Modern management is based on the use of existing knowledge, generating new knowledge and then its transformation into innovation. The article emphasizes the collaborative form of generation and use of knowledge in the organization. Presented I. Nonaka's and H. Takeuchi's five steps relatively new model for process of organizational knowledge creation. Assuming that is the logical consequence: knowledge /creativity/ innovation incorporated into this process heuristic methods and among them the Gordon-Litle's and "method for crushing".

Translated by Arkadiusz Potocki