Future-proof Knowledge Management for Regenerative Value Ecosystems

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Abstract: Current societal developments increasingly prioritise social well-being and intergenerational responsibility, as evidenced by the growing emphasis on sustainability, circularity, and planetary stewardship. Since contemporary societies depend on knowledge accumulated over time, knowledge management has traditionally drawn on relatively stable repositories of past experience and established insights. However, the transition from linear, single-organisation models of value creation to regenerative, multi-partner value ecosystems challenges these assumptions. In such settings, relevant knowledge is no longer sourced solely from organisational memory but must be continuously generated, validated, and integrated across multiple contexts and stakeholders. This opinion paper argues that the resulting uncertainty amplifies the demands placed on knowledge management. The core challenge extends beyond capturing explicit and tacit knowledge: it lies in combining diverse, context-dependent perspectives into actionable understandings within an evolving social environment. As knowledge requirements become increasingly dynamic, organisations and networks must build resilience and develop the agility to respond to shifting conditions, emerging risks, and evolving societal expectations. We contribute by synthesising key societal developments shaping the knowledge landscape and its related requirements. Additionally, we propose revised principles for knowledge creation, valuation, and use that align with regenerative and circular approaches, and outline mechanisms to address the continuous emergence of new insights necessary for a well-functioning society. Finally, recognising that actors interpret and apply knowledge through the lens of their own contextual realities, we introduce the concept of a future-proof ecosystem orchestrator, also referred to scientifically as a circularity knowledge broker: a facilitating role that supports adaptive knowledge exchange, orchestrates multi-contextual sensemaking, and enables collaboration under conditions of uncertainty. This role is crucial for enhancing the collective capacity to navigate uncertain futures while maintaining social and ecological well-being.

Keywords: Future-proof knowledge management, Change, Value, Regeneration, Ecosystem orchestrator

1. Introduction: The Great Change: From Extraction to Regeneration

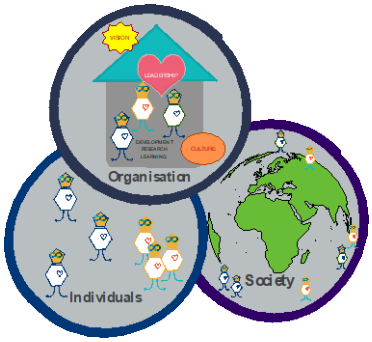


Figure 1: The 'Me-We-All' approach (Abcouwer, Takács, Schilstra, et al., 2022)

The global economic order is in a phase of reorientation, revising traditional values of growth and success due to planetary boundaries and social instability. Historically, value has been tied to extraction for profit, viewing nature as an endless resource and waste sink, leading to the "illusion of vitality'—a temporary wealth boost masking systemic exhaustion (HEC Paris, 2025). The regenerative economy contrasts this by emphasising restoring the world and fostering multiple capitals (Mentcon, n.d.). The key shift for businesses is moving from profit maximisation to contributing to systemic vitality. To align with this worldview, knowledge management must evolve from a sole focus on individual welfare and short-term gains to a balanced approach that incorporates societal and organisational perspectives (Capitals Coalition, 2024; Mentcon, n.d.). This shift involves moving from an individualistic, anthropocentric model to a 'Me-We-All' relational framework, which balances diverse needs within social-ecological systems (Takács & Abcouwer, 2025; Takács et al., 2022). The perspectives we further explore in this paper are defined as follows:

- Me (Individual): Personal well-being, skills, and fulfilment.

- We (Collective/Organisational): The health, trust, and resilience of communities, networks, and organisations.
- All (Societal/Planetary): The integrity of the biosphere and the flourishing of future generations.

This approach exemplifies the differences but also leads to a potential conflict stemming from the contradiction between the mechanics of extraction and the logic of regeneration. To be able to value these developments, we need to understand the underlying mechanisms and gather the appropriate knowledge to develop a grand view on the future impact of this (r)evolution, leading to future-proof KM for regenerative value ecosystems.

