Knowledge is the new global currency

How are you harnessing your knowledge?

iManage

Making knowledge work

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Executive summary

The ultimate outcome of knowledge work — and arguably the pinnacle of success in knowledge-intensive industries — is to achieve cross-organizational collective intelligence and realize its economic benefits.

Executive summary

When you align the people, processes, and technology that surround content creation, information management, and access to data, all you know and all you act upon becomes knowledge currency. And inherent in this new currency is power, opportunity, and pure potential.

What is your organization's share of this currency?

How do you **measure it?**

And just as importantly, how do you **increase it?**

Shifting paradigms are moving much of the developed world toward an economic reality where the resources, the means of production, and many of the goods and services produced — including human knowledge — are intangible. And while we collectively consider the profound impact that generative AI is likely to have on the knowledge sector over time, there is no question that knowledge workers are intrinsic to the future of work in this economy, transforming the intangible into tangible, high-value assets. Or that organizations following a clear knowledge work strategy are positioned to unlock unparalleled opportunities for success.

In the age of artificial intelligence, a solid foundation of curated and governed content, and a knowledge-friendly culture, are core requirements for leveraging generative AI effectively. And there is no better time to bring your organization's key assets — its people and its knowledge — together.

As information pours into your organization, you need carefully designed platforms and technology to help you store, manage, and ensure timely, governed access to the deluge of emails, documents, and data.

You also need watertight processes to protect the accuracy and authenticity of that content, and to guide the actions it requires. Moreover, you need highly skilled people to support these processes — people who are trained to work with knowledge.

Knowledge workers tap into the collective know-how of their organization and industry. They interpret data to complete tasks, create value, and deliver measurable impact.

People who work with your knowledge content every day need tools that improve their specific workflows and promote their effectiveness. Organizations must also have the systems and processes that enable the accumulation of knowledge and expertise, and a culture that rewards it.

Knowledge workers who are motivated to both fill and draw from a deep well of company experience as part of a refined, collaborative process will contribute to building and preserving the firm's collective knowledge and advancing its knowledge maturity. In turn, this allows a firm to develop valuable new insights that benefit the organization and its clients or customers.

Executive summary

But how can you assess your organization's knowledge maturity relative to others in the industry and — given the growing relevance of AI — how can you be sure your business has the data integrity needed and that you have aligned your processes adequately to make effective use of AI technologies? Above all, how can you achieve the benefits of optimization without compromising the security of your data?

Global survey of:

44 countries

2002 knowledge work organizations

13 languages

Measuring your knowledge maturity allows you to benchmark it against others in your industry and compare approaches across sectors, cultures, and continents. Understanding the criteria and drivers that knowledge maturity can be measured against is critical to enabling your organization to connect the dots, unlock the potential, and refine how knowledge runs through the organization.

We found no framework fit for this purpose, so iManage commissioned the independent marketing and insight firm, Metia, to create it. And after designing, executing, and analyzing an extensive global survey of 2,002 knowledge work organizations in 44 counties and in 13 languages, Metia has brought this project — the industry's first data-driven Knowledge Work Maturity Model™ — to fruition.

Actions or initiatives that propel your organization toward realizing its business goals:

Create a **central knowledge hub** to increase accessibility of content and data

Follow best practices in content governance to **democratize knowledge**

Document workflows and revisit processes on a regular cadence

Use storytelling to share and **immortalize personal expertise**

Encourage cross-training and mentorship to help **break down departmental silos**

The Knowledge Work Maturity Model is designed to enable organizations to find their place on the continuum and help you achieve your desired business outcomes based on the unique goals of your organization. The model helps you identify the strategic investments in people, culture, software, policies, processes, and workflows that are best suited to how you collect, manage, govern, and access your content, data, and work product.

Section 1

Investing in people, processes, and technology

Key considerations for knowledge work organizations

High-value IP and highly sensitive work product are the stock in trade or currency of many knowledge work organizations. This has fueled the prodigious increase of knowledge workers in the world — their numbers exceeding one billion in 2019 — and has made the size and value of the global knowledge work economy a significant and growing part of the global gross domestic product (GDP).

But despite these efforts, according to the research, many knowledge work organizations globally feel they are just keeping pace with competitors (42%), and nearly a third suspect they are falling behind (28%). Those who believe they are optimizing their technology to support knowledge work are in the minority (21%), with twice as many reporting their current technology is out of date (42%). And only 6 percent say they are prioritizing return on investment (ROI) when adopting technology.

Investing in technology without an iron-clad strategy that includes governance and management of the work product can be a very expensive way to find out whether people will change. In a mature knowledge organization, the process and structure of managing organizational know-how must help people connect the investment and the change with achieving better business outcomes. Making this connection clear is a vital first step in transforming processes into culture. Understanding the logic behind the process helps keep people from employing workarounds (under the guise of increasing productivity) when they feel that a change is too cumbersome to adopt.

The role of knowledge maturity in leveraging AI effectively

The proliferation of publicly available large language models like ChatGPT and others seemed to take the world by storm, but while there is potential for generative AI to be transformative, this "breakthrough technology" looks far less new and novel to the organizations that began successfully applying AI to solving knowledge work problems many years ago.

Macroeconomic indicators of the shift to knowledge-intensive economies (Metia Report):

Knowledge- and technology-intensive industries — defined as industries that globally invest the largest shares of their output in research and development — contributed **11% to global GDP (US$9.2 trillion) in 2019** and rose a further **2.2% in 2020.**

In 2021, 3.4 million patents were registered globally — an increase of 81% over the 1.8 million patents registered in 2007. Similarly, worldwide R&D capacity has expanded from **3 FTE to 5.4 FTE per 1,000 employed,** according to Zapp 2022.

The US Chamber of Commerce uses intellectual property (or IP)-intensive industries as a proxy for the US knowledge economy, and these industries now represent **38.2% of the country's GDP.**

Thirty-nine percent of UK organizations are now defined as being in "knowledge intensive" industries estimated to be **worth £98 billion ($108 billion)** to the British economy on an annual basis.

Early adopters of AI-enabled tech fostered an environment where embracing AI effectively leads to better outcomes and drives greater value for the organization. These mature knowledge organizations established that foundational knowledge work capabilities are fundamental to AI's successful application. This includes well-documented processes and workflows, well-developed and maintained best practices, and a commitment to reviewed, cleaned, and governed data. Absent this core foundation, any attempt to leverage AI to master knowledge work proficiency is likely to prove ineffective or risky.

Industries at the highest level of knowledge maturity over-index on the effective use of AI. Understanding and documenting workflows is foundational for these businesses. Entertainment/media (91%) and asset management (88%) respondents believe their company considers best practices when automating tasks or implementing AI. Nearly all of the industry leaders (entertainment/media, 97% and asset management, 94%) believe those automated workflows allow them to focus on high-value tasks.

Knowledge work industries that manage highly sensitive, high-value IP content — where access and governance require extensive rigor — already understand the critical importance of ethics for success. Eighty-eight percent of knowledge work organizations provide AI ethics training.

The more exposure workers have to AI-enabled efficiencies, the more adept they'll become in recognizing processes that are ripe for improvement. And as they embrace these new technologies, they can dedicate more time to higher-value tasks that generate greater fulfillment. Nearly 80 percent of respondents say they spend significant time on administrative, mundane, or repetitive tasks.

The importance of culture in the pursuit of better outcomes

Mature knowledge organizations are intentional in their identification and selection of technologies that will help them create, access, and preserve knowledge. That means the effective, intentional adoption of technology that improves processes and facilitates collaboration and information sharing are core to advancing knowledge maturity.

But businesses working to advance their knowledge maturity should beware of pouring money into technology solutions anticipating universal adoption and instant results. Adoption requires changing culture, which means changing behavior, and that takes planning and effort. Your digital transformation initiatives must balance technology with effective end-user adoption to foster new skillsets.

Making a strategic investment in people, process, and technology can enhance an organization's knowledge work maturity and ultimately lead to better business outcomes. Technology can and likely should be an important part of the equation, but careful application is needed to reject rigid processes and prevent poor user experiences that impede knowledge work.

