

Building a Knowledge-based Corporate Culture to Enhance the Customer Experience

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A company's most valued asset is the knowledge and skills of its employees. In most companies, this information is "trapped" inside each employee. It's not shared, enhanced, or often even recognized as valuable. In some companies, knowledge is archived in unorganized information silos. It's rarely used or maintained and becomes more of a burden than a benefit. In successful companies, knowledge is mined and developed, the contributors are recognized as valuable, and the knowledge curators build the foundation of the overall customer experience.

In this presentation, I will discuss how to:

- Mine existing enterprise knowledge, and the five key considerations
- Develop knowledge contributors
- Curate content
- Moderate and governing content

We will also explore examples and discuss key features in MadCap Flare and Central that can help you establish a knowledge-based culture within your company and deliver a world-class customer experience.

Overview

Why?

- Standards
- Innovation

ISO 9001 Quality management systems — Requirements

First published in 1987

7.1.6 Organizational knowledge

"The organization shall determine the knowledge necessary for the operation of its process achieve conformity of products and services. This knowledge shall be maintained and be made available to the extent necessary."

A.7 Organizational knowledge

Requirements regarding organizational knowledge were introduced for the purpose of:

- safeguarding the organization from loss of knowledge, e.g.
- through staff turnover;
- failure to capture and share information;
- encouraging the organization to acquire knowledge, e.g.
- learning from experience;
- mentoring;
- benchmarking.

ISO 30401 Knowledge management systems — Requirements

First published in 2018

"The purpose of this standard is to support organizations to develop a management system that effectively promotes and enables value-creation through knowledge. Knowledge management is a discipline focused on ways that organizations create and use knowledge."

Innovation

"In the knowledge-creating company, inventing new knowledge is not a specialized activity—the province of the R&D department or marketing or strategic planning. It is a way of behaving, indeed a way of being, in which everyone is a knowledge worker—that is to say, an entrepreneur."

- Nonaka

Challenges

"Wicked problem"

- "About 85 percent of our information, document, and knowledge repository are 'ROT' (Random, Obsolete, and Trivial)"
 - Arroway, 2019
- "Knowledge is power" mindset
- Inadequate understanding of knowledge management and its benefits
- Privacy concerns
- Resources and cost

Goals

- Know what information exists
- Know what information is needed
- Know what the team members know and identify gaps
- Develop a coordinated plan for capturing, distributing, and managing knowledge
- Create a one-stop shop - everything accessible and ideally searchable from one place.

Mining enterprise content

What is content mining?

- Part of a knowledge resource audit
- Audit: gather and inventory existing knowledge
- Mine: transform, assimilate, chunk, collate, distill content

What are we seeking?

- Documentation: internal and external

- Learning materials
- Communications
- Code
- Ideas
- Knowledge sources: systems and people

