

THE STATE OF KNOWLEDGE MANAGEMENT IN 2026

Findings from the Global Survey of Knowledge Management

5 SURVEY CYCLES • 12 YEARS OF KM

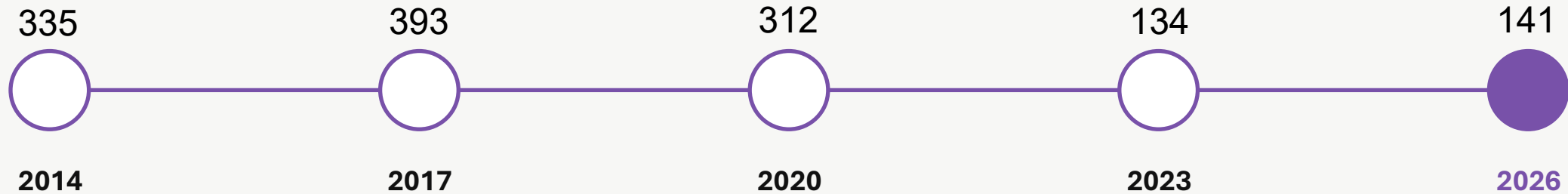
2014 → 2017 → 2020 → 2023 → 2026

Cory Lee Cannon | President & CEO, Knoco International



Five survey cycles give us a 12-year view of KM practice

The value is longitudinal: what persists, what changes, and what is emerging.



5

survey cycles

12

years of longitudinal perspective

~1,270

validated core demographic
responses across cycles

1,315 total responses received; ~1,270 validated core demographic responses. Some incomplete student/consultant submissions were excluded from validated analysis.



The 2026 survey is directional evidence, not a population census

141
responses received in the 2026
cycle



QUALITY CONTROL

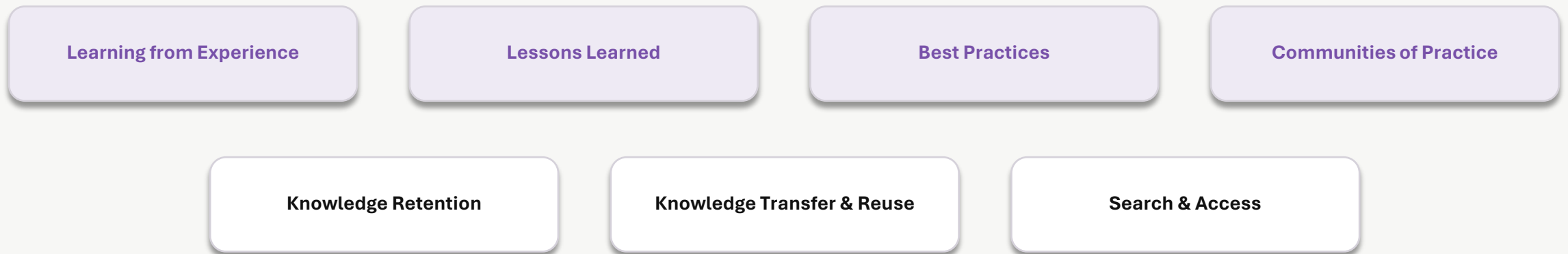
Deduplication • invalid records
removed • demographics validated



ANALYTICAL DATASET

Denominators vary by question;
several sections are optional or path-
dependent

KM is maturing, not being reinvented



The change is in how these practices are integrated with governance, technology, information, organizational learning, and now AI.

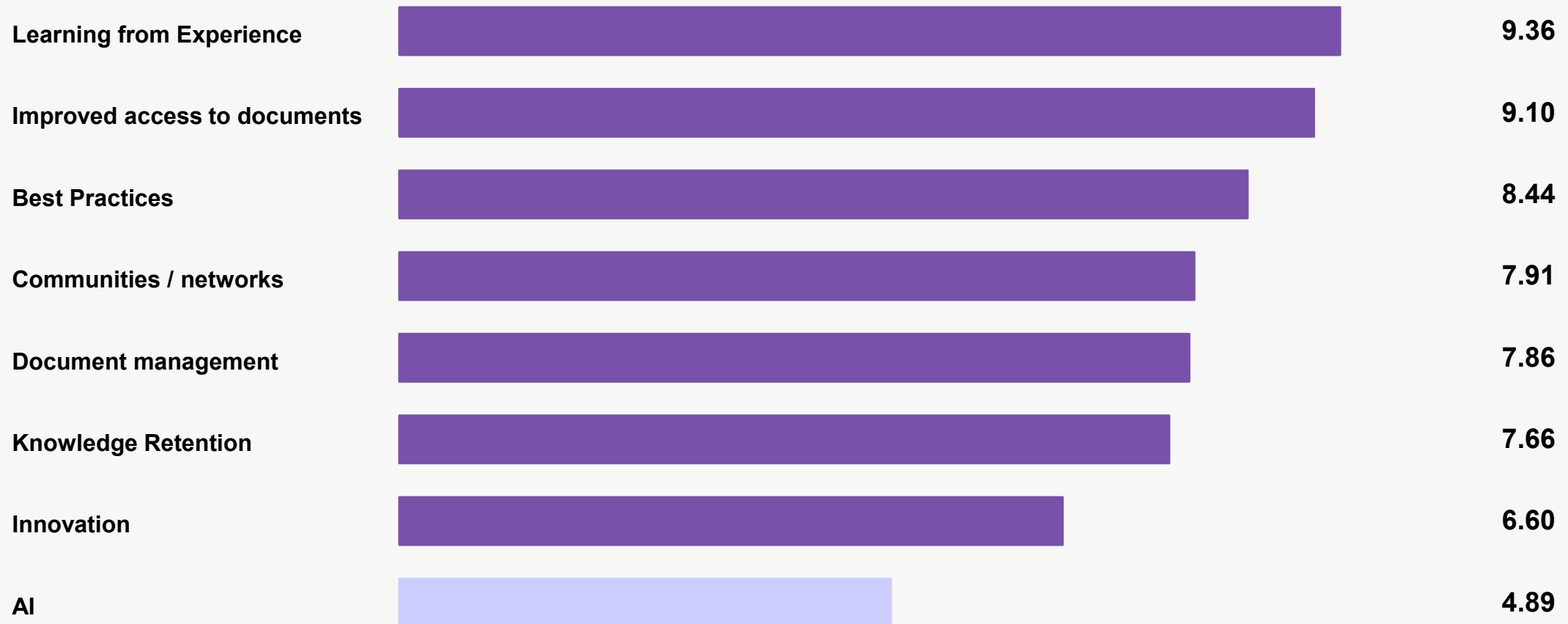
KM maturity is built over years, not delivered as a short-term project