2. The Ontological Conflict: Mechanics of Extraction vs. Logic of Regeneration

The tension between extractive and regenerative models reflects their roots in economy and system design. 'Extractive,' from Latin 'extrahere,' means 'to remove,' indicating a linear process where value is taken from elsewhere, externalising ecological and social costs, causing diminishing returns and fragility (CE Delft, 2023). This model is 'locked-in' by debt-based systems and legal structures prioritising shareholder value. In contrast, 'regeneration,' from 'generare,' means 'to create.' It aims beyond sustainability, focusing on self-renewal and positive impacts on the biosphere and society, similar to natural systems' restorative processes (Central Bureau of Statistics, 2022). The goal is not just to do "less bad," but to generate a net-positive impact on the biosphere and society (Mentcon, n.d.).

3. Comparison of Economic Paradigms

Table 1: Economic paradigms (Abcouwer, Takács, Schilstra, et al., 2022; CE Delft, 2023; Central Bureau of Statistics, 2022)

Feature	Extractive Economy	Regenerative Economy
Primary source of value	Extraction of resources and labour.	Restoration and strengthening of ecosystems.
Primary focus	Individual welfare	Balancing individual, organisational and societal needs
Measurement focus	GDP and financial profit (Quantitative).	Well-being and system health (Qualitative).
Time horizon	Short-term (Quarterly results).	Intergenerational and adaptive.
System approach	Linear (Take-Make-Waste).	Circular and self-healing.
Relationship with Nature	Nature as a commodity and input.	Humans as an integral part of the biosphere.
Power structure	Concentration of wealth and power.	Participation, reciprocity, and local ownership.
Paradigm-shift	IST	SOLL
Me-We-All	ME/WE	WE/ALL

3.1 The Business Model Transformation: From Profit Maximisation to System Flourishing

For a modern company, shifting to regeneration requires a complete overhaul of strategy and operations, recognising that success depends on social and ecological network health (Mentcon, n.d.)Regenerative institutions mitigate risks by strengthening underlying capital, often through the Community Capital framework (Flora, 2018), aiming to foster flourishing across domains with the Me-We-All framework. The "Me" perspective emphasises individual well-being and purpose, driving motivation and creativity. The "We" perspective considers collective health, trust, and resilience of organisations and communities. The "All" perspective focuses on societal and planetary health, ensuring biosphere integrity and future well-being (Flora, 2018; Takács & Abcouwer, 2025; Takács et al., 2024). A regenerative company aligns the flourishing of each domain:

- **Natural Capital:** The stock of natural assets (air, water, soil, biodiversity) that provide crucial ecosystem services. The treasures of the Earth should be wisely used with equal access to ALL the members of the Society and respecting nature's right.
- **Social Capital:** The networks, trust, and relationships that bind communities and economies. The treasures of the community's treasures should benefit every member of the WE-setting equally.
- **Human Capital:** The individual skills, knowledge, health, and creativity of people. Every person has a specific value - Values of the persons (ME) that can contribute to the needs of their communities (WE) and the society and the world (ALL).

- **Cultural Capital:** The collective wisdom, traditions, and stories that provide identity and resilience (Coolset, n.d.). The values of the community – WE / ALL.
- **Physical Capital:** Human-made infrastructure and technologies, which must be circular and supportive (CE Delft, 2023; Coolset, n.d.). Human creations – WE.

This approach views the world not as a series of problems to be solved, but as a dynamic system in constant transition (Mentcon, n.d.). A regenerative company acts as a "co-evolutionary actor", aligning its purpose with the needs of the location and ecosystem in which it operates.

Transitioning from the currently dominant extraction model to a regeneration model for future societies can lead us down uncertain, unfamiliar paths, where we confront unforeseen challenges and the need for boundless creativity grounded in people's empowerment. Understanding this development requires gathering knowledge and insights that cannot be based solely on past experiences. Knowledge management must shift from capturing the past to exploring the future. We must shift from the possession-based view of knowledge as an object to a holistic, dynamic understanding. In a regenerative ecosystem, knowledge is a continuous, evolving flow of sense-making and relationships, negotiated by stakeholders within their contexts.

