

**Richard J.
Boland**

*Weatherhead School
of Management, Case
Western Reserve University*

April 11, 1996

Thursday 7:30 p.m.

Third Floor, Levis Faculty Center
919 West Illinois Street, Urbana
University of Illinois at Urbana-Champaign

Knowledge Work Gone Adrift in the Information Age

Knowledge work is conversational and temporal, yet we tend to theorize it with appeals to spatial imagery. Richard Boland challenges the assumption of shared meaning in organizational culture and the dominance of information processing models of organizations and human cognition. He suggests that we can better understand organizations that lack shared meaning among members by appreciating narrative as a mode of cognition and its implications for the construction of self. Boland then develops some implications for studying learning and innovation in organizations and for designing information technologies to support such processes.

The Eighth Daniel Alpert Lecture

Relating the search for new knowledge to
the enhancement of public understanding

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