

Continuous Knowledge Management:

From Transition to Steady State and Beyond

Whitepaper by

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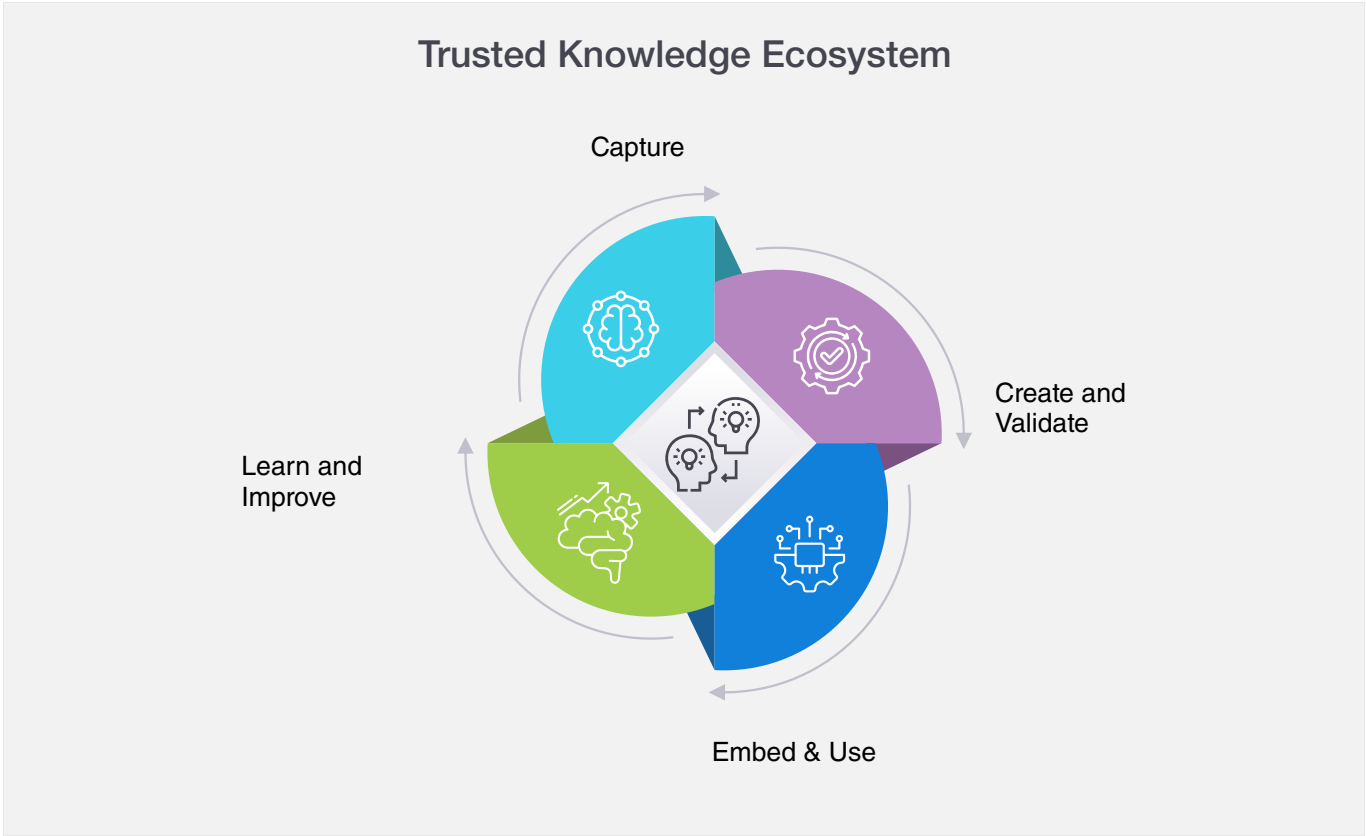
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1. Executive Summary

Traditional transition models rely on one time knowledge transfer, leaving organizations exposed to operational risks, slower onboarding, and dependency on individual SMEs. To address this, continuous knowledge management repositions knowledge as a dynamic, evolving enterprise asset rather than a static deliverable. It recognizes that effective service delivery depends not only on documented information but also on live, validated practitioner knowledge across technical, functional, operational, and business dimensions.

