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Q: How do people manage the volumes of knowledge?

A: The “system” thinking helps... we do have volumes and volumes of knowledge...the integration layers allow you to take all the data and make queries that make sense. First challenge is creating meaningful views and carving it up for viewing. Second challenge is how do you validate that... manage by subject matter experts...there has to be a process or control that lets those experts affirm that the knowledge is sound. Use your SME to validate and understand WHAT knowledge you need and WHO is going to use it, to break knowledge into meaningful segments.

Q: I disagree; not ALL organizations HAVE a lot of data. That's a large barrier to overcome when starting ITSM.

A: Absolutely.... Organizational change is important, but people are reluctant to share, or don't know what they know! Start with a blog....less intimidating and set a requirement to update once a week, building a culture of sharing within the group.

Q: How do we prevent the SKMS from being just a repository of info that is not updated on a regular basis and thus useless and/or a waste of someone's time gathering and maintaining the information/CMDB?

A: The value of the SKMS is the collection of data additional to the CMDB. How do you capture service information? We need to see service end to end....availability for example. The extra layer of the SKMS moves the culture to capture info and soft knowledge of how the service is used. We may have good documentation of CMDB and the SKMS gets the business more involved. The ongoing maintenance is always the big challenge...put in controls, scheduled reviews, use your SMEs, set up a knowledge management board looking at knowledge and expiration dates. What types of knowledge do you have in your system, who reviews, how often, etc...build that into your process early on?

Q: Ideally, what position/role is the best to maintain the integrity and up/to/date SKMS, especially in a time of reducing headcount?

A: Good or bad Service desks have been used to maintain all the knowledge in the past....Knowledge manager really should be a dynamic data base analyst.

Q: How do you manage incorrect items in the social network versus the formal approved knowledge?

A: Has to be a moderation process, even in blogs, similar to changes...there can be a standard that do not need approval. Some filter or acceptance must be reviewed for social networking

Q: When is too much information/knowledge not manageable, especially with uncontrolled social networking, and how do you draw the line about what is appropriate and what is not?

A: If you can't control social networking, don't apply it. Damage that it can do can be unfortunate. Must have controls in place. Don't collect the info if someone is not going to use it. Watch for information overload if it is not meaningful or used.

Q: Hi my name is Brian from Scotland UK, excellent presentation and all makes perfect sense. However my question is what tools, applications would be recommended to capture this information, are there any? What in your experience is the best way of approaching the retrieval of information from people?

A: There is a cottage industry of tools, and some are very good but we are not here to recommend tools. Challenge is that you are going to replicate this knowledge into a single repository and that is unreasonable...so much data, and SMEs need to have access to manage, validate locally. They may enter a little bit of data in CMDB...and keep other things on the side like an excel spreadsheet...look for a tool that hooks into many databases and tools...interface capabilities are the most important...a systems tool vs. a knowledge base. We don't want to encourage tribal knowledge but let's optimize that tribal knowledge.

Q: How do you teach people how to document? How do you teach staff to use plain language?

A: This is a challenge. We have tech writers but there needs to be an ongoing process to get us all accustomed to writing and how to do it clearly.. get it anyway you can, and improve. Start with a template

Q: How do you build a knowledge culture?

A. It doesn't happen overnight. Encourage collaboration. Blogs help to get people to write down their experiences, internally. Using plain language, explaining something. Brown bag lunches – play "explain this" with a service desk and a technical person...

Q: How do you address the job security issue?

A: Apply techniques that are common like social networking, may be reluctant but it's much more comfortable, friendly environment. Still it's an intimidating environment now. Do a campaign, use recognition for those that contribute to ITSM. Recognition and comfort is important.

Q: What is the advantage of gathering the knowledge during the incident management process flow as opposed to having a knowledge management engineer?

A. Advantages to both.... Data analyst vs. service desk... data analyst takes it out of the service desk ...it's an IT initiative, not a SD initiative, therefore making an accountable individual...noting that a lot of the info will still come from the incident DB. Knowledge management engineer can not be a silo; must be someone who communicates staff, users...is dynamic.

Q: Can you recommend a wiki?

A: APMG, the official accreditation actually has one. CIO magazine has some info on individual providers and how corporate providers are using that.

Q: Can the Knowledge Centered Support (KCS) methodology still be used within ITIL v3's knowledge framework?

A: Yes. KCS was very service desk oriented. It's a starting place. Only difference may be looking at from a systems perspective.

Q: Can you elaborate more on how Knowledge Management differs from Decision Management (data reporting)?

A: Knowledge management goes beyond querying. Difference may be partially perception and reality. KM adds softer layer of insight...seeking additional business information that data reporting and decision management.

Q: What suggestion do you have for pitching the idea of a knowledge engineer to maintain knowledge?

A: Knowledge engineer or team (not necessarily a new vertical on your org chart) can be similar to how you manage change.... Create a board... for an objective perspective. Human dynamic must be managed in a sensitive, professional way. What knowledge do you need, how are you going to use it, who is going to use it.

Q: With the speed in which things change such as technology, business needs, compliance changes, organizational structures and so forth, how do you ensure the quality and appropriateness of your knowledge is actually adding value to the organization?

A: Knowledge management in Service Transition is in the key spot! Using Change Management is ideal. Service Transition is the gateway... you can't go "live" until we are satisfied that we have the right information and knowledge for impact. Leveraging Service Transition/Change will be the key. Demonstrating value is not easy.... But that knowledge collection requirement occurs at "transition" and is inherent in the design process, that's how you create the culture.