

Using Systemic Design for the Understanding and Evolving of Organizational Culture

Mapping, Framing and Characterizing Organizations from a Systemic Perspective

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Abstract

This paper introduces the idea of organizational culture beyond the common indicators used based on quantitative analysis, and through the use of qualitative methods, design research methods and reflective practice seeks to recognize and define a possible model for analysis of organizational culture and action towards transformative and resilient futures for organizations. This tool follows systemic principles and uses a holistic approach to map and recognize the current state and the future possibilities of the organizations, as well as establishes a framework for strategic transformation based on systemically defined goals that seek for a balanced organizational health.

Introduction

As economic systems transform from the production and manufacturing age to a service economy, (Gallouj, 2002; Buera & Kaboski, 2012), companies face completely different challenges, one of them being: how to stay alive and current in a rapidly changing market. This is most prominent as we quickly shift into the so-called “fourth industrial revolution” (Schwab, 2017) where large multinational organizations struggle to outfit their businesses to be digital, agile, and responsive to change. The challenge they face is not just to build new digital capabilities or adapt existing assets to work in connected digital ecosystems but help their human capital to become resilient and adapt to the rapid pace of the current market.

Socio-economic systems where organizations exist are complex environments that are mostly outside the scope and understanding of those same organizations, mostly because the intrinsic complexity of their daily existence takes most of their attention and effort; in our experience, running a successful organization is hard enough to have to add the understanding of the macro-system or to diagnose the hidden capabilities or weaknesses that they carry as an organization. Therefore, we argue that in most cases, the biggest challenge for these organizations is to recognize their own strengths and their natural space inside a larger economic ecosystem.

In the last two decades, design process and models for innovation have become of significance to the transformation of many contemporary organizations (Verganti, 2009; Bucolo & Mathews, 2011; Kumar,

2012; Norman & Verganti, 2014), leading them to understand possible transformations of their business' models to face the future. Nevertheless, the analysis used in design thinking and innovation by consultancies tends to use a linear process into the definition of single areas of innovation and limited to the analysis of the organizations and their competitors.

This linearity of the process might be determined partially by the model used in the design process. An analogy to this argument can be referenced on the analysis of economic systems made by Raworth (2017), where a reference is made on the way certain models for economic flows and dynamics were developed and how their use on the analysis and definition of economics in universities and professional practice has caused unintended consequences implicit in the nature of those models. In the same sense, the simplification brought in certain models for design and innovation, like Alexander's model for analysis and synthesis (1964) or Banathy's model for divergence and convergence (1996) from which most models of design thinking, process or innovation are based, has led practitioners to embrace a linearity that was only meant for the simplification that models require.

This paper argues for the need for a transformation in the way organizations are guided by the design process, from a design thinking perspective to a systemic design one (Sevaldson, 1999); this argument is based on two observations: first, that even though current organizational practices have started to recognize the value of a systemic assessment or their cultural values in the planning process for strategic actions (Deserti & Rizzo, 2014) common practices still underestimate the role of *organizational culture* in the definition of strategic plans for innovation (Muczik, 2004), and second, that there are few models or methods that can help designers really evaluate the real human-centered condition of the organization and the specific areas that might require the design intervention (Ringer & Robinson, 1996).

Conceptual framework

As a phenomenological process, we have established three major conceptual spaces to recognize and define a possible model for analysis of organizational culture and action towards transformative and resilient futures. First, the definition of certain systemic principles that we believe must be observed to understand organizational culture, second, a definition of the role of design as an actionable discipline, and finally, the acknowledgement of the design knowledge that originates this paper and that comes from a reflection based on Schön's (1938) arguments about practice and knowledge.

Systemic principles for organizational analysis

Understanding organizations' needs, challenges and aptitudes is, in a sense, like understanding a living organism. Every organization has specific characteristics that define it as an individual, a vision and a mission, beliefs and causes that exist apparently independent of the people who are part of the organization. And yet, every individual, every team plays a significant role in the definition and transformation of those. It is a complex ecosystem that lives and interacts with the world around it.

Therefore, we argue that in order to be able to capture the details and dynamics of the complex ecosystem that every organization is and its surroundings, it is necessary to use a tool that follows systemic principles and uses a holistic approach to map and recognize the current state and the future possibilities of the organizations.

We introduce three principles that are coming from systems theory and systemic design and that we consider basic for this process:

A holistic spirit: Recognizing and appreciating the complexity of every system

Understanding an entity, either an organism or an institution, as more than the sum of its parts is a notion that has a long tradition in many disciplines; the idea of a holistic view in the way we study the world around us has been around for centuries, and yet, simplification and specialization have had more recognition as a scientific way of knowledge production (von Bertalanffy, 1972).

Nevertheless, arguments like the ones presented by von Bertalanffy (1968) about the need for science to recognize complexity as a natural characteristic of every system, and to see us and everything surrounding us as part of an infinite interconnected system. On von Bertalanffy's argument the move from simplified units to structures of interconnected systems allow us to recognize that there are factors to every problem that scape our sight, or as the Gestalt movement explains: the whole is more than the sum of its parts (Kohler, 1967).

