

chronologically inseparable

thinkingly “ ” Karl Weick “ ” act
action context
Weick

“ ” action learning Learning

substantive understanding

overall you know what you are doing
1 what understanding the substance of the
action *per se* 2 why reason and rationale
3 how methodology and mechanism 4
criteria so what and who cares

A working definition The unison of knowledge and action or unison of theory and practice means not only their simultaneous presences and alignment with each other but also that the actioner is fully aware of the meaning of the action and capable of undertaking the action with assurance and mastery.

①Weick K E. Managerial thought in the context of action. The Executive Mind. 1983: 221-242.

二、知行合一:理想与张力

” “

time lag gap

improvise cope
a pragmatic endeavor

2000 Pfeffer Sutton *The*
Knowing Doing Gap

” “

三、知行合一的福地: 稳定环境下的手艺和项目管理

predictable paradigmatic project management stable and
craftsman

evidence based learning and treatment

①Pfeffer J, Sutton R. I. 2000. *The knowing-doing gap: How smart companies turn knowledge into action*. Harvard Business School Press.

四、知与行的关系

“ ”
knowing knowledge generation or
knowledge acquisition hypothesizing or taking educated guesses
“ ”

“ ”

“ ” the unison of knowing and not doing

revising learning knowing adapting and

五、知识与学习求知皆是不可完备

knowledge

learning or thinking
sense-making and sense-giving
substantive learning
how to learn
architectural knowledge
imperfect

reflection
ability to learn or learning

fallacies
pitfalls

biases

learning
Levinthal March 1993
“ ” myopia of
“ ”
“ ”
“ ”

abandon or discard
” relearning

“ ” unlearning “

六、知与行的主体

“ ”

Jane Goodall

①Levinthal D A, March J G. 1993. The myopia of learning. Strategic Management Journal. 14(S2): 95-112.

theory of mechanism and process

theory about around regarding

“ xx” “ xxx ” “xxx”
“ ”

theory for other concerned parties

Fayol Barnard

theory in use espoused theory

Argyris 1976

tacit knowledge implicit knowledge know-How
externalized crystalized and elevated

①Argyris C. 1976. Single-loop and double-loop models in research on decision making. Administrative Science Quarterly. 363-375.

七、知与行各自独立存在的价值

Mike Peng

××
retrospective rationalization

sustainable recharging capacity

八、知与行在宏观上的关系

Z

MBA

20 90

Business Week

MBA

actionable learning

2%

3%

95%

九、管理知识创造者的启示

20 Jim March
50

Peter Drucker

exploration & exploitation

garbage can model

Carnegie

foolishness

Karl Weick

“ ”

十、知行合一:进一步研究的思考

theory about

theory of “ ”

“ ”

“ ”

