



SEVEN DAYS IN ORGANIZATIONAL INTELLIGENCE

How organizations capture, govern and reuse what they know.

Companies Start Writing Down the Why

- ▶ Rockwell says veterans' know-how cut troubleshooting training from nine months to three
- ▶ Mintlify logs 257 million agent requests to its customers' docs in August
- ▶ Onyx joins Zoom, and its search index stays on customer servers
- ▶ Five experiments find easier access leaves people remembering less

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Companies Start Writing Down the Why

In a cluster analysis of hundreds of articles, about hundreds of organizations, these are the key developments and themes emerging.

Powered by [Hawkeye](#); analyzed by Claude, checked with ChatGPT, and human editorial oversight.

Companies have long written down the steps of their work and lost the reasons behind them when experienced people left. This week a software maker, a factory and a refiner each showed a way to record those reasons where the work happens, and on one documentation platform, AI agents now make more requests to company docs than people make page loads. Research from the same week found that the easier knowledge is to fetch, the less of it people keep.

COVER IMAGE: STENOTYPE MACHINE SHORTHAND ADVERTISEMENT, LASALLE EXTENSION UNIVERSITY - WIKIMEDIA COMMONS (PUBLIC DOMAIN)

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WHERE KNOWLEDGE RUNS

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Self-hosted search, runnable research papers and memory put to the test.

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03

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IN THIS ISSUE

Where Knowledge Runs

"The problem was never that the knowledge didn't exist. It was that the knowledge was hard to reach."

- HEMA ENGINEERING TEAM, AWS MACHINE LEARNING BLOG, SEP 23

Most of what a company knows already exists somewhere: in files, recordings, research reports and code. The smaller items this week turned on where that knowledge now runs, on whose servers, and whether the tools built to remember it help.

MOST NOTABLE

Onyx Joins Zoom, and Its Search Index Stays on Customer Servers

Onyx, an 18-person company whose open-source search tool indexes more than 50 workplace systems and can run in a company's private cloud, its own data center or a network cut off from the internet, is joining Zoom, the video meeting company, its founders said on Wednesday. Onyx's founders said the product stays open source and can still be hosted by customers themselves. Analyst Shashi Bellamkonda describes the deal as an acquisition; Zoom has not published a price or terms. The deal pairs the meetings Zoom already records with a search index of the files, tickets and chat threads around them. For a company that cannot send confidential files to a vendor's cloud, the index of what it knows can now stay in-house.

SHASHI.CO

ALSO NOTABLE

Stanford Turns 74 of 100 Biology Papers Into Agents That Rerun Their Own Methods

A Stanford team led by James Zou reported in Nature that its Paper2Agent system turned 74 of 100 computational biology papers into software an AI assistant can call, answering questions about each paper and rerunning its methods on new data. The team says 593 of the 599 tools it generated passed validation, and that the failures came from missing documentation, incomplete code or environments that could not be rebuilt. The better documented they are, the more of them can be queried and rerun.

NATURE

ALSO NOTABLE

Alibaba Cloud Sells Long-Term Memory for AI Agents as a Cloud Service

At its Apsara conference this week, Alibaba Cloud introduced a Context Engine that includes Agent Context, a service it says connects a company's documents, business systems and chat records so its AI agents can remember earlier tasks and share what they learn across teams, TechAfrica News reported on Thursday. Alibaba says the service cuts the text its models process by up to 67% in work such as customer service, coding and analytics. This means company memory is now a service a large cloud provider sells in its own right.

TECHAFRICA NEWS

RESEARCH

Memory Systems Failed to Help Coding Agents in 11 of 12 Tests

A benchmark posted on Sunday tested whether memory add-ons improve AI coding agents on real repository tasks, using 111 coding targets and 3,634 records of past work across 90 projects. When the memory systems had to build and retrieve past experience themselves, 11 of 12 pairings of agent and memory system did no better than running with memory switched off, the authors report. Handing the agents verified past experience directly did help, adding 1.1 to 4.5 percentage points in task success for four of five agents. The result favors curating what gets remembered over recording everything.

