

Organization Design Redefinition Using Design Thinking

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Abstract - This paper intends to present and discuss some concepts and methods in the area of organization design, showing how a new vision can bring a significant upgrading to the classical methodologies. In this case it is demonstrated how classical design and design thinking can be used in organizational design theories to create an organization design to be applied to different kind of organizations. The implementation of these techniques have already been implemented by the researchers in terms of a practical way to some different projects in different economic sectors (tourism sector, wine industries, design companies and non governmental organizations). The present case is referred to the first implementation, an experimental application to a social project in a NGO - “Bairro Criativo” - with interesting results.

Keywords – Classical design, design thinking organization design, engineering-based organization design, design-based organization design, simplicity, beauty, functionality, sustainable, contextual information, users-oriented, co-creation, mutation, integrative and participative processes.

1. Introduction

The idea of an organization design is not merely mapping out an organizational structure. It involves an additional perspective about the way the organization is associated with many other aspects, since the users (co-workers and clients), governance, functions, processes, strategies that coexist in the organization and the general context and environment the organization faces.

By the end of the 19th century, organization theory art and the classical design art have known considerable changes in the way they were conceived. Since the accomplishments of Frederick Taylor in the area of organization design, with a strong engineering characteristic, later the fit on

human systems was added and significant improvements were obtained.

Going back on the organizations history it can be seen that, in some companies, old theories and beliefs survived in terms of organization theories appliance. In fact, all organizations are guided by a management doctrine which reflects basic values. Considering some illustrations, it can be said, for instance, that for the first administrative doctrine (the military) there was a maxim: “do this or die”; for a contemporary doctrine (eg. Henry Ford) the principle was: all what we ask men is that they do the work, which is set before and which implies “being fired is better than being shot...”.

More sophisticated doctrines are needed when meaningful and fulfilling work for organization’s employees is the organization central goal. Doctrine and attitudes affect the morale, the performance and, more importantly, the organizational culture. Each organization’s doctrine remains in force until technological and situational changes make the organization’s adaptations less useful and render the organization incompetent.

It is central to say that organizational culture affects the overall competence (or incompetence) of an organization.

In general, organization theories alternated between a more “rational” view, more focused on the functions and results (economist), and a more “normative” view, more focused on the importance of human relations (humanistic - psychology and sociology).

Despite this, the different schools in the management theories area are similar to a “jungle” with braiding trees that are rarely seen as a totality (Koontz, 1961, 1966).

In the following figure, we highlight six major theories that currently coexist in the literature in this area:

Theory	Period	Type
Scientific management	1900 - 1923	Rational
Human relations	1923 - 1955	Affective
Systemic rationalism	1955 - 1980	Rational
Organizational culture	1980 - 1993	Affective
Radical rationalism (Re-engineering and others)	1993 - 2000	Rational
New Trends: Design thinking	2000 - ?	Integrative sharing and big data management

This figure is based on Cunha (2006). Since about the year 2000, there is a tendency that allows us to emphasize the existing tendency of organizational design based on processes that integrate people and various different elements, as described in the text.

The so-called “classical theories” of management may be presented as follows:

- the “scientific management”, especially represented by F. Taylor (1856-1915) and H. Ford (1863–1947),
- the “administrative management”, especially represented by H. Fayol (1841-1925) and
- the “bureaucratic management”, especially represented by Max Weber (1864-1920).

All these theories have a mechanistic view of the human person and are concerned with the increase of the work efficiency. In this research paper we call it as the “Engineering-based Organization Design” - let’s label it as EOD.

In opposition, we will label the new trends on organization design, based on design thinking as “Design-based Organization Design” - let’s label it as DOD.

Taylorism denounces the causes of worker inefficiency and presents the management as a “true science” by applying the principles of mechanics (down to top). By its turn, Fordism added the assembly line and vertical and horizontal integration, in order to reduce the unproductive cycles.

The underlying philosophy of scientific management lies on the following principles:

- the rationalization makes the work less hard and more productive;
- all people are rational;
- people understand the work only as an economic enterprise.

The principles of scientific work organization can be presented as the following ones:

- leaders plan, workers perform;
- division of labor in sub-tasks;
- maximum efficiency (“one best way”);
- selection and training of scientific workers (right person, right place);
- train people to be effective;
- tight supervision of the performance of workers.

With the same goal (efficiency), the Fayolism focuses on the six basic functions of management, as follows:

- technical,
- commercial,
- security,
- financial,
- accounting,
- administrative;

and on the four basic administrative functions:

- planning
- organizing
- directing
- controlling.

Finally, the bureaucratic management of Max Weber has also a rationalist view of man. It prescribes strict and disciplinary precepts for the effective performance of the individual and of the organization.

Elton Mayo marks the beginning regarding the human factor at work, not with many moral and humanistic concerns to improve the worker but with concerns to improve working conditions and also to increase efficiency (a classics heritage). The previous logic remains mainly in the improvement of productivity.

The Hawthorne heritage remains today, namely:

- in the importance of considering people themselves and not just the effectiveness and efficiency;
- in the idea of social man;
- in the participation of workers;
- in the leader as a key element in the moral and job satisfaction group.

