

Google AI → rlaexp site search

7/17/25, 10:51AM

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Google AI mode

[Google AI mode](#)

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searchWord site:rlaexp.com

Google utilizes generative AI models, like those found in Bard (now part of Gemini), to create AI Overviews, which summarize information from various sources and AI Mode, which offers more interactive and conversational search experiences.



rlaexp.com's central focus is **navigating changing worldS** – the uppercase S signifies unimagined and unimaginable futureS.

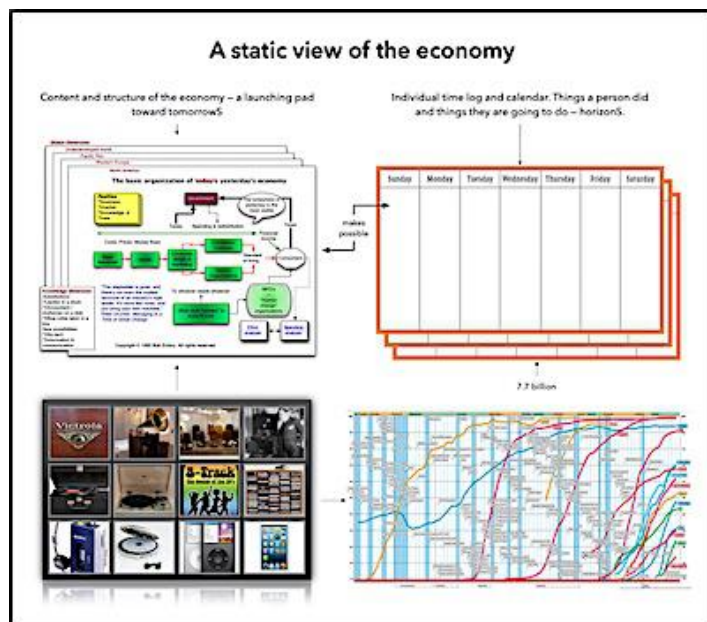
rla points toward Real Life Adventures and exp points toward exploration.

rlaexp.com consists of 950+ web pages, 350+ PDFs, and 3,700 images. Many of the web pages provide book overviews of varying lengths.

Google Gemini's ability to summarize this material is impressive, but the AI mischaracterizes some central concepts and web site developer's identity – Bob Embry.

ecological awareness

Your thinking, choices, decisions are determined by what you've "SEEN"



[Larger view](#) ↑

[Peter Drucker](#) topic below ↓ [book list](#)



[Larger view](#) ↑

What thinking is needed? ↑

Peter Drucker – [a social ecologist](#) – passed away on November 11, 2005



[Perception](#) provides the ingredients for [thinking](#)

“Once perception is directed in a certain direction

it cannot help but [see](#),

and once something is seen,

it cannot be unseen” [Edward de Bono](#)

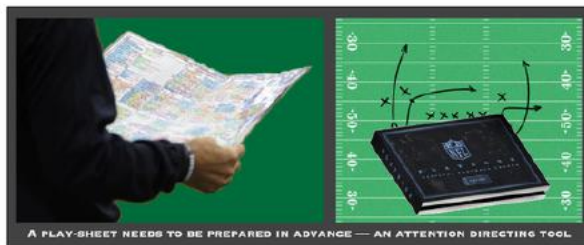
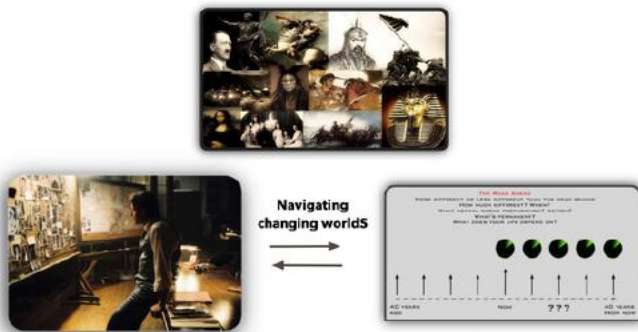
most mistakes in thinking are mistakes in perception

- Seeing only part of the situation;
- Jumping to conclusions;
- Misinterpretation caused by feelings

[Thinking broad](#)

[Navigating changing worldS](#)

What goes on behind closed doors



[being prepared for what comes next](#)

life

<https://www.google.com/search?q=life+site:rlaexp.com>

The query "life site:rlaexp.com" searches for pages on the website rlaexp.com that discuss the concept of "life."

Here's a summary of what the search results reveal about rlaexp.com's perspective on life:

Key Themes and Ideas:

- **Life as a Journey and Design:** rlaexp.com emphasizes a proactive approach to life.

It suggests that individuals can design their lives and actively navigate their futures.

Individual can attempt to design and navigate – success is not guaranteed, but its better than just repeating yesterday over and over.

[The beach and the road](#)

[Those who want a fulfilling life ...](#)

- **Importance of Time:** The site highlights the significance of time as a finite resource, emphasizing that time is limited.

It prompts reflection on how individuals use their time and whether their actions align with their desired life.

Just because an individuals life seems acceptable or desirable doesn't mean that a life tsunami is not just over the horizon.

[Serious outside interest](#)

- **Continuous Learning and Reinvention:** rlaexp.com suggests that continuous learning, adaptation, and self-reinvention are necessary throughout life, especially given longer lifespans and evolving work environments.

- **Meaning and Purpose:** The site touches on finding meaning in life.

It suggests that individuals should aim to make a difference in the world and pursue achievements that matter. ("Replace the quest for achievement or success with the [quest](#) for [contribution](#).")

- **Navigating a Changing World:** rlaexp.com presents the idea that individuals need to navigate a world that is constantly changing and unpredictable.

This requires awareness, adaptability, and a proactive approach to shaping one's future.

- **Managing Oneself:** rlaexp.com underscores the importance of [managing oneself](#), taking responsibility for one's own development, career, and life choices.

- **The Second Half of Life:** The site explores the concept of the [second half of life](#) and how individuals can approach this stage with purpose, possibly developing parallel careers or engaging in meaningful activities.

Overall, rlaexp.com presents a perspective on life that emphasizes:

- **Personal Responsibility:** Individuals are responsible for shaping their own lives and navigating their futures.

- **Active Engagement:** Life is not a passive experience but something to be actively engaged with and designed.

- **Continuous Growth:** Individuals need to continuously learn, adapt, and reinvent themselves throughout their lives.

- **Purpose and Meaning:** Finding meaning and [making a difference](#) are important aspects of a fulfilling life.

- **Adaptability:** The ability to navigate a changing world and manage oneself are crucial skills.

Many of these ideas are connected to the work and concepts of [Peter Drucker](#), a well-known management consultant and author whose ideas are featured [prominently](#) on rlaexp.com

perception

[https://www.google.com/search?
q=perception+site:rlaexp.com](https://www.google.com/search?q=perception+site:rlaexp.com)

The query "perception site:rlaexp.com" seeks information about the concept of "perception" as discussed on the website rlaexp.com.

