

Systems for the Strategic Self

A junior engineer asks a question in Monday standup that a thread already answered last quarter. The thread is gone. The one person with the context is on a customer trip. Three people spend forty minutes reconstructing what one could have surfaced in sixty seconds. Not a crisis. Just a Tuesday, and the operating cost of a company running on memory instead of design.

That cost hides in the work week, not the P&L: reconstruction hours, the call that starts late, the new hire reverse-engineering what the team already decided. The reflex is a bigger wiki, more docs, another tool. That scales the swamp, not the memory. Forgetting is not a people problem. It is an architecture problem with a price.

The Knowledge Scale treats organizational memory as something you engineer. Its MEMEX framework (Map, Encode, Maintain, Extract, eXchange) is five moves that turn tribal knowledge locked in heads and Slack threads into explicit, retrievable structure that scales without you.

You will learn to:

- Run a 7-day friction log that surfaces the three costliest places your team re-pays for knowledge it already had.
- Map the five to ten things your team cannot afford to lose onto one page, and let the rest evaporate on purpose.
- Encode a decision for the next operator, then test retrieval with someone who was never in the room.
- Give your agents a memory layer so a 90-day-old decision stays traceable to the context that produced it.
- Put a number on forgetting with the cost calculator, and read your calendar for knowledge signal.

The result is a team that remembers by design: each decision you encode becomes context the next person inherits, and no single head stays the company's recall system. If you have become that head, start this week: run the friction log and encode the worst evaporation point.

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