LAUREL POERTNER

Sr. Director
Digital Services

22+ years in
support and KM

JOHN RAGSDALE

Distinguished Researcher
VP of Technology Ecosystems

10+ years in
support and KM

tsia TECHNOLOGY & SERVICES INDUSTRY ASSOCIATION

LIBBY HEALY

Knowledge Manager

10+ years in
support and KM

Waters™

KM BEST PRACTICES GROUP

The evolution of employee engagement

Laurel Poertner, Sr Director Digital Services

19 April 2022

“We have gone from a very different demand in the market, which is [almost] more around creativity and innovation to community, cultures of belonging, adaptive thinking, [and] collaboration.

It’s completely changed overnight, literally in a month, it pivoted and people [and] organizations were asking for programs around humans connecting.

How do we get a culture of belonging and a hybrid workforce?”

International Coaching Federation – Thought Leadership Institute

https://thoughtleadership.org/lasting-effects-of-covid-19-on-the-workplace/

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Agenda

About F5

Coaching journey

The Great ~~Resignation~~ Change

Discussion

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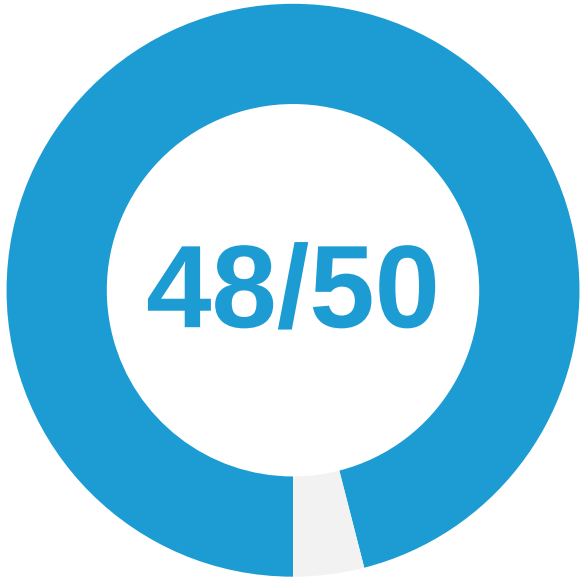
Industries **Trust F5**



Fortune 50 Companies

30/30
Top US Commercial Banks

15/15
Executive Departments of US Cabinet

10/10
Large Global Insurance Companies

10/10
“Best” US Retail Companies

10/10
Global Telecom Operations

10/10
Global Automotive Companies

8/10
US Securities Companies

10/10
Global Telecommunications Companies

10/10
Global Tech Companies

>440 million websites

>560 PB data daily

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F5 Global Support Services

24x7 multi-lingual technical support

500+ Support Engineers

Primarily break/fix – tiered support model

Implemented KCS in 2017

ISO 9001:2015 certified

Digital Support Services

Enhanced Services

F5 Security Incident Response Team

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Our KCS® journey

1 | New KM tool launched 2016

2 | Learned A LOT 2017-2018

3 | Re-launched KCS Aug 2019

4 | Expanded coaching 2021

5 | Further employee onboarding evolution

KCS® is a service mark of the Consortium for Service Innovation

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Coaching Program maturity

2019

- Invested in KCS® Coaching Trainers to deliver internally
- Kicked off at Liberty Lake, WA location
- First 6 KCS® Coaches

2020

- Expanded to all locations

- Remote coaching
- Created our GROW tool

2021

- We have data!
- Quarterly coaching training classes
- Demystifying coaching for learners and leaders
- Expand the scope of coaching