Here's a summary of the key points about perception found on that site:

Key Concepts about Perception on rlaexp.com:

▪ **Perception as a Basis of Thinking:** rlaexp.com emphasizes the crucial role of perception in thinking and understanding.

It's argued that our perceptions shape our understanding of the world.

▪ **Perception is Active:** The site suggests that perception is not just a passive reception of sensory information but an active process where the brain organizes and interprets what it receives.

▪ **The Brain Sees What It's Prepared to See:** rlaexp.com states that the brain can only see what it's prepared to see, and complex concepts influence perception.

▪ **Perception is Personal and Subjective:** Perception is presented as the only reality for the person involved.

It's a subjective experience, and may not align with objective reality.

This idea is connected to the concept of the "logic bubble", where people act logically based on their individual perceptions, values, and experiences.

▪ **Perception is Influenced by Memory and Context:**
Our perceptions are affected by short-term memory, past experiences, and emotional attachments.

■ **Broadening Perception is Important:** The site highlights the importance of broadening perception to make better decisions.

Wisdom, in contrast to cleverness, is linked to a wide-angle, broad perception.

■ **Perception is Key to Wisdom:** rlaexp.com suggests that wisdom is closely tied to perception, implying that mistakes in thinking often stem from flawed perceptions.

■ **Attention and Perception:** Attention is seen as a key element of perception, as our choice of what to pay attention to determines our subsequent thoughts and actions.

Attention can be directed or attracted to unusual things.

Perception, according to rlaexp.com, is a critical and intricate part of thinking, greatly affecting how the world is understood and how decisions are made.

It is an active, subjective process influenced by experience, memory, and attention.

Expanding perception is essential for better thinking and wisdom.

thinking

[https://www.google.com/search?
q=thinking+site:rlaexp.com](https://www.google.com/search?q=thinking+site:rlaexp.com)

The query "thinking site:rlaexp.com" suggests a user is looking for information about the concept of "thinking" as it is discussed on the website rlaexp.com.

Based on the search results from rlaexp.com, here's a summary of how the site approaches the topic of thinking:

rlaexp.com emphasizes thinking as a skill that can be learned and improved, rather than just an innate ability.

The site features the work of Edward de Bono, a proponent of "lateral thinking" and other techniques to enhance thinking skills.

Key aspects of thinking discussed on rlaexp.com include:

- **Thinking is not just logic and problem-solving:** It encompasses a wide range of activities, including decision-making, imagining, and reflecting on experiences.
- **Importance of perception:** The site highlights that errors in perception are a major source of thinking errors.
- **Deliberate Thinking:** rlaexp.com discusses the importance of being aware of one's own thinking processes and being able to analyze them, which is referred to as "thinking about thinking".
- **Thinking Tools and Frameworks:** The site presents various thinking tools and frameworks, such as the Six Thinking Hats and the PISCO framework, to aid in structured and effective thinking.
- **Broad and Detailed Thinking:** rlaexp.com emphasizes the value of considering both the big picture and the specific details when thinking about a problem or situation.

- **The need for new thinking:** rlaexp.com argues for the necessity of moving beyond traditional, critical thinking to more creative and constructive approaches.

- **Thinking for oneself:** The site stresses the importance of independent thinking rather than passively accepting the ideas of others.

In essence, rlaexp.com presents a view of thinking as a valuable and improvable skill, offering various resources and perspectives to help individuals become more effective and deliberate thinkers.

intelligence

[https://www.google.com/search?
q=intelligence+site:rlaexp.com](https://www.google.com/search?q=intelligence+site:rlaexp.com)

The query “intelligence site:rlaexp.com” is a request to find information related to “intelligence” specifically within the website rlaexp.com.

Here’s a summary of what the search results reveal about the concept of intelligence as discussed on that site:

Key Concepts about Intelligence on rlaexp.com:

- **Intelligence as a Potential:** The site emphasizes the importance of viewing intelligence as a potential that needs to be developed, rather than just an inherent trait.
- **Intelligence, Information, and Thinking:** rlaexp.com, particularly through the work of Edward de Bono, highlights the interconnectedness of intelligence, information, and thinking.

[Intelligence, Information, and Thinking](#)

[Attention directing](#)

[Why Peter Drucker distrusted facts](#)

Intelligence is likened to the horsepower of a car, while thinking is the skill of driving, and information is the roadmap.

- **Intelligence and Thinking Skills:** The site distinguishes between intelligence and thinking skills.

High intelligence doesn’t automatically translate to excellent thinking.

Effective thinking involves exploring situations and not just judging them, and intelligent individuals can sometimes be overly focused on proving others wrong.

- **Beyond Cleverness:** rlaexp.com suggests that traditional education systems overemphasize cleverness (or intelligence) at the expense of developing thinking skills.

- **The Intelligent Investor:** The site also references Benjamin Graham's "The Intelligent Investor," discussing concepts like intelligent investing and speculation.

It emphasizes that intelligent investing requires knowledge and skill, similar to running a business.

- **Intelligence and Behavior:** The site acknowledges that while intelligence is common among executives, there's not necessarily a strong correlation between effectiveness and intelligence, imagination, or knowledge.

- **Intelligence and Being Interesting:** The site states that being interesting is not directly linked to intelligence, beauty, or confidence, but rather a state of mind.

- **Operacy:** rlaexp.com introduces the concept of "operacy," which is the skill of "doing" and acting in the real world.

This is distinct from just having knowledge or intelligence.

In essence, rlaexp.com portrays intelligence as a valuable asset but stresses that it's not sufficient on its own.

It needs to be combined with effective thinking skills, relevant information, and the ability to take action (operacy) to achieve meaningful results

education

<https://www.google.com/search?q=education+site:rlaexp.com>

5/31/2025

The query "education site:rlaexp.com" suggests a user is looking for information on education-related content specifically on the rlaexp.com website.

Here's a breakdown of what rlaexp.com offers related to education:

Focus on Lifelong Learning and the Knowledge Society:

- RLAexp.com emphasizes the importance of continuing education and lifelong learning, particularly for adults in the "knowledge society".
- The site recognizes that knowledge is constantly evolving and that individuals need to continuously update their skills and knowledge to remain relevant in their fields.
- RLAexp.com views online learning as a key driver for this growth in continuing adult education.

Key Concepts in Education According to RLAexp.com:

- **Global Citizenship:** Education should prepare individuals to be global citizens with a broad worldview and understanding of different cultures.
- **Thinking Skills:** RLAexp.com stresses the need to teach thinking skills, not just information, to help individuals make the best use of the vast amounts of information available.
- **Beyond Information:** RLAexp.com argues that education should go beyond simply imparting information and should focus on teaching perception and practical application.

