

From Knowledge to Action: Green Organizational Wisdom in Environmental Knowledge Management

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Abstract: The aim of this article is to expand the concept of knowledge management by developing a conceptual model of green organizational wisdom. In this context, the article introduces the concept of green organizational wisdom. I conceptualize it as an organizational capability that enables the translation of environmental knowledge into effective, responsible actions. Inspired by the theory of hybrid wisdom, this concept presents four interrelated dimensions: success and value-based goals, knowledge resources and competencies, values-processes alignment, awareness and justified beliefs. The research process, based on a qualitative case study, is analyzed in an organization with a high level of advancement in environmental practices. Empirical analysis reveals the mechanisms by which environmental knowledge is interpreted, assessed, and implemented in organizational practice. It highlights the crucial role of values and judgments in translating knowledge into action. The article contributes to the knowledge management literature by identifying the understudied problem of transforming knowledge into sustainable outcomes and by proposing a theoretically grounded framework explaining the integration of knowledge, values, and actions. These results also have practical implications, showing how organizations can increase the effectiveness of their environmental strategies by developing more reflective and contextualized knowledge management processes.

Keywords: Environmental knowledge management, Green organizational wisdom, Responsible decision-making, Hybrid theory

1. Introduction

Today's organizations face a sustainability paradox. They possess an ever-expanding pool of data, CER and ESG standards, and environmental management tools, yet they often struggle to translate this knowledge into coherent and effective action. Knowledge alone determines what organizations can do, but not what they should do when environmental goals conflict with economic pressures, stakeholder interests, and local operating conditions (Cortez & Johnston, 2019). Therefore, achieving environmental goals requires not only knowledge management skills but also organizational wisdom, understood as the ability to integrate knowledge, values, practical judgment, and informed beliefs into decision-making processes (Wójcik et al., 2025). Existing research, while developing distinct themes of knowledge management, practical wisdom, and sustainability, still lacks a coherent theoretical framework explaining how organizations transform environmental knowledge into wise organizational actions. As a result, the literature provides a good overview of knowledge acquisition (Bierly III et al., 2000) and knowledge transfer (Scott-Kennel & Batenburg, 2012). There is little work describing the role of values and reflective judgment in achieving environmental goals. This gap justifies developing the concept of green organizational wisdom as a category that goes beyond traditional knowledge management and reflects how organizations integrate knowledge, ethics, practice, and context to achieve tangible environmental outcomes.

In this article, environmental knowledge is understood as an organizational resource encompassing knowledge about an organization's environmental impact and knowledge concerning the implementation of pro-environmental activities. In contrast to the narrower concept of ecological knowledge, which concerns the relationship between an organization and the natural environment (Berkas, 2012), environmental knowledge has an application-oriented character and refers to the organizational and decision-making context. Compared to knowledge for sustainable development, which integrates environmental, social, and economic goals (Rocha et al., 2022), environmental knowledge focuses primarily on identifying environmental problems and selecting appropriate courses of action. In the present considerations, it is treated as a superior category to green knowledge (Sahoo et al., 2023) and as a starting point for analyzing its transformation into green organizational wisdom.

To address this identified gap, we adopt a hybrid theory of wisdom that conceptualizes wisdom as four interdependent conditions: knowledge, the ability to live well, success in living well, and very few unjustified beliefs (Ryan, 2023). From an organizational perspective, these correspond to the four dimensions of green

organizational wisdom: achieving environmental goals, possessing knowledge and resources, process and value coherence, and awareness based on justified beliefs. This perspective allows us to examine not only the formal mechanisms of knowledge management but also how environmental goals are implemented in everyday organizational practices. Based on the analyses conducted, we identify a research problem resulting from the lack of a theoretically coherent explanation of how organizations integrate ecological knowledge, values, and practical judgment with the ability to make sound environmental decisions, which we call green organizational wisdom. **The aim of this article is to expand the concept of knowledge management by introducing green organizational wisdom.** In this context, the study addresses the following research question (RQ): How can hybrid theory explain green wisdom? To answer this question, we present the results of a qualitative case study examining the mechanisms of wisdom across four dimensions of hybrid theory. By using a company with high environmental awareness as a model, we understand the mechanisms of green organizational wisdom both theoretically and in practice. The article introduces new, theoretically coherent explanations of green organizational wisdom from the philosophical perspective of hybrid theory. The novelty of this article lies in understanding green organizational wisdom not as a set of discrete environmental practices but as a complex organizational capability emerging from the integration of goal achievement, knowledge and resources, values embedded in processes, and justified beliefs in the daily functioning of the organization.

