



How to build operational resilience in the AI era

zoom



The complexity of modern collaboration



We're in an era of opportunity, but it's not without its challenges.

Work spans multiple AI assistants, tools, applications, collaboration ecosystems, and third-party platforms. Critical context passes between conference rooms, in-person meetings, hybrid spaces, and conversations with external participants. And the scale of coordination keeps growing: 57% of knowledge workers' time is now consumed by communication (email, chat, and meetings), leaving just 43% for the work they were actually hired to do.*

It's clear that workplace collaboration has changed. While organizations face constant pressure to demonstrate measurable ROI, they're also hitting up against complexity in sprawling work environments, team disconnects, and knowledge gaps that widen every time a handoff is missed or a follow-through fails due to manual effort.

When context breaks down, the consequences compound quickly. A vendor gets chased without visibility into the latest exchange. A customer call goes ahead without the full picture. A critical decision stalls because ownership was unclear and dependencies were buried three channels deep. These aren't edge cases. They're the daily reality of distributed work.

IT decision-makers are expected to meet growing governance demands, prove the value of collaboration investments, and reduce operational drag, often without a clear line of sight into whether decisions, context, ownership, and dependencies are actually accounted for.

No matter the size of your business, the cumulative cost of these recovery periods — the time spent reconstructing what happened before work can regain momentum — adds up quickly. Someone stepping out of a meeting, missing a key exchange, or returning from time away all produce the same effect: a gap where continuity should be.

This is where operational resilience becomes critical. It means bringing people, information, and AI together seamlessly in a technological landscape that continues to shift. It begins with preserving knowledge, carrying context forward, and turning decisions into action.

A costly search for simple answers

Collaboration friction rarely looks like a crisis. It looks like everyday work: searching for the latest information, retracing steps, checking version history, or scheduling another meeting to get answers. This compounds into slower decisions, unnecessary effort, lost productivity, and strain on teams.

The impact on business is measurable and profound.

**\$5.7M
annually**

The amount lost by a company of 1,000 knowledge workers due to employees searching for, but not finding, relevant information.*

**\$31.5B
annually**

The estimated amount lost by companies due to poor knowledge sharing.*



The three capabilities of operationally resilient organizations

CAPABILITY 1

Preserve organizational knowledge

Critical knowledge often begins with a conversation. It lives in the reasoning behind a decision, the context that shaped it, or an insight that changes what happens next.

When knowledge remains tied to a moment or a single person, there's a disconnect. You can identify the risk when a key contributor can't be there. Progress stalls while colleagues try to reconstruct what happened and slowly piece together what needs to be done.

Preserving organizational knowledge means making context durable and accessible by default. Core pieces of knowledge become organizational assets rather than information held by individuals.

This is how organizations stop painstakingly reconstructing the past, and start building meaningful momentum.

52%

of employees return from time away to find that decisions were made without them.†

42%

have to actively chase colleagues to find out what they missed.†

74%

of organizations identify knowledge loss during employee turnover as a critical business risk.‡



CAPABILITY 2

Connect context across systems

Work doesn't move in one stream. It passes between meetings, messages, documents, business applications, physical spaces, and external platforms. But the context behind the work doesn't always move with it.

As people shift between these environments, they may have to search for what happened before they can understand a decision or take the next step. Time spent searching for or reconstructing that missing context creates operational drag and makes it harder to maintain momentum.

Success doesn't depend on consolidating work. It depends on connecting it.

Connecting context across systems allows people to pick up where work left off, without rebuilding the picture each time. This becomes even more important in the AI era: AI is only as useful as the context it can access across the places where work happens.

35%

of IT decision-makers say their collaboration infrastructure can't maintain workflow continuity without manual intervention.[†]

90%

of professionals feel overwhelmed by the number of platforms and tools they're required to use.[§]

59%

spend more than 11 hours per week chasing information across systems.[§]

Demonstrate measurable collaboration outcomes

As technology investments grow, so does the pressure to demonstrate meaningful business value beyond adoption. Usage data can show whether tools are being used. It doesn't show what has improved as a result.

That impact becomes harder to see when work and its context are distributed across systems. IT may have visibility into logins and licenses without knowing whether teams are spending less time recovering context or moving decisions into action at greater speed.

Demonstrating collaboration outcomes means connecting technology investments to measurable changes in how work gets done — and to the business value those changes create. With that clearer line of sight, IT can identify where friction remains and show leadership what its investments are delivering.

Continuity under pressure

What are IT leaders already seeing?

Hybrid work has made collaboration more distributed. Teams work across locations, time zones, applications, and communication channels, creating more dependencies on people to carry context from one interaction to the next.