▪ **Connecting Knowledge and Action:** The site advocates for an educational approach that connects learning with real-world action and experience.

Resources and Perspectives:

▪ RLAexp.com provides access to writings and perspectives on education from influential thinkers like [Peter Drucker](#) and [Edward de Bono](#).

▪ **Drucker's View on the Changing Landscape of Education:** Drucker believed that [education](#) would change more in the coming decades than it had in the previous three centuries.

He emphasized the need to redefine what constitutes an educated person and adapt to the **changing nature of knowledge and learning**.

▪ **De Bono's Focus on Thinking Skills:** De Bono's work highlights the importance of teaching thinking skills to help individuals make better use of information and navigate a complex world.

In Summary:

RLAexp.com doesn't offer formal courses or certifications.

Instead, it provides a platform for exploring concepts, ideas, and resources related to lifelong learning, the evolving nature of knowledge, and the importance of thinking skills in a rapidly changing world.

It's a resource for those interested in a broader understanding of education and its role in individual and societal development.

management

The query "management site:rlaexp.com" suggests a user is looking for information about management principles, practices, or resources available on the website rlaexp.com

Based on the search results, rlaexp.com appears to be a website dedicated to exploring and applying the management concepts of Peter Drucker, a well-known management consultant and author.

Here's a breakdown of what you might find on rlaexp.com related to management:

1. Conceptual Resources:

- The site offers resources related to Peter Drucker's management theories, including excerpts, reviews, and summaries of his works.
- You might find information about Drucker's key concepts, such as the nature of management, its tasks and responsibilities, and the importance of making knowledge productive.
- There are also resources discussing management as a social function and a liberal art, highlighting the importance of human beings and their capabilities within organizations.

2. Practical Applications:

- The site may offer insights into applying Drucker's management principles in various organizational settings.
- You might find content related to managing oneself, a concept emphasized by Drucker, and its implications for personal and professional development.
- There could be discussions on topics like making work productive, managing social impacts, and the importance of continuous learning and development.

3. Tools and Frameworks:

- rlaexp.com may provide tools and frameworks for analyzing and understanding different organizational contexts.
- The site might encourage users to explore and reflect on their own management practices through various exercises and thought-provoking questions.

In Summary:

If you're interested in Peter Drucker's management philosophy and its practical applications, rlaexp.com could be a valuable resource.

You'll find a range of materials related to management theory, practice, and tools for navigating organizational challenges.

effectiveness

According to search results from rlaexp.com, **effectiveness** is presented as:

- **Essential for knowledge workers and executives:** It is the core purpose of knowledge workers, whether they manage others or work independently.

Effectiveness is key to the development and viability of modern society and organizations, as well as individual self-development.

- **Different from efficiency:** Efficiency focuses on doing things correctly, while effectiveness focuses on achieving the right outcomes.

- **A learned skill:** Effectiveness is a “complex of practices” and “self-discipline” that must be learned and practiced, not an innate ability.

- **Achieved through specific practices:** These include time management, focusing on outward contribution, building on strengths, concentrating on major areas, and making effective decisions.

Other key practices involve asking the right questions, developing action plans, taking responsibility for decisions and communication, focusing on opportunities, running productive meetings, and fostering a “we” rather than “I” mindset.

- **Key to turning knowledge into results:** Effectiveness is what transforms intelligence, imagination, and knowledge into results.

The specialized knowledge of knowledge workers becomes productive through organizations that integrate them into a common task.

- **Enabling organizational and personal success:** Executive effectiveness helps align the needs of the organization with the individual’s contributions and purposes.

It allows individuals to find opportunity, achievement, fulfillment, and values in their work.

In summary, rlaexp.com, based on Peter Drucker's writings, highlights effectiveness as a crucial discipline and a set of practices that knowledge workers and executives must develop for individual and organizational success in modern society.

knowledge work

knowledge work site:rlaexp.com

Based on the provided search results from the website rlaexp.com, here's information on knowledge work:

The Nature of Knowledge Work:

- Knowledge, as a resource, differs significantly from other forms of work.
- It changes rapidly, unlike traditional skills that evolve slowly.
- Knowledge workers must embrace continuous learning and self-direction.
- Productivity in knowledge work is not solely about quantity but also involves quality and contribution.
- It is interdisciplinary, with important advances often stemming from outside a specialist's field.
- Results are achieved through applying knowledge to knowledge, demanding accessing, interpreting, connecting, and translating information.
- Measuring and appraising knowledge work are challenging, but essential for focusing on results.

Managing Knowledge Work:

- It needs to be managed differently than other forms of work.
- Knowledge workers must manage themselves and take responsibility for their development.
- Organizations need to foster continuous feedback and learning.
- Building in organized abandonment is crucial to avoid overload.

- Effective organizations place knowledge workers where they can make the greatest contributions and treat them as associates.

- Understanding and practicing “feedback analysis” is a key modality in making knowledge actionable.

The Knowledge Worker:

- Knowledge workers, except at the lowest levels, are motivated by self-achievement and self-direction.

- They own their means of production (knowledge) and are likely to outlast organizations.

- They are the successors to skilled workers in the knowledge society.

Challenges:

- Defining and measuring productivity for most knowledge work is difficult.

- The traditional view of work and management needs to shift to accommodate the unique nature of knowledge work.

RLA's Perspective:

The website rlaexp.com, based on the provided results, appears to be a resource for information on knowledge work and related topics, particularly drawing on the work of Peter Drucker.

It highlights the significance of knowledge in the modern economy and the need for new approaches to manage it effectively.

The site seems to offer insights, frameworks, and perspectives on these topics, aiming to help individuals and organizations navigate the complexities of knowledge work and achieve productivity.

knowledge organization rlaexp.com

<https://www.google.com/search?q=%22knowledge%20organization%22%20site%3Arlaexp.com>

The search results from rlaexp.com related to “knowledge organization” primarily discuss the ideas of Peter Drucker concerning the shift towards a **knowledge society** and the crucial role of **organizations in making knowledge productive**.

Key points extracted from the results:

- **Society of Organizations:** The website emphasizes the notion of a “society of organizations” where knowledge is the primary resource.

- **Purpose of Organizations:** A key function of [organizations](#) in this knowledge-based society is to make knowledge productive.

This involves structuring work and tasks, and bringing specialists together to work on a common task.

- **Knowledge Workers:** The shift to a knowledge society involves a transition from manual laborers to knowledge workers who must manage themselves.

- **Challenge of Management:** Managing in this environment requires a focus on skills, results, and performance, unlike traditional functional organizations where the emphasis might be more on functional skills.

- **Need for Organized Change and Innovation:** Organizations need to be designed for constant change and innovation, including the systematic abandonment of outdated practices, products, and even organizations themselves.

