

would be reasonable for companies to explore new approaches such as Theory U by Otto Scharmer, Touchstones by Ty Francis, Presence by Peter Senge, Systemic Constellations for Work Organizations by Joseph Roevens, and even the ancient concept such as The Tao of Organization by Cheng Yi and similar. A useful perspective tracing the line as to how to build these capabilities was provided by Eleanor Rosch who divided knowledge into two types: conventional analytical knowledge and primary knowing, which is a type of cognition based on presencing, sensing and timeless, direct presentation. Based on the literature review, it seems reasonable to assume that conventional analytical knowledge will be “outsourced” to the AI. Primary knowing is open to listen and empathize, rather than using the deterministic mind. It comes from the position of unconditional value, rather than pragmatic, conditional usefulness, and is indivisible from the act of knowing. (Scharmer, 2009, p. 134) With this concept of primary knowing comes the use of systemic family constellations in organizational analysis and learning (Roevens, 2008) and concepts such as “field”, which Kurt Lewin defined as “the locality of co-existing facts, which are conceived as mutually interdependent.” He asserted that understanding people’s behavior requires a deep insight into the whole psychological field, a “lifespace” within which people acted. (Scharmer, 2009, pp. 178-179) Nonaka and Konno (1998, p. 40) using the Japanese word “Ba”, defined “field” or “place” as “a context which harbors meaning”. Building on their concept of “knowledge creation as self-transcending process”, Scharmer (2009, p. 196) introduced the concept of self-transcending knowledge which deals with the “place” serving as a source of thoughts and actions. Implicit to these approaches is the notion that human brains in organizations collectively interface in some unknown way that by passes the cognitive, rational mind.

9. CONCLUSION

Realistically, organizations and individuals need a whole new mind in order to succeed. As many jobs, including the most complex ones, are gradually replaced by artificial intelligence and smart technology, organizations and individuals will have to adapt to the new work realities by unleashing their right-brain creativity. (Pink, 2006) Additionally, they will have to learn how to work with new technologies including the AI in a symbiotic manner, by allowing the AI to take the logical processes and empower them to reach deeply into their now underutilized psychosocial abilities of intuition, empathy, precognition, conceptual thinking, etc.

From the point of view of further research, it would seem extremely useful to delve deeply in the companies’ right-brain aptitudes, i. e. their psychosocial wealth (knowledge, intelligence) which can serve as the basis for the creation of the financial wealth in the new and highly-conceptual age of the experience economy. By researching Scharmer, Senge, Nonaka, Lewin, Rosch, Roevens, et al, a concept should be devised to measure and manage the right-brain, non-cognitive basis of tacit knowledge management in organizations, namely psychosocial systems of an organization, i.e. “the field”, “lifespace” or “Ba”. This system should work in conjunction with of physical and virtual spaces providing the infrastructure and context for knowledge creation. By shedding light into how the cultural, contextual, emotional and social knowledge is created, and how human minds collectively interface creating a “field”, organizations could ensure that these systems can be assessed and developed in a controlled manner, and help them remain successful in the emerging economic realities.

REFERENCE LIST

1. Alavi, M., & Leidner, D. (2001). Review: Knowledge Management and Knowledge Management Systems - Conceptual Foundations and Research Issues. *MIS Quarterly*, 25(1), 107-136.
2. Alee, V. (1997). 12 Principles of Knowledge Management. *Training & Development*, 51(11), 71-74.
3. Brant, A. (2016, July 18). Using an Algorithm to Figure Out What Customers Really Want. *Harvard Business Review*. Boston, USA: Harvard Business Publishing.
4. Davenport, T., & Laurence, P. (2000). *Working Knowledge: How Organizations Manage What They Know*. Boston: Harvard University Press.
5. Davis, E. (1998). *Techgnosis: Myth, Magic and Mysticism in the Age of Information*. New York, USA: Harmony Books .

