THE COMPANY THAT NEVER LOST AN EMPLOYEE

How Changing The Way You Handle Employee Knowledge Can Redefine Retention—and Benefit Your Team
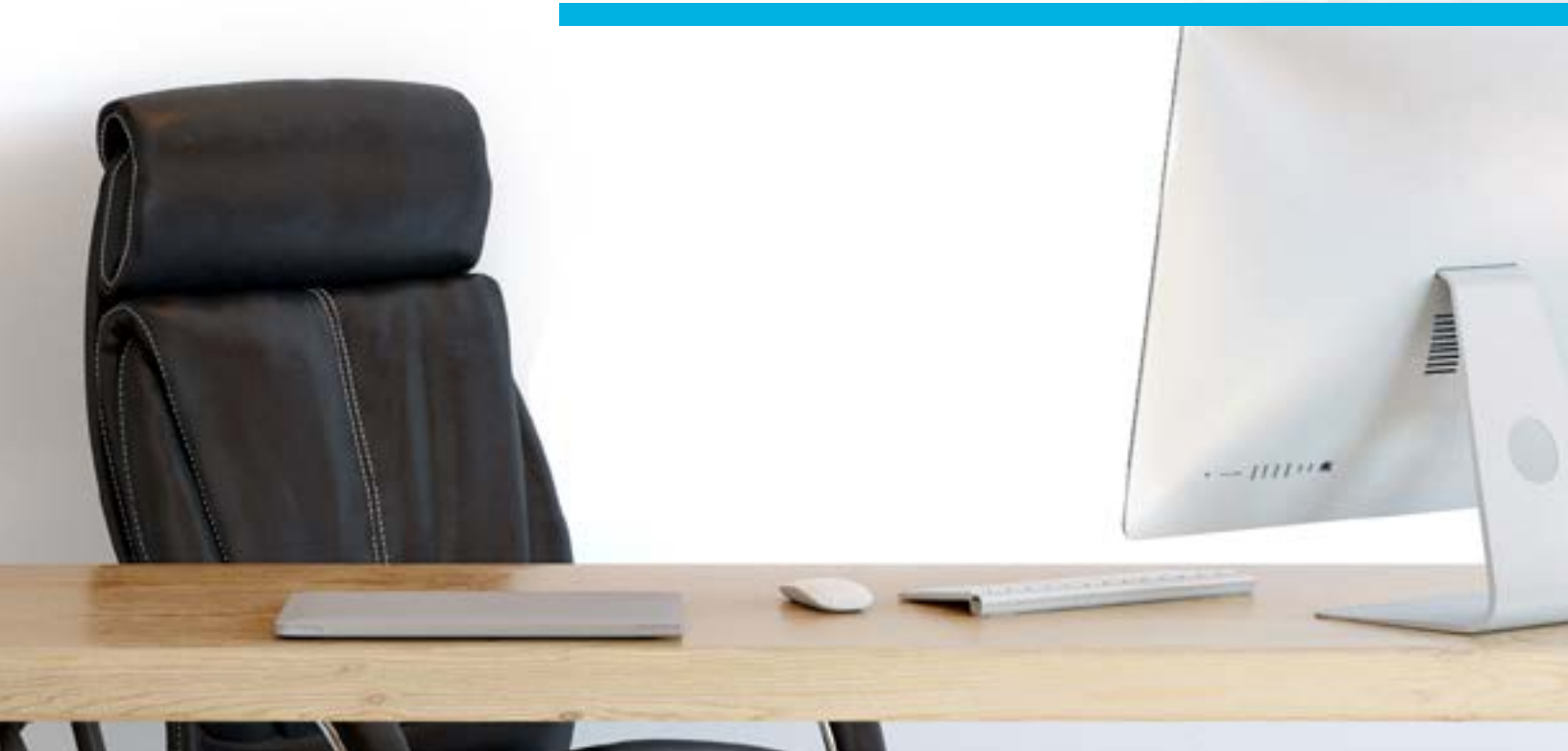
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ONE.
What It Costs You Every Time An Employee Says Goodbye

Employees just aren't sticking around like they used to. In fact, voluntary turnover rates are at an all-time high.

According to SHRM, an estimated 41 million people voluntarily quit their jobs in 2018, up 8% from 2017. The same article predicted that by 2020, the number would jump to 47 million— or roughly one in three workers. And according to a global survey by Gallup, 91% of workers said the last time they changed roles, they left their company to do so. While not all business leaders have this hard data handy, most have a general sense that turnover rates are growing.

This gets expensive quickly. **According to Gallup,** U.S. businesses are losing $1 trillion every year to voluntary turnover**.** For a 100-person organization that provides an average salary of $50,000, turnover and replacement costs amount to approximately $660,000 to $2.6 million per year. For bigger organizations, the number only grows. **But regardless of size, the cost of replacing just one individual employee can—**in a conservative estimate from Gallup**—range from one-half to two times their annual salary.**

In large part, turnover trends are due to a wide range of social, cultural, and economic shifts. Today, many workers value their satisfaction just as much as they do their salary. Comfortability is no longer the standard for job satisfaction—young workers seek fulfillment, excitement, and feel strongly about working for companies that represent their personal values. Alternative avenues for education—online programs, accelerated studies, skill certifications—are more accessible, and full-on career changes are more common (and accepted) than they were in the past. People used to have lifelong careers.