ARXIV

Montosa Names Jesús Regodón to Run a New Knowledge Management Unit

Montosa, a Spanish avocado and mango producer that says it exports to more than 25 countries, created a directorate of Innovation and Knowledge Management led by agronomist Jesús Regodón, FruitToday reported on Thursday. The unit coordinates innovation, technology and knowledge work across the company. Regodón told the publication that one of his main goals is making sure new technologies, artificial intelligence among them, (literally) bear fruit inside the company.

05 FORESIGHT

FORESIGHT

One Good Bet, One Wild Card

Two positions on where this week's evidence about captured judgment and easy answers points.

GOOD BET

TWO MORE VENDOR DECISION LOGS BY END-2027

At least two more business software makers besides UiPath may ship a decision log that records why a person approved an exception and feeds that reason back into process documentation by the end of 2027.

EVIDENCE

- 01** UiPath's Cartographer includes a Decision Ledger that stores what was decided during a process and why, then proposes it back into the company's Map of Work for a human owner to approve. [UiPath, Sep 23](#)
- 02** A buyer is asking for it. Doug Marcey, chief technology officer of Coronis Health, a healthcare billing company, said compliance in his field 'is all about vibes' and that 'The Decision Ledger would be very helpful for us.' [Computerworld, Sep 24](#)

A large employer outside aviation and medicine may start testing what staff can do without AI tools, alongside their AI-assisted work, before the end of 2028.

EVIDENCE

- 01** In five experiments with more than 1,000 adults, people who could more easily reach others' knowledge got better at remembering where it lived and worse at retaining it themselves. [Harvard Business Review, Sep 23](#)
- 02** Sixty percent of 8,800 employees surveyed by IBM worry AI is eroding their skills. And 71% of chief human resources officers name supervising, validating and overriding AI output as the workforce's most essential skill, while only 29% of employees rank judgment as important. [IBM Institute for Business Value, Sep 21](#)

COVER STORY

UiPath, Rockwell and GS Caltex Start Recording Why Experts Make the Calls They Make

Companies have long written down the steps of a process and lost the judgment behind them when veterans left. This week a software maker, a factory and a refiner each showed a way to record that judgment where the work happens.

SOURCES:

UIPATH

COMPUTERWORLD

MICROSOFT SOURCE

VENTURESQUARE

OCTAVE SURVEY

SHRM

MICROSOFT

TACIT FRAGMENTS PAPER

USEYA

QUICK TAKE

- UiPath's new Cartographer interviews experts and logs why each exception was decided, for a person to approve (- UiPath, Sep 23)
- Rockwell says new technicians at its Singapore plant learn troubleshooting in three months instead of nine (- Microsoft Source, Sep 24)
- About seven in 10 large industrial firms say they are not keeping the knowledge that will matter most (- Octave, Sep 23)

- Analysts and customers say capture is only as good as experts' willingness to share (- Computerworld, Sep 24)
-

On Wednesday, at its FUSION conference in Las Vegas, the automation software company UiPath launched Cartographer, a tool that builds what it calls a Map of Work: a governed record of how processes actually run, including the exceptions, workarounds and judgment calls that never reach an official workflow document. It gathers that record by reading a company's existing documents, interviewing subject-matter experts and watching screen recordings. A Decision Ledger stores each exception decision and why it was made, and proposes it back into the map for a human owner to approve.

([UiPath, Sep 23](#))

What's new: Until now, companies captured expertise by writing down the steps of a process, often in a documentation push before a retirement, and the reasons behind the steps left with the people who knew them. This week UiPath shipped a way to record the reason at the moment a person makes a call, Rockwell Automation published what a troubleshooting assistant built from veterans' knowledge did for new technicians, and a Korean refinery project began tying veteran judgment to its equipment records. For a company, the question moves from whether its processes are documented to whether it keeps the why behind its exceptions, and who checks it before anyone relies on it.

