

fuse

THE SILENT PANDEMIC IN ENTERPRISE

5 Ways L&D Can Fight
Corporate Amnesia




CORPORATE AMNESIA IS REAL

Corporate amnesia is commonly understood as the loss of knowledge and skills across a business. Unsurprisingly, the Great Resignation is one of the main culprits driving corporate amnesia today as an unprecedented number of employees switch roles to pursue better offers and new opportunities for careers that were re-imagined during the pandemic.

A large, semi-transparent blue hourglass is centered on the right side of the page. The top bulb of the hourglass contains text, and the bottom bulb contains text. The hourglass is filled with a light blue color, and the text is white. The hourglass is positioned vertically, with the top bulb being larger than the bottom bulb. The text in the top bulb is centered and reads: "The experts are worried. According to new research by Fuse surveying 250 Senior L&D & HR leaders across the UK & US, 9 out of 10 learning leaders agree that The Great Resignation and loss of company expert knowledge is an alarm-bell business issue." The text in the bottom bulb is also centered and reads: "Yet as tempting as it may be, businesses can't blame the pandemic for everything. Like a silent pandemic, corporate amnesia has been affecting organisational memory and knowledge management for longer than any business has been able to measure." The hourglass is set against a solid blue background.

The experts are worried. According to new research by Fuse surveying 250 Senior L&D & HR leaders across the UK & US, 9 out of 10 learning leaders agree that The Great Resignation and loss of company expert knowledge is an alarm-bell business issue.

Yet as tempting as it may be, businesses can't blame the pandemic for everything. Like a silent pandemic, corporate amnesia has been affecting organisational memory and knowledge management for longer than any business has been able to measure.



Corporate amnesia is evident when employees leave, or when they forget what they've learned. However, it's also painfully present when they simply can't find the knowledge they need to learn, upskill and perform optimally - or when the knowledge employees are presented with isn't the right knowledge.

RECENT RESEARCH SHOWS:

13%

The average churn rate

expected over the next 12 months by 250 Senior L&D & HR leaders across the UK & US in our most recent

NEARLY 1 in 5

The number of organisations

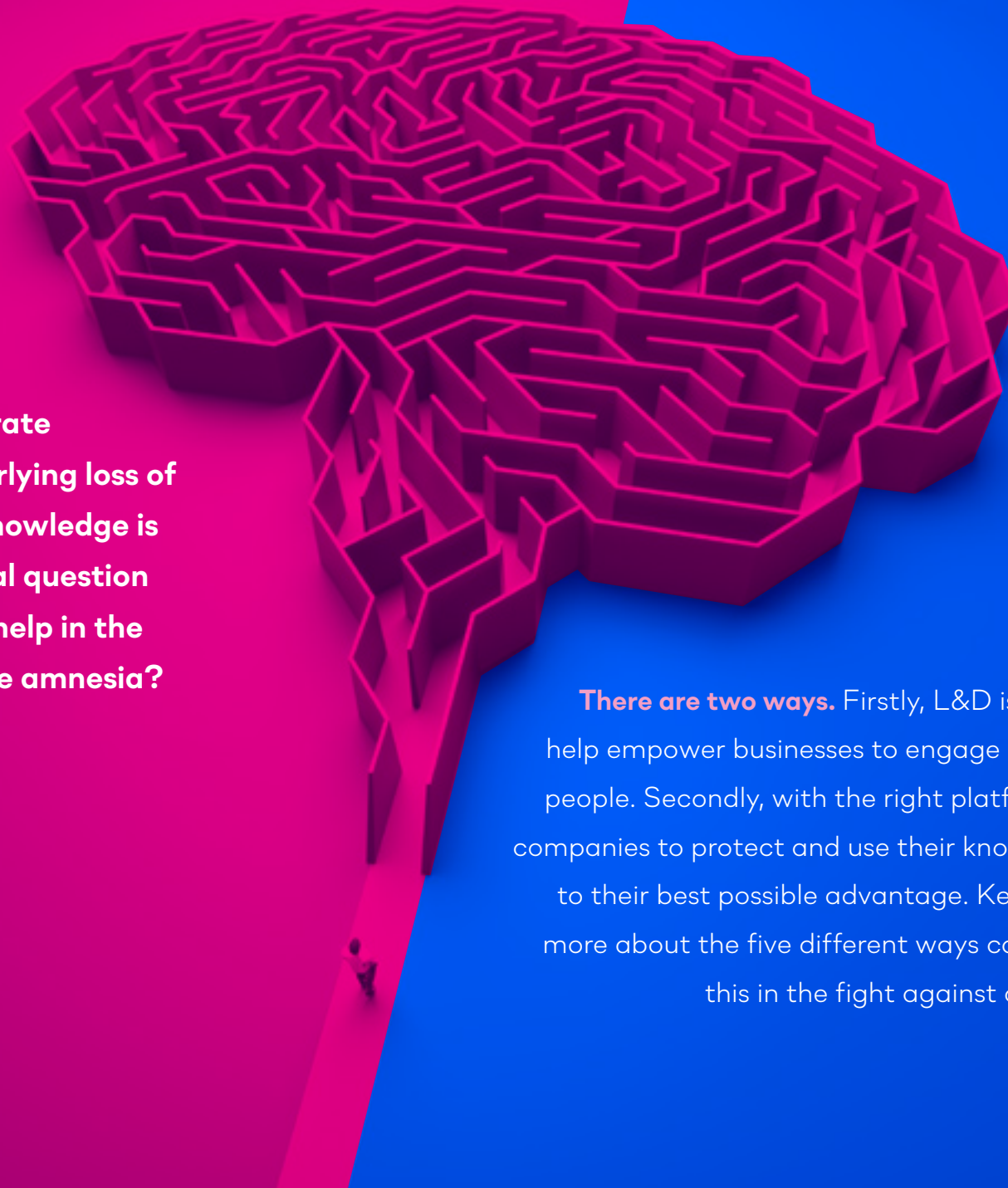
in our research that expect as high as a 20% churn rate