Now, the average person will change careers five times in their lifetime.

This can be attributed to a whole host of changes in our workforce and workforce culture—including developments in the technology and software we use on a daily basis.

Widespread migration to the cloud and the explosion of SaaS companies, platforms, and solutions have ingrained software so deeply into our daily business operations that most employees can't imagine doing their jobs without it.

According to the G2 2019 State of Software Happiness Report, 95% of employees agree or strongly agree that software makes them more productive at work. But that doesn't come without its caveats.
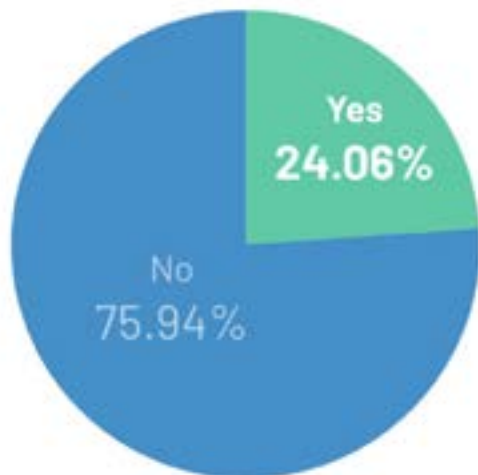
The same report found more than half of all employees are unhappy at work because of the software tools they're using.

About a quarter of employees said that the software they're using at work has made them consider leaving their jobs. And more than one in eight employees reported leaving a previous job over mismatched, disparate software.
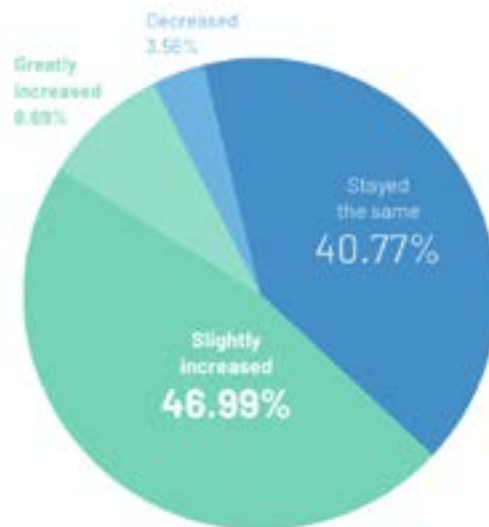
The bottom line? **Maybe it's the software. Maybe it's the culture.** Maybe it's technology. The truth is, it's probably a combination of all of the above that varies by company.

But the result is the same: when your employees leave, you lose more than one-half to two times their annual salaries. You lose their knowledge—both their unrealized ideas and their prior contributions.

Of course, you can't do much about the former, but you can do something about the latter. Employees are going to continue to leave. So, how can you find a way to work within the new, turnover-driven landscape and make the most of it? You may not be able to control which employees say goodbye, but you can control how much you lose when they do.

Yes 24.06%

No 75.94%

Have you ever considered looking for a new job because you didn't have the right software?

Decreased 3.56%

Greatly increased 0.69%

Stayed the same 40.77%

Slightly increased 46.99%

In the past two years, the number of software tools I use at work has:

At the end of the day, **your knowledge loss isn't tied to the fact that you're losing employees, it's due to the reality that your employee communications and conversations probably aren't accessible a couple of days after they transpire**—let alone weeks, months, or years after they're gone.

G2's State of Software Happiness Report 2019 found that software plays a growing role in employee happiness in the workplace.

And it's not that employees aren't sharing enough. It's that you don't have a system in place to capture their contributions.

Think about it this way: Your employees have spent years—maybe even decades—adding their insights and knowledge to projects they've been part of. Their knowledge, whether they're the principal contributor of a project or a person consulted on the peripheral, doesn't just stay locked away in their heads, uncommunicated and out of reach. **It is shared— often actively, generously, and even unasked—through conversations had over email, notes sent over instant messaging channels, comments made during meetings, etc.**

Your employees are constantly sharing knowledge over the many channels of communication we've all become accustomed to using. It's part of what makes them driven, dedicated, and successful workers. But when the organization has no way to collect it, it's simply not sustained past the short-term. When it comes down to it, employees aren't the gatekeepers of secret, stored-away knowledge that simply disappears with them when they leave. Organizations without a system in place to save that knowledge are the ones responsible for losing it.

It's time to change your view of retention, and save your employees' most valuable contributions regardless of when they leave or where they go.

And it turns out, employees from the G2 report were onto something. The same thing that's causing software dissatisfaction is what's contributing so highly to your knowledge loss. By moving away from those mismatched, isolated software solutions—and fully centralizing communications—you can do the one thing you need to do to start boosting knowledge retention and minimizing turnover costs: you can start treating your employee communications like business data.