- **Importance of Clear Mission:** Because organizations are composed of specialists with narrow knowledge, a clear and focused mission is essential to hold the organization together and ensure the production of results.

▪ **Responsibility-Based Organization:** In the society of organizations, a responsibility-based approach is crucial, where organizations take responsibility for their limits and for addressing societal needs.

Essentially, rlaexp.com, through the lens of Peter Drucker's writings, explores the organization of knowledge in the context of organizations and society, emphasizing the need for structured, results-oriented approaches to managing knowledge and change.

The following is almost completely different from [Drucker's work](#). Knowledge exists only in application and not in a book, database etc.

knowledge organization – Wikipedia

[Source](#)

This article is about KO in management theory.

For KO in Library and Information Science, see [Knowledge organization](#).

A **knowledge organization** is a [management idea](#), describing an organization in which people use systems and processes to generate, transform, manage, use, and transfer [knowledge](#)-based products and services to achieve organizational goals. See [Drucker summary](#).

Overview

From a functional perspective, in a knowledge organization, content (objects, data, information, knowledge, and wisdom) are generated by [knowledge workers](#).

Content is captured, organized, and preserved to enable its reuse and leveraging by people and groups other than those who generated it.

Infrastructure is in place to enable sharing of content across all elements of an organization and with external partners, as appropriate.

Procedures are in place to integrate content from multiple sources and mobilize it to achieve organizational goals and objectives.

A learning culture promotes not only individual learning but also results in a shared understanding.

Finally, the organization embraces continuous evolutionary change to sustain itself in a constantly [changing](#) environment.

Simard et al. (2007) described five functions of a knowledge-service organization:

1. generate content
 2. transform content into useful products and services
 3. preserve and manage content to enable organizational use and external transfer
 4. use content to achieve organizational goals
 5. transfer content externally, in the form of products and services
- Functions 1, 3, and 5 are essential and cannot be bypassed.

A knowledge organization also links past, present, and future by capturing and preserving knowledge in the past, sharing and mobilizing knowledge today, and knowledge organizations can be viewed from a number of perspectives: their general nature, networks, behavior, human dimensions, communications, intelligence, functions and services.

History

In the 1970s [Peter Drucker](#) (1974) may have been the first to describe knowledge workers and knowledge work.

Knowledge is created and used by people.

Strassman (1985) described the transformation of work in the [electronic age](#) from the standpoint of education and training for managers and employees, human aspects of the working environment, and issues of morale, motivation, [privacy](#), and displacements.

In 1990 Charles M. Savage observed that the nature of an organization based on knowledge rather than industrial society notions of land, labor, or capital was not well understood.

Mcgee and Prusak (1993) noted that core competencies are not what an organization owns, but rather what it knows.

Bartlett (1999) indicates that empowerment is not possible in an autocratic organization, that networks cannot be sustained in fixed hierarchical structure, and that learning is not possible in an environment constrained by rigid policies and procedures.

Davenport (1997) used an [information ecology](#) approach, in which he explored the use and [abuse of information](#) in the context of infighting, resource hoarding, and political battles as well as appropriate management in such a context.

Simard (2000) states that knowledge is inextricably linked to organizational mandates.

Some providers strive for objectivity, others selectively disseminate information and knowledge, while still others use information to further their agenda.

Users must understand that information is not innocent, and that all information is not created equal.

Knowledge organization topics

Network dimension

Knowledge organizations have a network dimension.

Davis (1977) states that networks would not replace hierarchies, but that the two would coexist within a broader organizational concept.

Similarly, Amidon (1997) points out that traditional industrial-era hierarchies are neither flexible nor fluid enough to mobilize an organization's intellectual capacity and that much less constrained networked organizational forms are needed for modern decision making.

Tapscott (1998) notes that there is an underlying logic and order to the emerging digital organizational form.

It is networked, involves multiple enterprises, is based on core competencies, and knowledge is actively created, exchanged, and used.

Behavioral approach

There is also a behavioral approach.

Bartlett (1999) indicates that organizational structure is just a skeleton.

Knowledge organizations also have a physiology in the form of the flow of information and knowledge, as life-blood.

They also have a psychology represented by people's values and how they act as individuals and collectively.

Collective intelligence

Knowledge organizations also have [collective intelligence](#).

Liautaut (2001) points out that in the knowledge economy, being an intelligent business is not only a prerequisite to winning, but even to compete in the first place.

In a fluid, fast-paced knowledge market, companies that can find and exploit the slightest advantage for faster, better decision making will dominate.

He also indicates that the greater the exchange of data and information across an organization, the more intelligent it will be.

Organizational knowledge

The knowledge in organizations is more complicated.

Except from formal and informal documents, Davenport & Prusak's (1998) also introduced routines, processes, practices and norms.

It may therefore be clear that organizational knowledge is much more than a sum of all the individual knowledge (see Bhatt, 2000a).

In a survey conducted by Cranfield University (1998) it became clear that most of the knowledge an organization needs, already exists in the organization, but that finding and identifying it were the problems (see also Hinds & Pfeffer, 2001).

This has several explanations.

- First of all it depends how the knowledge in an organization is organized.

Hansen et al. (1999) made a distinction between a codification and personalization strategy.

A codification strategy focuses as the word already implicates, to codify knowledge in a company, where a personalization strategy implies personal interaction as the main factor for exchanging knowledge.

Both strategies have their problems.

First of all it is in many cases not possible to codify knowledge because of e.g. codifiability and complexity (see Kogut and Zander, 1992 for a very clear and elaborated study on this subject).

This is called cognitive limitations (Hinds & Pfeffer, 2001).

Hinds & Pfeffer (2001, pp4) argue that :

“As expertise increases, [mental representations](#) become more abstract and simplified”

- And even if people can share knowledge, sometimes they do not want to.

Hinds & Pfeffer (2001) call this motivational limitations.

Hall et al. (2001) see rewards and informal activities with colleagues as the solution for the so-called motivational limitations.

They divided the rewards in two groups, the explicit and the soft rewards.

Explicit rewards are e.g. economic incentives and career advancement.

Soft rewards are non-economic rewards such as reputation and satisfaction.

Formal and informal knowledge sharing

All this theory is based on formal structures in an organization.

Organizations all also exist out informal ties and networks.

This complicates organizational goals of formal [knowledge sharing](#).

A company will lose track of who has what knowledge because of the informal networks.

This does not mean that informal networks are negative, just on the contrary, informal networks can create ties and surroundings which are necessary for knowledge sharing (see Brown & Deguid, 2001).

Informal networks have received different names in the literature such as sensemaking (Weick, 1979), communities of practice (Brown & Deguid 1998) and communities of knowing (Boland & Tenkasi, 1995), Nikolai Groups (Nikolaivitch 1956).

As Pan & Leidner (2003) argue in their paper, communities of practice exist because functional boundaries do not fit the community boundaries.

