ITS

Global Ignorance

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Abstract:

In KM management scrutinize best way to circulate data and knowledge to create knowledge intelligent environment in away help everyone in organization has access to data and information need and become knowledgeable and knowledge creator. The other site of wall is infinite ignorance which domine our life, organization, and world. General insight is our ignorance rises faster than our knowledge and expectation by every single innovation as Polanyi said, 1966. Believing human surrounded in ignorance universe would hep us to bridge the gap between knowledge and ignorance. Ignorance has several versions. Its definition and taxonomy would help understand the nature of ignorance which through appropriate analysis led to develop global ignorance management and strategic ignorance management (SGIM).

1. Introduction

In this study we also tested a common idea, namely that the more you know, the more you understand you don't know. More specifically it has been argued that the more you know about an area, the more you realize you do not know, Gross [19].

Acceptance and understanding the global ignorance help to focus on a big picture of existence. Meaning be able picturing the most ignorance dimensions that can be conceived. It will lead to better orient and prioritize research towards most influential dimensions of ignorance which would be primordial to future feature research orientation on human life rather than going through R&D step-by-step based on our limited knowledge. Enhance global ignorance plays a prime role in directing, orienting, and leading R&D towards unexpected future. Because as always, we need to have better insight regarding our surrounded environment to act and react to its impacts with the better awareness. Scholar's research focusses on an issue through their narrow-limited knowledge/expertise. The path of cognition is limited in tiny knowledge middle ocean of ignorance. Main question is how ocean ignorance can be managed in a way to better build and dominate future? What strategic approach would be more appropriate? How are some groups able to exploit ignorance more effective than others? (F. exe bring new idea in the market before others)

ITS

2. The Research Propose

Researchers attempt by answering theoretical/practical question(s) bridge the caps between ignorance and knowledge. Meanwhile as mentioned above, it just increases dramatically this cap due to revealing new dimensions of ignorance which in its turn raise the research outcome's uncertain and riskier. The aim in this article is to investigate how better human can dominate global ignorance, despite knowing ignorance spread unexpectedly faster through micron improvement of our knowledge. It would be decisive to resort a new strategy and process in R&D to better lead innovations-creations which makes indispensable look through a big research picture (instead focusing just on one isolated dimension of issue, what narrow the researcher's investigation). Knowing that individual ignorance scopes is limited to brain conception knowledge. Because individual knowledge frames its ignorance, and it is impossible goes beyond the knowledge frame. That means conceptualization including ignorance is limited to our knowledge. Instead focusing on small issues, it is necessary to look at big picture of global ignorance, the risks, mistakes, and the relatability of individual knowledge and its ignorance. As relying on the bigger picture of ignorance and global ignorance, the information vacuum creates more appetite and eager for knowledge, which stimulate dramatically more innovation and creation. Pynchon [34] who sees ignorance as a potential component for future success and achievement, having bigger picture of ignorance stimulate bigger success and achievement.

3. Literature

Some definitions, interpretations, and speculations create confusion even misdirect researchers. literature develops a novel theory on the nature of knowledge and ignorance while making the distinction between knowns and unknowns as well as consciousness and ignorance, also tacit and explicit knowledge. The critical question is not just managing what is known but also trying to find ways to manage the unknown.

3.1. Definition and Ignorance Taxonomy

Many definitions and perspectives explain what ignorance means. Scientists define ignorance as lack of knowledge or information. Moore and Tumin [26] define ignorance as the absence of empirically knowledge. With ignorance we mean lack of knowledge in a broad sense that is in relation to everything possible to know. [12].

We identified main line ofg [14] definition as ignorance expressing the same as uncertainty, lack of knowledge [2]. According to Pezzulo et al. [31], ignorance is a subjective evaluation of actual lack of information on the basis of cognitive evidential models. Ferson and Ginzbur refer to epistemic uncertainty as (partial) ignorance. The Health and Safety Executive (HSE) [14] in the UK describes ignorance as a situation with a high level of uncertainty in both probability and consequences. (Figure 1)

Faber et al [13] talk about "closed ignorance", we are not aware of our ignorance and feel no need for learning or research.