4. Traditional Frameworks of Knowledge and Knowledge Management

To understand new knowledge management requirements, we review the traditional discipline of KM, which developed in the industrial and post-industrial eras mainly to improve organisational efficiency and innovation within an extractive framework. Traditional KM is retrospective, focusing on capturing, codifying, and sharing existing insights to boost performance and competitive edge.

4.1 The SECI Model and the Dynamics of Knowledge Conversion

The most established theoretical foundation for traditional KM is the SECI model (Nonaka et al., 1996). This framework conceptualises knowledge creation as a continuous spiral of interaction between tacit knowledge: the unwritten, experience-based insights held in the mind, and explicit knowledge: the articulated, documented information that can be easily shared. It identifies four primary modes of knowledge conversion that allow an organisation to leverage its intellectual assets.

Table 2: Modes of knowledge conversion

Mode	Conversion Direction	Mechanism and Characteristics
Socialisation	Tacit to Tacit	Knowledge is shared through observation, imitation, and direct practice. This often occurs in apprenticeships or informal social meetings where proximity facilitates the transfer of skills.
Externalisation	Tacit to Explicit	Individual insights are articulated into concepts, models, or written documents. This crystallisation makes personal knowledge available to the collective as the basis for new insights.
Combination	Explicit to Explicit	Different sources of documented knowledge are integrated, edited, or processed to form new, complex sets of information. Computerised networks and databases frequently support this phase.
Internalisation	Explicit to Tacit	Individuals receive and apply explicit knowledge through learning-by-doing and reflection. This process converts documented rules into shared mental models and technical know-how.

Traditional Knowledge Management (TKM) systems aim to facilitate this cycle, ensuring that an organisation can "know what it knows" and avoid the loss of vital expertise. By focusing on these interactions, organisations endeavour to improve decision-making and foster innovation within their boundaries. TKM isn't just about explicit repositories. Frameworks like Nonaka and Takeuchi's SECI model focus on systemic and tacit knowledge but mostly serve within organisations for competitive advantage. Moving to a regenerative economy expands these models, requiring integration of tacit and explicit knowledge across ecosystems, aiming for collaborative planetary stewardship.

5. Repository Logic and the Focus on Stability

TKM views knowledge as a resource stored in repositories, serving as organisational memory to help managers leverage past successes for current challenges. This works well in stable economies for standardising processes and expanding successful models, with success measured by fast, accurate retrieval of relevant knowledge.

However, this approach is increasingly inadequate for modern societal challenges, as it treats knowledge as static, which does not work well in highly dynamic environments. (Abcouwer, Takács, & Banga, 2022; Meijering et al., 2020).

5.1 The Procedural Engine: the Adaptive Cycle of Resilience (ACoR)

The transition to regeneration within the **Adaptive Cycle of Resilience (ACoR)** framework (Abcouwer, Takács, & Banga, 2022; Meijering et al., 2020) is illustrated by a lemniscate (infinity loop), explaining how social-ecological systems evolve through four distinct phases:

- **Equilibrium (Certainty):** The starting state of the extractive model where operations are optimised and managers work well within established norms (Want-Must-Can alignment (Heene, 2002)).
- **Challenge (Disturbance):** Internal or external disruptions (e.g., climate crisis, resource scarcity) move the system away from its certainty in existing abilities ("Can").
- **New Combinations (Adaptation/Uncertainty):** A phase of creative search where leadership is required to find regenerative solutions and new ways of creating value.
- **Operationalisation:** Setting the new regenerative model into practice to reach a new, more resilient equilibrium.



Figure 2: The ACoR model (ref: ECKM 2024)

Within the ACoR framework, the process of adaptation is driven by the "Want-Must-Can" dilemma(Heene, 2002). This involves balancing what stakeholders desire (Want), what ecological boundaries and regulations require (Must), and what resources and skills permit (Can). Traditional KM excels when the "Can" is well-established. However, regenerative KM is necessary when the "Must" (planetary boundaries) and the "Want" (societal well-being) shift radically, rendering existing capabilities obsolete.