They state (pp 73): "facilitate an environment of 'structured informality' supported by knowledge, people, organizational processes and infrastructure."

The implication and unfortunately also the complication of informal networks is that an organization loses the general view of the knowledge in the organization.

As showed by Cross et al. (2001) an informal structure significantly differs of the formal one.

To effectively maximize the potential the authors argue that it is necessary to analyze both structures.

They introduce the so-called Social Network analysis which systematically assesses informal networks.

Knowledge consequently can be collected from formal and informal networks to create a socio-knowledge matrix in organizations.

Organizational effectiveness

Zheng et al. (2010) studied mediating role of [knowledge management](#) and the findings indicate that knowledge management is not only an independent managerial practice, but also a central mechanism that leverages organizational cultural, structural, and strategic influence on [organizational effectiveness](#).

Greiner et al. (2007) concluded a strong relationship between the success of knowledge management in terms of improving business performance of the organization and the alignment of KM strategy and business strategy.

According to Greiner et al. (2007) two different knowledge management strategies have been discussed in the literature for sharing tacit and explicit knowledge.

The codification strategy focuses on collecting knowledge, storing it in databases and providing the knowledge in an explicit and codified form.

Personalization strategy focuses instead on transferring, communicating and exchanging knowledge by utilising information technology.

From the elements of the business strategy and knowledge management strategy can be formulate four different combinations.

However, Greiner et al. (2007) suggest that if business strategy focuses on innovation then primarily should be relied on personalization strategy and respectively in case of efficiency then codification should have priority.

See also

- [Digital Economy](#)
- [Information economy](#)
- [Information Market](#)
- [Information Society](#)
- [Internet Economy](#)
- [Knowledge market](#)
- [Knowledge policy](#)
- [Knowledge Revolution](#)
- [Knowledge workers](#)
- [Knowledge Value](#)
- [Network Economy](#)
- [Personal information management](#)
- [Knowledge sharing](#)

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leadership

<https://www.google.com/search?q=leadership+site:rlaexp.com>

The website rlaexp.com has a significant amount of content related to leadership, drawing heavily from the works of prominent management thinkers like Peter Drucker and Frances Hesselbein.

Here's a summary of key themes and ideas found on the site:

Core Concepts of Leadership:

- **Followership is Essential:** The site emphasizes that a leader is defined by having followers.

Without followers, there is no leadership, regardless of intellect or vision.

- **Results-Oriented:** Effective leadership is about achieving results and ensuring followers do the right things, not just about popularity.

- **Leading by Example:** Leaders are highly visible and therefore set examples for their followers.

- **Beyond Rank and Title:** Leadership is not about position, privilege, or monetary compensation but rather about influence and action.

- **Earning Trust:** Earning the trust of followers is crucial for effective leadership.

Peter Drucker's Perspective:

- **Leadership as Work:** Drucker views leadership not as charisma or a set of personality traits but as a demanding and focused form of work.

- **Mission and Goals:** Leaders must define the organization's mission, set clear goals and priorities, and establish and maintain high standards.

- **Focus on Results:** Leaders must be concerned with the organization's performance and results both inside and outside the organization.

- **Managing by Objectives:** Management, and by extension leadership, should be focused on organizing resources to achieve results and managing by objectives.

- **The Importance of Knowing Oneself:** Drucker emphasizes the importance of self-awareness and managing oneself, particularly for knowledge workers.

Other Notable Points:

- **Leadership Requires Preparation:** The site highlights that leadership requires continuous development and learning.

- **The Dark Side of Leadership:** It also acknowledges that leadership can be used for negative purposes, citing historical figures like Stalin and Hitler as examples of charismatic but destructive leaders.

- **Importance of Questions:** Asking and answering important questions is a critical skill for effective leaders to gain insight and build relationships.

- **Integrity is Paramount:** The site stresses that true leadership is rooted in integrity and character rather than manipulative tactics.

- **The Need for a Unified Approach to Quality:** Leadership for quality requires a unified framework to address obstacles and define what "quality" means.

In conclusion, rlaexp.com presents a comprehensive view of leadership, emphasizing the importance of followers, results, integrity, and continuous self-improvement.

It draws heavily on the insights of management gurus like Peter Drucker and Frances Hesselbein to provide a rich and insightful exploration of leadership principles

innovation

innovation site:rlaexp.com

RLAexp.com is a website focused on providing resources for understanding and navigating organizational evolution, particularly through the lens of Peter Drucker's work

The concept of "innovation" features prominently on the site, often in the context of entrepreneurship and managing change.

Here's what you can find regarding innovation on RLAexp.com:

- **Innovation as a tool for entrepreneurs:** The site emphasizes that innovation is a key tool for entrepreneurs to exploit change and create new businesses or services.

- **Innovation as an economic and social term:** Innovation is presented as something that impacts the economic and social environment, leading to new wealth or potential.

It's not solely about technical advancements.

- **The sources of innovation:** RLAexp.com discusses the various sources of innovative opportunity, both within an organization (e.g., unexpected successes or failures) and outside of it (e.g., demographic changes or new knowledge).

- **Systematic innovation:** The site highlights that successful innovation is not a spontaneous event, but rather requires purposeful, systematic, and organized effort.

- **Innovation driven by the user:** A crucial aspect of innovation, according to the site, is that it must start with the users and their needs and values.

The test of innovation is what it does for the user.

▪ **Innovation and change leadership:** A policy of systematic innovation is seen as crucial for organizations to become change leaders.

▪ **Innovation and sustainability:** Although not a primary focus, the search results point to a broader trend towards sustainability-oriented innovation (SOI), which integrates sustainability into the core of innovation strategies.

Overall, RLAexp.com focuses on innovation as a disciplined process, connected to entrepreneurship and driven by the understanding of market and societal needs.

change

<https://www.google.com/search?q=change%20site%3Arlaexp.com>

rlaexp.com explores the concept of "change" in various contexts, particularly within the framework of organization evolution and navigating a changing world

The site's purpose is to provide a "big picture thinking landscape" for navigating the profound transitions occurring in the world.

The approach to change on rlaexp.com includes:

- **Understanding change:** The site emphasizes that change is constant, and the future differs from the past.

It highlights the importance of recognizing and adapting to these changes.

- **Navigating change:** rlaexp.com offers resources and a work approach model to help individuals and organizations navigate change.

This involves having a "mental radar" that identifies and focuses on actionable items.

- **Embracing innovation:** The site promotes being open to new ideas, approaches, and systems as necessary for survival in a fast-changing world.

Leaders who embrace innovation are more likely to succeed.

- **The need for continuous learning:** rlaexp.com suggests lifelong learning is essential for navigating a changing world.

It highlights the importance of learning to manage oneself and how and when to change work.

■ **Peter Drucker's influence:** The site is largely inspired by the work of Peter Drucker, who focused on understanding and adapting to societal and economic changes.