There are known knowns; there are things we know we know. We also know there are known unknowns; it is to say we know there are some things we do not know. There are also unknown unknowns - the ones we don't know we don't know (United States Department of Defense, Secretary Rumsfeld 2002). Arguments for the

ITS

distinction between tacit and explicit knowledge and the difficulty in communicating tacit knowledge to others come from the philosopher Michael Polanyi [32] He argues that human beings have a kind of tacit knowledge that language cannot capture and describe; or in other words we can know more than we can tell [33]. Hence, knowledge management is a matter of sharing knowledge with others and not just keeping it for own use and power [6,40]. Even, knowledge management is unable to manage and sharing all what we know and there is no language to describe it like knowhow.
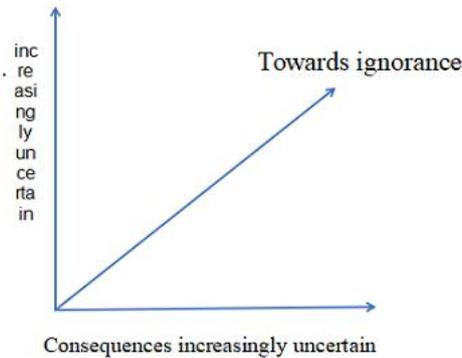

Figure 1. *Structure for characterizing ignorance through increasing levels of uncertain lik elihood and consequences (based on HSE (2001).*

Socrates once said: This man, on one hand, believes that he knows something, while not knowing [anything]. On the other hand, I - equally ignorant - do not believe [that I know anything]. The above quotes shows that it is impossible for someone to comprehend and understand everything in a complete way. [23]

It is to explore the power of understanding the unknown while arguing that there is no perfect knowledge while confirming that human knowledge is a micron rather our infinite ignorance and we are living in global ignorance which has sanded human being.

Errors may be referred to as inherent ignorance, originating in limited cognitive capacity [3] Further types of ignorance emerge from the refusal to recognize knowledge or its unconscious suppression; these include taboos and denials [42]. That is too painful to know or that does not fit with one's current understandings of the world. From the above review of the nature of ignorance, the following three key sources of ignorance have been identified: 1. ignorance arising from the absence of knowledge: unknown unknowns and known unknowns; 2. ignorance about knowledge: knowable known unknowns, unknown knowns, and errors; 3. ignorance from the suppression of knowledge: taboos, denials, secrecy, and privacy. [36].
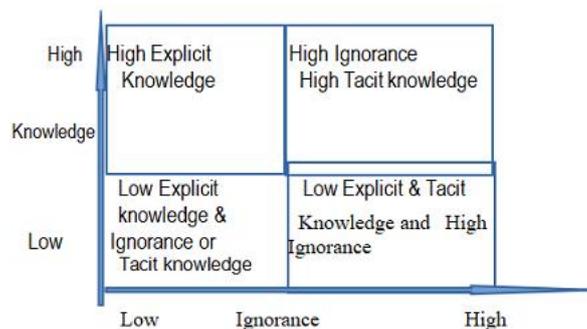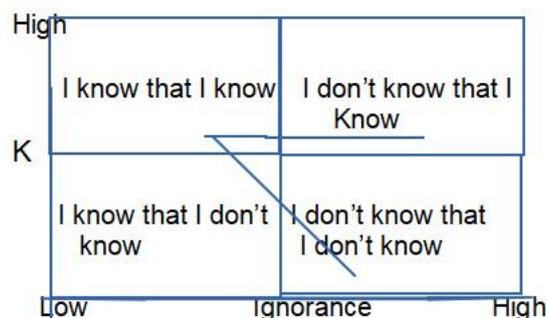

Figure 2. *The Ignorance Management theory from the viewpoint of four paradigms.*

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"Ignorance is not just a blank space on a person's mental map. It has contours and coherence, and for all we know rules of operation as well. So as a corollary to [the advice of] writing about what we know, maybe we should add getting familiar with our ignorance". Cooke developed a framework which highlights different assumptions about the nature of knowledge and ignorance. Based on Cooke theory, we proposed two axes that set up the four different paradigms (approaches) which can be identified in this theory as ignorance management, shown in Figure 2.

3.2. Speculation and Analysis

Reality exists externally to humans; the importance of the ignorance dimensions highlights that reality is perceived by individuals and created from perception and interpretation. Therefore, it is inferred that individual classified within the domain of high-level ignorance is more likely to innovate and produce new knowledge (Cooke). Within collaborative groups, communities could create the social fabric of learning; foster interactions and relationships based on mutual respect and trust encourage a willingness to share ideas, expose one's ignorance [40]. The main ideas in this theory, are knowing what is needed to be known and also acknowledging the existence of unknowns that could transform knowledge strategies and have consequently led to the creation of Ignorance Management. Hence, Ignorance Management is a process of discovering, exploring, realizing, recognizing, and managing ignorance to meet current and future demands. Thus, the critical question is not just managing what is known but also trying to find ways to manage the unknown. The global Ignorance management theory could help explore and manage the unknown, even bridge the cap. There is a danger of getting or transmitting half the story and thinking you know more than you do" (Cooke). to bridge the gap between ignorance and knowledge we need appropriate global ignorance management, even conceptualize global ignorance management strategy.

