**Organization Design
in the Age of COVID-19:
from Crisis to Positive
Transformations**

Objectives

- Connect as a community about how we feel during this current crisis, the COVID-19 pandemic

- Explore how to think systemically to predict, prepare, cope and adjust in crisis situations generally

- Discuss how to leverage this crisis from an STS perspective to encourage positive transformations

In Chat, please write:
How are you?

What do you see as the top 1 to 3 issues for organization design due to COVID-19 ?

Never waste a crisis – what can be done now that couldn't be done before?

Critical events can trigger transformations not considered before the incident.

Opportunity to support positive change in industries and organizations from governance, regulations, strategy, policies and operations to culture.
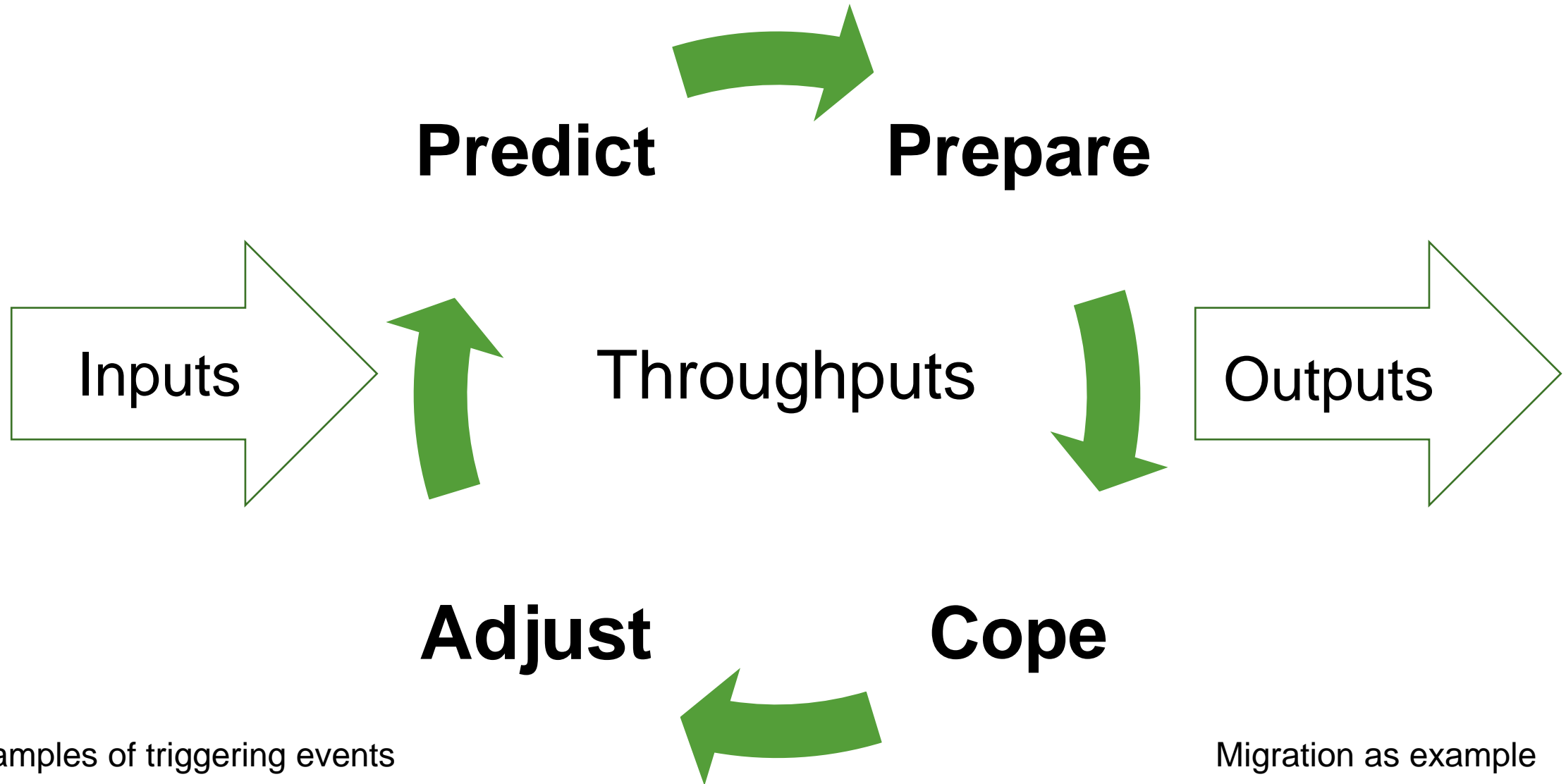
North Sea Flood of 1953

Case Study

Agriculture and Farm Workers

What opportunities are there to both address the current crisis and transform the agricultural industry?

