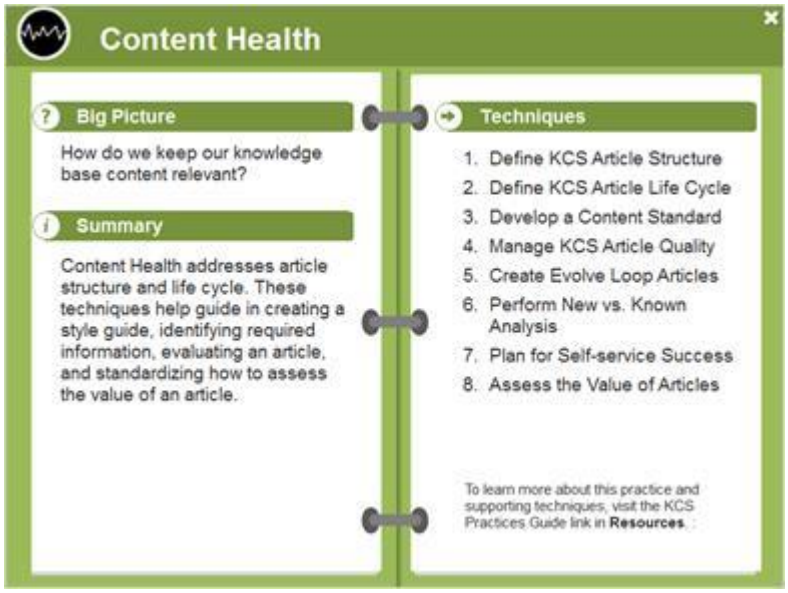
Technique 2 (Slide Layer)



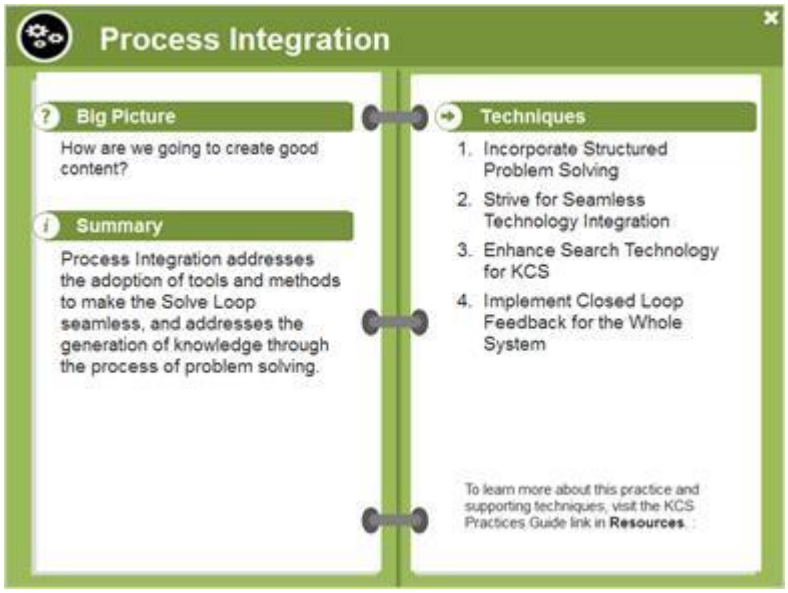
Technique 3 (Slide Layer)



4.8 Content Health



4.9 Process Integration

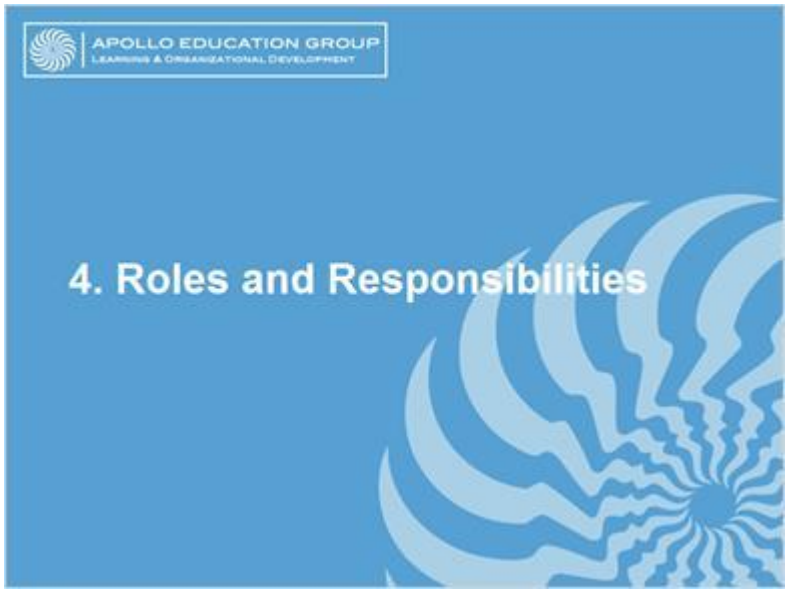


Notes:

4.10 Leadership & Communication

5. Lesson4

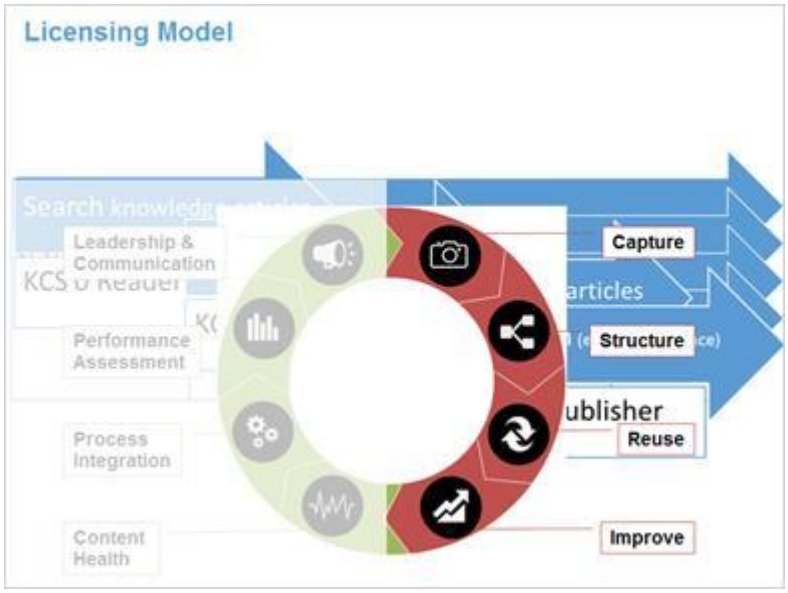
5.1 4.0



Notes:

Next, we will explore KCS Roles and responsibilities.

5.2 Licensing Model



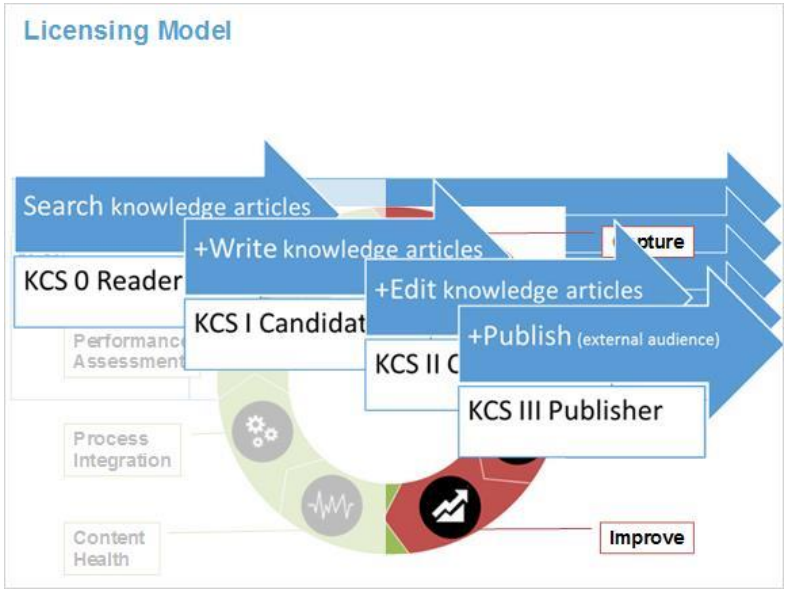
Notes:

The KCS knowledge and competency licensing model defines responsibilities, system rights, and privileges for each role.

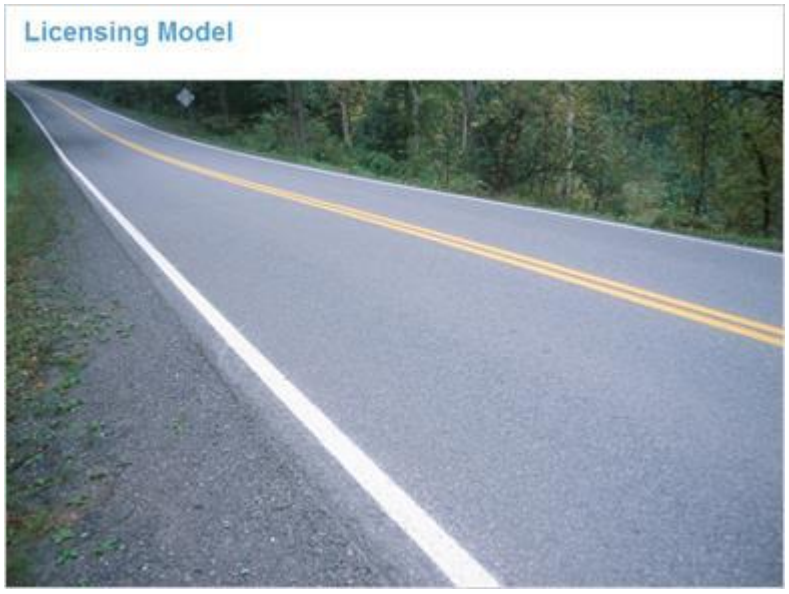
The daily transactional practices to maintain the knowledge base are performed by the people who use the knowledge. The primary roles are KCS 0 Reader, KCS I Candidate, KCS II Contributor, and KCS III Publisher.

For most employees, learning to capture and structure knowledge represents a significant change in behavior and activities.

Untitled Layer 1 (Slide Layer)



5.3 Licensing Model



Notes:

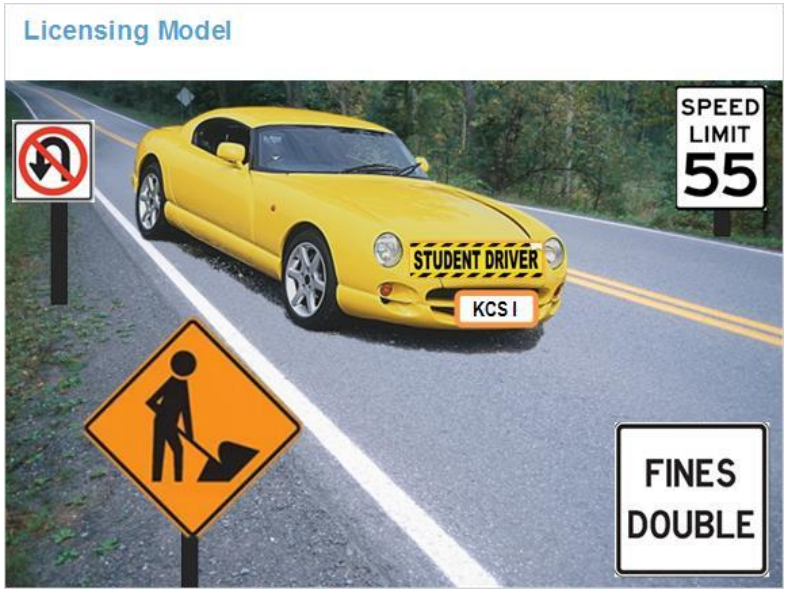
If we use a driving metaphor, adopting KCS is like learning to drive a car. Before getting behind the wheel, we were passengers and got the benefit of riding in the car without the responsibility of driving. When we first started, we got a learner's permit, and we had to have a licensed driver along as a coach. Initially, we had a great deal to think about and driving took all of our attention.