30-45 YEAR-OLDS

The fastest movers in the

Great Resignation,

according to Market Research from the Harvard Business Review



In all instances, corporate amnesia and the underlying loss of organisational tacit knowledge is a real concern. The real question is this - how can L&D help in the fight against corporate amnesia?

There are two ways. Firstly, L&D is well-positioned to help empower businesses to engage and keep their best people. Secondly, with the right platform, L&D can help companies to protect and use their knowledge intelligence to their best possible advantage. Keep reading to learn more about the five different ways companies are doing this in the fight against corporate amnesia.

1

PERSONALISED KNOWLEDGE AND IN-FLOW LEARNING FOR HAPPY LEARNERS



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Our customer Panasonic boosted its customer service representative retention rates by 26% with Fuse and generated ROI in the first three months of using the platform. Panasonic had worked hard to identify key gaps in customer service agents' training and day to day workflow, and it turned out that its L&D programme, which featured rather 'front-loaded' onboarding and training, was not encouraging engagement or continuous learning. Enabling agents with in-flow learning was a game changer.

To be really successful in their roles, **people need a balance of knowledge, skills and experience.** In addition, in order to create skills, people need to continually put knowledge into practice into the flow of work, at the same time receiving expert feedback, coaching and mentoring.

So, if you want to fight corporate amnesia, give your employees what they need so that they can make a difference, and make it easy for them to perform better. Using Fuse, people can easily search for or get recommendations based on what they need to know in the flow of work. They don't need to sit on an entire course to find this knowledge, nor do they even need to sit through an entire video to get the answer they need. Fuse delivers in-flow learning at the point of need.



Only 45% of companies rate themselves highly on how integral learning is to the organisation's culture.

This is driven by learning's apparent disconnect with the business. Learning strategies are not aligned with business outcomes and the actual process of learning for many employees seems completely divorced from their jobs. Making learning more personal, relatable and easier to access within the flow of work transforms it into something more impactful and sustainable.



- BrandonHall, Personalised Learning at Scale:
Building the Corporate Brain (2021)

2 PEER-TO-PEER LEARNING

The good news: 95% of learning leaders in our research claim to have learning technology that can capture, digitise and share company experts' knowledge. The bad news? Forty per cent of all learning is still entirely or mostly course-based, which means that many organisations aren't using that great tech to help capture and share the tacit knowledge that is most at risk to corporate amnesia.

Don't sleepwalk into corporate amnesia if you've got the tech to stop it!

Smart platforms like Fuse don't require users to reinvent the wheel every time they want to convey some knowledge. We make it really easy for subject matter experts to create knowledge-based content and get it onto Fuse so that it can be viewed countless times by an unlimited number of people. The hospitality team at Scandic hotels is using Fuse across its business to create and share cocktail making masterclasses videos. Fuse customer Hilti has 30,000 global staff that use Fuse to create and curate learning content to share amongst their peers.

More often than not, the content is video files, or text-based answers to everyday problems. In other words, why not do what YouTube and Google are doing? These methods of delivery have proven to work en masse, to say the least. And unlike courses, they are fully complementary to in-flow learning.



3

BUILDING A LEARNING CULTURE TO COMBAT CORPORATE AMNESIA

If your learners aren't **engaging with your learning strategy**, they won't be sharing knowledge, which could increase the risk of corporate amnesia.

According to some new research we've recently conducted with HR.com, successful learning culture organisations are twice as likely to have learning systems that facilitate the sharing of learning, and a whopping five times more likely to say their organisational culture "definitely" supports their organisation's learning strategy.

