

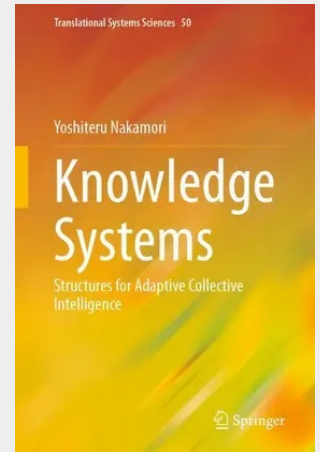
Knowledge Systems

Structures for Adaptive Collective Intelligence

This book is the first to present knowledge systems as an integrative framework that unifies systems thinking and knowledge management into a coherent approach for understanding, designing, and sustaining collective intelligence. It distinguishes itself from existing work by shifting attention away from isolated tools, information assets, or learning initiatives and toward the systemic conditions under which knowledge becomes cumulative, actionable, and resilient. At the heart of this book is the concept of the knowledge system: an adaptive arrangement of people, processes, technologies, and institutions through which knowledge is generated, integrated, and used over time. Rather than treating knowledge-related challenges as separable technical, organizational, or human problems, the book shows how learning and performance depend on the coherence of structures, practices, and feedback loops that connect them. Drawing on conceptual analysis, historical and organizational cases, empirical studies, and methodological development, the book identifies recurring patterns that explain both sustained success and persistent failure across organizations and collective settings.

Its central contribution lies in a design-oriented methodology that enables readers to move beyond diagnosis toward deliberate cultivation and renewal of knowledge systems. This methodology emphasizes reflection, experimentation, and developmental interpretation, supporting long-term learning rather than short-term optimization. By providing a unifying conceptual language and a practical orientation for use, the book advances research in systems thinking and knowledge management while equipping readers to design more adaptive, human-centered, and resilient forms of collective intelligence under conditions of complexity and uncertainty.

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