The transformation from the unknown (ignorance) to the known is not an easy process and requires time, resources, and financial support. By acknowledging and understanding the existence of unknowns which could transform the current inefficient knowledge practices. These interpretations are also supported by Dunning and Kruger who demonstrated that human find it intrinsically difficult to get a sense of what we don't know and argued that incompetence deprives people of the ability to recognize their own incompetence [41].

Figure 3. Exploring the transformation from the unknown to the known.

The global Ignorance Management theory could help explore and manage the unknown. However, the important aspect is for managers (particularly middle managers) to accept people's ignorance. Due to the novel nature of this theory, the literature was found not to have any relative connections to these concepts. Thus,

ITS

further research is essential to explore the final effect of acknowledging ignorance and global ignorance as well as the changes it will bring to human life. The critical question is not just managing what is known but also trying to find ways to manage the unknown/ignorance. This viewpoint of acknowledging ignorance, if successfully incorporated within KM theory, will not only facilitate, and enhance knowledge management processes but will also foster innovation and increase the levels of new knowledge. As it shown in Figure 3.

The subject of ignorance has attracted attention across a range of other disciplines, from philosophy, anthropology, and archaeology [24,38,43] to medicine and ecology [3,42]. In the field of economics, the theory and practice of decision making has focused on the relationship between knowledge, complexity, uncertainty, ignorance and asymmetric information [8]

The negative connotations that accompany the concept of ignorance no doubt go some way to accounting for its neglect. Indeed, individuals who admit ignorance may be accused of incompetence. Consequently, ignorance is ignored and when aspects of the unknown are considered, it is more often not in terms acceptable in discourse such as uncertainty or complexity. Nevertheless, given the existence of so many, often unacknowledged, unknowns, the time has come to redress this balance and to introduce ignorance into research the development of a systematic approach to managing the unknown. Managing the unknown is limited by our ability to recognize ignorance [36]. Ignorance is typically defined as a lack of knowledge or information. Ignorance, as known unknowns, denotes knowledge of what is known about the limits of knowledge; there are certain things that we know that we do not know. Ignorance, as unknown unknowns, refers to a total lack of knowledge, such that we are not aware of our ignorance.

Ignorance arising from the absence of knowledge: Unknown unknowns and known unknowns. Individual may discover the existence of prior unknown unknowns through the acquisition of new tulles, R&D, interaction with others. While individual can devote resources to actively searching for unknown unknowns, any search will be difficult due to the total lack of knowledge and therefore the absence of specific options to choose from in relation to the direction and focus of any search. It would be better look at the big picture (global ignorance) to conceptualize most possible dimensions of ignorance in which we would have better chance to bridge the cap. Although known unknowns may be overcome through learning and help to target and drive explorations for new knowledge. Known unknowns drives   innovation and creativity. As Smithson [37] notes, consciously acknowledged and constructed ignorance is a prerequisite to learning or discovery. Ignorance may not only stimulate the search for new knowledge, even energize progress of technology. While ignorance in the form of known unknowns   concept or knowable known unknowns can be explored, ignorance as unknown unknowns is more difficult to identify. Unknown unknowns can only be considered through speculation or in retrospect. The ignorance audits may be beyond reach, an awareness of the various types of ignorance provides the first step to direct the development of techniques to manage the unknown. Managing the unknown is vital to maximize receptiveness to change and to enhance flexibility. An ignorance perspective embraces change and questions stability. Rather than seeking to capture and codify knowledge, an ignorance approach recognizes the importance of unknowns and seeks to allow knowledge and ignorance to intermingle in productive and challenging ways. Managing the unknown requires recognition of the value and pervasiveness of ignorance. [36]

ITS

The scope of people's ignorance is often invisible to them. This meta-ignorance (ignorance of ignorance/global Ignorance) arises because lack of expertise and knowledge often hides in the realm of the "unknown unknowns" or is disguised by erroneous beliefs and background knowledge that only appear to be sufficient to conclude a right answer. Arguing that ignorance tends to be invisible is somewhat difficult [9]. A 'post-normal science' approach is needed that acknowledges the limits of current levels of scientific understanding [4]. Lack of knowledge implies uncertainty in judgments and a risk that the   decision made is wrong. Thus, it is argued that new knowledge gives a person more possibilities to identify new unknowns. Humans are more naturally oriented toward thinking about what they know compared with thinking about what they do not know, just as people are more willing to seek confirmatory than disconformity feedback regarding their hypotheses [30].

