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Organizational Ignorance Management: beyond Revolution Knowledge Management

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ABSTRACT

This paper aims to provide a conceptual framework around the concept of ignorance organizational and perspective historical and types and its administration, and characterized this paper introduced a new concept upset concepts of knowledge management in the future upside down in an economy of knowledge and learning organizations, and was the most prominent findings of the paper that the importance of ignorance more than the importance of knowledge and that the benefits of the administration of ignorance be greater than the benefits of knowledge management, and must develop the concept of organizational ignorance in term of administrative Sciences and attention from the subject departments. The paper concluded a set of proposals.

Keywords: Organizational Ignorance; Organizational Ignorance Management, Known Unknown; Unknown Unknown.

INTRODUCTION

Focusing on knowledge leads to neglecting other factors that are no less important to influence the performance of the organization, and among these factors is ignorance, and the attempt to manage knowledge to create, transform, spread, understand knowledge and preserve it from forgetfulness and loss and its count as a source of competitive advantage, it has overlooked the great mobilization of knowledge. It creates ignorance, which is called confusion, ambiguity and complexity ... But no one dares to say ignorance, as all organizations manage what they know, neglecting the unknown because of the inability to manage ignorance in systematic ways, and the question arises: How does the organization manage something that it does not know? Managing ignorance is more than managing the unknown, and ignorance is an aspect of the relationships inside and outside the organization.

The fields of philosophical, psychological, social, medical, political, economic, and archeology studies were concerned with ignorance, but this concept was neglected by management scholars, and it was aborted through the efficient application of knowledge management, rather it was its archenemy, and if an organization is described as failure, it is described as ignorant.

This applies to managers, their admission of ignorance is the recognition of their incompetence, and they replace this concept with concepts of its approach such as uncertainty, ambiguity and complexity to legitimize ignorance, or the claim that experience and experience will enable them to extrapolate the future through predictions and scenarios, but what will the organization do if it faces something other than what it expected ?

Therefore, the success of managing organizational ignorance is associated with the extent to which managers admit their ignorance, especially in light of the knowledge economy and educated organizations, and that recognition of ignorance helps to know the unexpected and brings with it

opportunities in addition to threats, especially in the midst of political, technological and social developments ... The organization must always prepare For what is unexpected instead of being prepared to resist change, in order to ensure its survival, and to know the sources of ignorance resulting from the suppression of knowledge, whether it is through building organizational taboos, or the rejection of individuals and groups, or the suppression of secret knowledge, or the preservation of privacy, whether within the organization or Outside it.

A.   THE CONCEPT OF IGNORANCE:

Ignorance is against knowledge, meaning a person's lack of knowledge and a lack of understanding of the nature of things as they should be. Ignorance in language: against knowledge, ignorance of ignorance and ignorance: and ignorance, and pluralism: ignorance, ignorance and ignorance, and it is of three types; The first is the absence of knowledge and this is the principle, the second: believing a thing other than what it is, the third: doing something other than what it is entitled to do with intention and without intent [1] and the categories of the ignorant are defined by three: An ignorant knows that he is ignorant, so that is naive They taught him, and he has knowledge and knowledge, but he is ignorant of his knowledge and knowledge, so he is asleep, so they wake him up, and he is ignorant and does not know that he is ignorant, so that is crazy or foolish, so they rejected him.

Ignorance as an idiom: It is divided into simple and complex ignorance, simple ignorance is the lack of knowledge of what is intended by knowledge, or the absence of knowledge of the intent, combined ignorance is an assertive dependence that is not identical to reality or a perception of something contrary to what is in reality [1].

Ignorance is defined as a lack of knowledge or information, Moore & Tumin (1949) defined it as the lack of practically valid knowledge [2].. Knowledge may turn into ignorance over time when it is exposed to neglect and forgetfulness. And the ignorance that leads to the spoilage of the inter-

ests of the individual and others is blameworthy ignorance. Ignorance is a basic condition for learning, and ignorance must be viewed as strength just as knowledge is seen as power [3].

The relationship between unknowing and the unknown; Unlearning (it may be caused by lack of knowledge of something or by forgetfulness) and the unknown, the lack of knowledge involves posing new questions that embrace the unknown, and admitting ignorance according to Socratic thought is a form of wisdom, and wisdom recognizes that the world is surrounded by uncertainty, and acknowledges that There are limits to knowledge [2].

The Arabs and sociologists have said that ignorance is the father of evil, and ignorance is her mother. It has been said in proverbs (the ignorant is the enemy of himself) because the ignorant commits fools that harm him and bring him evil, so he will be ready to commit abominations against others.