This whitepaper introduces a continuous knowledge framework that begins during service transition and extends through steady state and transformation phases. By systematizing both explicit and tacit knowledge, establishing structured governance, and embedding knowledge into daily workflows, the model ensures that teams have accurate, contextual, and actionable knowledge when they need it. The framework reduces ambiguity, accelerates readiness, and strengthens operational resilience by enabling consistent decision making across distributed teams.

AI enabled capabilities play a central role in sustaining this ecosystem—automating documentation, improving semantic search, capturing tacit insights, validating content quality, and driving continuous evolution. Combined with TransitionGenie and structured assessment mechanisms, the approach minimizes SME dependency, enhances MTTR, and creates a self learning knowledge environment. This paper outlines how organizations can build such a scalable, trusted, and continuously improving knowledge ecosystem to support stable operations today and enable future transformation.



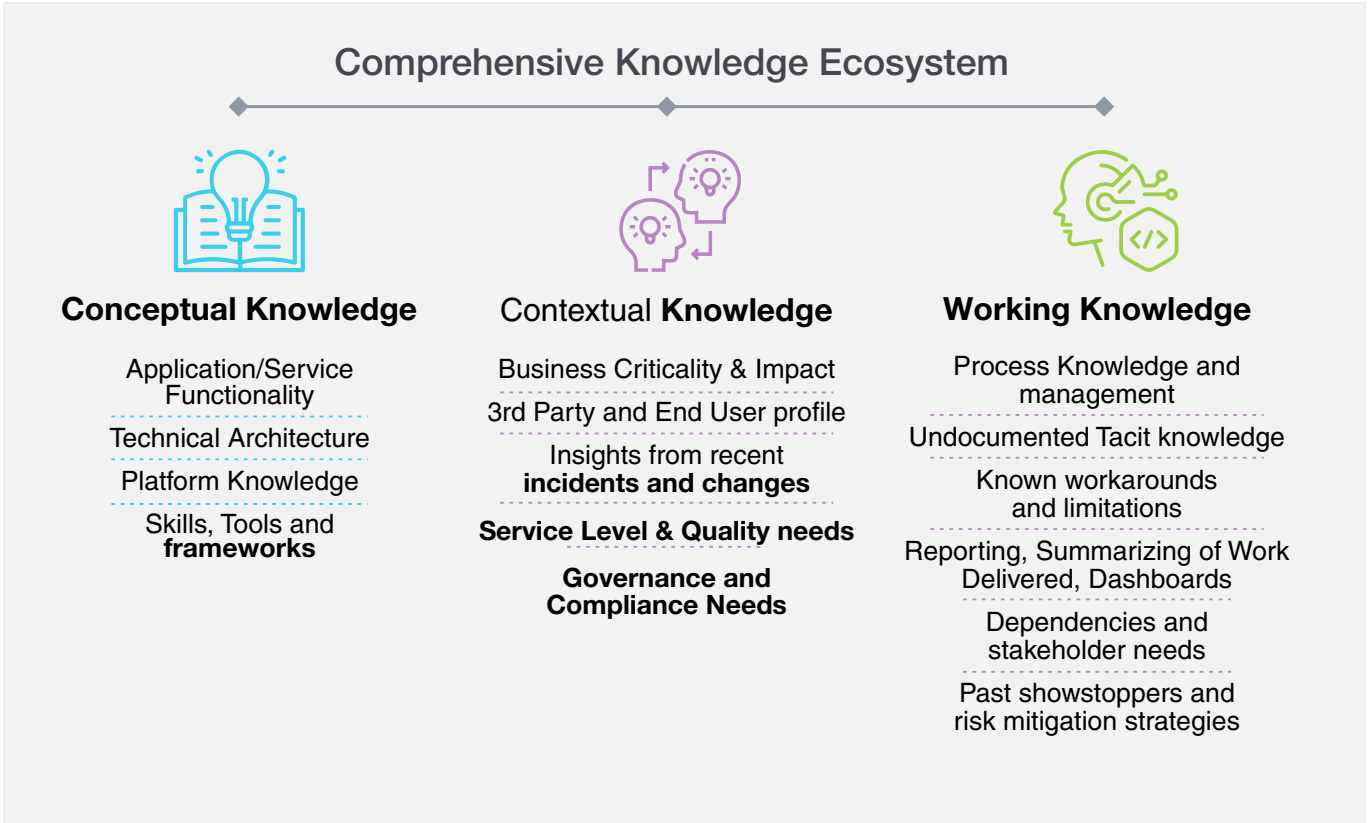
2. Comprehensive Capture, Nurture and Curation of Knowledge – From Tribal to Institutional Knowledge