The knowledge maturity research found almost universal agreement among knowledge workers globally (98%) that future success relies on more than just the tools used to support the work, and that a wider focus on people, resources, and processes is needed. Survey respondents' top three knowledge work strategies were:

- Evaluating and optimizing existing technologies (54%)
- Reorganizing the company structure to align with the knowledge work goals (46%)
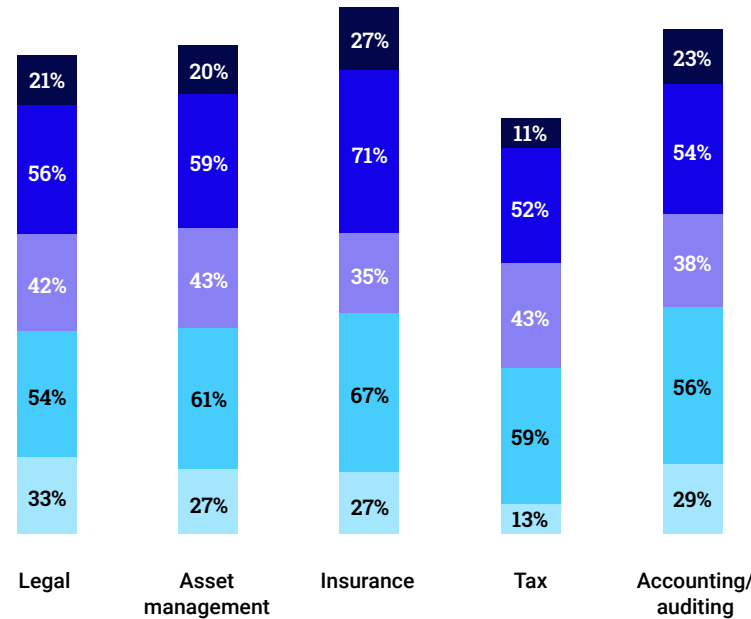- Training existing employees to gain the required skills (46%)

In the charts provided, note the focus on optimizing existing tech and prioritizing alignment with knowledge work goals. While a number of respondents across sectors (21%) feel that they could be using technology better in advancing knowledge, they set extracting value from existing tools and technologies above acquiring net new solutions.

Knowledge workers are divided on the question of their current technology being outdated — with 58 percent saying it is up-to-date and 41 percent saying it isn't. They understand that real digital transformation comes about by rethinking knowledge structures and optimizing them to enable greater collaboration and connectivity.

It's important to prioritize aligning people, process, and culture to the workflows that tech enables over making new tech investments. This emphasis enables the effective management, access, and reuse of any knowledge created.

We use modern technology.

Professional services firms

	Legal	Asset management	Insurance	Tax	Accounting/ auditing
We optimize tech to support knowledge work	21%	20%	27%	11%	23%
The tech at work is up-to-date/newer than home	56%	59%	71%	52%	54%
Our tech is out-of-date	42%	43%	35%	43%	38%
My company uses current tech	54%	61%	67%	59%	56%
I could do more using newer tech	33%	27%	27%	13%	29%

Corporate verticals

	Technology	Entertainment/ media	Healthcare	Financial services
We optimize tech to support knowledge work	29%	14%	20%	21%
The tech at work is up-to-date/newer than home	54%	63%	58%	54%
Our tech is out-of-date	31%	49%	49%	38%
My company uses current tech	65%	57%	55%	54%
I could do more using newer tech	31%	39%	39%	39%

- We optimize tech to support knowledge work
- The tech at work is up-to-date/newer than home
- Our tech is out-of-date
- My company uses current tech
- I could do more using newer tech

Investing in people, processes, and technology

Collaboration and the dichotomy of hybrid work

Despite long-held beliefs to the contrary, being in an office together is not necessarily the most effective way for people in knowledge-intensive industries to collaborate and share knowledge — particularly in a global economy. With hybrid work becoming a permanent fixture in the modern workplace, asynchronous collaboration is quickly becoming the de facto standard for how work gets done.

The nearly overnight transition from the office to working from home due to the global COVID-19 pandemic gave people who support knowledge workers an unexpected opportunity to reimagine the technology and tools used for knowledge sharing. And the survey found that, as a result, a large share of knowledge workers globally (63%) embraced remote working.

Many business leaders previously opposed to hybrid or remote working were surprised to find that productivity did not suffer from the transition — and technology played a big role in that success. In fact, process efficiencies introduced during pandemic lockdowns, such as the meteoric rise of video conferencing, among others, advanced productivity gains faster than anyone dreamed possible prior to 2020.

But the WFH or hybrid model is not perfect. Only 45 percent strongly agree that people who work remotely or outside of the main headquarters are included, valued, and heard. And while most workers (92%) say that they can make adjustments to accommodate their personal work habits and schedule, less than half of the respondents (46%) feel they have the resources they need to work effectively.

These perceived flaws may point to the less-than-satisfactory execution of a policy rather than a flawed policy or model, however. Despite its challenges, flexibility in place

and in mode-of-work has gained significant traction, with more than half of knowledge workers (56%) saying that — due to the stress of commuting and the ability to achieve a healthier work-life balance — their productivity is better when they work remotely. And the alternatives to in-person collaboration in hybrid and remote work environments that have evolved over the past several years have benefited businesses worldwide.

So, while there appear to be productivity gains in the short term, the long-term impact is yet unknown. The key is to mitigate the long-term impact and optimize the short-term benefits. When supported by a culture that promotes and rewards change, optimizing knowledge work can help bring about the business growth and outcomes knowledge-based organizations seek. With the asynchronous working model proliferating in the modern workspace, the processes and policy governing content have never been more important — but reducing friction is key.

Smoothing the friction between security and productivity

Effective collaboration is essential to knowledge work, but only 35 percent of survey respondents said they enjoy collaborating with others in their company. When we dig deeper into that statistic, we find that security is what irks them, not collaboration per se or uncommunicative colleagues.

Security that makes knowledge work more difficult prompts people to find workarounds that create unnecessary risk. More than half of knowledge workers in the survey (57%) say that security practices impede their productivity. Frustrated by the tools and processes provided, many choose to use unapproved tools or apps to exchange information in place of more secure applications that are authorized for collaboration at their workplace.

Appropriate storage of data in accordance with regulations and data protection laws is an absolute necessity in today's fraught security landscape.

Data protection supervisory authorities across Europe have issued a total of **€1.64bn in fines** since 28 January 2022, and overall **€2,34 bn issued in GDPR fines** so far. (Link)

A data breach in the US costs **$9.44M total,** more than **double the global average.** (Link)

In addition, two-thirds of those surveyed say their security systems hinder users from adding to or using the knowledge stored on their infrastructure. And despite a known security risk, people may feel compelled to take chances to maintain their productivity.

This creates a different risk for knowledge work organizations that want to take advantage of generative AI. If critical data and best practices are spread across disparate systems — or worse, saved on individual computers or portable drives — that information is invisible to any AI-enabled application. Failing to make effective use of the organization's best content creates a competitive *dis*advantage, rather than the hoped-for advantage.

Security and productivity need to work in harmony to protect your knowledge assets and other intellectual property, while facilitating people's ability to perform their daily tasks and work through any challenges.

Frictionless work experiences enhance productivity and support anytime, anywhere work. And the more you incorporate knowledge work into your organization's security culture, the more you empower knowledge workers to move easily through their tasks and ensure work product is accessible.

Valuing people and diversity

Organizations may also need to reset how they value people. More than half of respondents in our research (51%) think their company puts profits over people. Slightly more than half (52%) strongly agree that their work is valued by their company, while only a third (33%) feel that other people in their organization understand the expertise that they offer. Just 28 percent feel strongly that they are valued as individuals.

Given those numbers or results, it isn't surprising that 80 percent of respondents would consider changing employers for a position at the same salary. Employee attrition is costly on many levels, but having knowledge literally walk out the door is the greatest potential loss to the long-term health of the business.

Recognition boosts employees' feelings of being valued and respected as people within their organizations. According to Gallup and Workhuman, high-quality recognition yields tangible benefits, helping to reduce employee turnover and lost productivity. If we want our carefully curated talent to stay committed to our organizations, weaving recognition into company culture is an economical means of making an impact.

Fostering a sense of purpose is also growing more critical to both the existing and the emerging talent pool, with 36 percent of the organizations surveyed being focused on improving the employee experience. Improving employee productivity and collaboration ranked at 38 percent, and increasing flexible working opportunities at 34 percent.

Diversity is equally important to a knowledge-driven workforce, particularly in supporting innovation. Companies with above-average diversity produce more revenue from innovation than companies with below-average diversity.

In a survey of 1700 companies of varying sizes and country locations, Boston Consulting Group (BCG) confirmed that companies with above-average diversity produced 45% of their total revenue from innovation, while companies with below-average diversity produced 26%. The 19% innovation advantage translated into better overall financial performance.

But diversity, equity, and inclusion (DEI) results can also appear contradictory in the global knowledge work industry. On one hand, survey respondents say that within their organizations:

- 89% have DEI requirements for vendors and suppliers

- 91% interview and hire people from many different backgrounds

- 90% advertise job openings to diverse audiences

This indicates that — despite their good intentions, without a commitment to new ways of doing things and accountability in the form of new processes and policies, the best intentions inevitably fall short:

- 86% say graduates are recruited from specific programs and colleges

- Less than half (43%) have standardized interviewing processes

- 76% of respondents made lifestyle adjustments to succeed in their role

In addition, the opportunity for people of all genders (33%) and all races (54%) to attain expert status in their organization is limited. And the research indicates that knowledge workers perceive knowledge hoarding as both intentional and important for individual gains. These traditional methods of networking are producing a familiar narrative.

Opening new avenues for exchanging knowledge so that more diverse voices can be heard and considered allows an organization to break free of its conventions and entertain new ideas, which leads to different, and often better, outcomes.

When you recognize that experts can emerge from any demographic in the company, and make knowledge available to all, DEI can really blossom. The right technology can help even smaller businesses implement initiatives that enable employee expertise to flourish at all levels.