Global ignorance has been consciously cultivated as the most fertile moment in any authentic awareness of reality as a whole and in its deepest grounds. The Socratic wisdom which lay precisely in Socrates's knowing that he did not know— in his declaring that he knew nothing. Socratic ignorance serves as the obligatory point of departure for vast and varied currents comprising not only forms of skeptical and critical philosophy, but also several different types of mysticism that flourished in antiquity and the Middle Ages [17]. An insuperable but self-conscious ignorance is in crucial ways more important and fundamental than any positive kind of knowing.

Ignorance serves as a productive asset, helping individuals and institutions to command resources, deny liability in the aftermath of crises, and to assert expertise in the face of unpredictable outcome [9]. The recent analyses focused on ignorance have tended to cement a dubious binary opposition between knowledge and ignorance. As Smithson points out, ignorance can serve as a prerequisite to learning or discovery; can help create a climate of creativity and entrepreneurship; can be harnessed to enhance the generalizability of findings or attain consensus; and can strengthen one's reputation for scientific cautiousness [28,37]. Burke, Dupré, and Somsen suggest that historians of knowledge should pay more attention to the "dark" or "negative" side of their subject: failure as well as success, ignorance as well as knowledge [7]. What science does not and cannot know, that is with scientific ignorance, is of central importance, [20].

The proposal for the history of knowledge is to pay much more systematic attention to ignorance—to historical forms of not knowing and to historical strategies of dealing with unknowns. The reason is that a focus on ignorance in itself as well as in its relation to the knowledge to which the concept of the knowledge society arguably no longer unproblematically applies [1]. The unknown is not diminished by new knowledge. Quite the contrary: the realm of the unknown is magnified, if only because the more we know, the more unknowns become known and the more it is acknowledged how little we do and can know. It is necessary to develop new terminology to describe the unknown: "micro-ignorance," "macro ignorance," "banal ignorance," "ignorance of ignorance," and "rare ignorance" or global ignorance. The micro-ignorance is individual acts of ingoing. macro ignorance, on the other hand, is the sedimentation of individual ignorance into rigid ideological positions or policy perspectives that obscure their own mistaken assumptions from adherents [27]. The ignorance of ignorance itself is a fundamental limitation of mainstream knowledge theory. Through historical explorations of the uncertainty, risk, and non-knowledge, cannot justify future ignorance or knowledge.

How are some groups able to exploit ignorance more effectively than others? This is one of the most important and still unanswered questions of ignorance studies. One of the reasons we don't have robust answers to that question is a methodological narrowness in the way that the production of ignorance is being studied by different academic disciplines. A fundamental, parallel aim should be to understand why and how some individuals' ignorance becomes unchallengeable, solidifying into "macro-ignorance" [18]. Is this white ignorance or strategic ignorance as mills uses [29]? strategic ignorance is commonly defined as a type of confirmation bias. Daniel Denicola's philosophical approach is slightly different (2017). In the context of assertions of ignorance as a moral and ideological position, where people assert themselves as 'the common man' and refuse expert knowledge [11]. The concept of 'non-knowledge' we use more specifically to refer to efforts to understand ignorance to guide future action.

Gross 2007. Rayner treats ignorance "as a necessary social achievement rather than as a simple background failure to acquire, store and retrieve knowledge". He uses the term "ignorance strategy" "to include not only deliberate attempts to manage information, but also implicit or even completely unconscious strategies" and situations where there are "strong social pressures to forget the inconvenient truths" (p. 108-113). From this perspective, "the social construction of ignorance is not only inevitable, but necessary for organizations, even entire societies, to function. Unknown knowns therefore remain unknown because they constitute "uncomfortable knowledge" which is "disruptive knowledge". knowledge and ignorance can be differentially constructed over time, and across different arenas [15]. Tacit knowledge refers to skills, knowledge and techniques that cannot be readily codified and are obtained through experience, by working in teams, and by participating in professional scientific networks through a process of "learning by doing" or "learning by example". In addition, know how, the tentative exploration of the "dark side of knowledge" it would be better instead focus on ignorance. It is necessary to pay much more systematic attention to ignorance to historical forms of not knowing and to historical strategies of dealing with unknowns. The nonknowledge society is currently also being theorized in terms of ignorance. Given that nonknowledge is here to stay, we face the urgent task to move beyond the modernist assumption that not knowing is always merely temporal. The scientific and technical innovations (increase of knowledge) necessarily also increase ignorance about their possible side effects or consequences. The further distinguish between non-knowledge and ignorance, the former indicating 'the general absence of knowledge. Non-knowledge is then divided into three dimensions: the degree to which practitioners are aware of nonknowledge, the temporal extent of non-knowledge and to what extent it is consciously rejected or refused by the scientific community. [15]

