






Knowledge Work Maturity Model Handbook



iManage

Making knowledge work

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Knowledge Work Maturity Model

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 are power, opportunity, and pure potential.

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

Knowledge workers need timely, governed access to the deluge of emails, documents, and data pouring into their organizations every day. The platforms and technology they use must be carefully designed to store, manage, and secure that information as it comes in.

Businesses also need watertight processes to protect the accuracy and authenticity of the content, and to guide the actions it requires. Moreover, they need highly skilled people to support these processes — people who both understand the value of knowledge and how to work with it.

Knowledge workers excel when they 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 knowledge content every day need tools that improve their specific workflows and promote their effectiveness. The organizations they work for must provide both systems and processes that enable the accumulation of knowledge and expertise, as well as 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. This allows employers to develop valuable new insights that benefit the organization and its clients or customers.

Backed by [global research](#), the [Knowledge Work Maturity Model™](#) is designed to help organizations achieve their desired business outcomes based on their own unique goals. The model helps businesses identify the strategic investments in people, culture, software, policies, processes, and workflows that are best suited to collecting, managing, governing, and accessing content, data, and work product.

This Knowledge Work Maturity Model handbook outlines the steps that explain where and how an organization can invest to advance its knowledge work maturity and improve business outcomes.



People, process, technology, and culture

Before we dive into the details of how to move forward, it is critical to point out that successful advancement in knowledge maturity requires a holistic approach across people, their processes, the technology they use, and your organization's culture.

Investing only in technology without considering the people and processes that surround it — and executing an ironclad strategy that includes governance and management of the work product — can be a very expensive way to find out whether people will change.

The process and structure of managing organizational know-how in a mature knowledge organization are engineered to help people draw a line between investment, change, and the ability to achieve better business outcomes. Making this connection is a vital first step in transforming processes into culture.

And, importantly, understanding the logic behind the process helps keep people from looking for workarounds that masquerade as productivity when a change feels too cumbersome to adopt. Equally important, when you introduce any change, you will notice people who have an open (or curious) mind. You can draw change advocates from these pockets of willingness to help pave the way for others who are less enthusiastic.



The Seeker:

Introductory phase of knowledge maturity

In this stage of knowledge maturity, the approach to the storage of information and critical data is likely a bit slapdash or ad hoc, which means it is spread across disparate systems – or worse, saved on individual computers or portable drives. Without a clearly defined process for the creation, management, and storage of your important documents and the data they contain, this information can be time-consuming, difficult, or even impossible to locate. Meanwhile, your security and governance are understandably fragmented and inconsistently applied.

This is inarguably cause for concern, but there is an even more compelling reason to reevaluate document management and storage methods at this particular point in time, and that is the proliferation of generative AI. The caveat within the growing array of new tools that can benefit knowledge workers is that, to be of the greatest benefit, AI requires visibility into a centralized repository of your critical data.

This phase of maturity requires that you take some basic steps toward accomplishing two equally valuable goals. The first is setting a strong foundation for advancing your knowledge maturity, and the second is improving the employee experience.

The initial step for Seekers is to understand and document the existing state for how they create and manage their work product so that they can better organize, clean, and establish governance around their knowledge work product. It is also important to understand the infrastructure that underpins it, and the technologies employed by knowledge workers today.

This maturity model handbook can help Seekers understand and establish best practices for how and where to create, store, access, and govern their organization's work product. The table presents a typical current scenario beside the recommended next steps.



Technology

Current scenario

People are using shared drives or personal folders without a standard approach to ensuring a secure and governed work product. It is quite likely applications have not been moved to the cloud.

Next steps

Evaluate iManage Work 10 in the Cloud as the single repository platform that supports a safe environment including content governance so workers can store, share, work with, and collaborate on documents.

Unable to access content and be productive from anywhere, or currently accessing content using non-governed or insecure access methods that introduce risks (of data leakage or compromised credentials, for example).