2022

- Expanded ~~KCS~~ Coaching
- 10% of our coaches have accelerated their careers

0% 2% 6% 10% 22% 26% 30% 30% 36% 43% 48% 54% 57% Q2 Q3 Q4

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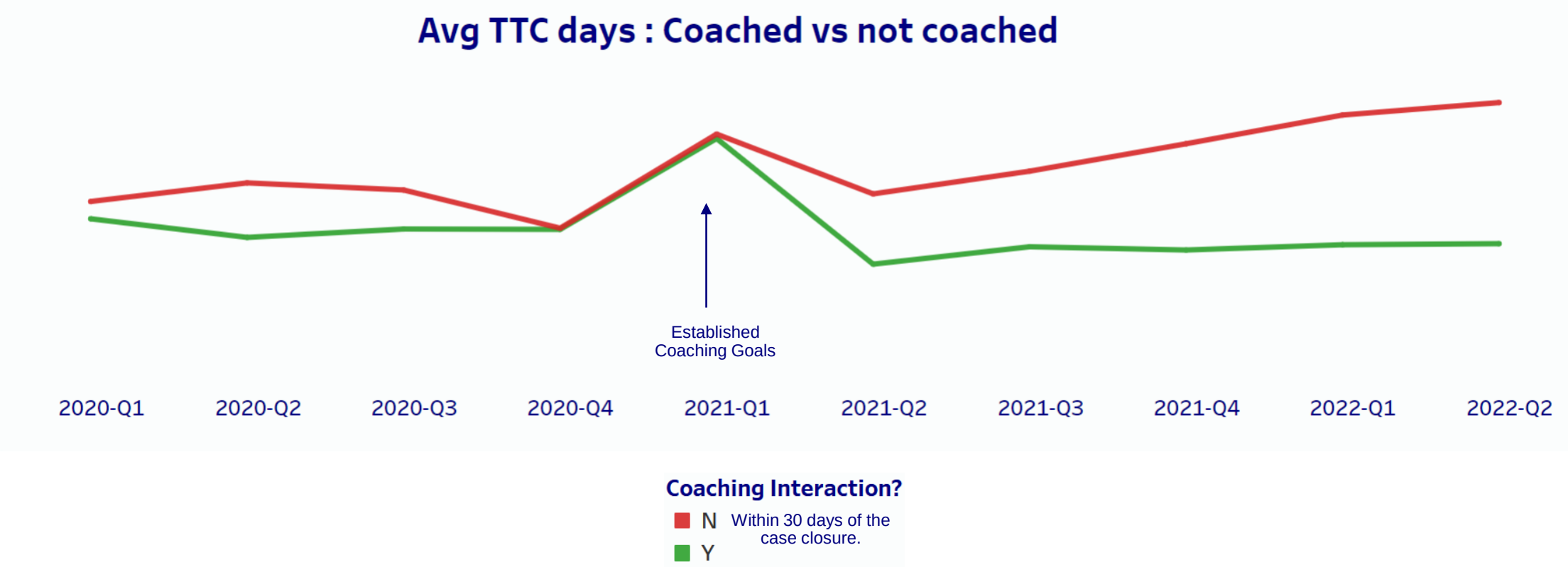
Coaching teaches better habits

Coaching > Knowledge Reuse > Case Efficiency



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The Great Change at F5

KCS® is working

Avg Corp Rev

8%

Avg Headcount

1%

Escalations

3%

>1 Year Tenure

8%

Core Training Only
(1 Product)

5%

Complexity

Known vs New

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Discussion

What changes are you considering to address high attrition?

How much are you investing in coaching/mentoring?

What other ways are you leveraging collaboration?