In the organizational arena, this means that describing the characteristics, potentialities and challenges of an organization can be done in a quantitative linear way, but this analysis ignores the interdependence of factors natural to every system, and the socio-cultural complexity of the human elements that constitute the organization and that might be causing the behaviors and action that it is being trying be described by numeric data.

Acknowledging this socio-cultural complexity of interconnected agents that might produce internal tensions with the idealized vision of the organization requires the use of a holistic approach based on qualitative research that can capture forces, values and beliefs that exist inside the organization. Mapping complex systems is a challenging task that requires the right level of simplification of the system that still holds enough information for the process to bring valuable insights. One example comes from Banathy's (1996) representation of the design system for complex social systems (image 1), where qualities of the process are defined and presented for analysis.

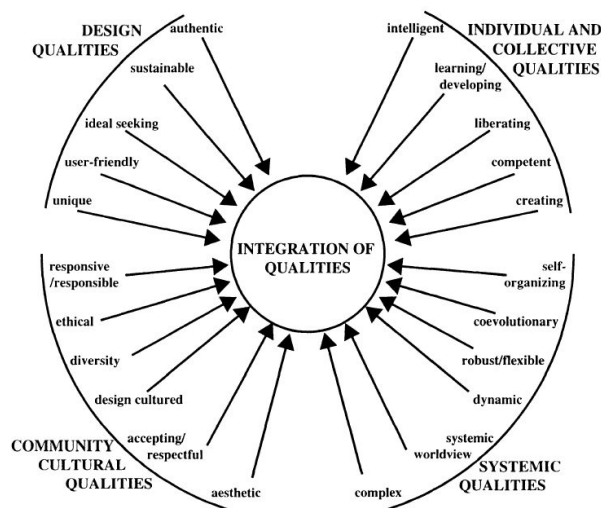


FIGURE 6.3. An image example.

Image 1: Example of the Systemic Image of the Designing System, Banathy (1996).

This intentional embracement of complexity as a natural occurrence of systems is congruent with the principles of systemic thinking proposed by Jones (2014), and with the definition of complexity argued

by Edmunds (1999) of an existent condition of every system that is revealed as the forecast and predictability of the system starts to fail and the need for a new model emerges.

These arguments have been of significance to our process, since they imply a search of different ways in which rich socio-cultural data can be accessed and displayed for team members to understand the details of these complex interactions. This understanding also allows the production of actionable models of transformation for these organizations based on strategic thinking of a preferred future (Simon, 1969).

Adaptive and resilient: A continuous path to transformation

As mentioned before, the current speed of the transformations of the means of production and the structures of the markets imply a change on organizations, and one that goes beyond a simple reframing of their vision or mission, but the main change that we argue for is for a constant ability to adapt. This self-reflective state of systemic resilience is a coping mechanism that is present on every organism, but that becomes of a significant importance when the factors of the larger ecosystem they inhabit become less predictable and stable: a common characteristic of contemporary markets.

We can find examples of other disciplines that have intended to produce models that recognize the need for organisms to find a healthy balance with their environment through an ability to adapt. Callista Roy's (1984) adaptation model for nursing also comes from the systems theory; it assumes a possible state of holistic health that is based on the ability to adapt behaviors to the external stimuli (being and becoming an integrated whole person). This coping mechanism is based on resilient individuals, and leads to achieve an optimum health and quality of life. Roy argues that behavior could be adaptive and in a constant active redefinition in the search for a healthy state, or it can be non-adaptive and ineffective to deal with the environmental change (Image 2).

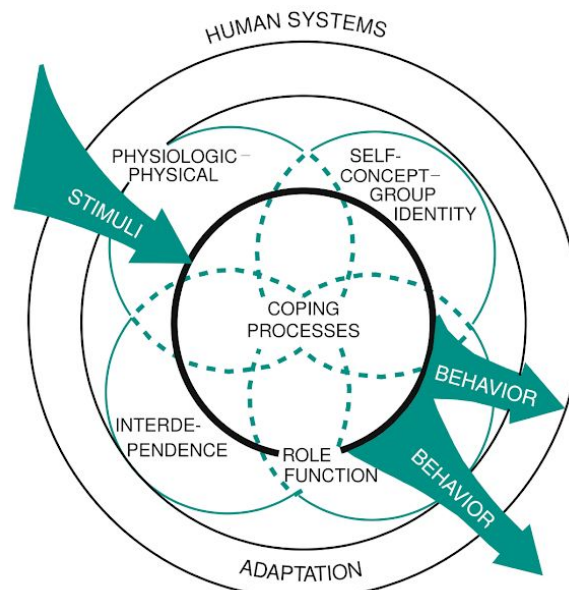


Image 2: Roy's (1984) model proposes a core ability to evaluate external stimuli and adapt the behavior to better fit.

In the same way, companies that are trying to produce a healthy state, both in their internal and external interactions, might need more than a one-time analysis of their current state, or a single transformation, but instead, a constant process of self-evaluation and thoughtful analysis of their ecosystem to be able to adapt to the changes and become resilient in a very active way.

This is a central part of our proposal, because it changes from the current idea of external intervention of consultants as specialist, and sets the role of systemic design as a constant support for organizations in the intention to be flexible and current in times of transformation.