When the right person, information, or context isn't immediately available, work can slow down. Decisions need to be revisited, information has to be tracked down, and employees may rely on colleagues to fill in the gaps.

For IT leaders, this creates a broader stress test: can work continue when people, systems, or circumstances change?

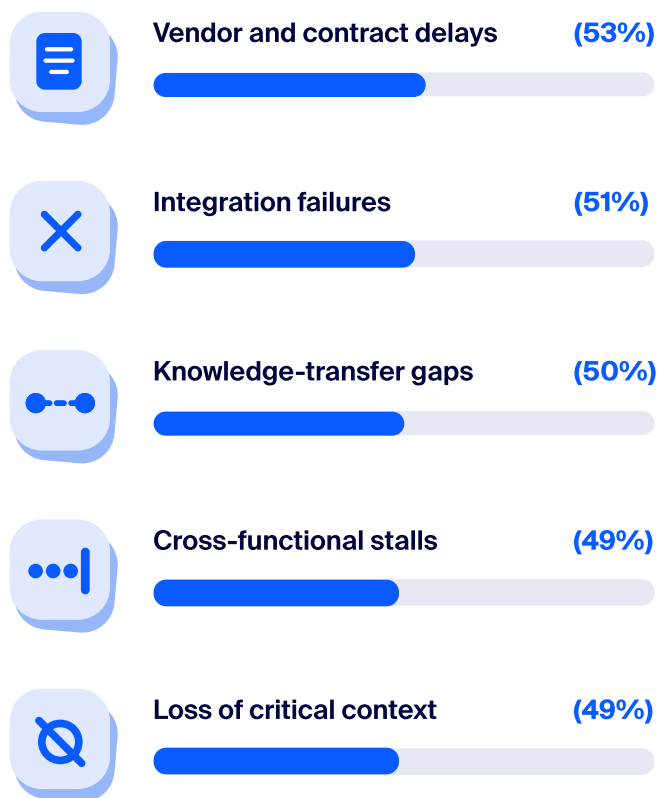
It reveals whether organizational knowledge is accessible, whether context can move with the work, and whether workflows can continue without relying on individuals to manually hold everything together.



40%

of IT decision-makers say knowledge gaps created when multiple people are out simultaneously pose an organizational risk.[†]

The effect spreads across the business, as IT decision-makers report:



Among those already experiencing these challenges, roughly **one in three** say they become meaningfully worse when critical people are unavailable.

Source: Morning Consult OOO Index, commissioned by Zoom, 2026

What do IT decision-makers value?

82%

say automated knowledge-transfer workflows would be valuable.[†]

81%

want a centralized view of task ownership and project progress.[†]

79%

want visibility into work progress and dependencies when key contributors are away.[†]

It's clear that IT decision-makers need greater continuity across the tools and workflows their organizations already rely on.



The open road to operational resilience

What high-performing organizations do differently

Operational resilience comes from designing work so that knowledge remains easily available and progress doesn't depend on manual intervention. High-performing organizations build continuity into everyday workflows. They rethink how information moves and where people lose time. The right AI supports the work while keeping people in control, so they can recover context and move forward.

What does this mean in practice?

- Knowledge is preserved by default rather than captured as an afterthought.
- Context moves across the applications and spaces people already use.
- AI reduces manual follow-through while people guide the outcome.
- Collaboration is measured by its effect on the business, not activity alone.
- New capabilities simplify existing work instead of creating more complexity.

The strongest approach brings AI into the flow of work, helping people make better use of shared knowledge.

In fact, organizations that redesign workflows around AI (rather than layering AI onto existing processes) are **2.8x** more likely to report significant business value.

Source: McKinsey, State of AI 2025



When an organization gets it right, it can deliver:

Fewer disconnects

Cross-platform capture and discovery that makes context easier to find wherever it lives.

Less searching discussions and old notes

Work doesn't stop when the meeting ends. Your employees need a straightforward, automatic way to collect and find the information they need.

Less confusion

Decision tracking helps preserve the reasoning and outcomes behind important conversations, building organizational memory that teams can return to over time.

Less stagnation

Automated action-item management that keeps follow-through moving.

Fewer missing pieces

Re-entry recaps that help people recover context after an absence or missed meeting.

Fewer vague assessments

Business outcome dashboards that make the impact of collaboration easier to measure.