Successful Service Transition relies on the ability of teams to access and use the right knowledge at the right time to ensure stable, predictable, and high quality service delivery. This whitepaper presents a structured framework that organizes knowledge into three essential layers—Conceptual, Contextual, and Working knowledge. Together, these layers create a comprehensive knowledge ecosystem that reduces risk, accelerates readiness, and improves customer experience.

Conceptual knowledge forms the foundation of Service Transition. It covers what the service is, how it works, and the technical landscape needed to support it. This includes application functionality, architecture, platforms, skills, tools, and frameworks. Without strong conceptual clarity, teams face higher design ambiguity, avoidable rework, and inconsistent implementation.

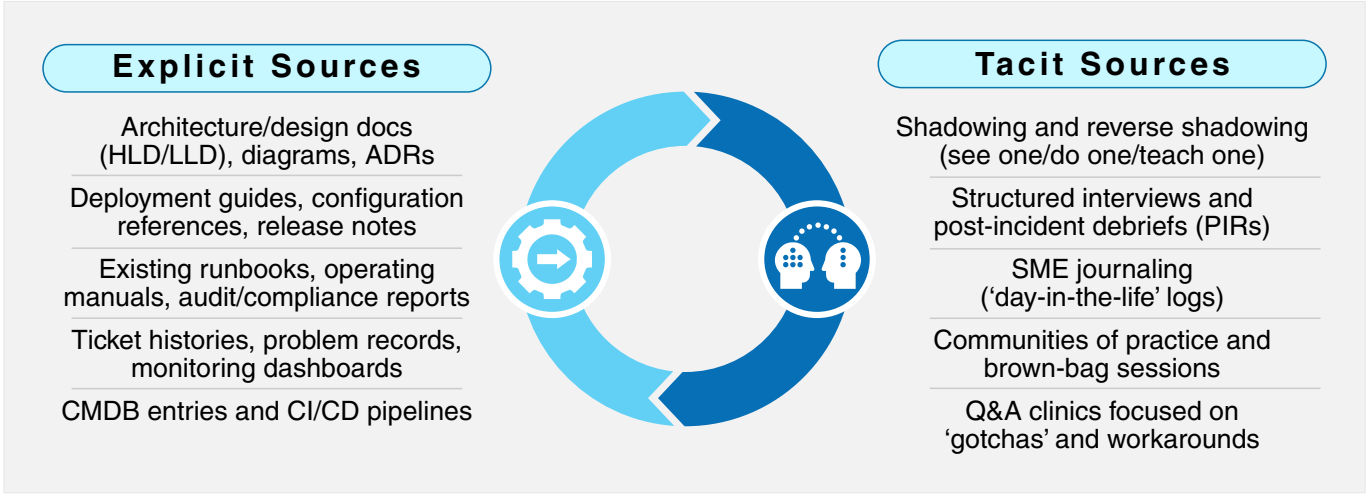
Contextual knowledge provides the business perspective—why the service matters and who depends on it. This includes business criticality, user and third-party profiles, service-level expectations, compliance needs, and insights from past incidents and changes. Contextual knowledge ensures that the transition aligns with business impact, minimizes disruption, and meets stakeholder expectations.

