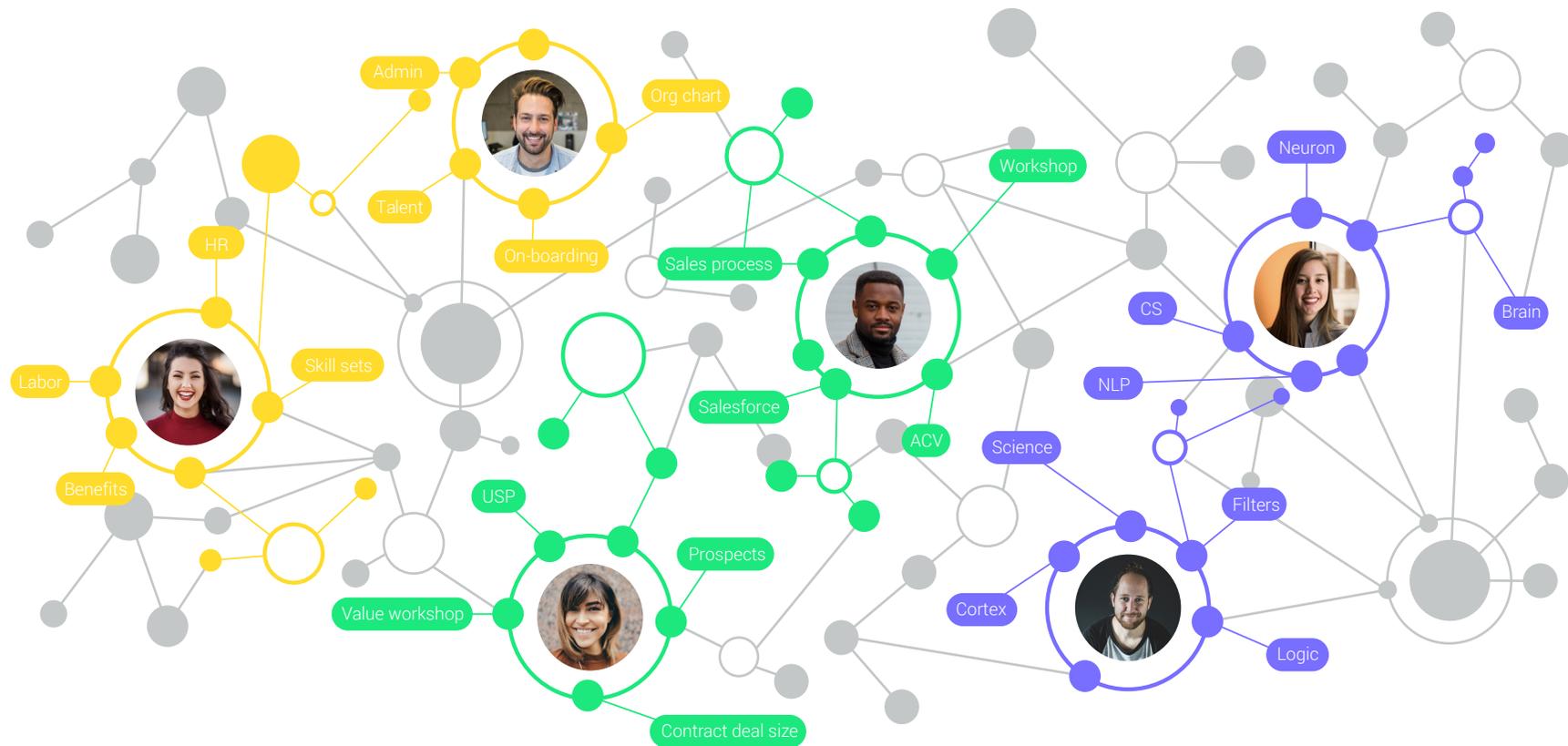


# Future of Work Research

Connecting the Know-How, Skills and Expertise Within Your Organization





# Widening organizational silos threatens business productivity and innovation

## EXECUTIVE SUMMARY

To better understand how the Future of Work impacts organizational and employee productivity in particular related to know-how, expertise and innovation exchanges, we canvassed the opinions of more than 1000 knowledge workers in the US and UK. Our Future of Work Research explores how employees find the information needed to do their jobs, how enterprises are making use of the intellectual property within their organizations and what can be done to facilitate greater information and knowledge sharing.

Harvard Business Review also warns against the expanding organizational silos influenced by the COVID-19 pandemic and the switch to remote work: “employees increased their communication with close collaborators by 40% but at a cost of 10% less communication with other colleagues<sup>1</sup>.” With a sea of information at our disposal, it has never been more critical for knowledge workers<sup>2</sup> to gain access to the right insight and intelligence. Today as much as 80% of a business’s knowledge remains undocumented<sup>3</sup>: It is not recorded in a document, internal communication tool, process or procedure, but exists in an employee’s mind. This expansive collection of human intelligence, skills and expertise represents one of the most powerful, yet untapped, resources available to global enterprises.