Roy (1984) argues that this role of support can be divided into five different areas: assessment, diagnosis, goal-setting, intervention and evaluation. This is coherent with the observations that we have made applying the model we are presenting with organizations. A first stage implies a period of research and analysis of data regarding the state of the organization and of the market, with that, it is possible to produce a diagnosis of the areas with more challenges, set up goals for a future transformation and use design and strategy to produce actionable plans and implement them to later evaluate how those actions are affecting their overall plan.

Homeostatic relations: finding balance in the system

The final systemic aspect that we are using is the search for balance or a homeostatic state. This principle is the one that seems the harder to implement, because certain models search for exponential growth or disruptive change as the desirable goal for every company, as if every disruption or growth is the appropriate path or goal for every organization.

Raworth (2017) argues that most of these models are coming from simplified visions of the economic and social systems, that transmit a wrong idea of what the desirable state is for every organization. Even more, what is possible for each organization to achieve in a long term process. She proposes the use of a systemic visualization of the economic system that represents the tensions of the systemic needs and the organization goals. In a sense, this idea relates to Roy's (1984) model, where the internal desires and intentions must meet the forces that are coming from the outside and find a happy medium.

In Raworth's (2017) model, this medium is depicted as a doughnut, and area of balance between the forces of the outside and the inside (Image 3). A space that she calls a 'regenerative and distributive economy' and what Roy (1984) calls an adaptive space. This similarity is not casual, and it assumes the existence of a Goldilock's principle of balance between the internal and external forces. In astronomy, the Goldilock's zone represents the area where the forces cancel each other and the conditions are optimal for the development of life.

We argue that organizations can find adaptive states of balanced life, that can both allow an active transformation and evolution, while balancing the internal and external interactions in a systemic way. This state requires a constant self-evaluation of their reality and their intentions or goals, while producing an internal behavioral change. This idea is analog to how individuals can produce goals for their lives and bodies and stay fit for the environment.

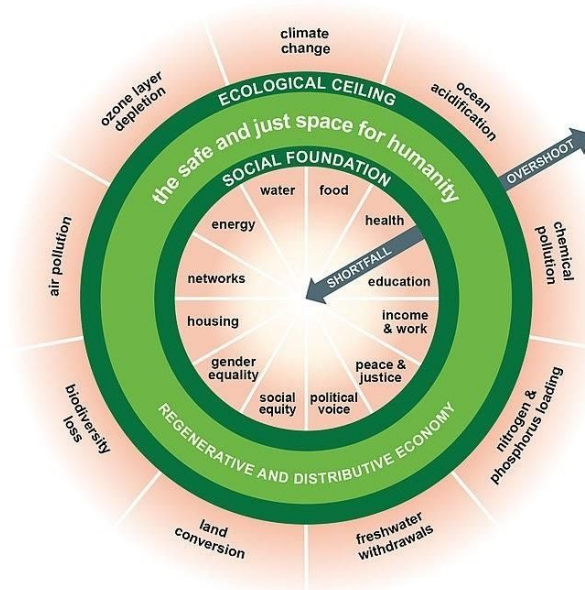


Image 3: Raworth's (2017) model proposes the need for an economic model that depicts the systemic forces beyond the commonly known models of growth using a doughnut of balanced interaction.

These principles illustrate how a systemic view can produce a better understanding, not only of the real state of the organization, that includes the organization's core values and ideals as well as the individuals and infrastructure that constitute it, but also a possible desirable future state and the growth of a resilient capacity. In this future, a desirable state, where design can be an asset for organizational wellbeing.

The role of systemic design

Design is systemic by nature (Sevaldson, 2107), but the application of systemic thinking or systemic process is not something that has been a common denominator of design practice. Some of the origins of the connection between systemic thinking and design can be traced to the Bauhaus and their connection to the Gestalt (Kohler, 1967). Edmonds and Meyer (2013) also remind us of the foundation on systemic thinking of Herbert Simon, who has arguably become one of the main modern references of design theory. We can continue extending the list with Christopher Alexander, Bela Banathy or Charles Owen, all of them supporting the argument that design by nature seeks to recognize the complexity of the problems and acknowledge the significance of the interactions.

Service design is a good example of how the action of design has broadened its spectrum and understand its role beyond the design of physical artefacts. As design plans for a desirable future, every part of the actionable plan to achieve it becomes a possible space for design. New designers are asked to see their role in organizations way beyond communications or products, they need to see that relationships are tangible, that can be transformed or planned, therefore they can be designed.

Different to other disciplines that focus on the analysis and description of the present, design is about the intentions for the future: How do we build ideas of what we desire? Who is involved in the

construction of these images of the future? And most importantly, how do we make these ideas happen in the real world? Design is a process of making the future visible, making it viable and making it real. On the other hand, systemic design is how do we make all this possible in a reality that seems too complex to securely operate.

Organizational culture is then, the perfect space to apply a systemic approach. The diffuse nature of organizations, the complex internal and external interactions, the delicate balance of their survival require designers to go the extra mile on understanding how they are built, how they operate and what is the ecosystem they inhabit. Recognizing the forces, the tensions inside and outside an organization seems to be the best way to propose realistic actions that seek a long lasting state of resilient health.