The Chinese sage Confucius likened ignorance to being the night of the mind in which there is no moon or stars, and Karl Boyer said that knowledge has an end but ignorance has no end, and according to William Rogers' opinion, man cannot be aware of everything because he must have He is ignorant of something, and there is no objection to a person being ignorant of some things, but he must strive to achieve knowledge in those matters that he is ignorant of. As for Socrates, he considered ignorance the only secret in the world.

B.   **THE HISTORICAL PERSPECTIVE OF IGNORANCE:**

The historical roots of ignorance go back to the Greek philosopher Socrates, who considered ignorance to be a kind of wisdom. He tried to reach appropriate conclusions without referring to previous knowledge. The matter of passing judgments on any matter, and that was like a generalization of ignorance, and consolidating the elation of the illusion of knowledge. Something of this ignorance and continues vigorous learning to protect it-

self from the scandal of ignorance and hide the shame of the mind shackled by tradition as it unfolds before everyone else.

Socrates was not called wisdom, but he was pretending to be ignorant, and asking others to help him with what they had knowledge, so if they fell into a trap, then ignorance becomes a terrifying ogre who chases him from their minds to replace him with available knowledge.

Socrates noticed that people in every place and time circulate words that have a fundamental impact on their lives, without their precise meanings being defined in their minds such as: justice, injustice, honor, shame, ideals, values, authenticity, truth, falsehood, good and evil ... So Socrates was asking people to define the meanings of these Words and others precisely; Because correct perception depends on this precise definition, and because the nature of people is that it plunges into the ordinary, no matter how devoid of reason and truth, unless it is alerted in a strong way that disrupts the accumulated automatic trust, and that wisdom begins when a person begins to learn doubt about familiar intuitions, and a complete strong conviction is established by reviewing Prevailing habits and is able to examine stable perceptions with objective neutrality .

In the fifteenth century, Nicollas developed the concept of learning ignorance as a reasonable way to accumulate knowledge and ignorance by touching the limits of knowledge. This concept helps people in inductive thinking through intuition to uncertain conclusions.

For the first time this controversial topic was discussed and analyzed by Locke (1961), who is credited with presenting an "argumentum ad ignoratium" (that is, thinking from ignorance or resorting to ignorance), which aims to overcome the negatives of inertia.

The functional role of ignorance was first introduced in sociology by Merton (1957) and developed by Smithson (1989) and experimentally researched by Stocking (1998) [4].

Ignorance classification:

Ignorance is classified on the basis of management scholars' view of ignorance. Organizational ignorance has been classified as problems of obtaining knowledge:

a)   Uncertainty: Insufficient information exists.

b)   Complexity: obtaining information beyond the perception of management.

c)   Ambiguity: the lack of a conceptual framework for interpreting information.

d)   Equivocality: the presence of many conflicting and contradictory conceptual   sides.

Uncertainty needs to obtain more information and the need for facts and information, and ambiguity needs more information in addition to understanding the information, as for the complexity, it is the result of a lot of information, it must be trimmed and brought facts and information that the management understands, and finally, ambiguity is a lot of information bearing many aspects, and this is why it must Getting rid of the information that does not lead to the goal and understanding the information to reach the right decision, And as in table (1) below

Table (1) Addressing knowledge problems

	The need for facts and information	The need to understand the information
Pruning out excess information	**Complexity: confronting too much information.**	**Confusion: multiple interpretations of one piece of information.**
Get more information	**Uncertainty: Insufficient information.**	**Ambiguity: The information cannot be explained.**

Source: Zack Michael H, (1999), Managing organizational ignorance, Knowledge Directions, Vol.1, pp.37

Ignorance is divided into [5].

1-   Lack of interest: It is divided into:

a)   Subjective: Information whose importance is unknown.

b)   Taboo: These are issues that people do not have to know or deal with. Or it is social reinforcement by not caring about certain issues and inquiring about them or investigating them [5].

c)   Unresolved: They are the unsolvable cases and the extent of their validity cannot be known.

2-   The error is divided into:

a)   Misrepresentation: It is divided into:

✓   Confusion: is the choice of illegal alternatives.

✓   ) Inaccuracy: It is bias and misrepresentation.

b)   Incomplete: It is divided into:

✓   Deficiency: is the incomplete information.

✓   Uncertainty: It is divided into:

•   Unclear: It is information that is not related to a group or of interest: it is divided into:

•   Fuzzy: Information that is not clear.