Use iManage Mobility app for secure access to content on any device outside of traditional workplaces and work hours, while keeping content governed and protected.

Inconsistent document disposition and auditing capabilities, with an inability to demonstrate compliance – exposing the organization to costly risks.

Benefit from governance inherent in the iManage platform including extensive audit capabilities, governance, and disposition policies.

Emails and documents in separate applications that team members cannot access, contributing to a lack of visibility to the entire context of a project or matter.

Integrate iManage Work with Microsoft Outlook to align related communications and documents, enhancing content context and its visibility to team members for improved decision-making and historical insight.



People/culture

Current scenario

Experts are perceived as “protecting” information, limiting access for sharing or collaborating.

Next steps

Build the “why” of sharing knowledge to encourage colleagues to be less guarded. Starting this at the highest levels in the organization demonstrates your commitment to the initiative.

Awareness that people are working in silos and duplicating or re-creating work is lacking.

Illustrate how sharing information and knowledge improves productivity, job satisfaction, and business results. For example, when new hires can easily find and use “gold standard” work as their template, they don’t need to reinvent the wheel. They get work done faster, feel good about the work they’ve done, and the work quality should be well above average.

A sense of ownership and attachment to unique ways of working prevails, as well as a conviction that a standard approach isn’t feasible.

Develop a plan to capture employee insights so they feel more invested in any proposed solution. Outline a plan for recognizing contributions to the shared knowledge base and consider measuring successful results.



Process

Current scenario

Limited or no standard processes for storing, accessing, and managing documents and their content.

Bespoke approach to how to create, store, and access information leads to inconsistent use across myriad file-saving approaches.

Organizationally there is no incentive to invest time evaluating workflows, sharing information, or to put systems in place that facilitate sharing.

Next steps

Conduct a gap analysis to understand the current technologies and workflows used for content creation, storage, and access.

Learn which teams are (or should be) sharing and collaborating and how. Invest the time to understand current processes even if they are not 'official' processes.

Share the "why," stressing the value to key stakeholders. Document processes to evaluate and identify problem areas to concentrate initial efforts. Seek input before proposing changes.



Business implications

Seekers should focus on evaluating a standard platform approach to creating and managing their work product in a single repository, as well as building a foundation for secure, repeatable processes that ensure compliance and adoption.

Spend time learning people's workflows — how and where people are working and the technologies they use to perform that work. Investing time on the front end has a positive long term impact on business outcomes.

Hone in on the productivity gains to be made using more efficient processes and technologies. Begin thinking about how culture contributes to productivity. Research shows that productivity improves in a culture where knowledge workers feel valued and appropriately rewarded.

As a first step, consider adopting a cloud-enabled platform with effective document and email management processes. The right solution will bring efficiency, data accuracy, and security advantages that yield distinct business outcomes, such as:

- Increased productivity when not starting from scratch or re-creating work
- Reduced time spent looking for past work product or waiting on colleagues to respond to your queries
- Upskilling and onboarding made easier with access to others' best work
- Advanced knowledge across teams through standardizing information in a secure and consistent manner
- Improved quality and consistency via reuse of prior best work product and enhanced collaboration with team members



The Practitioner:

Moving from plan to practice

A knowledge work organization moving from Seeker to Practitioner continues building its foundation of a single source of truth, using secure and governed workflows around how work is created and managed. The Practitioner focuses on knowledge sharing, enabling seamless communication and collaboration across teams. In addition to securing and safeguarding the productive creation and management of their critical work product, they have established a system for rewarding know-how and innovation within their organization.

Information in this phase of maturity is consistently documented in a single, secure repository where compliance and adoption are a top priority. They aim to adopt collaboration tools that smooth the friction between security and productivity, aligning with high adoption and compliance metrics. Success is demonstrated by employee collaboration being simplified in parallel with security and governance measures that protect knowledge.



Technology

Current scenario

Considerations and next steps

iManage Work 10 in the Cloud is adopted.