Earning a driver's license gave us new rights and privileges and enabled us to drive on our own. For most of us, this represented a significant increase in our independence with a corresponding increase in our parents' anxiety. Our parents worried about the risk and whether we would make the right decisions. Eventually, with enough experience, driving became second nature to us.

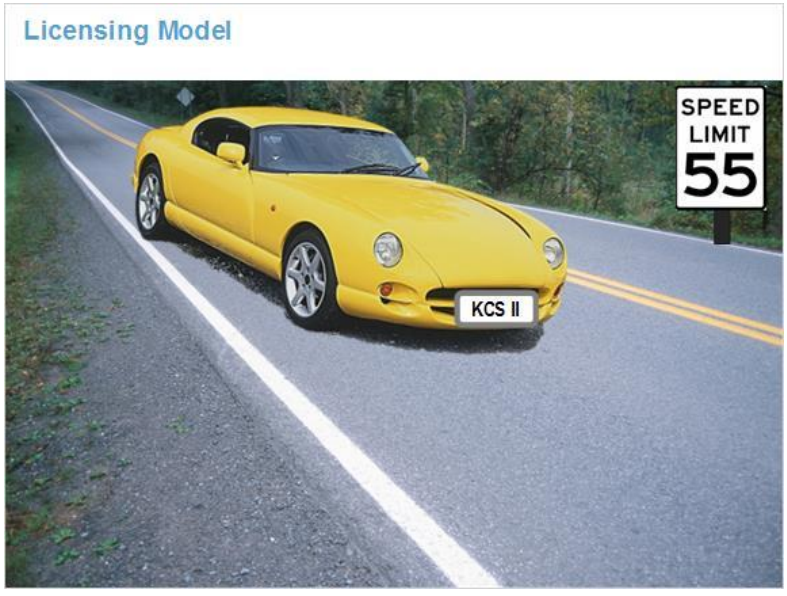
As with driving, some people will choose to progress further, study more, and gain more advanced skills.

KCS0 (Slide Layer)

KCS1 (Slide Layer)

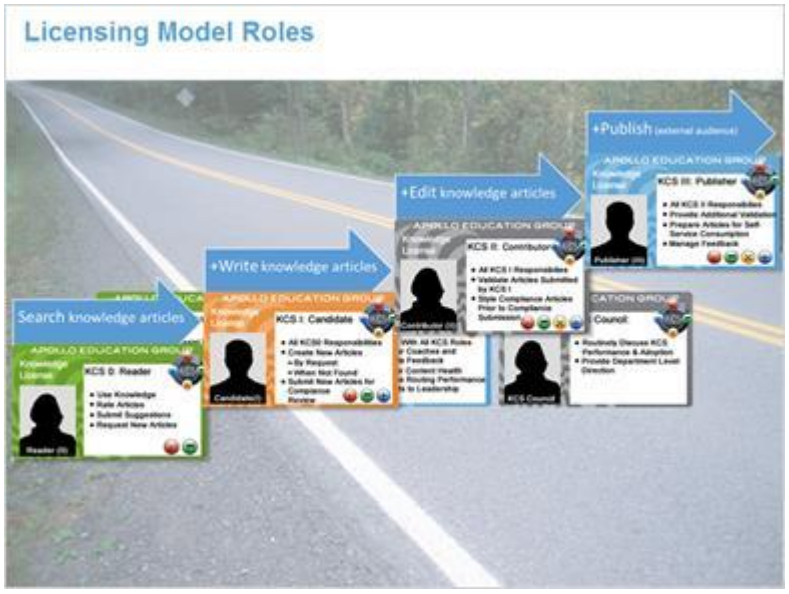


KCS2 (Slide Layer)



KCS3 (Slide Layer)

5.4 Licensing Model Roles



Notes:

Adopting KCS is like learning to drive. People learn how to do the KCS processes as they are resolving issues or answering questions. Like learning to drive, we can be told the concepts in a classroom setting, but only with practice can we internalize the behaviors and competencies so they become second nature.

Each license is earned based on demonstrated consistent behaviors that align with the KCS role. Some departments also

require a test to move from one level to the next. As with a license to drive a car, an employee who frequently breaks the rules or demonstrates poor judgment may lose his or her license.

Three additional support roles are identified by KCS: the KCS Coach, Knowledge Domain Expert (KDE), and KCS Council.

5.5 Licensing Model Roles

Notes:

Let's explore the KCS Roles and Responsibilities by answering some questions.

Click on the appropriate license to answer each question.

Q1 (Slide Layer)

Q1C (Slide Layer)

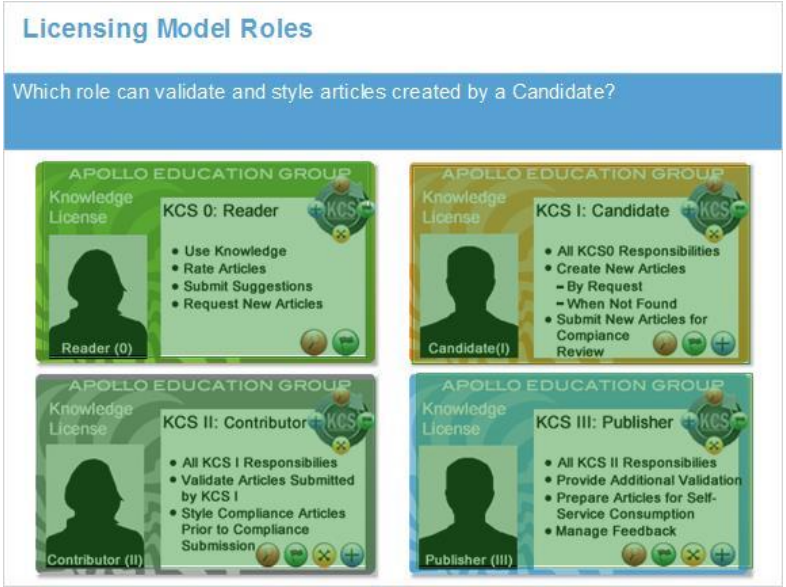
Q1W (Slide Layer)

Q2 (Slide Layer)

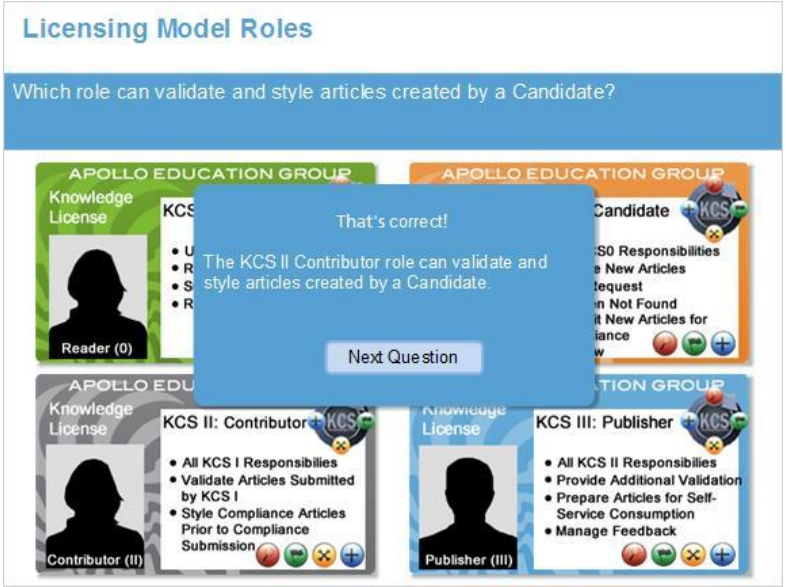
Q2C (Slide Layer)

Q2W (Slide Layer)

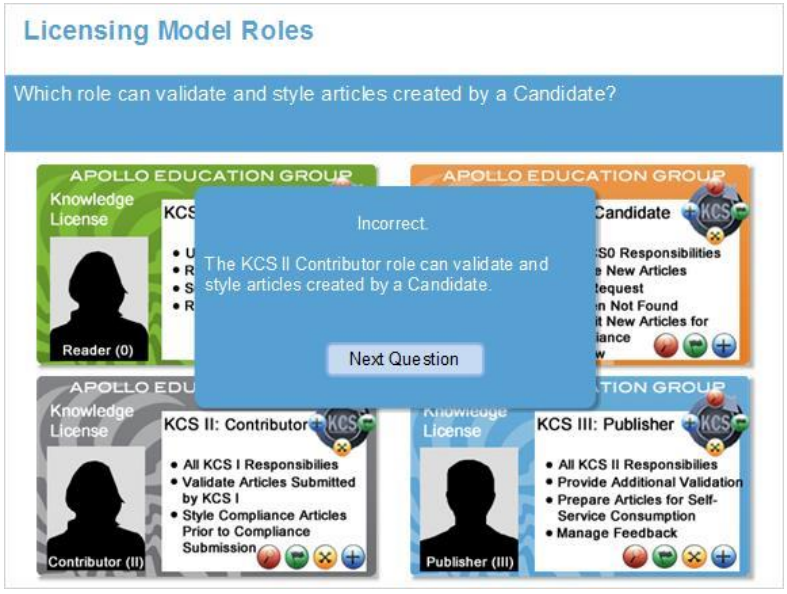
Q3 (Slide Layer)



Q3C (Slide Layer)



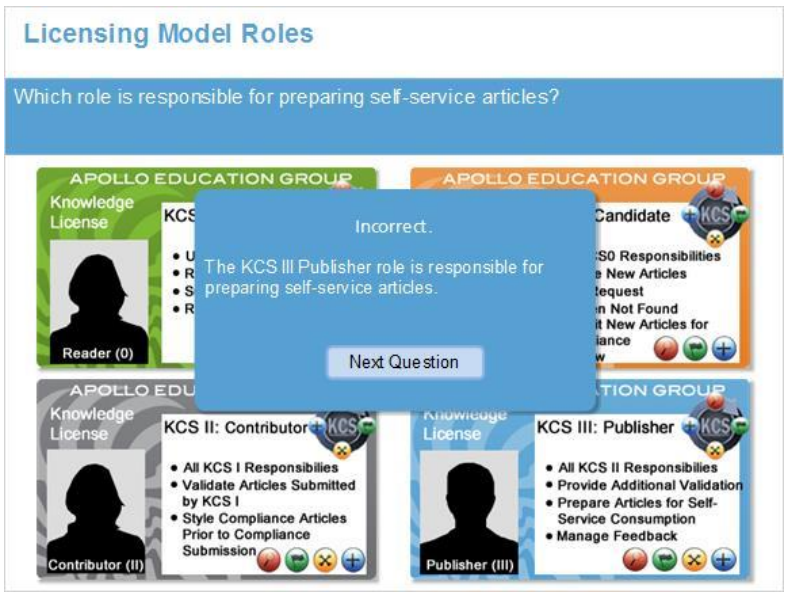
Q3W (Slide Layer)



Q4 (Slide Layer)

Q4C (Slide Layer)

Q4W (Slide Layer)



Q5 (Slide Layer)

Q5C (Slide Layer)

Q5W (Slide Layer)