•   Unspecified: Failure to specify sufficient details that would assist in

the accurate identification of the information.

•   Probability: the results were obtained by chance.

•   Ambiguity: The possibility of obtaining several results from a process or system.

As Robert (2009) puts two types of organizational ignorance [3] :

a)   Known Unknown: It is the knowledge of the limits of knowledge or things that we know but we do not know that we know them, and examples of it are tacit knowledge, which represents the blind spot of the organization [2].

b)   The Unknown Unknown: The lack of knowledge of the limits of knowledge, that is, beyond expectation.

This paper will focus on these two types of organizational ignorance, and the relationship between knowledge and ignorance can be illustrated in table (2) as follows:

Table (2) The relationship between knowledge and ignorance

knowledge	ignorance	
Knowledge you know you have (explicit knowledge)	**Knowledge you know you don't know (known unknown)**	**knowledge**
Knowledge that you do that you do not know you possess (known unknown) (tacit knowledge)	**Knowledge you don't do or possess (the unknown anonymous)**	**ignorance**

Source: Robert, Hugues, (1997), Intellectual Capital: The New Wealth of Organizations, Knowledge Management, United States, Summary September, No. 67,pp 4.

There are other types of organizational ignorance from a social perspective that benefit business organizations as social organizations [4]:

a)   Pluralistic ignorance: It is that the individual carries wrong ideas about others, and it occurs as a result of the conflict between the general behavior and the behavior desired by the individual, and the individuals themselves are aware of this difference and have no hand in changing the general behavior.

b)   Populistic: It is the sharing of certain knowledge that is accepted by everyone, but it is wrong, and arises from a wider environment.

c)   Probabilistic ignorance: It arises from the inability of individuals to learn from a series of separate and different events in changing contexts, and they attribute the reason to the fact that individuals tend to think in a linear manner or think inside the box.

d)   pragmatic ignorance: arises in rapidly dynamic environments, and current knowledge does not match the timing of decision making; Because of the high ambiguity in the environment.

C.   **ORGANIZATIONAL IGNORANCE.**

The organization arises from the synergy of cooperative efforts, in addition to the division of labor within the structure and control, in order to achieve a specific goal. March & Simon (1993) noted that organizations are systems of coordinated action between individuals and groups who have different preferences, information, interests, and knowledge, that difference in knowledge is matched by differences in ignorance, so organizational ignorance has four aspects [7]:

a)   Ignorance within the organization: It is the ignorance spread among workers within the organization, whether it is in all parts of the organization or part of it.

b)   Ignorance outside the organization: It is the ignorance that exists outside the organization, whether it is in other organizations or on the part of stakeholders.

c)   Ignorance resulting from decision-making: These are the decisions that result from investing in knowledge development in a specific field, and the organization does not have any prior information.

d)   The ignorance that the administration publishes: It is the ignorance intended by the higher management and makes it unique in the eyes of its workers to achieve a specific goal.

There are three main sources of organizational ignorance: Ignorance resulting from the absence of knowledge, epistemic ignorance, and ignorance resulting from the suppression of knowledge, as follows:

Ignorance resulting from the absence of knowledge, and it is divided into two types:

a)   Unknown Unknowns: In the organizational context, it means the unknown unknown is the state of ignorance at a certain time when it is beyond the expectations and imagination of all workers in the organization.

The discovery of the unknown is subject to the appointment of new workers, the purchase of new equipment, and through research and development, and dealing with customers and suppliers, and it may be directly from competitors through the competitors possessing knowledge and do not wish to publish it, or through deliberately spreading false information.

The organizations benefit from the unknown, although there are no guarantees or indications of its discovery, but at the same time if it is discovered, this will guarantee organizational success. For example, when launching a new product, extensive market research must be conducted for a large group of targeted customers instead of a small target group, because the target group will get the organization what it wants to know and not what it does not know.   One of the sources of the unknown is mental models.