TWO.
Why You Can't Erase Knowledge Loss By Minimizing Turnover

**For many organizations, the problem isn't recognizing that knowledge loss is affecting them.**

After all, it's something every knowledge worker—regardless of industry or role—deals with on a daily basis, even if they don't have the words to describe it. The problem is that they aren't putting their time or money towards the right solutions.

All too often, companies attempt to counteract knowledge loss by improving employee retention.

They channel money into improving the employee experience, boosting employee engagement, and incentivizing talent to stick around. Of course, that's not inherently bad. Those factors are essential to a business' success—but they're not the end-all-be-all.

Regardless of how many resources you put into improving retention, turnover is always going to remain a constant. According to Business Insider, even the most attractive tech
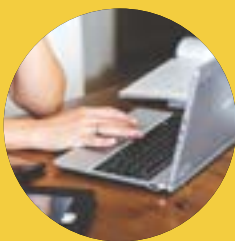
companies in the world retain employees for an average of fewer than two years. This doesn't mean improving retention is a lost cause—but it does mean that even if you manage to minimize churn, you're still going to incur knowledge loss on a regular basis. **The question is, just how much are you losing?**

Panopto's Workplace Knowledge and Productivity Report quantifies institutional knowledge loss, starting by defining what employee knowledge consists of.

According to their research, nearly every type of job requires two basic types of employee knowledge:

1. The first is "standard knowledge"—**the basic requirements that any employee would need to possess in order to land the role**. This type of knowledge tends to be shared by many people in the organization. **Typically, it stems from a combination of personal and professional experience, formal training, and education**. This can be anything from knowing how to use your business software to being able to run a productive client meeting.

2. The second type of knowledge is "unique knowledge"—k**nowledge specific to the individual's expertise**. Unique knowledge stems disproportionately from personal and professional experience. Put simply, it's something that's developed over time.

The big picture?

Panopto's study found that 58% of employee knowledge is standard, and 42% is unique. This means that on any given day, if a single employee were to leave your company, your existing workforce would be incapable of doing 42% of their job.

This means that on any given day, if a single employee were to leave your company, your existing workforce would be incapable of doing 42% of their job. That's a lot of knowledge lost—and an even bigger gap to regularly fill. Furthermore, more than half of the respondents agree that **unique knowledge is the most important type of workplace knowledge—but at the same time, 81% believe it's the hardest type of knowledge to replace.**

There's no question that unique knowledge is valuable. Employees themselves know it. It's not just vital to our abilities to do our jobs well, it's vital to our ability to do them better than the average worker. And as jobs become increasingly specialized, it's only becoming more important. It's been said that in today's world, every employee is an expert in something—and that's not a bad thing.

Unique knowledge is what makes you—and your company—competitive.

The problem isn't that employees with unique knowledge exist, or even that they're leaving. As we know, that's going to happen regardless.

The problem is that their unique knowledge isn't being captured and shared while they're still around to share it. Why?

We think the first reason is psychological.

For most companies, prioritizing knowledge sharing is about as far from their current practices as they can get. **In today's landscape, we don't value knowledge sharing if there's no immediate need for it.** We keep it inside of our heads, and if we do communicate it, we simply treat it as the means to get to what matters: the result. **Overwhelmingly, we value the product over the process. That's our first mistake.**

Re-examining your approach means making this very real, very deliberate mental switch. It means recognizing that the process and the product are equally valuable. It means realizing just how much communication takes place at your organization— and just how valuable it is.

From a casual conversation about a project's status to a deep-dive brainstorm session or impromptu regroup to tackle a roadblock, every employee interaction is a potential goldmine of unique knowledge for companies.

If you can adjust your perspective to recognize that, you're halfway there.

The second reason we don't prioritize knowledge sharing at our organizations isn't psychological—it's technological. We simply don't have the tools to do it. In fact, our current tools actively work against it.

THREE.

How Your Current Tools Are Preventing You From Sharing Knowledge

Knowledge sharing on the whole has been a long-recognized challenge in companies across industries.

From that one question repeatedly asked at meetings to hard-to-find numerical data records to the unique knowledge an employee gains from on-the-job experience, knowledge workers everywhere spend a significant amount of time searching for answers. And often, they fail to find them in a timely manner—if at all.

These individual hurdles add up. The average large U.S. business loses $47 million in productivity each year as a direct result of inefficient knowledge sharing. But unshared knowledge isn't just costly—it's frustrating. 81% of employees report feeling frustrated when they can't access knowledge they need. And it happens every day. **Only 13% of employees report that it's almost always easy to get the knowledge and data they need to do their jobs well—while 60% find it either difficult, very difficult, or nearly impossible.**

70%

70% of respondents agree that when employees leave an organization and take their unique work knowledge with them, it costs the organization time and money to replace it.

