Renewal of A Conceptual Foundation for SmarT Organization Design

Carolyn Ordowich & Bert Painter

Los Angeles, 10-13 September 2019

To enrich our Socio-Technical Systems Design heritage, with new ideas, frameworks, or practices for SmarT Organization Design in a digital world…

To grow our Global Network by connecting with a wider 'universe' of others who believe "humanism and effectiveness can and must be linked together in the design of work and work systems"

CALL TO ACTION

May '19: 'crowdsourcing' process webinar was held.

Sept.'19: during our conference, we apply our learning from innovative cases to further renewal our STSD heritage.

In 2020: we will lead an asynchronous journey within a social media platform (such as SLACK) to exchange ideas with others outside of our immediate community who can help us continue the development of SmarT Organization Design for a digital world.
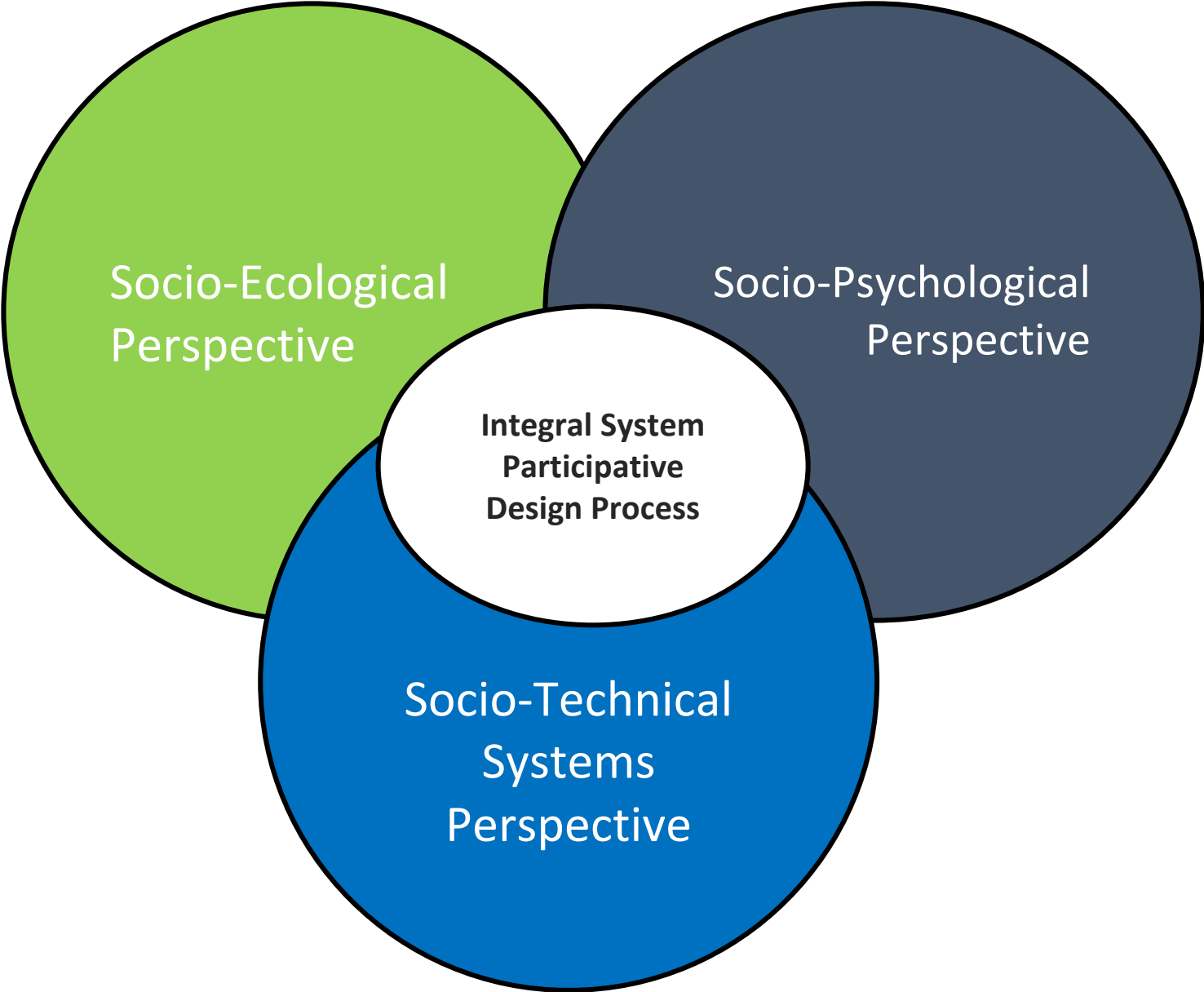
www.smartorganizationdesign.com

