

# Unified yet separated : empirical study on the impact of hierarchical positions within communities of learning

Citation for published version (APA):

Rehm, M. (2013). *Unified yet separated : empirical study on the impact of hierarchical positions within communities of learning*. [Doctoral Thesis, Maastricht University]. Uitgeverij Boekenplan. <https://doi.org/10.26481/dis.20130301mr>

## Document status and date:

Published: 01/01/2013

## DOI:

[10.26481/dis.20130301mr](https://doi.org/10.26481/dis.20130301mr)

## Document Version:

Publisher's PDF, also known as Version of record

## Please check the document version of this publication:

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Propositions accompanying the dissertation  
Unified Yet Separated  
Empirical Study on the Impact of Hierarchical Positions within Communities of  
Learning

by  
Martin Rehm

1. Communities of Learning provide an effective means for international organizations to engage their staff into training initiatives and capacity building activities. (Chapter 2)
2. Hierarchical positions are the "*800-pound gorilla*" (Salas & Kozlowski, 2009, p. 468) on peoples' backs that affects their behaviour in Communities of Learning. (Chapter 3)
3. High level managers are at the centre of a "*hierarchical vortex*", which draws colleagues from lower level positions towards them. (Chapter 4)
4. "*Stars*" are able to outperform their colleagues in terms of *cognitive* communication and are at the centre of their CoL networks. Interestingly, this group is not confined to members of an individual hierarchical position. (Chapter 5)
5. "Organizational knowledge creation [...] should be understood in terms of a process that "organizationally" amplifies the knowledge created by individuals, and crystallizes it as a part of the knowledge network of [an] organization." (Nonaka, 1994, p. 17)
6. "[...] working and learning are not only about becoming an expert in a particular domain but also about crossing boundaries." (Akkerman & Bakker, 2011, p. 134)
7. "Each tribe [e.g. faculty] [...] has a distinct language or at least a distinct dialect and a variety of symbolic ways of demonstrating its apartness from others. Nevertheless, the whole set of tribes possess a common culture [that should enable them] to communicate with members of other tribes." (Bailey, 1977; as quoted in Becher, 1994, p. 151)
8. "Education is an admirable thing, but it is well to remember from time to time that nothing that is worth knowing can be taught." (Oscar Wilde)
9. "Somewhere over the rainbow ..." (The Wizard of Oz)
10. "It's time to raise a family." (Lagwagon)