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Appendix

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Coaching tenets

IT'S ABOUT THEIR GOALS

Preserve trust above all else

Always opt-in, both ways

Never let the numbers drive

Create a learning culture

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Need all three to improve employee engagement

Training

- Baseline knowledge
- Process and procedure

Mentoring

- Empowerment
- Improved motivation
- Improved productivity

Coaching

- Co-create pathways toward improved capacity for
  - Wellbeing
  - Productivity
  - Goal attainment

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The Great Resignation

55% of workers in America are planning on looking for new jobs[1]

33 million people left their positions since April 2021, or over a fifth of the total US workforce[2]

45% of Gen Z and 47% of millennial employees would give up 10% or more of their future earnings for an opportunity to work remotely

Research shows employers can minimize turnover through many different methods, such as by giving workers a sense of purpose, letting them work in self-directed teams, and providing better benefits.[3]

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A tool for managers

Success is progress

Align to objectives

Focus on outcomes

ole	SKD License	Coach Name	CSC Reviews (Date Range)	Average Result	Articles Created (All Time)	Article Source	
SE	Contributor		4	100	34	SKD	Possible Publisher
SE	Contributor		2	58	33	SKD	
SE	Contributor		4	100	32	SKD	Possible Publisher
SE	Contributor		1	33	32	SKD	
SE	Contributor		2	83	30	SKD	
SE	Contributor		5	97	30	SKD	Possible Publisher
SE	Contributor		2	75	28	SKD	
SE	Contributor		2	92	28	SKD	
SE	Contributor		6	100	25	SKD	Possible Publisher
SE	Contributor		3	100	25	SKD	Possible Publisher
SE	Contributor		2	100	24	SKD	
SE	Candidate		3	100	23	SKD	Possible Contributor
SE	Contributor		4	75	22	SKD	
SE	Contributor		2	100	21	SKD	
SE	Contributor		3	100	21	SKD	Possible Publisher
SE	Contributor		2	100	21	SKD	
SE	Contributor		3	94	20	SKD	Possible Publisher
SE	Candidate		1	33	19	SKD	
SE	Contributor		3	100	19	SKD	Possible Publisher
SE	Contributor		1	100	19	SKD	
SE	Candidate		3	78	18	SKD	Possible Contributor
SE	Contributor		2	100	17	SKD	
SE	Contributor		3	100	16	SKD	Possible Publisher
SE	Candidate		3	78	16	SKD	Possible Contributor
SE	Contributor		2	100	16	SKD	
SE	Contributor		4	100	16	SKD	Possible Publisher
SE	Contributor		1	100	15	SKD	
SE	Contributor		4	100	15	SKD	Possible Publisher
SE	Contributor		6	100	15	SKD	Possible Publisher

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Coaching Session

Interaction Date

13/09/2021

1 Goals

2 Reality
Optional

3 Options
Optional

4 Way Forward

Plan For Next Session

Reflections (How Can I Be More Effective As A Coach?)

CANCEL

BACK

NEXT

SUBMIT

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KM Best Practices

Libby Healy

Knowledge management in the age of Covid, the Great Resignation and beyond.

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"Knowledge is different from all other resources. It makes itself constantly obsolete, so that today's advanced knowledge is tomorrow's ignorance. And the knowledge that matters is subject to rapid and abrupt shifts."

Peter Drucker

Driving your content evolution in the age of the great resignation.

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The Waters Corporation and our KCS Program

Knowledge evolution and the hero's journey

Stop editing the wisdom out of knowledge

Waters™
Worldwide leader in liquid separation science.

KCS EXECUTIVE SUMMARY

KCS Methodology

1. Integrate the reuse, improvement, and creation of knowledge into the problem-solving process.
2. Evolve content based on demand and usage.
3. Develop a knowledge base of collective experience to date.
4. Reward learning, collaboration, sharing, and improvement.

KCS Benefits

Improved service margins through the expansion of remote service.

Increased service savings based on improved time to resolution, increased first contact resolution and deflected service calls.

Enhanced client satisfaction through the competitive differentiator of relevant, contextual knowledge at their fingertips.

