

Knowledge in the

FLOW

OF WORK

5 New Ways to Power Learning

fuse

A LEARNING REVOLUTION IS HERE

In 2021, workplaces are all about swift skill building at scale. Companies need skilled and knowledgeable employees. According to Josh Bersin in “Making Learning a Part of Everyday Work,” “80% of CEOs now believe the need for new skills is their biggest business challenge.”

But are we actually delivering digital solutions that develop skills whilst maximising performance today?

Trying to plug skills gaps with courses has always been flawed due to a lack of opportunity to apply knowledge in flow. The ever-increasing speed of knowledge change only increases this gap between knowledge acquisition and application, meaning it is even less fit for the purpose.

While employers everywhere focus on skills development, 80% of that knowledge is almost immediately lost due to lack of practice and retention. Employees need access to knowledge in the flow of work. Without that access, time is wasted and productivity is lost.

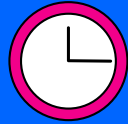


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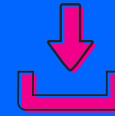
30%

The amount of your subject matter experts' time at work spent helping people learn



15 WEEKS

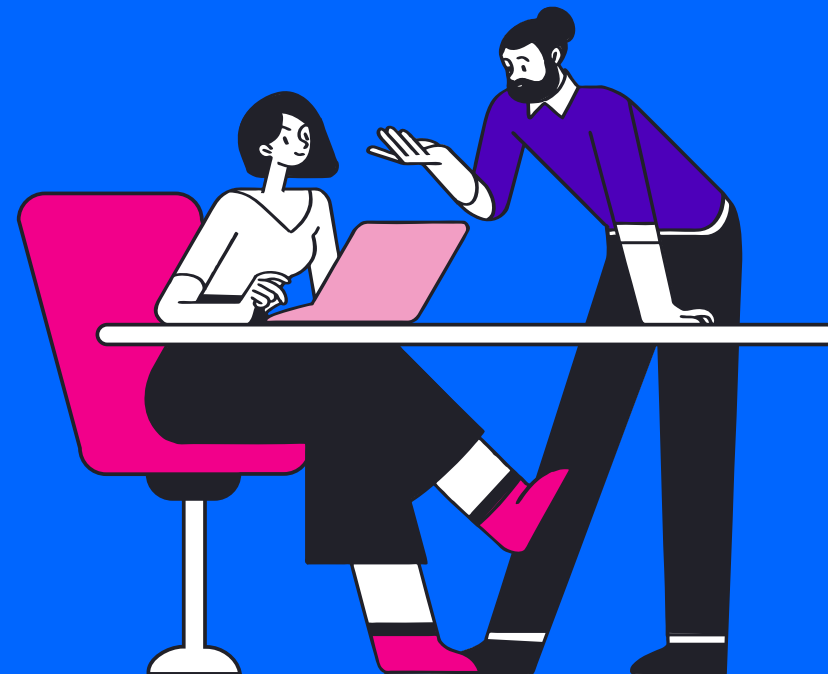
The amount of time your subject matter experts — who are usually also your best people — are losing every year, based on 2,000 work hours per year



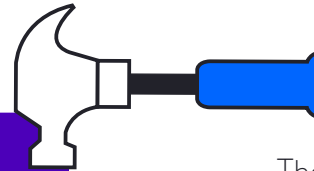
20%

The amount of time employees spend looking for answers to their questions — that's one day every week!

Simply put, the inability to access knowledge on the job is putting a serious dent in your productivity. There are better ways to enable people to apply knowledge to work and develop their skills. Knowledge changes fast. Even today's digital learning tech fails to keep up. How can employers power up knowledge in the flow of work? Start with these five ways.



1. Break knowledge out of the box



Traditional learning locks knowledge inside courses and content, creating a barrier to accessing what you need when you're working on something (that 20% of time searching thing). Work happens fast, and trying to find knowledge that is locked away leads to a huge loss in productivity. That directly relates to dollars in your pocket.