2. Organizational Wisdom in Knowledge Management: Theoretical Background

2.1 From Wisdom to Organizational Wisdom: Conceptual Foundations

In the field of knowledge management, wisdom is emerging as a modern construct, receiving increasing research attention. The relationship between knowledge and wisdom is often viewed as hierarchical. Wisdom represents the highest level of information processing and a mechanism for transforming employee knowledge into organizational success (Meacham, 1983). In the literature, wisdom is most often viewed as an individual attribute—the ability to combine knowledge, experience, moral reflection, and prudent action under conditions of uncertainty—a construct rooted primarily in a person's cognition and values (Hays, 2007; Rooney & McKenna, 2008). Unlike knowledge alone, wisdom requires integrating intellect with virtue and the ability to use information ethically and creatively, oriented toward the common good (Wójcik et al., 2025).

2.2 Why Green Organizational Wisdom? Distinguishing it from Related Constructs

Searching the literature for the concept of green organizational wisdom, we encounter concepts that only partially describe this phenomenon. One such concept is "green knowledge", which can be considered a resource for building pro-environmental actions, including, for example, facts, procedures, and technologies, rather than the ability to assess a situation in the context of problem-solving (Sahoo et al., 2023). In this sense, green knowledge constitutes only a part of the broader category of environmental knowledge, which encompasses not only a body of information but also its interpretative context and the possibility of its application in organizational practice.

Analyzing the concepts of green dynamic capabilities in the literature, we identify them as patterns of actions that enable a company to integrate and reorganize resources (technologies, processes, relationships) to achieve business and environmental goals (Albort-Morant et al., 2016). In an attempt to conceptualize organizational wisdom as the ability to solve problems through learning and considering long-term perspectives, we analyzed the environmental decision-making process. It was found to occur at the operational level and to relate to a specific case and a specific decision (Tonn et al., 2000). This understanding of decision-making is insufficient to describe a strategic process that ensures the quality and maturity of organizational learning and consciously incorporates values as criteria for decision evaluation. The phenomena cited do not describe a complex metaconstruct. None of the phenomena cited corresponds to the characteristics of a construct that, on the one hand, denotes an organization's ability to transform employee knowledge into success, and, on the other, refers to the process of knowledge management in a strategic context with the conscious use of values.

Organizational wisdom, unlike individual wisdom, refers to the collective level. It is the institutionally embedded ability of an organization to select, interpret, transfer, and apply knowledge in a contextually appropriate, ethically sound, and practically effective manner. It is therefore not simply the sum of individual "wise" actions, but rather the result of embedding knowledge, values, and judgments in routines, culture, learning processes, and knowledge management mechanisms (Bierly III et al., 2000; Pinheiro et al., 2012; Pierścieniak & Stelmaszczyk, 2020; Vasconcelos, 2022).

This distinction is crucial in the environmental context, as sustainability challenges no longer require only green knowledge but also an organization's ability to integrate green knowledge with values, justified beliefs, and

effective actions throughout the organizational system. Green organizational wisdom is not a separate conceptual entity, but rather an ecologically oriented form of organizational wisdom that develops its epistemic, axiological, and practical dimensions in the area of sustainability-related decisions and actions (Bierly III et al., 2000; Hays, 2007; Rocha et al., 2022).

3. Toward a Hybrid Theory of Green Organizational Wisdom

3.1 Hybrid Theory of Wisdom

The hybrid theory of wisdom emerged in philosophical debate as a response to the limitations of one-dimensional approaches that equated wisdom solely with knowledge, cognitive accuracy, epistemic humility, or rationality. In the synthesized formulation of the Sanford Encyclopedia, the definition of wisdom requires the coexistence of several conditions: extensive factual and theoretical knowledge, knowledge of how to live well, success in living well, and a very small number of unjustified beliefs (Ryan, 2023). The logic of this position is clearly nonreductionist. None of these elements alone is sufficient to consider an agent wise. The hybrid theory of wisdom conceptualizes wisdom as a complex construct in which epistemic, practical, and evaluative elements complement each other, offering a more ambitious and realistic account of the concept than single-criterion theories (Ryan, 2023). From the perspective of this article, the significance of the hybrid theory lies less in its reconstruction of the philosophical debate itself than in its explanatory value for the wisdom of a green organization. In this framework, wisdom should be understood not as a static cognitive resource, but as a multidimensional ability to combine knowledge, values, judgment, and action. This logic provides a starting point for further development of the concept of green organizational wisdom from a knowledge management perspective. From this perspective, it should be emphasized that environmental knowledge alone, even if extensive and well-established, is not sufficient to achieve green organizational wisdom. This knowledge must be transformed toward practical application in specific organizational contexts. This means that environmental knowledge constitutes a necessary but insufficient condition for the emergence of green organizational wisdom, which requires the integration of both cognitive and practical components.

