KCS Swarming

Ways to Gain Efficiencies for Desktop Support
Agenda

• Tap into service desk motivation
• Swarming Scope & Swarming around today’s support structure
• Where to Start
• Measure for success & proven results
The world outside work have changed

The world inside work have not
Talent Management

• If you don’t develop them, some one else will
• Give Employee a voice – the smartest person in the room is all of us
• Engage to motivate
• Increase responsibility based on passion and skills
• Recognize contribution and creativity
• Coach, Care & keep your promises

Keep your Talent
Swarming Scope
Swarming Principles

- No tiered support groups
- Case move directly to person most likely to resolve (intelligent matching)
- Same person own case until resolved
- Unbound networks, increasing reach

Intelligent swarming as support model

- No tiered support groups
- No escalations from one tier/group to another
- The case should move directly to the person most likely to be able to resolve it
- The person who takes the case is the one who sees it through to resolution
- Unbound networks, increasing reach
Types of Swarms

Dispatch swarming

• Larger teams with dedicated Swarm Masters
  – Meet at set intervals, based on organizational need
  – product-line focus
  – What new tickets can be resolved instantly?
  – Validation of tickets before assignment to product line support teams
Severity swarm

- Small team with Swarm Master on a scheduled weekly rotation
  - Provide instant response, and resolve as soon as possible
Backlog swarm

- Meet on Daily basis
  - Address challenging tickets brought to them by product-line support teams
  - Replace the role of individual subject matter experts
Where to Start
Build a Foundation

- Executive buy-in & Executive Sponsor
- Find the people you want in your pilot – challenge them
- Design your swarm – and prepare to re-design once you start
- Measure and promote desired results

Pilot for Further Buy-in

- Start with a pilot (identify a collaboration group)
- Organizational Network Analysis
- Let the Support Analysts design the process
  - Triggers, ability, motivation for seven scenarios
- Iterate on the process
- Start with manual process and refine your:
  - requirements based on that experience
  - People profiles
  - Measures
- Communicate goals
Measurements

What to Measure

- Backlog rate
- Time to Assign
- Time to Efficiency
- Duplication of Effort
- Net Promotor score
- Number of escalation and Time to Resolve (tiers vs teams swarming)
- Agent buy-in and engagement
Proven Result

• Call backs Reduction
• Reduction in time to resolve
• Reduce time to proficiency by 50%
• Increased Capacity per agent
• Achieve 90/0 in self-service
• Accelerated learning and skills grow
• Backlog down

• Increased Employee Engagement
• Reduced new hire time (up to 50%)
• Increased customer satisfaction
• Less Customer Effort
• Better way to deliver on Brand Promise
• Better Customer Experience

Learn from the Best
Lesson learned

• Tweak and re-engineer the system many times in the initial phase as you get experience
• Collaborate on the new process itself: managers, engineers, project leader
• Recognize ALL key contributions, and highlight the heroes
• Pilot Team - needs to deal with ambiguity

Lesson learned

• Offer more then collaboration request per case
• Measure parameters in the swarm to quickly assess new changes to the process
• Integrate short cuts where ever one is identified
• Mandatory to participate, no more tiers
• Group skills by technology not product
Thank you for attending this session.

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Sources

- https://www.serviceinnovation.org/included/docs/kcs_publication_bmc_swarming.pdf
- https://www.fastcompany.com/3068771/how-employees-at-apple-and-google-are-more-productive