It is in this school that the organizational behavior (the organizations psycho-sociology), the human resources management, the holistic co-leadership and even the DOD are rooted.

With systemic rationalism (Herbert Simon and others) a rationalist and mechanistic view of the human person is back. The affective component is replaced by the cognitive science. Engineering predominates again. The organization is a processing machine information. The mind as a “digital computer” becomes the conceptual model of human thought. Employees are considered as rational beings, nearly an automatic machine, whose behavior is foreseen. The schools of management and business are in favour of operational research, statistics, finance and accounting. This proves that “the organization’s vision as a machine is deeply rooted in western management, from Taylor to Simon” (Pina e Cunha, 2006).

With the advent of organizational culture (G. Hofstede, Pascal and Athos, T. Peters, etc.) the concern for the human factor at work is back. “The organization’s human side occupies the stage again” (Pina e Cunha, 2006). The influence of the success of Japanese companies questioned the Systemic Rationalism and brought back the emotional component. The systemic thought reduces the loyalty and the commitment of people and removes the necessary flexibility to the organizations in a changing world that needs the existence of committed people.

With the coming of this new millennium, we have evolved to models that integrate, as are the co-leadership models, the holistic management, the integrative management, the participative management, the multidisciplinary teams, the multifunctional teams, the change management, the holacracy.

These innovative trends (which we can even consider revolutionary) can be witnessed by researchers and authors such as Heenan and Bennis (1999), Zohar and Marshal (2000), Endenburg

(1998), or Robertson (2007). In these models, the design has a fundamental function, because with it there is the knowledge to integrate all the elements.

Today there is a stream of researches that point to the need of considering people as beings with various facets: cognitive / rational, emotional and spiritual. That is to say, there is a unique organization design that fits and serve the good performance of any different organization and each group of co-workers in the organization. Design thinking allows the process in order to find that there is a unique organization design for the needs of any organization. “Professional managers often resort to mimicking the ‘best practices’ of their industry as a preferred course of action. Around this idea, it is possible to cite the management maxim: ‘don’t reinvent the wheel’, even though reinventing the wheel might be precisely what a situation calls for” (Boland *et al*, 2008).

Considering the evolution of organizations and new visions for management, today there are valued topics, such as the concepts of democratic organization, corporate social responsibility, friend company family (best places to work), healthy organizations, virtuous organization, enlightened organization, or spirituality in the workplace.

Although the engineering organizational design had evolved with the human resources approach and useful management tools, there are constraints for generating new and different ideas (as is defended by Boland and Collopy, 2004).

The models that resulted from the School of Humanities and Human Resources often may not have a proper basis to be able to have the expected effect. This means that they continue to survive in an organizational basis, being designed and inspired considering the old hierarchical organizational model designed by Taylor and his followers.

At the same time there is the classical design, which is practiced since the 16th century¹. Depending also on the human sense, on social, cultural, economic, political, technical and aesthetic aspects, the classical design evolved to an extreme functional and engineering design during the Industrial Revolution. The design was supposed to be mainly functional, the object or process mainly had to serve its objective.

¹ It was practised in a very small scale, for example in royal furniture and architecture design to ornament the high society class of that time.

Unlike the existence of EOD, the Classical Design continued to mutate pro-actively and massively throughout the market. Over the recent decades, some strong design histories changed with matters of concern like education levels, society models, class, gender, postcolonial, voluntarism, new crisis, aesthetics, economics and ecology, which have contributed to new ways of understanding the world mode of organization and the way it configures around us today, persecuting to give people what they really need and look for, according to their own objectives.

In truth, EOD hardly seems to have evolved in practice. Even though several studies have shown considerable development frameworks responding to the new needs of society and ecology (for example through the School of Human Resources in general and Human Resources Management). The fact is that these theories are far from being usually implemented in the market and are distant from being massively applied, contrarily to what happens with design theories.

Just late in time, science got interested in improving organization design, using the classical design approach in all business dimensions (see Boland and Collopy, 2004). As presented before, this may be called "Design-based Organization Design" (DOD).

This paper focus on this new approach. By experimenting the development of this idea, formulating methods and interfaces that can be useful not just to create a DOD method, but also to use it in a DOD interface (an outcome of a design thinking process and method applied to the organization design creation and mutation). This is not just and exclusively relevant for the organization design practitioners but also for non-organization designer users. This means that the design is not just to create whatever be - because it is an evidence that "design is everywhere" (Peters, 1994).

Based on the aforementioned, in this paper not only a method for the conception and creation of an organizational design is presented, but it is also showed how an organizational design can be created by using the design thinking, the design methods and the principles and fundamental bases of a classic design.

There is a good and very interesting definition about design and organizational design paradox: "*By it self, design is an empty vessel waiting to be filled with people, meanings, and actions... it is a dead form*

that as no life or energy itself... Yet on the other hand, it creates everything since the organizational design will have a fundamental framing effect on people's expectations and perceptions, setting the context for the organizing activity – the social construction of roles and relationships – through which structure is enacted" (Bate, Khan and Pye, 2000).