Essentially, rlaexp.com focuses on the critical need to acknowledge, understand, and strategically respond to the changes happening.

It provides tools and a framework for developing the awareness and skills required to thrive in a constantly evolving world

design

design site:rlaexp.com

RLAExp.com's approach to "design" appears to focus on:

- **Life Design:** RLAExp.com offers a "Life Design work approach" which acts as a blueprint for crafting and managing one's life.

This involves setting directions and actively working towards desired outcomes, similar to a "life design" concept.

This approach emphasizes taking responsibility for your life and involves exploring areas of interest and then planning and acting upon them.

- **Simplicity:** The site highlights Edward de Bono's perspective on design and problem-solving, which emphasizes the value of simplicity.

Design is viewed as a way to construct and create solutions, moving beyond mere analysis.

- **Lateral Thinking and Creativity:** De Bono's ideas on lateral thinking are also presented, highlighting the need to challenge and discard existing elements and design alternatives and possibilities.

This process involves creativity and lateral thinking to find new and better solutions.

- **Concept Mapping:** The site utilizes concept maps and illustrations, suggesting a focus on visual design for clarifying and organizing complex ideas.

- **Organic Design:** The website also discusses moving towards "organic design", which is described as being informed by mission, purpose, strategy, and the environment.

Essentially, RLAExp.com views design as a proactive and purposeful process, particularly relevant to personal development, decision-making, and navigating complex situations.

productivity

<https://www.google.com/search?q=productivity%20site%3Arlaexp.com>

RLAExp.com provides information and resources related to productivity and related concepts, primarily focusing on management and effectiveness, particularly in the context of knowledge work.

Here are some key themes and concepts related to productivity as presented on RLAExp.com:

▪ **Definition of Productivity:** Productivity is described as a measure of how efficiently time is used to complete tasks and achieve goals.

It is presented as a balance between all factors of production that results in the greatest output for the smallest effort.

It's crucial to understand that simply doing more doesn't equal productivity; it's about the ratio of output to input and applying knowledge to knowledge.

▪ **Focus on Knowledge Worker Productivity:** RLAExp.com highlights the increasing importance of knowledge worker productivity, especially in the 21st century.

This shift in focus is significant as the workforce becomes dominated by knowledge and service workers.

▪ **Key Factors for Knowledge Worker Productivity:** The site outlines six key factors that determine knowledge worker productivity, including asking "What is the task?", placing responsibility for productivity on the individual, and incorporating innovation as part of the work.

▪ **Time Management and Prioritization:** Effective executives concentrate on one or, at most, two tasks at a time, prioritizing them based on what needs to be done now.

This concept of focusing on the present and then re-evaluating priorities after completing a task is essential for effective time management.

▪ The "Getting Things Done" (GTD)

Method: RLAEExp.com features material related to David Allen's GTD method, a system for managing workflow, projects, and actions to achieve "stress-free productivity".

This includes stages like collecting and processing information, organizing tasks, reviewing progress, and taking action.

▪ **Managing Oneself:** The site emphasizes the importance of individuals taking responsibility for managing their own productivity, especially in the context of knowledge work.

This includes understanding one's strengths and managing one's career, particularly in the later stages of life.

▪ **Strategic Approach:** RLAEExp.com stresses the importance of starting with the end product when making work productive.

It suggests that the desired outcome determines the necessary tools, processes, and controls.

▪ **Balancing Short-Term and Long-Term Results:**

RLAEExp.com points out the difficulty in balancing short-term results with the long gestation period often required for innovation and high knowledge productivity.

▪ **Overcoming Fear:** Knowledge workers are not productive under the influence of fear; their productivity stems from self-motivation and self-direction.

▪ **Innovation and Productivity:** Systematic exploitation of opportunities for change is essential for making knowledge productive.

Overall, RLAEExp.com offers a comprehensive perspective on productivity that goes beyond simply completing tasks.

It emphasizes the importance of focusing on high-value activities, managing time effectively, and adapting to the changing landscape of work, particularly in the knowledge-based economy.

truth

truth site:rlaexp.com

The site rlaexp.com seems to focus on concepts related to thinking, knowledge, and information, particularly as presented by author Edward de Bono

Regarding "truth", the site explores different types and aspects of truth:

- **Absolute Truth:** The site mentions the need for absolute truth and explores different kinds, such as mathematical, logical, scientific, mystical, revealed, and dogmatic truth.

- **Proto-truth:** This concept seems related to practical varieties of truth, alongside absolute truth, hypothesis, and pragmatic truth.

- **Truth Paste:** This refers to the use of subjective opinions, often through adjectives, presented as facts, a common practice in advertising.

- **Truth and Judgement:** The site suggests that the traditional thinking system, focused on judgment, stems from the concern for "truth," emphasizing knowing over exploration.

- **Truth and Information:** Information can be interpreted as truth and used to enhance knowledge.

Essentially, rlaexp.com, through the works discussed on the site, explores the multifaceted nature of truth and its connection to thinking, knowledge, and information.

peter drucker

peter Drucker site:rlaexp.com rlaexp.com, a website run by Bob Buford (founder of Leadership Network), features a significant amount of content related to Peter Drucker, often referred to as the "father of modern management".

Here's what you can find about Peter Drucker on rlaexp.com:

1. General Information and Influence:

- **The Wisdom of Peter Drucker:** This section highlights Drucker's profound influence on various aspects of life and work, from mission statements to the concept of a "second half" career.

- **An introduction to Peter Drucker and his work:** Provides a biographical overview, mentioning his extensive work as a writer, teacher, and consultant, and listing some of his key books and the organizations he worked with.

- **Tributes to Peter F. Drucker:** This page likely features testimonials and reflections on Drucker's impact from various individuals.

- **Peter Drucker :: the towering management thought leader:** Emphasizes Drucker's significance as a management thinker, noting his foresight and insights into various topics, including the rise of the "knowledge worker".

- **Peter Drucker: The Über Mentor:** Describes Drucker as a valuable mentor, highlighting his approach of asking questions, sharing his vast knowledge, and empowering individuals.

2. Key Concepts and Theories:

- **Management by Objectives (MBO):** Drucker's concept of MBO, where managers and employees set mutually agreed-upon goals, is a central theme discussed on rlaexp.com.

- **Focus on results:** Drucker stressed the importance of organizations being results-oriented and continually improving processes to enhance productivity and efficiency.
- **Continuous learning and adaptation:** rlaexp.com highlights Drucker's emphasis on the need for organizations to be proactive in anticipating and responding to changes in the external environment, fostering a culture of learning and innovation.
- **Decentralization:** Drucker advocated for empowering employees by placing decision-making authority in the hands of those closest to the information and action.
- **Knowledge work:** The site discusses Drucker's recognition of the importance of knowledge workers and the need to make them productive.
- **Corporate social responsibility:** rlaexp.com notes Drucker's belief that businesses should go beyond profit-making and contribute to the well-being of their communities.
- **Organizational culture:** Drucker viewed culture as a powerful force and believed leaders should actively shape and align it with the organization's values and goals.