63%
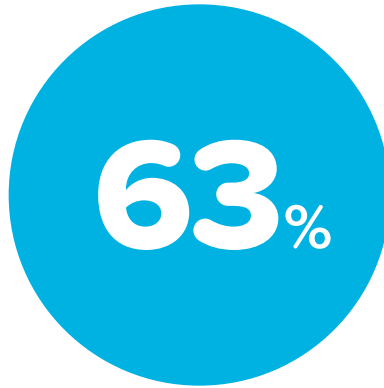
63% of respondents would prefer to work for an organization where employees share their unique work knowledge with each other.

61%

61% of respondents agree that organizations that don't attempt to preserve and share unique knowledge are making a mistake.

These mistakes start and end with the technological tools we choose to run our teams on—and rely on every day to get our jobs done. Most companies conduct employee collaboration and communications through isolated tools like email and internal messaging platforms.

Their conversations aren't being treated like valuable data. Instead, they're being actively siloed.

Take email: To be filled in on a conversation—or even be aware it's happening—you need to be added to a chain or forwarded a message. Many business communication platforms pose a similar issue.

Here's an example:
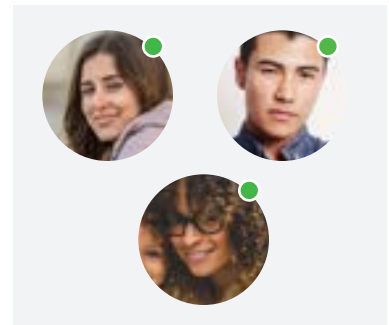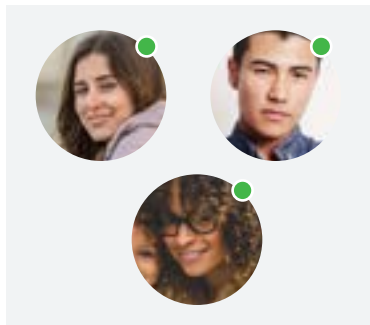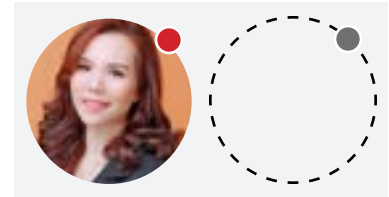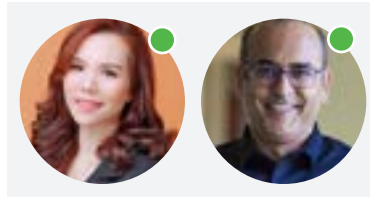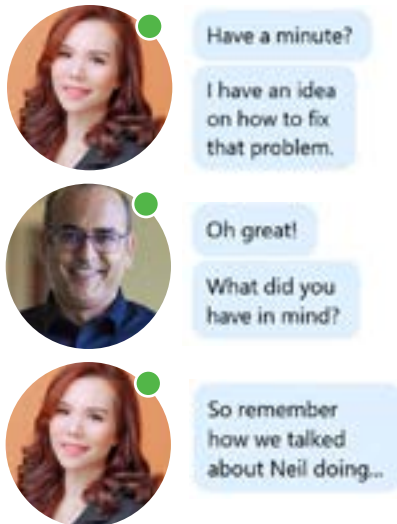
1. Bob and Erica are working on a project with three other people. **The two of them run into an issue—and jump onto their organization's instant messaging platform to figure it out.**

They break down the problem together and come to a conclusion. Later on, they get together with the rest of the team and present their solution. Problem solved, yes?

2. Not exactly. The other three people who weren't part of Bob and Erica's conversation are missing something—something they might not even know they're missing. **They didn't lose hard data or numbers, but rather the unique knowledge that Bob and Erica used (and gained) to solve the problem**.

They weren't privy to the problem-solving process—and any growth in understanding that it produced—because it took place tucked away and out of sight. Here's where the 47-million-dollar problem comes into play.

3. If Bob and Erica were to leave the company—whether for a four-day vacation or for good—**none of the three remaining team members would be able to replicate their thinking process.** They wouldn't be able to capitalize on what Bob and Erica already learned.

