

COMMUNICATION AS SOCIAL THEORY

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The Social Side of Knowledge
Management

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CONTENTS

<i>Foreword</i>	ix
1. Rudiments of a Social Theory at Micro-Level Based on	
Communication	1
Introduction	1
Description of Model	3
Case Letter: 'Model power'	4
Micro-Behaviours	5
Case Letter: Micro-Behaviours	5
Minimal Rules	6
Case Letter: Punctuation	6
Conclusion	7
2. Our Fundamental Experiences	9
Introduction	9
Fundamental Experiences, Depth of Experience and Identity	11
Relationships	11
The Other(s)	12
Framing	14
Change	15
Development and Change	16
Change and Perspective	17
Boundaries	18
Trust	20
Conclusion	22
3. Identity: System – External World Distinction	23
Introduction	23
Distinctions, Differences and Changes	23
Identity Is Never a Constant	25
The Reversible and the Irreversible	26

- The System-Internal Differentiation 28
- Differentiation and Contextual Competence 29
- Conclusion 30
- 4. Relationships 33
 - Introduction 33
 - Significant Symbols 33
 - Context Markers 34
 - Relational Norms 36
 - The Role of Morality in Relationships 37
 - Fundamental Experiences and Morality 38
 - Right and Wrong Actions 41
 - The System of Relationships as Systemic Connections 43
 - Strength in Social Relationships 44
 - The Absence of Information Can Provide a Clear and Unambiguous Message 46
 - Communicative Co-creation 48
 - Connection Processes 50
 - Aspect-oriented Communication Is Different from Fragmented Information 52
 - Conclusion 54
- 5. Ideas 57
 - Introduction 57
 - Our Ideas Are Bound by the Anchor of History 57
 - Ideas and Information 59
 - Tacit Ideas and Meaning 61
 - Conclusion 63
- 6. Understanding of Context 65
 - Introduction 65
 - Part vs Whole 65
 - The Problem of the Parts vs the Whole 68
 - What Are Contexts? 70
 - Contextual Understanding and the External World 71
 - Emergence as a Typology 73
 - Social Mechanism 75
 - Conclusion 79
- 7. Flexibility 81
 - Introduction 81
 - Self-Reference 82
 - Flexibility and Rigidity 83

The Relationship between the Thing That Is Described and the Description	86
Reference System and Communication	88
Communication Strategies	90
Various Communication Strategies	92
Conclusion	93
8. Communication in Systemic Thinking	97
Introduction	97
Systemic Thinking and Communication	98
Communication as a Circular Process in Systemic Thinking	103
Communication and Self-understanding	105
9. Main Conclusions: Communication as Social Theory	111
<i>References</i>	117
<i>Index</i>	121

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FOREWORD

Knowledge management here means steering, control and communication in social systems. Steering is the management perspective. Control is related to information processes, vision, goals, deviations and recovery of the system's courses. Communication is defined here by the statement: Who talks with whom over which channels with what effect. It is the communication part's place in knowledge management that we describe, analyze and elaborate in this book.

In this book, we continue to develop a new paradigm for knowledge management, which we started with in the book *Knowledge Management Philosophy* (Emerald, 2020). The new thing in this book is that we focus on communication in knowledge management.

With the new paradigm we lift knowledge management from the organizational level to the social level, while at the same time detaching knowledge management from the technical and solution-oriented models that knowledge management has previously been linked to. With the new paradigm, we focus knowledge management on epistemology, development, change and innovation in social systems.

This book is an attempt to develop a social theory at micro level, with communication as the essential social mechanism within the theory. We use system theory as the knowledge base for our way of thinking in this book.

In the book, we have developed 44 case letters.¹ These case letters are designed to deepen, underline and augment the 44 conceptual and empirical propositions we have developed.

¹ We use the term 'case letter' to refer to brief extracts from larger case studies that focus on the point we wish to emphasize in a description or analysis. The term case letter was coined by Mintzberg (2012).