1949-1971 Tavistock theory and practice focused on a "basic shift in organizational paradigm" that was contrary to the emphasis in previous paradigms (Scientific Management: Taylor, 1911; Human Relations: Mayo, 1933) which focused
on either the technical or the social aspects of an organization. In the Tavistock approach, both factors were "integrated as...components of one single socio-technical entity"
(Van Eijnatten, 1993).

Recalling the Development of our STS "Heritage"

Post 1971 "Modern" Socio-Technical Systems Design (STSD) evolved with "amendments" and different development trajectories (in Australia, the Netherlands, Sweden, and North America). Languages and concepts differ in these various "schools" of STS Design. Yet, all of these approaches are still "rooted in the Tavistock tradition" with a focus on achieving organizational excellence in both technical performance and the quality of people's lives

STSD Conceptual Foundation

Socio-Ecological Perspective

Socio-Psychological Perspective

Integral System Participative Design Process

Socio-Technical Systems Perspective

Our Heritage of 'Whole/Integral System' Organization Design

WIDE-ANGLE LENS (24mm)

TELE-PHOTO LENS (100mm)

NORMAL LENS (50mm)

PERSPECTIVES as LENSES in FILM-MAKING

3 DIFFERENT LENSES
offer
3 DIFFERENT IMAGES
of
THE SAME SCENE

DIFFERENT LENSES

COMMUNICATE & FOCUS
on
DEPTH, POSITIONING, and SPACE
DIFFERENTLY

MAKING MOVIES – THE 'NARRATIVE' LENS PLOT – by Sidney Lumet
How to make sure that your Images All Serve Your Story as a Whole
Example: '12 ANGRY MEN'—Entire Story (of Entrapment) takes place in jury room

Our Heritage of
Three Inter-related Perspectives for Whole/Integral System Organization Design

Socio-Ecological Perspective

Understanding both the unity of the organization and its environment as well as their respective underlying dynamics, thereby enabling strategies, relationships, and processes for future opportunity.

Key Design Parameters:
- Purpose
- System boundary
- Mutual benefit

Socio-Technical Systems Perspective

Organizing for work/value creation through structures and processes that jointly optimize both the social and technical features in an integral system.

Key Design Parameters:
- Value creation
- Work system
- Jointly Optimizing Technical & Social features

