

In This Issue

Edgar H. Schein and Karen Ayas

Dear Reader—It is with great pleasure that we bring you our second issue. We will follow the pattern of presenting some classics, some features, and a variety of personal items in different formats.

Classics

In this issue, we continue to mix old work that is still relevant with new work. Don Michael has been one of the most seminal thinkers of the last four decades, so we will continue to expose readers to his most profound and prophetic work. In particular, we should note his sense that more information does not necessarily produce more knowledge or wisdom. In fact, it might work in reverse. The more information we get, the less we know. In our other classic, we have one of the great thinkers, Herbert Simon, elucidate what it would take for an organization to learn, and to think about this in very fundamental terms of how new knowledge is created, stored and passed on in organizations. As usual, we present commentaries by people who are less academic by profession to stimulate dialogue. Frances Hesselbein and Arie de Geus comment on the relevance of Michael's then "new competence" to the society's view of competence in the world we live and work in today. John Kao and Wil Foppen show the relevance of Simon's analysis to contemporary concerns, especially to management education.

Features

As features, we present a mix of conceptual and practical, previously published and new work. One of our purposes in the journal is to explore the creation, dissemination, and utilization of knowledge. John Seely Brown and Paul Duguid explore different conceptions of knowledge, especially the distinction between "know-what" and "know-how." The whole question of whether know-how can be transmitted except face-to-face in communities of practice emerges as a central issue. Wanda Orlikowski and Etienne Wenger not only comment on, but elaborate, and to some degree, disagree with some of the conclusions of the Brown and Duguid article. Wenger's book which deals with these issues is reviewed later in the journal.

We then switch to something very practical from Dori Digenti who has experienced and studied knowledge transmission in collaborative consortia and analyzes the conditions for such learning to occur. Russell Ackoff raises some important questions about this form of learning, and Digenti replies. We hope that this kind of "confrontive" dialogue can occur in this journal and that we can work toward clarity rather than brushing issues under the rug. Silvia Gherardi continues to explore the relationship between management, organizations, and learning in her entertaining commentary and highlights the obstacles to translating collaborative learning into practice.

Finally, we return to a body of thinking that was launched by Maturana at the SoL annual meeting last year. Seldom has one person's speech occasioned so much interest, and seldom have we seen so many "commentaries" that were themselves important analyses in their own right. Humberto Maturana and Pille Bunnell in their second essay in the series explore "love" as the only emotion that expands intelligence and Manuel Manga shares his curiosity about how one might "operationalize" love. The comments offered by Rafael Echeverría and Marcial Losada (in response to the essay published in our first issue) raise some issues, deepen our understanding, and invite you the reader to join the conversation.

People

Next, we invite you to meet Charles Handy, a former MIT Sloan Fellow, manager, professor, educational administrator, and radio personality who has since become one of the world's most profound and entertaining pundits. Otto Scharmer interviewed him four years ago and we wish to share some of Handy's observations as he reflects on why organizations exist, why they learn, and how they learn. This interview is especially important in that it presents an overview of several of Handy's influential books and explores his crucial concept of "Federalism" as an organizational form.

We close this section with two shorter pieces: Chris Unger's reflections on what we value in life; and Betsy Jacobson's invitation to reconceive balance and experience it as the ability to reflect, feel appreciation and set boundaries.

News & Views

Finally, we bring you three book reviews. These reviews are all exceptional contributions to the field in their own right. John Ehrenfeld's passionate and concerned voice raises more important issues than what the book *Natural Capitalism fails to address*. His review is a wake-up call: Are we aware of what it would really take to create a sustainable future?

Once again, please write or e-mail us your suggestions and recommendations. Let us know what you think. We thank Vic Leo for his reflections and hope you will also assume the role of a participant rather than a passive observer. Send all mail electronically to pubs@sol-ne.org or to Editor, Reflections: The SoL Journal, 222 Third Street, Suite 2323, Cambridge, MA 02142