5.2 Systemic Traps and the Role of the Ecosystem Orchestrator

Regenerative transitions are often obstructed by specific **systemic traps** within the adaptive cycle (Holling (Holling, 1996; Takács & Abcouwer, 2021):

- **Lock-in trap**: Management fails to perceive the ecological crisis or the "economic invisibility" of nature.
- **Poverty trap**: A lack of creativity or non-monetary metrics to develop circular business models.
- **Isolation trap**: The inability to align diverse stakeholders across the **Me-We-All** scales.
- **Rigidity trap**: Resistance to changing traditional extractive ownership and governance structures.

Dealing with these traps demands significant effort from those involved. They must contribute to the best of their abilities, operating in a world where the emphasis shifts from an individualistic focus to a more societal one. The IKIGAI framework helps individuals understand their role and motivations.

6. The Ikigai Framework

The Ikigai framework (Dipolitto, 2023; Sone et al., 2008) is a Japanese conceptual tool used to define a "reason for being" or "a reason to wake up in the morning". The term is derived from the Japanese words iki (life or alive) and gai (value or worth). Traditionally, it is represented as a Venn diagram exploring the intersection of four core dimensions:

- ***What you love***: Your internal passions, interests, and activities that bring joy or "flow".
- ***What you are good at:*** Your specific skills, natural talents, and professional expertise.

- ***What the world needs***: Urgent societal, community, or ecological requirements that you resonate with.



Figure 3: The IKIGAI framework (Abcouwer, Takács, Schilstra, et al., 2022)

What you can be paid for: Professions and roles that offer financial compensation or sustainable revenue.

The framework promotes alignment among these elements to create a life that is both productive, meaningful, and satisfying. Within a regenerative economy, the "what the world needs" aspect, together with what the world is willing to pay you for, is often regarded as a fundamental, non-negotiable anchor, driving a shift from solely personal or financial ambitions towards contributions that support planetary well-being.

6.1 Mechanisms for fair Value Alignment: The Ikigai-Me-We-All Lens

To achieve a stable system, exchange must go beyond zero-sum competition. The Ikigai framework, applied within the Me-We-All

approach, offers a purpose-driven way to create value (Abcouwer, Takács, Schilstra, et al., 2022; Dipolitto, 2023). This approach shifts KM focus from structural capture to motivational alignment, centred on 'Ikigai,' which motivates knowledge creation. At the 'Me' level, Ikigai influences willingness to share tacit knowledge; without it, knowledge hoarding occurs. When Ikigai aligns with organisational (we) and societal (All), see Kalro (2023); Sone et al. (2008)) goals, KM becomes a purpose-driven mechanism that naturally propels the flow of insights from the individual out to the regenerative ecosystem.

This multidimensional alignment is protected by Steward-ownership, which ensures that the system's "reason for being" (All) remains prioritised over private extraction (Manelli et al., 2025).

7. Governance Models for a Regenerative Future

The shift towards regeneration demands new governance structures that safeguard value for the "All" level within the Me-We-All framework. These models ensure that the system's "reason for being" remains central over private extraction.

7.1 Steward-ownership

Steward-ownership separates control from economic rights. In this model, the organisation is "owned" by its mission rather than by shareholders seeking to maximise their individual returns. Profits are reinvested in the mission or shared with stakeholders, ensuring that the organisation remains a co-evolutionary actor within its ecosystem.

7.2 Asset Locks

Societies use statutory constraints called asset locks. These locks prevent the privatisation of residual assets, ensuring that the value generated by the community is retained for future generations rather than being taken during liquidation or sale. This mechanism directly safeguards the "All" level of the system.

7.3 Decentralised Value

Traditional organisations utilise a "Value In = Value Out" principle within a Decentralised Holonic Organisation (DHO) (Mathews, 1996). Members are not traditional employees; they are value creators who are responsible for discovering their own "Regenerative Ikigai"—the intersection of what they love, what they are good at, what

the world needs, and what they can be paid for. Compensation is aligned with systemic responsibility rather than time spent, encouraging a shift from reactive tasks to proactive orchestration.

