

## The Class Reminiscences of Oct 23!!!

One characteristic in the transition from close to open organizations is the steady increase of **knowledge**. Since the organization realized there is a lack of flexibility when is attempting to control everything and decides to move forward in externalization, this organization is changing the focus from making to buying according to the open innovation. Hence, ¿where is the knowledge now?.

Despite the blurry coordinates of knowledge, it is still imperative to perceive the knowledge to understand the business. So, ¿what is the relationship between the organization and the knowledge? The epistemology can aid to differentiate knowledge from a belief and even a truth.

Let the gambling game the roulette be a playing field, we can design a conservative roulette for risk-averse people, assuring **certainty** through only two possible events. Therefore, the likelihood is the same for each event, and since the data is given then the knowledge turns into a true knowledge.

Nevertheless, a classic European roulette offers a set of thirty seven numbers instead two. Yet, it is still possible to place a bet per attribute, such colour red o black, or whether the number is odd or even reaching the same chances as the previous conservative approach, although the reward is the lowest. Thus, in this scenario of **risk** placing bets for either single or a range of numbers is more rewarded. Since the layout is predetermined there is knowledge of the data and given probabilities.

Let the roulette to modify the betting area, so the numbers and colours are not predetermined anymore, at least not at the beginning. Hence, the croupier reveals the layout when the ball stops in the first round. The probabilities are not known in this **uncertainty** scenario, they vary according our capacity to acquire and process them as the data is just out there. So ¿how many games do we need to win?. This scenario can conceive the knowledge as a selected set of information about a subject, although the certainty is not achievable.

Let the roulette change every time the croupier shows the ball, in order to reinitialize the distribution of numbers and colours. The complexity has increased and also the **ambiguity**, so ¿how do you avoid losing money with such infinite values?. Considering limited resources, the risk aversion appears once again. From this perspective, it is possible to recognize the **weak ambiguity** as an effect of the relative perception about knowledge from any observer. If we consider the data as a meaningless external stimulus, then the information provides such meaning from some knower. Thus, the knowledge acts as a conceptual frame to aware such information. Therefore, the data meaning varies according a mental frame we choose to adopt, and the data is exposed to different interpretation inducing conflicting information.

Finally, we can perceive the **strong ambiguity** through a new change of the roulette, but this time allowing variations from the players, who can spend resources to modify the slots and made odds in his or her favour. Here, everyone ignores who will try to do such alteration, but each player has the potential. This dynamic shifted from a certainty domain to an extreme ambiguous world, with many possible worlds where you can create new ones. So, ¿how can we convince others to comply with our vision? Since the more adherents the more the new world becomes true.

Hope this helps! All the best,

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