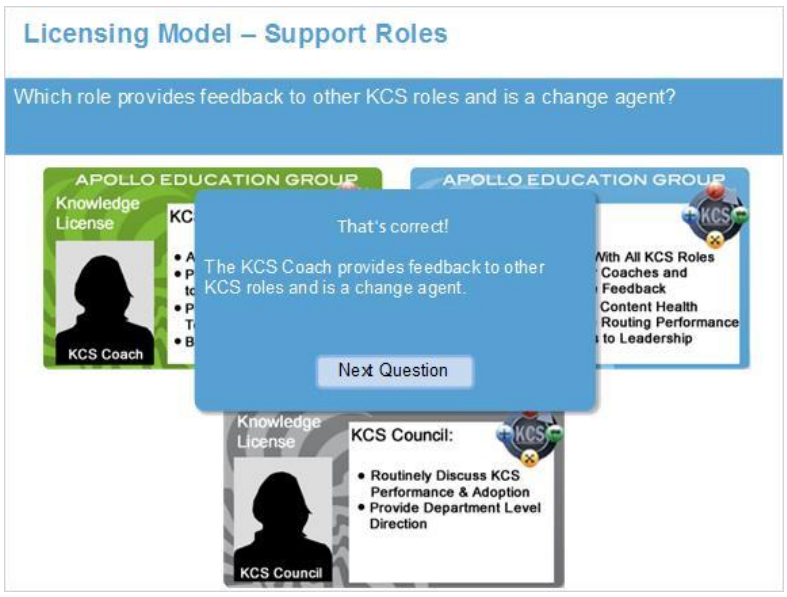
5.6 Licensing Model – Support Roles

Notes:

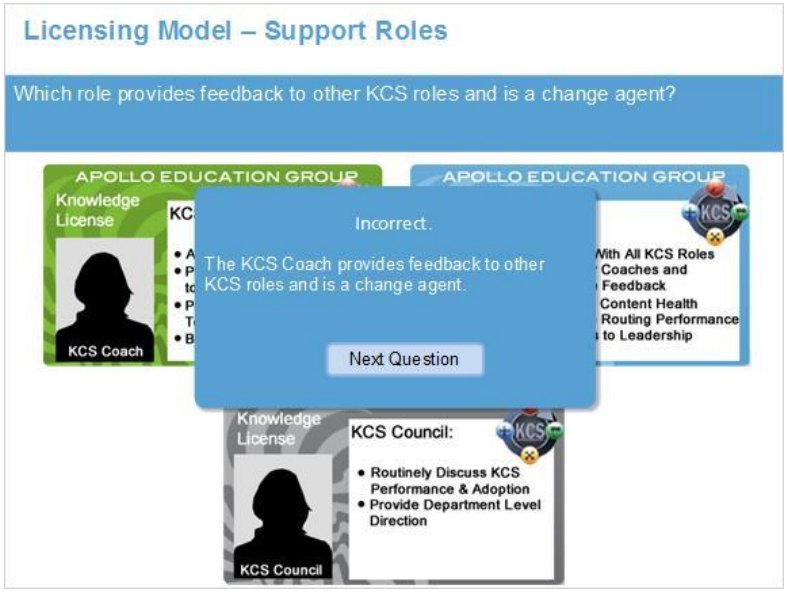
Click on the appropriate license to answer each question about the three additional support roles identified by KCS.

Q1 (Slide Layer)

Q1C (Slide Layer)



Q1W (Slide Layer)

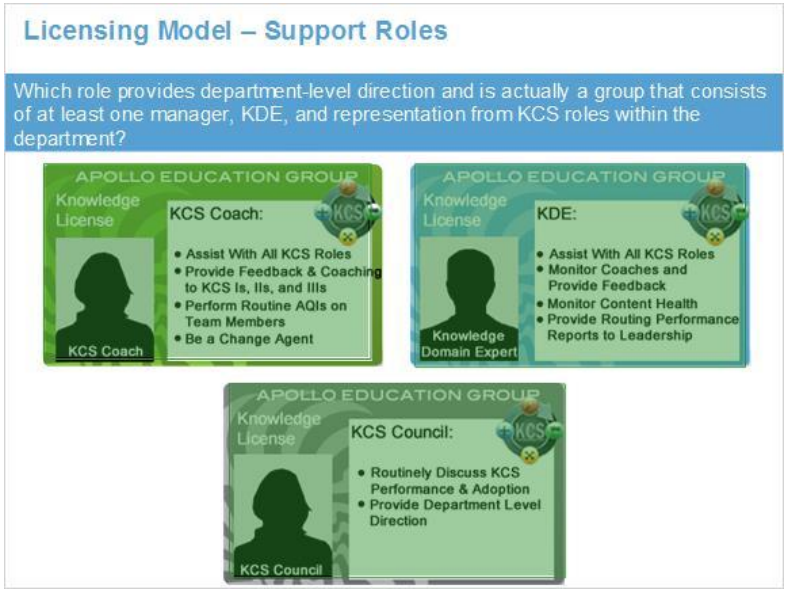


Q2 (Slide Layer)

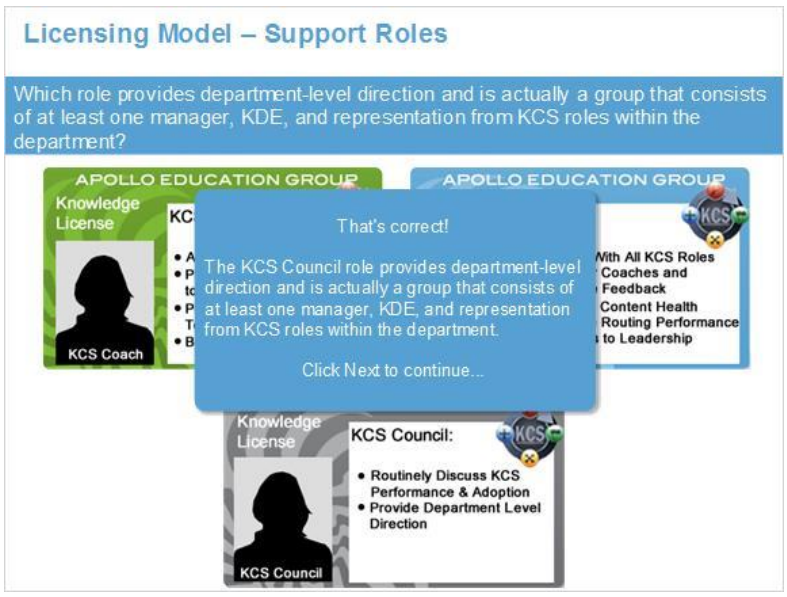
Q2C (Slide Layer)

Q2W (Slide Layer)

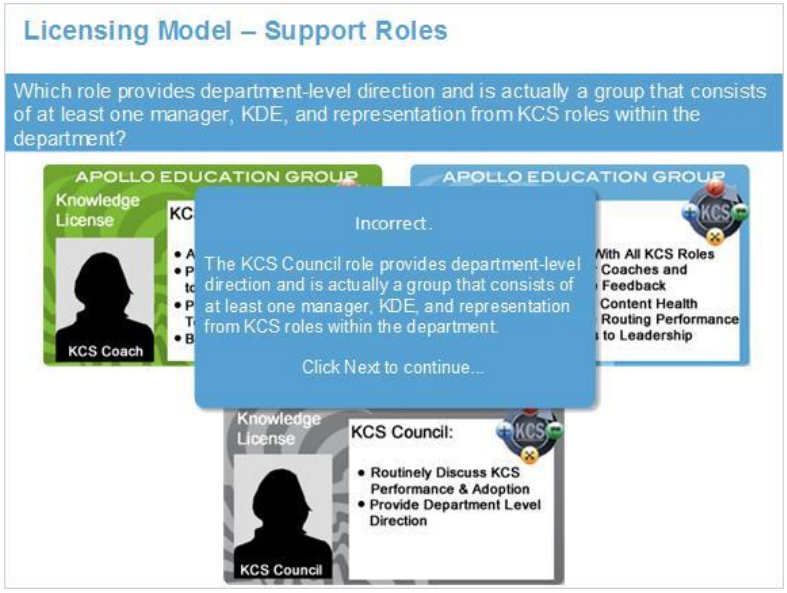
Q3 (Slide Layer)



Q3C (Slide Layer)

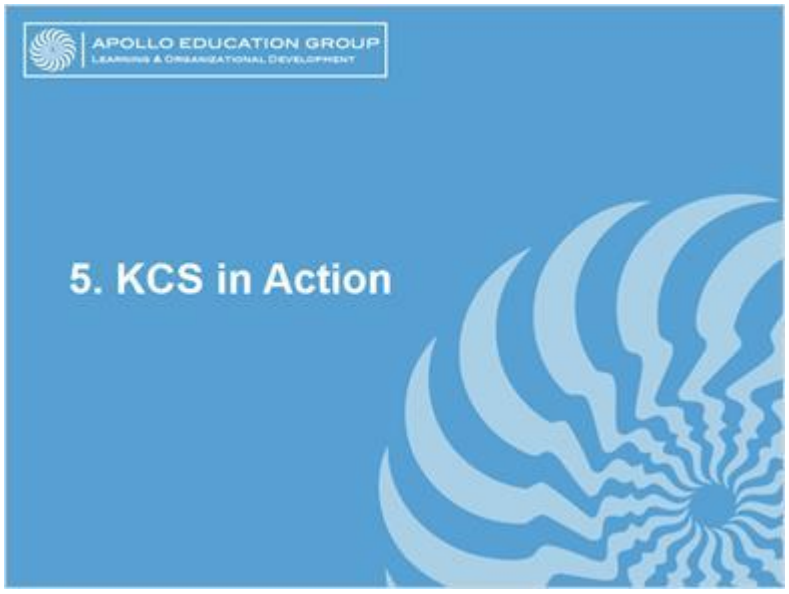


Q3W (Slide Layer)



6. Lesson5

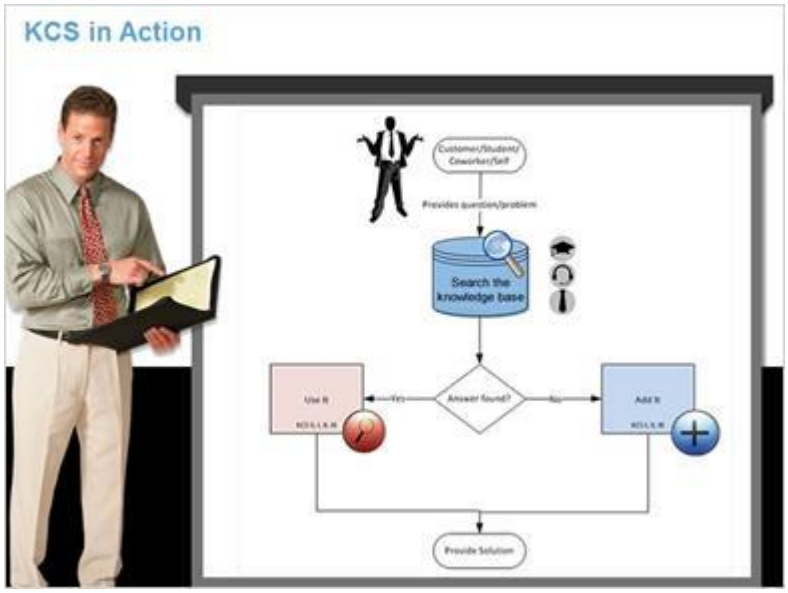
6.1 5.0



Notes:

So far, you have learned a lot about KCS Roles, KCS Practices and the components and concepts critical to KCS adoption. In this section, we will look at how we can put KCS into action in our organization.