Because the unknown can only be classified when it is formulated into a problem, and if it is not formulated into a problem, it will cause difficulty in understanding what is going on.   The problem of organizations is the attempt to find the best solutions to the existing problem instead of finding the questions that are formulated from the problem. It is not permissible to fight ignorance with ignorance, but rather it must be embraced in order to develop the core competencies and capabilities, although the organization cannot prepare itself for the unknown because it is not known in At any time, it will discover the unknown and the unknown, but it must prepare itself to be more fluid with change and prepare its infrastructure to respond to any change [3].

b)   Known Unknowns: It means that the organization is aware that knowledge is far from the scope of its perception and the scope of awareness of its workers, although the organization knows that it does not know, but this does not guarantee that it knows, so the use of external expertise will necessarily lead to knowledge of the known unknown but has learned Something she does not need and therefore will cost her a lot. The well-known unknown is the main engine for innovation and creativity that includes all parts of the organization and its functions, whether inside or outside the organization. In fact, in some cases, accurate knowledge may not allow creativity and innovation, and innovation brings with it unknown possibilities, whether positive or negative [8]

c)   Ignorance about Knowledge, and it is divided into three types: [8]:

•   The possibility of knowing the known unknown unknown: It is the ignorance that does not motivate the organization to overcome it through spending alone because it needs participation, and the possibility of knowing the known unknown depends on the common costs and benefits and on the organization's strategy, and the possibility of knowing the unknown is known as a result of Organizations that focus on the cognitive capabilities of their workers, which are often specific within the organization because

of their attempt to preserve knowledge from leakage, there will be no incentive to overcome the ignorance that is related to the core capabilities. The possibility of knowing the known unknown is important in the activities of the organization, in making investment decisions, and in the purchase of capital equipment. Knowledge of the known unknown is accomplished through learning, recruiting new employees, research and development, and purchase or purchase of knowledge. Ignorance and knowledge are distributed unevenly within the organization, and thus the possibility of knowing the known unknown exists in some parts of the organization during the process of privatization and coordination, so individuals and groups must share knowledge with each other, and this helps organizations based on the knowledge economy to continue and grow.

• Unknown Known: It is the knowledge that the organization intends not to recognize, and often the unknown does not exist within the official structures of the organization or is recognized by the management and workers, and often the unknown is a knowledge that the organization possesses, but it cannot access it nor know its location when It is needed, such as if the worker responsible for the organization's archive retires, there may be knowledge of high value in the old systems for storing information, or the workers may forget the knowledge and skills and thus the organization needs to spend more cost and time to restore it.

• The known unknown may enhance the creativity process, just as the belief that the known ignorance is pure intuition or ideas is a basis not supported by evidence, and tacit knowledge is the heart of the unknown, and this topic has received the attention of many scholars, especially knowledge management scholars who tried hard to write and preserve them.

• Errors (or pragmatic ignorance): it is that you think you know but in fact you do not know; Because of the limited maturity resulting from limited cognitive abilities, and the tendency to think in a linear manner, and it is defined from an administrative perspective as the ignorance resulting from

the limited rationality of the workers within the organization due to the restrictions imposed on the interest of management. Mistakes increase as the environment is rapidly changing, and the existing knowledge may not absorb it. Consequently, the chance of exposure to error increases. Mistakes are often attributed to management and workers within the organization or to system failure due to placing the right person in the wrong place, failure to objectively evaluate or be in error in System design, although mistakes lead to learning and the acquisition of new knowledge and skills, but they are not in all cases desirable, as happened in the oil spill disaster in the Gulf of Mexico in 2010, which required the company to carry out creative activities within a short period and dealt with the disaster in record time Its amount is 3 months, but in the end despite the success it achieved, it caused severe environmental and health damage

d)   Ignorance resulting from the suppression of knowledge is divided into four types:

✓   Taboos: It is social ignorance in the form of prohibiting or prohibiting certain knowledge because it is dangerous or contaminated, and it is defined from an administrative perspective, which is the ignorance contained in the social and cultural context of the organization, and it is found inside the organization and outside the organization, and organizations benefit from setting taboos in order to determine the behavior of workers, And obtaining certain types of knowledge, and certain behavioral patterns alone, and taboos may contribute to the nervousness of the team if they agree and accept it.   Outside the organization, multinational organizations are exposed to different views of taboos that the manager must try hard to be sensitive to all taboos in organizational contexts. In addition to being a barrier to new knowledge that may lead to a decrease in competitiveness, especially in rapidly changing environments, and at the same time, the organization can learn to exploit forbidden goods by promoting goods and services as in halal products for the sale of meat slaughtered in the Islamic way, and using

it in management strategies [7].

✓ Denials: It is the ignoring or suppression of painful knowledge that does not fit with the current understanding, and it is defined from an administrative perspective when values and norms work to block individuals from certain knowledge that does not fit with their current understanding, such as if the organization introduces a new technology, and believes Old employees say they will not learn new skills, and rejection (denial) results from group thinking, such as when individuals vote on a specific decision that serves the group and do not try to prove its validity, as happened in the Enron & Lehman scandal, which resulted from workers silence on immoral matters and ignoring warnings .   The rejection (denial) is evident, and the organizations adhere to it in the following cases [6].