Investing in people, processes, and technology

Prioritizing the user and customer experience

One of the most critical business goals for knowledge-intensive businesses is to foster a work environment that delivers against both employee and customer needs. Outdated tools, untrained users, and inadequate knowledge work architecture erect barriers to success, and turnover costs are steep.

According to the research, technology adoption is extremely or very important to 94 percent of survey respondents in enabling knowledge work optimizations. And while 71 percent say their company is investing in the digital tools and technologies needed to support knowledge work, a significant number of respondents (28%) also believe their company trails the competition.

But buying and adopting new technology without a serious commitment to motivating people to use it can lead to dissatisfied employees as quickly as being without it.

Simple, flexible workflows are key to knowledge worker performance. The promise of AI to reduce tedious and time-consuming tasks is clear enough, but AI technologies rely on capturing the best work product available, and for this, knowledge-sharing is pivotal. Processes must reinforce the value to individuals in making their know-how accessible to others. And the most powerful technology in the world won't thrive if your culture and processes don't support it.

To unlock the value of existing investments in knowledge work technologies, it is vital to help workers see how using new capabilities makes their jobs easier, and embed continuous learning into your processes. Demonstrate that you value earned expertise as highly as activities that generate revenue or product. And if your employees answer to customers or clients, make that part of the conversation.

According to 90 percent of survey respondents, meeting changing customer needs is a continually evolving effort and 46 percent say it is their **number one business goal.** Delivering a best-in-class customer experience is the primary goal of another 38 percent. So every effort to clarify how an organization's technology investments benefits its customers **and** its employees is time well spent.

What processes, behaviors, and technologies take companies from *managing* knowledge to Making Knowledge Work™? In the next section, we explore how the Knowledge Work Maturity Model was conceived to help knowledge work organizations learn where they are now and what they can or should do to move the needle forward.

Section 2

Introducing the Knowledge Work Maturity Model™ as a framework

> ## We believe the knowledge work economy is poised for exponential growth and that the power to help your business grow and prosper lies in Making Knowledge Work.™
>
> — **Neil Araujo,** CEO, iManage

Earlier [research commissioned by iManage](#) identified the need for a framework that would enable organizations to assess their current approach to knowledge content and data on a continuum of research-based knowledge maturity levels. This would enable them to draw up a blueprint for investing strategically to meet their unique goals.

The Knowledge Work Maturity Model™ is designed to fill that gap, helping knowledge work organizations to establish their baseline and understand what actions are needed to close the distance between where they are currently and where they aspire to be. The

model provides benchmarking to guide and instruct knowledge work decision makers in the strategies where investment is most likely to improve business outcomes and advance their knowledge maturity goals.

The model's data-backed index is informed by ground-breaking qualitative and quantitative analyses of more than 500,000 global digital conversations, survey data drawn from 2,002 global respondents, and in-depth, one-on-one interviews with 29 subject matter experts.

Survey participants were heavily filtered using criteria that included:

- The ubiquity and importance of digital information and digital files or documents in their department or as the primary object of their support

- Their industry, line of business, and role as a decision maker and/or knowledge worker

- Tenure in a qualifying field for three or more years

- Current full-time employment at a qualifying company

Cultural bias was also taken into consideration using the newest data from the [World Values Survey and European Values Study](#).

Our data was gathered from five professional service firms, including accounting/audit, asset management, legal, insurance, and tax; plus four corporate verticals — financial services, technology, entertainment/media, and health care; and from multiple lines of business within those verticals — legal, finance, compliance, HR, accounting, and tax.

While the research validated the relevance of knowledge work across all the different lines

Survey data sources include:

2,002
global respondents provided data

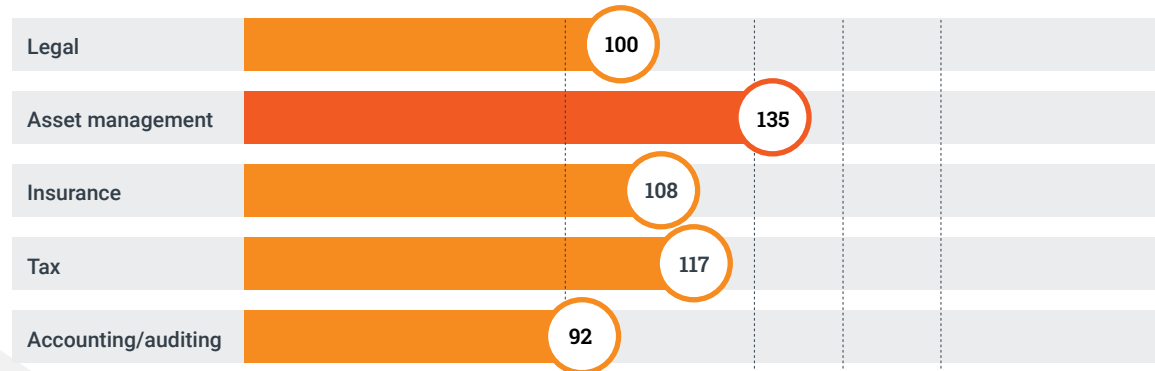## 500,000
global digital conversations
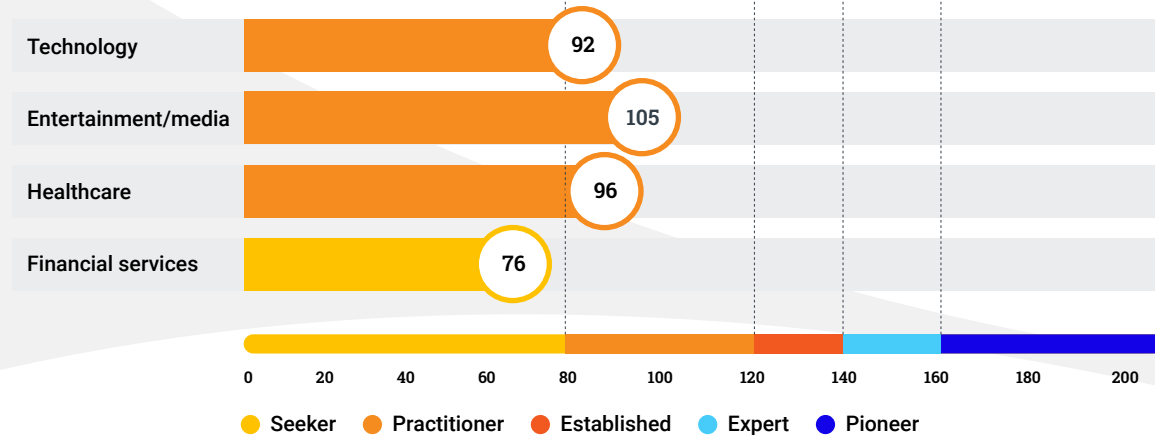
29
subject matter experts interviewed in-depth

of business, it found that professional services firms were associated with a more advanced level of knowledge work maturity overall — which we may be able to attribute to their predominantly expertise-led cultures.

Introducing the Knowledge Work Maturity Model™ as a framework

Average knowledge work maturity scores

Professional services firms

Legal	100
Asset management	135
Insurance	108
Tax	117
Accounting/auditing	92

Corporate verticals

Technology	92
Entertainment/media	105
Healthcare	96
Financial services	76

0   20   40   60   80   100   120   140   160   180   200

● Seeker   ● Practitioner   ● Established   ● Expert   ● Pioneer

In professional services firms, knowledge work outcomes are closely linked to profits, driving deeper levels of maturity. In a corporation, an internal team that performs a professional services-related function must still align its goals with the goals of the business.

Knowledge workers in professional services firms are also encouraged to develop their expertise and build their client base, while in a corporate environment these workers are expected to provide support to the business, who is, in essence, their client.

Consequently, in a line-of-business role, a knowledge worker's performance is often tied more to the success of the business than to their individual work product.

Interestingly, the data for "Rewarding Know-how and Innovation" (see graph on following page) is strongly consistent across all knowledge workers, which substantiates the high value of their work product and output. As thought leaders in their respective industries, it seems they are similarly driven to develop their expertise regardless of type of firm or line of business.

Line of business and professional services responses also trend consistently on "Secure and Safeguarded Productivity." The hazards of noncompliance and the threat of ransomware, phishing, and other cybercrimes impact all knowledge workers across the board, and work product must be protected in all industries and roles.

Average knowledge work maturity scores

Per strategic driver

	Total	Resources to enable advancement	Operationalized expertise	De-biased systems design	Cultivating collaboration	Responsible & effective AI	Employee inclusion & appreciation	Rewarding know-how and innovation	Contextually relevant technology	Recognizing and commercializing wisdom	Secure & safeguarded productivity
All	98	62	76	79	114	82	84	143	55	50	163
Professional services firms	101	68	79	78	121	85	92	142	59	57	167
Corporate verticals	90	59	76	80	112	81	81	143	54	47	162

0 20 40 60 80 100 120 140 160 180 200

● Seeker   ● Practitioner   ● Established   ● Expert   ● Pioneer

Introducing the Knowledge Work Maturity Model™ as a framework
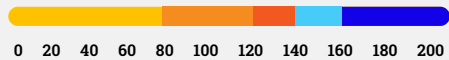
There is widespread agreement across industries that knowledge work plays an increasingly important role in securing a strong future. Although professional services firms scored higher on the knowledge work index (101) than their corporate peers (90), more than 90 percent of survey respondents ranked knowledge work as either **substantially more important** than in the past or **somewhat more important** than in the past.