6.2 KCS in Action



Notes:

Click the Play button to review the high-level process with a KCS Coach.

Video:

So let's take a look at how this might look in action.

First, a question is asked and we search the knowledge base for an answer.

If knowledge is found, the solution is provided. (Use It)

In the event that knowledge isn't found, the question is captured. The employee also finds an answer to that question and puts it into a knowledge article. (Add It)

The knowledge in the new article is then available in the knowledge base for the next time the question is asked

6.3 Internal Article Life Cycle Scenario

Notes:

In the following scenario, we will follow information as it is entered into the knowledge base for use within our organization internally.

An employee recently moved and needs to update his personal information in MyHR.

He has access to read articles in the knowledge base. He searches the knowledge base and finds an article that answers the question. He follows the instructions and is able to update his mailing address.

So how did this article come to be available for the employee when he needed it?

Article-scrolling (Slide Layer)

6.4 Internal Article Life Cycle Scenario

Notes:

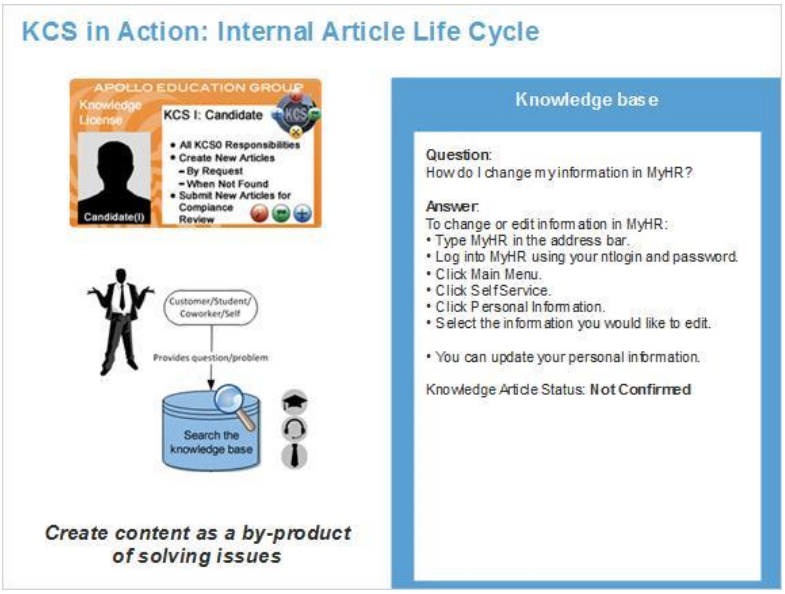
A KCS I Candidate created the article after researching the issue for a coworker. (Create content as a by-product of solving issues)

The article was created in a *Not Confirmed* status.

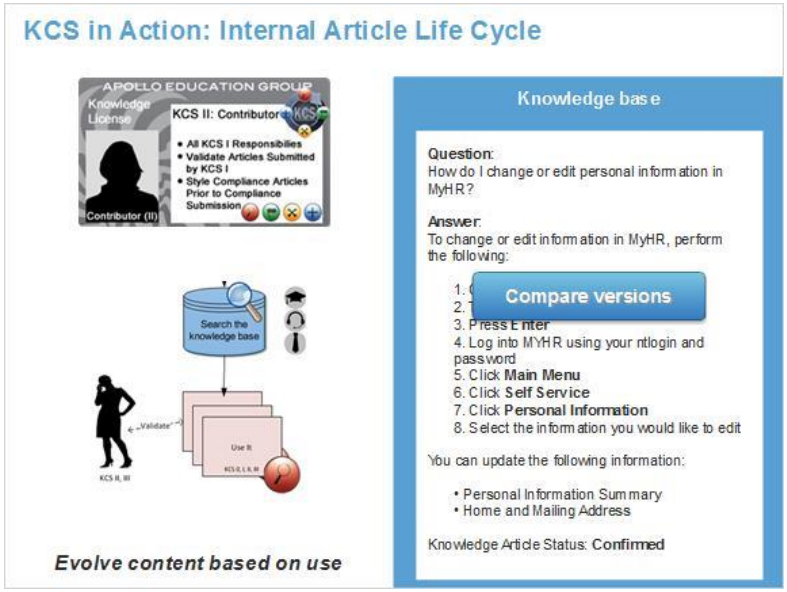
The article was searched for and used enough to trigger it to be reviewed. A KCS II Contributor styled, validated and approved the article placing it in a Confirmed status; meaning the content is verified and trusted by employees. (Evolve content based on use)

Click the **Compare versions** button to see the differences between the Not Confirmed and Confirmed articles.

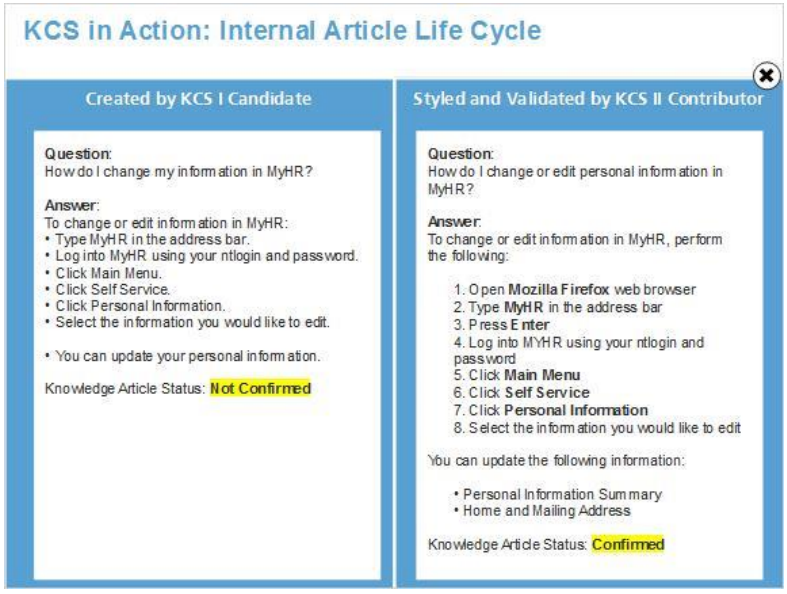
KCS1 (Slide Layer)



KCS2 (Slide Layer)



Compare (Slide Layer)



6.5 External Article Life Cycle Scenario

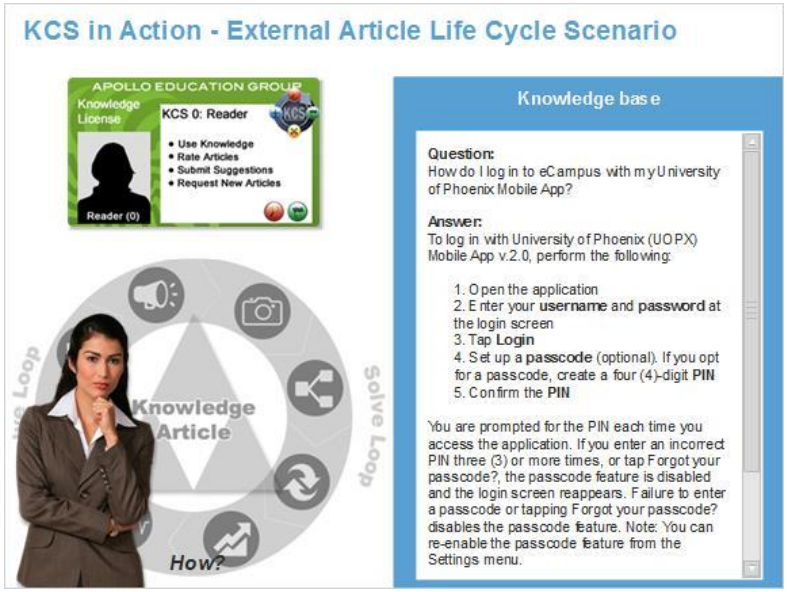
Notes:

In the following scenario, we will follow information as it is entered into the knowledge base for potential use outside of our organization, such as direct use for our customers.

A student has contacted an employee to find out how to log into eCampus from his smartphone. The employee searches the knowledge base and finds an article that answers the question. She reviews the content to confirm it is correct and provides the student with the information requested.

So how did this article come to be available for the employee when she needed it?

Article-scrolling (Slide Layer)



6.6 External Article Life Cycle Scenario

Notes:

A Candidate (KCS I) created the article after receiving a question from a student. (Create content as a by-product of solving issues)

The article was created in a Not Confirmed status.

The article was searched for and used enough to trigger it to be reviewed. A Contributor (KCS II) styled, validated and approved the article placing it in a Confirmed status; meaning the content is verified and trusted by employees. (Evolve content based on use)

If the article continues to be used it triggers a licensed employee to consider publishing the knowledge to an external portal where a customer could find the answer on their own.

A Publisher (KCS III) published the article for self-service consumption and placed it in Approved status.

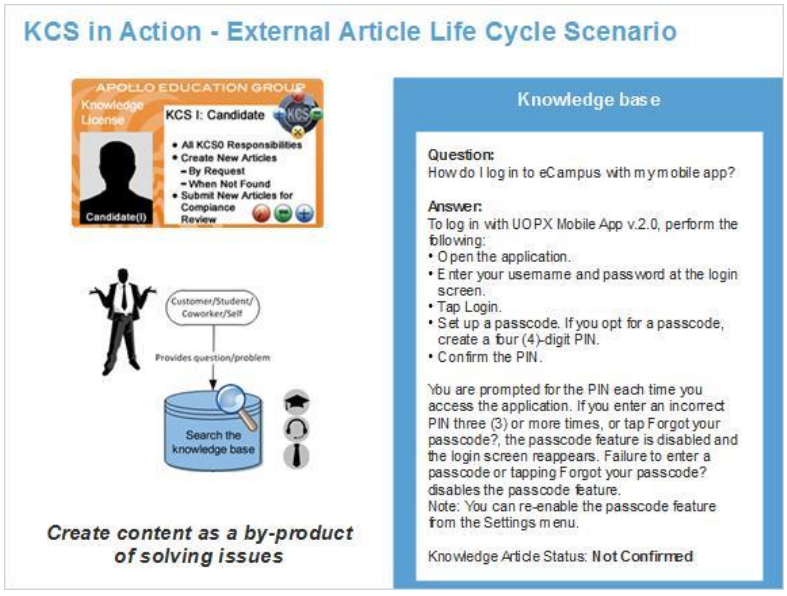
Two additional roles play a part in the article life cycle.

A KCS Coach reviews articles and follows up with the different roles to provide feedback and support.

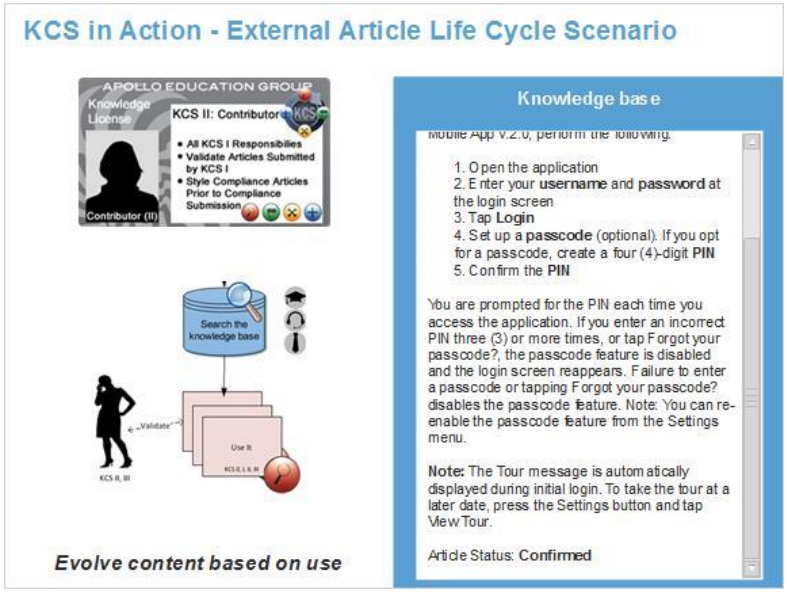
A Knowledge Domain Expert (KDE) analyzes the use of the article and will archive the article when needed.