3. Specific Works and Interviews:

- **The Wisdom of Peter Drucker (PDF):** Provides a more in-depth look at Drucker's influence on Bob Buford's life and work, including the concept of a "second half" career.
- **Peter F. Drucker : Annotated Bibliography:** A [comprehensive list](#) of Drucker's books and articles, offering summaries of their key themes.
- **Interviews with Peter Drucker:** Features a collection of interviews, providing insights into Drucker's thinking on various topics, including his views on the post-capitalist society and the changing role of executives.

- **Managing Oneself by Peter Drucker:** Focuses on Drucker's ideas about individuals taking responsibility for managing their own careers and personal development in a constantly changing world.

- **Innovation:** Presents Drucker's views on innovation as a purposeful and systematic discipline, emphasizing the importance of aiming high and starting with the users.

- **Managing the Non-Profit Organization:** Discusses Drucker's application of management principles to the non-profit sector, including the importance of mission and results.

4. Additional Resources:

- **Books by Peter Drucker:** A list of Drucker's published works, including titles like *Frontiers of Management*.

- **Peter's Principles:** Offers a summary of Drucker's key principles and insights, focusing on his perspective as a "social ecologist".

- ****Drucker: On Learning (to Learn) Management:**** Explores Drucker's views on the learning process and the importance of individuals taking responsibility for their own knowledge acquisition.

- **The Daily Drucker:** Presents a collection of daily readings from Drucker's work, providing practical advice on various management topics. rlaexp.com serves as a valuable resource for anyone interested in exploring the work of Peter Drucker, offering a wide range of content from biographical information and key concepts to specific works and insightful interviews.

How many people in the world have read Peter Drucker's books?

[how many people in the world have read Peter Drucker's books](#)

It's impossible to know the exact number of people who have read Peter Drucker's books.

However, his influence on business management and his prolific writing have made him a widely read author, with his works translated into numerous languages and **adopted in business education globally.**

Here's why it's difficult to quantify readership:

▪ **No central tracking:**

There isn't a global registry of book readers.

▪ **Varied formats:**

His works are available in various formats (physical books, ebooks, audiobooks) and editions, making tracking readership complex.

▪ **Global reach:**

Drucker's ideas have been translated into many languages and are studied in numerous countries, making it hard to track global readership.

▪ **Indirect influence:**

Some people may have been exposed to Drucker's ideas through [secondary sources](#) (e.g., articles, lectures, consultants) rather than directly reading his books.

Despite the lack of precise numbers, Peter Drucker is considered one of the most influential management thinkers of the 20th century, with a significant impact on business education and practice.

His books, like "The Practice of Management" and "The Effective Executive," are still widely read and studied today, [according to Claremont Graduate University](#).

He is often referred to as the "father of modern management".

edward de bono

RLAexp.com features a [collection of resources](#) related to Edward de Bono and his work, including:

Biographical Information:

- RLAexp.com refers to Edward de Bono as a pioneer in developing [methods](#) for improving human thinking.
- He was born in Malta and held [various academic appointments](#) at prestigious universities like Oxford, Cambridge, London, and Harvard.
- He was the originator of the term “Lateral Thinking”.

Key Concepts and Methods:

- **Lateral Thinking:** De Bono originated the concept of lateral thinking, which is about exploring different possibilities and finding alternative solutions to problems, as opposed to traditional vertical or linear thinking.
- **Six Thinking Hats:** This is a method that breaks down thinking into six different roles or perspectives, represented by hats of different colors.

Each hat represents a specific style of thinking: white (information), red (emotions), black (criticism), yellow (optimism), green (creativity), and blue (organization).

- **Attention Directing Tools:** De Bono also designed tools for directing attention and fostering better thinking.

These tools are used in programs like CoRT (Cognitive Research Trust) and DATT (Direct Attention Thinking Tools).

Other Resources:

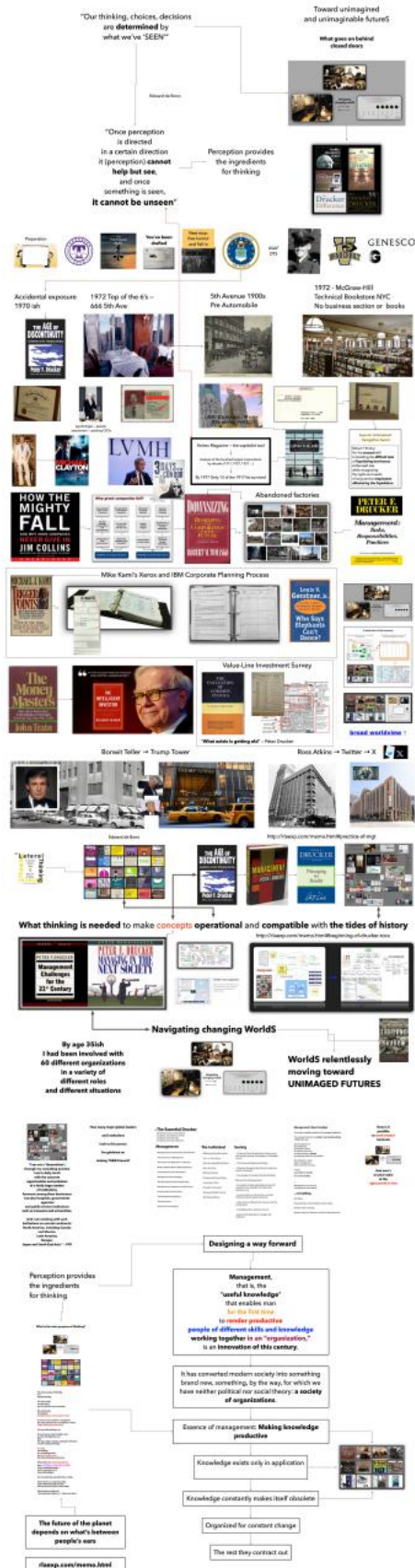
- The site features information on De Bono’s books like *How to Have Creative Ideas*, which includes exercises for developing creativity and lateral thinking.

- It also contains materials related to De Bono's "Effective Thinking Course," which includes sections on basic thinking tools, thinking situations, and creativity.