Working knowledge captures how the service is actually operated day-to-day. This includes process know how, undocumented tacit insights, known workarounds, limitations, reporting structures, dashboards, dependencies, and risk mitigation strategies. This layer is vital for operational stability, especially during the first 90 days after go live, when incident and change volumes typically spike.



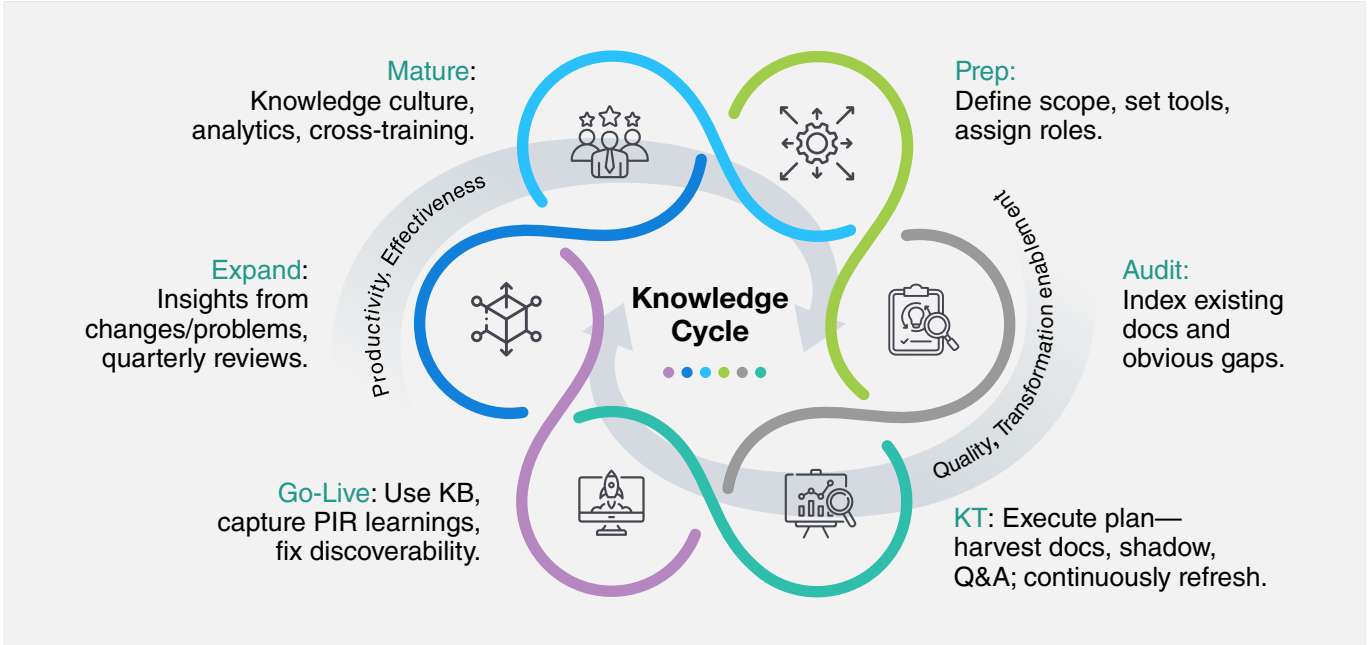
Systematization of both explicit and tacit knowledge into standardized, searchable artifacts while transforming tribal (tacit) knowledge into institutional (explicit) knowledge is the key component of knowledge management. This ensures continuity, operational resilience, and reduces dependency on individual SMEs by creating a structured, accessible, and enduring knowledge ecosystem.

Sources of knowledge can be explicit or tacit. Here are some examples of such knowledge sources. Identifying and validating the knowledge sources is a primary activity in any service transition.



Once the knowledge artifacts are assembled and curated, a training framework needs to be developed to ensure that the knowledge gets assimilated with the team depending on the need of the role each team member is playing. Mphasis ensures to customize the knowledge framework based on the immediate and future needs of the customer organizations, service profile and upcoming technology trends.