By the numbers: Most large industrial firms say they have not closed that gap. A company called Octave Intelligence, which sells industrial software, surveyed 756 technology decision makers at industrial firms with more than \$1 billion in revenue in April and May. About seven in 10 said they are not retaining the knowledge that will matter most for future operations, and 47% said core processes are recorded while the know-how behind them is not. ([Octave, Sep 23](#))

Between the lines: Rockwell Automation's plant in Singapore shows what a plant can do once veterans' knowledge is written down and searchable. Since October 2025, its technicians have used a maintenance assistant that searches a database built by veteran engineers with 20 to 30 years on the shop floor, organized by symptom, cause and response, so a technician sees the likely causes of a fault first. Li Wang, the plant director, said the aim is 'The loss of knowledge, what we call the tribal knowledge,' and that machine downtime fell 33 percent. Bob Buttermore, Rockwell's chief supply chain officer, said new technicians now learn to troubleshoot hundreds of machines in three months instead of nine, and the assistant will roll out to plants in Twinsburg, Ohio, Poland and Mexico. The account ran on Microsoft's news site; Microsoft supplies the underlying AI service. ([Microsoft Source, Sep 24](#))

47% Industrial firms that record core processes but not the know-how behind them	832,996 GS Caltex equipment records being linked to veterans' judgment
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company, says most of the history in a plant's maintenance system records whether work orders were closed, not why, and argues a plant has to capture the record of the work and the technician's context before experienced people leave.

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SEVEN DAYS IN ORGANIZATIONAL INTELLIGENCE

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COVER STORY

ISSUE 7 • SEP 24 2026

07 COVER STORY

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WHERE CAPTURE HOLDS AND WHERE IT BREAKS

In South Korea, a project under the Ministry of Trade, Industry and Energy is trying the same thing at refinery scale. Enhans, an AI company, and the refiner GS Caltex are digitizing veteran engineers' judgment and linking it to 832,996 equipment records and about 2,900 unstructured documents, served to field staff through a guide chatbot. Lee Seung-hyun, Enhans's chief executive, said the aim is to 'go beyond simply documenting the experience of skilled professionals and transform it into knowledge that companies can continuously utilize.' ([VentureSquare, Sep 23](#)) In Japan, TV Tokyo on Thursday featured SHUGI, a system from a company called USEYA that records master craftspeople's movements and line of sight through smart glasses so trainees can follow along. ([USEYA, Sep 17](#))

Yes, but: Capture depends on people who are willing to share. Amy Loomis, a research director at IDC, said the step 'will only be as strong as the tribal knowledge of teams and the ability to capture it accurately.' Andrea Simpson, who runs automation at USI Insurance Services, said 'So much knowledge is in a person's head,' and that some of it, such as a phone call or a conversation at a desk, her firm wants to keep human. Daniel Dines, UiPath's chief executive, conceded on stage that a first Map of Work 'will be incomplete for sure.' ([Computerworld, Sep 24](#))

Between the lines: The practitioners quoted this week agree on what to capture. Gleb Tsipursky, a behavioral scientist, told SHRM that AI helps most against brain drain 'when it captures why experienced employees made

decisions, not just what they did.' Surojit Chatterjee, chief executive of the AI company Ema, said a documentation sprint before a retirement wave 'will fail the same way every previous one did.' ([SHRM, Sep 21](#))

The opening: Microsoft says the record itself is the asset. Kathleen Hogan, its chief strategy and transformation officer, wrote that the company's AI learning loop 'was also generating unique institutional knowledge, and that retaining control of it would be critical to our long-term advantage.' ([Official Microsoft Blog, Sep 17](#)) A research paper posted on Tuesday proposes the safeguard: each captured fragment of expert practice is checked by a group of people before any AI system may use it. Its authors say whether that improves operations 'remains an open empirical question.' ([alphaXiv, Sep 22](#))

Hogan's point applies beyond Microsoft: a company's record of how its people handle exceptions belongs to the company, whichever AI model reads it later. Before anyone relies on that record, someone has to be named to check each entry, and UiPath, the paper's authors and Rockwell's engineers all put a person in that seat.

"A documentation sprint ahead of a retirement wave will fail the same way every previous one did."

- SUROJIT CHATTERJEE, SHRM, SEP 21

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UiPath: Where AI Meets ROI, Keynote Takeaways (The Ravit Show, Sep 24, 2026) Clip: 2:52-3:53. Michael Atalla, UiPath's chief marketing officer, tells host Ravit Jain that people asked to describe a process step by step miss the small things they do by instinct, which are not written down anywhere, and that Cartographer is meant to pull that institutional knowledge into a map.