## OUR RESEARCH FINDINGS SHOWED

Employees are spending a disproportionate amount of time hunting for the information, expertise and know-how they need to do their jobs effectively. At the same time, individuals are failing to use all of their knowledge and seeking more opportunities to share their know-how and skills in the workplace.

Put simply, connecting the know-how of all employees within an organization is a pre-requisite to breaking down knowledge silos, enhancing the employee experience and increasing business productivity.

### Here’s what we found



Respondents believe they use just over a third (38%) of their knowledge and expertise at work on a daily basis



83% feel happier at work when they are sharing knowledge and helping others



61% of people can’t easily find the information and answers they need to do their jobs effectively



Employees are spending one working month every year searching for information



53% feel invisible in their organization



Over half of employees have left a job due to not having access to the knowledge they need to work effectively

<sup>1</sup> <https://hbr.org/2020/07/the-implications-of-working-without-an-office>

<sup>2</sup> *Organizational Learning: How Companies and Institutions Manage and Apply Knowledge.* By J. Wellman, Springer

<sup>3</sup> Bill Conerly, Economist, member of the Oregon Governor’s Council of Economic Advisors and chairman of the board of Cascade Policy Institute. <https://www.forbes.com/sites/billconerly/2018/08/12/companies-need-to-know-the-dollar-cost-of-employee-turnover/#4f150accd590>



# Businesses are failing to untap their people's potential: Accessing Tacit Intelligence

Empowering people in organizations to make better and faster decisions by utilizing the wealth of knowledge at their disposal is a prerequisite to success for all businesses - particularly large enterprises who have disparate teams, spread globally. Yet the average employee uses just 38% of their knowledge and expertise at work—meaning organizations are failing to adequately unlock even half of the intellectual capital and brainpower of their people.

"Too much intellectual brainpower and expertise is underutilized, posing a huge challenge for enterprises. Failing to find, unlock and share knowledge effectively not only leads to a duplication of work and time wasted but makes brain drain a real threat. Organizations need to harness the power of their team's collective intelligence and give employees on-demand access to the information they need to excel in their job and solve problems quickly."

Marc Vontobel, CEO, Starmind

As digital-savvy millennials and Gen Z's become a growing force in the workplace, they bring with them a greater propensity for collaboration and knowledge-sharing. Organizations have an opportunity to capitalize on this willingness to share expertise and intelligence to open the door to greater productivity and fast track employee's career development and satisfaction.



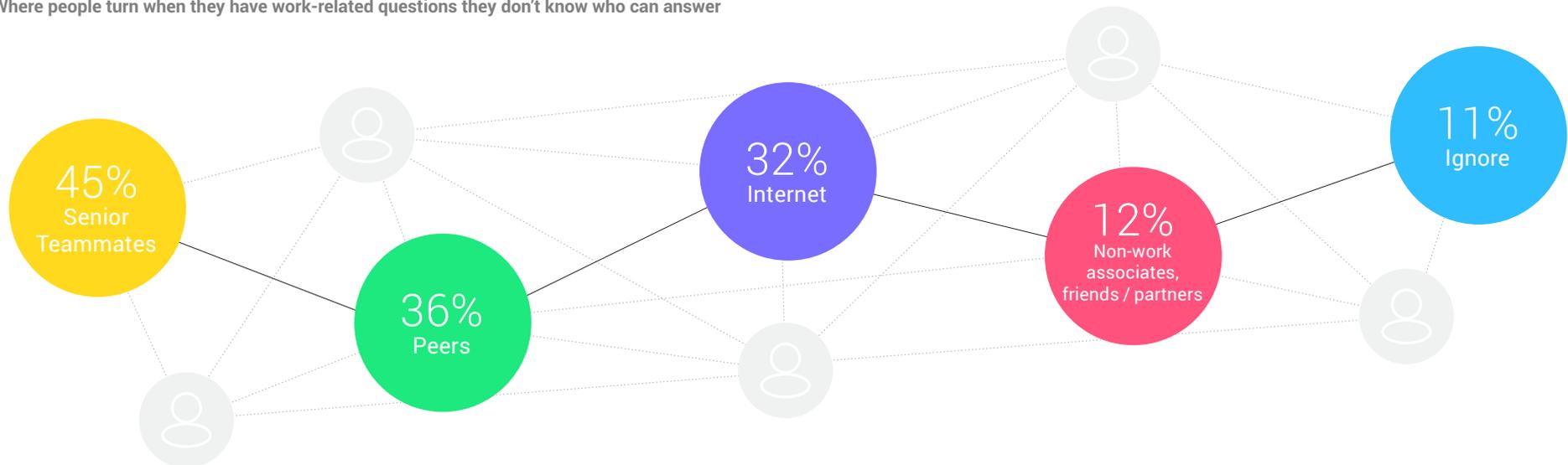
# Lost productivity is plaguing organizations: Identifying Expert Intelligence

Wasting time on low-value activities is entrenched in the fabric of modern work. Exacerbated by siloed teams and the sheer volume of information spread across different applications, platforms and people, we're wasting more time than ever before searching for answers, information and know-how.