8. Beyond Euros: Non-monetary Quantification of Biodiversity

In daily regenerative practice, monetary valuation, often used as a building block for knowledge and management, is frequently insufficient to capture complex ecological dynamics. Scientists and policymakers are increasingly turning to robust physical metrics within the System of Environmental-Economic Accounting (SEEA) framework (United Nations, 2021). A key metric is **Mean Species Abundance (MSA)**, which characterises ecosystem intactness on a scale from 0% (locally extinct) to 100% (undisturbed) (Amundi Research Center, 2025). By multiplying MSA by the area of impact, businesses can use **MSA.km²** as a "CO2-equivalent for biodiversity" (Schneider Electric, 2021). This allows for scientific consistency and aggregation across different regions and sectors without reducing nature's value to a mere price tag (Amundi Research Center, 2025). Furthermore, Science Based Targets for Nature (SBTN) provide guidelines for companies to set measurable goals aligned with ecological thresholds and planetary boundaries (Science Based Targets Network, 2023).

9. Management, Leadership, and Stewardship: Knowledge Governance

As organisational environments shift from certainty to risk and radical uncertainty, management styles and the utilisation of knowledge must also adapt. TKM fits well with conventional management, but regenerative ecosystems demand the integration of leadership and stewardship.

9.1 The Three Modes of Governance

Research distinguishes these three modes based on the nature of the challenges they address and the competencies they require.

Table 3: Governance modes (Takács & Abcouwer, 2024)

Mode	Focus and Context	Role of Knowledge and KM
Management	Certainty; optimising current operations.	Focuses on knowledge transfer and rational optimisation of known processes.
Leadership	Risk; developing new strategies to meet challenges.	Focuses on creativity, innovation, and the generation of new insights.
Stewardship	Uncertainty; preparing for the unforeseeable future.	Focuses on resilience, ethics, and care for the Me-We-All ecosystem.

Stewardship embodies a "service mindset," emphasising the long-term well-being of all creatures rather than immediate issues. It involves shifting from owning knowledge to sharing it. In a stewardship-driven KM system, the use of information takes precedence over mere possession, and intellectual property is regarded more as a shared resource than as something to be controlled or excluded.

10. Forward Knowledge Management

Traditional KM is often "backwards-looking," drawing on a repository of past experiences. Stewardship introduces the need for "forward knowledge management," which emphasises curiosity, innovation, and the capacity to manage unpredictable future events. This approach involves "learning from the future as it emerges," a process sometimes called "Presencing" (Scharmer, 2007; Scharmer & Yukelson, 2015). It requires individuals to sense future possibilities and act on predicted outcomes rather than on historical precedents.

10.1 Addressing Stakeholder Pluralism and the Ecosystem Orchestrator Role

A major barrier to regeneration is stakeholder pluralism, in which participants, such as investors and policymakers, see challenges differently. Often, those investing in soil health or biodiversity don't receive direct benefits, a phenomenon known as the **split-incentive problem** (Crossreis, 2024; Regenerate Tampa Bay, 2025).

10.1.1 The knowledge manager as ecosystem orchestrator

The introduction of an ecosystem orchestrator is essential to bridge these gaps (Ciulli et al., 2020; Eindhoven, 2026). Acting as a Trusted Third Party (TTP), the ecosystem orchestrator manages valorisation, legal coordination, and transparency through digital dashboards or blockchain-enabled platforms.

The ecosystem orchestrator has three key roles: facilitating balanced knowledge sharing within circular networks, exchanging knowledge between networks to maximise benefits, and ensuring knowledge is available for future development in a volatile environment.

10.1.2 The role of the ecosystem orchestrator

The ecosystem orchestrators manage the interdependencies and ensure fair redistribution of costs and benefits, now and in the future (Blackburn, 2023; Ciulli et al., 2020; Parida et al., 2019). They act as a neutral intermediary through several key functions, with some examples below (Eindhoven, 2026)

- **Valorisation & monitoring:** Managing CO2 certificates, water management, and biodiversity monitoring to make regenerative value "validatable" and tradable.
- **Legal & logistics coordination:** Providing guaranteed purchase contracts, supply chain tracking, and reverse logistics optimisation to lower transaction costs for smaller stakeholders (Ciulli et al., 2020).
- **Fiscal & financial solutions:** Solving split incentive problems through MIA/Vamil schemes, financing coordination, and subsidy applications.
- **Transparency via TTP platforms:** Operating through a **Trusted Third Party (TTP)** platform, such as a digital dashboard or blockchain-enabled system, to provide "trust-free" verification of labels and resource flows.