Work 10 is rolled out to all users with access to training and video tutorials on demand. Super users are identified and help with tips and guidance is provided.

Integration with Microsoft Outlook allows users to work within iManage Work 10 or Outlook without switching applications and slowing down productivity.

Encourage end users to automatically save emails (in-app) to the matter/project file with a single click. This helps establish the practice of saving all content together and takes no extra time.

iManage Security Policy Manager is implemented to add another layer of security and ensure that all access to sensitive client and customer information is authorized.

Enforce the most granular permission levels while making it easy for users to grant access to others as needed without impacting their productivity.

iManage Threat Manager is employed to gain visibility into anomalous behavior as well as provide end user adoption metrics to gauge compliance.

Identify gaps in understanding or usage so you can implement strategies that increase adoption and improve compliance.

iManage co-authoring is used to streamline work across team members. Document owners can be confident they are viewing the latest edits.

End users all work on a single document at the same time with native co-authoring while retaining familiar Microsoft application features. Collaborate in real time and maintain visibility with journaling and audit trail capabilities.

iManage platform is integrated with Microsoft Teams.

Users communicate with Teams in real time, saving chats alongside the relevant documents within the security and governance of the iManage platform, without losing context.

iManage Share enables secure file sharing with external stakeholders without requiring IT intervention or running the risk of exposed data.

Users share documents directly from email or the DMS, embedding them in the workflow. No workarounds are needed when sharing outside of the organization. Documents remain secure and governed in the platform and clients are assured their sensitive content is secure.



People/culture

Current scenario

Considerations and next steps

Planning a rollout of iManage Work:

Make sure users understand the “why.”

Put a communication plan in place BEFORE rolling out the solution.

Include a feedback loop so users can express their input and have a voice.

Emphasize the positive impact that a single repository has on the user experience.

Demonstrate how seamless and intuitive it is to work within the iManage platform.

Set knowledge work goals that encourage knowledge sharing at all levels in the organization.

Show how easy it is to share knowledge across teams.

Explain how the iManage platform provides the security and governance that is required when handling sensitive content.

Emphasize why this is important to staying financially healthy as an organization.

Give people real-world examples of how seemingly innocent workarounds can expose sensitive content to unnecessary threats to help them understand the benefits of working on a secure platform for the business and its clients or customers.

Start to build knowledge into your culture with key performance indicators (KPIs) and other ways of measuring adoption that fit your organization.

Include recognition and acknowledgement to those who are most active and engaged. Strike a balance between preserving legacy knowledge and embracing new perspectives.

Once users start working within the platform, identify your early adopters and turn them into evangelists.

Capture wins when team members share knowledge, increase efficiency, or improve results for a client or customer.

With tools and processes in place, explain how easy it is to be productive on the platform.

Let evangelists or super users show others how to collaborate and work remotely – wherever and whenever – on any device.



Process

Current scenario

Considerations and next steps

Planning a rollout of iManage Work:

Begin communicating long before the technology is rolled out.

Develop a clear understanding of any new processes required, such as saving emails and chats within the matter or project as a standard procedure.

Documented, well-defined processes make it easier to onboard users and set expectations.

Prepare a set of “getting started” tips and FAQs and a plan for delivering them via training, etc.

KPIs provide a foundation for the feedback loop, help identify early adopters, and make it easier to pinpoint areas where teams may be struggling.

Start a practice of defining and measuring KPIs to monitor adoption and increase compliance.

Give people access to secure workplace collaboration applications that are convenient and easy to use to discourage and deter the use of unauthorized tools or apps.

Change can be hard. Use positive reinforcement and emphasize the “why.” Communicate how tool workarounds expose the organization to unnecessary risk and jeopardize client or customer information.

Plan to incorporate time for end-user training on the platform as your organization begins building the foundation and infrastructure of a knowledge-led culture.

Provide a variety of opportunities to enable employees to build any new skills they require to interact successfully with the platform.

Begin with basic functionality – self-serve materials such as videos and 1:1 intros. Then gradually increase the sophistication of the content to engage more advanced users.