6. Giibert, M., Leibold, M., & Probst, G. (2002). Five Styles of Customer Knowledge Management, and How Smart Companies Use Them To Create Value. *European Management Journal*, 20(5), 459-469.
7. Gilmore, J., & Pine, J. (2008). *Authenticity: What Consumers Really Want*. Boston, USA: Harvard Business School Publishing.
8. Grace, K., Salvatier, J., Dafoe, A., Baobao, Z., & Owain, E. (2017, May 30). When Will AI Exceed Human Performance? Evidence from AI Experts. *arXiv preprint arXiv:1705.08807*.
9. Hafeez, K., & Abdelmeguid, H. (2003, February). Dynamics of Human Resource and Knowledge Management. *Journal of the Operational Research Society*, 54(2), 153-164.
10. Hicks, R., Dattero, R., & Galup, S. (2007). A Metaphor for Knowledge Management: Explicit Islands in a Tacit Sea. *Journal of Knowledge Management*, 11(1), 5-16.
11. Jackson, S., Hitt, M., & DeNisi, A. (2003). *Managing Knowledge for Sustained Competitive Advantage*. San Francisco: Jossey-Bass.
12. Kermally, S. (2002). *Effective Knowledge Management*. Chichester, UK: John Wiley & Sons.
13. Kurzweil, R. (2018, February 14). Future of Intelligence. *MIT Course 6.S099: Artificial General Intelligence*. Boston, USA: Massachusetts Institute of Technology.
14. Lindstrom, M. (2016). *Small Data: The Tiny Clues That Uncover Huge Trends*. New York, USA: St. Martin's Press.
15. Mulder, U., & Whitely, A. (2007). Emerging and Capturing Tacit Knowledge: A Methodology for a Bounded Environment. *Journal of Knowledge Management*, 11(1), 68-83.
16. Naisbitt, J., Naisbitt, N., & Philips, D. (1999). *High Tech High Touch: Technology and Our Search for Meaning*. New Year, USA: Broadway Books.
17. Nonaka, I., & Konno, N. (1998). The Concept of "Ba": Building a Foundation for Knowledge Creation. *California Management Review*, 40(3), 40-54.
18. Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics for Innovation*. New York: Oxford University Press.
19. Nonaka, I., Toyama, R., & Hirata, T. (2008). *Managing Flow, a A Process Theory of Knowledge-Based Firm*. Basingstoke, UK: Palgrave Macmillan.
20. Örténblad, A. (2015). Towards increased relevance: context-adapted models of the learning organization". *The Learning Organization*, 22(3), 163-181.
21. Payne, A., Storbacka, K., & Frow, P. (2008). Managing the Co-Creation of Value. *Journal of the Academy of Marketing Science*, 36(1), 83-96.
22. Pine, J., & Gilmore, J. (1999). *The Experience Economy: Work is Theatre and Every Business a Stage*. Boston, USA: Harvard Business School Press.
23. Pink, D. (2006). *A Whole New Mind: Why Right-Brainers Will Rule the Future*. New York City: Riverhead Books.
24. Prahalad, C. K., & Ramaswamy, V. (2004). *The Future of Competition: Co-Creating Unique Value with Customers*. Boston, USA: Harvard Business School Press.
25. Prahalad, C., & Krishnan, M. (2008). *The New Age of Innovation: Driving Cocreated Value Through Global Networks*. New York, USA: McGraw-Hill.
26. Roevens, J. (2008). *Systemic Constellations Work in Organizations*. Amsterdam, The Netherlands: ScienceGuide.
27. Roevens, J. (n.d.). Creative Chaos. (V. Burkhardt, Interviewer) Idea Connection.
28. Rowley, R. M., & Roevens, J. (2007). *Organize with Chaos*. Oxford, UK: Management Books 2000 Ltd.
29. Rudin, P. (2017, January 13). *Thoughts on Human vs. Machine Learning*. Retrieved February 6, 2018, from Singularity 2030: <https://singularity2030.ch/thoughts-on-human-learning-vs-machine-learning/>
30. Scharmer, O. (2009). *Theory U: Leading from the Future as It Emerges*. San Francisco, USA: Berret-Koehler Publishers.
31. Sharp, P. (2006). MaKe: A Knowledge Management Method. *Journal of Knowledge Management*, 10(6), 100-109.
32. Stamboulis, Y., & Skayannis, P. (2003). Innovation strategies and technology for experience-based tourism. *Tourism Management*, 24(1), 35-43.
33. Taylor, S., & Hansen, H. (2005). Finding form: Looking at the field of organizationa aesthetics. *Journal of Management Studies*, 42(6), 1211-31.

34. Tsai, M.-T., & Lee, K.-W. (2006). A Study of Knowledge Management Internalization: From the Perspective of Learning Cycle Theory. *Journal of Knowledge Management*, 10(3), 57-71.
35. van Paasschen, F. (2017). *The Disruptors' Feast: How to Avoid Being Devoured in Today's Rapidly Changing Global Economy*. The Disruptors' Feast .
36. Vidović, M. (2008). Upravljanje znanjem u velikim hrvatskim poduzećima. *Magistarski rad - Master's thesis*. Croatia: Sveučilište u Zagrebu - University of Zagreb.
37. Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital: Turning Technology into Business Transformation*. Brighton, USA: Harvard Business Press Review.
38. Zack, M. (1999). Developing a Knowledge Strategy. *California Management Review*, 41(3), 125-145.