



EMERALD POINTS

**CONTINUOUS  
CHANGE AND  
COMMUNICATION  
IN KNOWLEDGE  
MANAGEMENT**

**JON-ARILD JOHANNESSEN**



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AND COMMUNICATION IN  
KNOWLEDGE MANAGEMENT

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# CONTINUOUS CHANGE AND COMMUNICATION IN KNOWLEDGE MANAGEMENT

Jon-Arild Johannessen



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INVESTOR IN PEOPLE

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# FOREWORD

By knowledge management, we here mean governance, control and communication in social systems. Governance is here related to sustainable leadership. Control is linked to information processes and goal creation. Communication is related to the statement: Who says what over which channels with which effects.

We are developing a new understanding or paradigm in knowledge management. This new paradigm is here understood as a social system perspective on knowledge processes where we consider knowledge management from an epistemological hierarchy consisting of the philosophical perspective (Johannessen, 2020a), the political economic perspective (Johannessen, 2020b), the ethical perspective, the social side of knowledge management, knowledge management and communication and various aspects of knowledge processes in the global knowledge society. With this new paradigm, we lift knowledge management from the more organisational understanding that the subject has had up to now and up to a societal level where knowledge processes in the knowledge society becomes the focus in this new paradigm.

Until now, change leadership has lacked a theoretical basis for use by leaders as a starting point when implementing change processes. The aim of this book is to fill this gap. Our theoretical framework for planned change processes takes Stafford Beer's Viable System Model as its starting point. In addition, we refer to Prospect Theory, which was developed by Daniel Kahneman, winner of the Nobel Prize for Economics 2002, as the theoretical basis for our strategy for reducing opposition to change within organisations.

This book is in two parts. In the first part, we consider our theoretical basis. In the second part, we describe the leadership tools we have developed for use in change processes. We have designed a leader's toolbox. This toolbox consists of *18 leadership tools*. These can be used by any leader to ensure the effective communication and implementation of planned change processes.

## REFERENCES

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