Conducting a knowledge resource audit

Identify

- Needs
- What exists (and if it's up to date)
- What does not exist

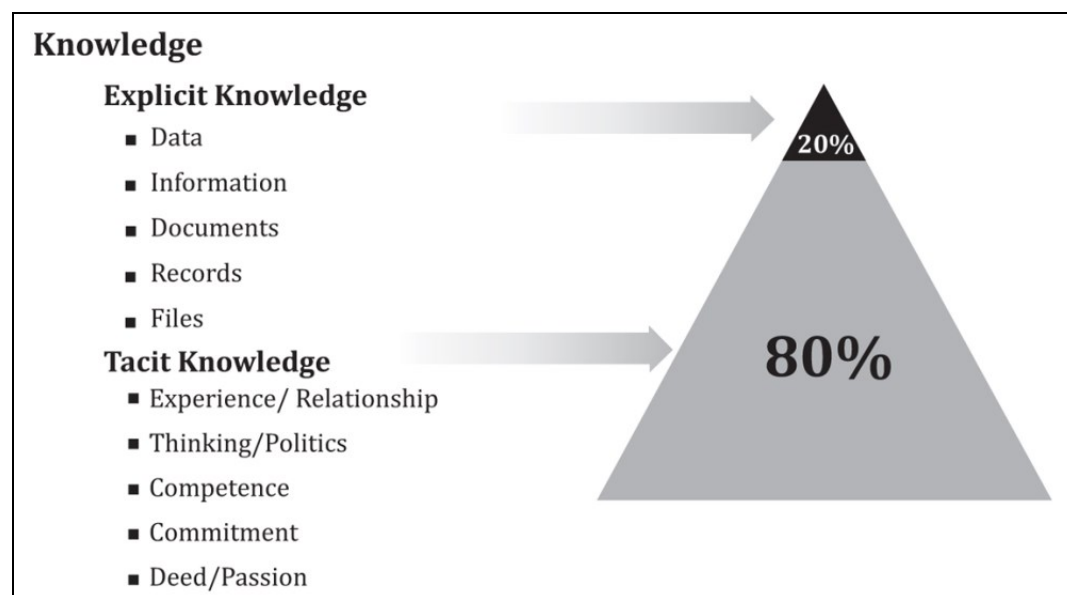
Interview

- Where do you go to find information?
- What knowledge is needed to do your job?
- Who asks you what type of questions?

Considerations

- Complexity
- Freshness
- Frequency of use
- Current format
- Reuse

Complexity



- Anyacho 2021

Converting "know how" to "how to"

- Number of steps and/or supporting elements (images, videos, etc)
- Interdependence
- Regulations
- Danger/risk
- Frequency of change

Freshness

- Product lifecycle
- Date created
- Date modified

Frequency of use

- How often the information is used
- How often it should be used
- Regulations for use/training

Current format

- Import?
- Add?
- Link?

Reuse

- Snippets and variables: Suggestion and frequent segment reports
- Project Linking
- External Resources
- Central: import

Developing contributors

Why?

- Engagement
- Improve the contributor and author experience

How?

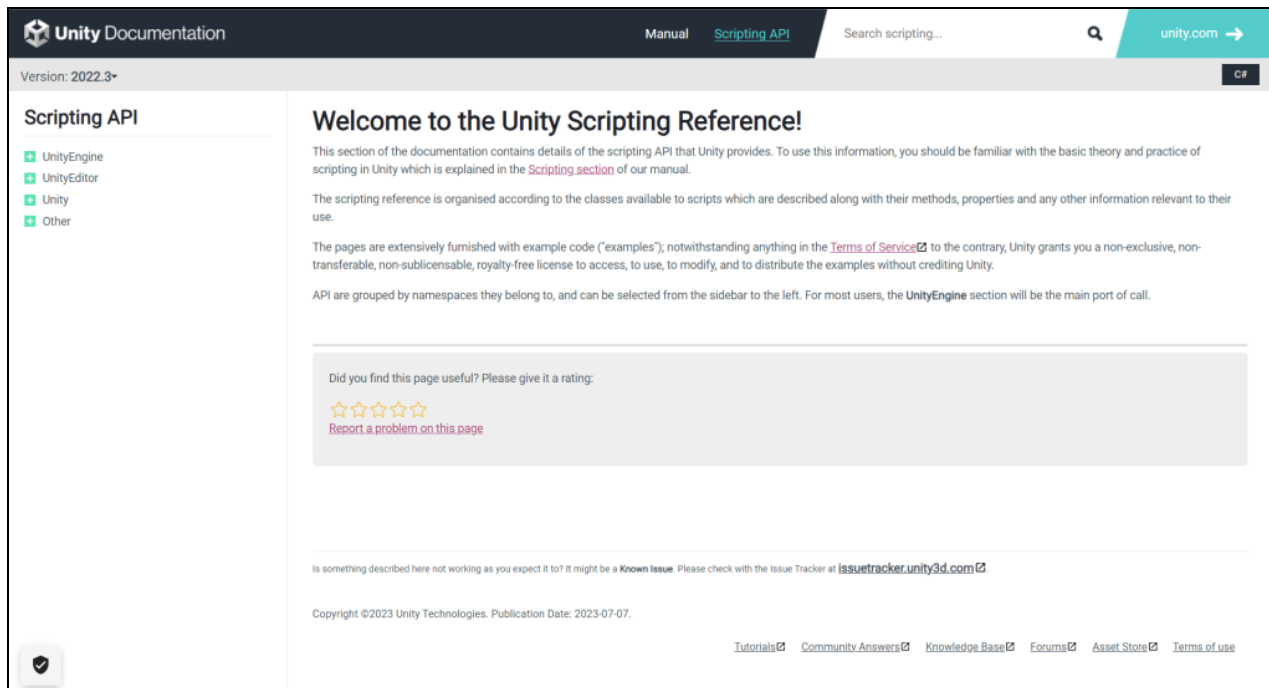
- Reduce barriers to contribute (links in topics, templates, email addresses)

- Open collaboration
- Incentives
- Embed into corporate culture

Reducing barriers to contribute

- Feedback
- "Submit content"

Feedback links



Open collaboration

- Crowdsourcing (wiki model)
- "Editathon"

Open collaboration - how?

- Wiki - https://en.wikipedia.org/wiki/Wikipedia:How_to_run_an_edit-a-thon
- Google Docs
- Word 365 shared document
- MadCap Central and MadCap Contributor

Incentives

- Attribution
- Recognize top contributors
- Mentoring opportunity
- Contests
- Bonuses

Attribution

The screenshot shows a Unity Support article page. The header includes the Unity Support logo, a 'Submit a request' button, and a 'Sign in' link. The breadcrumb trail is 'Unity > Core Platform > Android'. A search bar is located on the right. The article title is 'Android packaging failure: invalid filename' by Ricardo Arango, posted 6 years ago. The article content includes a 'Symptoms' section with a console error message: 'CommandInvocationFailure: Android Asset Packaging Tool failed. See the Console for details.' and a 'Cause' section stating that filenames of Assets cannot exceed 100 characters. A 'Get help' button is in the bottom right corner.

Unity Support

Submit a request Sign in

Unity > Core Platform > Android

Search our knowledge base

Articles in this section

Android Library Project (Native Plugins) not displaying properly in Inspector Window

Android packaging failure: invalid filename

Exporting a project to Gradle and building/deploying on Android Studio

libhoudini.so crashes on Android x86 devices

Providing Android resources in Assets/Plugins/Android/res is deprecated

Symbolicate Android crash

Why are my streaming Assets making my APK so big?

Ricardo Arango 6 years ago · Updated

Follow

Symptoms

- When building to Android, a message like the following is displayed in the console (where **FILENAME** is the name of your Project):

```
CommandInvocationFailure: Android Asset Packaging Tool failed. See the Console for details.
```

- Stderr[
<FILENAME>: error: Invalid filename. Unable to add.
]

Cause

There is a [known limitation](#) in the Android Asset Packaging Tool meaning that filenames of Assets cannot exceed 100 characters.

Files that have a name longer than 100 characters will fail the invocation of the Android Asset Packaging Tool.

Get help

Recognizing top contributors

ConocoPhillips Archimedes (now Spirit of Performance) awards:

- "Give" award for the person or team who shared the knowledge of greatest value to others
- "Grab" award for the person or team who generated the most value through re-using knowledge from elsewhere
- "Gather" award for the community of practice that has generated the most value through knowledge sharing
- "Guts" award for the person or team that has shown the most courage in sharing lessons from failure

In 2013, 33 winners contributed more than \$700 million in documented business value, as well as a significant health, safety and environmental impact.

Embedding into corporate culture

- Team member profiles
- Job descriptions
- Performance reviews

Challenges

- Fear of asking questions & imposter syndrome
- Fear of being incorrect

Solutions

- KM certification
- Use built-in learning features like quizzes and LMS integration
- Goal setting
- Not "write down everything you know" instead "write down (or provide references to) everything you wish other people knew"

Curating content

Adapting content to users

- Focus on what's important
- Why?
- When?
- Scenarios
- Leverage external sources

Adapting content for reuse

- Content management
- Snippets and variables
- Micro content

Adapting content for reuse

- Use
- Printing
- Copying & pasting
- Linking
- Embedding

Aligning with corporate objectives

- Capturing and disseminating best practices
- Increasing operational efficiencies
- Saving money

- Reducing onboarding time
- Avoiding risk

Stay focused on project goals and avoid scope creep

Moderating & governing

Tracking content

- Reviewers/"owners"
- Laws and regulations
- Last modified/last reviewed and review schedules

ISO 30401 covers how to handle outdated and invalid knowledge

Requirements for success

- Teams must commit to providing reviewers/owners
- Regulatory/legal team must commit to reviewing content
- "Incentivize knowledge seeking, and sharing will follow."
- Lambe & Milton

Evaluating & improving

Challenges

- Dunning-Kruger effect
- No knowledge of what "good" is

Solutions

- External audit
- Peers: LinkedIn, slack, professional societies, MadCap's customer showcase
- Education: webinars, MadWorld, and other conferences

Resources

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About the presenter

Scott DeLoach is the CEO of Click**Start**, an STC Fellow, and an ATD Certified Professional in Talent Development (CPTD). He has over 30 years of experience as a content strategist, technical writer, instructional designer, trainer, and UX architect. At Click**Start**, Scott provides content strategy development, design, consulting, and training services for technical documentation, P&P, knowledgebase, and eLearning projects using MadCap Flare.

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