3.2 Translating Hybrid Theory into the Organizational Context

The hybrid theory of wisdom provides a particularly useful framework for explaining the concept of green organizational wisdom because it combines four complementary conditions: extensive factual and theoretical knowledge, knowledge of how to live well, efficacy in achieving the good life, and very few unjustified beliefs (Ryan, 2012; Ryan, 2023). Wisdom is therefore neither reducible to knowledge nor efficacy, but rather involves their integration with reflexivity, rationality, and an axiological orientation (Sternberg, 2024). An interpretation of the hybrid theory in the context of organizational functioning is presented in Table 1.

Table 1: Organizational interpretation of the logic of Hybrid Theory

Dimension	Hybrid Theory Logic	Organizational Interpretation	Sample Case Study Questions
W1. Success and Value-Based Goals	The organization succeeds in "living well."	The organization pursues goals that go beyond economic efficiency; success includes achieving objectives aligned with its values, including environmental values (Ryan, 2012; Sternberg, 2024)	What green goals does the organization pursue and is it achieving them successfully?
W2. Knowledge, Resources and Competencies	The organization possesses the knowledge necessary to perform well.	The organization possesses explicit and tacit knowledge and resources to achieve green goals, including people, technology, structure, and strategy (Baltes & Kunzmann, 2004; Pinheiro et al., 2012)	What knowledge and resources does the organization have in the area of greenness?
W3. Values-Processes Alignment	The organization pursues goals consistent with values.	Values are not merely declarative, but are embedded in actions, activities, and management processes that support the achievement of green goals (Kessler, 2006; Pinheiro et al., 2012)	What actions and activities within the organization help achieve the green goal? Are organizational processes consistent with the declared green values?
W4. Awareness and Justified Beliefs	The organization has few unfounded beliefs.	The organization operates consciously, and its beliefs about goals and methods are reflective, justified, and present in various parts of the organizational structure (Ryan, 2012; Sharon, 2023)	Is the company pursuing its green goal consciously and with conviction? Is environmental awareness permeating the entire organization?

At the organizational level, the logic of hybrid theory requires translating it from the individual level to the organization's goals, resources, processes, and beliefs. This means that a wise organization not only achieves goals but does so in a manner consistent with its values. Such an organization not only possesses knowledge but also can mobilize it through people, technology, structure, and strategy. Values play a key role, determining actions and processes. This approach is consistent with the body of research on organizational wisdom, which indicates that it is embedded in knowledge management, organizational processes, culture, and human capital (Baltes & Kunzmann, 2004; Bierly III et al., 2000; Pinheiro et al., 2012; Wójcik et al., 2025). Based on this, the study adopted four analytical dimensions (W1–W4) that structure the interpretation of green organizational wisdom in the case study.

4. Research Methodology

4.1 Research Design and Case Selection

The conceptualization of green organizational wisdom was proposed based on case study analysis. This method was adopted due to the nature and complexity of the phenomenon under analysis. Baxter and Jack (2008) and Yin (2018) recommend this approach for analyzing complex organizational phenomena embedded in their natural contexts, especially when the boundaries between the phenomenon and its context remain blurred. The study was based on constructivist logic, which assumes that organizational meanings are socially produced and reconstructed through participants' interpretations (Baxter & Jack, 2008).

The exemplary case was a large Scandinavian company known for its mature environmental culture, developed ecological infrastructure, and high visibility of sustainable development practices. The study was conducted in Ericsson Sp. z o.o., operating in the telecommunications industry. The company implements projects in the field of network infrastructure and digital solutions. The selection of this case was deliberate and based on a purposeful sampling strategy, resulting from the organization's advanced environmental practices, including the implementation of ESG standards, carbon footprint management, and the development of innovations supporting energy efficiency.