82%

of knowledge workers say they would be interested in an AI summary of the most important things they missed.[†]

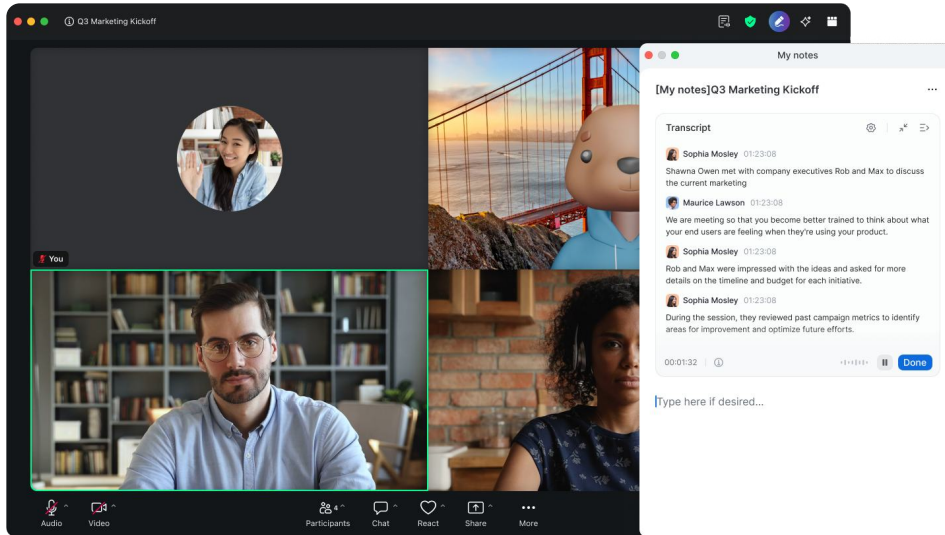
80%

of knowledge workers want an automatic recap of key decisions made in their absence.[†]

53%

of employees currently create meeting summaries and recaps manually, spending one to two hours on each.[¶]

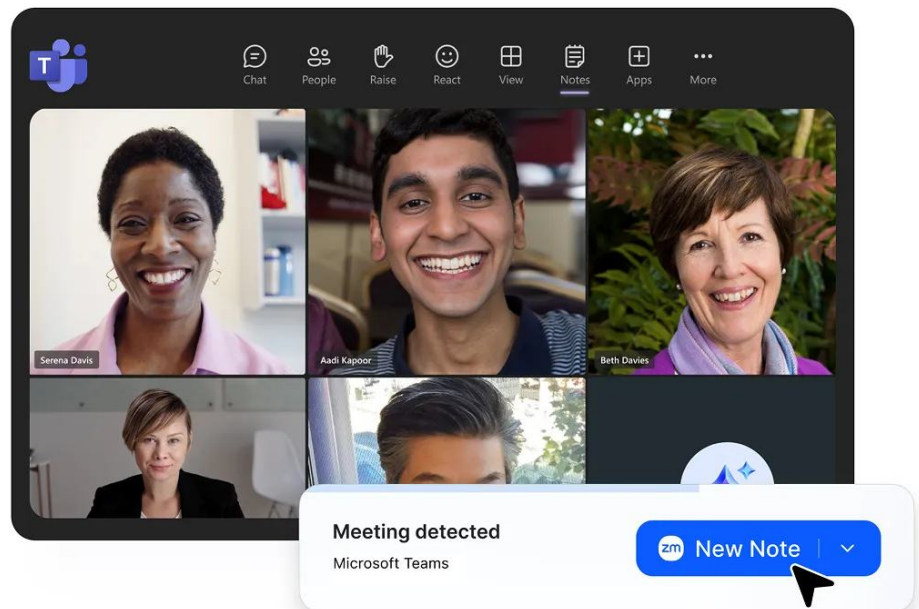
This is what resilience looks like in practice



Zoom Workplace and **Zoom AI** provide a connected foundation for this way of working. With seamless integration across platforms including Microsoft 365, Zoom works alongside your existing stack instead of replacing it.



My Notes captures personalized insights from your conversations taking place across platforms and physical spaces, while **agentic search** helps people find relevant context across Zoom and connected sources.



Keep work moving, whatever changes

- Knowledge becomes organizational rather than remaining personal.
- Context follows the work across systems and spaces.
- Decisions flow into action without relying on manual handoffs.
- Collaboration is measured through meaningful business outcomes.
- AI supports people within trusted governance.

Together, **Zoom Workplace** and **Zoom AI** help organizations put these principles into practice, while keeping people in control of what happens next.

The future of collaboration doesn't confine work. It connects it, bringing people into the loop and knowledge into focus.

See how connected your ecosystem really is.

[Take the assessment](#)

Discover more at zoom.com

Sources

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Thank you

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