Our research found that only 38% of those HR & LD professionals surveyed say that their organisations are making learning engaging, and separately, 37% say that their organisation's learning culture 'definitely' supports their learning strategy.





Do we even need to say it? Engagement is everything!

Without it, people may walk away from a company without sharing their tacit knowledge. If you're looking for a good example of how impactful engagement is, look no further than [our Avon case study](#). By re-thinking its learning strategy and encouraging beauty entrepreneurs to contribute compelling content to their peers, Avon was able to increase engagement.

Recent data pulled from the 'Avon Connect' Fuse platform across five markets showed a 20% retention increase amongst beauty reps who engaged with the platform versus those who did not.

In fact, the more Avon's users engaged with the platform, the better they performed. That data showed that an incremental increase in monthly visits to the platform - the difference between low frequency (1 to 2 visits per month) and medium frequency (3 to 4 visits per month) - revealed a dramatic uplift of **+320% in aggregate sales** over 6 months.

4 FINDING AND CURATING KNOWLEDGE TO FIGHT CORPORATE AMNESIA

In 2019, Josh Bersin and Marc Zao Sanders ran a survey with LinkedIn to find out more about the 'flow of work' surrounding knowledge workers. It turns out there are some common trends amongst them: There are 780 million knowledge workers globally, and they sit in front of a computer for on average, 6.5 hours every day. They spend 28% of their time on email, 19% of their time gathering information (searching for data), and 14% of their time communicating internally (in formal and informal meetings.)



As an industry, **we need to be focused on making it easier for people to be able to find the content that's really relevant for them.** It's not just about losing knowledge to corporate amnesia: it's about losing good people who get tired of looking for that knowledge. We need to be able to quickly get the right content in front of the right people, at the right time so that it helps them to perform in their roles.

The thing is, you can throw a search bar into any L&D platform, but if all that comes out of a search is just a list of information with no context or relevance, then your corporate learning initiatives won't get very far in adding value to your business.

With Fuse AI-enabled Search Intelligence, finding relevant knowledge is fast and easy. Fuse has a great content methodology that allows us to break down content into micro pieces of learning, which makes it easier for learners to find the piece of knowledge that will help them to do their jobs.

We don't just aggregate masses of content. Our methodology encourages companies to curate content, which means that they can assemble libraries of content relevant to individual users. This means that when you search Fuse for the information that you need, it gives you information back based on what your role is in the company, what programmes you're involved with, or what projects you may have on.

5 MACHINE LEARNING IN THE FIGHT AGAINST CORPORATE AMNESIA: BUILDING THE CORPORATE BRAIN

It's time to enlist Machine Learning in the fight against corporate amnesia because it's one of the most powerful tools available in this war. At Fuse, after we use all our AI tools to crawl, analyse and make sense of content, we can apply some serious Machine Learning in the form of our Knowledge Intelligence (KI) Engine to build what we call the corporate brain.

The corporate brain learns. It remembers. It is an individualised body of knowledge that becomes more relevant and accurate over time as Machine Learning understands what is the most critical knowledge for an organisation - which is key when it comes to fighting corporate amnesia.



Think of Machine Learning as a master at identifying patterns, able to analyse things faster and more efficiently than a human ever could. Now think about that in terms of your digital estate of knowledge. Machine Learning is constantly learning from your content libraries, like LinkedIn Learning and others, and it's learning from things added to Sharepoint or other third party integrated systems.

The corporate brain builds on user engagement, learning from the journeys people take in seeking out knowledge, understanding and interpreting it, and distributing it amongst their peers. It encourages people to contribute or make comments on that content, in order to give more context and share it with a wider community with that enriched information added on to it. It helps to create engagement in the learner and in the learning community, which is a key part of active learning in the enterprise.



ARE YOU READY TO **WAGE WAR** ON CORPORATE AMNESIA?

By nature, Fuse has been fighting corporate amnesia since we first started. As we've gained momentum over the years, we've seen just how strongly our business case supports the cure.

Technology is only one part of the equation. Fuse also encourages sharing on every level, so users are constantly adding insight to what they've learned. While we do have AI-driven content recommendations, we also encourage humans to make recommendations amongst their colleagues and through role-specific communities.

Our approach to knowledge is the foundational element that makes Fuse so effective, and we're pleased to see it working so effectively in the fight against corporate amnesia.



ABOUT FUSE

Fuse is the learning and knowledge platform that sparks active engagement and ignites people performance.

It is used by more than 120 enterprises around the world, including Vodafone, Panasonic, Scandic, Avon, Mazda and BAe, and connects people with the knowledge and expertise they need to acquire new skills and achieve high performance at work.

If you'd like to learn more about how Fuse can help empower your organisation to retain and apply knowledge to boost performance, [**get a free demo today.**](#)