Click the **Compare versions** buttons to see the changes to the article as it progresses from Not Confirmed to Approved. .

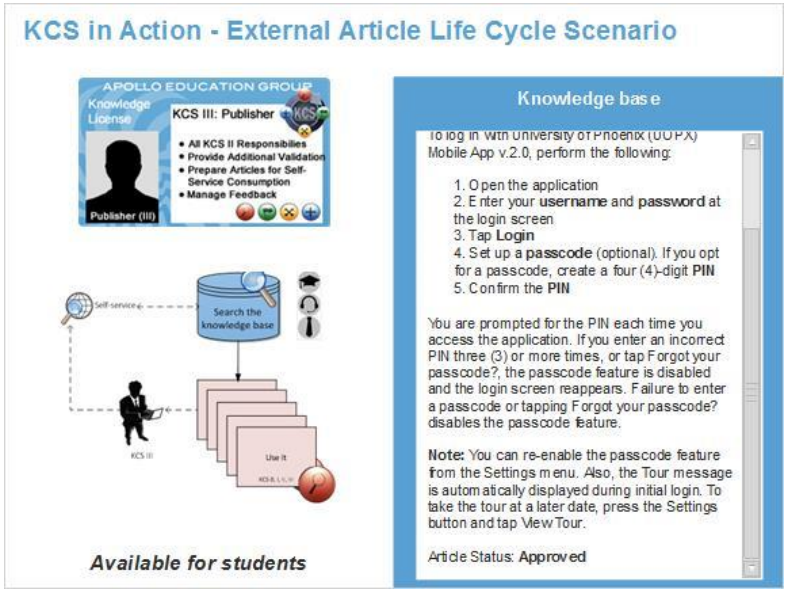
KCS1 (Slide Layer)



KCS2 (Slide Layer)

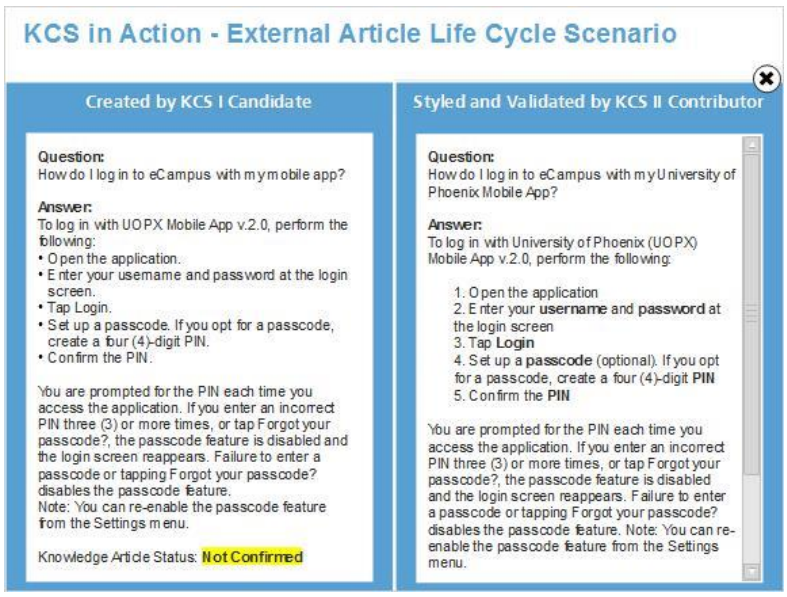


KCS3 (Slide Layer)

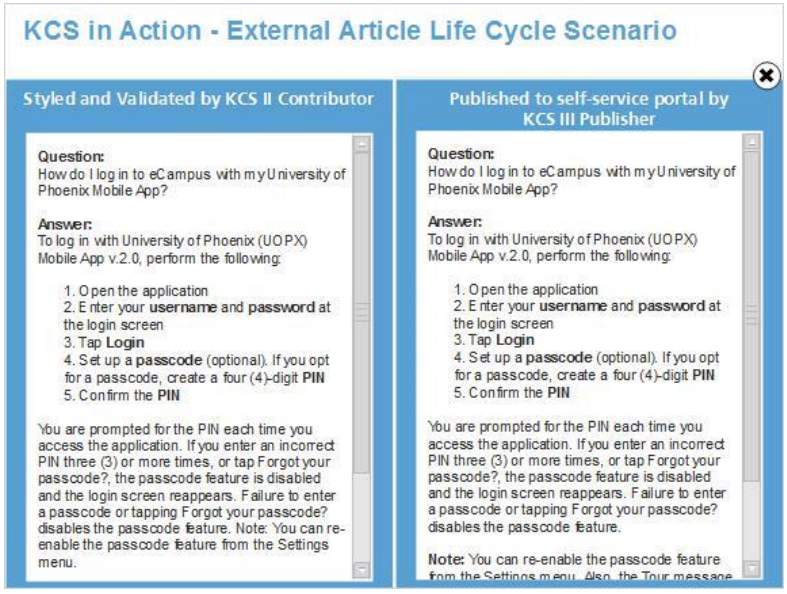


OtherRoles (Slide Layer)

Compare - NotConConfirmed (Slide Layer)



Compare - ConfirmedApproved (Slide Layer)



7. Lesson6

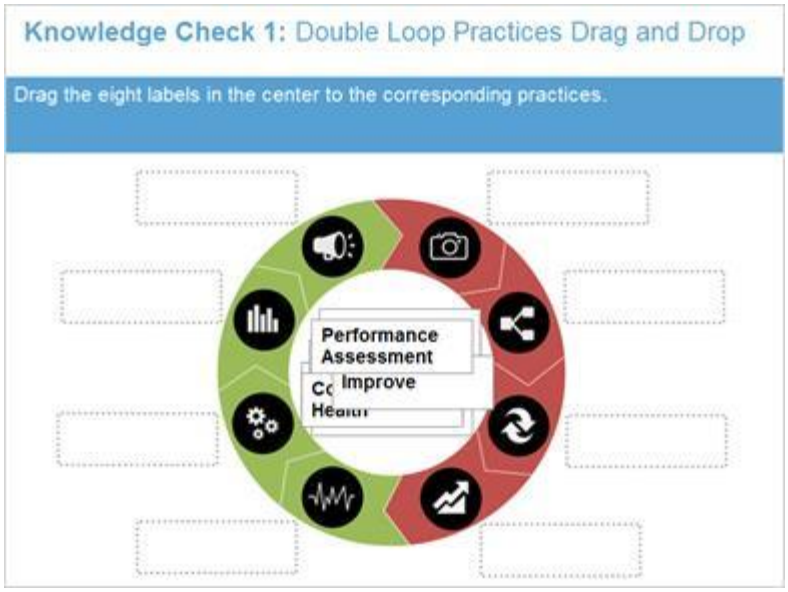
7.1 6. Review

Notes:

Let's review what you have learned about KCS.

7.2 Knowledge Check 1

(Drag and Drop, 10 points, 2 attempts permitted)



Drag Item	Drop Target
Capture	Drop-Cap
Structure	Drop-Struc
Reuse	Drop-Reuse
Improve	Drop-Improve
Content Health	Drop-Health
Process Integration	Drop-process
Performance Assessment	Drop-Assessment

Leadership & Communication	Drop-Leadership

Drag and drop properties
Return item to start point if dropped outside the correct drop target
Snap dropped items to drop target (Snap to center)
Allow only one item in each drop target

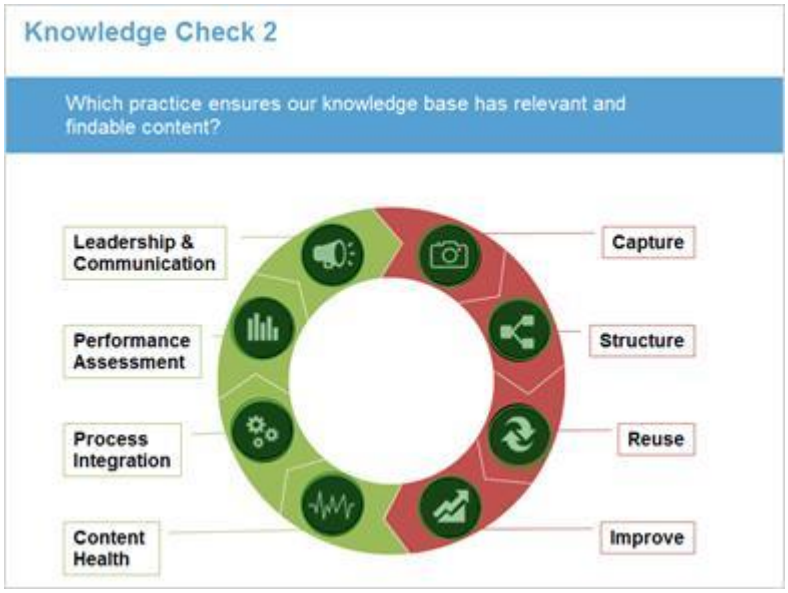
Feedback when correct:

Great job!

Feedback when incorrect:

Please try again.

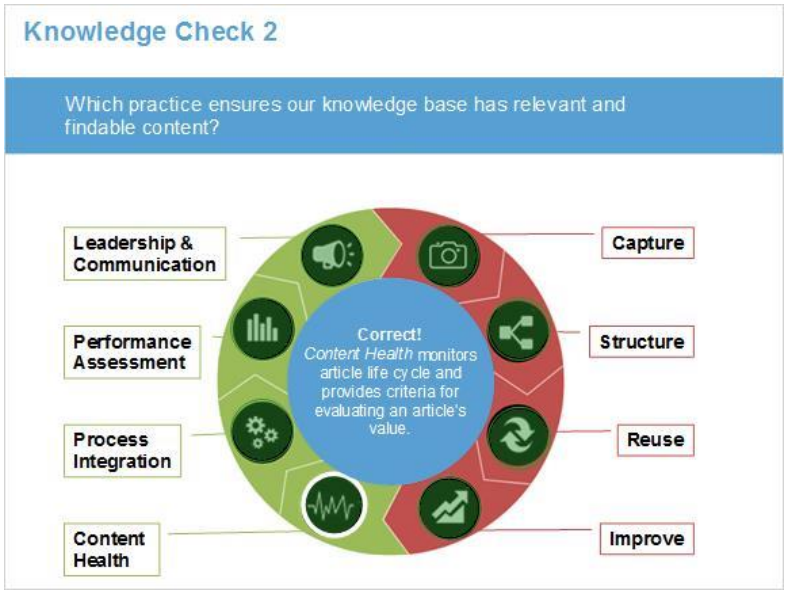
7.3 Knowledge Check 2



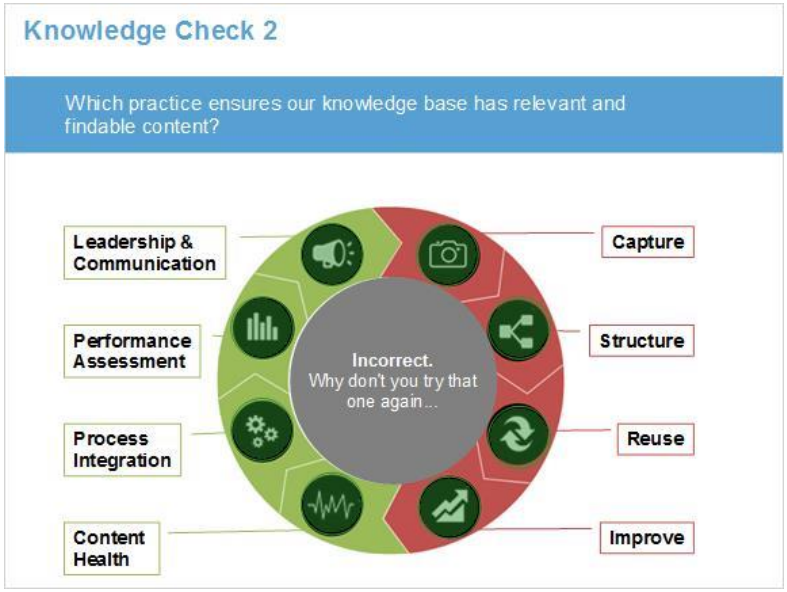
Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