Socio-Psychological Perspective

What individuals need for agency to thrive as a group, with culture as the 'bridge' in the dynamic relations between the individual and the social entity.
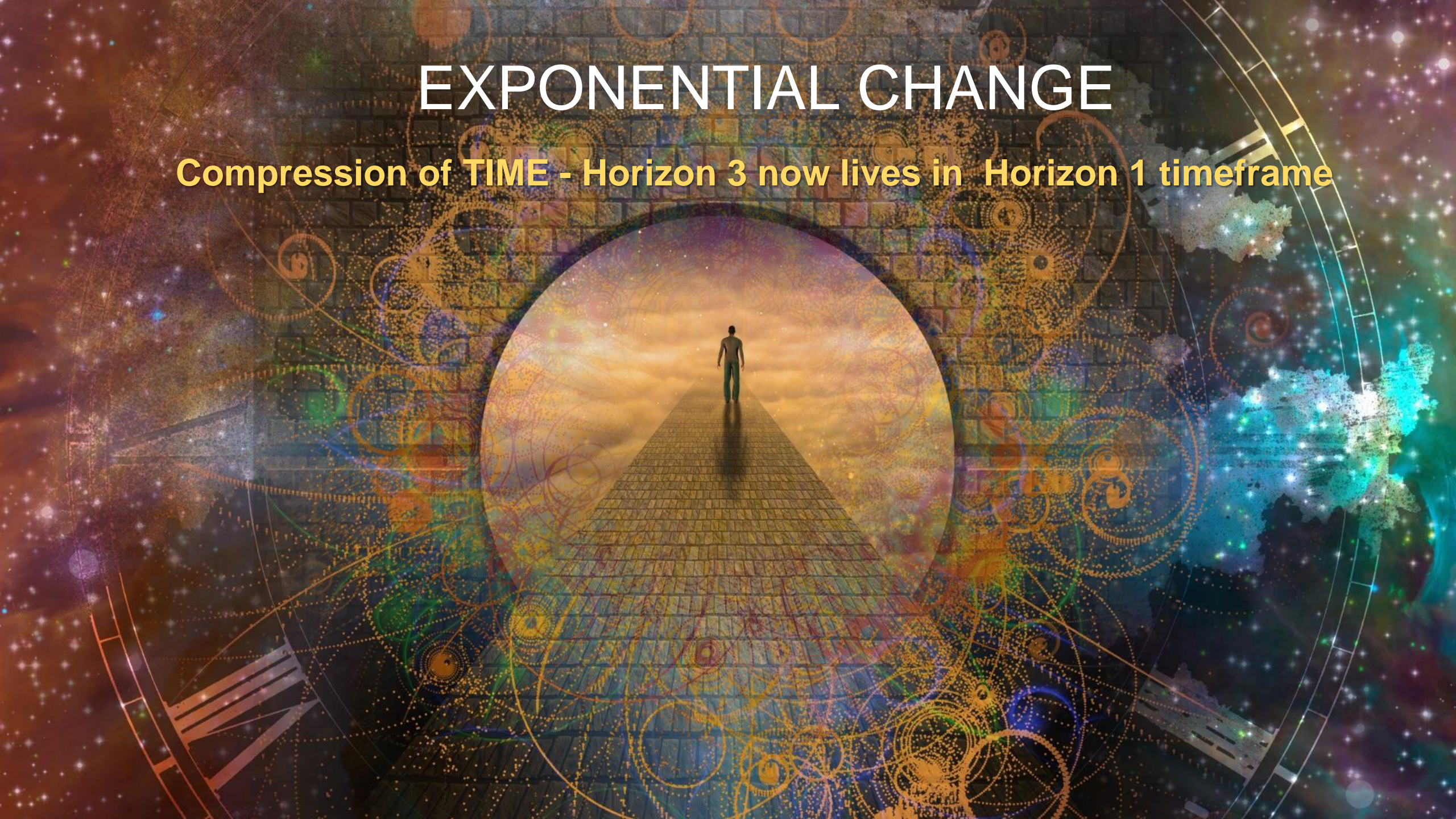
Key Design Parameters:
- Group Dynamics
- Culture
- Leadership

EXPONENTIAL CHANGE

Compression of TIME - Horizon 3 now lives in Horizon 1 timeframe

CHANGE Paradigm Shift

FROM Linear Change

- Focused on <u>outcomes</u> for a new steady state of higher performance

- Designed for predictability & scalable efficiency

- Solving existing problems

- Purpose founded on threat-based narrative

- Change is 'managed' episodically with a beginning, middle and end [punctuated equilibrium]

- Sharing knowledge

- Prescribed roles

- Transformation of 'aspects' of the system and its relationship with its environment