Tax firms came in a bit lower at 70 percent, but still high enough for us to include them with the balance of respondents who believe knowledge work is important for future success.

How important will the role of knowledge work be in securing a strong future for your company in a post-COVID-19 world?

Professional services firms

Legal — 1% / 8% / 48% / 43%

Asset management — 4% / 55% / 39%

Insurance — 10% / 35% / 55%

Tax — 4% / 26% / 37% / 33%

Accounting/auditing — 8% / 52% / 40%

Corporate verticals

Technology — 1% / 9% / 44% / 46%

Entertainment/media — 1% / 5% / 52% / 41%

Healthcare — 1% / 8% / 50% / 42%

Financial services — 1% / 10% / 46% / 42%

Legend:
- Substantially more important
- Somewhat more important
- About the same
- Somewhat less important

Introducing the Knowledge Work Maturity Model™ as a framework
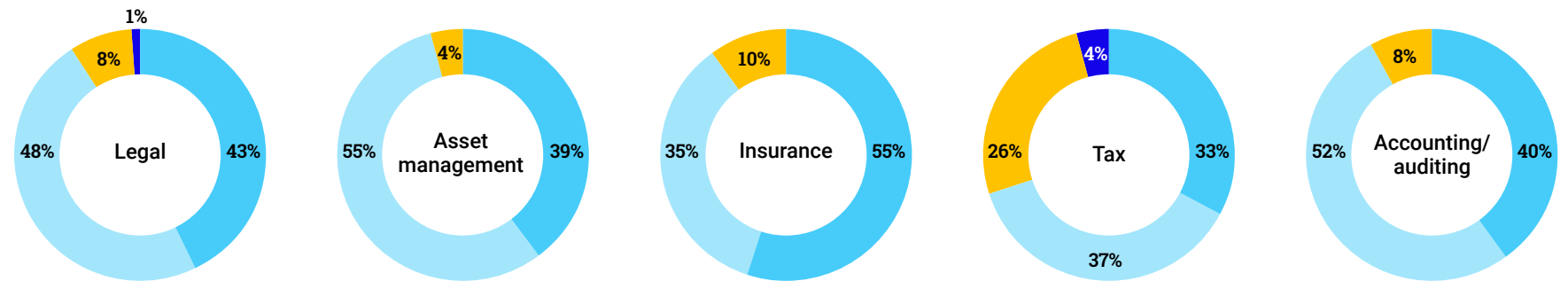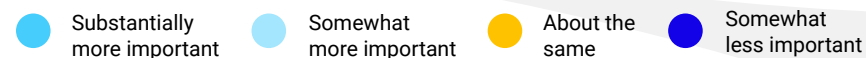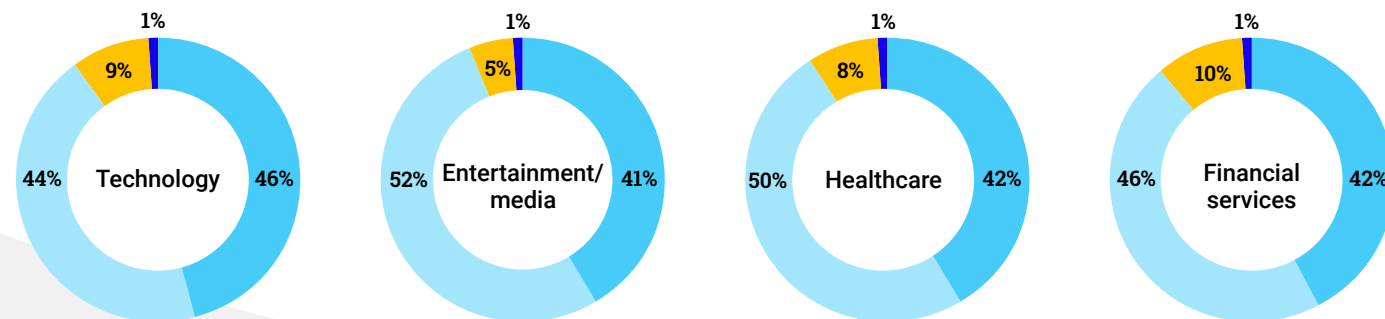
Our customers/clients believe this company is knowledge-driven.

Professional services firms

Category	Strongly agree	Neither agree nor disagree	Strongly disagree
Legal	43%	9%	
Asset management	43%	2%	2%
Insurance	39%	12%	
Tax	48%	7%	
Accounting/auditing	44%	15%	2%

Corporate verticals

Category	Strongly agree	Neither agree nor disagree	Strongly disagree
Technology	35%	11%	3%
Entertainment/media	43%	5%	
Healthcare	41%	10%	1%
Financial services	37%	11%	1%
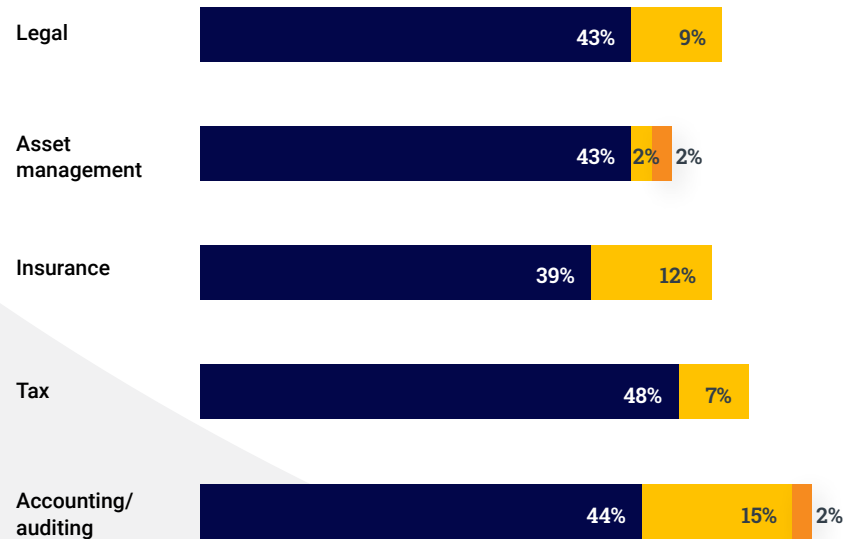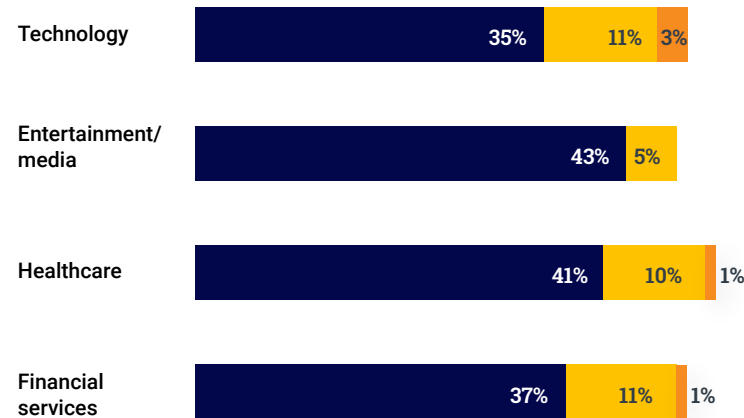
● Strongly agree   ● Neither agree nor disagree   ● Strongly disagree

Knowledge work also impacts how these organizations are perceived by their clients and customers. More than 43 percent of the respondents in legal firms, entertainment/media, accounting/audit firms, asset management firms, and tax firms agree strongly that their customers or clients see them as knowledge driven.

The strength of this view diminishes slightly in insurance firms (39%), financial services (37%), and the technology vertical (35%). Is it a coincidence that these three verticals also score lower than their peers in the knowledge work index? We can only speculate at the correlation, but a lower perception that customers or clients see them as knowledge driven may be an indication that it is a good time for the verticals to evaluate their approach to knowledge work.