Learning from the practice

Finally, this paper recognizes that dealing with the complexity of organizational health is better done when we can find ways to understand how this wellbeing manifests on every organization, with that in mind, we argue that the best way is through experience. As Schön (1938) points out, there is knowledge that is produced as a reflective process about the way we act in the world. Therefore, this paper relies on the previous application of design methods in different organizations with the intention of understanding their needs, desires and possibilities for the future. Sevaldson (1999) argues that one of the biggest strengths of design is its ability to learn from the practice. The practical assessment of complex problems encourages designers to build knowledge-based frameworks and structures and apply them to the analysis of complex systems.

Therefore, with the intention of recognizing the characteristics and requirements of a possible model of systemic analysis of organizational culture, the authors have analyzed a series of cases of professional design practice in consultancies, with medium to large organizations, and the possible values and gaps that these diagnoses could be presenting from a systemic perspective.

Based on these observations we are presenting a theoretical model and framework of analysis of organizational culture and organizational health (Ringer & Robinson, 1996; Muczik, 2004), that aims to produce a systemic perspective that assesses both the intrinsic complexity of the organization as a system, as well as the extrinsic complexity of the ecosystem where the organization exists. From this analysis, we have developed a tool of analysis of the current state of the organizational culture of an organization and the definition of a benchmark for desirable organizational health that can lead into active goals of adaptive transformation.

Research method

We have centered our efforts in the definition of a process based on three layers that are related to the systemic design methods defined by Jones (2014); first the mapping process of the organization at different resolutions (Sevaldson, 2011), which can be related to the exploratory principle of 'Appreciating complexity', and that seeks to produce a better understanding of the systemic interconnections and interactions of the elements of the systems and subsystems (Jones, 2014). The net result of this activity is an objective led analysis and benchmarking of culture. A coherent benchmark is based on current state observations and provides a sound basis to conduct a cultural audit. Second, the framing process, as a formative principle, that allows producing a layer of meaning to the structure of

the system. And finally, a process of characterization, that seeks to recognize and name the emergence of categories in the model and identify actions and initiatives for change.

From this structural process, a framework is established and applied, defining the holistic areas of representation of the organization's health indicators, and then those are atomized into micro-level factors. This process reveals specifics of the organizational structure and culture of the organizations, as well as some possible systemic forces that are particular to that structure. Finally, the analysis is extended into the macro-level sphere of interrelations inside the economic system.

From the initial definition and partial application of this framework we have reached two main conclusions that are presented in the paper; first, that in every process of organizational innovation it is necessary to recognize the organization from a holistic perspective, that includes a definition of the current organizational culture and patterns, since those can represent the main tension when looking for a future state of the organization. And second, that there are no overall transformations in the organizational process, but instead, a process of evolution that is achieved as an organism.

This notion of evolution in the organizational level (Bezerra & Owen, 2000) is related to the ability to actively engage in a transformative process of every member of the organization, including the leaders and the consultancy team assessing the situation. We see this as a co-evolution process (Bezerra & Owen, 1999) that is driven by a conscious decision to evolve, or 'design' as Nelson & Stolterman define it (2003).

Qualitative analysis

To understand an organization as a system requires a quantitative and qualitative approach. Most sizable business organizations routinely fund large scale quantitative analysis as a means to understand and communicate its current state to shareholders, constituents, or the market in the form of annual reports. These quantitative analysis are comprehensive when measuring data systems, hardware, machinery, or the raw time and motion tracking of people. These quantitative only studies tend to produce valuable but one-sided conclusions about organizational culture absent of insight on why certain behaviors exist. The most commonly used form of qualitative research are surveys, which are a one-way transactional tool that often lack the ability to produce powerful driving insights even when they include open questions with free-form narrative response options.

The key to better understanding organizations as a system is to pair verified quantitative data with contextually rich qualitative data. When paired and synthesized by a team equipped with the appropriate skills and tools, insights can be generated. These insights are crucial for establishing a benchmark of health representing a current state balance measure. It is important to note that this benchmark will shift over time due to contextual forces within and without the organization. Large private businesses may choose to reestablish their benchmark of health based on the quarters of fiscal years, while an academic institution would use the semesters perhaps.

Generating insights requires a blend of methods and techniques that borrow from ethnography, anthropology, and human-factors. These insights contain rich information about the organization in a propositional way and create an understanding about the people who form or support the culture of an organization as whole. Generating insights on this scale and time frame requires holistic tools, in our case we decided to employ a human-centric approach to qualitative research. A human-centered approach, also known as "contextual inquiry", uses design-led methods which are not based on a

hypothesis about the culture being observed, but rather takes an abductive or inductive approach. The research participants are not led towards a specific pre-ordained conclusion, but rather asked to explore and define their own insights about the situation. It is in the course of this open-ended approach that driving insights are generated.

There are many different human-centered methods that can be used to gather observations that become insights. These are not static but prescribed by the team on a case-by-base basis. Our approach divides organizations into different categories we call “aspects”. These aspects help guide the team towards the selection of appropriate methods that can be applied to help them understand how the aspect exists within the organization and how they define it. A sample of these techniques are straightforward I.D.I.’s (in-depth interviews), facilitated group sessions, shadowing, fly-on-the-wall observations, onsite intercepts, forced-choice card selection games, boundary objects/stimuli, large scale workshoping, etc...