If the assumptions of hybrid theory were not confirmed in an organization exceptionally conducive to their disclosure, their explanatory power would be even less likely in less mature contexts (Flyvbjerg, 2005). The strength of a single case study, therefore, lies in its potential for analytical testing of theoretical logic, not in the number of observations (Eisenhardt & Graebner, 2007).

4.2 Data Collection

Empirical material was collected between September and December 2025 using four semi-structured interviews. Representatives from various hierarchical levels and functional areas of the organization were interviewed. The interviews were semi-structured in nature and lasted between 31 and 62 minutes. They were conducted in the form of online meetings, audio-recorded (with the respondents' consent), and subsequently transcribed, which ensured the reliability of the further qualitative analysis.

Data collection included interviews with the line manager and program manager, as well as a focus group with representatives from the real estate, software research and development, and branding departments. A total of six participants were interviewed, including both managerial and cross-functional perspectives. The respondents were selected using a purposive sampling strategy, taking into account their involvement in knowledge management processes, sustainability initiatives, and environmental decision-making. Such a selection made it possible to capture both strategic and operational perspectives in the analysis of green organizational wisdom.

The interview scenario was constructed around four dimensions of the hybrid wisdom theory: success in achieving value-related goals (W1), knowledge and resources (W2), processes and values (W3), and justified beliefs and organizational awareness (W4). This ensured that the research instrument remained closely aligned with the study's theoretical objective while maintaining the openness typical of qualitative interviews.

4.3 Data Analysis

The analysis was staged and multi-layered, proceeding in eight steps: (1) standardization of transcripts, (2) holistic reading with marginal notes, (3) deductive coding of W1-W4, (4) assessment of belief valence (+U / -U / ?), (5) identification of inductive codes, (6) narrative analysis of each interviewee, (7) comparative analysis of perspectives, (8) synthesis and evaluation according to hybrid theory. The first layer of analysis was deductive in nature, assessing whether and how the organization met the criteria for hybrid wisdom. The second layer was inductive, capturing meanings and patterns emerging directly from the material.

To enhance the transparency of the analytical process, a coding system was applied in which segments of respondents' statements were assigned to specific analytical categories. They were then aggregated within the four dimensions of hybrid theory (W1-W4). This process was iterative and involved repeated comparison of empirical data with theoretical categories. Narrative and comparative analyses were also employed, enabling comparison of managerial and functional perspectives and strengthening the credibility of the interpretation (Clarke & Braun, 2016; Yin, 2018).

To illustrate the analytical procedure, specific respondents' statements were assigned to the corresponding dimensions of the model. For example, statements referring to the achievement of measurable goals ("the success that we measure year after year..." [E4]) were coded as elements of achieving valuable goals (W1). Fragments concerning the environmental impact of technology ("100 percent renewable energy..." [E1, FGI]; "the environmental impact is evident" [E5]) were assigned to the dimension of knowledge and resources (W2). Statements concerning the integration of values with action ("green goals support the implementation of technology..." [E4]; "if something works better... then the process should be changed" [E5]) were coded as manifestations of the processes and values dimension (W3). In turn, fragments referring to reflective awareness and the understanding of causality ("awareness... means understanding causality" [E1, FGI]; "the company's repository of wisdom..." [E4]) were assigned to the dimension of justified beliefs (W4).

A particularly important element was the assessment of belief valence, distinguishing between justified, unjustified, and ambivalent beliefs, as the fourth dimension of hybrid theory concerns the presence of very few unjustified beliefs. This analytical design enabled a theoretically rigorous yet empirically sensitive reconstruction of green organizational wisdom.

When interpreting the results, methodological limitations were taken into account, including the small sample size (4 interviews/6 participants). The results were not subject to statistical generalization. Efforts were made to base the findings on facts, eliminating the risk that interviewees might have presented a more positive image than the reality. Attention was paid to the context of the interviews, eliminating the temporal perspective. The interviews were conducted at different times.

5. Findings and Discussion

The analysis of the interviews allowed us to understand which activities of a real organization can be attributed to particular dimensions of green organizational wisdom.

