

THE IMPORTANCE OF UNMANAGED KNOWLEDGE IN KNOWLEDGE CREATION

Key note speech to *Kunnskapstinget*

September 12 2006

0940-1040

Stewart Clegg

MUJAHIDEEN



MUJAHIDEEN

- **Mujahideen** (Arabic: مجاهدين, *muġāhidīn*, "strugglers") means those who engage in Islamic Holy War or *Jihad* ("struggle").

MUJAHIDEEN AS ALLIES

- Ronald Regan praised Mujahideen as freedom fighters and the Sylvester Stallone film, 1998 *Rambo III*, portrayed them as heroic.

Rambo and the Mujahadeen

- Insert short scene from Rambo III about here

MUJAHIDEEN AS TALIBAN

- In Afghanistan, following the Soviet retreat, Mullah Omah, organized religious students into an armed movement, with the backing of Pakistan, funded by the United States.
- The movement became known as the Taliban, meaning "students".
- By 2001, the Taliban, with backing from the Pakistani ISI, had defeated most of the militias and controlled most of Afghanistan.

MUJAHIDEEN AS ENEMIES



MUJAHIDEEN AS ALLIES



The anti-Taliban elements in Afghanistan regrouped under the banner of the Afghan Northern Alliance and in 2001 with U.S. and International military aid, they ousted the Taliban from power and formed a new government under Hamid Karzai.



MUJAHIDEEN AS FRIENDS



In 2001 with U.S. and with international military aid, principally from the United States, the Taliban were ousted from power and formed a new government under Hamid Karzai.

The new government contained many Mujahideen who are either narcotics growers and distributors or war-lords allied to them.

These are now the forces of democracy in Afghanistan.

Against them are arraigned a resurgent and insurgent Taliban.

WHAT'S TO LEARN?

- Being taken by surprise
- Knowing how both to manage and learn
- Unexpected things can happen
- That's surprising!
 - Surprises arise from:
 - Routines
 - Creeping developments
 - Sudden events
 - Recreation of meaning
- Learning to go!
- More learning to go!



Everyone knows learning must be serious and difficult and you must remain seated at all times. No fun allowed.

BEING TAKEN BY SURPRISE

- What managers think they know can be taken by surprise, when:
 - Relevant facts are not available, or because managers do not know how to interpret them.
 - Either manager's explicit knowledge does not incorporate the relevant data or the tacit knowledge that might allow recognition of the problem has not been made explicit.

'ORGANIZATIONAL GOTHIC'

- “A desire to incorporate the vitality of individual bodies to enhance the vitality of the corporate body for increased efficiency and reduced costs while maintaining a creative and competitive edge.”
- Today’s top managers are stuck between the rock of eliciting creativity and the hard place of actually managing it into routines.

UNEXPECTED THINGS CAN HAPPEN



- The signs were overlooked for three reasons:
 - Good intelligence indicators were lost in the "noise" of disinformation.
 - There was a belief that the enemy lacked the technical capacity to undertake the action.
 - 'Mirror imaging' occurred, 'the assumption on the part of the intelligence "consumer" that the action undertaken was unlikely because it was "illogical."'

	Expected process	Unexpected process
<p>Expected issue</p>	<p>Routines</p> <p><i>Characteristics:</i></p> <ul style="list-style-type: none"> • Organizational routines <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Standard operating procedures <p><i>Managerial implications:</i></p> <ul style="list-style-type: none"> • Management as controlling 	<p>Creeping developments</p> <p><i>Characteristics:</i></p> <ul style="list-style-type: none"> • Emergence, complexity <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Escalation of commitment <p><i>Managerial implications:</i></p> <ul style="list-style-type: none"> • Managing as empowering
<p>Unexpected issue</p>	<p>Sudden events</p> <p><i>Characteristics:</i></p> <ul style="list-style-type: none"> • New ideas from existing processes <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Exploration <p><i>Managerial implications:</i></p> <ul style="list-style-type: none"> • Management as learning 	<p>Losses of meaning</p> <p><i>Characteristics:</i></p> <ul style="list-style-type: none"> • Novel, incomprehensible situations <p><i>Examples:</i></p> <ul style="list-style-type: none"> • Crises of sensemaking, 9/11 <p><i>Managerial implications:</i></p> <ul style="list-style-type: none"> • Managing as sensemaking

LEARNING TO GO!

1. Knowledge is always contextual, improvisation invaluable.
2. Build routines but beware.
3. Appreciate what local knowing means in local terms.
4. Dissolve boundaries, translate perceptions, don't create whingers, isolates, and deviants whose wisdom goes unheralded
5. Don't fight today's wars with yesterday's tactics. Successful innovation requires not only routine exploitation but constant exploration.

MORE LEARNING TO GO!

6. Today's winning idea may be the cause of tomorrow's failure
7. Routine attitudes produce routine results.
8. Always prepare to be surprised. Preparing to be surprised means actively seeking out that which is non-routine.
9. If we were never surprised we would never learn!
10. Sometimes we do things for which we have no good reasons to come up with a new objective.