Introducing the Knowledge Work Maturity Model™ as a framework

Interestingly, technology (52%), financial services (43%), and insurance firms (45%) believe they are keeping pace with their competitors in terms of digital capabilities that support knowledge work.
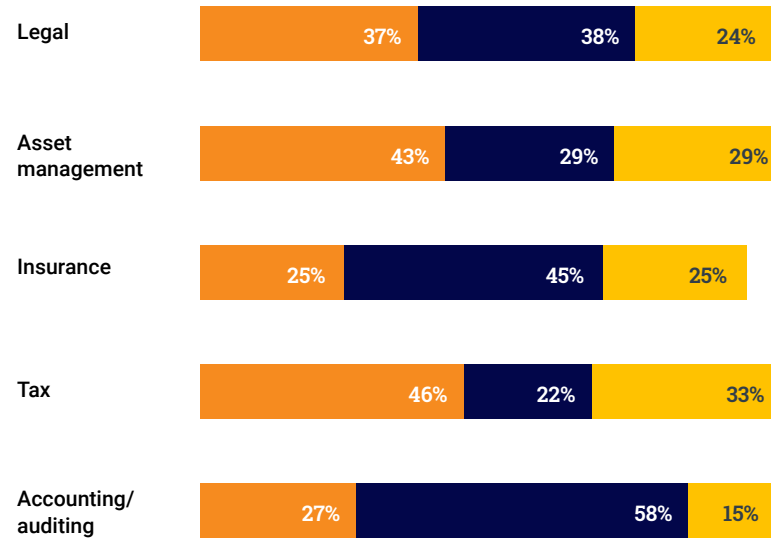
This reinforces the premise that adopting digital capabilities to support knowledge work does not directly translate to being a knowledge-driven organization or being perceived by customers or clients as knowledge driven, regardless of the type of business. To be truly knowledge driven, knowledge work organizations must develop the processes, skills, and culture, as well as the digital technologies.

Even professional services firms — who rank higher on the knowledge work index — believe they have work to do to in terms of providing the digital capabilities needed to support knowledge work. With 37 percent of legal firms, 43 percent of asset management, and 46 percent of tax firms all saying they are behind the competition, their standards may be higher than their line-of-business peers.

In terms of having the digital capabilities needed to support knowledge work, how do you feel your company is doing compared to your competitors?

Professional services firms

	We are behind	We are keeping pace	We are doing better
Legal	37%	38%	24%
Asset management	43%	29%	29%
Insurance	25%	45%	25%
Tax	46%	22%	33%
Accounting/auditing	27%	58%	15%

Corporate verticals

	We are behind	We are keeping pace	We are doing better
Technology	19%	52%	28%
Entertainment/media	33%	41%	25%
Healthcare	33%	37%	29%
Financial services	19%	43%	37%

● We are behind   ● We are keeping pace   ● We are doing better

Introducing the Knowledge Work Maturity Model™ as a framework
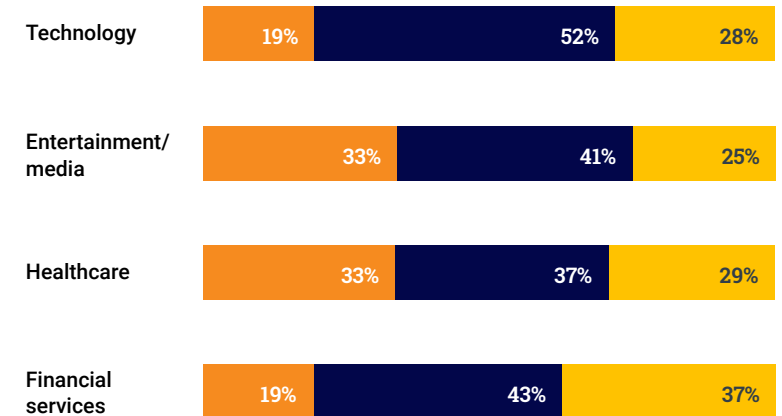
How do you think your company would prioritize the following actions in order to achieve optimizations in the area of knowledge work?

Professional services firms

Legal — 14%, 21%, 10%, 14%, 19%, 14%, 9%

Asset management — 18%, 24%, 12%, 10%, 8%, 16%, 10%

Insurance — 12%, 20%, 16%, 18%, 20%, 12%, 4%

Tax — 14%, 21%, 10%, 14%, 19%, 14%, 9%

Accounting/auditing — 10%, 29%, 15%, 13%, 6%, 15%, 12%

Corporate verticals

Technology — 13%, 21%, 9%, 12%, 16%, 17%, 11%

Entertainment/media — 12%, 16%, 18%, 9%, 21%, 15%, 9%

Healthcare — 12%, 14%, 19%, 16%, 13%, 13%, 14%

Financial services — 15%, 21%, 12%, 14%, 15%, 13%, 11%

Legend:
- Purchase new digital tools or tech
- Evaluate/optimize existing digital tools/tech
- Hire external consultants/partners
- Evaluate/optimize internal processes
- Reorganize the company
- Upskill existing employees
- Hire newly skilled employees

Researchers asked knowledge workers how they thought their respective companies would prioritize certain actions to improve knowledge work outcomes.

The research identified that, except in entertainment/media and healthcare, respondents overwhelmingly favored optimizing existing digital tools and technologies over the other options, including investing in new tools.

This critical finding highlights knowledge workers' acute awareness and understanding that the people, process, and culture that surrounds their work product is as necessary to their success in capturing and improving their collective knowledge as purchasing the latest technology, if not more so.

Fostering a culture of knowledge work

We have observed that professional services firms tend to rank higher on the knowledge work maturity index than corporate lines of business. This made us wonder if there are particular behaviors characteristic of professional services that aspirational firms can benchmark against as they look to improve their knowledge work maturity and increase their own performance on the index. And we found two that stand out.

1. Valuing knowledge work: Asset management firms, with the highest rating on the knowledge work index, overwhelmingly affirm (98%) that the company values its creators and contributors. In addition, 96 percent of the users at asset management firms – those that extract the knowledge –

are also valued. This underlines the need to value or **recognize knowledge workers** and the impact they have on building a culture of saving, sharing, and reusing knowledge work product.

Listed in descending order, these charts show the results of respondents' agreement with the statements provided.

Legend: ● Legal ● Asset Management ● Insurance ● Tax ● Accounting/auditing
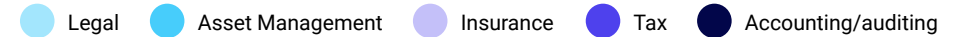
The creators/contributors of knowledge are valued at my company

Asset management	98%
Insurance	96%
Accounting/auditing	94%
Tax	93%
Legal	92%

The users/extractors of knowledge are valued at my company

Asset management	96%
Insurance	92%
Accounting/auditing	92%
Legal	82%
Tax	78%

Introducing the Knowledge Work Maturity Model™ as a framework

2. Recognizing knowledge work: In addition to being essential to overall business performance, recognition is critical to fostering a culture of knowledge sharing. It is key to creating a workplace where sharing information to build collective intelligence is standard practice. **First,** provide a working environment that makes it easy to share and reuse knowledge work product. **Next,** establish a process for systematically recognizing and rewarding knowledge work. **Finally,** watch as both your collective intelligence and your business outcomes improve.

We are operating in a moment of nearly unprecedented opportunity. With only 55 percent of even the highest indexed organization convinced that they are realizing the true benefits of collective intelligence, there is much progress to be made across the board.

As we contemplate a future where knowledge work is the new currency, what could be more welcome than a blueprint to making the strategic investments that lead us to our desired business outcomes and our knowledge maturity goals?
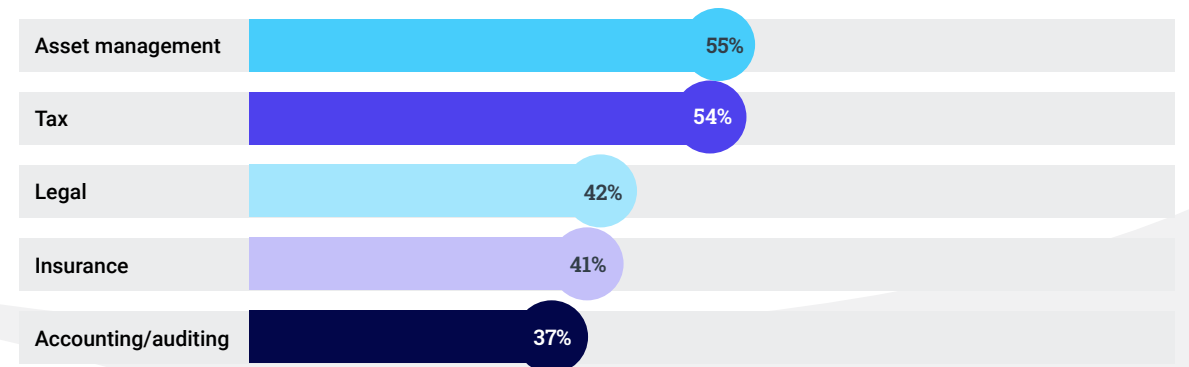
Expertise/subject-matter knowledge is taken into consideration in promotions

Tax	91%
Asset management	90%
Legal	90%
Insurance	86%
Accounting/auditing	85%

Knowledge work is publicly rewarded in this company

Tax	85%
Asset management	84%
Insurance	78%
Legal	78%
Accounting/auditing	67%

The benefits of collective intelligence are fully realized

Asset management	55%
Tax	54%
Legal	42%
Insurance	41%
Accounting/auditing	37%

Introducing the Knowledge Work Maturity Model™ as a framework

Section 3

How does the Knowledge Work Maturity Model™ connect to your organization?