08 FEATURE

DOCS FOR TWO READERS

Mintlify Logs 257 Million Agent Requests to Customers' Docs, Against 131 Million Human Page Loads

Company documentation has a second audience, and on one platform it already sends more traffic than people do. This week researchers published a framework for discussing the quality of what those software readers are handed, and research libraries started flowing into the assistants employees already use.

SOURCES:

MINTLIFY

ACM QUEUE RELEASE

INFOQ

STRAVITO

PANOPTO

DIGINOMICA

QUICK TAKE

- Agent requests and human page loads are different units: one question to an agent can fetch several pages (- Mintlify, Sep 16)
- Researchers from DX, GitHub, Google and Capital One published a five-dimension framework for the quality of what AI is handed (- ACM Queue

release, Sep 24)

- LinkedIn says more than 600 written playbooks give its coding agents the company's procedures (- InfoQ, Sep 19)
 - Stravito and Panopto opened company research and video libraries to ChatGPT, Claude and Copilot (- PR Newswire, Sep 23-24)
-

In August, AI agents made 257 million requests to documentation hosted by Mintlify, a documentation software company, against 131 million page loads by people, according to its State of Knowledge report published last week. Agents were also directed to update those documents about 367,000 times between February and August. ([Mintlify, Sep 16](#))

What's new: Until now, a company wrote its documentation for people, and a stale page misled whoever happened to read it. With agents now sending more traffic to Mintlify-hosted docs than people do, a wrong page gets repeated to everyone downstream, and only 7% of the 329 respondents Mintlify surveyed said all of their company's knowledge surfaces are readable by agents. The question moves from whether a company has written its knowledge down to whether that writing is accurate, current and cleared for the software reading it.

The big picture: Researchers from DX, an Atlassian subsidiary, with GitHub, Google, Capital One and the University of Victoria, published a framework in ACM Queue called CAFE(S) that gives teams a shared vocabulary for five dimensions of the context handed to AI tools: clarity, actionability, fidelity, efficiency and, set apart, security. The authors describe it as a way to discuss and evaluate context, not a measurement system. Brian Houck, a distinguished scientist at DX and co-author, said AI 'dramatically increases the cost of poor knowledge management. When agents receive poor context, they are forced to guess.' ([ACM Queue release, Sep 24](#))

Between the lines: LinkedIn already keeps its procedures in a form its coding agents can read. Ajay Prakash, a LinkedIn software engineer, described a shared context layer that serves about 8,000 daily users and more than 600

playbooks of how the company does things; LinkedIn reports a 20% productivity gain. ([InfoQ, Sep 19](#))

The opening: Research a company already paid for is starting to reach everyday AI tools. Stravito, a company that stores consumer research for its clients, launched a connector that lets ChatGPT, Claude and Copilot answer from that research with sources cited and each user's existing permissions enforced. Its chief executive, Thor Olof Philogene, said 'The most valuable consumer research is worthless if it never actually guides real business decisions.' ([PR Newswire, Sep 24](#)) Panopto, a video platform company, did the same for recorded video, citing research in which 68% of learning and training leaders reported that most of their recorded video training is not searchable. ([PR Newswire, Sep 23](#))

Yes, but: A map of company knowledge built once goes stale. Andi Gutmans, who runs Google Cloud's data business, said 'Anyone who says, "I have a Knowledge Graph today" is trivializing the problem.' ([diginomica, Sep 23](#))

367,000 Times agents were told to edit Mintlify-hosted docs, Feb to Aug	7% Companies that have made every knowledge surface readable by agents
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The State of Knowledge 2026 | A Live Session (Mintlify, Sep 23, 2026) David Isquick, principal product marketing manager at Mintlify, and Ethan Finkel, founding product manager at Gauge, walk through the report's findings on how agents now read company documentation.



09 FEATURE

WHAT PEOPLE KEEP

Five Experiments Find Easier Access to Others' Knowledge Leaves People Remembering Less

Research published this week says the easier knowledge is to reach, the less of it employees keep in their own heads. Atlassian and IBM quantified what that means for teams working with AI.