In 2026, respondents from embedded KM programs averaged 18.17 years of individual KM experience.

The fundamentals still dominate KM strategy in 2026

AI is visible, but it has not displaced the established KM portfolio.

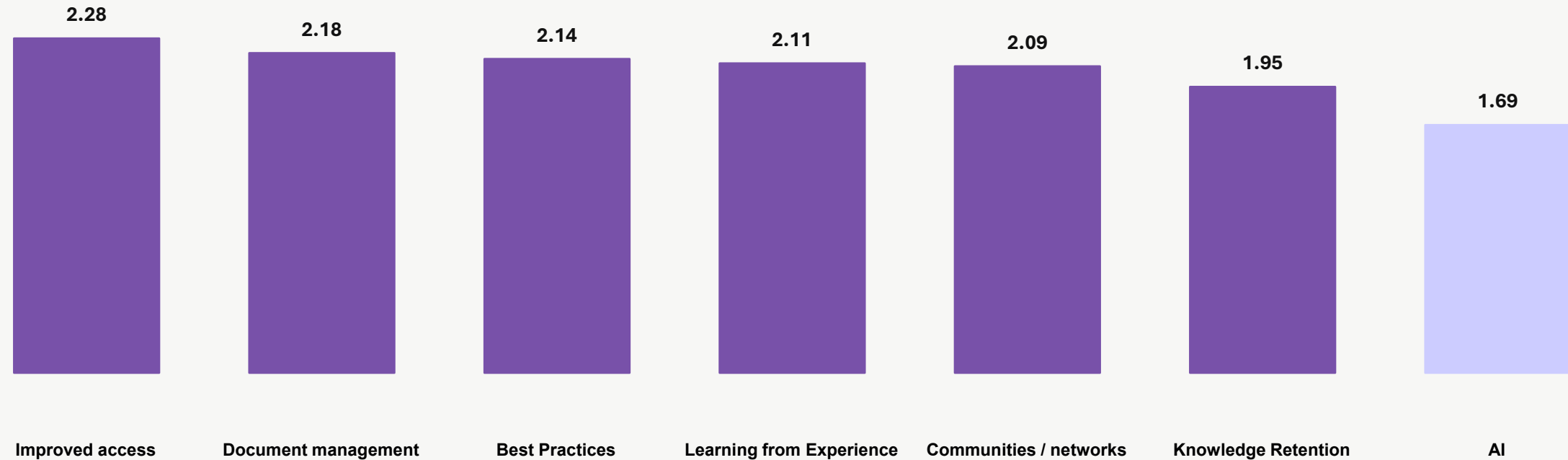


Survey-derived overall
prioritisation score, 2026



KM creates value, but value must be measured

Weighted value score (0–3)



Some organizations report KM benefits in the tens or hundreds of millions of dollars.



Leadership, governance, and culture still determine whether KM succeeds



2026 cultural friction centered on openness to sharing, short-term thinking, empowerment, confidentiality, and trust.

People-centered KM remains powerful

74%

LESSONS LEARNED

78%

COMMUNITIES OF PRACTICE

60%

KNOWLEDGE RETENTION

The human knowledge system has not disappeared.

Technology evolves. KM does not become technology.



Search • collaboration • publishing • learning • asking questions • content management • access

AI changes the environment, not the fundamentals

ARTIFICIAL INTELLIGENCE

Trusted knowledge

Clear ownership

Governance

Knowledge flows

Measurement

Ethical controls

AI amplifies the knowledge environment it is given.

Five implications for KM leaders in 2026

- 01 Treat KM as a capability, not a project.
- 02 Build governance before adding more technology.
- 03 Protect the human mechanisms that transfer experience.
- 04 Measure knowledge reuse and business value, not just activity.
- 05 **Prepare the knowledge environment before scaling AI.**



“Overall, the 2026 survey suggests that KM remains a practical, value-delivering management discipline.”

Cory Lee Cannon | 2026 Global Survey Executive Summary



**Explore the Full 2026
Global Survey Report**

Knoco Institute

The tools are changing. The need to manage organizational knowledge is not.



KNOWLEDGE FIRST. INTELLIGENCE ALWAYS.