The nature of an insight can be best described using the acronym “I.R.A.” which means that they present three substantial characteristics, they are “Interesting, Relevant, and Actionable” (Cotton, 2017). When creating impactful research, the team must translate observations into insights. Observations are plentiful to gather as they are simply observed truths from the research. It’s common to gather hundreds of observations after you complete your fieldwork research. Observations can be organized in excel trackers and on a wall of sticky notes, but a wall of sticky notes is not a wall of insights. This represents a step towards synthesizing those observations into insights

Insights are groupings of observations that cluster into a clear theme that is IRA: Interesting, Relevant and Actionable. While you might have hundreds of observations from your research, you will have just a handful of insights. Clusters of insights will be recognizable as insights because it will be interesting to the team by revealing something previously unknown or perhaps something known before but now seen in a new way; relevant to the goals of the organization; and actionable because it suggests any number of actions that might be taken. It is important to note that the use of “empathy”. This process is also borrowed from a human-centered approach, also known to many as “design thinking”.

The model: Mapping systemic factors of organizational health to achieve resilient balance

We have observed that most organizations have a hard time seeing themselves from a macro-holistic perspective. They do not seek to recognize their health from a qualitative perspective (beyond the quant analysis of a performance evaluation) that encompass Human-Centered Design. The model that we are presenting is intended for three basic objectives: first, evaluate the overall balance of organizational health indicators and display them so they can be seen and analyze by the necessary stakeholders; second, to map the tensions and forces that the organization faces, and finally, determine and produce a benchmark that help us visualize the desirable balanced stated of the company for the current systemic conditions.

To create this model, we started with the definition of a quadrant of systemic areas of organizational culture. First, with the definition of an organizational core purpose; this core includes a basic description of the intended nature of the organization based on two principles: a desire to find a healthy state as an organization, overcoming possible internal threats and challenges, and a resilient state of mind, that is defined by a capacity to adapt and evolve to the environment. This intention for balance and wellbeing as an organization is incorporated in their vision to what the organization seeks to become, while the resilience is a missional characteristic: to stay current in an ever changing economic environment.

This core of the model presents the forces that are coming from inside the organization, forces that can go beyond individual intentions and behaviors. The second layer is based on the systemic characteristics of the organizations, it describes elements and interactions as well as the context or environment and the behaviors or beliefs. From a systemic perspective we have defined individuals and their intentions as the basic elements of the enclosed system of the organization; we believe that the acknowledgement of the existence of individuals and their drivers is necessary to describe the organization as a living organism. The second quadrant, opposed to the elements, is the connections; in this case the connections determine how individuals or elements interact. This is vital to understand work culture, team capacity and empathy towards colleagues and clients. The third quadrant determines the quality of the environment constructed for the system to work, we have defined this as infrastructure, since it represents the specific actions that are taken by the organization to guarantee the proper function of the individuals and actions. Finally, the fourth quadrant defines the behaviors and beliefs of all the above, depicting the system as it moves in time. (figure 1).

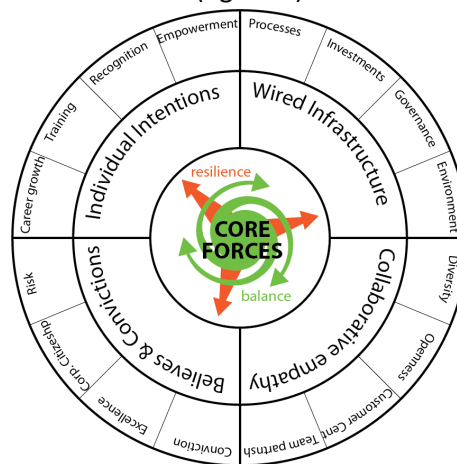


Figure 1. Model's basic systemic framework.

These areas are mapped based on their quality and nature, then each one of the quadrants is divided into more defined systemic aspects that can be measured based on qualitative and quantitative analysis. One of the advantages of evaluating multiple systemic aspects is that each evaluation can produce a scale and a value; similar to the process done with Likert scales, it is possible to define a scale that determines the particularity of each aspect to produce a specific scale of measurement. As mentioned in greater detail earlier, we use a tailored set of questions for each aspect, which help us understand cultural nuances of the organization. We do this process using contextual analysis, both of the peculiarities of the group, the sector and the organization, as well as a generalities of the organizations' sector. This process leads to the definition of a benchmark based on a statistical analysis of the distribution and standard deviation.

As each factor presents different states of balance, similar to the vital signs of an individual, depicting a general state of balance becomes harder when each desirable value presents different goals and indicators, each area of best performance is specific to each one of the aspects evaluated. Therefore, once each area is evaluated and defined, the values and scales can be homologated to a general value system, where under or over indexed aspects can be represented in the same spectrum, to produce a area of healthy balance similar to what Raworth (2017) describes on her model of systemic economics as a safe area for growth (figure 2).