And it goes beyond the immediate team. Future employees that run into the same problems while completing similar projects **won't be able to go back and see Bob and Erica's conversation,** or say, "Oh, the team tried this last time." **They probably won't even know Bob and Erica's conversation ever happened.**
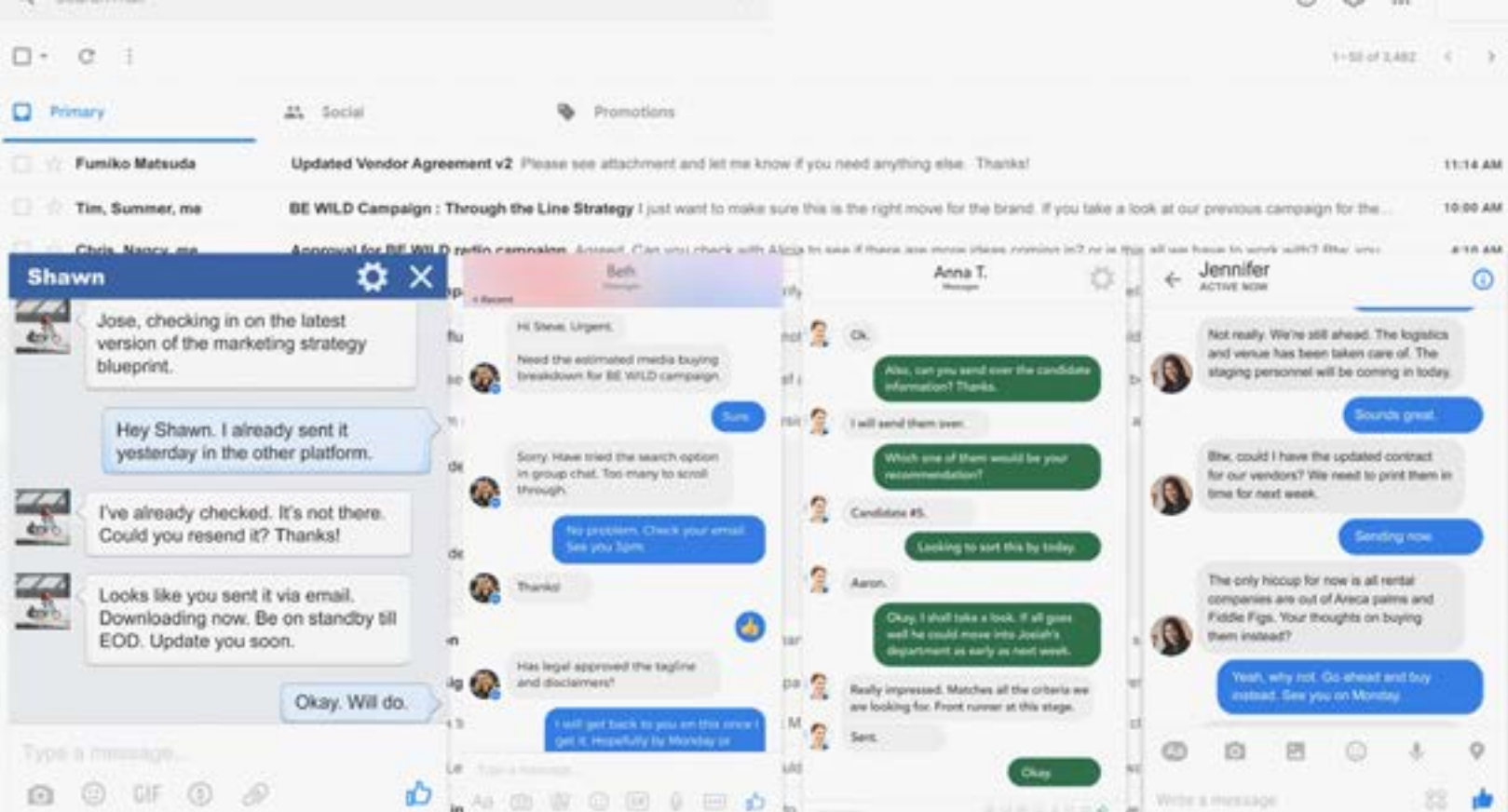
Bob and Erica's conversation wouldn't just provide immediate value to tasks at hand. It encapsulates knowledge that made them—and can make future employees—more capable overall; better equipped to solve problems and less likely to duplicate the work of their colleagues—past and present. **It's knowledge like Bob and Erica's, no matter how mundane it seems, that advances an organization forward, preventing it from going in circles as employees face the same obstacles—and seek the same answers—over and over, year over year.**

It's not just conversations between others—like Bob and Erica's—that are valuable but inaccessible to employees.

Oftentimes, employees struggle to access their own conversations.

More affordable, non-premium versions of these business communication platforms tend to expire conversations and shared files after a certain, preset period of time to cut costs and save data storage. With every minute passed, message sent, question asked, and answer received, you're losing valuable business data, intelligence, and knowledge— sometimes before you even have the time to use it to its full potential, let alone come back, search it, and reuse it later.

A recent analysis by Okta Inc. found that large firms, regardless of industry or location, use an average of 129 software apps per company, a 68% increase in the last four years. Smaller firms use approximately 73.

As companies increasingly turn to digital tools to have conversations, information continues to fracture and spread across numerous, often difficult-to-trace platforms.
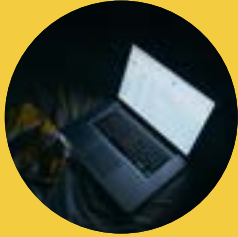
" *The average person sends and received 124 work emails each day, or 620 a week. And a lot of times it's just re-sharing info.*"

- The Radicati Group, Inc. "Email Statistics Report, 2015-2019"

On a day-to-day—and even hour-by-hour—basis, conversations are missed, repeated, and lost. Time (and money) is spent searching for them—that is, if workers know to search for them at all. **And when employees do leave, their messages are either archived or deleted.** New messages may be forwarded to another employee or supervisor—but old records either disappear entirely or become even more difficult to access. If they're not passed off before or during the employee's transition, the unique knowledge stored in these messages, the records of problems solved and decisions made, are all lost. And even if they are, they're often transferred without their original context. This highlights yet another flaw built-in to our current communication tools.

