The Interweaving of Emotion and Knowledge - Book Review

Dr. Moria Levy
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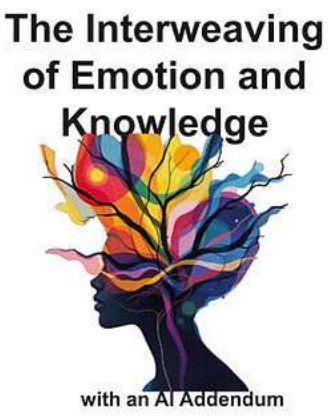
Emotions are not separate from knowledge creation- they shape how people perceive information, recognize patterns, and develop meaningful understanding. *The Interweaving of Emotion and Knowledge* explains how emotions guide consciousness, influence decision-making, and offers a valuable framework for improving leadership, learning, and effective human-AI collaboration.



Alex Bennet and Robert Turner
Mountain Quest Institute

The book *The Interweaving of Emotion and Knowledge* is another in Alex Bennet's series, published in 2026, and this time addressing the seemingly nonexistent connection between emotions and knowledge.The book is surprising in the thesis it presents. Not only is there a connection, but it is significant. While for years we have been accustomed to thinking of business thinking as devoid of emotion (except for managing people, which should be done with optimal sensitivity), the thesis presented here is completely the opposite. And as surprising as it is, it is convincing.

Main points:

- Introduction: Terms
- The model: Emotions as a bridge between information, consciousness, and knowledge.

- Mechanisms of action of emotions as a bridge between consciousness and knowledge.
- Relevance of the model to artificial intelligence

I definitely gained new management tools. I recommend everyone read the book!

Introduction: TermsThe key terms presented in this book include:

1. **Information**
   A broad repository of patterns, connections, and possibilities exists in reality.
2. **Knowledge**
   The ability to act effectively based on information within a specific context.
3. **Emotions**
   Feelings driven by natural, personal, cultural, or situational impulses. They represent a system that helps us survive (fear, panic), reproduce (desire, love), learn (curiosity), and essentially guide human behavior.
4. **Consciousness**
   A broad mechanism that enables a person to interpret and synthesize information from reality.

The Model: Emotions as a Bridge Between Information, Consciousness, and Knowledge

Bennet proposes a model describing how emotions play a central role in the process by which information becomes knowledge. According to this model, reality contains a broad pool of information patterns, connections, and possibilities. Consciousness is the mechanism through which a person can attend

to this information. However, not all information is equally accessible, nor do we notice the same patterns at every moment.

This is where emotions come into play. Emotions act as mechanisms that direct attention and openness of consciousness: they influence the types of information we become sensitive to and how we perceive reality. Different emotional states can lead to different interpretations of the same situation and reveal patterns or possibilities that were previously unnoticed.

When consciousness is exposed to information and identifies patterns or meaning within it, this information can consolidate into knowledge, an understanding that enables effective action in a specific context. Thus, an ongoing relationship forms among emotions, consciousness, and information, in which emotions serve as a bridge, enabling the transition from existing information to usable knowledge.

In addition, the book describes that access to information is not uniform but occurs through different “doors” of consciousness, such as clarity, urgency, curiosity, openness, or integration. Each door represents a different emotional-conscious state that enables a distinct type of attention and pattern recognition. Emotions act here as a tuning mechanism: they influence the sensitivity of consciousness to information and the types of patterns it can identify. Therefore, different emotional states create a wide range of perceptual modes, sometimes allowing individuals to see possibilities or connections that would not be accessible in other emotional states.

The model also describes movement in the opposite direction: when information is organized into knowledge and applied in action, the resulting knowledge feeds

back into consciousness. It changes how we perceive similar situations in the future and deepens our ability to identify patterns and meanings. Thus, a cyclical, evolving process is created: emotions guide consciousness toward information, information becomes knowledge, and knowledge reshapes consciousness, enabling a deeper understanding of reality.

It is important to note that the model does not describe a linear process from information to knowledge. Rather, it is a dynamic system of mutual influences in which emotions, consciousness, and knowledge continuously evolve and shape one another over time.

In this sense, emotions are not merely a response to information but a guiding system that assigns meaning and directs the knowledge creation process. In this process, consciousness is not only exposed to information but also performs a series of processing actions that lead to knowledge creation. A person filters relevant information from a broad field, prioritizes options based on their perceived meaning, connects ideas from different sources, and synthesizes new insights.

Subsequently, integration occurs-embedding new understandings into the existing knowledge framework. According to Bennet, emotions play a central role in each of these stages: they guide attention, influence what is perceived as important, and help form meaningful connections among information elements.

According to Bennet, emotions are not an addition to the knowledge creation process but a fundamental condition for its existence: they are the mechanism that directs consciousness toward what to notice in information and what to consider meaningful. Without them, knowledge cannot exist at all.

In one sentence: emotions guide consciousness in what to see in information, and what becomes knowledge reshapes consciousness and how information will be perceived in the future.

Mechanisms of Action of Emotions as a Bridge Between Consciousness and Knowledge

Bennet presents three mechanisms through which emotions function as a bridge between consciousness and knowledge:

- Tuning consciousness according to emotional ranges
- Opening doors in consciousness
- Creating cyclical movement between information and knowledge

The intensity of emotion may influence the strength of the tuning of consciousness, but it is not a separate mechanism in the model, rather. This characteristic amplifies or weakens its operation.

