

Knowledge Complexity Framework[®] Diagram

The *Knowledge Complexity Framework*[®] is derived from a cognitive view of knowledge and learning. It is based on an archetypal pattern found in many theories of complexity, mind and knowledge.

This framework is described in detail in *The Knowledge Evolution: Expanding Organizational Intelligence*, Butterworth Heinemann, 1997.



As we build knowledge or develop expertise, we undertake a variety of mental tasks.

We organize **DATA** in the greater, more comprehensive wholes of **INFORMATION** and **KNOWLEDGE**.

KNOWLEDGE becomes **MEANINGFUL** in the larger context of our culture and our underlying beliefs and **PHILOSOPHY**.

Our purpose and values, or **WISDOM**, deeply shape our worldview and underlie our assumptions of how things work. **UNION** connects purpose to the health and well-being of the larger community and the environment.

The Knowledge Complexity Framework[®] helps illuminate the larger learning and performance patterns underlying both simple and complex processes. It is useful at individual, team, and organizational levels.

High-performing organizations systematically address the learning requirements for each mode of the Framework. A project team will flounder when they can't perform at any important level. It is as important to work effectively in the *PROCEDURAL* mode as it is to have clarity around values at the *RENEWING* level, and to seek sustainable success from a *UNION* perspective.