Business implications

At the Practitioner stage of maturity, knowledge work organizations have implemented iManage Work 10 in the Cloud, benefitting from the security and governance that is inherent in the platform. Knowledge workers have a single repository for their documents, emails, and other communications, along with well-defined processes and workflows. With the document controls and governance built-into iManage, they can safely and easily access, search and find the information they need to productively create and manage their critical work product.

Where the Seeker is predominantly interested in building up their technology, a Practitioner's Investment priorities are distributed equally between improving both process and technology. There is also a growing awareness of the effects of culture on end-user adoption. And their perspective evolves to acknowledge the influence and impact of positive recognition and reward on advancing an organization's knowledge culture.

Once knowledge is managed and governed within a single platform, the availability of tools that support collaboration drive the knowledge workers' appetite for proactively sharing and re-using existing work product.

Key business benefits at this stage include:

- Reduce risk and increase work product quality, using a single source of truth.
- Securely and easily share files and documents with colleagues and external stakeholders.
- Maintain a single document of record through effective version control management.
- Create a consistent employee experience by integrating document management with core Microsoft applications, such as Outlook and Teams.
- Save time filing and processing documents and email within one platform.
- Enable cross-office and cross-team collaborations using co-authoring and Microsoft Teams.
- Increase security and reduce risk without impeding productivity – overcoming one of the biggest challenges of relying on ad hoc storage and collaboration tools.



Established:

Setting the stage for transformation

Organizations at the Established phase of knowledge maturity are investing consistently in technology, training, and people and have laid the foundation of a knowledge-driven organization. Technology and processes are solid and well defined, and the organization is getting more serious about developing a culture of knowledge work. Collaboration is the business's operating model and an effective knowledge work infrastructure underpins their work. The focus of this stage is sharing knowledge to build value for the organization, its clients or customers, and its employees.

The organization proactively shares knowledge, enabling end users to easily search and find relevant information and reap the benefits of a better employee experience. With secure collaboration tools embedded in the way users work, it is easy and efficient to work across teams and external stakeholders. Due to investing in both infrastructure and process organizations at this stage of maturity can explore new avenues in creating, analyzing and exchanging information. More diverse voices and ideas drive the business to new levels of innovation.



Technology

Current scenario

Considerations and next steps

The organization wants the information contained in the DMS to be more accessible and searchable.

Enhance your metadata, either through AI or new processes, to improve the “findability” of content.

The business adopts knowledge management tools such as iManage Insight+ “knowledge locator.”

Create templates from a curated knowledge set or surfaced through AI and apply them as standard procedure.

Vet and select the AI solution(s) that meet the goals of the organization. iManage AI services such as automated email filing and Ask iManage are available for businesses to get started.

Verify that clean, accessible data is available to ensure meaningful use of AI. Once the infrastructure is set, implement AI services to automate tasks, surface highly relevant content, and extract the knowledge hidden in documents with accuracy at scale.

Consider Power BI or other data analytics tools to process large volumes of data for further insights around the content.

Integrate with Power BI and/or iManage AI to surface new insights across your data repository and make more data-driven decisions.

Consider applying Power Automate as an easy first step to automate a workflow or action directly from the document in the DMS.

Integrate Power Automate in the iManage platform to take the drudgery out of workflows, reduce errors, and improve results. Start with signature approvals or document comparison reviews.

Weigh the potential value of using iManage Closing Folders to replace monotonous and error-prone transactional workflows with fast, automated processes.

By automating transaction checklists, workflows, and signatures you can reduce risk and deliver deals more profitably. Closing Folders integrates with your document management system, your single source of truth.



People/culture

Current scenario

Considerations and next steps

Knowledge workers feel strongly that they are valued as individuals.

Weave recognition for knowledge and sharing knowledge into the fabric of company culture. Model respect for diversity in voices, thoughts, and experiences.

Economic impacts of a knowledge culture are understood.