10.1.3 Mechanisms for fair redistribution

To create a stable regenerative system, exchange must go beyond zero-sum competition. While scientific literature suggests using Cooperative Game Theory, such as the Shapley value, for fair benefit-sharing based on marginal contribution (Lozano et al., 2013; Peleg & Sudhölter, 2007), the Ikigai framework offers a systemic view. It shifts focus from "individual extraction" to "collective reason for being,' aligning stakeholders' passions, skills, and pay with what the world needs (Dipolitto, 2023). This turns value exchange into a co-evolutionary process in which the Planetary Ikigai guides asset deployment based on biosphere needs (Kalro, 2023). Steward-ownership further anchors the system by decoupling control from profit, prioritising the system's purpose over private gain.

To achieve a stable regenerative system, the logic of exchange must move beyond zero-sum competition. While scientific literature suggests applying Cooperative Game Theory (such as the Shapley value, a game-theoretic method for fairly allocating total gains or costs among players in a coalition by calculating their average marginal contribution across all possible coalitions to calculate benefit-sharing arrangements based on marginal contribution (Lozano et al., 2013; Peleg & Sudhölter, 2007), the Ikigai framework offers a more systemic lens for value exchange.

11. Educational Requirements: The iSolution Platform

The mindset shift needed for regeneration requires developing new educational programmes that go beyond traditional specialised training. The aim is to equip individuals with the skills and practices necessary to handle ill-defined challenges in a volatile environment.

Managers often feel unprepared for unforeseen problems, frequently relying on justified but inadequate methods, such as risk matrices, to turn ill-defined problems into well-defined ones. To address this, the iSolution environment (Takács & Abcouwer, 2020) proposes a collaborative eLearning platform that utilises resources both inside and outside organisations.

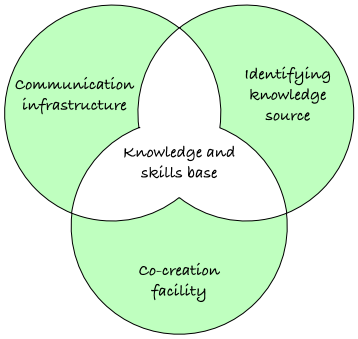


Figure 4: iSolution (Takács & Abcouwer, 2020)

The iSolution platform includes several key components:

- **Knowledge and Skills Base:** A repository that covers the priorities and needs of youth, citizens, job centres, SMEs, and NGOs, along with regional and cultural information. Note that this knowledge and skills base offers a meta-description of the information or knowledge accessible for use at a societal level.
- **Identifying sources of knowledge** to create opportunities that improve citizens' marketability through tools and resources for both traditional and self-education, focusing on digital innovation methods that facilitate co-creation. This approach unlocks the sources of knowledge, enabling better communication with them and serving as a foundation for co-creation.
- **Communication infrastructure**, to facilitate the exchange of knowledge between partners/sources.
- **Co-creation facilities** to enhance engagement in active dialogue with knowledge owners/organisations to identify future needs and facilitate co-creation to develop new insights and requirements.

As we do not know what the future will bring, the required knowledge is, due to this uncertainty, not yet known. These components facilitate the knowledge workers to:

- **Learning by doing:** Encouraging experimentation and the ability to make mistakes as a means of discovering new solutions.
- **Mentoring and training:** Focusing on generalist skills that allow managers to understand the "forest" (complexity) rather than just the "trees" (siloed tasks).

By focusing on "using and interpreting knowledge" rather than just its delivery, these programs aim to plant the seed for behavioural change at the Me-We-All levels.

