

Knowledge-Centered Support Leadership Development Workshop

Introduction:

The Knowledge-Centered Support (KCSsm) Leadership Workshop is intended for first and second line managers and directors in support organizations who are adopting or planning to adopt the KCS practices. This workshop develops the perspective, concepts and skills needed to successfully lead a knowledge-centered organization.

KCS success requires a new way to think about and manage support. The profound benefits of KCS, reducing costs while improving the customer experience and success, are realized by shifting the organization from a transaction-centric model to a knowledge-centric model. The single most frequent point of failure in making this transition and sustaining the benefit is management's failure to embrace the needed leadership practices. The traditional approach of hierarchical organizational structures, linear processes, activity based measures and performance assessment does not enable or promote the desired behaviors.

This intense two-day program will give managers a new perspective on their role as leaders of the KCS adoption. We will identify the need to change how we think about and manage support and introduce managers to the power of;

- Alignment and influence versus command and control
- Intrinsic motivators Vs extrinsic (sticks and carrots don't work)
- Value based measures instead of activity based measures
- Replacing static linear processes with self-correcting double loop processes
- Intelligent swarming: collaborating instead of escalating (a better way to align resources to work)

In our experience helping organizations adopt KCS over the past 12 years we have seen support analysts embrace the KCS concepts relatively quickly; management – not so much. This is because KCS proposes the support analyst refine what they do already; problem solving and taking notes. For the managers, KCS requires they do something entirely different. Leading a value based, knowledge-centric operation is fundamentally different than managing an activity based, transaction-centric operation.

Support analysts manage the problem solving process that drives the KCS benefits. Leaders must create the environment that enables, sustains and improves the process. Managers need and deserve support in understanding the requirements and dynamics of this new environment.

KCS Leadership Workshop – 2 Day

Learning Objectives:

- Develop a clear understanding of the leadership requirements to successfully adopt KCS and optimize it through continuous improvement
- Identify the link between the organization's goals and KCS
- Gain an appreciation for the KCS principles and practices – what's different?
- Establish leadership's role in communications and performance assessment – how do we assess the creation of value?
- Understand the difference between activity based measures and value based measures and how to use them with employees
- Discuss how to capitalize on the key motivational factors for employee engagement – creating an environment that enables a sense of connectedness and accomplishment
- Identify and practice influence skills
- Create excitement about and buy-in for KCS

Key Deliverables:

The deliverables of the KCS Leadership Workshop include the following:

- Attendees will develop influence plans specific to the people they are managing
- Workshop handouts and reference materials;
 - The presentation materials will be available in an electronic version
 - We will provide a copy of the popular HBR article “One More Time – how do we motivate employees” for each attendee

Please visit the [KCS Academy web page](#) for workshop dates, locations and registration.

KCS Leadership Workshop – 2 Day

Agenda – KCS Leadership Workshop

| Day 1 | |
|--------------|--|
| 9:00 | Welcome and introductions Executive perspective (optional, VP or Sr Director address the group) |
| | Current challenges and opportunities <ul style="list-style-type: none"> • What are the goals of the support organization? • What are the current challenges for support? • What are the challenges for managers in a KCS environment? |
| | The big picture – A demand based view of support <ul style="list-style-type: none"> • Understanding and influencing the customer experience • The dynamics of the evolution of support |
| | A few thoughts about “knowledge” <ul style="list-style-type: none"> • What exactly is it? |
| | What’s different about KCS and why is it important to Customer Support? <ul style="list-style-type: none"> • Overview of the KCS workflow and content standard • Performance Assessment – it’s about the creation of value... • Leadership – focus on “what”; let the people doing the work focus on “how” ... |
| | KCS Roles and responsibilities <ul style="list-style-type: none"> • KCS Contributor, KCS Publisher, KCS Coach, Knowledge Domain Expert, Managers/leaders |
| Noon | Lunch |
| 1:00 | Company values and culture <ul style="list-style-type: none"> • What beliefs are behind our traditional management practices • Some examples of amazing results through a new set of beliefs |
| | Influence techniques <ul style="list-style-type: none"> • The link between beliefs and results? • Achieving and sustaining new results almost always requires changing beliefs. • Beliefs are seldom explicit, how do we make them explicit? |
| | What motivates people? <ul style="list-style-type: none"> • “All knowledge workers are volunteers” Peter Drucker • Do we need incentives to participate in KCS? • Rewards and recognition – what works, what doesn’t |
| | The power of alignment <ul style="list-style-type: none"> • Engaging people through a compelling purpose and alignment to values • WIIFM – what’s in it for me? |
| | The challenge of communications (exercise) <ul style="list-style-type: none"> • “But, I thought you knew!” |
| 5:00 | Adjourn |

KCS Leadership Workshop – 2 Day

| Day 2 | |
|--------------|---|
| 9:00 | Organization and team measures – a measurement framework <ul style="list-style-type: none"> • Performance drivers (motivators) • Trends for leading indicators (activities) • Goals for lagging indicators (results/outcomes) |
| | Individual performance assessment: practicing a new conversation with employees using value based measures <ul style="list-style-type: none"> • New measurement system • Performance scenarios – who is creating value? • Discussing behavior and process (not numbers) |
| Noon | Lunch |
| 1:00 | Handling objections <ul style="list-style-type: none"> • Gifts, badly wrapped? |
| | Assets and liabilities on your team? <ul style="list-style-type: none"> • Who is embracing change and how do you support them. Who is resisting change and how do you influence them |
| | Envisioning the future state and leadership's role in it – actions plans <ul style="list-style-type: none"> • Organizational goals • Knowledge management is fundamentally about engaging and enabling people • Enabling continuous improvement, learning and growth |
| 4:00 | Adjourn |