Then there's your internal subject matter experts answering the same questions over and over (the 30% thing). That's a poor use of their time and productivity loss. Looking at it broadly for the **780 million knowledge workers** today:



28%

of their time spent on email



14%

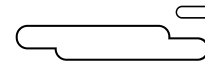
of their time sharing internally both formally and informally



19%

gathering information

These three things take up **61% of a worker's time** at work. The productivity drain is worse than you thought. On top of that, the traditional platforms (intranets, document storage, knowledge management, etc.) are hard to use and have poor search capabilities. We also know that course knowledge **retention drops from 30% to 8%** over the course of a **year**. The bottom line is that learning really must happen while workers actually work if you want learning to stick.

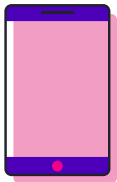


SOLUTION: Make knowledge accessible by pooling it into a 'Corporate Brain'

Think of your "corporate brain" as having a central hub of information for all corporate knowledge such as videos, training, procedures, and processes, as well as historical information in one easy to search place. It's a place where you enable your experts to store their tacit knowledge and make it available to everybody. But it isn't enough to just store content in one place; we need to understand the context. By scanning and analysing the knowledge within, we can create a deep understanding and generate Knowledge Intelligence, making it easier to find knowledge in the context you are looking for.

2. Create a consumer-grade search experience

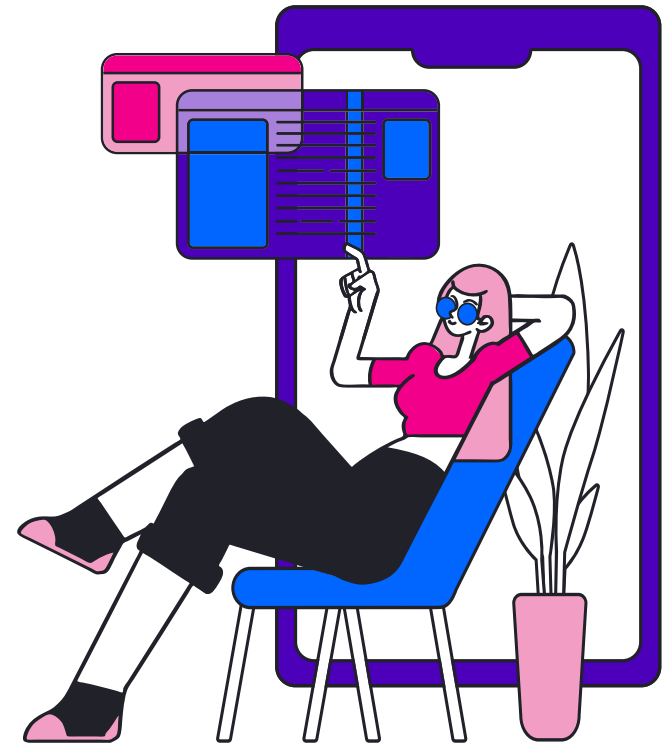
Employees measure your workplace tech not just against other workplace applications, but against every app they use. People have gotten used to having questions answered by the compact computer in their pocket — their phone.



The problem is the content from apps on their phones is often generic, not directly related to the person's role and job or the context of their particular workplace. Or, like everything online, simply leads them down a rabbit hole of unneeded information.

Bring it back to the “corporate brain.” Just because you create it doesn't mean you can find the knowledge you need when you need it. You can have the best video, but if the employee only needs to see the information 12 minutes in, then she must search the video to snag the right moment, or watch hoping it's near the beginning. All this boils down to more lost time.

Most company wikis and libraries are a chaotic jumble of information that might be only slightly organised, if it's organised at all. You may have given up on any sort of organisation because the man-hours involved are simply not cost-effective. Then you have the problem of different employees categorising information in different ways. When they leave, it leaves a hole in your information-gathering center. In other words, corporate hubs can be a tangle of information that is difficult to navigate.