Across the majority of business communication platforms, there are various forms and avenues of messaging available. There are direct messages, entire-team channels, and a range of alternatives in between.

But private messages and group channels alike isolate conversations and keep communication about our business data separate from the data itself.

These platforms—designed for the very purpose of streamlining communication—are creating yet another layer of isolation for employees to overcome. Let's say future employees are able to access Bob and Erica's conversation. They still won't be able to track down or access the actual deliverable or database that Bob and Erica were discussing. This is a distinctly different but

equally debilitating problem. It removes the conversation from its context, the insights from their source, the solution from the problem. Bob and Erica's conversation—even after all that time and money is spent finding it—will still be blocked from delivering its full value to the organization.

And the sum of that value is dramatically underestimated.

According to an Osterman report, 75% of a company's Intellectual Property is contained within email and messaging systems.

That's a huge percentage of institutional knowledge, business intelligence, and potential profits—all in the form of human conversations—that's not being treated as what it is: business data.

Instead of centralizing, storing, searching, analyzing, and reporting on our conversations—like companies do the rest of their business data—we keep it relegated to isolated, transactional tools like email and other messaging platforms.

We fail to connect the dots between our communication silos and our costly knowledge loss—and we neglect the option to search for a better solution.

But it's time to consider making the switch, to start treating your communications and collaboration like data—and that starts with breaking down just how much it will benefit you.

FOUR.
How Treating Knowledge Like Business Data Will Benefit You

The same report by Panopto found that employees spend an average of five hours per week waiting to get in touch with people that have the unique knowledge they need.

For one in 10 workers, it's not unusual to wait twice that long. During that time, work is often delayed, suspended, or even canceled completely.

Additionally, employees spend an average of six hours per week unknowingly duplicating the efforts of their colleagues. Nearly one-third of respondents reported spending more than six hours on redundant work every week, and for 14% of respondents, duplicative work consumes 10+hours per week.

A major factor in this problem is a lack of communication—or rather, accessible communication.

In many of these scenarios, the central reason for needing to perform duplicative work is that employees can't access the already-existing knowledge they need. 20% of workers reported duplicating the work of others solely because they'd been unable to reach the employee in question. **And for more than 70% of employees, duplication occurs because they either can't reach the other employee doing the same work, or because they're not even aware they're doing the same thing.**

If their insights and unique knowledge had been readily accessible, or better yet, already communicated through tools conducive to knowledge sharing (rather than preventative of it), there would have been no reason to duplicate efforts in the first place. This wouldn't just remove the time and energy spent on duplication. It would remove the time wasted determining who would have the information your employee was seeking, contacting them, waiting on a response, and everything else that follows. It would streamline productivity from start to finish.

By switching to tools that save, store, and track your employee communications like the data that they are, you can grant your employees perpetual access to each other's knowledge.

You can cut out redundant workflows in every aspect of business—removing redundant work, reducing repetitive conversations, minimizing unnecessary meetings, cutting out questions that have already been answered—and generally making work more efficient.

> **"Technology is also a great equalizer when it comes to the experience and expertise of "experts."**
>
> *- Mihir Shukla, CEO and Co-Founder of Automation Anywhere*

As it turns out, your employees' difficulty accessing knowledge and those turnover rates we mentioned earlier are related.

At companies with low turnover, 23% of employees report that it's very difficult—or nearly impossible— to access the data and knowledge they need to do their jobs well.

At companies with higher turnover, that number jumps to 38%. While there's no question that the two are intertwined, the key point stands: boosting retention isn't the means to reducing knowledge loss—it's the result. And it's only one of many.

FIVE.
How You're Going To Keep Employees Even After They're Gone

Transforming your view of retention. Valuing the process as much as the product. Centralizing communication.

These are some of the steps to reducing knowledge loss, but what are the tools you need to do it—and how can you make the most of the knowledge you manage to save?

Kintone is a centralized platform designed to optimize teamwork—whether between two coworkers or across an entire organization.

By enabling employees to better access and manage their data, workflows, and conversations, Kintone is the key to unlocking better, more effective, and more efficient collaboration.

How One Musical Nonprofit Stopped Playing Musical Chairs With Their Data

Musical Empowerment is a nonprofit organization based in Chapel Hill, North Carolina that provides free, one-on-one music lessons to children (K-12) in under-served communities.

The organization currently has chapters at seven universities across North Carolina and New Hampshire, with over 280 total volunteer teachers.

When Allison Flors first joined in 2017 as program director, she found the organization had no cohesive data or communication-sharing strategy:

"We were tracking everything in a million different spreadsheets, and the average volunteer had to have six different logins to track all of the things they were doing. It was chaotic. Communication was also a mess. I was guilty of calling people or relying on Facebook Messenger to ask for things, which created a lot of inefficiency."

## "We lost a lot of our institutional memory because our communication was all over the place."

Allison turned to Kintone for support. Using Kintone's no-code, app-building platform, she and her team built 24 custom apps to track all their workflows.

