

Innovation

*Those who are slow to know suppose
That slowness is the essence of knowledge.*

Nietzsche

Learning can leave you more stupid, and in many cases such deteriorations are even desired: Organizations are (knowledge-)ecological systems, which show different numbers of pathologies. One person's gain can be another person's loss – other losses on the other hand are reciprocal.

Usually, organizational pathologies exist in spite of better knowledge; only very few organizational problems will have been constructed arbitrarily.

One of the easiest solution approaches aims at simply re-interpreting them – Luhmann calls this modern exorcism: »The [consultant ...] advises [...]: Your problem is severe, keep it; it is important for you, it is essential and dear to you (to such an extent that you even agree to paying the one who tells you this)«. ¹ Thus, needs become virtues.

Other solution attempts, however, shift the focus by creating completely new centres of problem: after all, suppression can also be interpreted as a solution. ²

Organizations are based on knowledge and are subject to a central set of regularity: incomplete knowledge of their members on the one hand and knowledge asymmetries between them on the other. ³ Moreover, any knowledge already available might in itself be defective, and thus also the organizational aspects based on this knowledge.

¹ Luhmann, N.: Sthenographie und Euryalistik

² c.f. Glück, T. R.: Das letzte Tabu [Probleme und Lösungen]

³ And not even the naive striving for »complete« control can change this; moreover: quis custodiet ipsos custodes? What we need is an ethically responsible, constructive handling of this basic restriction.

Those who are looking for sustained solutions here, have to face the basic problem of the quality of knowledge.⁴ Apart from this highly difficult question, this basic research also bears the danger of stepping on »forbidden« ground. As it is expressed in a Chinese saying, you have to swim against the current in order to reach the spring;⁵ to say nothing of the regularly appearing resistance to change.⁶

A sustained, effective solution requires the basic problem to be de-tabooed. Dealing with it does not necessarily lead to conflicts.

Here, the knowledge-fractal analysis offers a culturally, politically and ideologically neutral as well as adaptive procedure. In addition to new pragmatic approaches for the ma-

⁴ For the basic problem c.f. <http://www.knowledgequality.org/intro>. One – not very promising – approach entails contributing to a further proliferation of terminology and pseudo patent remedies. The following joke is not quite new, but it captures the situation well: »A drunk man is standing in the light of a street lamp constantly looking around on the ground. A policeman walks by and asks him what he has lost. The man answers: My keys. Now they are both looking for them. Finally, the policeman asks, if the man is really sure that he lost his keys exactly in this spot, but the man answers: No, not right here, but over there – but there it is way too dark.« (Watzlawick, P.: Anleitung zum Unglücklichsein).

⁵ »Where might be those who would dare to doubt the basis of all their former thoughts and deeds and who would voluntarily bare the shame of having laboured under misapprehension and blindness for a long time? Who is brave enough to defy the accusations, which always await those who dare to deviate from the traditional opinions of their homeland or party? Where can we meet the man, who can calmly prepare to bare the name of an eccentric, a sceptic or an atheist, as it awaits all those who have even minimally questioned one of the general opinions?« (Locke, J.: Über den menschlichen Verstand).

⁶ Max Planck overstated this subject in his famous quotation: »A new scientific truth normally does not gain general acceptance by convincing its adversaries, who then admit to having learned their lesson. It rather gains acceptance by the fact that its adversaries are slowly dying out and that the new generation has been familiar with the new truth from the very beginning.« (Planck, M.: Wissenschaftliche Selbstbiographie).

nagement context, it also holds the opportunity to evaluate⁷ and shape situative determinants.

The quality of knowledge and thus organizational quality becomes pragmatically measurable and therefore purposefully improvable by the discovery of the phenomenon of Passive (i.e. Qualitative) Disinformation.

This opens up new approaches for a (more) intelligent, more successful organization of organizations.

Basic and reference sources:

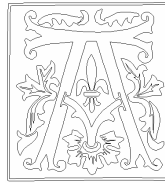
T. R. Glück: Das Letzte Tabu : Blinde Flecken, Passau: Antea, 1997

T. R. Glück: Blinde Flecken in der Unternehmensführung : Desinformation und Wissensqualität, Passau: Antea, 2002

Internet-Resources:

<http://www.wissensqualitaet.de>

<http://www.knowledgequality.org>



<http://www.antea-verlag.de>

⁷ Thus, knowledge-qualitative evaluations can be made available for investment decisions.