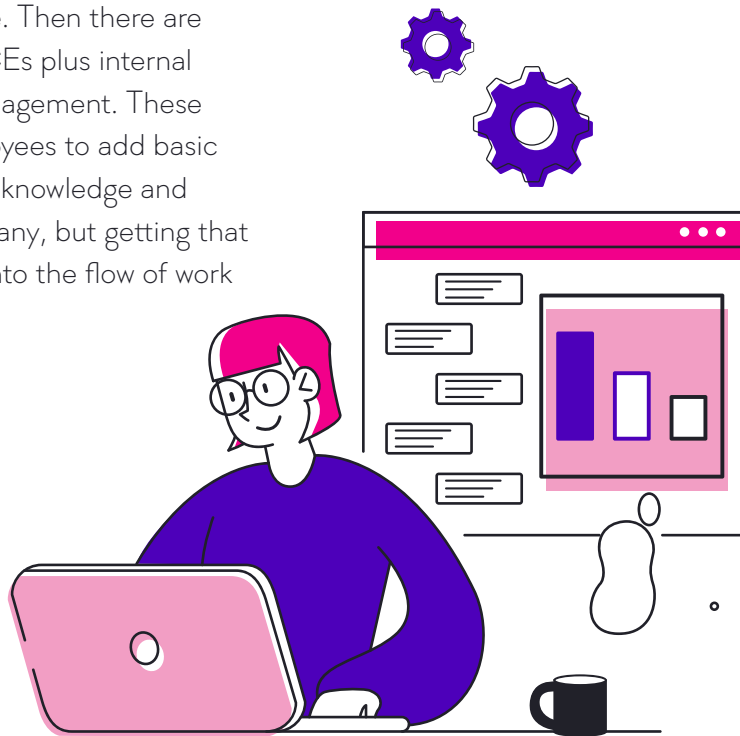
SOLUTION: Build intelligent search into your corporate brain

What do we mean when we say intelligent search? We mean natural language, Google-like and consumer-grade. We're talking about understanding who the user is, what their intent is, and then combining that with the Knowledge Intelligence Engine to automatically filter to give you a hyper-personalised search. It gets you closer to the knowledge you need than ever before.

3. Expand your corporate brain using third-party knowledge

There's lots of great learning content out there — LinkedIn Learning, TED Talks, *Harvard Business Review*, etc., to complement your tacit knowledge and help scale learning. However, getting all of that great content into the flow of work and accessible to employees often isn't easy.

TED Talks puts out **2,600 events per year** — and it's growing. **LinkedIn** has over **5,000 courses** available. Then there are relevant webinars and CEs plus internal courses on HR and management. These are great ways for employees to add basic knowledge to their tacit knowledge and bring value to the company, but getting that quantity of knowledge into the flow of work is mind-bending.



At the same time, according to LinkedIn, top priorities for Learning and Development are:



How can you meet these needs and still maintain productive, engaged workers?

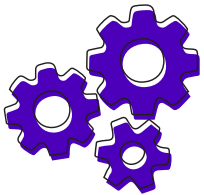
SOLUTION: Grow your corporate brain with great external knowledge

Complement your experts' tacit knowledge with the best from external providers. Use Knowledge Intelligence connectors to unlock the knowledge inside these libraries to search and find answers in the flow of work.

4. Get to the point fast

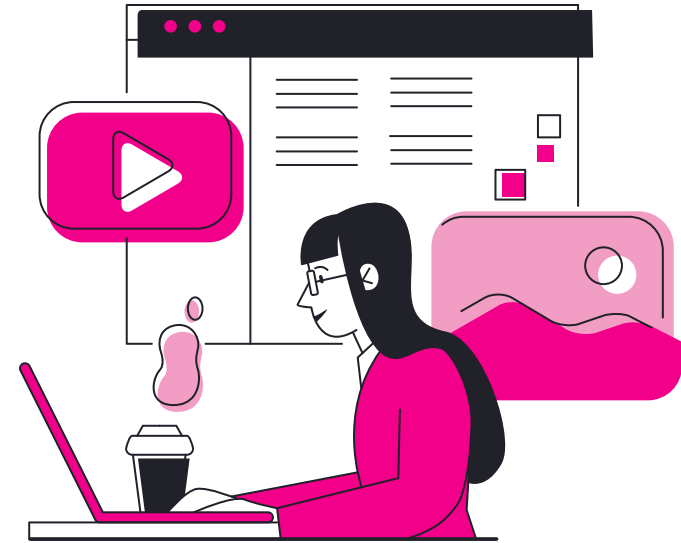
After you pump all this knowledge into the corporate brain, finding it can be a whole other challenge. Even if you know the right course or the right video to go to, how do you find the 5% you need without sifting through the 95% you don't?