A knowledge cycle involves key activities that would begin from identifying the knowledge sources up until knowledge assessment and beyond as a continuous upgrade. Here is a quick representation of a typical knowledge cycle during transition.



3. AI Enabled Knowledge Capture and Management

Organizations are shifting from static, document heavy knowledge repositories to intelligent, AI enabled knowledge ecosystems that evolve continuously from transition through steady state. As services increasingly span multi technology, multi vendor, and hybrid environments, traditional one time knowledge transfer models are no longer sufficient. AI Enabled Knowledge Capture and Management address this gap by creating living knowledge frameworks that continuously learn, adapt, and scale with changing business and technology needs.

By embedding AI across the entire knowledge lifecycle—capture, enrichment, access, usage, and feedback—organizations ensure that knowledge remains current, contextual, and actionable. Capabilities such as AI generated documentation, semantic search, code to document conversion, and contextual recommendations within ITSM and DevOps workflows significantly reduce manual effort and accelerate decision making. This approach integrates fragmented data from wikis, ITSM tools, design repositories, collaboration platforms, and system logs into precise, knowledge assets, delivering up to 60% reduction in documentation effort and faster issue resolution.

Mphasis institutionalizes a structured AI Assessment and Deployment Framework during transitions, evaluating AI readiness, data quality, tool fitment, governance, security, and compliance requirements. This ensures that AI adoption is purposeful, secure, and aligned to business outcomes from day one.

Continuous learning loops—driven by user feedback, operational insights, and periodic dipstick assessments—enable the knowledge ecosystem to improve autonomously over time, while ethical AI practices, robust security controls, and targeted skill uplift sustain long term adoption.

At the core of this approach is TransitionGenie, Mphasis' flagship platform for continuous knowledge management. TransitionGenie enables seamless transitions by preserving critical information and processes, providing a centralized source of truth, maintaining up to date process documentation, and proactively reducing transition risks. Together, AI driven intelligence and TransitionGenie enable faster onboarding, reduced downtime, improved collaboration, and a future ready workforce capable of supporting complex service environments.



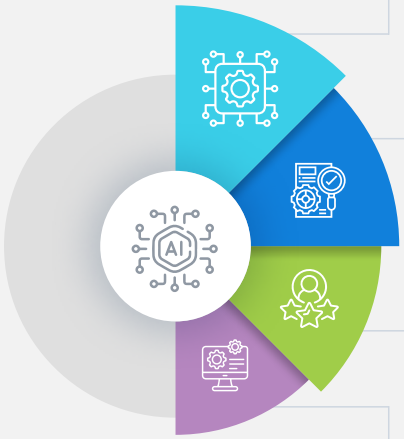
4. Knowledge Quality, Veracity & Validity – Building Trust and Usability

It is of utmost importance to ensure that every knowledge artifact is accurate, current, and operationally effective, backed by strong governance and continuous improvement. This creates a trusted, auditable, and high-performing knowledge ecosystem that supports real-world operations and transformation initiatives.

Here are the Core Principles used to qualify the authenticity and relevance of knowledge in context of any service.

- **Quality of knowledge:** Clarity, completeness, consistency, and usability; does the content solve the problem safely and efficiently?
- **Veracity:** Truthfulness and technical correctness—aligned with current architecture, policies, and tools.
- **Validity:** Proven effectiveness—does following the artifact reliably produce the expected outcome under real conditions?

To ensure sustenance of useful, consumable knowledge, the following checks and balances are very critical to be implemented as part of knowledge governance.



AI Enabled Transition Tooling

Structural Controls

- Define content standards: naming conventions, metadata (service, technology, version, criticality, review date).
- Assign ownership for lifecycle accountability; RACI & performance objectives.
- Governance policies for creation, review, update, and retirement.

Validation Workflows

- Peer review and SME sign-off before publishing, especially for production-impacting procedures.
- Check for technical correctness, clarity, risk, and prerequisites.
- Apply version control with change logs and reviewer details for traceability.

