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pragmatic criteria and debate and a very high tolerance for ambiguity. In my consultation work with DEC, for instance, I was never asked for a recommendation. If I gave one, it was usually overridden immediately by various ideas from the client, which were then debated among the members. In Ciba-Geigy, I was always treated as an authority and asked what I knew from my research and other consulting experience and what I would recommend. I was treated as a scientist who was bringing *knowledge* to the organization, and I often found that my recommendations were implemented in a very precise manner. If what I recommended conflicted with other cultural elements, for example, when I suggested more lateral communication, the recommendation was dismissed outright. Ciba-Geigy did not tolerate ambiguity well and operated much closer to the moralistic end of the dimension.

### What Is "Information"?

How a group tests for reality and makes decisions also involves consensus on what constitutes data, what is information, and what is knowledge.