Attempt is to bridge the gap between global Ignorance and knowledge by developing global ignorance management and strategic global ignorance management theories. It is necessary to keep in mind as M. Polanyi [33] said "despite every single effort, the gap between Ignorance and knowledge arises forever" but we must get big jump towards future. Accepting global ignorance means accepting that we are surrounded by ignorance which is the first step to understand where we are. In this environment bridging the gap needs shovel ignorance as second step. Trying to identify the implore and dimensions of our ignorance as much as possible in third step. Then set up a direction based on the most influential and primordial ignorance

dimensions, list and prioritize objectives, which would lead us to develop ignorance management, and formulate strategic ignorance management.
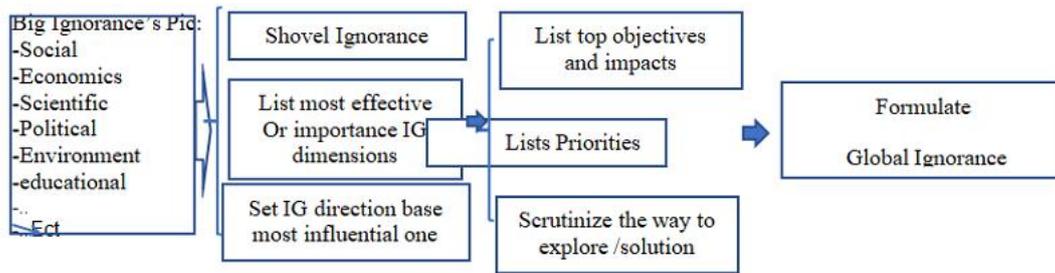
3.3. Global Ignorance Management

Step out towards the future and faster progress of technology, mostly begin by breaking down the walls of ignorance. Global ignorance management leads figure out the way(s) if not possible bridge the gap between ignorance and knowledge, at least better control ignorance. Global ignorance management instead knowledge management is only process, and the way how possibly discover our ignorance, find the trend of create knowledge by prioritizing types of our ignorance, and develop knowledge or attempt reducing the dominance of ignorance even control it. To that aim it is indispensable to rely on big picture of ignorance, meaning considering all possible ignorance dimensions to understand emptiness spots and lack of information. Lack of data, information, and information vacuum stimulate more deeper scrutinize and search, which create appetite and eager for knowledge, creation, and innovation.

Focus on ignorance is prerequisite to learn and search for new knowledge to energize progress of technology. Global managing ignorance needs to know what we want to manage and have a clear picture of it. Lack of information and data are the sources of ignorance. Global management ignorance leads first to create a concept or a conceptual map (what are known unknown, unknow unknown, mistaken …) of our ignorance and figure out what is main floor of management structure or understand what is to manage. Understanding global ignorance and different types of ignorance create a sort of awareness to look at surrounding environment. Then listing the objectives base on the effects of each type of ignorance, ranking the priorities, define the ways to reach from current state of ignorance to the future to transform future ignorance's to knowledge. Then ignorance awareness is prerequisite to learn and search for new knowledge, even energize progress of technology.

Relying on big picture stimulate researchers to understand ignorance due to lack of information and information vacuum creates appetize, even eager for knowledge, innovation and creation and scrutinizing more ignorance to answer how it is possible to discover ignorance as prerequisite for knowledge to reduce and control it. As long as we aren't aware of our ignorance, we don't feel need to focus on problems solving or gathering data and information. In big picture as much as it exposes bigger dimensions of our ignorance, then information vacuum would be felt bigger, and endeavor to learn would be bigger. So, ignorance is prerequisite to learn, discover unknows serve as productive asset for future research.