Periodic Audits & Scheduled Reviews

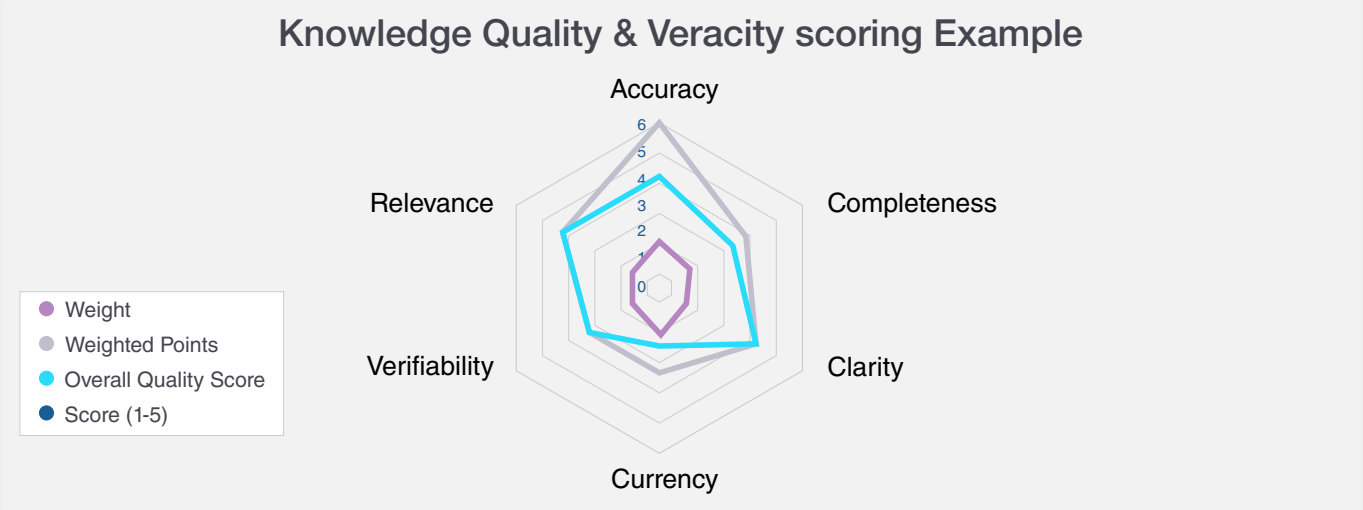
- Quarterly reviews for critical content; semi-annual for standard content.
- Automated reminders for “review by” dates.
- Audits to identify outdated, duplicate, or low-value content and coverage gaps.

Operational Feedback Loops

- Integrate KB links into ITSM forms for incidents and changes.
- Use search analytics and user ratings to detect gaps or low-quality content.