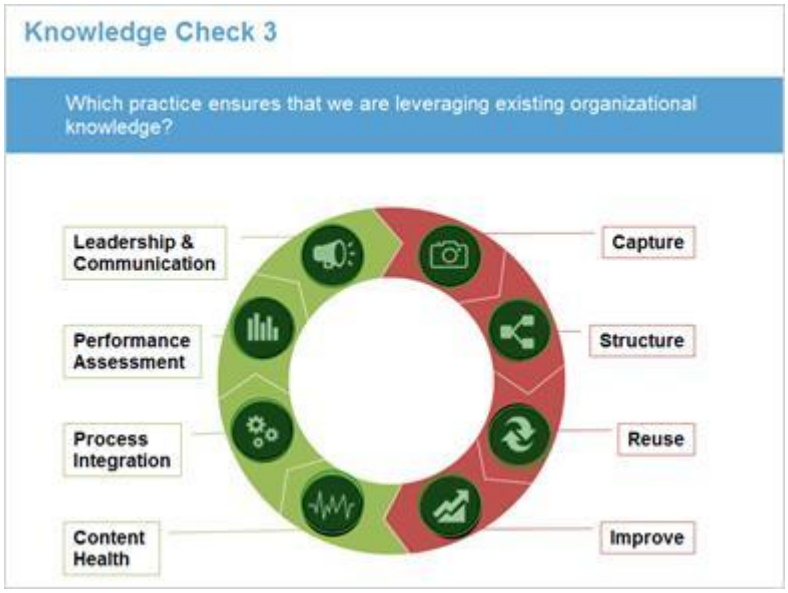
correct (Slide Layer)



wrong (Slide Layer)



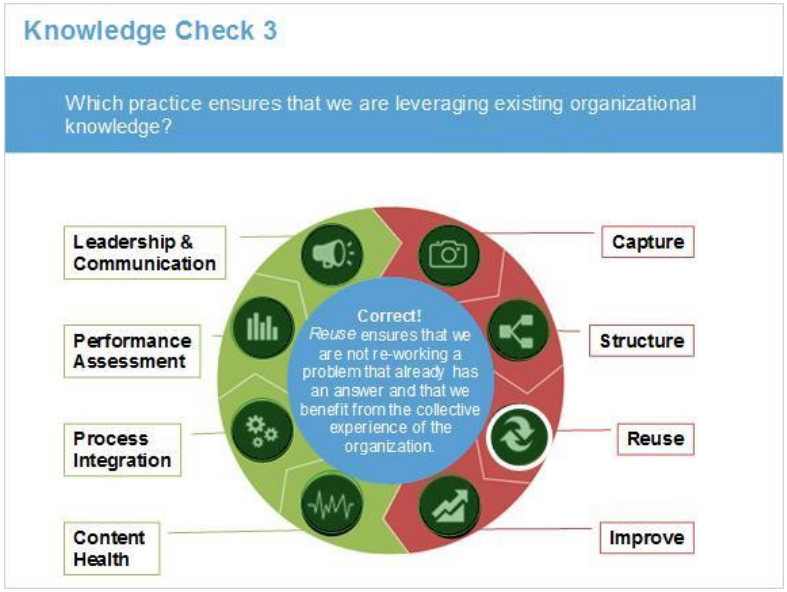
7.4 Knowledge Check 3



Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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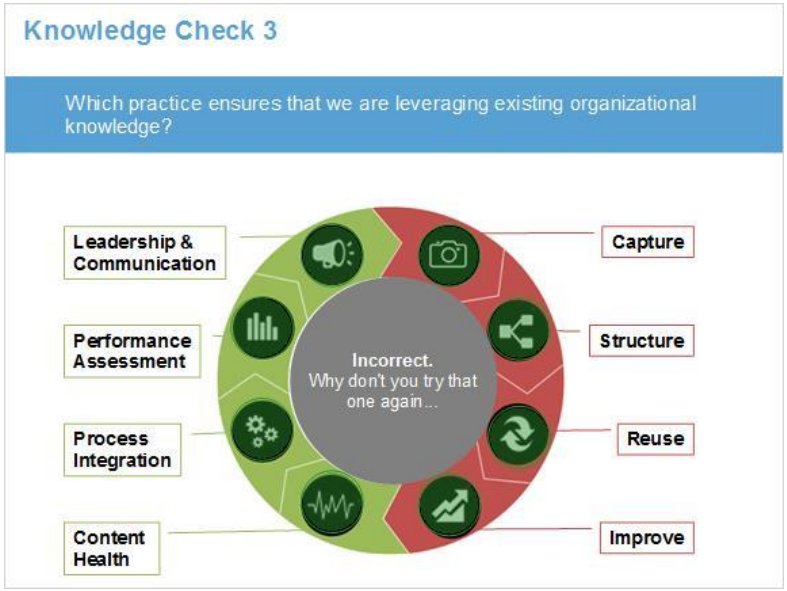

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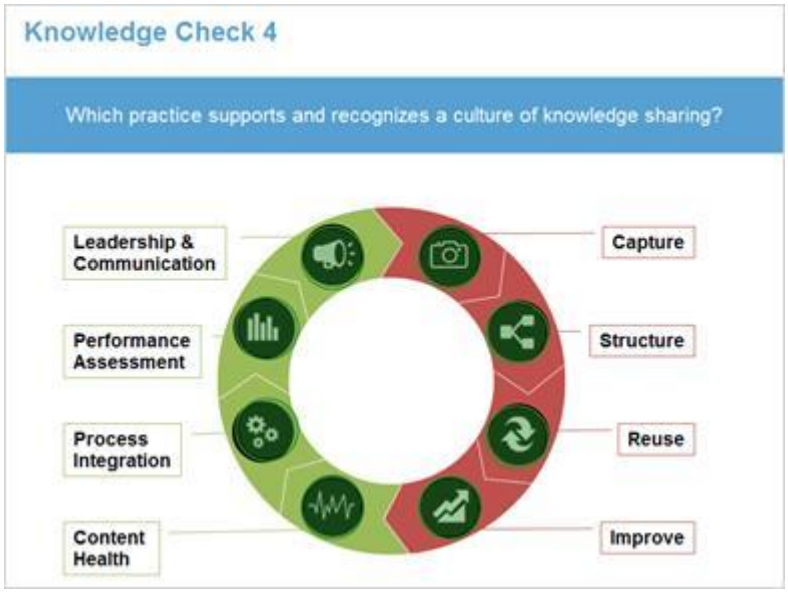
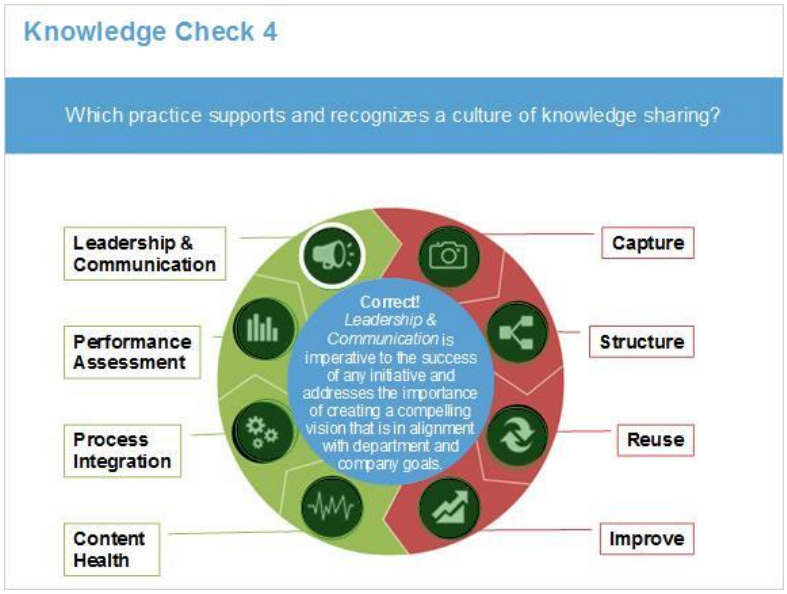


Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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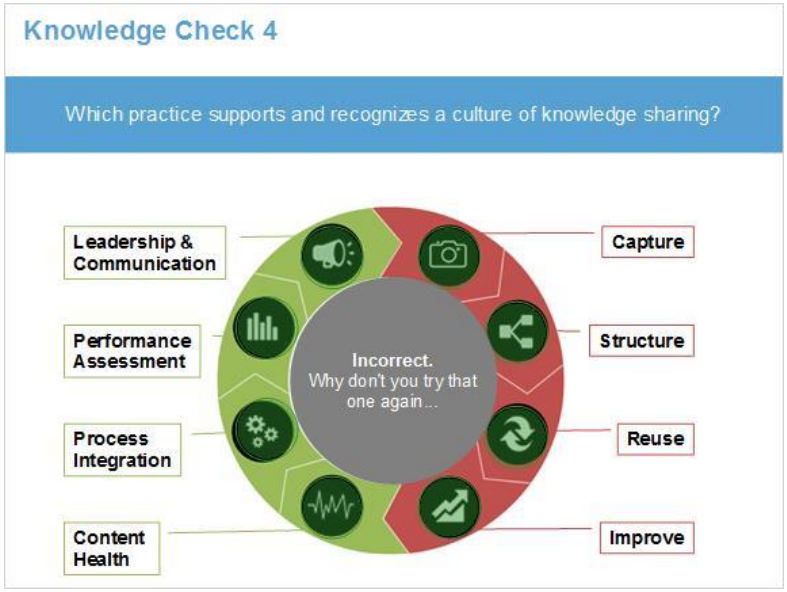