Business goals that coalesce around knowledge work and knowledge workers support an organization's efforts to advance their knowledge work maturity and improve business outcomes.
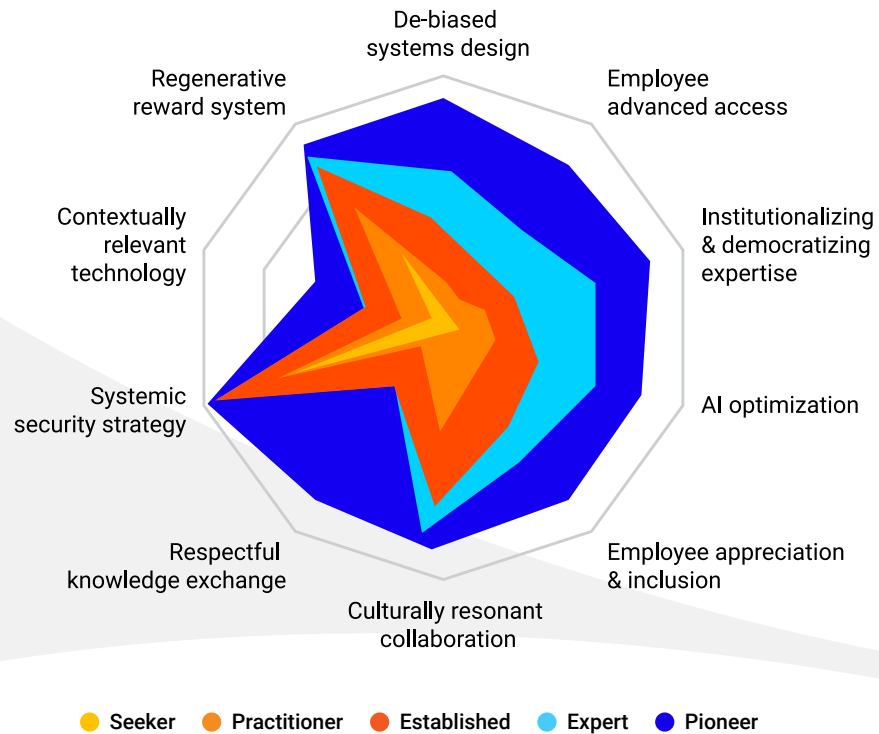
There has never been a more propitious time to organize, clean, and establish governance around your knowledge work product and the infrastructure that underpins it.

The research established certain strategies, phases and key investments that work to steer organizations gradually toward a new level of maturity, enabling them to achieve those better outcomes.

The ten key strategies of knowledge work maturity

There are ten strategies that organizations can follow to deliver on their desired business goals while increasing knowledge work outcomes. A combination of process, technology, and culture drives knowledge work maturity, and there are no shortcuts. In short, resist the temptation to skip steps or take half measures, or the results are likely to disappoint you.

For each of the strategic drivers, the chart provided illustrates where each organization ranks relative to one another. As you can see, while all knowledge work organizations must adopt *secure and safeguarded security* as the initial strategic driver, only organizations that have achieved the highest level of maturity in the Pioneer phase will master r*ecognizing and commercializing wisdom*.

Your advancement in the Knowledge Work Maturity Model hinges on making continuous progress in each of the 10 strategies (or drivers) without losing ground on your past successes. Pioneer status reflects that high-level performance in all 10 strategies is being realized and maintained. **Let's dive into these strategies in a bit more detail.**

De-biased systems design

Regenerative reward system

Employee advanced access

Contextually relevant technology

Institutionalizing & democratizing expertise

Systemic security strategy

AI optimization

Respectful knowledge exchange

Employee appreciation & inclusion

Culturally resonant collaboration

- 🟡 **Seeker**   🟠 **Practitioner**   🔴 **Established**   🔵 **Expert**   🔵 **Pioneer**

How does the Knowledge Work Maturity Model™ connect to your organization?

Collective intelligence

- Resources to enable advancement
- Recognizing & commercializing wisdom
- Contextually relevant technology

- De-biased systems design
- Operationalized expertise
- Responsible & effective AI
- Employee inclusion & appreciation

- Cultivating collaboration

- Secure, safeguarded productivity
- Rewarding know-how and innovation

Strategy 1: Secure and safeguarded productivity

Successful knowledge work is predicated on the availability of a safe environment with content governance in which workers can store, share, work, and collaborate on documents. This strategy ensures that employees can securely access company knowledge resources and be productive outside of their traditional places, or hours, of work, while content remains governed and protected. Success is demonstrated by ensuring security and governance measures are in place to protect knowledge and enable employee productivity.

Strategy 2: Rewarding know-how and innovation

Key to knowledge-driven organizations is building a culture that encourages sharing of knowledge at all levels in the organization and recognizes contributions to the shared knowledge. This builds a safe environment that promotes the development of innovative strategies, views failure as a learning moment, and strikes a balance between preserving legacy knowledge and embracing new perspectives.

A knowledge work organization moves from the Seeker to the Practitioner phase by adopting the philosophy, practices and abilities necessary to *secure and safeguard productivity* as well as *reward know-how and innovation* within their organization. Even after progressing to the next phase of maturity, the organization continues to build on these competencies.

Seeker   Practitioner   Established   Expert   Pioneer

How does the Knowledge Work Maturity Model™ connect to your organization?
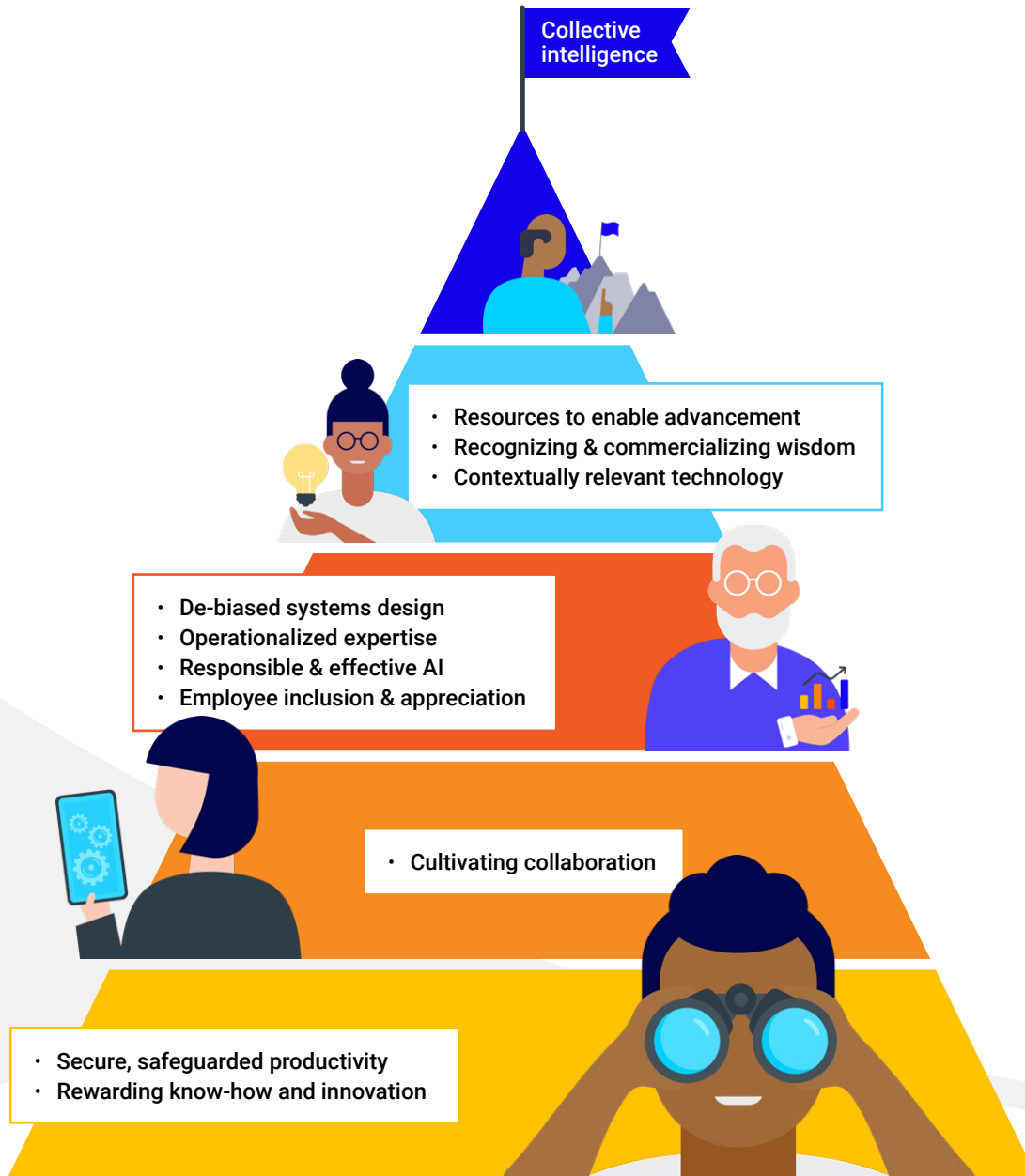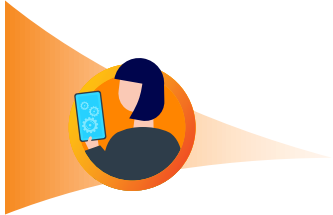
Strategy 3: Cultivating collaboration

Enabling seamless communication, knowledge sharing, and resource utilization across different business units within your organization is a critical factor in this strategy. Effective knowledge work organizations proactively share knowledge and can easily search and find relevant information.

