## Appendix C: Stakeholder Engagement Matrix

Techniques to create and sustain stakeholder engagement in KCS, by adoption phase.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Executives</th>
<th>Managers</th>
<th>Knowledge Workers</th>
<th>Business Owners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1 - Planning</strong></td>
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</tr>
<tr>
<td></td>
<td>• Develop the Strategic Framework</td>
<td>• Engage C-level executives in Strategic Framework</td>
<td>• Understand the timing of benefits</td>
<td>• Receive KCS overview and information about how it will help them</td>
</tr>
<tr>
<td></td>
<td>• Review cost benefit analysis and baseline measures</td>
<td>• Understand the impact of self-service success on traditional measures</td>
<td>• Support the introduction of new measures for the health and value of support, and set C-level expectations for new measures</td>
<td>• Representative managers involved in KCS Design Session and adoption planning</td>
</tr>
<tr>
<td></td>
<td>• Contact references (executives at other companies who have been successful)</td>
<td>• Receive KCS overview and information about how it will help them</td>
<td>• Help with identification of early adopters and KCS Coaches</td>
<td>• Representative knowledge workers involved in KCS Council participate in KCS v6 Practices Workshop and Design Session</td>
</tr>
<tr>
<td></td>
<td>• Fund and support KCS Council and the coaching program</td>
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https://library.serviceinnovation.org/KCS/KCS_v6/KCS_v6_Adoption_Guide/080_Stakeholder_Engagement_Matrix

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Phase 2 - Adopting

- Review Strategic Framework
- Receive regular updates on the status of adoption activities and success stories
- Build relationships and communicate with Business Owners about the value of article reuse reporting and root cause analysis
- Advocate the value support creates for the business (to C-level executives)
- Align Director goals and measures (VP direct reports) to reinforce/recognize KCS behaviors and contribution
- Support KCS assessment program for teams (KCS Council manages and evolves)
- Review plans and reporting to support new value-based measures
- Receive training on KCS concepts and new performance assessment model (old measures can disrupt KCS success)
- Align team goals to reinforce and recognize KCS behaviors
- Celebrate achievement of KCS licensing levels (recognition of those who earn license)
- Support KCS Coach activities
- Coaching for managers
- Management representation on the KCS Council (selection and/or rotation)
- Attend KCS training and get a KCS Coach
- Share anecdotes about success
- Recognition for achievement of KCS licensing levels and creation of value in the knowledge base
- Periodic status updates on progress

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<tr>
<td>Phase 3 - Leveraging</td>
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<tr>
<td>• Review reports on the benefits: performance against baseline measures</td>
<td>• Training on new measurement model</td>
<td>• Review article reuse reports - both internal and self-service. (Knowledge workers must be able to see the impact of their contribution.)</td>
<td></td>
<td>• KDEs review article reuse reports and analysis with Business Owners</td>
</tr>
<tr>
<td>• Review top reused article report with analysis</td>
<td>• Develop team measures</td>
<td></td>
<td>• Develop plans for root cause analysis and corrective actions for</td>
<td></td>
</tr>
</tbody>
</table>
• Implement the new measurement model for self-service measures and cross-functional measures (time to cure)
• Acknowledge KCS impact and value in communications (news-letters, all-hands meetings)
• Advocate for the value support creates for the business
• Review new value-based measures with C-level executives
• Support the KDE program
• Review analysis from the New vs Known studies done by KDEs

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</thead>
<tbody>
<tr>
<td>Phase 4 -</td>
<td>• Review/update Strategic Framework</td>
<td>• Celebrate customer success with self-service</td>
<td>• Access to internal and external reuse reports</td>
<td>• Review information about self-service activity patterns, trends and customer feedback</td>
</tr>
<tr>
<td>Maximizing</td>
<td>• Review reports on customer success with self-service measures and a summary of top reused article (internal reuse and customer use) reports</td>
<td>• Celebrate changes in the products, services, and/or policies due to patterns in the knowledge base</td>
<td>• Acknowledge contribution to self-service success</td>
<td>• Review information about community activities: patterns, trends, and sentiment</td>
</tr>
<tr>
<td></td>
<td>• Review cross-functional measures (time to cure)</td>
<td>• Acknowledge knowledge workers who are creating</td>
<td>• Visibility to and acknowledgement for changes in product due to patterns in the knowledge base (their contribution)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Acknowledge KCS</td>
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impact and value in communications (news-letters, all-hands meetings, ops review with C-level)

• Advocate for the value support creates for the business
• Review analysis from New vs Known study

You Know You Are Doing KCS When...

Phase 2 Benefits

Operational Improvements

• Knowledge workers integrate use of the knowledge base into their problem solving process
  ◦ It is a faster way to identify known issues
  ◦ Access to others’ experience helps them solve new issues faster
  ◦ Creating and maintaining articles in the workflow takes zero (0) incremental minutes
• Percentage of problems recognized as "known" doubles
• Average time to resolve drops by 20-50%
• Support capacity increases by 20-50%
• The biggest cynics become KCS advocates because they have “experienced it”
• Knowledge worker morale is at an all-time high
• Turnover rate is at an all-time low
• Peer pressure becomes a primary motivator: knowledge workers don’t tolerate their peers messing up the knowledge base

Phase 3 Benefits

Leverage knowledge to improve self-service and the business

• 90% of customer usable content is published to the web when the resolution is known (90/0)
• Customer use of and success with self-service is over 70%
- Content in the customer’s context
- Self-service design: choices on how to find content (browsing and searching) and no dead ends
- The work in the support center shifts from mostly known to mostly new
  - Perceived incident complexity in the support center increases
- Knowledge workers are spending a higher percent of their time on new, challenging issues
- Support process evolves to a non-linear, collaborative network

For more information the organizational benefits and measures of KCS please see the Measurement Matters v6 paper.