"I have access to data I didn't even know I needed. In seconds, I can see what the most popular instrument choices are, and the average amount of experience our music teachers have playing any given instrument."

Communication also improved. Kintone's built-in communication platform "made it so much easier to communicate across chapters and see what's going on. If there's a broken link, volunteers can comment in Kintone and tag me directly in the record where the link is. I feel so much more connected to our volunteers as a result."

Read more about Musical Empowerment using the QR code.
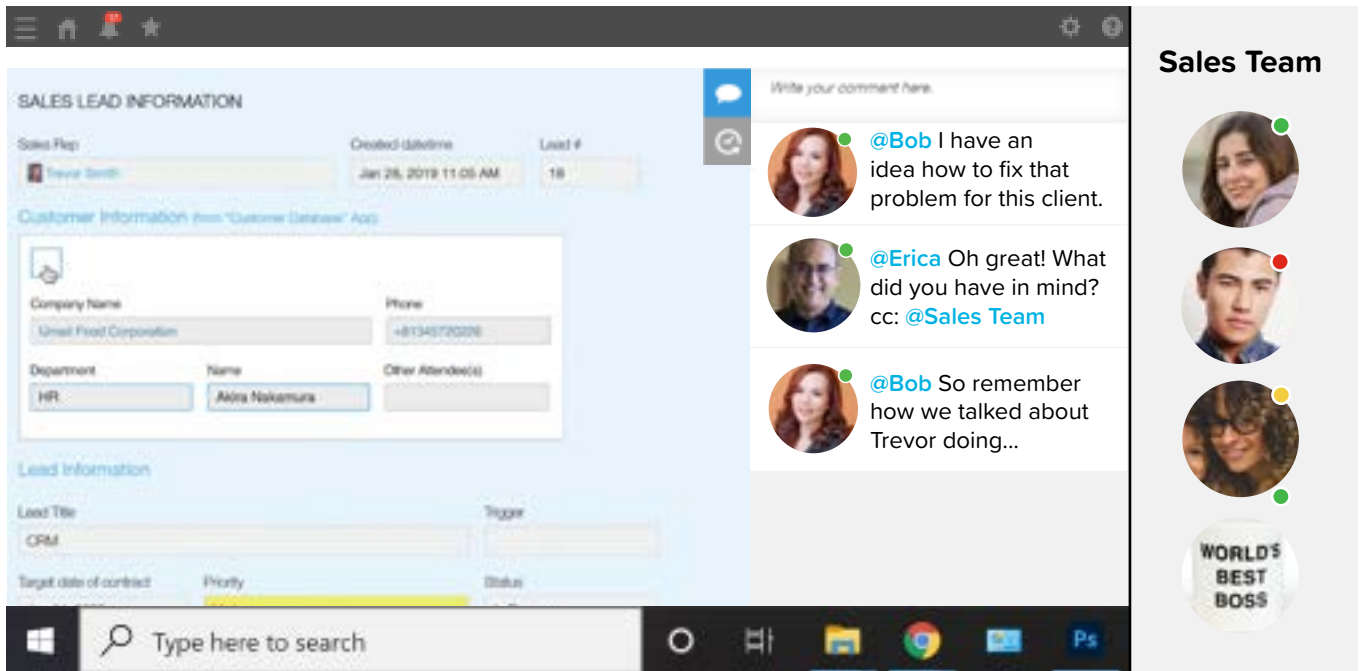
Forgoing isolated tools and **adopting a fully centralized platform for company-wide communication means every employee's insights and contributions can be seamlessly saved, shared, and searched, giving every employee uninterrupted access to the conversations they need.** With an integrated, cloud-based, comprehensive communication solution, you'll repurpose the countless hours spent trying to get unique knowledge back every time someone says goodbye—starting from the moment they step into the door.

While you can't collect knowledge directly from an employee's prior roles at other organizations, you can start on their first day at yours.

An example of Kintone's platform, where conversations are held in chat walls that live in the data record itself.

By putting conversations in the data records they discuss, Bob & Erica's converation is easy to find, follow, and re-read long after the it's over.

Meaning Bob & Erica's team (and boss!) can see what's been said now, tomorrow, and 100+ days beyond.

The process of keeping your employees even after they're gone begins long before they leave—it goes all the way back to when they first say hello, integrating the right tools and technologies to capture their contributions from the very beginning of their onboarding journey.

Generally speaking, most employees get fewer than three months of formal onboarding. This is a central reason for why unique knowledge is such a large part of an employee's ability to do their job, and why new hires need to rely on—and work to build up—their individual experience and expertise to do their jobs. But it's a wildly inefficient process; one that can extend well throughout their first year on the job.

The Panopto report **estimates that new hires spend more than 12 hours per week asking coworkers for help—and an average of more than 50 hours in their first month alone.** They spend significantly more time asking for information and duplicating the efforts of their coworkers than their colleagues who have been on the job longer. **All in all, new hires spend approximately 28 additional hours per month working inefficiently.** That's a cost worth cutting down—especially as an increasing number of employees continue to cycle through your company.