As they move from the Practitioner phase to Established, knowledge organizations embrace transformation. While retaining established processes, they shift their focus to building a people-led culture and infrastructure that supports knowledge sharing, effectively *cultivating collaboration.*
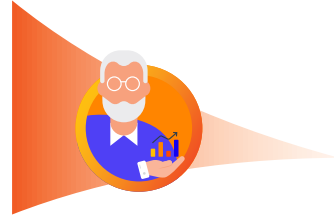
Strategy 4: De-biased systems design

Bias exists in all organizations and the evolution toward knowledge maturity requires a keen eye toward bias to produce optimal diversity. Communications, job descriptions, and algorithms are all subject to review, down to the array of knowledge workers who participate in shaping your strategy. Respect for different voices, thoughts, experiences, and identities is woven not only through the work and workforce of a knowledge-mature operation, but also into defining its business goals and strategic decision-making.

Strategy 5: Operationalized expertise

Investing in people means providing time and opportunities for them to learn and apply cross-functional knowledge in your organization. It means effectively documenting knowledge work best practices and revisiting or updating policies and workflows on a regular cadence. Share your customer or client priorities and feedback with employees, partners, and other stakeholders so that everyone is aligned on how to best serve your clients. Formalizing time for knowledge documentation is key.
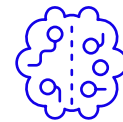
Strategy 6: Responsible, effective AI

Whether you are building a strategy for workflow automation or contemplating more advanced processes using generative AI, it is critical to have a foundational understanding of your key content, data, processes, and workflows. An ethical approach to using AI is paramount, and ensuring all employees understand how to apply it responsibly is fundamental to success.

Strategy 7: Employee appreciation and inclusion

When your employees feel valued and appreciated it speaks to your ability to recognize a variety of skills and viewpoints as advantageous to your organization. Celebrating knowledge in all its forms means valuing people as individuals with a unique contribution to make beyond simply the work they produce. On its path to maturity, an organization grows to revere all forms of expertise, building competitive differentiation.

Culture comes to the fore as knowledge work organizations move from the Established phase to Expert, rewarding, acknowledging, and showing appreciation for its workers' abilities and expertise. Experts are exploring the potential to liberate workers from the daily grind of monotonous tasks through AI-based tools. They want to enable employees to engage in the activities they find most professionally satisfying and that promise greater benefits for clients or customers.

How does the Knowledge Work Maturity Model™ connect to your organization?

Strategy 8: Resources to enable advancement

Communicating clear career pathways and mentorship programs as well as access to data and training about the company itself, its customers, and its market opens the door to employee professional development and fulfillment. Access to knowledge and mentors should exist at all levels of the organization to allow for maximum growth across the organization.

Strategy 9: Recognizing and commercializing wisdom

Preserved knowledge is intrinsically linked to knowledge maturity, supporting business goals such as profitability, productivity, market leadership, and growth. The ability to quickly access knowledge within your organization, be it a person or a piece of information, enhances your business value. In mature knowledge work organizations experts speak to each other and leaders demonstrate regard for employee intuition and expertise across the organization. Unexpected collaborations help dissolve work silos to more effectively deliver on business goals.
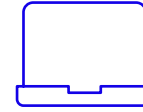
Strategy 10: Contextually relevant technology

In addition to acting on the previous nine strategies, knowledge work requires the right technology. Does your business have a modern IT infrastructure? Do your tools and devices meet knowledge worker expectations in a modern workplace? How do you keep your technology up-to-date and relevant? Do you consult employees on their preferred ways of working?

Knowledge work takes time and the freedom to concentrate without distraction on the task at hand. How is your organization giving workers the flexibility they need to get work done?

Technology and process both take a back seat to culture in the Pioneer phase. Here, at the pinnacle of knowledge maturity, advancement itself describes the organizational culture at every tier, with knowledge sharing at its core. The concepts of diversity, equity, and inclusion are normalized rather than aspirational, producing an uplifting environment of respected and respectful knowledge workers — who thrive, while clients and customers radiate satisfaction.

How does the Knowledge Work Maturity Model™ connect to your organization?

The five phases of knowledge work maturity and the levers to move between them

The Knowledge Work Maturity Model™ gives organizations five phases to explore, compare, and contrast to their own experience. A variety of investments, attitudes and behaviors define each phase. Current priorities, practices, and higher aspirations, for example, all factor in.

As the entry point on the framework, those who identify as Seekers are "on the map," applying processes to knowledge work. This is the phase to aspire to if your organization has not yet begun to consider the economic and other organizational benefits of its knowledge work and how to better support it. The most advanced organizations will ultimately enter the Pioneer phase, where, knowledge work investment is embedded in the culture as a cornerstone of their organizational focus on growth and leadership.

The objective of all five phases is for organizations to continue working toward their desired business goals and outcomes, increasing their knowledge work maturity as they progress toward those goals. In this section, we'll explore those stages and strategies.

The five phases of knowledge work maturity

12% | **SEEKER**
MATURITY SCORE <80

28% | **PRACTITIONER**
MATURITY SCORE 80-119

28% | **ESTABLISHED**
MATURITY SCORE 120-139

23% | **EXPERT**
MATURITY SCORE 140-159

9% | **PIONEER**
MATURITY SCORE 160-200

How does the Knowledge Work Maturity Model™ connect to your organization?

Seeker

A FIVE FACT SUMMARY

1. **Internally focused**

2. **Prioritizing productivity and cost savings**

3. **Process improvement trumps technology investment or evolving their culture**

4. **Informal knowledge management strategy and budget process**

5. **Prefer to take one step at a time**

Seekers are currently focused on building a foundation for secure and repeatable processes rather than pursuing higher-order cultural or infrastructural change as it pertains to their knowledge strategy. They have recognized and are beginning to focus on that by building a rewarding culture where knowledge workers can not only be productive but feel valued and appropriately rewarded. Seekers focus on productivity and cost savings and their current tools reflect this. Accuracy, data, security, and effective document management have been their historical priorities for investment.

Real-world examples

A strategy and operations lead at a bank characterizes their experience in moving business systems to the cloud as a pivotal first step to advancing their organizational knowledge. The cloud-first strategy has enabled IT to integrate key business systems so people no longer need to interrupt their work by switching between different applications. The increased ease-of-use reduced the need for workarounds while significantly enhancing overall security and governance of their critical information. A stronger focus on adoption boosts their ongoing process efficiency gains. Reflecting on the success of this early phase, the lead remarks, "If we can get everything out of people's laptops and into the system where our content is secure and easy to retrieve, that would be a huge win."

A law firm in Canada reflects on creating a collaborative culture with a searchable database, enabling people to look for precedents, break down information silos, and work together more easily, while remaining secure.

How does the Knowledge Work Maturity Model™ connect to your organization?

Practitioner

A FIVE FACT SUMMARY

1. Compliance and rigor are top priorities

2. Supporting effective collaboration is thier current organizational imperative

3. Investing significantly in transforming to be digital-first

4. Open to the power of knowledge work as one component of their future

5. Committed to investing in serving clients more effectively but are not yet where they want to be

Knowledge work organizations who are at the **Practitioner** phase of maturity focus on investing in digital tools to improve their customer experience, with an emphasis on ensuring they are compliant and deliver consistently. Practitioners focus on being able to surface documents, interrogate them, and use the information to serve more customers by supporting collaborative productivity and efficient reuse of knowledge. They have embraced a security posture that protects data without impeding knowledge workers from being productive, and are focused on building an infrastructure that drives systemic collaboration.

Real-world examples

The Head of Legal Operations at a global packaged goods company notes that being able to find prior work product is critical to business continuity, facilitates knowledge sharing, and ensures customers are receiving consistent, high-quality work. It is important to operations that high-risk documents, such as contracts and settlement negotiations, are accessible with clear commentary and version control, especially when turnover occurs. "There is a higher ROI at play here. And people re-using previous work saves considerable time."

A law firm in Asia notes the advantage of surfacing who has worked on similar past work to allow junior associates to onboard quicker. Critical in a hybrid environment, "If they cannot get the person the next best thing is getting the work product and being able to find precedents."

Established

A FIVE FACT SUMMARY

1. **Share knowledge to build value for their organization, their clients, and their employees**

2. **Operate collaboratively**

3. **Committed to digital transformation**

4. **Strong and functional knowledge work infrastructure**

5. **Developing a culture of knowledge work**

Knowledge work organizations who are at the **Established** phase of maturity focus on improving their customer and employee experience with the aim of expanding into new markets and building a competitive advantage. Successfully reaching this phase of maturity is not just a function of budgetary investment. It is about making the right investment decision with a focus on exhibiting leadership internally and externally. Established knowledge work organizations believe that optimizing for effective knowledge work is key to achieving their goals. They accept that this means making the right technology investments now and in the future.