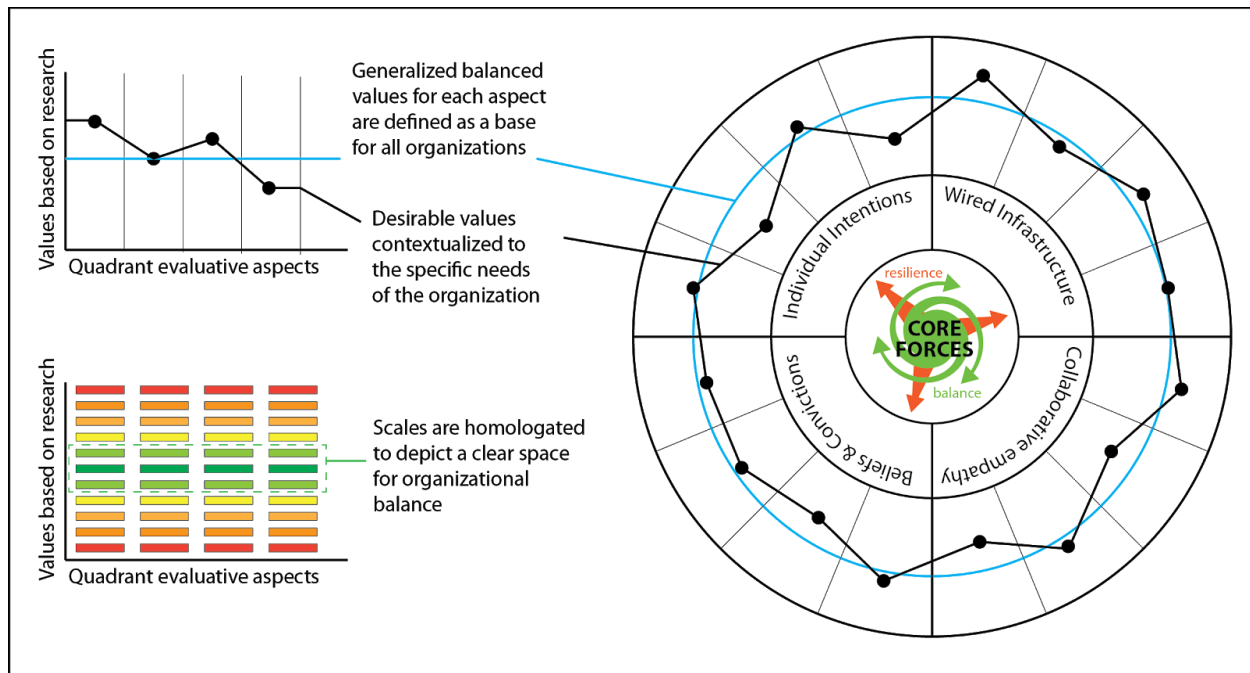


Figure 2. The model uses initial research to produce generalized values of organizational balance, later this scales are tailored to the specific needs of the organization and then reset to be depicted in a central space for a better understanding of the strategic actions needed.

Once these scales have been created, it is possible to analyze the perception that the individuals have of themselves as an organization, the intentions and the real performance that they are achieving (figure 2). Using tools like a Likert scale, we can start to assess if every particular aspect is under or over indexed based on the reported tangibility of the aspects (how individuals perceive the aspect and the data of how they act or perform on it) as well as the intended goals of the organization. Initial scoring is reconciled with qualitative data gathered through rigorous ethnographic research methods. All data is then synthesized and an agreement built on a final score for each factor, determining the current state of the wellbeing of the organization.