Draw a clear correlation between a better employee experience and a better customer experience.

People are expected to formalize time to document knowledge, learn, and upskill; this is expected and applauded.

Reward output, but also recognize the work employees put into upskilling and advancing their knowledge. Show employees how these behaviors have raised the quality of your firm's best practices, standard templates, and data analysis, deepening the value the organization can draw from its knowledge.

Collaboration is ubiquitous and pays dividends in cross-functional knowledge.

Promote the effective, intentional sharing of knowledge beyond immediate team members, expanding the breadth and depth of contributors through cross-pollination.

Focus on the customer or client and let that guide internal priorities.

Share customer success stories with the organization to illustrate how clients and customers are benefitting from your best practices and data analytics as they mature.

The business embraces a thoughtful, ethical approach to employing AI, which includes training and best practices.

Ensure that all employees understand how to apply AI responsibly and that all levels and functions attend any training sessions offered.



Process

Current scenario

Processes reinforce value to individuals in making their know-how accessible to others.

Standard approaches are followed to drive consistency and accuracy.

Critical to the effective adoption of Power Automate – as well as using AI to automate tasks – processes for documenting, revisiting, and optimizing workflow are formalized.

An ethical business approach to AI-enabled processes must be taken.

Considerations and next steps

Recognize and reward contributions – whether in time spent sharing knowledge or in shared work product – within clear workflows that emphasize ease and convenience.

Maintain standard procedures for assigning and capturing metadata, filing best practices, creating templates, and producing customary data reports. Revisit these processes on a regular cadence to continue to improve and incorporate new learnings.

Study and understand workflows. Create processes that optimize the distribution of manual effort versus machine or AI-enabled automation. Continually reevaluate and fine tune this formula as part of your standard operating procedures.

Review, approve, and adopt processes to detect bias and ensure safe, ethical use of AI. Look for vendors that make this a pinnacle of their offering.



Business implications

The transition from the Practitioner phase to Established is the most transformational. There is a greater focus on creating a knowledge-driven organization. This is also the phase of maturity where organizations begin to reap significant benefits from their efforts, both in added value for their knowledge workers and in added value to the clients and customers they serve.

In the shift to building a people-led culture and an infrastructure that supports knowledge sharing, prescribed standards guide the creation and management of documents containing critical information. This ensures that the documents automatically incorporate the institutionalized intelligence of the organization. Advanced technologies such as data analytics, Power Automate, and iManage AI can further accelerate the speed and accuracy of results and the volume and quality of the insights extracted, building competitive differentiation for your organization.

The Established phase of maturity is transformative in that organizations move beyond replicating “gold standard” work product to collecting organizational intelligence from which new insights and learnings are gleaned. All investments to date have been driving toward the transition from reproducing knowledge to drawing greater value from it. That time and effort start to pay off by visibly advancing your organizational maturity.

Key business results include:

- Improved work product with the curation of high quality institutionalized knowledge
- Further interrogating data with “Ask iManage” to quickly identify critical information that supports better informed decisions
- Using search-and-find best practices with curated knowledge to facilitate re-use and provide customers and clients with consistently high quality, high value work
- Continued emphasis on employee ability to securely and ethically apply advanced technologies such as Power Automate and iManage AI
- Greater profitability from increased efficiencies in finding relevant content, reusing foundational best practices, and automating tasks
- Enhanced collaboration with teams working together in real time, sharing knowledge and cross-pollinating across teams for more effective work practices and richer learnings
- Increased automation through Power Automate and iManage AI reduces tedious and error-prone tasks and frees knowledge workers to focus on higher value tasks
- Increased competitive differentiation from a stronger ability to be proactive and responsive to changing customer and client needs



Expert:

Moving beyond the transformation

Rewarding, acknowledging, and showing appreciation for knowledge workers' abilities and expertise is key in moving from the Established phase to Expert, where culture comes to the fore. Expert organizations want employees to pursue the activities they find most professionally satisfying and that promise greater benefits for clients or customers. To this end, they are keen to liberate workers from the daily grind

of monotonous tasks. Advanced technologies like iManage AI that were adopted in the Established phase of maturity can now be applied to augment and accelerate knowledge work in new ways, such as automating more complex workflows. And — having already learned the potential of these technologies in the Established phase — Experts are now well-positioned to achieve success.