1)   When the organization is under threat of annihilation, it encourages its customers to preserve the product or service. The organizations that sell cigarettes used to be abolished due to the association of smoking with cancer diseases, and governments may intend to manage the ignorance of citizens to preserve national security.

2)   It is clear in the event that the organization does not learn from its mistakes in the past, such as if it returns to implementing the same strategy that it failed to implement previously.

3)   When it cannot keep pace with the rapid environmental changes, such as in digital technology, the Internet, cinema and music, claiming that it adheres to the originality of the industry and maintains the heritage and the fragrant past.

✓ Secrecy: it is the suppression of knowledge by individuals or organizations, in addition to governmental organizations and commercial companies. Organizations resort to secrecy when knowledge leads to a negative impact on performance, for example some private sector organizations make the wages and salaries system confidential so that

workers do not feel a difference in The level of wages and salaries and they feel dissatisfied, when knowledge leads to losses of the organization, for example, the strategic ignorance of workers contributes to preserving the secrets of Coca-Cola.   Confidentiality is important when there is duplication of benefits and disadvantages, such as the innovation of nuclear reactors in generating electrical energy, which at the same time helps to know how to manufacture a nuclear bomb, and when organizations try to develop new technology, they conduct confidential relationships with customers, suppliers and competitors to limit the circulation of knowledge management. And the perpetuation of the management of ignorance, and these organizations may suffer from legal prosecution of some countries that impose the display of the materials used in the product, and this is why organizations must be more tolerant of secrets (and not all secrets are harmful) with customers, suppliers and competitors, and that these efforts will contribute to increasing dealing with the unknown. . And it encourages some secret organizations when they negatively affect the market value, for example, in the negotiations of the merger and acquisition process, the parties try to completely prevent the arrival of information to ensure the best conditions.

✓   Privacy: Privacy is the ability of individuals or organizations to obstruct the arrival of information about themselves, and it is defined from an administrative perspective as ignorance of workers and customers, or it is the organization's commitment to preserving the privacy of its workers, an example of this in the military, medicine and law fields. Privacy also supports the maintenance of the relationship of trust between The organization and its workers and between the organization, customers and suppliers, such as allowing the organization to allow its employees to work independently and enjoy privacy at work and is an essential element in building satisfaction with the work environment, and vice versa, when the organization puts down surveillance cameras, it reduces confidence and weakens the strength of the relationship between workers and management, which leads to lower

productivity.

Confidentiality and privacy create the unknown, and secrecy and privacy may involve the threat of technological and social forces, for example, Wikileaks exposes documents related to state secrets, while the social site Twitter works to challenge the application of private laws [7]..

D.   MANAGEMENT IGNORANCE:

Management of ignorance is not intended to eliminate ignorance and consider it a negative element through the monopoly of knowledge, rather the opposite is the search for ignorance, especially as the complexity of organizations increases, the greater the ignorance, and being an effective element to move structures and relationships, and ignorance management provides a means to maintain the stability of organizations by exploiting the deficiency Knowledge of stakeholders, and just as knowledge is a source of strength, so ignorance is also a source of strength and may even be a reason for enhancing organizational performance [7].

And ignorance management is the science that seeks to achieve personal or organizational gain through high performance in the long run [6].

So far, there is no scientific framework for managing ignorance, yet there are two entrances to managing ignorance: Managing ignorance by following the current approach, and managing ignorance beyond knowledge management, as follows: Managing ignorance by following the current approach: In the field of management and organization there are some studies of ignorance that do not come explicitly, as in the field of decision-making and information such as Jensen & Meckling (1976) and Loasby (1976) and building knowledge management Zack (1999) and Harvey et al. (2001), the field of social psychology from which pluralistic Ignorance is derived, and in organizational contexts such as Halbesleben, Wheeler & Buckley (2007) and Westphal and Bednar (2005) And ignorance in small firms and entrepreneurs such as Lambe (2002) and Jones & Hecker (2003), and these

efforts tended to eliminate ignorance through the best application of knowledge management [6].

