

The background of the slide features a light blue-grey color with a faint, semi-transparent network diagram. The diagram consists of several interconnected nodes, represented by colored pushpins (red, yellow, and blue), which are connected by thin, light-colored lines. The overall aesthetic is clean and professional, suggesting a focus on technology, communication, or organizational structure.

SOCIAL INCLUSION AS KNOWLEDGE MANAGEMENT STRATEGY

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THE ARGUMENT

- The Moral Argument : "We should include everyone because it's the right thing to do."
- The Epistemological Argument : "We *must* include everyone because it's the only way to get accurate information and solve complex problems."
- In short: Social inclusion isn't just charity or justice: it is an essential information strategy.

CLASSICAL MODERN ADMINISTRATION

- In classical modernist administration (rooted in Max Weber and Frederick Taylor), rationalism meant **technocracy**
- An elite hierarchy of objective experts gathering data from the top down.
- However, as public policy faced complex, non-linear problems, this closed model hit a hard cognitive limit.
- Theorists realized that centralized technocracy suffers from severe information asymmetry and blindness.

BASE OF MODERN ADMINISTRATION

- The fundamental belief of “modernist administration” was simple: human organizations are machines.
- If you can figure out the scientific laws (one best way) that govern the machine, you can run the organization and society with perfect efficiency.
- Operating a complex scientific machine requires trained technological experts; not politicians, and certainly not ordinary citizens.

MODERN TEMPLATE I: FW TAYLOR

- **The "One Best Way":** Taylor conducted time-and-motion studies with a stopwatch, breaking physical tasks down to the millisecond. He argued there was always "one best way" to do any job, and it was the job of management to discover it through empirical measurement.
- **The Separation of Thinking from Doing:** Taylor explicitly stripped decision-making away from the worker. He divided an organization into two rigid classes: the thinker and the doer
- **The Top-Down Knowledge Flow:** All legitimate knowledge was generated at the top by experts and pushed downward as standardized procedure.

MODERN TEMPLATE II: MAX WEBER

- **Legal-Rational Authority:** Weber noted that historically, leaders ruled through tradition or charisma. Modernism replaced this with legal-rational authority which is power vested in impersonal rules, laws, and offices rather than individuals.
- **The Career Expert:** Officials are hired based on strict technical qualifications. This created a dedicated caste of professional experts who held lifetime careers, insulated from public opinion or political pressure.
- **The Hierarchy of Offices:** Knowledge and authority flowed through a strict pyramid. Data from the ground was stripped of emotion and local nuance, converted into standardized paper files, and pushed up to the experts. The experts applied universal rules to the data and pushed commands back down.

BIRTH OF TECHNOCRACY

<u>Component</u>	<u>Classical Modernism in Theory</u>	<u>What It Looks Like in Practice</u>
<i>Epistemology (Knowledge)</i>	Truth is objective, quantifiable, and universal.	Reliance entirely on statistics, master plans, and standardized metrics.
<i>Authority (Power)</i>	Power belongs to those with technical credentials.	Citizens and frontline workers are excluded from decision-making.
<i>Process (Method)</i>	Eliminate human discretion and emotional bias.	Strict adherence to manuals, rigid perceptions, and standardized rules.

THE TECHNOCRATIC BELIEF

- The belief that elite experts standing at the top of a pyramid can see and know everything needed to govern the system below them.
- Modernists assumed that objective data (numbers, reports, surveys) gathered by experts was intellectually superior to the subjective, lived experience of the public.
- Therefore, social inclusion was not only unnecessary; it could be harmful as well.
- Allowing untrained or unqualified people to make policy would introduce "irrationality," bias, and friction into a perfectly calibrated scientific machine.

TECHNOCRATIC REALITY

- Technocratic rationalism created brilliant blueprints on paper, but because it systematically blinded itself to local context and grassroots feedback, those blueprints routinely caused real-world catastrophes when imposed from above.
- Chandigarh, Bangladesh, Brazilia, Pruitt Igoe.....