Technology

Current scenario

Considerations and next steps

The focus to date has been on accessing and managing work product and the knowledge within it. This phase layers in access to experts.

The organization deploys iManage Insight+ to achieve its new maturity goals.

Empower knowledge workers to identify and connect with the right expert across the organization, regardless of team or geography, with the expert locator capability in iManage Insight+.

Visibility into prior business deals better informs business decisions.

Access and analyze critical business deal information with Insight+ deal locator and improve outcomes.

Connecting to billing or HR systems adds additional context to the knowledge created by end users.

Surface valuable context and new learnings from business systems and 3rd party data by integrating with Insight+ or iManage AI as the business requires.



People/culture

Current scenario

Considerations and next steps

As knowledge is democratized, growth and advancement plans are initiated to build on success and advance people's careers.

Communicate clear career pathways and mentorship opportunities and assist people in taking advantage of the programs offered.

Employees upskill and gain exposure to more facets of the business, its competitors, and the market, acquiring the knowledge and insights they need to make better informed decisions.

Create access to data and training about the company itself, its customers, and its market(s). At this phase of maturity everyone is invested in the success of the business and are more inclined to want to see the big picture.

Employees see that feedback improves work product and seek it out. External recognition is less critical as the work becomes its own reward.

Experts at this stage share their knowledge organically through the course of getting their work done.

Leaders demonstrate regard for employee intuition and expertise across the organization.

Sharing knowledge and expertise is embedded in the culture; employees do not need external motivations to ensure they are seen and heard.



Process

Current scenario

Considerations and next steps

Work silos are being eliminated and teams can deliver on business goals more effectively.

Senior staff support the concept of “experts at all levels” of the organization and people view the opportunity to share their learnings with colleagues in a positive light.

Set up company-wide opportunities to highlight the advancements and expertise of employees at any level.

Employees are consulted on their preferred ways of working and the technologies that provide the greatest value. A continuous feedback loop ensures that the workflows and technology remain effective.

Revisit your working model(s) as needed to keep people, process, and technology aligned. Set a channel and cadence for reviews so the business can continue to grow in its maturity.

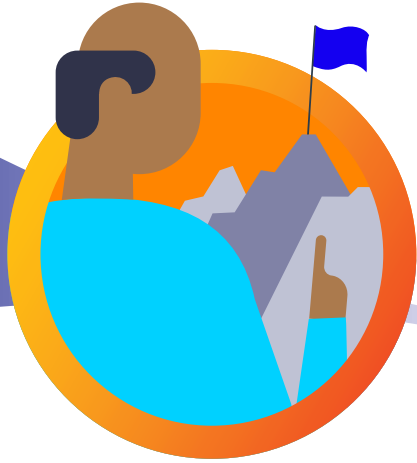


Business implications

In the Expert phase of maturity, organizations are achieving a good return on investment (ROI) from their historical outlay of money, effort, and time. The focus at this stage is on creating a positive, collaborative knowledge work environment that drives profitable growth for the organization, its people, and its clients. They can respond to the needs of both employees and the market, while they reinforce the importance of effective collaboration in achieving their goals. They are putting resources into employee advancement, providing career pathways, mentorship, and by democratizing information access across the organization. Preserved knowledge is cherished and data silos are shunned because they have seen that sharing information and knowledge yields better outcomes. Leadership embraces the value that employee intuition and expertise bring to the business.