"There's no such thing as a crisis that's a single crisis. Each crisis is either part of a wider net or sets off a chain reaction of other crises."

-Ian Mitroff

Crises Require Systemic Understanding and Response

Predict

Prepare

Inputs

Throughputs

Outputs

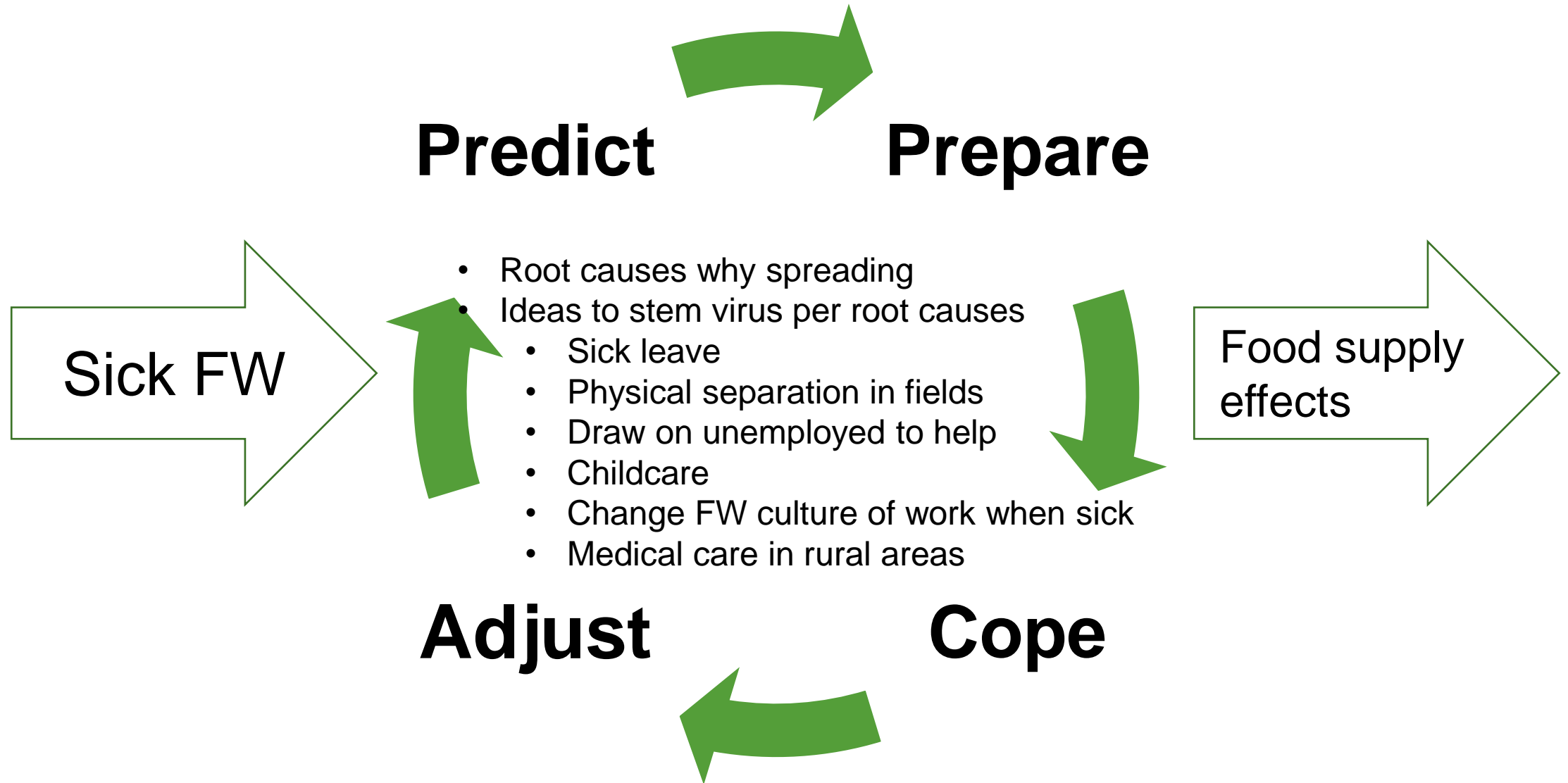**Adjust**

Cope

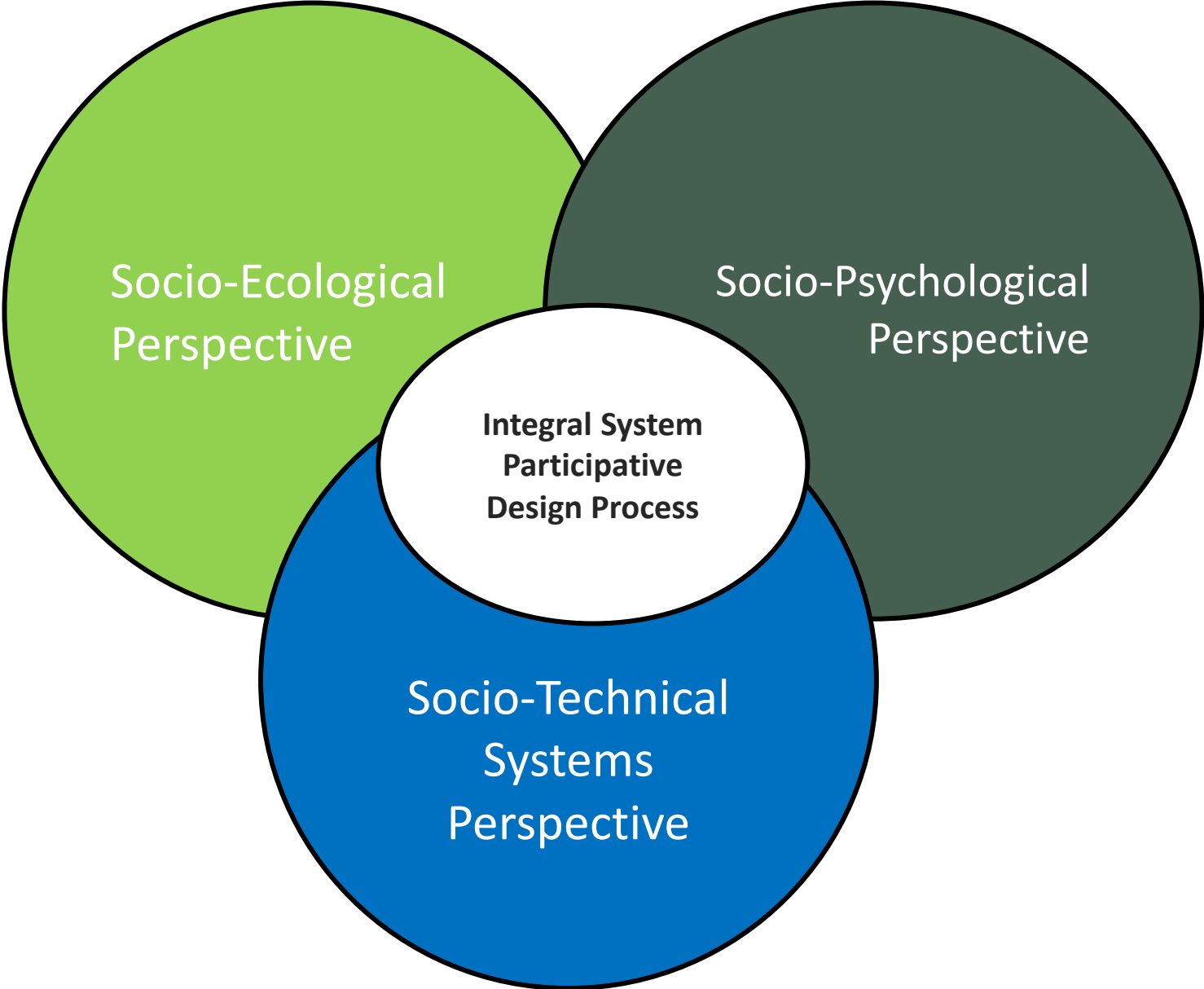Examples of triggering events

Migration as example

Throughputs

- What must be done to get through the crisis?

- How do we capture and remember the "right" lessons to help change what should be changed?

- How do we take care of ourselves and each other?

- How do we position ourselves for the next normal?

Case Study: Agriculture and Farm Workers (FW)

Predict → **Prepare**

Sick FW →

- Root causes why spreading
- Ideas to stem virus per root causes
  - Sick leave
  - Physical separation in fields
  - Draw on unemployed to help
  - Childcare
  - Change FW culture of work when sick
  - Medical care in rural areas

→ Food supply effects

Adjust   **Cope**

STSD Conceptual Foundation

What are implications for organization design?