In order for management to deal with ignorance, Harvey & et al (2001) set the following methods that the organization must take [4] as follows:

a)   Identification and classification of information: When determining the level of ignorance in the organization, the different types of information must be distinguished, including clear and organized information that is easy to share, and implicit social information and it is difficult to share, and for this there is a need to translate this information and deliver it to workers.

b)   Classification of knowledge: not all knowledge is necessary, especially in light of the knowledge economy, it is necessary to classify knowledge that achieves efficiency and effectiveness and knowledge that does not achieve efficiency and effectiveness.

c)   Not learning knowledge: Managers need to forget what they learned from knowledge, because it helps in facing new global environments, and subsequent success may outweigh previous success.

d)   Perception of non-continuous cases and data: There is information that has become outdated despite the high cost of obtaining it, and if it is approved by the administration alone, the decisions that will be based on it will be wrong.

e)   Developing a pluralistic management philosophy and perspective: Pluralism does not mean forming different groups of managers or developing a multi-cultural system, but rather different knowledge to enlighten insight in solving complex problems

f)   Management of ignorance beyond knowledge management: To go beyond the current understanding of the management of ignorance, one must know the complex role that ignorance plays in business organizations, just as Moore & Tumin (1949) considered that social functions as a break-

through for ignorance are a starting point, which are five social functions of ignorance and benefit Commercial organizations, including the following:

✓ Maintaining a privileged position: by possessing intellectual property rights and commercial secrecy, ensuring the authority of managers through ignorance of employees, preserving the security of workers.

✓ Supporting traditional values: by ensuring that workers are ignorant of the values that lead to their rebellion and to change the prevailing values, in an attempt to enhance the culture of the organization in order to nurture the spirit of teamwork.

✓ Maintaining fair competition: To ensure fair competition, competitors must be ignorant of the policies and decisions of other competitors. Rather, it is within organizations and between departments to ensure competition between departments.

✓ Preserving stereotypes: the knowledge of workers affects the degree of respect and trust between workers and management, and therefore maintaining stereotypes by imposing censorship on some information strengthens the authority of management over employees

✓ The appropriate incentives for the system: Finding anxiety through ignorance, and this helps motivate workers to work to reduce anxiety and find new innovative ways of working.

It is clear from the above that the reflection of the social functions of ignorance on organizational contexts creates simultaneous challenges and opportunities for managing ignorance related to knowledge management. Awareness of the different types of ignorance is a first step towards managing ignorance.

RESULTS:

The study concluded the following results

a) Ignorance must be viewed not as a negative condition, but as an ac-

tive and positive component.

b)   Ignorance management differs from knowledge management in that it does not try to eliminate the unknown through learning and acquiring new knowledge, but rather uses ignorance in stability and in working methods, stimulates innovation in the external environment, competition by preserving trade secrets, and exploiting customers' ignorance through production Making certain products or services live happily with their ignorance. Ignorance is a strategic ploy to stay in the market.

c)   Ignorance helps management to be effective. It is through the boldness of workers to admit their ignorance and although it leads them to short-term failure in addition to being ridiculed by others, but in the future it leads to innovations. Indeed, this abuse by others may be a source of success because it is Provides failure resistance.

RECOMMENDATIONS:

The current study presented a set of recommendations to researchers and practitioners with the aim of enriching the literature on the issue of managing organizational ignorance as well as applying them in organizations and benefiting from communities of practice to mature this concept, which has become important, especially after facing the expected crisis of the Cornavir virus.

a)   The concept of organizational ignorance must be placed in the lexicon of management sciences, in order to contribute to the development of developing methodological frameworks for it.

b)   The organizations attempt to control ignorance to employ it in order to enhance the organization's performance and competitive advantage.

c)   Managers should embrace ignorance and acknowledge the value of spreading ignorance, instead of trying to get rid of it and suppress it with knowledge management.

THE SUGGESTIONS:

The following are the research questions that are a starting point for further research on organizational ignorance, as follows:

a)   What are the types of ignorance that can be identified in the organization? What is the extent of its impact on the operations of the organization? How can it be managed

b)   What is the ignorance that can be distributed within the organization? And beyond? And what determines that?

c)   What is the effect of distributing known from unknowns on organizational performance?

d)   What are the organizational roles that include roles related to ignorance?

e)   How and when can board members mobilize ignorance in the organization's   operations?

f)   How and when can groups and organizations build agreements to grant privacy and build trust based on relationships?

g)   To what extent can the unknown anonymous be taken into account in making administrative decisions?

h)   Does the size of the organization and its geographical location have an effect on organizational ignorance?

i)   Do the different administrative sectors and their size facilitate the management   of   ignorance?

j)   How can management improve anonymous organizational performance?

k)   How do social, cultural, political, technological and legal factors influence   organizational   ignorance?

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