THE EPISTEMIC FAILURE OF "HIGH MODERNISM"

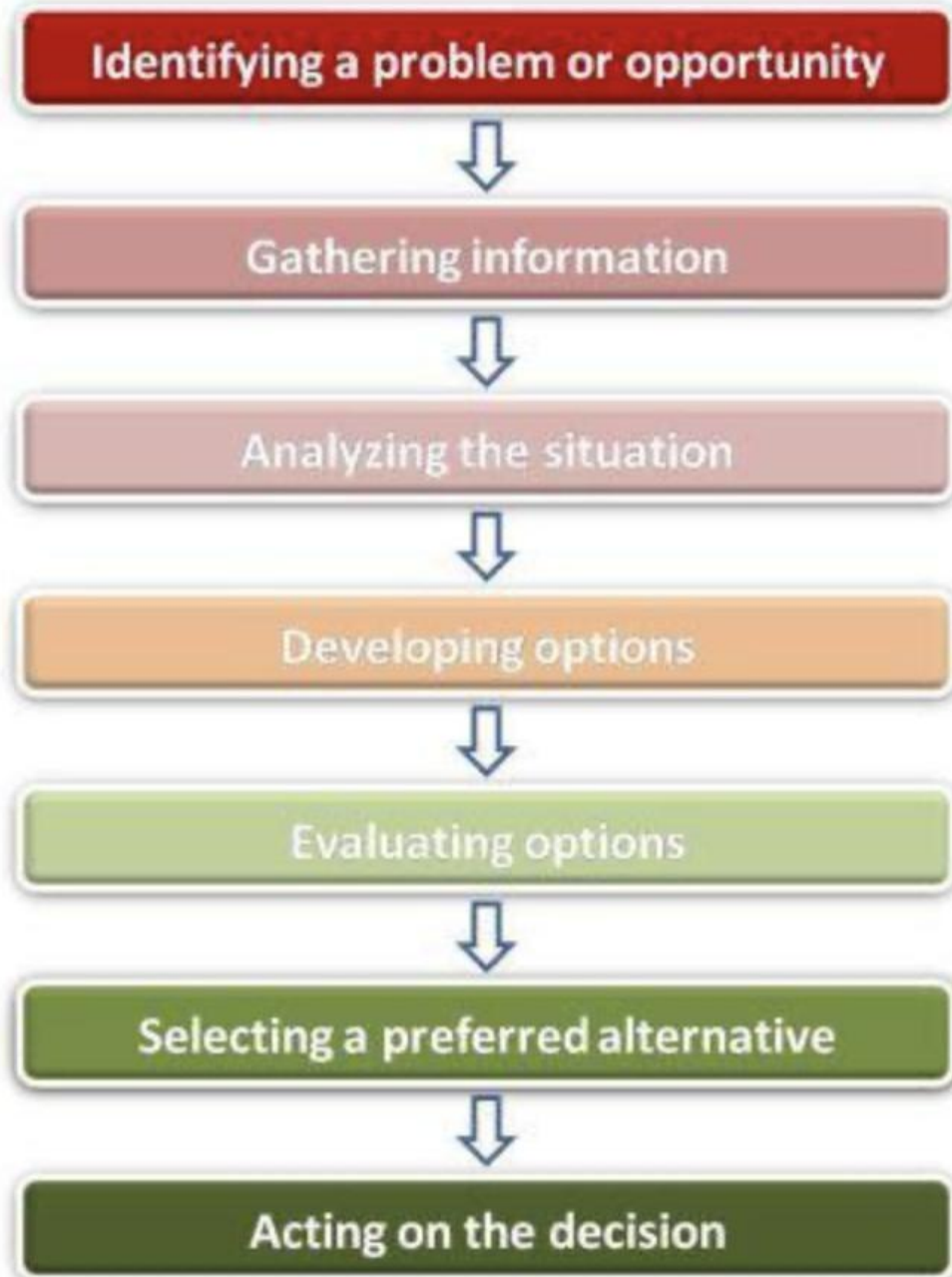
- James C. Scott (1998) brought **metis** into modern political science and public administration by contrasting it with "high-modernist statecraft."
- Scott argued that governments inherently want society to be organized into neat grids, standardized metrics, and uniform rules so it can be monitored, taxed, and managed from a central desk.
- To achieve this, states rely entirely on **episteme** and **techne**.
- In doing so, bureaucracies actively ignore, devalue, or bulldoze **metis**.