This isn't all to say you need to extend your formal onboarding process. You do, however, need to enhance it—and you can start doing that by adopting the tools you need to provide new employees with the knowledge they need to do their jobs, rather than leaving them to scavenge for it themselves over the coming weeks, months, and even years.

SIX.
Three Main Features To Look For In An Elevated Solution

Communication channels are organized by topic—but searchable and accessible by anyone.

A centralized platform that saves every company conversation indefinitely will hold a lot of data. Selecting a solution that organizes its communication channels and conversation threads effectively is essential to smooth running. Seek out a solution with department-specific spaces, each with its own subforms and subthreads that can be categorized by a range of factors—from topic to team to record.

This won't just make conversations more streamlined and specific, it'll make it easier and more intuitive for those not directly involved in the conversations to search for and access them, regardless of if they need the insights for a project of their own, visibility into another subset of the business, to catch up on conversations they missed during a day off, or just out of curiosity and a desire to learn.

Open channels for easier collaboration—encouraging teamwork and knowledge sharing.

In practice, highly searchable communication channels make past and present knowledge not only more accessible, but more appealing. Think about it this way: if your employee wanted to search an email to find a conversation from five years ago, they'd know their odds of finding it would be slim to none—and that it would take them more than just a few minutes. At that point, you could safely consider it knowledge lost. They won't do it unless they absolutely need to.

But with a tool that clarifies and organizes conversations for them, they don't have to struggle to find what they need, and they'll be more likely to search for topics that interest them, knowing they'll be able to find insights with ease. **They don't need to wait for their coworkers to reiterate their thoughts, they don't need to dig through forwarded email chains and cc'd messages, and they can enjoy more collaboration with less dependency on others.** Members of entirely different teams can contribute to threads that interest them. They can post their own insights—or read through others' to learn more. With no permission settings on public conversations, cross-departmental (and cross-organizational) knowledge sharing is built-in to the platform itself.

Communication threads tied directly to the associated data files and records—keeping all conversations contextualized over time.

Even if you do have access to your or your employees' old conversations, some snippets may be difficult to comprehend out of context. A solution that ties conversations directly to the data record or source being discussed solves this problem. In this communication model, conversations about business deliverables and data live in the same place as the deliverables and data themselves. All employee collaboration takes place not just on the centralized platform, but in the associated data records. No more remembering which tool you had which conversation on, which coworkers you had it with, and no more needing to pinpoint which channel you had it in.

Employees won't need to search old conversations aimlessly—or rack their brains for keywords they can use to track old messages down. By keeping every conversation contextualized, you can create a cohesive center for collaboration that enhances, encourages, and values employee communication and knowledge—optimizing end results for every piece of associated knowledge work.

SEVEN.
Becoming The Company That Never Lost An Employee

By keeping communications readily searchable, you'll know which topics to revisit—and what past employees said about them.

You'll avoid those hours of duplicative research and inefficient work. You'll empower and expand unique knowledge, rather than erase it every time an employee leaves. You'll be equipped to provide new hires with unique knowledge they need, but can't find—and they won't waste time searching for them or asking someone else.

Employees who are gone won't take their contributions away with them— they'll be there, in the system, to answer questions, offer insights, and pose opinions.

Your organization will continue to move forward, not back (or in circles). And you won't just reduce knowledge loss— you'll boost knowledge sharing, knowledge retention, and innovation. You'll discover more by knowing what's already been discovered. You'll encourage curiosity, creativity, and collaboration, but you'll do it efficiently—and sustainably.

By enabling your employees to stop rebuilding the knowledge of every employee that says goodbye—and instead build upon it—you'll create a network of insights and intelligence that extends well beyond your current company count— incorporating the contributions of every employee: past, present, and future.

You'll become the company that never lost an employee.

START NOW.

Build Your Own Enterprise Apps in Kintone

Ready to see what Kintone can do for your team's communication needs?

Centralized platforms like Kintone let you bring all your data (including your conversations) on one, centralized platform for a holistic view of every aspect of your business. See not just the finished projects your teams create, but the insights required to get there.

- Learn how easy it is to **organize conversations for instant searchability and tracking**.
- See why there's power in **grouping your conversations with your data** in the same platform.
- **Cut back on time lost asking team members** for information or repeating information-sharing by email or word-of-mouth.

Schedule a free 1:1 demo to learn how Kintone can support you.

fujifilm.com/fbap

RESOURCES

Business Insider | "Silicon Valley techies get free food and dazzling offices, but they're not very loyal - here's how long the average employee stays at the biggest tech companies"
https://www.businessinsider.com/average-employee-tenure-retention-at-top-tech-companies-2018-4

Society for Human Resource Management (SHRM) | "To Have and to Hold"
https://www.shrm.org/hr-today/news/all-things-work/pages/to-have-and-to-hold.aspx

Financial Times | "Plan for five careers in a lifetime"
https://www.ft.com/content/0151d2fe-868a-11e7-8bb1-5ba57d47eff7

G2 | State of Software Happiness Report 2019
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