TO Exponential Change

- Focused on <u>impact</u> to exponentially expand opportunities to create more value

- Designed for scalable learning & innovation

- Imagining desirable futures

- Purpose found on opportunity-based narrative

- Adaptation is an ongoing process of learning, discovery and experimentation

- Creating new knowledge

- High-impact connections

- **Transformation of the whole (eco) system at 3 levels – ecosystem institutional logics, organizational design/culture and individual/group behaviors <u>all at the same time</u>**

DIGITAL REVOLUTION – 3 phases

Collaborative Ecosystem Pathway

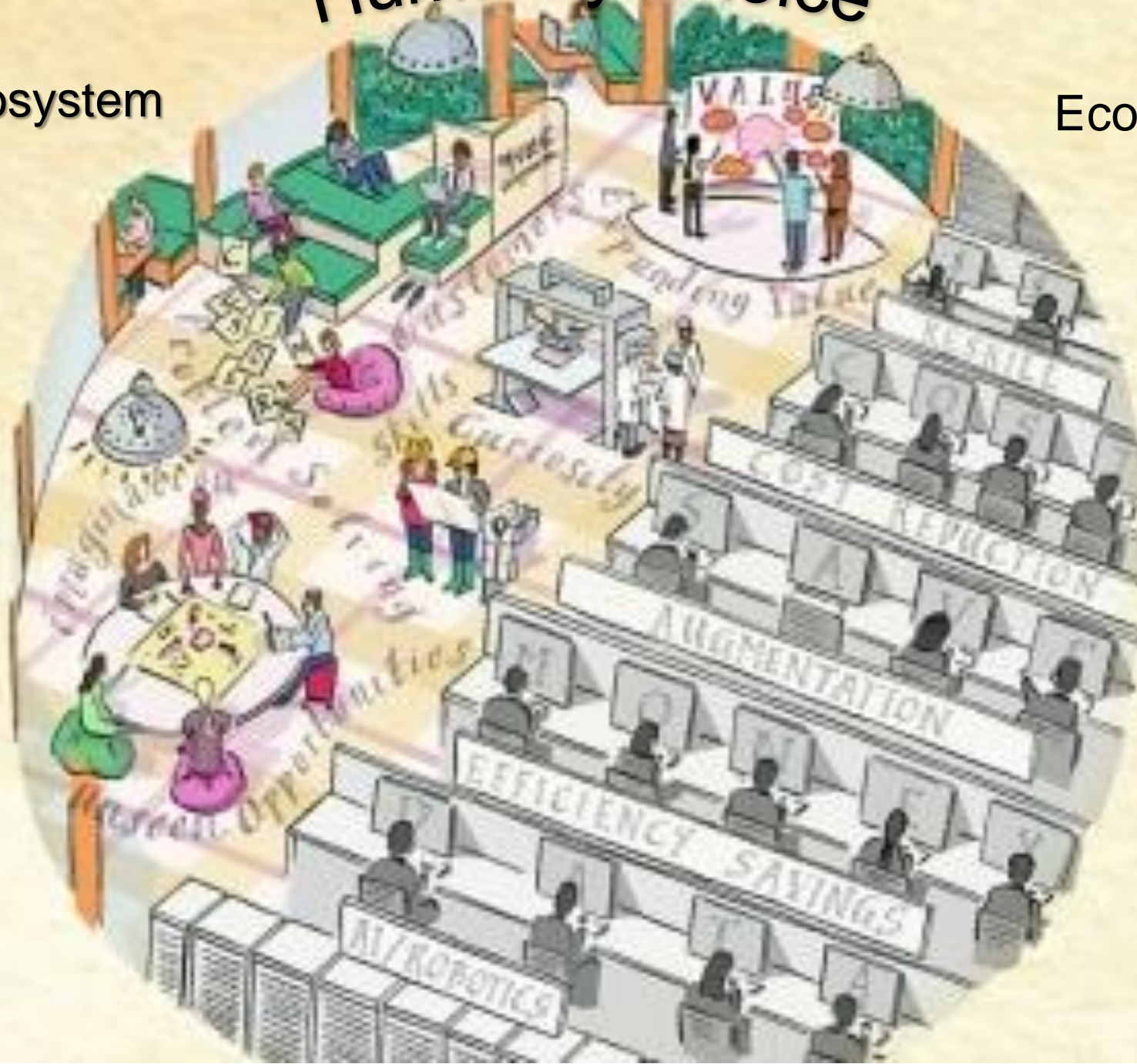COMMUNICATION COMPUTATION FABRICATION
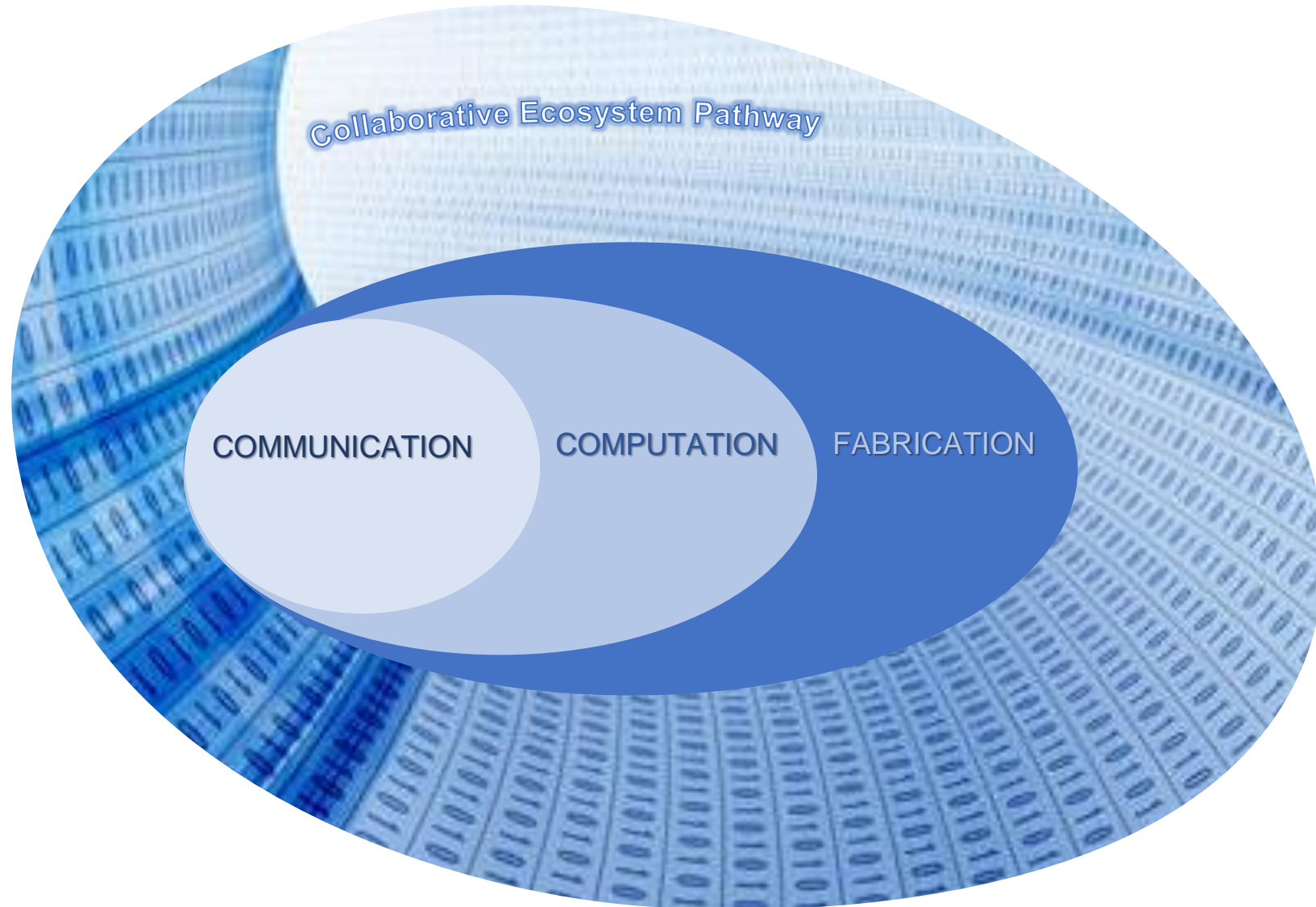
DIGITAL REVOLUTION Complexity
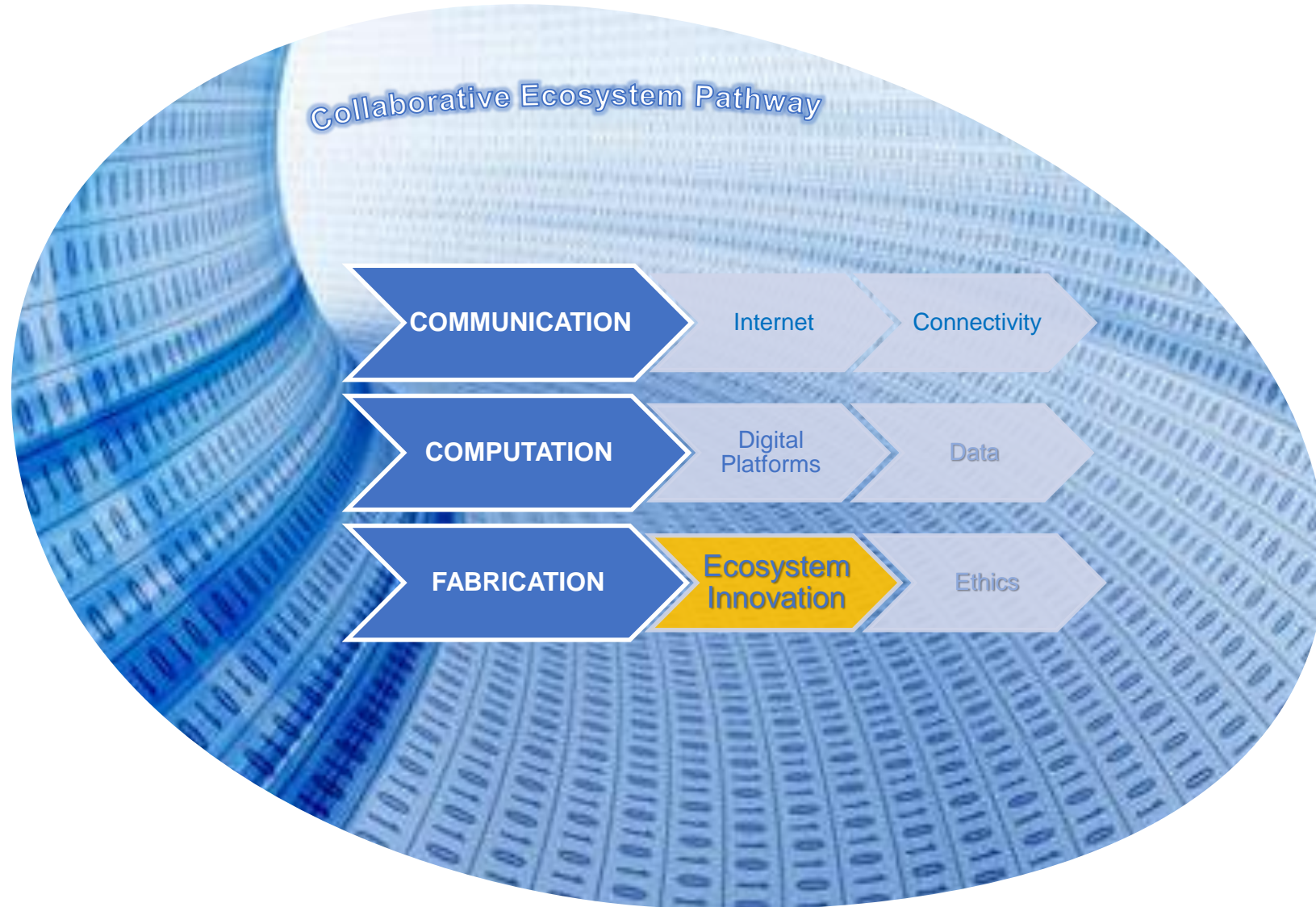
Humanity Choice