SOURCES:

HARVARD BUSINESS REVIEW

ATLASSIAN TEAMWORK LAB

IBM

THE CYNEFIN CO

FORTUNE

QUICK TAKE

- People who formed connections before learning new material remembered who knew it better than the material itself (- HBR, Sep 23)
- Starting a brainstorm with AI produced up to 43% more ideas but lower ownership, in an Atlassian experiment (- Atlassian, Sep 21)
- 60% of the employees IBM surveyed worry AI is eroding their skills (- IBM, Sep 21)

Esther Kang, a senior lecturer at the University of Bristol Business School, ran five experiments with more than 1,000 adults aged 18 to 77, in which some participants formed social connections in simulated workplaces and online communities before learning new information. The more connected participants got better at remembering where knowledge lived and who held it, and less likely to retain the information itself, she wrote in the Harvard Business Review on Wednesday. She calls it 'the connectivity tradeoff.' ([HBR, Sep 23](#))

What's new: Until now, many companies treated easier access as the same thing as learning: connect people, index the files, and knowledge would spread. Kang's experiments tested connections between people rather than AI tools, but she draws the lesson for AI-enabled knowledge systems: 'Access to information does not automatically translate into learning.' This week Atlassian and IBM added evidence from teams using AI. The design question moves from how fast an employee can find an answer to what the employee still knows without looking it up.

Why it matters: Atlassian's Teamwork Lab ran a brainstorming experiment with 797 knowledge workers. Starting with AI raised the number of ideas but lowered ownership and enjoyment, and the most original ideas came from people who reviewed a colleague's ideas before working alone. Molly Sands, who leads the lab, said 'starting with AI comes with a hidden cost: lower ownership and less joy.' ([Atlassian, Sep 21](#))

By the numbers: The IBM Institute for Business Value surveyed 1,500 chief human resources officers and 8,800 employees between April and June; employees worried most about losing critical thinking. Amit Das, chief human resources officer of the Indian media group Bennett Coleman, put it this way: 'Fluency without judgment simply helps an organization make mistakes faster.' ([IBM, Sep 21](#))

The practice: Beth Smith of The Cynefin Co, a consultancy, argues that complex, consequential work should stay human-led because 'capacity built through delegation isn't the same as capacity built through practice.' ([The](#)

[Cynefin Co, Sep 18](#)) Leo Lo, dean of libraries at the University of Virginia, offers a working check: sort each AI answer as factual, interpretive, constructive or strategic, then check each kind differently, facts against sources and advice against your own circumstances. ([Fortune, Sep 22](#))

In these studies, people kept learning where someone arranged the work for it: Atlassian's most original ideas came from people who read a colleague's work before opening an AI tool, and Smith would keep consequential work with people so they keep practicing it.



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How to Use AI Without Losing Your Ability to Think (An Hour of Innovation with Vit Lyoshin, Sep 8, 2026) Host Vit Lyoshin talks with Jolie Dobre about how to use AI tools at work without handing over the thinking.

10 MOVERS AND SHAKERS

MOVERS AND SHAKERS

This Week in the News

21 people who made the news this week regarding Organizational Intelligence, ordered smallest-to-largest by their organization's estimated headcount. Tap a name to search LinkedIn.

BOUTIQUE • UNDER 50 PEOPLE

2 PEOPLE

Beth Smith

Author, The Cynefin Co

LINKEDIN →

"capacity built through delegation isn't the same as capacity built through practice" [P.9 →](#)

Gleb Tsipursky

Behavioral scientist

LINKEDIN →

"captures why experienced employees made decisions, not just what they did" [P.7 →](#)

GROWTH • 50 TO 999 PEOPLE

5 PEOPLE

Thor Olof Philogene

Founder and CEO, Stravito

LINKEDIN →

"The most valuable consumer research is worthless if it never actually guides real business decisions" [P.8 →](#)

Surojit Chatterjee

CEO, Ema

LINKEDIN →

"A documentation sprint ahead of a retirement wave will fail the same way every previous one did" [P.7 →](#)

Lee Seung-hyun

CEO, Enhans

LINKEDIN →

"transform it into knowledge that companies can continuously utilize" [P.7 →](#)

Jesús Regodón

Director of Innovation and Knowledge Management, Montosa

LINKEDIN →

Named to lead Montosa's new directorate of Innovation and Knowledge Management.

