



Klever Knowledge Benchmark Report 2015

THE
STATE
OF
KNOWLEDGE
SHARING
2015

Credits

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Klever is an award winning, next generation knowledge management software and services company working with customers around the globe to build innovative knowledge-sharing practices. Klever believes that every organization can use their knowledge as a lever so they don't have to keep re-learning what they already know. Klever's platform incorporates behavioral science insights with practical, proven techniques to rapidly bring knowledge-sharing behavior into any organization. It has proven to increase productivity by 30-50% within three months. Company services range from online assessments and acceleration plans to benchmarking, training, onsite consultation and knowledge management projects.

The Klever team is passionate about helping organizations leverage and share their most valuable asset – their knowledge. Klever was founded by Phil Verghis, Dr. Adam Krob, and William Stockton, drawing on decades of experience successfully implementing and training knowledge-sharing techniques to organizations of all sizes around the world.



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Executive Summary

Peter Drucker wrote in Management Challenges for the 21st Century:

“The most important, and indeed the truly unique, contribution of management in the 20th Century was the fifty-fold increase in the productivity of the MANUAL WORKER in manufacturing. The most important contribution management needs to make in the 21st Century is similarly to increase the productivity of KNOWLEDGE WORK and the KNOWLEDGE WORKER.”

McKinsey Global Institute in 2012:

28 Hours

Time spent each week by knowledge workers writing e-mails, searching for information and collaborating internally.

In 2015, this is still a big opportunity for improvement.

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Executive Summary

Today's global competition demands that team members have to access the knowledge they need as close to their real-time need as possible. One study suggested that organizations are losing \$1.3 Trillion in potential value by not adopting knowledge-sharing practices.¹ Add to that the sheer torrent of information that organizations create. Effectively sharing knowledge is not a choice; it is an imperative.

Klever's *Knowledge Benchmark Report 2015* aggregates data from 745 unique responses to an assessment. Those taking the assessment include industry leaders, executives, operational managers, and team members in organizations that either have an existing knowledge-sharing program or are contemplating one.

For knowledge-sharing to succeed over time in an organization, there are four distinct areas that need to be addressed:

- People / Leadership
- Process
- Technology
- Culture



To gauge the perceptions of knowledge sharing across these four important dimensions, we asked 14 simple yet powerful questions. The findings are based on a statistical analysis of the responses, filtered through Klever's combined five decades of practical experience in launching, sustaining, and reinvigorating knowledge-sharing programs.

Key Findings

Our analysis of the data revealed three important findings in organizations' perceptions of their knowledge-sharing programs.

People/leadership: *Gap between what Executives and their Teams perceive*

73% of executives said that they actively promote continuous learning sometimes or more often within their organization. However, managers and team members rate the promotion of continuous learning significantly below where executives scored it.

Without strong motivation supported by leadership behaviors, training, and truly aligned measures, team members will find more and more opportunities to opt out of sharing knowledge.

Processes/Technology: *Processes & Technology are out of alignment*

Organizations have invested in both knowledge-sharing processes and tools to support them, but there remains a significant gap between these two critical components of a knowledge-sharing program. Knowledge-sharing processes were rated highest by organizations overall while the technologies were rated lowest.

Knowledge sharing is a set of behaviors, supported by best practices and enabled by technology. Without this linkage, investments in knowledge-sharing processes and technologies will significantly underperform their potential.

Culture: Revert back to old habits under stress

While a number of organizations have adopted best practice processes and tools, the motivation to make sharing knowledge part of what the team does every day lags behind. In particular, organizations tend to go back to pre-knowledge-program behaviors in times of rapid change or stress. Only 31% of organizations said they always or often invest in long-term solutions like knowledge-sharing practices when fighting fires.

Changing behavior is much easier than changing an organization's culture. If you make tiny changes in habit so that every time you see a piece of information, you improve it so the next person benefits, then you will rapidly realize significant productivity improvements.

A Final Note

The state of knowledge sharing in 2015 is not entirely bleak. On the contrary, many organizations have invested in tools and processes to share knowledge.

51.7% of respondents said that they were successfully executing a compelling vision of sharing knowledge in their organization.

There are also real dangers that the combination of unaligned processes and technologies will result in more frustration and programs that significantly underperform their potential. The data bear this out.

*5 of the 14 benchmarks were rated by respondents lower than 3
Only 4 were rated above 3.1*

Organizations that do not share knowledge effectively are at a disadvantage. Organizations are applying the lens of knowledge sharing to customer experience and seeing significant productivity gains. Lagging organizations must catch up.

Organizations that have led the adoption of knowledge-sharing practices must continue to evolve. The competitive advantage that knowledge-sharing practices afforded them is evaporating. These organizations must innovate further, looking for ways to effectively share knowledge beyond their borders and with teams that need and consume knowledge very differently.

*Effectively sharing knowledge is no longer a competitive advantage.
Knowledge sharing is now a requirement.*



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