Key Milestones

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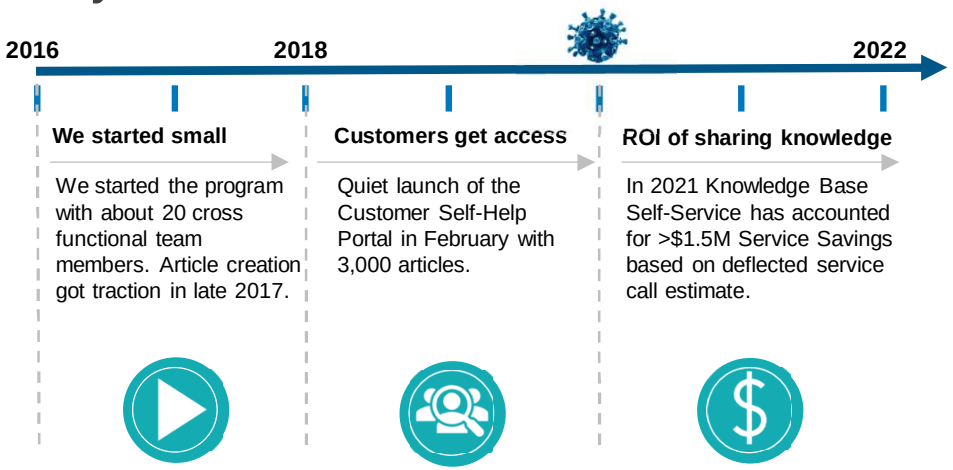


The Facts

42,000+
Articles in our internal Waters knowledge base

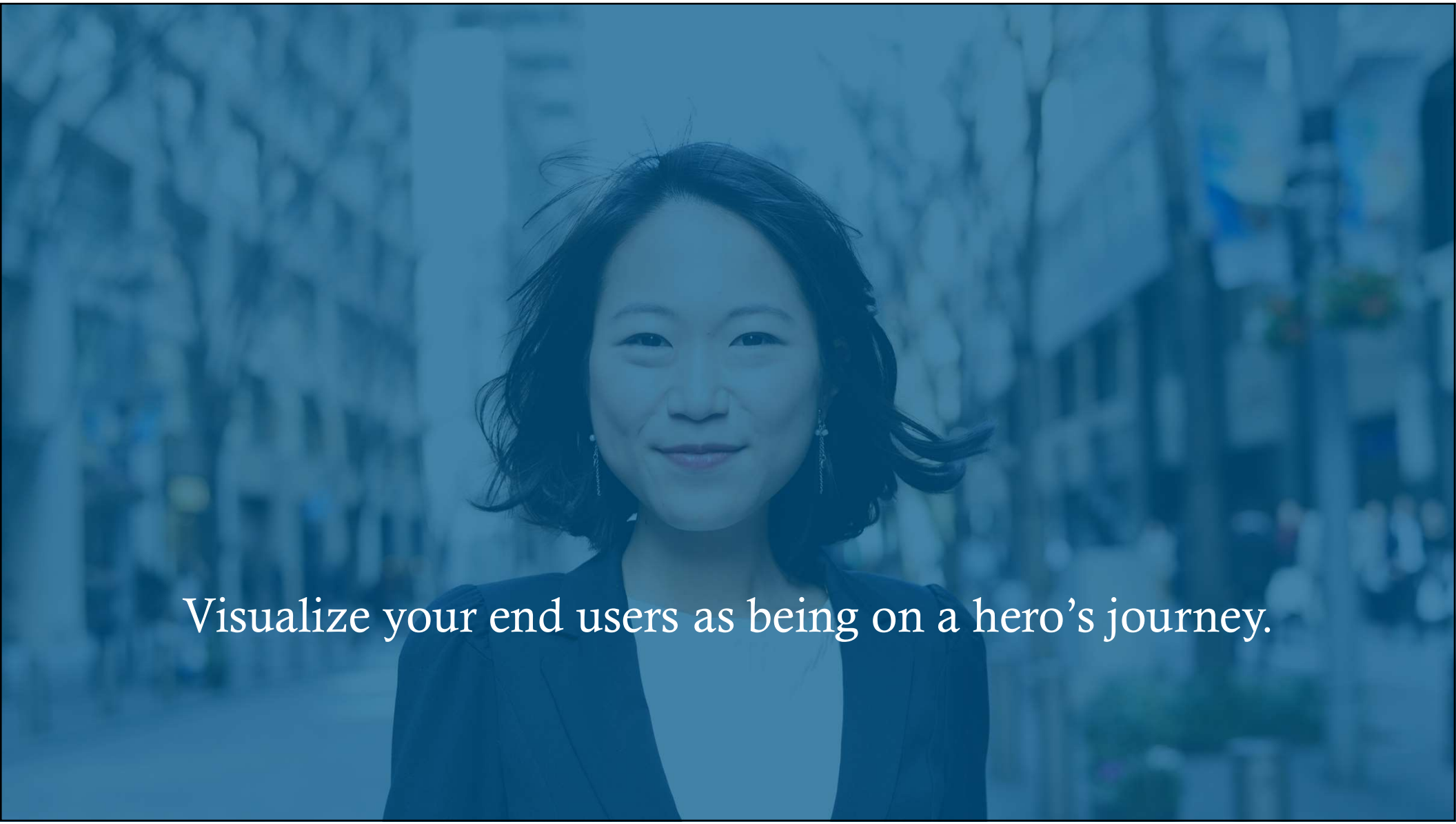
10,000+
Client facing articles searchable on support.waters.com or with google.