Real-world example

The VP of legal at a telecommunications firm outlines their key initiatives to be more efficient, better utilize technology to drive job satisfaction, and to eliminate mindless tasks by employing AI. They spend a lot of time planning and communicating their change management strategy, and give people time to digest it because they understand their people and they know that end user adoption is key to success.

They also invest time in outlining governance policies and procedures, actively monitoring and measuring usage to reward compliance. The firm experiences a higher level of collaboration as a result of these efforts. The organization's knowledge is easy to find and re-use, facilitating the adoption of AI, enabling the team to deliver high-quality and consistent service to their customers.

How does the Knowledge Work Maturity Model™ connect to your organization?

Expert

A FIVE FACT SUMMARY

1. **Continually future-proofing their KWO**

2. **Committed to knowledge work as the key growth opportunity**

3. **Actively investing to rebalance historical tech investment by evolving their knowledge work culture**

4. **Pursuing collective intelligence**

5. **Exude leadership internally and externally**

Knowledge work organizations who are at the **Expert** phase of maturity focus on being responsive to the needs of both employees and the market and reinforce the importance of effective collaboration to achieve those goals. Experts are firmly committed to building a knowledge-led future, feeling confident that they are securing a competitive advantage and doubling down on their investment strategies. Organizations are fully committed to a future where the ability to collect, curate, access, and share knowledge is at the core of their organization.

Real-world examples

A CIO at a law firm believes that by developing a competitive talent marketplace they have seen tangible results around revenue generation and increased profitability. The firm defined "future work competencies" to help set those goals, including greater digital proficiency around the technical IT as well as the business IT. Driving consistent approaches to end user adoption, the firm has willingness and interest in using data analytics to make decisions.

The CIO remarked "Every time we bring a new person on the team we can keep consistency front and center using a standardized way of doing work within governance rules." All of their client information is stored in a single place for efficient, holistic, and faster client conversations.

This approach also translates to surfacing only the most valuable information, allowing the firm to build playbooks and best practices, easily share knowledge, and deliver better client service.

How does the Knowledge Work Maturity Model™ connect to your organization?

Pioneer

A FIVE FACT SUMMARY

1. True leaders

2. Relentlessly pursue innovation

3. Committed to further diversity, equity, and inclusion

4. Technology and culture evolve in partnership

5. Creating commercial benefits through collective intelligence

Knowledge work organizations who are at the **Pioneer** phase of maturity focus on market leadership and best-in-class, proactive customer experiences. Knowledge work organizations at this phase have fully integrated knowledge work best practices, streamlined knowledge work tools, and created a vibrant knowledge work culture that has been deliberately nurtured as the organization grew and matured. They have consistently invested in knowledge work as the fundamental foundation of their organization and plan to increase investment as they continue to prioritize growth and leadership.

Real-world examples

The Chief Digital Officer at a law firm personifies the pioneer stage of maturity. The firm's top goal is hyper-automation with a focus on improving lawyer workflows while delivering high-quality service to their clients. By looking at automation across the process, workflow, and services, they have an all-up, centralized strategy that addresses lawyer pain points and removes the mundane to focus on high-level value.

The firm is experiencing tangible business benefits with improved revenue and profit margin. As they mature they will determine the best way to serve the "new world" which is people-centric, global, and hybrid. They don't just have policies, but build knowledge, security and governance into everything they do — which they believe translates to a strategic advantage.

How does the Knowledge Work Maturity Model™ connect to your organization?

How to get started: Understanding your position on the maturity map

The maturity model framework and benchmarking research data enable organizations to self-identify their relative position by means of comparison to the behaviors, processes, and technologies manifested by similar organizations.

Although the knowledge work maturity framework can be applied to knowledge organizations at all stages, it is important to note that many businesses will not aim for Pioneer as their ultimate landing place, nor should they, necessarily, make that their target. The objective is to choose the right-size opportunity for your organization.

Regardless of where your team or organization lands in terms of its present stage of knowledge maturity, this framework is designed to enable you to successfully predict what strategic investments are most likely to help you advance.

In tandem with commissioning the report that built the Knowledge Work Maturity Model framework, iManage has also developed a tool to facilitate organizations in increasing their maturity awareness. Using this tool, a business can identify their position on the maturity spectrum, and determine next steps to move their company forward to greater success in achieving the outcomes they seek.

The path to achieving the higher-order business outcomes your organization is reaching for begins here, with investing in the strategies that promise to advance your knowledge maturity.

> It's important for any law firm to recognize that it's a knowledge-based business. We all want to find that gold-standard knowledge and make it accessible.

Carol Aldridge

Head of Knowledge Management/ Information Systems

Burges Salmon

Conclusion

The future of work is knowledge work.

The future is now, with iManage.

Knowledge is intrinsic to the future of work. A clear knowledge work strategy is essential to success in knowledge-intensive industries where the pinnacle of success is achieving cross-organizational collective intelligence.

While technology continues to accelerate at speed, establishing a secure foundation for how your knowledge is created, managed, governed, and accessed is critical to harnessing your organization's knowledge as a competitive advantage. Many of your peers are already pursuing knowledge work maturity on some level. As a result, these organizations are poised to take advantage of AI-enabled tech, including generative AI, attract the best talent, and win the most lucrative business opportunities.

Understanding how your organization measures up in relation to the knowledge maturity framework is a precursor to refining how knowledge runs through your organization. Then you can benchmark your maturity against others in your industry and compare your approach to achieve greater success.

Advance & enhance knowledge

The iManage knowledge work platform is poised to help propel the knowledge work industry forward. With its best-in-class capabilities, iManage is the easiest and safest place to get knowledge work done — especially for knowledge work organizations that work with high-value IP and highly confidential content.

The platform enables organizations to enhance work product while promoting the productivity, advancement, and growth of knowledge workers. As you build a foundation for the adoption of effective AI-enabled technologies, your teams learn to mobilize knowledge quickly across vast amounts of data.

Protect & secure knowledge

iManage ensures content is secure and governed while it safeguards productivity, which are non-negotiable requirements for knowledge workers. Core critical knowledge work product is preserved in a single repository so knowledge work organizations can always be confident in its safety. At the same time, knowledge workers can easily search and find relevant information, reuse best practices, and grow collective knowledge to ensure consistent, high-quality work product.

Collaborate & connect knowledge

Effective and seamless collaboration is fundamental to knowledge work maturity. This means having a platform that allows knowledge workers to access the latest thinking, quickly share information, coauthor documents, and collaborate on work product. Via iManage, knowledge workers of diverse backgrounds and expertise can access a collective stream of knowledge and know-how, which has been shown to drive innovation.

The future of work is knowledge work. The future is now, with iManage.

Staying the course: Thoughtful, ethical, effective

A solution that enables knowledge work organizations to manage content — from governance and compliance to proper disposition — underpins and supports the adoption of effective AI-enabled technologies. Algorithms feed on data. Clean data, selectively combined with the finest work product, in a single repository, means AI technologies can access the highest quality content, yielding the best results.

AI technology continues to mature as its capabilities expand. iManage is committed to staying the course with the same thoughtful, ethical, and effective approach the company has taken since we entered the AI landscape with the acquisition of RAVN Systems in 2017. The knowledge work industries that we serve will continue to be the beneficiaries of this measured approach.

Solving problems we've already identified is just the beginning. A true industry leader anticipates obstacles that haven't yet penetrated your daily work reality, then builds capabilities into their applications that allow you to overcome them. These solutions give customers a solid competitive advantage in the market and tip the balance in favor of partnering with iManage.

But our support doesn't end there. We talked about knowledge maturity in terms of harnessing the power, opportunity, and potential inherent in cultivating cross-organizational collective intelligence. We said that you can strategically invest in advancing your knowledge maturity and immortalizing your knowledge by aligning the people, processes, and technology that surround your content creation, information management, and access to data.

Finally, we forecast a future in which all you know and all you act upon becomes knowledge currency, and we give you the tools to help you chart your course.

> **If you don't get the foundation right, it's like building on sand.** BT needed a foundation solution that let them entertain advanced capabilities, that could sit within the cloud cohesively, and that met their compliance standards. This is where iManage Work 10 stepped in — it was the perfect match in terms of capabilities.

David Griffin
Head of Legal Technology
British Telecommunications

The future of work is knowledge work. The future is now, with iManage.

Tap into the industry's first data-driven Knowledge Work Maturity Model™ today and find your place on the continuum.

Identify the strategic investments in software, policies, processes, or workflows that are best suited to helping you achieve your desired business outcomes based on the unique goals of your organization. Map those outcomes to your objectives and your organization is well on its way to fulfilling its business goals.

LEARN MORE ›

iManage
Making knowledge work

Dedicated to Making Knowledge Work™, iManage cloud-native platform enables organizations to work more productively, collaboratively, and securely. Employing award-winning AI-enabled technology, an extensive partner ecosystem, and a customer-centric approach, iManage provides support and guidance you can trust to help you leverage knowledge to drive better business outcomes.

Visit maturity.imanage.com to learn more.