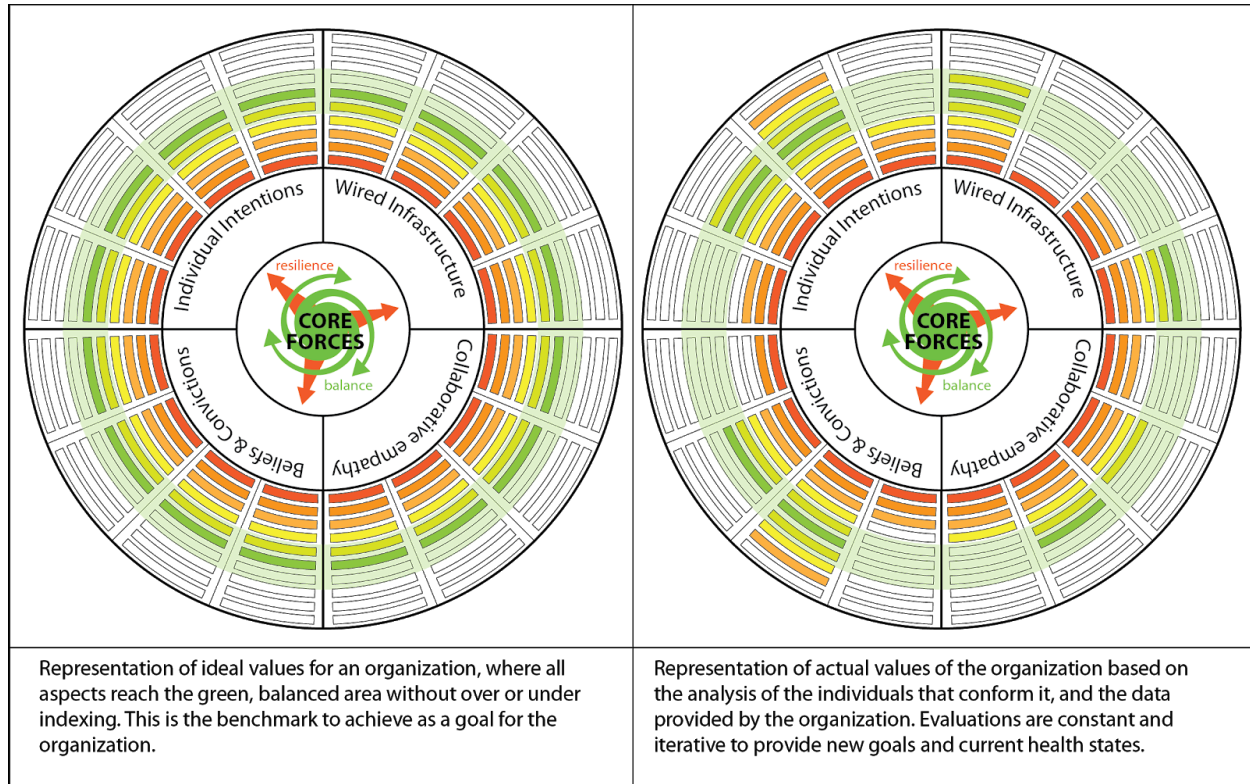


Figure 3. An ideal state is defined as the goal for the organization and contrasted with the actual values of each aspect of the organization.

After these three actions have been met, a strategic plan to reach this healthy state can be produced, including specific actions on the different areas. This process is similar to behavioral change for fitness, where individuals set up goals for a balanced relationship with their environment that is contextual to the specific characteristics they have and the needs and desires they manifest.

Strategy and planning

One of the most important characteristics of the model is its ability to recognize possible forces from within the organization and contrast them with the forces coming from outside; this allows researchers to map possible tensions inside the organization. We have observed different ways in which these tensions can be characterized: either as misalignments between the core of the organization and the actual current structure, between the external requirements and the offerings of the organization, or between the intended future of the organization and its current path.

Mapping the organization holistically allows us to find a more balance between the mentioned areas, and represent it in the organization map as the desired healthy future state for the future of the organization. This action brings the organizational culture to a transformative state, where all members of the organization can recognize future needs and embark into a resilient mindset, that is able to adapt seamlessly to the necessary transformations.

With this model we believe that we reduce the friction of top-down alternatives, and empower all organization members to become active agents of a transformation that has been internalized as the nature of the organization.

It is important to say that a healthy state for the organization is presented not as a goal, but as a path to resilience, where organization, and by that we mean all which constitutes them, are in a state of constant evaluation and redefinition of their desired future, and are active in the implementation of the strategies to achieve it.

This process as seen from the perspective of consultancies or industry business leaders calls for the production of constant strategic planning, but also for a change of some of the current models. We argue that design-led strategy could reframe the process from the external intervention to a service model based on participatory approaches and self-determined intentions of change (figure 4).