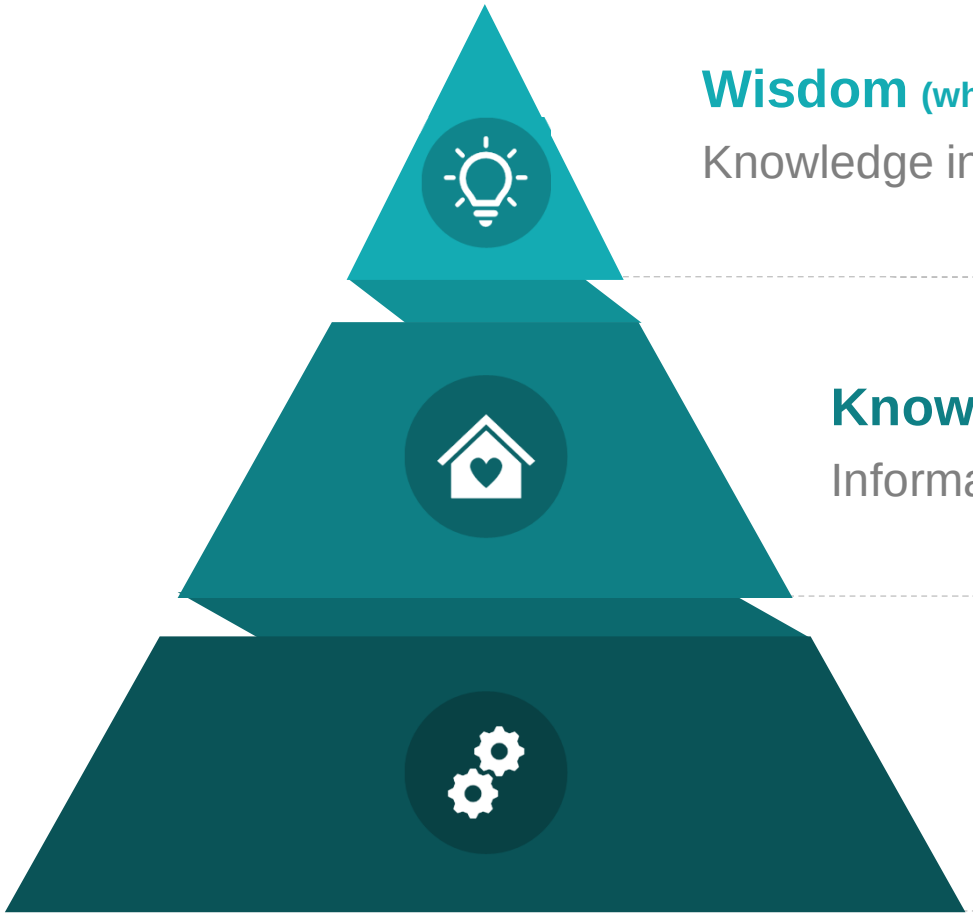
X4
Every article is translated into English, Korean, Japanese and Chinese