According to our research, employees are spending around one (working) month (26 days) each year searching for information, knowledge and the right expertise within their organization. Of the respondents, 62% said they could not easily find the information and answers needed to do their jobs effectively, over half avoid asking questions because they don't know who to approach or where to get the right answer and 51% feel it's not clear where they should be going for information.

Not being able to quickly and efficiently access organizational intelligence has a huge potential impact on productivity. Employees end up duplicating work or spending time searching for answers someone else has already found, meanwhile there is a wealth of business intel that could be lost entirely when teams evolve or talent leaves. Furthermore, firms face the challenge of costs associated with lagging innovation, missed opportunities and prolonged projects because they are unable to identify key resources and contributors or easily facilitate cross-functional team collaboration.

Where people turn when they have work-related questions they don't know who can answer





### PRODUCTIVITY SAP. HOURS WASTED ON NON-PRODUCTIVE, REPETITIVE TASKS ARE COSTING ENTERPRISES HEAVILY

Undocumented unsearchable intelligence remains the greatest untapped potential in solving business problems. Adopting a system that makes it possible for organizational experts to be easily found and leveraged can supercharge productivity, innovation and career development. From saving working hours, reducing duplication and facilitating faster career progression to enabling better problem solving and reducing mistakes, it will help crowdsource company intelligence to unlock the potential of the entire enterprise.



Knowledge workers spend around one (working) month (26 days) each year searching for information, knowledge and the right expertise in their organization



52% avoid asking questions as they don't know where to turn / who to go to for the right answer

**69%**

69% said that having access to an expert within the organization would have prevented mistakes

#### Information overload means we are lost for answers



56%

Can't access the knowledge they need at work quickly / easily



57%

feel overwhelmed by the volume of information they receive each day



57%

receive too many notifications



61%

can't easily find the information and answers they need to do a good job



### ORGANIZATIONS ARE LOSING OUT TO BRAIN DRAIN

Not only are workers wasting hours hunting down information to do their jobs, they are also taking valuable expertise, intelligence and information with them when they leave.



56% feel stressed when a colleague departs their team or department; 2 in 5 (42%) because it means more work for them, 39% because they will lose important knowledge / skills and 28% because they don't have all of the leaving colleague's knowledge documented

**1/3**

When a colleague departs their organization, it is estimated they handover only about a third of their knowledge



54% of respondents say their company either doesn't have a process in place for extracting knowledge before people leave or isn't aware of one



## Firms may be tackling the future skills challenge in the wrong way: Harnessing Organizational Knowledge Using AI

As competition for skills widens, the typical avenues for sourcing talent will become increasingly elusive and cost prohibitive. As a result, leveraging skills and expertise in-house is fast becoming one of the most important components of enterprise strategy—and one which can deliver the biggest pay-off.

But one major hurdle remains. Too often, employee skills are not known, not searchable, not shared and underutilized—meaning enterprises have little to no understanding of the company's current skills profile, where the gaps lie and how to prioritize the right skills development in-house.

Technology can help fill that void. Gartner has predicted that 70% of organizations will implement AI to assist employee productivity by 2021 to save 6.2bn hours. And there are clear signs that AI will define the next generation of SaaS, allowing organizations to not only connect employees to each other, but help them better access their skills and knowledge to work more effectively. Approached right, AI can support career development and skill augmentation.

Starmind exists to uncover human capabilities, through AI, for the benefit of employees and organizations. Making human potential visible through building real time company-relevant employees' skill profiles helps organizations unlock new levels of collaboration, connectivity and productivity. In turn, this helps to upgrade the employee experience by recognizing talent and building an agile culture of knowledge sharing.

Marc Vontobel, CEO, Starmind

### Knowledge workers recognise the potential of AI

70% believe AI adds value by removing repetitive tasks and by solving complex business problems requiring cross-team collaboration

71% feel more comfortable using a tech platform to search for info rather than calling a colleague

80% would trust a colleague more than an AI generated / automated response

Starmind puts the human back in AI, helping to address this challenge by making collective human intelligence accessible to everyone. Using AI-powered neural intelligence networks, it unlocks an organization's collective brainpower and expertise to supercharge productivity, aid both employee retention and satisfaction, and help develop new skills, fast.

**For more information on how Starmind can help unlock the full intellectual capital of your organization, contact us here:**

<https://www.starmind.ai/contact>