Socio-psychological
- How might we address FW culture to keep working no matter the risk?
- How might farm workers feel they are truly valued as essential workers?
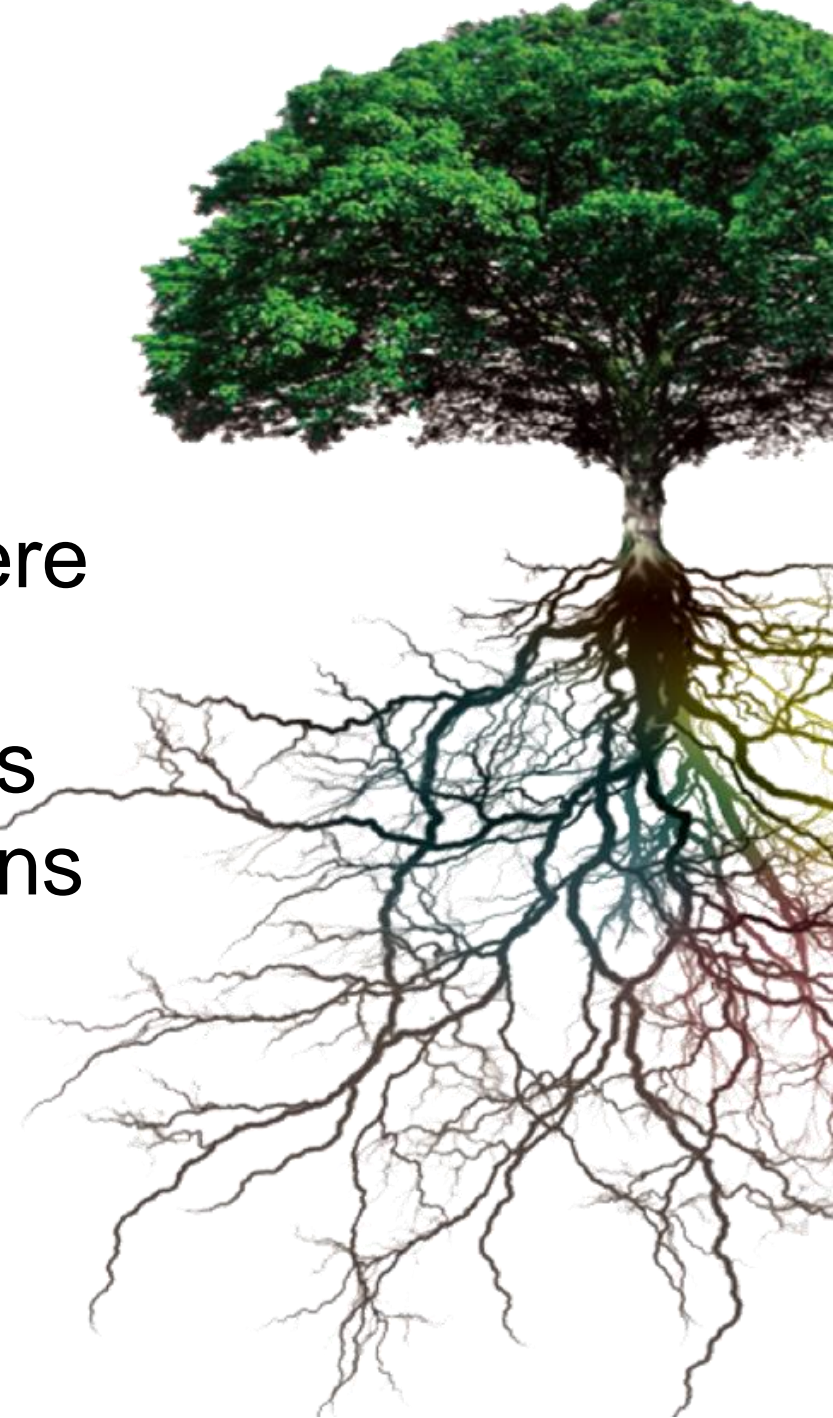
Socio-technical
- How might we re-structure field work to enable needed physical distancing?
- How might technology protect workers from infections in field and processing plants?

Socio-ecological
- How might we engage government entities to ensure worker protections?
- How might we engage the broader industry to protect the food supply chain?

Continue to Support and Design Transformation Post Crisis

- Provide empathy and time for grieving—things won't be as they were before
- Capture, reflect on and apply lessons learned from crisis to take into designs
- Build resilience and responsiveness into individual, team, organizational and social systems

Special thanks to *Erik Nicholson, National Vice President, United Farm Workers* for providing information and insights for the farm worker case study.

Readings

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"*Some Businesses Will Change Their Working Models*" COVID-19 is a Disruptor & Transformation Agent of the 21st Century Creating Business Transformation" Raghu Kowshik, Senior Director of IT, M&A, Customer IT Program Management & Business Transformation at Flex, Published on LinkedIn, 30 March 2020 *https://www.linkedin.com/pulse/some-businesses-change-working-models-raghu-kowshik-ph-d-/?*

"When COVID-2019 peters out – What to expect in the global supply chain" Raghu Kowshik, Ph.D., Senior Director of IT, M&A, Customer IT Program Management & Business Transformation at Flex, Published on LinkedIn, 27 March 2020 *https://www.linkedin.com/pulse/when-covid-2019-peters-out-what-expect-global-supply-kowshik-ph-d-/*

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More Webinars coming…next one is a multi-parter tentatively starting May 7th "*Dynamic Designing for Virtual Work*"
Bert Painter, Betsy Merck, Doug Austrom, and Pam Posey
https://stsroundtable.com/resources/articles/

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