ANATOMY OF *METIS*

- Situated, adaptive, experiential know-how.
- It is the intuitive ability to read a shifting, unpredictable environment and improvise a successful solution in real-time.
- One can learn this through long practice, trial, error, and immersion.
- Un-codifiable: can't be written down as a template
- **Context-Bound:** What works in one valley, one organization, or one specific crisis will not work in another. It defies standardization.
- **Dynamic and Improvisational:** It is the knowledge of the sailor navigating a storm, the boxer reading an opponent, the experienced teacher sensing a classroom losing focus, or the farmer reading micro-climates on a specific hillside.

FAILURE OF MODERNIST BUREAUCRACIES I

- In *Seeing Like a State*, political scientist James C. Scott diagnoses why centralized modernist bureaucracies fail:
- His answer: they rely exclusively on standardized, scientific knowledge while systematically ignoring *metis*: the situated, practical, local knowledge held by the people actually living in a system.
- Excluding marginalized or local actors, leaves critical data (knowledge) out of the policy equation, leading to catastrophic governance failures.
- Inclusion as KM: Social inclusion is the onboarding of *metis*. It acts as a data-verification mechanism, ensuring that formal policy models are grounded in operational reality.



RATIONAL MODEL OF GOVERNANCE

- This model needs every bit of knowledge it can get its hands on. Half baked knowledge pushes this system to perform poorly.
- Maximization was the mantra which Herbert Simon slashed to “satisficing” in his Administrative Behavior.

FAILURE OF MODERNIST BUREAUCRACIES II

Author / Theorist	Core Concept	What Technocratic Bureaucracy Lacks	How Inclusion Functions as KM
James C. Scott	Metis (Local/Practical Knowledge)	Real-world contextual nuances and informal adaptations	Converts local operational feedback into formal institutional memory
Frank Fischer	Ordinary Knowledge / Discursive Inquiry	Cultural context and environmental reality testing	Triangulates expert empirical data with citizen experiential data
Elinor Ostrom	Co-Production & Polycentricity	Real-time micro-data on resource utilization and behavior	Embeds citizens as decentralized data gatherers and co-analysts
Horst Rittel	Wicked Problem Epistemology	A unified, static definition of complex social problems	Aggregates competing perceptions to map the complete system

WHO HAS ADDED TO SCOTT'S IDEA SINCE?

- **William Easterly (*The White Man's Burden*, 2006)** Easterly applied Scott's concept to global foreign aid and development administration. He divided the field into:
- **Planners:** Technocratic bureaucrats (like the IMF or World Bank) who use top-down, standardized master plans (*techne*) to end poverty, which routinely fail because they ignore local realities.
- **Searchers:** Decentralized actors who use trial-and-error, local feedback loops, and indigenous *metis* to adapt solutions to specific villages or neighborhoods. Easterly argues development only succeeds when administration shifts from Planning to Searching.

THE VALUE OF METIS IN PUBLIC ADMINISTRATION

Era / Thinker	Domain	How They Defined / Expanded Metis
Ancient Greeks	Classical Epistemology	Cunning, experiential intelligence used to navigate shifting, turbulent environments (in contrast to rigid science/craft).
James C. Scott (1998)	Public Administration	Framed metis as localized, practical know-how that high-modernist state bureaucracies systematically destroy at their own peril.
William Easterly (2006)	Development Economics	Mapped metis onto "Searchers" who use local feedback loops to solve poverty, contrasting them with technocratic "Planners."
Modern AI Ethicists (Present)	Algorithmic Governance	The critical human contextual discretion required to override and correct blind, standardized automated AI decision-making.

THE USE OF METIS

- Disaster Response: The "Kerala Marine Commandos" (India)
- Public Health: Frontline Health Workers (India & Brazil)
- Environmental Governance: Indigenous Cultural Burns (USA & Australia)
- Urban Planning: "Counter-Mapping" by Slum Dwellers International (SDI)
- Fiscal Management: Participatory Budgeting (Porto Alegre, Brazil)