4.1 Knowledge Quality & Veracity Checklist

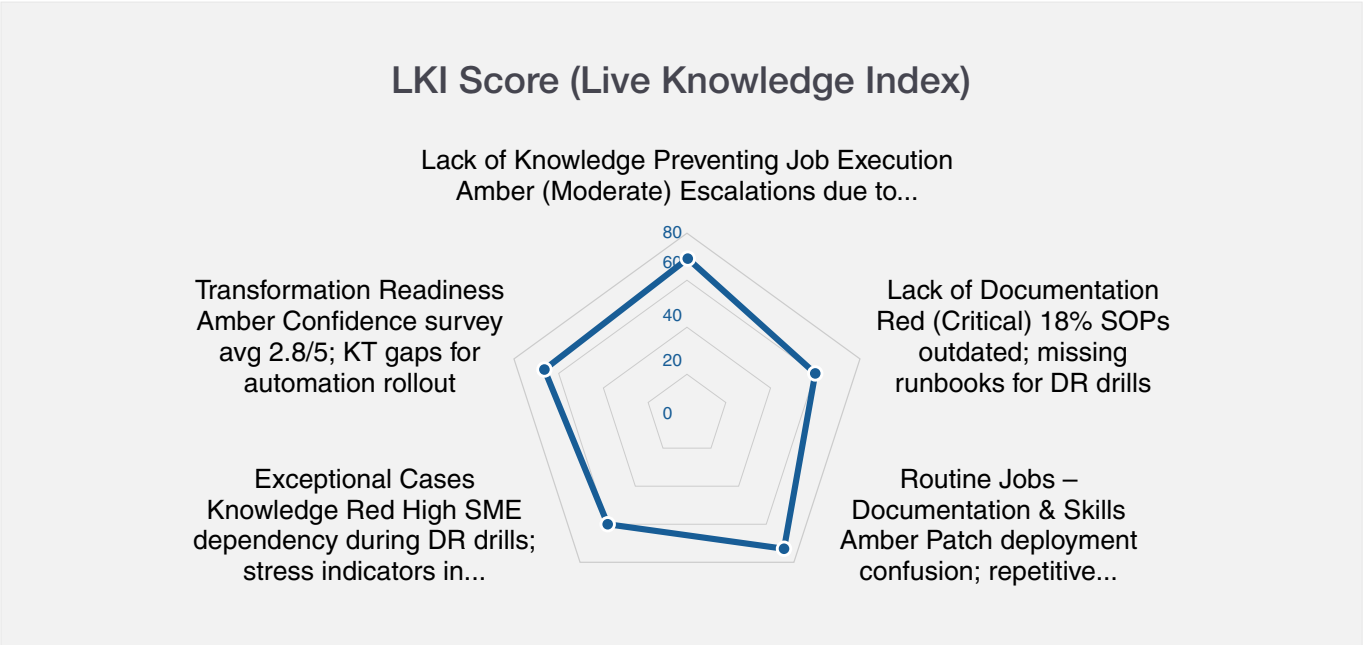
At Mphasis we deploy a comprehensive knowledge quality assessment method where each knowledge quality parameter is weighted and indexed to get a right picture of the knowledge quality and veracity. This directly reflects the live knowledge of the practitioners who would be delivering service to our customers. Here is the snapshot of knowledge quality & veracity scoring.



4.2 Negative Sentiment Analysis for Knowledge Management

It is also critical to identify and address negative sentiment indicators impacting Knowledge Management (KM) effectiveness across service transition and steady state operations. This analysis focuses on gaps in knowledge, documentation, and readiness for routine and exceptional tasks, as well as transformation initiatives. Here is a snapshot of the negative sentiment analysis which comes to help as a corollary to the assessment of knowledge veracity.

Live Knowledge Index (LKI) for negative sentiment analysis would be based on our assessment of live project data including knowledge assessments of process, tools, technology, awareness of partner and supplier responsibilities, alignment to client business, impact of system downtime, etc.



5. Knowledge Management Best Practices

In a complex service management scenario, it is essential to promote a sustainable knowledge management culture and outline a framework for its implementation in a manner that naturally reinforces that culture. This is achieved through the phased introduction of simple routines and best practices that progressively influence organizational behavior.

Here are some of the best knowledge management practices we adopt to ensure quality knowledge capture and live adaptation of the same.

- **Start Early**: Treat knowledge as a living asset from day one. Begin capturing workflows, decisions, and lessons at project kickoff.
  Example: Create a repository during onboarding and document key contacts and workflows immediately.
- **Embed Knowledge in Daily Workflows**: Integrate knowledge directly into incident, change, and release processes to enable real-time access.
  Example: Link troubleshooting guides inside the ITSM tool for faster resolution.
- **Standardize Content**: Use common templates, metadata, and taxonomies to ensure consistent, searchable, and reusable knowledge.
  Example: Maintain a uniform FAQ template with sections like Issue, Resolution, Related Articles.
- **Capture Tacit Knowledge**: Document SME insights through interviews, shadowing, and post-incident reviews.
  Example: Conduct a short SME interview after major outages and publish the learnings.
- **Validate & Refresh Regularly**: Audit, peer-review, and update knowledge assets to keep them accurate and relevant.
  Example: Run quarterly reviews for critical articles and update based on recent incidents.
- **Measure & Continuously Improve**: Track metrics such as reuse rate, MTTR reduction, and content freshness to drive iterative improvements.
  Example: Highlight MTTR improvements after using knowledge articles and refine further.
- **Leverage AI for Scale**: Use AI to accelerate content creation, enhance semantic search, and recommend related articles.
  Example: Let AI suggest related content when users search “database outage.”
- **Promote Collaboration & Communities**: Encourage cross-team exchange through Communities of Practice (CoPs) and shared learning sessions.
  Example: Host monthly CoP meetings to share best practices.
- **Ensure Governance & Compliance**: Define ownership, review cycles, and apply access controls to protect sensitive content and meet compliance needs.
  Example: Assign a Knowledge Manager and enforce 6-month review cycles with audit logs.
- **Support Multi-Vendor Alignment:** Adopt shared standards and joint knowledge boards to ensure consistency across multiple vendors.
  Example: Create a single knowledge portal for all vendors in a multi-cloud environment.