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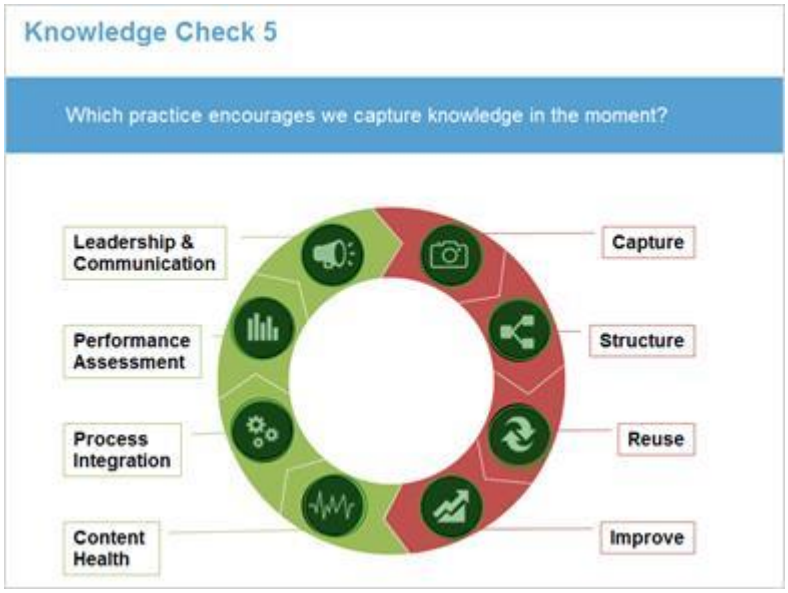
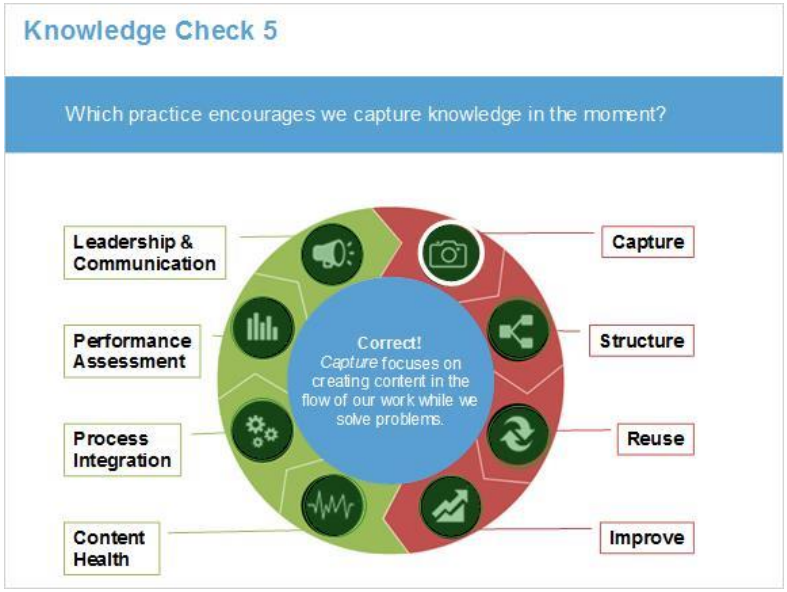


Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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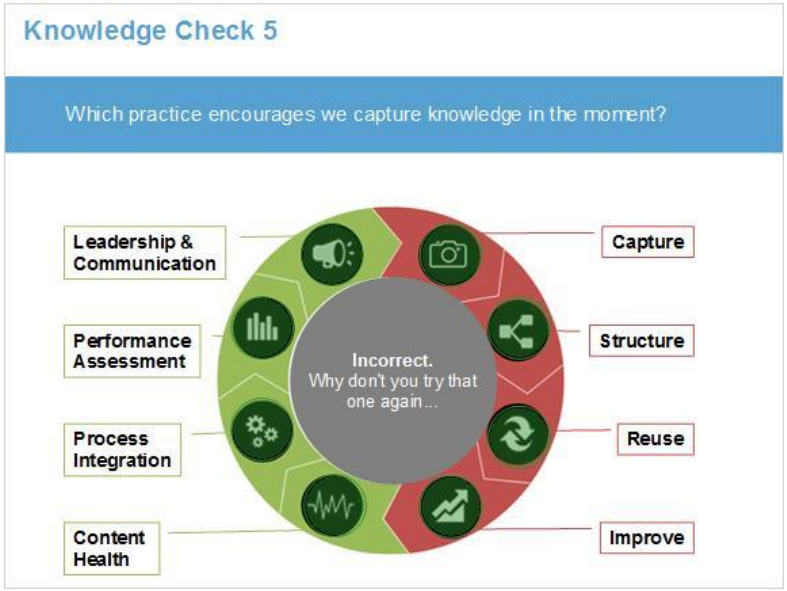
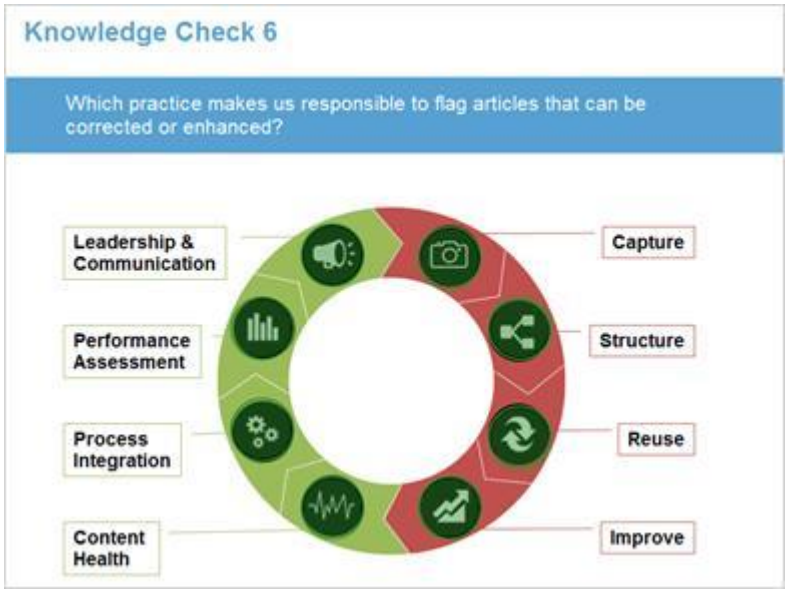


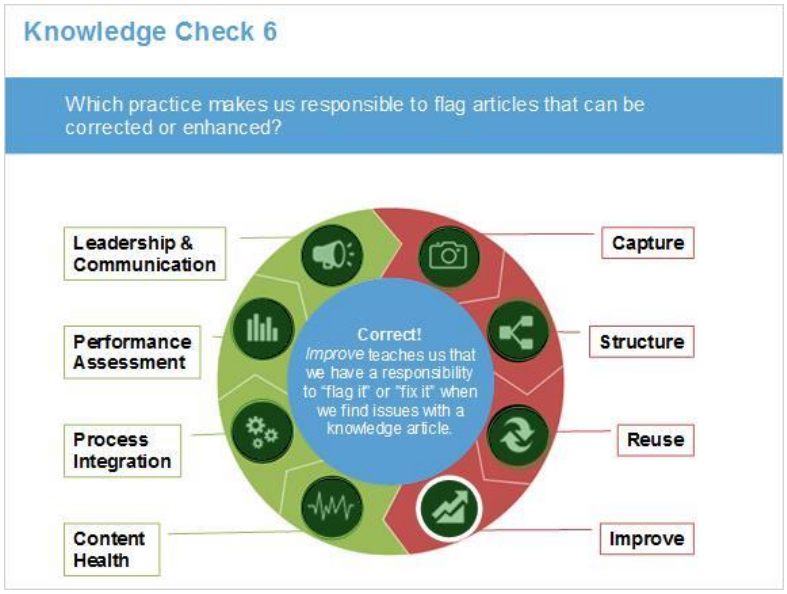
7.7 Knowledge Check 6



Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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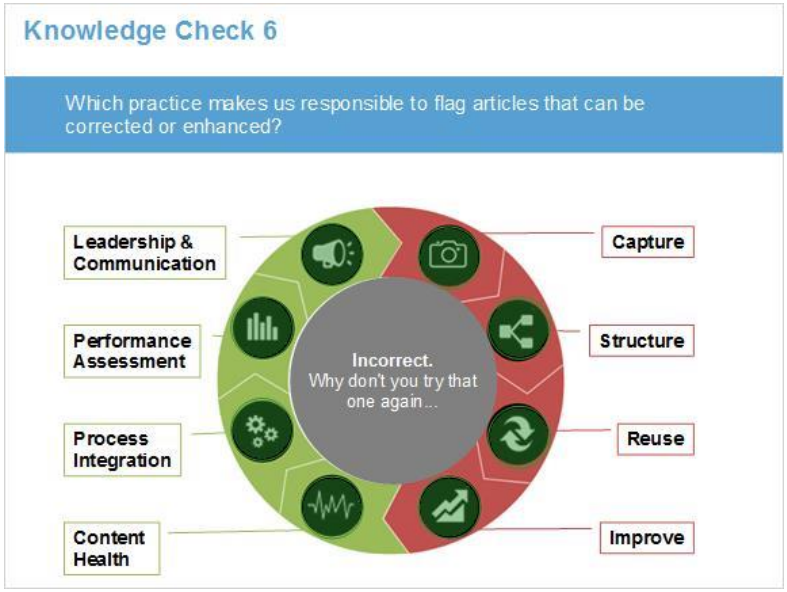

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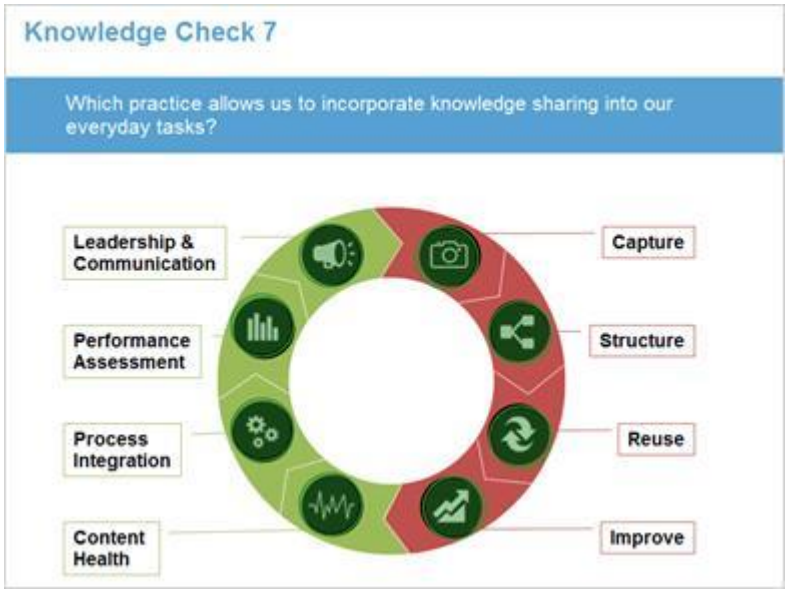
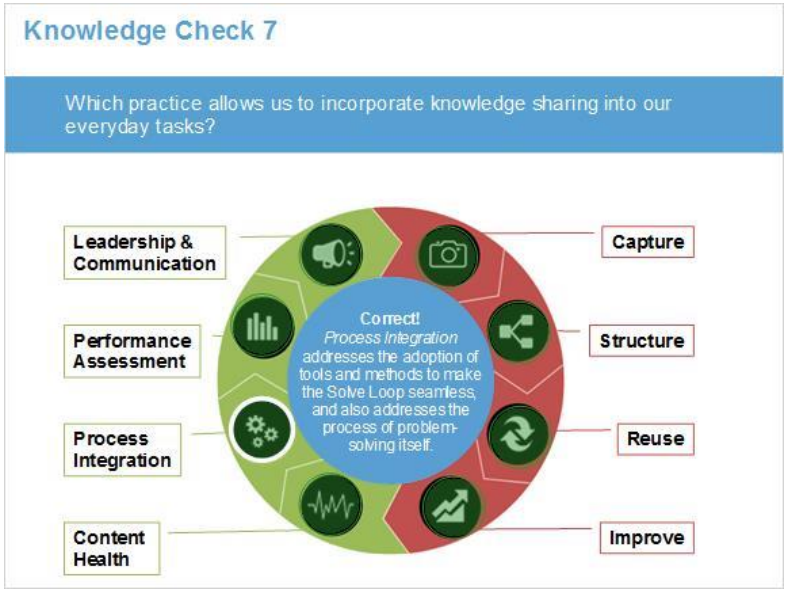


Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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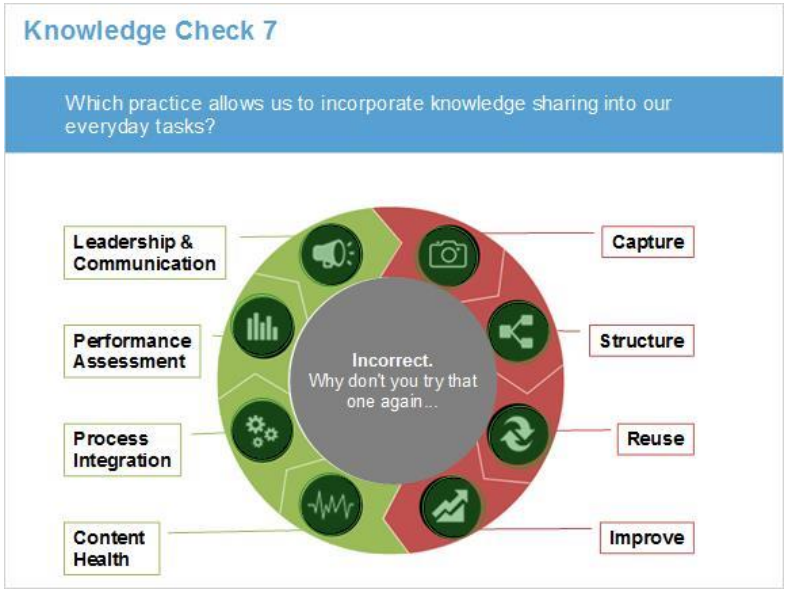
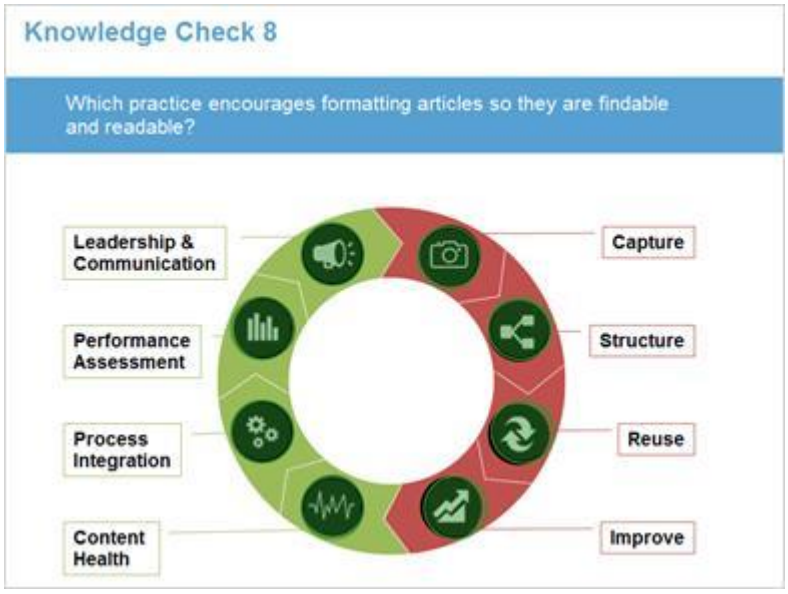


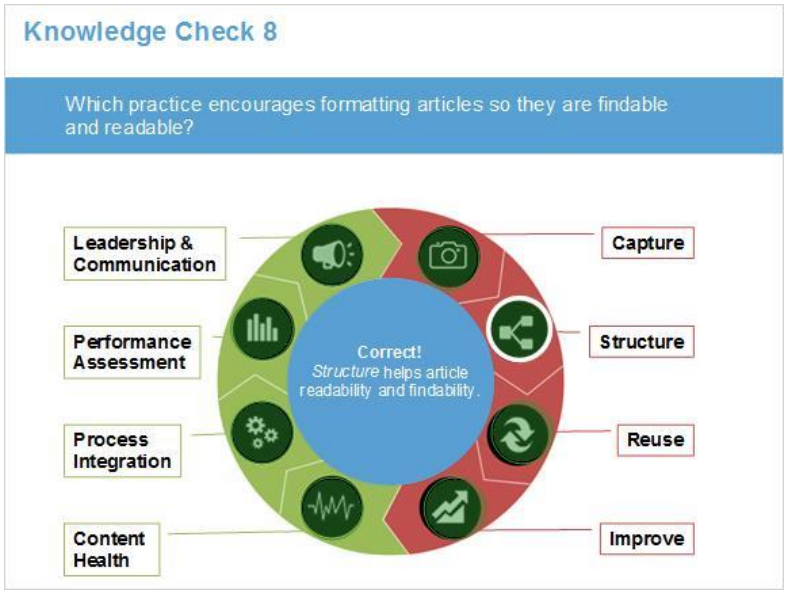
7.9 Knowledge Check 8



Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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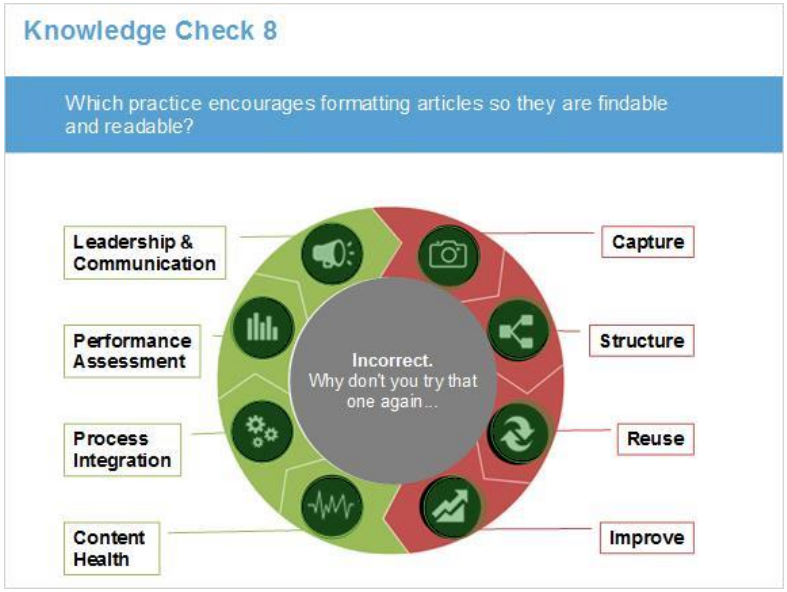
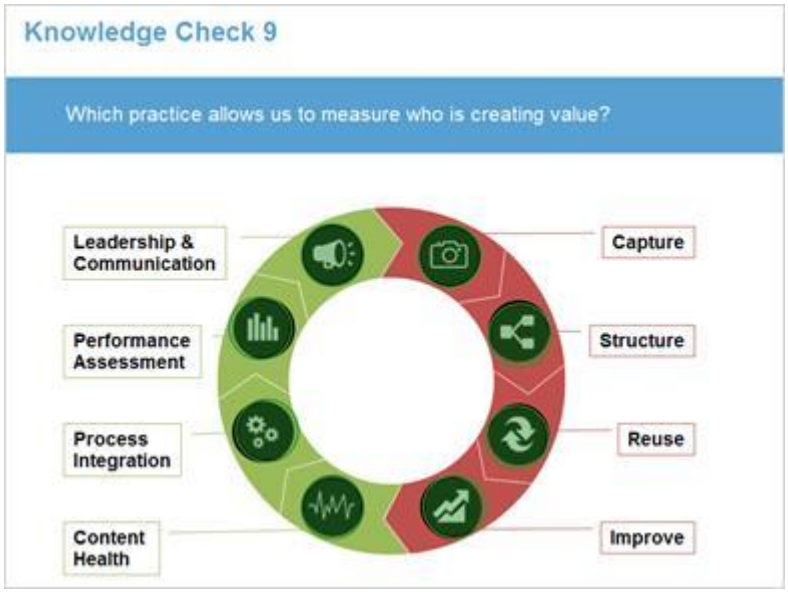


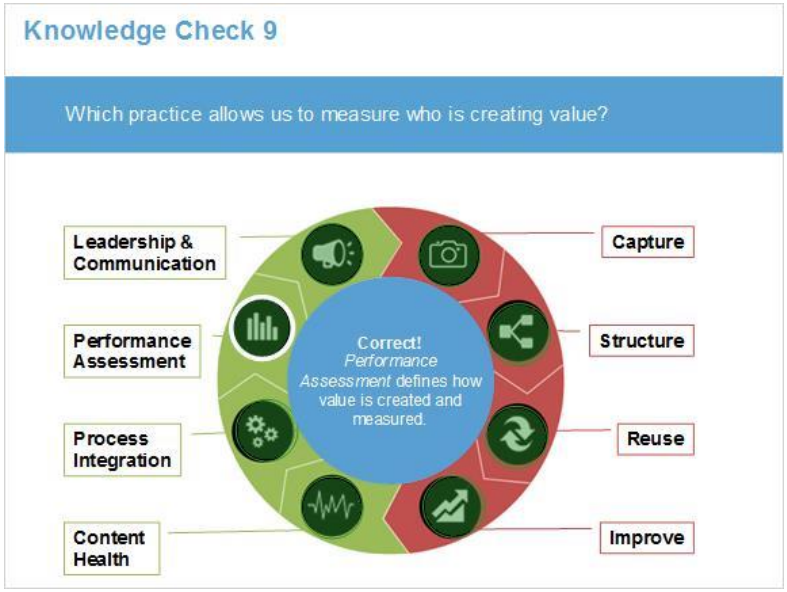
7.10 Knowledge Check 9



Notes:

Click on the practice that provides guidance and techniques to answer the fundamental big picture question.

correct (Slide Layer)



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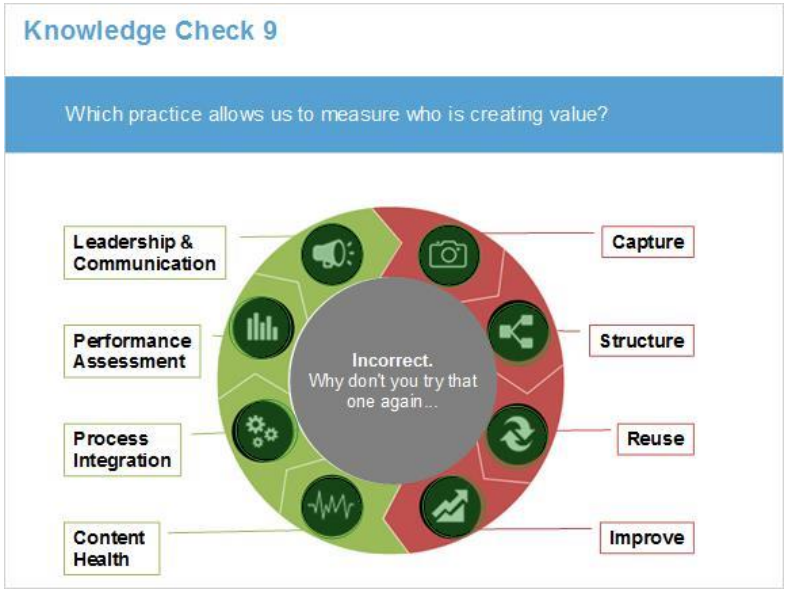

7.11 Conclusion

Notes: