

Building Knowledge Operations For the Modern Workforce

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The Current State

1



What we hear

- Supervisors spend 25% or more of their time answering employee questions/coaching new hires
- Many have to catch up on their real work after hours
- Change initiatives are painful
- Customer service is inconsistent
- Teams are missing their KPIs
- Employees are overwhelmed

**How are organizations
addressing this?**

Training Plan



Their training plan is to pour a gallon of water into a 16 ounce cup.



Tools



They're using tools that weren't designed to make complex procedures findable, followable, or scannable



Strategy

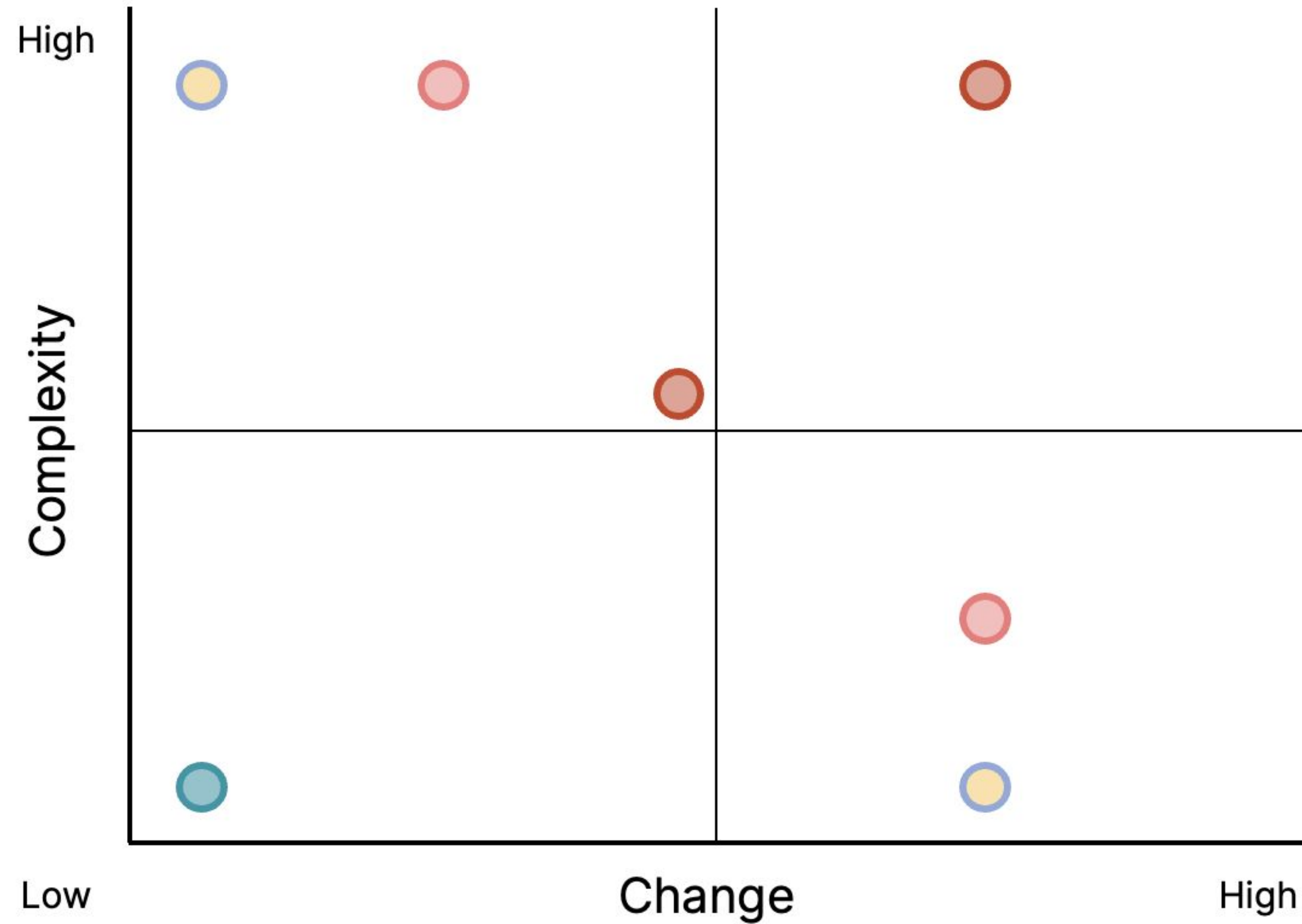


They're implementing a training strategy that doesn't prepare employees to adapt to change.



"AI will save us!"

Why "Better Training" Can Never Work



“The way you frame a problem determines which solutions you come up with.

By shifting the way you see a problem—that is, by reframing it—you can sometimes find radically better solutions.”

what's your problem?

“If you want the superpower of solving better problems, read this book.”

—Eric Schmidt, former CEO, Google

To Solve Your
Toughest Problems,
Change the Problems
You Solve

THOMAS WEDELL-WEDELLSBORG

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**It's Not About Training –
It's About Knowledge Transfer**

Knowledge Ops Flywheel



Results

12 Months

Onboarding

Time until a CSR was largely working independently on most tasks

8 Weeks

Onboarding

Formal classroom training, shadowing, and coaching.

> 70%

Escalations

Estimated Contacts Which Need Supervisor Action or Approval

2

Failed CRM Implementations

8-10 Weeks

Onboarding

New hires now able to do tasks at the 6 week mark that previously took 1-2 years of experience to learn

4 days

Onboarding

New hires handle simple and complex tasks

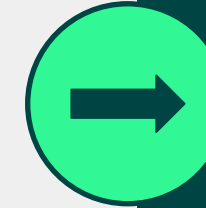
< 15%

Escalations

Estimated Contacts Which Need Supervisor Action or Approval

99%

Adoption on day 1

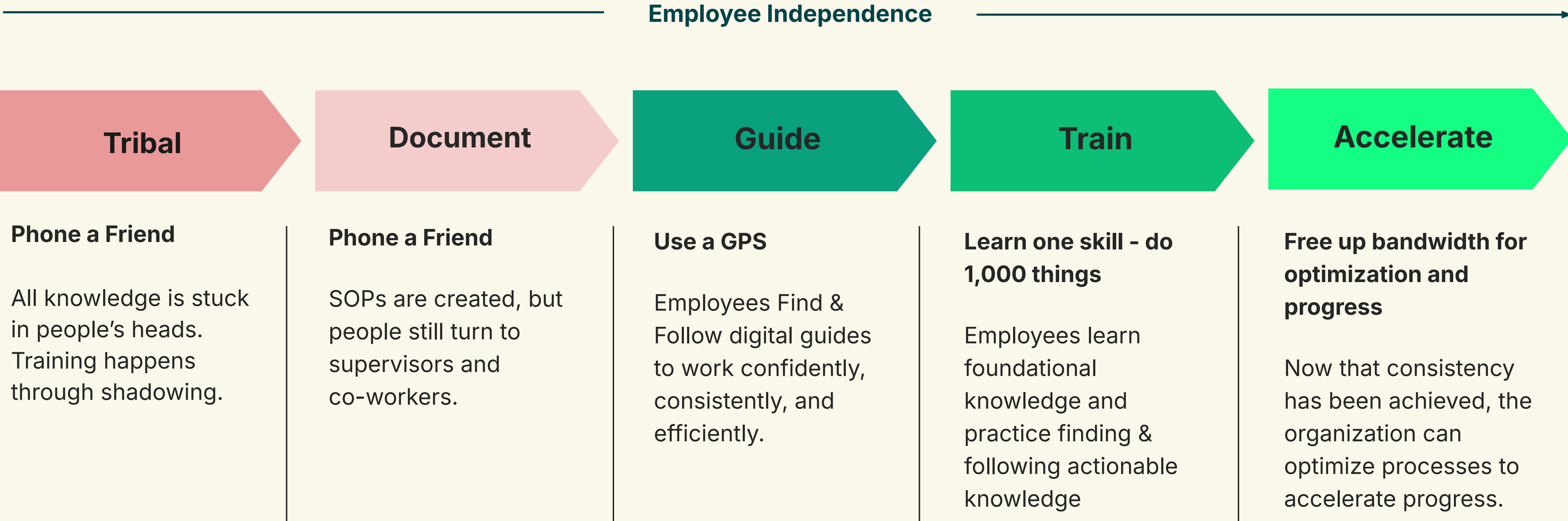


Rethinking the Path of Innovation

The Shift to Knowledge Operations

2

Knowledge Ops Maturity Model



Goal:

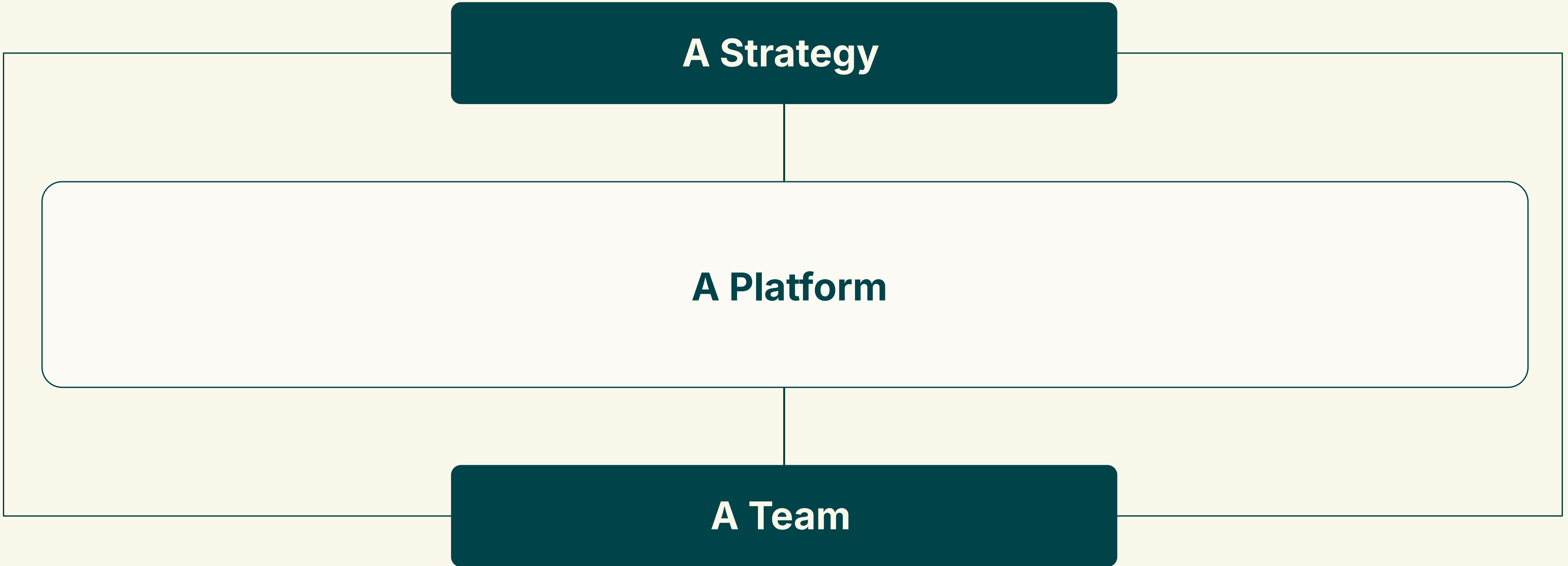
**Reduce our reliance on
Memorization and
Tribal Knowledge**

Knowledge Operations

A Strategy

A Platform

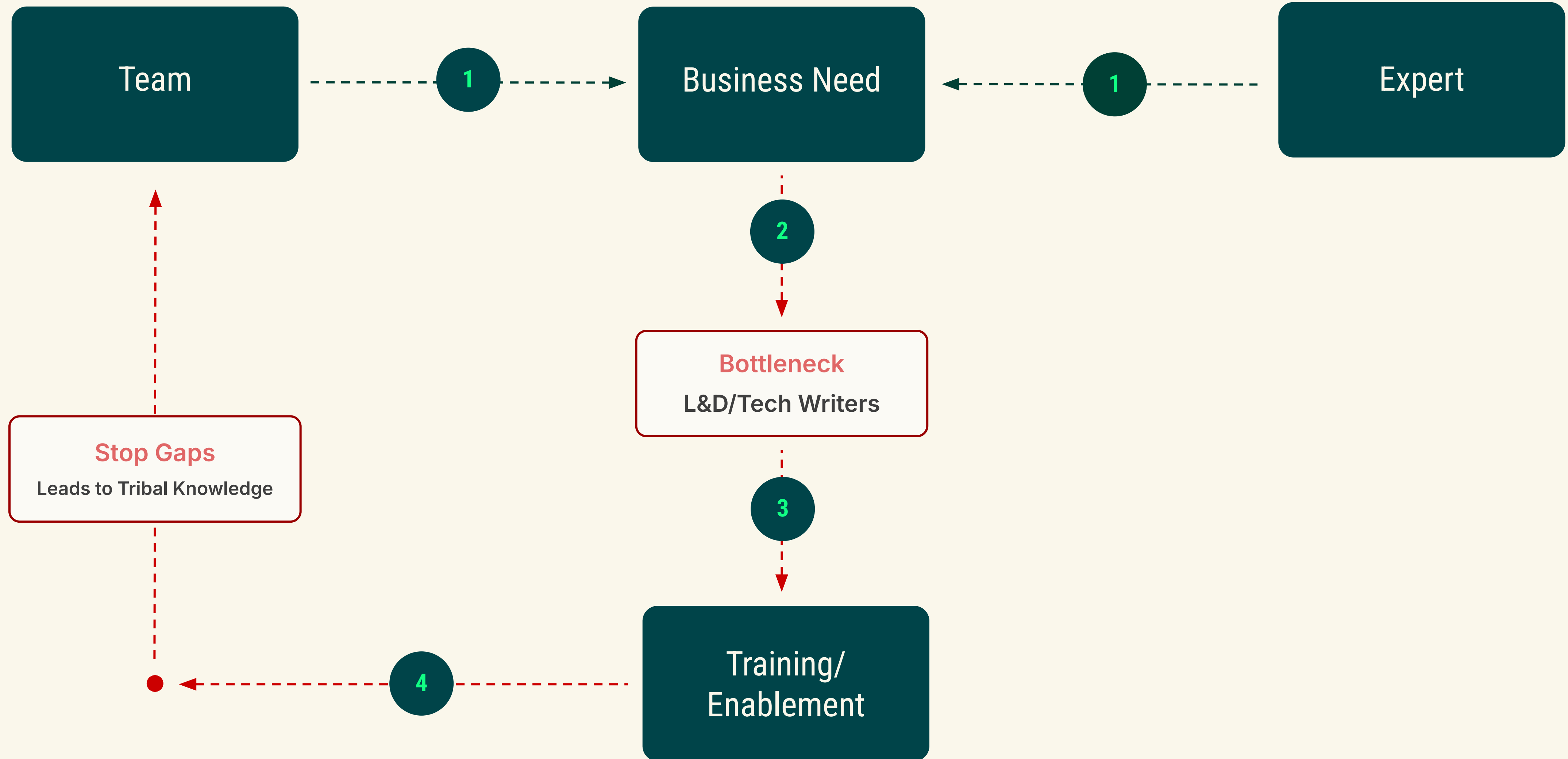
A Team



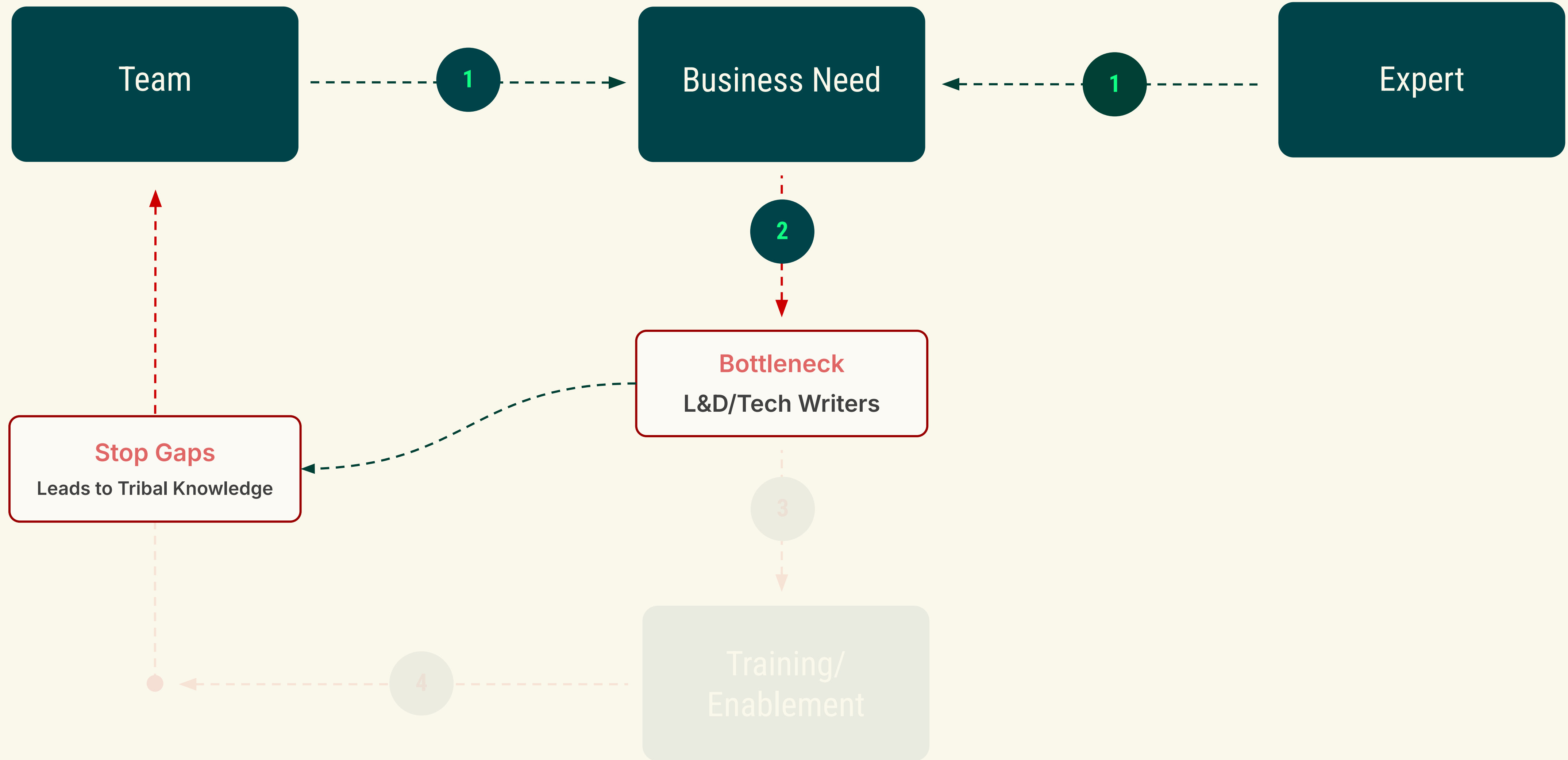
The Team
The Knowledge Ops
Team

3

Traditional Setup



Traditional Setup



Traditional Setup

Stop Gaps

- Sticky notes
- Escalation teams
- PowerPoint Decks
- Notebooks
- "Susans" or "Toms"
- Messaging their supervisor

**How do we move from
Knowledge Bottlenecks to
Employee Empowerment?**

The Roadblock - The Illusion of Control

The Illusion



- Expert



- L&D/Tech Writers



- Training/Documentation

Reality



- Sticky Notes
- Tribal knowledge
- Teams/Slack
- Rogue OneNote notebooks

Why?

They don't trust the resources can help them in the context where they need them

Rethinking the Team

What does this team look like?

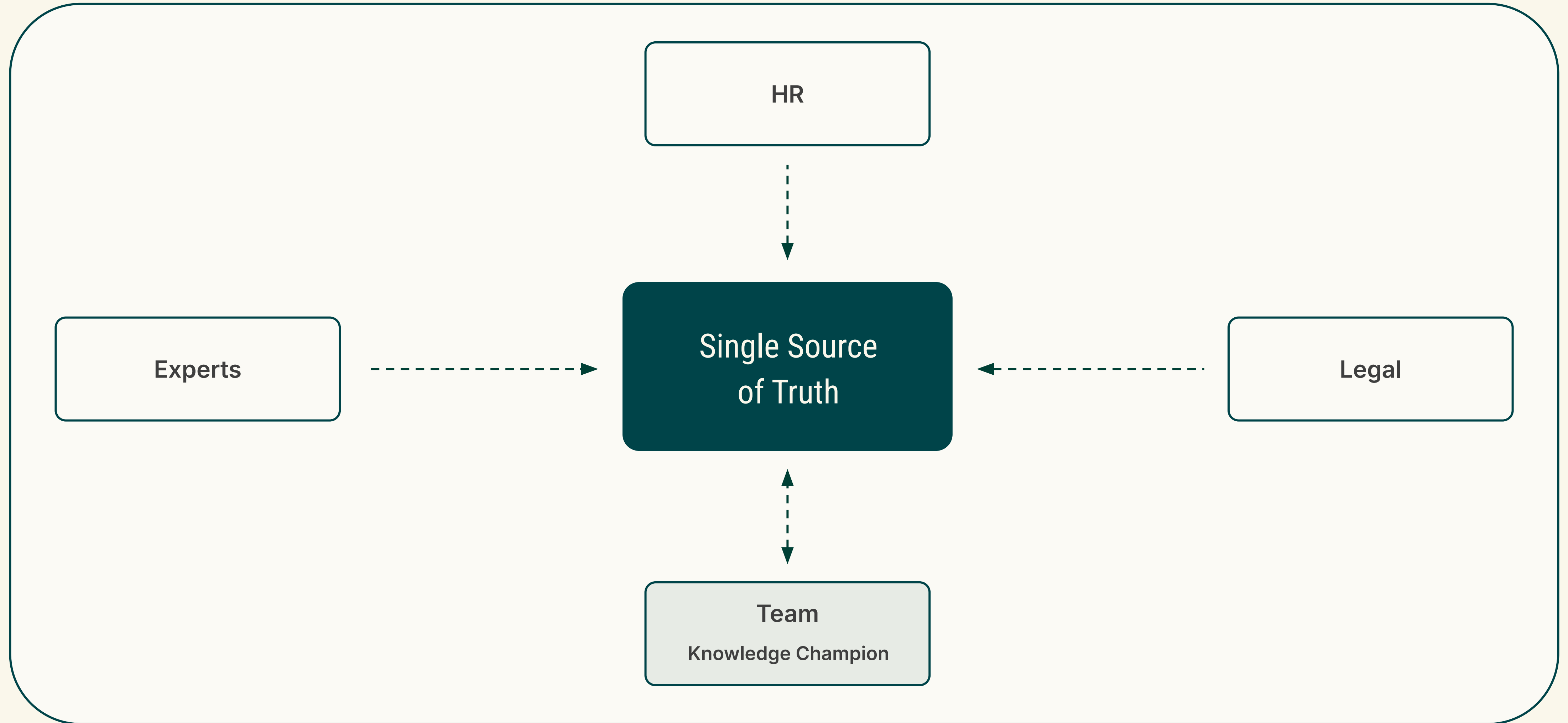
**Embedded Knowledge
Champion**



**A Knowledge Ops
Coach**



Centralized Knowledge



Decentralized Authoring

How do you staff this?

1

The Knowledge Champions already exist → They create the stop gaps

2

The Knowledge Ops Coach can be someone from L&D or Knowledge Management who wants to empower others

Knowledge Management

Knowledge Management is very organized, sitting in a neat and clean office



Knowledge Ops

Knowledge Ops is like a first-responder, dirty, tired, but fulfilled because of the impact they are having



The Strategy

Find & Follow

4

The 4 Systems of Find & Follow

Prepare

Train

Empower

Adapt

Prepare

1

Identify the Inputs

2

**Separate Foundational and
Actionable Knowledge**

3

**Create Guides that are
Findable, Followable,
Scannable**

Train

1

**Teach Foundational
Knowledge**

2

**Orient to the Knowledge
Ops Platform**

3

**Practice Finding and
Following**

Empower + Adapt

1

**Supervisors Empower
instead of
Creating Dependence**

2

**No more "Show and
tell" Lunch and Learns!**

How do Knowledge Ops teams apply the strategy?

1. Start with the end in mind
2. Create guides that are findable, followable, and scannable
3. Teach foundational, practice actionable
4. Train supervisors to empower
5. Communicate change through the system, not through Lunch and Learns

**Teach them one thing
that helps them do
1,000 things**

The Tools

A Knowledge Ops Platform

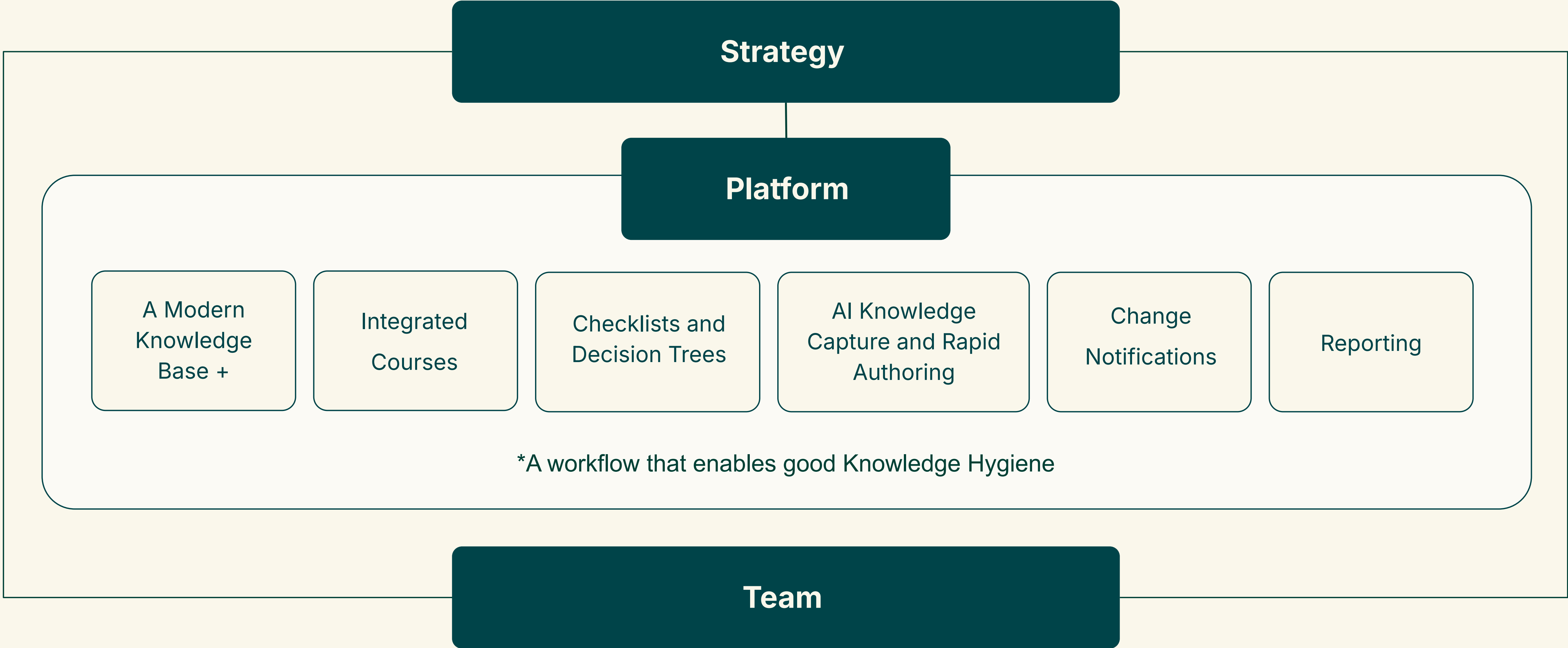
ScreenSteps

5

A Workflow That Supports Knowledge Hygiene

Knowledge Hygiene =
Confidence from all parties that knowledge is
accurate, useful, and usable

What is a Knowledge Ops Platform?



Knowledge Ops Flywheel



1 Create Digital Guides that require that are findable, followable, and scannable

2 Employees can find what they need and act independently

4 Supervisors and trainers can be proactive instead of just reactive

3 Fewer questions, fewer mistakes, and less training time

Knowledge Ops & AI

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What is the fuel that drives AI?



Domain-specific knowledge is what fuels AI

The “Junk drawer” doesn’t work



The fuel AI needs doesn't exist in the junk drawer

How do we use AI in a way we can trust?



Junk drawer



Low Trust

Low Confidence



Knowledge Ops



AI to capture

AI to optimize

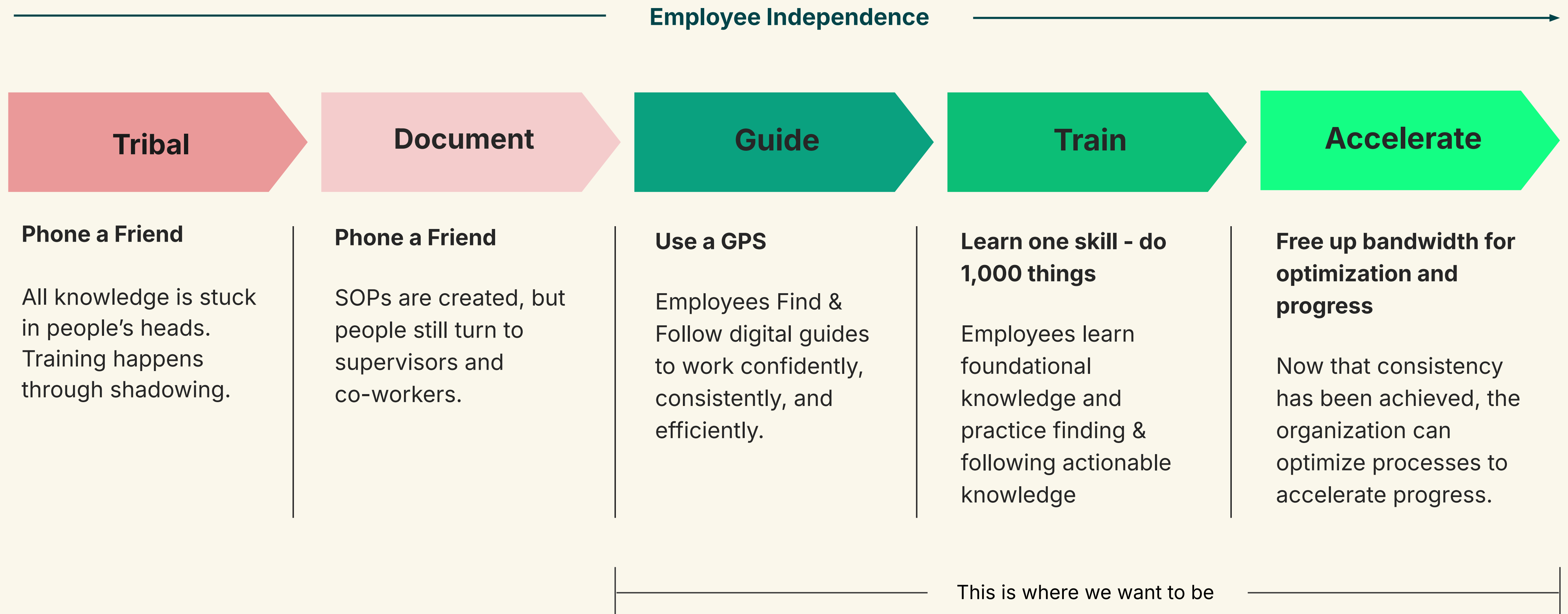
AI to find + summarize

High Trust + High confidence

**Summary
& Next Steps**

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Knowledge Ops Maturity Model



Knowledge Ops Flywheel



Questions