Key business advantages for organizations at this stage of maturity include:

- Reduced employee attrition as satisfied knowledge workers remain at the company and share their experience with new hires and other would-be achievers
- A reputation for being knowledge driven attracts the best talent to your organization
- Increased ability to serve customer needs proactively
- Higher quality service based on new insights not previously available
- Growing profitability through the continued use of automation and AI to maximize efficiency
- Making data-driven decisions and minimizing risk by using Power BI tools to gain easy access to the organization’s information and identify new insights as well as potential threats
- Improved client and customer satisfaction from producing better work product, at speed, while proactively providing insights and guidance
- Creating competitive differentiation in the market and win new business opportunities



Pioneer: Paving the way

Technology and process take a back seat to culture in the Pioneer phase of maturity. At this stage, knowledge is a cornerstone of the organization, embedded at every level. This means the business processes, workflows, and the underpinning technologies all have knowledge sharing at their core. Employees recognize the value of a shared knowledge culture and are reaping the benefits. Compliance and end user adoption are embraced for their inherent value, no longer driven by the “carrot” of external rewards and recognition.

Leadership has seen the economic benefits and the positive impact on customers and clients. They are caught up in a virtuous cycle wherein the organization receives value from a knowledge culture that is simultaneously creating value in the market by increasing innovation and opening up new opportunities.

While the foundational technology and processes are in place, and the cycle is repeating, they cannot rest on their laurels. The mission is not yet accomplished: there is always room for growth, room for improvement – and so the quest continues. The business nurtures its knowledge-driven culture while reevaluating its technology as new developments come to light. Similarly, it continues to seek people’s input and adjust and update its processes, while optimizing everything, always.



Technology

Continue to streamline workflows within the knowledge platform, integrating with other business systems so that data is available for automation and interrogation.

Keep existing technology secure and up-to-date.

Poll knowledge workers on how well the technology supports their work and identify any areas for improvement.

Experiment with new use cases and technology via pilots, and don't be afraid to fail.

Audit algorithms and AI technology for bias and take steps to remove or counter it.

Continue to validate that security and governance do not impede productivity.



People/culture

Continue providing resources for employee advancement. Institutional knowledge may be captured and democratized, but knowledge workers still need to be engaged and motivated to keep innovating.

Solicit employee ideas for making the organization ever more advanced in its knowledge work maturity.

Encourage leadership and peers to recognize the value of knowledge creators, contributors, and those that extract the knowledge.

Reinforce a culture of collaboration and inclusiveness but retain the ability to audit for bias.



Process

Continue to document knowledge work best practices and standard procedures to keep new employee onboarding seamless.

Allocate time for documenting best practices and revisiting and optimizing workflows and processes.

Identify new workflows to accelerate or augment end user's work.

Dedicate ample time for employee learning and to work on new or untested innovations.

Evaluate new services and markets per your standard business practices (for example, annual reviews, goal setting, and KPIs).



Business implications

These organizations are reaping the benefits of collective intelligence and enjoying the organic growth and innovation it facilitates. But despite the fact that Pioneers strongly value knowledge and that the culture of saving, sharing, and reusing knowledge work is firmly embedded, meeting expectations can still be surprisingly tough for organizations in this phase. It's not all glory.

Sustaining a knowledge-driven culture requires a relentless commitment to facilitate, nurture, and reward knowledge work. Mitigating risk is a moving target and remains a significant priority for Pioneers. And market leadership providing best-in class, proactive customer experiences are also primary objectives.

Being recognized as leaders in their respective industries gives rise to an expectation that these businesses will stay at the top of their game, continue to generate high output, and lead by example. And if we are honest, most would do this anyway, with or without peer pressure. It's in their DNA and, arguably, the reason they are Pioneers in the first place.

Organizations at this level possess a keen understanding of the positive influence that nurturing diversity and inclusion has on innovation. Ethical behavior is valued, celebrated, and rewarded. Personal, career, and commercial success align across the entire organization as they effectively leverage their collective intelligence to deliver results. **Game on.**



Get started on advancing your maturity.

Learn more about the [research](#) or book a [demo](#) today.

About iManage™

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 www.imanage.com to learn more.



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