The W1 dimension in the hybrid theory of wisdom refers to the effective implementation of values-based goals; in organizational terms, this means the company's ability to achieve, measure, and document results, including ecological goals (Ryan 2023). In the studied organization, W1 manifests itself in a multidimensional understanding of success, including, among others, employee well-being and the achievement of specific, measurable ecological goals: "the success we measure annually is the achievement of certain goals and key results that were set for a given year" [E4]; "my people in my program have to work well... happy people, in my opinion, work efficiently" [E5]. What is particularly important is that ecological goals are integrated with the logic of the product and the company's operations, which allows us to perceive success as a result of copmilation of values, technology and organizational results: "100 percent of the energy supplied to a given building comes from renewable sources" [E1, FGI]; "if we multiply by 5,000 antennas, suddenly the impact on the environment becomes clear" [E5].

The W2 dimension of the hybrid wisdom theory refers to possessing broad theoretical and factual knowledge, which, from an organizational perspective, encompasses explicit and tacit knowledge, competencies, technologies, and relationships necessary to achieve goals (Ryan, 2023). In the organization under study, this dimension is reflected in a formalized knowledge infrastructure. It includes training platforms, a code of ethics, and the use of environmental certifications in decision-making processes; "people and competencies are paramount... I've engaged good people, and with competencies, you can really achieve a lot" [E5] "one of the criteria... is checking whether a given facility is environmentally certified [E1, FGI]. This also applies to tacit knowledge transmitted through organizational culture, daily practices, and leadership modeling; it's transmitted and happens naturally... as you can see, I have to do it in the right [basket]" [E5]; if our employees don't understand it and don't want to do it, we won't be able to do it" [E4].

The W3 dimension of the hybrid wisdom theory refers to knowledge of how to live well, which in organizational terminology means the ability to translate declared values into coherent, everyday processes and practices (Ryan 2023). In the studied organization, this dimension manifests itself in the strong embedding of ecological values in operational decisions, not just in strategic declarations; "[values] are present practically all the time,

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both in the decision-making stage... and during implementation, they are present at every stage" [E4]. This applies both to formal processes, such as digital document flow and energy-saving requirements in product design, and to everyday organizational solutions, such as print-on-demand, automatic light switches, or onboarding, which introduces employees to a culture of values. It is particularly important that environmental values are treated not as an external compliance requirement, but as an element of business logic; "ecological goals support the implementation of technology, and technology supports the achievement of our environmental goals. They are interconnected" [E4]. This dimension is also revealed in the flexibility of processes, because the organization does not absolutize procedures but treats them as a framework for improvement: "if... something works better... then change the process to actually improve it" [E5].

The W4 dimension in the hybrid theory of wisdom refers to having very few unjustified beliefs and, in organizational terms, to the ability to act on reflective beliefs that are justified and rooted in business practice (Ryan, 2023). In the studied organization, W4 is revealed in the reflective understanding of organizational awareness as a set of good practices and experiences combined with readiness for change: "It is a set of the company's wisdom, i.e. all our good practices, experiences that we had the courage to change" [E4]; among the management staff there is a conviction about the need to disseminate this awareness at all levels of the structure and in a strong understanding of the cause-effect relationship in environmental activities: "awareness, in my opinion, is the understanding of this causality - cause effect" [E1, FGI]. It is particularly important that ecological values take the form of internalized beliefs that do not function as a result of external coercion: "for me it is so natural in the present moment. That I simply do not see everything I do as if it is dictated by this" [E1, FGI].

In summary, the characteristics of dimensions W1-W4 can be seen as forming a model that organizes the identified elements into two coexisting spheres: the epistemic sphere, which constitutes the foundation for actions undertaken in practice, and the practical sphere, in which goals are pursued on the basis of values (Figure 1).

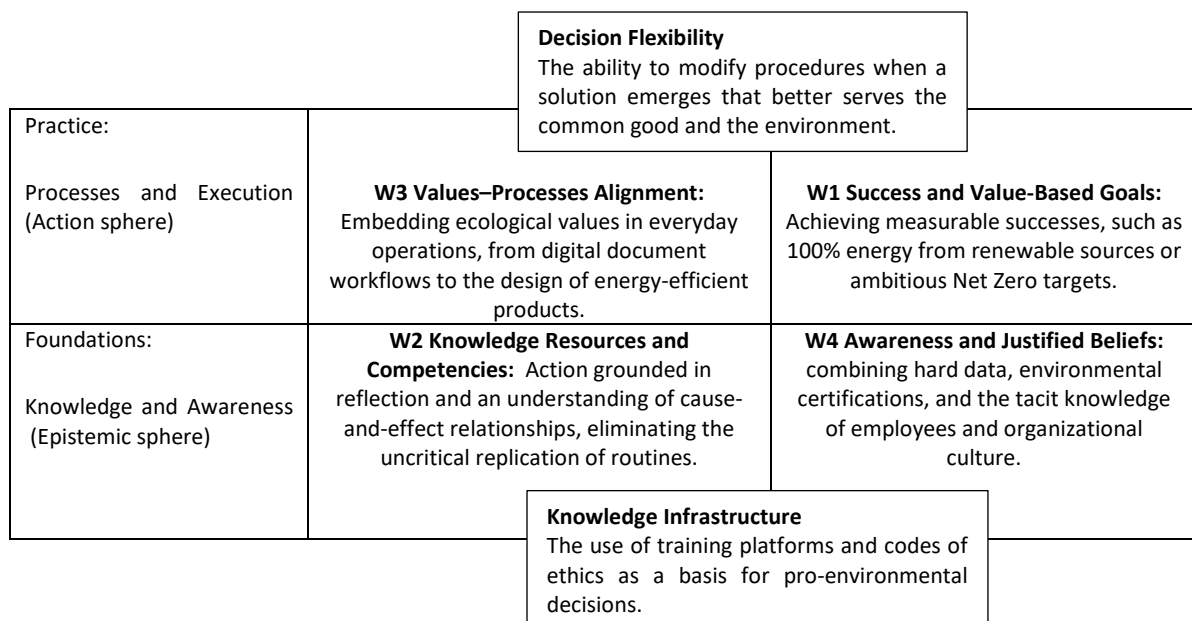


Figure 1: Model Green Organizational Wisdom based on Hybrid Theory

The presented model demonstrates how green organizational wisdom emerges from the synergy between the cognitive foundation (W2, W4) and organizational practice embodied in values (W3).

Referring dimension W1 to the literature review exploring the elements of organizational wisdom (Wójcik et al., 2025), we connect these elements to strategic management and knowledge utilization. These are areas in which knowledge resources are translated into long-term organizational outcomes and adaptive capacity. Achieving environmental goals (such as net-zero emissions by 2040) and promoting employee well-being are consistent with the principle of wise management. This requires reconciling social, environmental, and economic goals (Rocha, Kragulj, & Pinheiro, 2022).

Referring dimension W2 to the previously conducted literature review (Wójcik et al., 2025), a key element supporting an organization's formalized operations is knowledge infrastructure, understood as a dynamic

mechanism enabling the storage, codification, and replication of information. This directly translates into the use of training platforms and certification systems (Pinheiro et al., 2012). The foundation of these processes is knowledge resources, which strengthen the company's ability to respond to change and make sound strategic decisions (Scott-Kennel & Von Batenburg, 2012). Integrating new knowledge with existing experience, referred to as adaptation and assimilation, allows an organization to create a synergy effect in which environmental certifications become part of its daily operational logic (Akgün et al., 2019; Stelmaszczyk et al., 2021). Ultimately, wisdom in the W2 dimension is not merely a collection of data but rather the result of the optimal configuration of these resources and processes, enabling a flexible and ethical response to the complex challenges of modern business.

Referring dimension W3 to the previously conducted literature review (Wójcik et al., 2025), a key element supporting this dimension are organizational management processes that integrate culture, values, structure, and decisions into a coherent mechanism of action. The literature on organizational wisdom indicates that, from a process perspective, wisdom encompasses not only the accumulation and transfer of knowledge but also the use of institutional and social processes, such as structure, culture, and leadership. This supports sound strategic decision-making (Kessler, 2006; Pinheiro et al., 2012). In this sense, W3 corresponds to elements of organizational culture and values. It also refers to organizational processes and structures, which in wisdom models are treated as carriers of shared meanings, norms, and beliefs that shape the behavior of organizational members (Akgün et al., 2019; Bierly et al., 2000; Pinheiro et al., 2012). Equally important is decision-making flexibility, understood as the ability to apply rules contextually and reflectively, which fosters organizational learning and adaptation (Akgün et al., 2019; Vasconcelos, 2022). Ultimately, wisdom in the W3 dimension is not simply about possessing values, but about procedurally embodying them so that they become a lasting logic of the organization's actions, strengthening both internal coherence and the capacity for long-term, responsible development.

