KCS = Agile Knowledge Management

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Agenda

• KCS Principles and Core Concepts
• Agile Manifesto and Key Concepts
• KCS and Agile walk into a bar……
• Agile KM (KCS) at scale?
**KCS Principles**

**Trust**
- Engage, empower, motivate

**Create Value**
- Work tasks; think big picture.

**Demand Driven**
- Just-in-time, not just-in-case

**Abundance**
- Share more, learn more.
KCS v6 Principles

• **Trust**
  – Provide people with the information they need to make good judgments… and trust that they will
  – Enable the most capable: empower, engage, and recognize
  – Handle the least capable as exceptions

• **Create Value**
  – Complete task in the context of the bigger picture
  – Knowledge is the by-product of interaction, capture what we learn

• **Abundance**
  – The more we share, the more we learn
  – The more people engaged, the higher the quality and impact

• **Demand Driven**
  – Sense and respond, autonomic systems
  – Reuse, improve, and capture (if it doesn’t exist) what we learn through interactions
KCS Core Concepts

1. Transformation and Continuous Improvement
2. Buy-In at all Levels
3. Leadership is Required
4. Collective Experience
5. Collective Ownership
6. Seek to Understand Before Seeking to Solve
7. Sufficient to Solve
8. Knowledge Integration
9. Coaching for Success
10. Assess Value
Core Concepts

1. Transformation and continuous improvement – Double Loop
2. Buy-In at all levels – Motivation - Mastery, Autonomy, Purpose
3. Leadership is Required – Vision, Communication, WIIFM
4. Collective Experience – The more we share, the more we learn
5. Collective Ownership – Co-creation of value
6. Seek to Understand Before Seeking to Solve – Context
7. Sufficient to Solve – Evolves through reuse
8. Knowledge Integration – Reuse, improve, create in the workflow
9. Coaching for Success – Managers, knowledge workers, behaviors
10. Assess Value - Triangulation
1. Transformation and continuous improvement
   - Mindset shift for all
   - Continuous organizational learning: double loop process

2. Buy-in at all levels
   - Good things happen when people choose to do the right thing because they understand and they care
   - All knowledge workers are volunteers. The act of improving or creating knowledge can not be forced

3. Leadership is required
   - We only volunteer for what we care about
   - A compelling purpose and the “what’s in it for me” (WIIFM)
   - Make it easy to do the right thing (functionality and integration)
   - Provide persistent visibility to the impact of contribution
KCS Core Concepts

4. Collective experience
   - Compounding effect: the collective experience will always be more complete and accurate than what any one person knows

5. Collective ownership
   - The best people to create and maintain knowledge are the people who use it everyday: the knowledge workers

6. Seek to understand before seeking to solve
   - Seek to understand the customer issue
   - Seek to understand what we collectively know about the issue (search early, search often)

7. Sufficient to solve
   - Good enough to be findable and usable by the intended audience
8. Knowledge integration
   – Integrate the reuse, improvement, and creation (if it doesn’t exist) of knowledge into the workflow (without increasing handle time)

9. Coaching for success
   – For 1\textsuperscript{st} and 2\textsuperscript{nd} level managers
   – The knowledge worker’s behavior enables all the benefits
   – Behavior change often requires outside intervention

10. Assess value
    – Who is creating value?
    – Activity has a very low correlation to value creation
    – Assessing value creation is hard … but really worthwhile
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- **Individuals and interactions over processes and tools**
- **Working software over comprehensive documentation**
- **Customer collaboration over contract negotiation**
- **Responding to change over following a plan**

That is, while there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org
Agile Key Concepts

- User stories
- Daily meeting
- Incremental development
- Iterative development
- Team
- Milestone retrospective
- Personas
KCS and Agile Walk into a Bar…
# Parallels: User Stories

<table>
<thead>
<tr>
<th>Agile</th>
<th>CSI</th>
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<tbody>
<tr>
<td>User Stories</td>
<td>Request / Case / Customer Context</td>
</tr>
<tr>
<td>Software Fulfills User Stories</td>
<td>Articles Fulfill Requests</td>
</tr>
<tr>
<td>Epics</td>
<td>Knowledge Domains</td>
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<tr>
<td>Decomposition</td>
<td>Articles are about one thing</td>
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<tr>
<td>Value responding to change over following a plan</td>
<td>Demand-driven Sense-and-respond</td>
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</tbody>
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## Parallels: Culture

<table>
<thead>
<tr>
<th>Agile</th>
<th>CSI</th>
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<tbody>
<tr>
<td>Big Visible Charts</td>
<td>All players have visibility to the metrics</td>
</tr>
<tr>
<td>Retrospectives</td>
<td>Much of the Evolve Loop</td>
</tr>
<tr>
<td>Stand-ups</td>
<td>Informally part of some successful KCS programs</td>
</tr>
<tr>
<td>“A leader in every seat”</td>
<td>Empowerment; self-publishing</td>
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<tr>
<td>A response to Waterfall’s failures</td>
<td>A response to Knowledge Engineering’s failures</td>
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### Parallels: Organization and Roles

<table>
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<tr>
<th>Agile</th>
<th>CSI</th>
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<tbody>
<tr>
<td>Scrum Team</td>
<td>Swarm Team (names vary)</td>
</tr>
<tr>
<td>Scrum Master</td>
<td>Swarm Master (names vary)</td>
</tr>
<tr>
<td>Agile Coaches</td>
<td>KCS Coaches</td>
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</tbody>
</table>

“Agile managers coach, inspire, and lead teams more than they measure and manage them.”
–Scrum Alliance

“…the need for management diminishes and the need for leadership increases. This means a shift from directing and judging to engaging and coaching.”
–Practices Guide
A Few Things We Could Learn From Agile

• Daily standup
• Retrospective – on tough issues
• Measures!
  – Shift from individual measures to team measures
  – Measuring the “teams flow” – the velocity of the team = capacity and speed (don’t compare teams)
  – Poor performers become irrelevant and leave before you have to tell them
  – Team members evaluate each other
Agile KM At Scale

- Agile KM
  - Expanding the KCS practices to include all types of content
  - Expanding the KCS practices to be relevant across the organization

- The organization as a knowledge enabled network
  - Connect people to content for known
  - Connect people to people for new
Early Successes

• KCS in HR
  – Digital concierge for employees (HR self-service)
  – Faster onboarding

• KCS in Legal
  – Capture and post common questions (self-service)
  – 70% drop in requests to legal team

• KCS in Professional Services
  – Statement of work item reuse
  – Reuse of code
  – Lesson learned from services delivery

• Surprise?.. the value of access to cross functional knowledge
The Organization as a Knowledge Enabled Network?
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