Collaborative Ecosystem Design

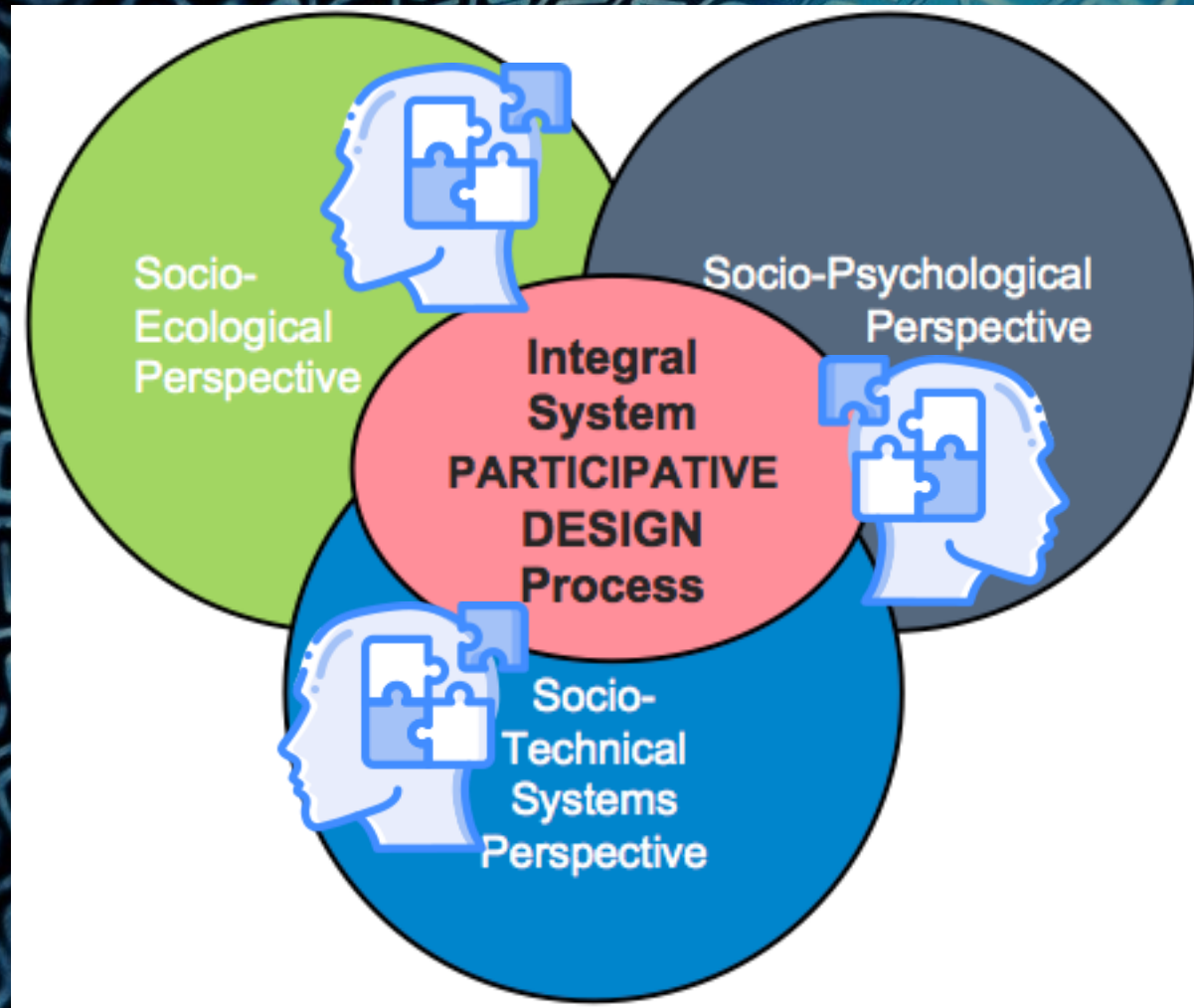Ecosystem Design Default

THRIVING PATHWAY

EFFICIENCY PATHWAY

Digital World: new socio-economic-technical context
ECOSYSTEMS for value creation with *data and platforms*

Service   Product

Scalable Efficiency World   Scalable Learning World

Ecosystem

Econiche

Dental-Total Health Value Proposition

DIGITAL
Platform_

Conceptual Foundation for SmarT Organization Design

Hyper-connected - Instantaneous - Limitless - Nonlinear - dynamic World

3 interrelated Perspectives for SmarT Organization Design in the Digital era of paradox

Socio-Ecological Perspective

Is *both* about a continuously evolving *negotiated order* of system boundary and purpose among diverse interacting institutional actors
and
their simultaneous pursuit of *alternate futures*

Socio-Technical Systems Perspective

Is *both* about *self-organized work systems* with an optimal combination of human and digital-technical capability for value creation
and
a *learning infrastructure* for scaling learning to the entire ecosystem to maintain rapid innovation.

Socio-Psychological Perspective

Is *both* about culture enactment as a *'stable bridge'* for continuous development and growth of trust among diverse individuals and groups within bounded organizations and their ecosystem
and
culture enactment as a '*disruptive force"* to build new bridges to people with different thinking for a rapid pace of innovation.

3 interrelated Perspectives for SmarT Organization Design in the Digital era of paradox

Socio-Ecological Perspective

Is *both* about a continuously evolving *negotiated order* of system boundary and purpose among diverse interacting institutional actors

and

their simultaneous pursuit of *alternate futures*

Socio-Technical Systems Perspective

Is *both* about *self-organized work systems* with an optimal combination of human and digital-technical capability for value creation