Mphasis governs AI enabled knowledge through a strategic Knowledge Effectiveness Score (KES) that provides leadership with a single, actionable view of knowledge maturity and performance.

Anchored in real usage and operational signals, KES ensures that knowledge is not only actively used but also accurate, current, and operationally effective. This approach is reinforced by strong governance and continuous improvement principles—focusing on quality, veracity, and validity of knowledge artifacts—to create a trusted, auditable, and high performing knowledge ecosystem that reduces transition risk and reliably supports real world operations and transformation initiatives.

6. Conclusion: Building a Resilient, Evolving Knowledge Ecosystem

Knowledge is not a static deliverable, but it is a living, strategic asset that must be captured, validated, and continuously evolved from the very first day of transition. By embedding knowledge into operational workflows, leveraging AI for automation and contextual insights, and maintaining rigorous governance, organizations create a resilient service ecosystem supported by a robust, trustworthy, and ever-current knowledge repository.

This whitepaper outlines a comprehensive framework built on four integrated aspects-Incremental Knowledge Acquisition, Comprehensive Knowledge Capture, Knowledge Stabilization, Knowledge Quality & Validity. Together, these phases transform transition into an opportunity to elevate the collective intelligence of the enterprise, ensuring operational excellence and future readiness.

By making KM a continuous, academy-style model anchored in Knowledge-Centered Services (KCS) principles, enterprises can achieve operational resilience, accelerate onboarding, and sustain transformation, turning knowledge into the engine of long-term success.

As Cesar Chavez once said, "The end of all knowledge should be service to others" and that is very much true in letter and spirit in building and living the knowledge for customer delight.

About Mphasis

At Mphasis, engineering has been in our DNA since inception.

Mphasis is an AI-led, platform-driven company with human-in-the-loop intelligence, helping global enterprises modernize, infuse AI, and scale with agility. The Mphasis.ai unit and Mphasis AI-powered 'Tribes' are focused on client outcomes and embed artificial intelligence and autonomy into every layer of the enterprise technology and process stack. Mphasis built NeoIP™, a breakthrough AI platform which orchestrates a powerful pack of AI platforms and solutions to deliver impactful outcomes across the entire enterprise IT value chain, because we believe 'AI Without Intelligence Is Artificial™.' Mphasis NeoIP™ is powered by the Mphasis Ontosphere™, a dynamic and ever-evolving knowledge base, delivering continuous and constant innovation through perpetual intelligent engineering - driving end-to-end enterprise transformation.

At the heart of our approach is customer-centricity—reflected in our proprietary Front2Back™ transformation framework, which uses the exponential power of cloud and cognitive to deliver hyper-personalized digital experiences (C = X2C2TM = 1) and build strong relationships with marquee clients. Our Service Transformation solutions enable enterprises pivot from legacy systems and operations to secure, adaptive,cloud-first operating models with minimal disruption. Continuous investments in platforms, such as the Neo series, enable enterprises to stay efficient, relevant, and ahead in a dynamic AI-first world. Mphasis is a Hi-Tech, Hi-Touch, Hi-Trust company, rooted in a learning and growth culture.
Click here to know more. (BSE: 526299; NSE: MPHASIS)

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