Brian Houck

Distinguished Scientist, DX (Atlassian)

LINKEDIN →

"When agents receive poor context, they are forced to guess" [P.8 →](#)

SCALE · 1,000 TO 9,999 PEOPLE

4 PEOPLE

Daniel Dines

Founder and CEO, UiPath

LINKEDIN →

"will be incomplete for sure" [P.7 →](#)

Amy Loomis

Research Director, IDC

LINKEDIN →

"only be as strong as the tribal knowledge of teams" [P.7 →](#)

Doug Marcey

CTO, Coronis Health

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"The Decision Ledger would be very helpful for us" [P.5 →](#)

Esther Kang

Senior Lecturer, University of Bristol Business School

LINKEDIN →

"Access to information does not automatically translate into learning" [P.9](#) →

ENTERPRISE • 10,000 TO 99,999 PEOPLE

8 PEOPLE

Li Wang

Singapore Plant Director, Rockwell Automation

LINKEDIN →

"the loss of knowledge, what we call the tribal knowledge" [P.6](#) →

Bob Buttermore

Chief Supply Chain Officer, Rockwell Automation

LINKEDIN →

Said new technicians now learn to troubleshoot hundreds of machines in three months instead of nine.

Andrea Simpson

IT Manager of Automation, USI Insurance Services

LINKEDIN →

"So much knowledge is in a person's head" [P.7](#) →

Ajay Prakash

Software Engineer, LinkedIn

LINKEDIN →

Described LinkedIn's shared context layer of more than 600 playbooks for its coding agents.

Molly Sands

Head of the Teamwork Lab, Atlassian

LINKEDIN →

"lower ownership and less joy" [P.9](#) →

Amit Das

Director and CHRO, Bennett Coleman

LINKEDIN →

"Fluency without judgment simply helps an organization make mistakes faster" [P.9](#) →

Leo S. Lo

Dean of Libraries, University of Virginia

LINKEDIN →

Proposed sorting AI answers into four types, each checked differently.

James Zou

Stanford University

LINKEDIN →

Led the Paper2Agent work that turned 74 of 100 biology papers into agents.

HYPERSCALE • 100,000+ PEOPLE

2 PEOPLE

Kathleen Hogan

EVP and Chief Strategy and Transformation Officer, Microsoft

LINKEDIN →

"retaining control of it would be critical to our long-term advantage" P.7 →

Andi Gutmans

VP and GM of Data Cloud, Google Cloud

LINKEDIN →

"is trivializing the problem" P.8 →

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FUTURE

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THE FUTURE OF ORGANIZATIONAL INTELLIGENCE

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UPCOMING

NEAR-TERM

OCT 5 2026

IAEA Technical Meeting on Knowledge Management in Nuclear Organizations, Vienna

Nuclear operators, who have managed retiring experts' knowledge longer than most industries, compare case studies as factories and refiners start recording veteran judgment with AI.

MORE →

THIS QUARTER

NOV 16 2026

KMWorld 2026, with Enterprise Search & Discovery and Taxonomy Boot Camp, Washington

Knowledge managers and search teams meet as company documentation gains software readers and a published framework for the quality of what those readers are handed.

MORE →

ON THE HORIZON

MAY 5 2027

APQC CONNECT 2027: Knowledge Management and Process Improvement, Houston

Process and knowledge teams will have had months with decision logs and expert-capture tools, enough to report which ones changed how exceptions get handled.

MORE →

PREVIOUS EDITIONS

Sep 17 2026	Factory Drawings, Retention Terms, Succession Plans	→
Sep 10 2026	Spirit's Emails, Rehires, Meeting Summaries	→
Sep 3 2026	Appraisal, Interviews, Substrate	→

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HOW THIS MAGAZINE WAS CREATED

THE METHOD

How This Magazine Was Created

This magazine, and all the magazines in the Humanity Labs AI Magazine series, were created using [Hawkeye](#), an AI system built for people who work in fields too large and too fast-moving to keep on top of alone.

Every week Hawkeye reads thousands of items across mainstream press, trade publications, government records, vendor announcements and company newsletters, then clusters them to find the themes that are actually emerging rather than the ones already being discussed.

For this issue the consideration set ran to roughly 110 candidate items across seven source classes: journalism, vendor and company announcements, practitioner publications, research papers, government and institutional records, event programs and registries. A first draft was written with Claude Opus, checked against primary sources, and edited by Marshall Kirkpatrick.

Where a claim rests on a company's account of its own product, this magazine says so on the page.