Describing W4 from the perspective of organizational wisdom elements (Wójcik et al., 2025), he places it primarily in the areas of decision-making and flexibility, as well as cognitive and strategic competencies. The ability to evaluate and reinterpret knowledge, which constitutes the core of W4, is supported by cognitive and strategic competencies, understood as the ability to effectively identify, evaluate, and transfer knowledge relevant to the company's strategic goals (Pinheiro et al., 2012; Scott-Kennel & Von Batenburg, 2012). In the studied organization, this manifests as the dissemination of environmental awareness based on standards at all levels and the integration of new information with prior experience (Akgün et al., 2019; Ahmadi et al., 2021).

The empirical analysis additionally demonstrated the key role of two variables identified in the proposed model: *Knowledge Infrastructure* and *Decision Flexibility*. The variable Knowledge Infrastructure was assigned to the cognitive dimension (W2). It is strongly reflected in the organization's examined explicit knowledge infrastructure, which supports pro-environmental choices through formalized tools such as dedicated training platforms and annually updated codes of ethics. The functioning of this cognitive foundation directly translates into operational business choices, as illustrated by the real estate management process, where "one of the criteria... is the verification of whether a given facility holds BREEAM or LEED certification" [E1, FGI].

In turn, Decision Flexibility was recognized as an element of the sphere of the practical embodiment of values (W3). It is manifested in the ability to reflectively modify procedures when new solutions may serve environmental goals more effectively. As one of the managers of the studied organization noted, processes are not intended to be followed unreflectively, but rather to be continuously improved: "if... something works better... then the process should be changed so that it actually becomes better" [E5]. At the same time, it was demonstrated that structural flexibility understood in this way cannot exist without a specific organizational culture of action, requiring decision-makers to break established patterns: "we have the courage to make changes... one must have the courage to try new solutions" [E4].

6. Conclusion

This article addresses the need to understand how organizations integrate knowledge, values, and judgment in the pursuit of environmental goals. The main theoretical contribution of this study is the definition of green organizational wisdom (GOW). This concept is not an isolated construct, but rather a specific pro-environmental extension of the concept of organizational wisdom. In contrast to previous studies, which reduce sustainability management to operational "green knowledge," we applied hybrid philosophical theory to conceptualize GOW as a complex organizational capability. GOW is understood as an integrated mechanism transforming knowledge into ethical systemic action, rather than merely a collection of separate green initiatives.

To explain precisely the relationships among the four identified dimensions (W1-W4), the proposed conceptual model (Figure 1) divides them into two interacting spheres:

- **Epistemic foundation:** The integration of knowledge resources and competencies (W2) with highly justified beliefs (W4) provides the organization with a reflective understanding of goals and causal relationships that extends beyond hard data alone.
- **Sphere of action:** Embedding environmental values within everyday processes and decision-making structures (W3) enables the effective achievement of measurable environmental goals (W1).

The relationship between these spheres is based on sequential synergy. A well-established cognitive foundation (W2, W4) constitutes a necessary condition for green values to acquire durable procedural embodiment (W3), which ultimately determines the rigorous implementation of climate strategy (W1). The optimal configuration of these elements determines the strength of GOW, which is consistent with the resource-based view framework.

From the perspective of managerial practice, this means that building GOW requires going beyond the codification of knowledge. Of particular importance is the development of a flexible organizational structure that fosters the internalization of green values. Despite the limitation of the study to a single case study, the analysis provides an in-depth understanding of the mechanisms of GOW and constitutes a foundation for future comparative and quantitative research across different sectors of the economy.

7. Limitation

In the interest of scientific rigor, the limitations of this study should be explicitly acknowledged. First, due to the reliance on a single case study (a so-called critical case) and a purposive research sample, the findings obtained from the six respondents are intended to test theoretical logic and do not provide a basis for statistical generalization. Despite the efforts undertaken to enhance the objectivity of the data (through analyses grounded in factual evidence), the risk that respondents may have presented an idealized image of the organization should also be taken into account.

Second, the study has a cross-sectional character and therefore does not allow for capturing the dynamics of the evolution of green organizational wisdom over time. This constitutes a clear direction for future research, which, in order to validate the proposed hybrid model, should include longitudinal analyses as well as comparative approaches across diverse sectoral contexts.

AI Declaration: No AI tools were used in the preparation of this paper.

Ethics Declaration. The study was conducted in accordance with ethical guidelines. The research procedure complies with the ethical requirements of the Warsaw University of Technology.

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