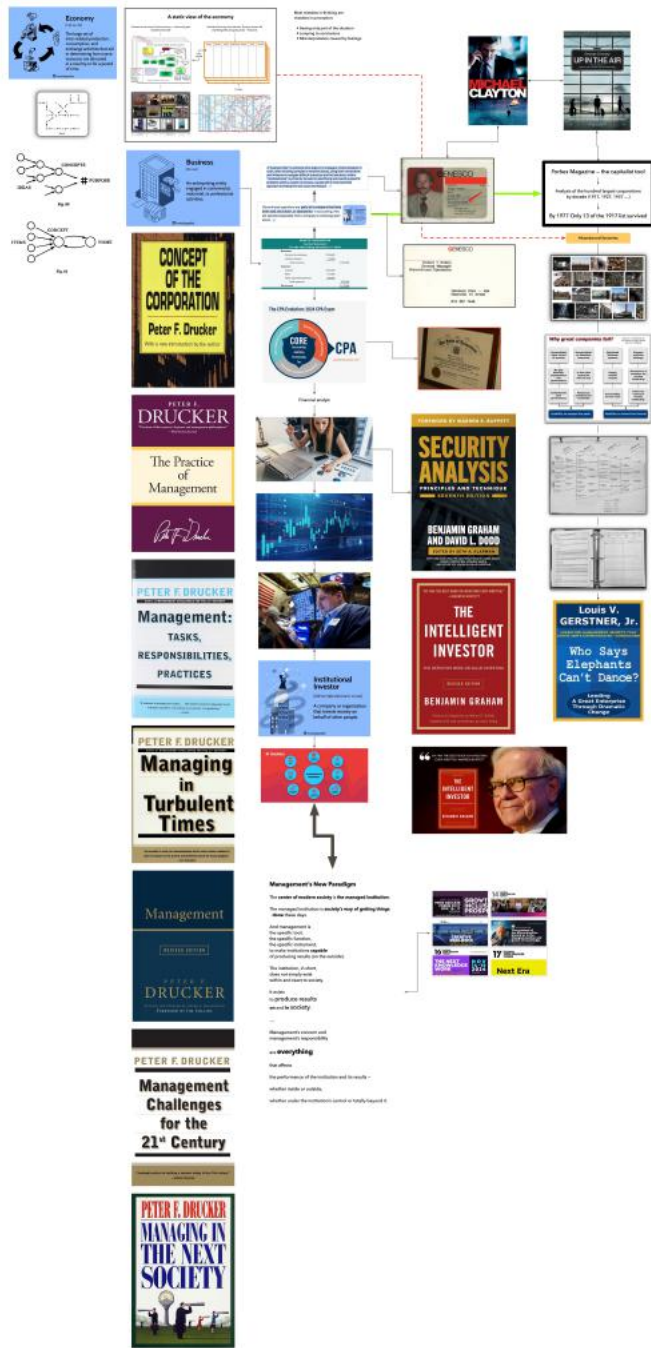
Note: RLAexp.com's resources on Edward de Bono focus on his contributions to improving thinking skills, particularly in the areas of creativity and problem-solving.

images

my launching pad ↓



discontinued operations ↓



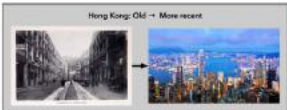
Worldviews

"Individuals hold worldviews,
beliefs about
the purpose of existence,
who they must ultimately answer to,
and what they are responsible for..."
"But a worldview is, above all, an experience"

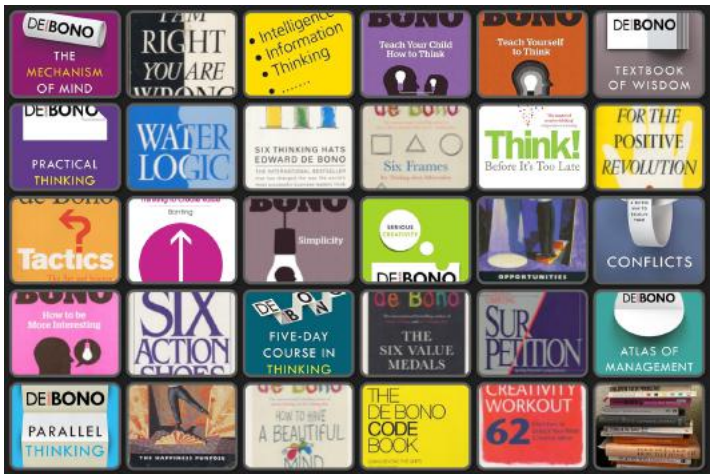
Transformations
in Western History

EVERY FEW HUNDRED YEARS
in Western history
there occurs a sharp transformation.
We cross
what in an earlier book (*The New Realities* — 1989)
I called a "divide."
Within a few short decades,
society rearranges itself —
its worldview;
its basic values;
its social and political structure;
its arts;
its key institutions.

Fifty years later,
there is a new world.
And the people born then
cannot even imagine
the world
in which their grandparents lived
and into which their own parents were born.

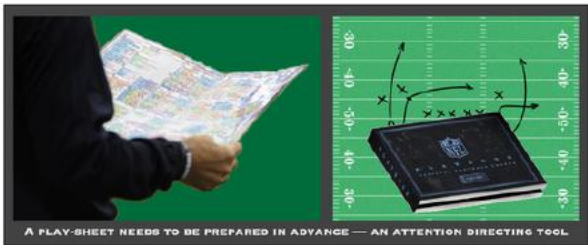
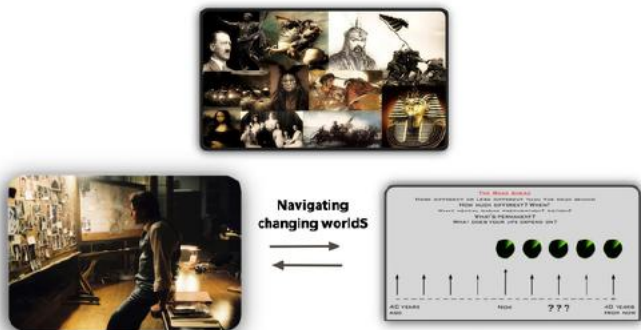


[books by Edward de Bono](#) ↓



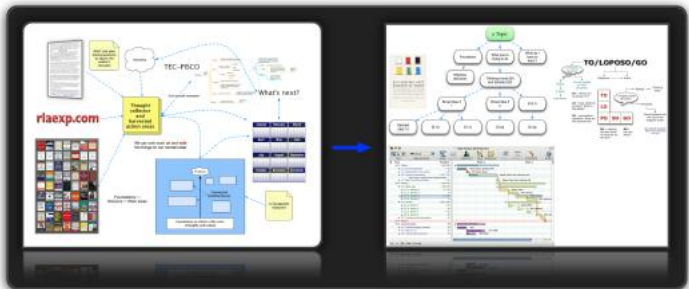
navigating changing worlds ↓

What goes on behind closed doors



↑ Being prepared for what comes next: scan sheet and
playbook ↓

caution: a work approach ↓



How would this ↑ work across life chapters, current
events and the tides of history?

The memo **THEY** don't want you to SEE

[The memo THEY don't want you to SEE](#)