11.1 The Regulatory Framework: Mandatory Transparency

The voluntary nature of natural capital reporting is disappearing with the Corporate Sustainability Reporting. Specifically, European Sustainability Reporting Standards (**ESRS** requires companies to report on biodiversity impacts and dependencies using the concept of **Double Materiality**, ensuring that nature-related risks are treated as financial realities (ABN Amro and the Impact Institute, 2025; Capitals Coalition, 2024).

11.2 The Ethical Orientation for Reorganisation

Ikigai and 'Me-We-All': In contrast to transactional logic, the concepts of **Ikigai** and the **'Me-We-All'** approach provide a more robust framework for value exchange by emphasising the **alignment of essence and necessity**.

The **Lighthouse metaphor** (Takács & Abcouwer, 2025) provides ethical orientation for a future-proof knowledge management for regenerative value ecosystems:

- The **Lighthouse** guides the Ship by foundational values and knowledge that offer stability amidst societal turbulence (All).
- The **Light beam** represents the mutual vision, the flow of motivation and knowledge (We).
- The **Sea** represents the complex and dynamic *context* of contemporary challenges.
- The **Crew on the ship** work together as an organisation within the given circumstances (Me/We).

11.3 Mechanisms for Fair Redistribution and Stewardship

To lock value within the reorganised system, organisations adopt new governance:

- **Steward-ownership:** Decoupling control from economic rights to ensure profits are reinvested in the mission (Manelli et al., 2025); (Purpose Foundation, 2020).
- **Asset locks:** Used by societies like **iFarm** (https://ifarms.me/), these statutory constraints prevent the privatisation of residual assets, protecting values for the "All" level for future generations.
- **Decentralised value (Hypha's VAR):** Organisations like **Hypha** (https://hypha.earth/) use the **"Value In = Value Out"** principle, utilising **Complexity Bands** (B1 to B5) to align compensation with systemic responsibility rather than "selling time".

12. Conclusion: A new Grammar for Knowledge Management

This new model of Future-proof Knowledge Management is guided by the Lighthouse metaphor, prioritising ethical orientation and adaptive sensemaking over static data storage. To align with the logic of regeneration, KM must be restructured around three core principles that redefine how knowledge is perceived and deployed:

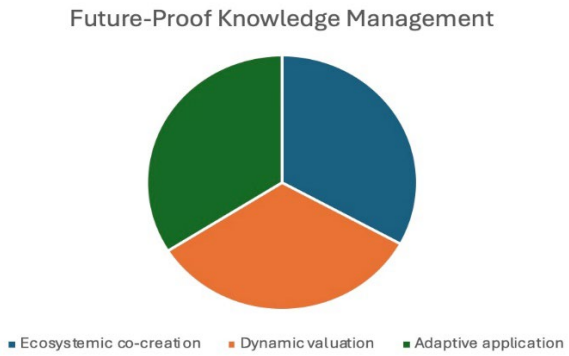


Figure 5: Future-proof knowledge management

- **Ecosystemic co-creation:** Knowledge is no longer created in isolation by internal experts. It must be continuously co-generated and iteratively validated across multi-stakeholder networks, ensuring that diverse perspectives are integrated into a collective understanding.
- **Dynamic valuation:** The value of knowledge shifts from its past utility or scarcity toward its immediate capacity to generate resilience, systemic health, and ecological or social benefits. In this paradigm, "knowing" is valued by its contribution to the flourishing of the "All."
- **Adaptive application:** Moving beyond static archives, knowledge must be deployed through agile feedback loops and "presencing." This requires replacing rigid retrieval systems with learning processes that can adapt to local contexts and evolving environmental demands in real-time.

Ultimately, Knowledge Management in a regenerative environment transcends its traditional role as a retrospective archive of organisational memory. It emerges as a dynamic orchestrator of stewardship - a purposeful engine that aligns individual motivation (Ikigai) with ecosystemic needs to facilitate the continuous flow of sensemaking required for planetary restoration and collective well-being.

Ethics Declaration: For this paper, no ethics clearance is required.

AI Declaration: AI tools are used to improve the language.

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