Details:

Tuning consciousness according to emotional ranges

Emotions function as mechanisms that direct consciousness and influence the types of information and patterns we perceive in reality. Bennet describes three main emotional ranges that affect how consciousness operates: a fear-based range, an intermediate range of stability and adaptation, and a love- and openness-based range. Each range creates a different state of consciousness and therefore a different approach to information.

In the fear-based range, consciousness tends to focus on threats and immediate needs. Attention narrows and becomes survival-oriented, reducing the ability to identify complex connections or new possibilities. In contrast, within the range of

love, curiosity, and openness, consciousness expands: individuals become more attuned to broader patterns, deeper meanings, and connections between ideas. In the intermediate range, daily functioning typically occurs, involving adaptation and task management, where consciousness is relatively balanced between focus and openness.

Opening doors within consciousness

According to the model, emotions not only guide consciousness but also enable transitions between different "doors" of consciousness. Each door represents a different way in which consciousness relates to information.

- **Clarity** – Sometimes clarity develops after a period of emotional confusion. For example, after a breakup, a person may suddenly see more clearly the dynamics of the relationship and the reasons for difficulties that were not apparent before.
- **Urgency** – Situations of crisis or loss create a sense of urgency that directs consciousness toward immediate action. For example, after losing a job or facing a personal crisis, a person focuses on information needed for rapid decision-making.
- **Curiosity** – Following a significant life event, curiosity may arise to understand what happened and what can be learned from it. This emotional state opens consciousness to exploration, learning, and deeper pattern recognition.
- **Openness** – Experiences of loss or crisis can create openness to change and new perspectives. For example, someone who has gone through a difficult breakup may be more open to hearing new viewpoints or considering alternative courses of action.
- **Integration** – At a later stage, the experiences and insights gained from the event become integrated into consciousness. For example, a person may incorporate lessons from a significant relationship into their worldview and future decisions.

These examples highlight what Bennet seeks to demonstrate: significant emotional events are not merely personal experiences but mechanisms by which consciousness opens to different forms of understanding and knowledge-creation. The five doors are not fixed stages but different states through which emotions enable access to information in diverse ways.

Cyclical movement between information and knowledge

The model emphasizes that the relationship between information and knowledge is not one-directional but cyclical. When consciousness is exposed to information and identifies meaningful patterns, this information consolidates into knowledge that enables effective action in a given context. However, the process does not end there.

The knowledge created feeds back into consciousness, changing how a person interprets similar situations in the future and enhancing their ability to identify connections and meanings in new information. Thus, a continuous movement is created in which emotions guide consciousness in what to notice, and knowledge reshapes consciousness and future perception.

Relevance of the Model to Artificial Intelligence

The model proposed by Bennet emphasizes that knowledge creation integrates information, consciousness, and emotions. However, the emergence of artificial intelligence systems capable of generating new insights without human emotion raises a paradox: how can knowledge be created in a system that does not experience emotion?

Bennet presents three possible interpretations of this paradox. The first is that artificial intelligence systems do not create knowledge in the full sense of the term, but only process information and knowledge representations. According to this approach, there is no reason to examine the model in the context of AI. The second possibility is that artificial intelligence systems do indeed create knowledge, but do not operate from emotions; in this case, the model describing the role of emotions in knowledge creation is valid primarily for human systems. The third possibility is that artificial intelligence systems may contain computational mechanisms that fulfill a role similar to that of emotions - such as preference mechanisms, attention, or reward functions - and can therefore be seen as a functional parallel to emotions in biological systems.

Based on the third possibility, Bennet examines how the knowledge creation of artificial intelligence systems can be understood through the model presented in the book and analyzes the process in terms of five components that describe how information is processed, weighed, and synthesized into knowledge, even in computational systems.

After presenting the three possibilities, Bennet examines what the process of knowledge creation in artificial intelligence systems might look like if one assumes they contain computational mechanisms that fulfill a role similar to that of emotions. She describes the process as having five main components.

First, the system is exposed to a question or stimulus that activates a search process within the available information space. In the second component, relevant information is identified, with different weights assigned to sources and patterns based on priority and attention mechanisms. In the third component,

the collected information is weighed and connected, creating links between ideas from different fields.

In the fourth component, synthesis takes place - the integration of information into a new answer or insight that did not previously exist in explicit form. Finally, in the fifth component, the result is evaluated and selected to be meaningful and effective in the context in which the question was asked. In this way, Bennet describes a process in which computational systems, too, can transform information into knowledge, albeit through mechanisms different from those that operate in human consciousness.
Thus, in an era of integrated human-machine intelligence, Bennet proposes viewing knowledge creation as a process in which different systems of consciousness and intelligence may operate according to different yet complementary principles.

Bennet's analysis also yields an important practical implication for the era of human-machine collaboration. If human beings create knowledge through emotional mechanisms that direct consciousness toward meaning, values, and context, while artificial intelligence systems excel at processing large quantities of information and identifying complex patterns, then a combination of the two may enrich the process of knowledge creation. Human beings can learn from machines new ways to identify connections and patterns in large-scale information. At the same time, artificial intelligence systems can benefit from the human capacity to assign meaning, choose a course of action, and understand complex contexts. Such collaboration may lead to the creation of knowledge that is deeper and more relevant than either side could achieve alone.