and

a *learning infrastructure* for scaling learning to the entire ecosystem to maintain rapid innovation.

Socio-Psychological Perspective

Is *both* about culture enactment as a *'stable bridge'* for continuous development and growth of trust among diverse individuals and groups within bounded organizations and their ecosystem

and

culture enactment as a *'disruptive force"* to build new bridges to people with different thinking for a rapid pace of innovation.

SmarT Organization Design Exercise

In your table group, using the perspective assigned to your group, discuss for 30 minutes & post your responses on the appropriate chart on the wall.

- What are your reactions to the *proposed* WHAT definitions of the ***three perspectives*** for organization design in our digital world?
- *What is most **relevant** (Blue Post-its) in the description of each perspective?*
- *What might you **add or alter** (Pink Post-its)?*

3 interrelated Perspectives for SmarT Organization Design in the Digital era of paradox

Socio-Ecological Perspective

Is *both* about a continuously evolving *negotiated order* of system boundary and purpose among diverse interacting institutional actors
and
their simultaneous pursuit of *alternate futures*

Socio-Technical Systems Perspective

Is *both* about *self-organized work systems* with an optimal combination of human and digital-technical capability for value creation
and
a *learning infrastructure* for scaling learning to the entire ecosystem to maintain rapid innovation.

Socio-Psychological Perspective

Is *both* about culture enactment as a *'stable bridge'* for continuous development and growth of trust among diverse individuals and groups within bounded organizations and their ecosystem
and
culture enactment as a '*disruptive force"* to build new bridges to people with different thinking for a rapid pace of innovation.