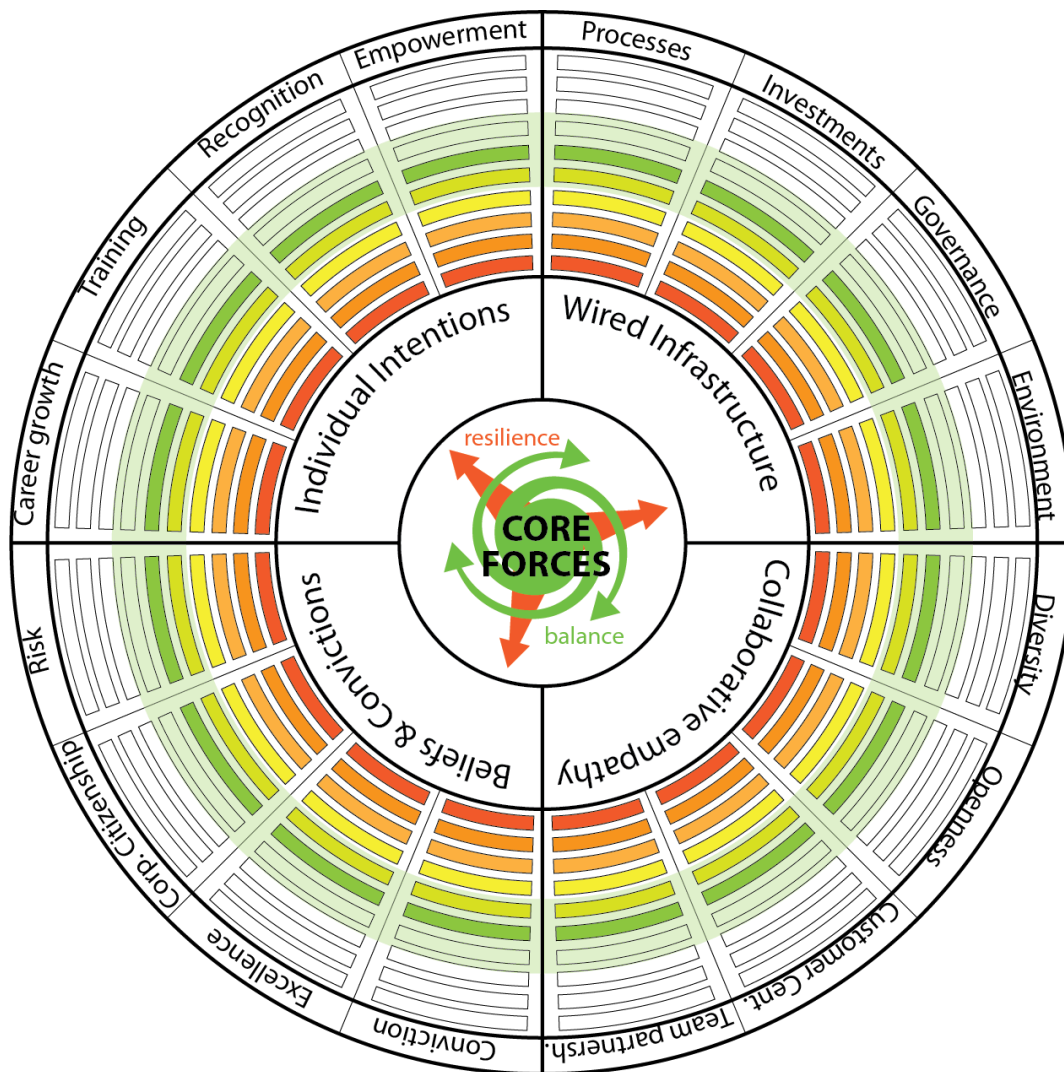


Figure 4. The final model with the aspects that were defined by the initial research and the definition of the balanced space for organizational healthy state.

Discussion

At this point, it seems clear that design disciplines are moving from the production of artefacts to the definition of strategic planning. If design can be defined as a facilitator of the strategic actions to achieve a transformation into a desirable or preferred state, then its role falls more in the future oriented planning of possible futures, and the definition of the actions and artefacts that can lead into that future.

We also see that the perspective brought by design into the process brings a significant difference when working with individuals from a more humane perspective. Human-centered design methods of synthesis require expert opinion based decision making that reflects the perceived ambitions of an organization on a holistic level, using empathy to connect and understand not only the current conditions of the organization but the future aspirations and barriers to reach them.

The model that we are presenting in this paper is the result of a serious process of analysis of the work done with several companies, and it reflects on the possibilities that can be generated when setting design as a main actor in the process. We acknowledge that this model might require more testing and replication to be able to observe if some of the results are generalizable and to establish possible unexpected issues and emergent questions.

As mentioned before, this paper assumes a reflective process of action research as the main tools for the production of knowledge, but we are confident that based on the experience and the amount of cases that led to the production of this model that the finding represents a valuable reflection and proposition to the organizational culture literature. In a current discussion about change management tools and practices, a holistic analysis differs from the common practices presented by consultancy firms.

We argue that the application of this framework can help in the decision-making process (DMP) that is necessary through a process of organizational innovation and to align the self-produced image of the members of the organization as a means to achieve the desired or preferred (Simon, 1969) organizational evolution (Frankwick, et.al., 1994).

Conclusions

In the current market there is significant time and attention given to organization design in light of “digital transformation” of large corporate enterprises. This also affects smaller organizations who need to update their systems and processes to cloud storage systems. We argue that individuals working in organizations are now in need for the proper training to be able to adapt rapidly, but the tools, methods and approaches being used internally or by hired consultants are based heavily reliant on quantitative assessment that are driven by business success metrics and often do not reflect the evolving of the people who make the organization.

These common methods quantify people as “capital” or “assets” or “resources”. This language reflects a 20th century lexicon of mechanized assembly lines. The digital transformation has facilitated a transformation of the work environment, it works faster, more fluid, what is often referred to as “agile” environments, which shows that the nature of these new spaces and its definition is still an evolving idea. The needs, behaviors, and desires of a workforce who interact and live within the digital systems

presents a new paradigm of how an organization can be described: the agency of every individual that is part of an organization has a bigger chance of impacting the overall definition of it, and as the systems becomes more determined by the avatars of the users and the coding they produce the evaluation and planning for evolutions has to happen with every individual in mind. This is even more reason to know WHO your employees are and the culture they support because they are defining the ecosystem as equal stakeholders.

We believe that a model that produces constant snapshots of the organizational culture and that maps the desirable futures as well as the possible strategies to achieve it is the next step for organizational culture and design to work together, and the model presented in this paper opens up that conversation.

Finally, we have established a significant difference between the Performance Indicators (Storch, Nara & Kipper, 2013) and Organizational Culture (Health) Factors from a design perspective, and the need to reevaluate the indicators of success of an organization determined by the mere economic factors of the current state of the organization (Upward & Jones, 2016) and instead, search for a deeper understanding of the organization as a living and evolving organism inside a socio-economic ecosystem. We believe that this work requires the empathy that design can bring into the organizational culture.

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