Global Ignorance management contrary KM- that would through a system management circulate data and information across individual, group, and organization based on their level of involvement would manage knowledge and data in a way to stimulate creation of new data, information, and knowledge- is to develop a network and system to encourage and stimulate every individual, group at all level scrutinize their lack of data, information, ignorance, and miss information to bring in that system and able system to process, classify, prioritize and manage to create information and answers by transforming ignorance to knowledge. At the first step it might looks like individual and group naivety revealing their weaknesses which would seems like a sense of humiliation. But it helps to look at big picture of ignorance even lead to gather data and information for further creation and innovation. Because it brings all together to focus on collective global ignorance. (Figure 4)

ITS

Figure 4. Global Ignorance Management Process.

Global management ignorance includes three steps at individual, organizational, and global levels. First encouraging individual to focus and shovel its own ignorance by all mean to figure out its own most influential dimensions of ignorance. Then every individual in group and group in organization is to be stimulated to share their ignorance with each other and search organizational ignorance. The third step is all organizations in the same area must share their organizational ignorance to help each other by identify information vacuum, jump together towards future; in other word create a spiral global ignorance network form individual, group, organization to global. Because through global ignorance management network we learn from each other individual, group, and organization ignorance how to transform ignorance to knowledge and step up for creation and innovation.

3.4. Strategic global ignorance Management

The spiral of global ignorance management network alone is not sufficient lead us to any specific direction to discover universe of ignorance towards KM. It would be impossible just through this network look and orient ubiquitously our search for ignorance. It would be immense ambiguity and impossible to find some specific focal point or direction. Strategic global ignorance management (SGIM) might help to find better direction through surrounded ignorance universe towards future knowledge. No individual, group, and organization alone would be able to step up to that aim for obvious reason, because there are aggregates of ignorance. It is necessary put together and establish an aggregate of global ignorance in search of knowledge to form SGIM. Following diagram number 1 we might be able to define the maim strategic target goals objectives, even mission, and vison. Current surrounding ignorance environment describe where are we. The main issue is how to formulate strategy from current situation towards future knowledge. It depends on the strategist in each society and organization following their level of understanding of their own society and organization ignorance. Communicating, sharing, and listening to upper/down level in (group) organization, observers/critics, costumers/competitors, are multiple tools and technics to formulate the SGIM through spiral of individual, group, and organization network.

It seems externalize and adding ignorance through the spiral of ignorance would be the objective SGIM, in fast speed up accumulating ignorance, by all mean. That means step by step externalize and look to add ignorance from individual, group, and organization by stimulate involvement and create information vacuum at all levels to jump towards future knowledge. The SGIM helps understand the type, nature, and the implore of global ignorance to involve all participants aggregate in research and building knowledge together. This strategy can be only extravert to bring in, all ideas, data and transform them to knowledge. In this strategic aggregate form strengths, walls of ignorance as weakness, threats, and every revealing knowledge would create

opportunity. The focus would be on the most primordial and critical global ignorance to find ways transform it to knowledge in every expertise. The main attribute of this SGIM is fast speed up accumulate ignorance toward knowledge.

4. Conclusions

The more you know, the more understand new unknown dimensions. Big picture of global ignorance plays a primordial role in directing, operating, and leading R&D. because we would be able to conceive most dimension of ignorance to prioritize objective. In hence strategic approach might be more appropriate. Attempt is to bridge the cap between ignorance and knowledge, how better humane can dominate global ignorance? Individual Ignorance is limited to its conceptual knowledge. Focus on ignorance create vacuum and lack of information which stimulate creation and innovation. Managing known unknown, unknown unknown, tacit, mistakes, error led to concentrate instead KM, on managing unknown to find away jumping towards future knowledge. It is necessary to believe on power of ignorance. The main idea in that theory is acknowledge our unknown realm transform and global ignorance management is process of discovering, exploring, realizing, recognizing, and magnifying ignorance to globally manage unknown as a way bridge the gap between knowledge and ignorance. We need appropriate global ignorance management and strategic global ignorance management to include most possible conceivable ignorance and act strategically to that aim. No individuals 'ignorance should be accused as incompetence. Managing unknown is limited to perception due to lack of knowledge and specific options, it would be better to look at big picture. Search for unknown drive creativity and ignorance perspective lead to change. What science does not know the realm of ignorance is magnified the more we know the more unknow become known. New terminology is to understand how some individual ignorance become unchallengeable? Understand ignorance guide future actions. Ignorance is disruptive knowledge and tacit knowledge cannot be codified. In that direction there is three steps; accepting big picture of ignorance; search global ignorance management and apply strategic global ignorance management.

Conflicts of Interest

The author declare that there is no conflict of interest regarding the publication of this article.

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