Some of you may think, *Well, I've already got a knowledge center/wiki/intranet.* While that's a step in the right direction, it's often unwieldy and difficult to search, causing people to give up and ask the SMEs to look through the information to get them what they need. It's not just about getting to a video about the sales process. It's getting you to the right answer at 8:23 of the video.



It's using AI to search your corporate brain right down to what second of a video will give the employee the answer they are looking for. Then, you need to put all of the answers into the palms of your employees' hands, delivering bite-size learning that transfers knowledge to skill in a simple, easy way.

Sure, they can download the video and scan ahead, but it's time-consuming. It's a bit like looking for a coin in a sandbox. Many people can take up to 30 minutes to get to the answer they need, stopping work. If they have more than one question, that search can go from minutes to hours of lost productivity.



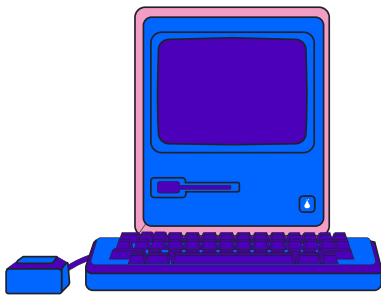
SOLUTION: Use knowledge intelligence to get directly to the answers needed

Predictive AI that can help cut to valuable information, identifying an employee's role, location, and other criteria to predict what kinds of questions they may have based on the work they're doing. There's lots of value in delivering hyper-personalised micro- and macro-recommendations, and most importantly, providing them in context and in the flow of work. By doing this, you can take that search time and turn it into actual work time because you give employees access to information that helps them do their job. Using AI searches can go from 30 minutes to three minutes, and Fuse is on a mission to shrink that to 30 seconds. It's a journey that will bring even more Google-like functionality to corporate learning.

5. Lower barriers, raise performance

Knowledge can't just exist in learning applications apart from your work. It needs to be inside the applications where your everyday work happens — whether that's Salesforce or your web browser.

Learning coursework has not kept pace with current knowledge needs at work. Employees need time to learn and practice before getting feedback. Knowledge Intelligence can break down training into bite-size bits delivered when employees need answers and applied in their actual work. As we said earlier, after a course, there is generally only a 30% retention of knowledge. But by the one-year point, that retention goes down to 8% as the course knowledge may or may not be used in the flow of work. If practice is scarce, knowledge retention will be low.



According to *Scientific American*, **the human brain stores 34 gigabytes of information per day**, on average. And according to [The New York Times](#), after you add pictures, games, videos, and social channels such as TikTok and Facebook, there's been a 350%

increase in available information over the past three decades. That's a lot of outside information to compete with work knowledge. So you need to make knowledge hyper-relevant and helpful when people are working.

SOLUTION: Extend your corporate brain into the flow of work using predictive performance support

The final barrier is getting the knowledge to your employees when they need it. That isn't inside your learning platform, and it isn't about putting recommendations in the workflow. The key to unlocking performance and moving them past competence to expertise is to provide knowledge and answers in the flow of work. By offering predictive performance support at the points of need, your employees will be more engaged, and can grow and learn at a pace that meets the needs of their position.



CONCLUSION: THE WORLD OF WORK IS CHANGING. ARE YOU?

As the pace of work accelerates and hybrid working adds to the degree of complexity, employers need to put knowledge to work to enable employees to develop essential skills. Your employees need to know what your SMEs know. If you can unlock this tacit knowledge efficiently, you can dramatically increase everyone's productivity.

High-impact learning companies put their Knowledge Intelligence in context, personalising the experience based on what the employee needs when they need it. They provide opportunities to practice while in the flow of work. They provide opportunities for feedback. All of which helps these employers win in enterprise learning every time.

Unlocking tacit knowledge doesn't need to be expensive and can take time away from your SMEs or those looking for knowledge. Take these five steps to put knowledge to work in your organisation through the processes you already have. When employees can ask questions about their work while they are working and access answers that are practical and scalable, they can immediately put practice to work and build the skills that turn them into subject matter experts in their own right.

To learn more about how Fuse can help you create Knowledge Intelligence in your organisation, get a free demo today.