500+
Knowledge workers contributing to the KB

2,000+
Knowledge consumers searching in and using KB

35
Waters operates in 35 countries.


Visualize your end users as being on a hero’s journey.



Wisdom (why)

Knowledge infused with understanding.

Knowledge (how)

Information upon which people can act.

Information (what)

Structured facts with contextualized meaning.

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"…if we can shift our thinking slightly from "add or subtract" to "add *and* subtract" new possibilities will occur to us."

Leidy Klotz

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Knowledge

Nobody really, really wants to buy a half inch drill bit. What they really, really want to do is drill a half inch hole.

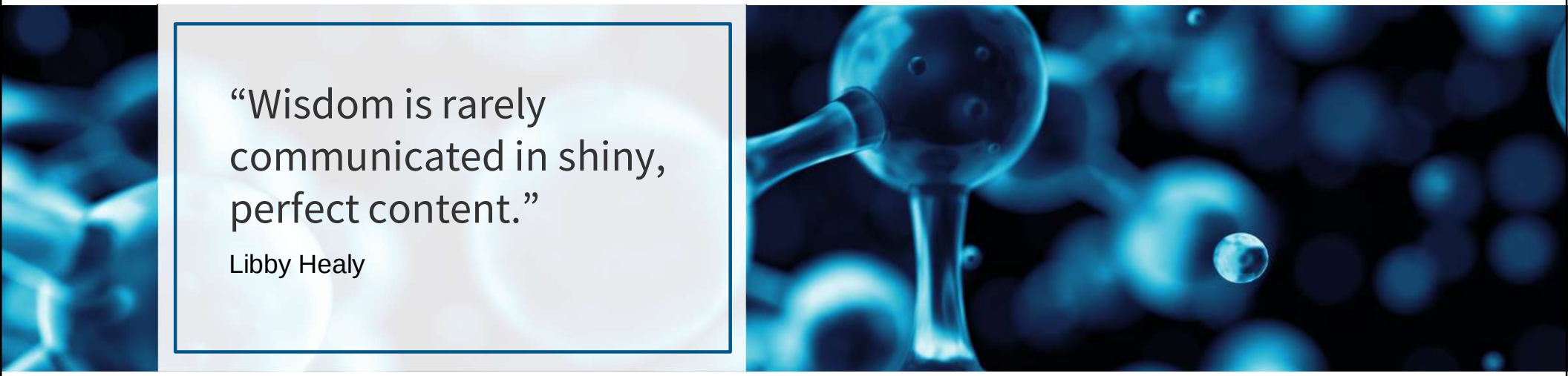
*Knowledge is about the HOW.

Wisdom

The carpenter has always been more interesting than the drill.

*Wisdom is about the WHY.

Waters™


“Wisdom is rarely communicated in shiny, perfect content.”
Libby Healy

Questions???

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Did the move to remote/ hybrid work impact your knowledge management program?

Have you been impacted by your clients' experience of the great resignation?

How are your content needs changing as average tenure and age at your organization go down?

The End.

The Great Resignation means something different to everyone.

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Remote/ hybrid work

- All processes from onboarding to complex, multi-department projects need to be managed excellently online.
- Everything must be searchable and findable.

Average tenure

- Company/ department specific brain drain is compounding and having a greater impact.
- Placing increased emphasis on time to proficiency.

Average age

- Expectations around findability, knowledge and content overall are changing.
- You are not just losing knowledge; you are losing wisdom.