Considering this, design methods take the user into account because they were created to serve users. For example to mediate and guide the achievement of the expected outcome, design methods use internal and external boundaries, meanings, values, sense, actions and the minimum of rules instead of strict processes used on the EOD design; that is, sometimes they are aggravated by the fact that those processes on the EOD are created by technocrats, being far away from the operation and so they don't know and think on what users need.

This research follows a research action process, "...a participatory, democratic process concerned with developing practical knowing in pursuit of worthwhile human purposes, grounded in a participatory worldview... It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people, and more generally the flourishing of individual persons and their communities" (Reason and Bradbury, 2001)

2. Creation Methodology for Organizational Design

In this research, the creation methodology is used considering Tim Brown²'s products development methods in IDEO (Brown, 2008).

² The CEO and president of a large innovation and design firm called IDEO.

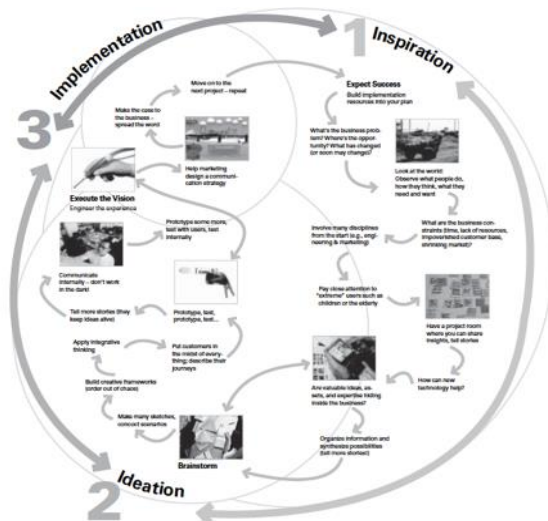


Figure 1 The three spaces: Inspiration, Ideation, Implementation.

It consists of 3 main spaces:

- Inspiration, that motivates the search for solutions and creates opportunity;
- Ideation, which is the process of generating, prototyping, developing and testing that may lead to solutions;
- Implementation, for the Charting of the path to the market.

In this circular method, as can be seen later, projects may loop back frequently, mainly to the inspiration and ideation spaces, since ideas are redefined and projects take other directions different from the initial design project. However, for this research we enriched and developed this method by making a framework and the representation of one design space (Figure 2), a generator and a test of DOD interfaces for different organization designs.

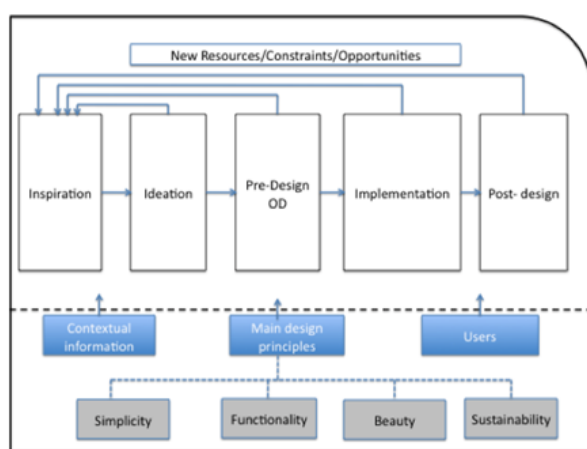


Figure 2: Framework for the Design-Based Organization Design (inspired in Brown, 2008)

This way the methodology followed to create DOD interfaces was a design process that generates design outcomes in the design space (the process on the top of Figure 2), and filled it with the design components (at the bottom of Figure 2). For a better understanding, we can view design methods from a chemical and biological language perspective, i.e. by viewing the outcome solution as a chemical solution, where the design space is a “solvent”, the circular processes and the design components are the “reagents”.

As can be seen, first there is the *inspiration* space, which motivates the search for unique solutions. In this stage it is important to understand the problem and create questions. Sometimes the extreme solutions or jokes help to create an opportunity for creativity. In this space, together with the participants that collaborated in this work project, we studied the words, found what is the business sense, what were the business constraints, where the opportunities were, what has changed or may change in a near future within the organization and on the external environment. We also observed what people did, how they thought, what they needed and wanted. Since two of the projects in the complete research were located on the middle of the nature (on national natural parks), being the nature the main inspiration³. In this stage we often use examples to communicate. For instance, after working for two days with a future Eco Hotel administrator, co-workers and designers, we were talking about the way to make an Eco Hotel more sustainable. To get a solution, since there were functional and beautiful synergies, we suggested that we could put some strong ecology values or even a NGO or a foundation in the middle of the organization.

However, it is important to notice that this inspiration space was never abandoned. It was a constant state of mind which was also supported by the diversity of activities that were being experienced during the work project. For this purpose, some of the members of the team participated in many real projects, conferences, exhibitions, travels and design museums in several countries to learn more about design but also to take some ideas from what each member learned. This gave the team a lot of inspiration and the opportunity to explore this theme abroad and the possibility to learn about other

³ Actually somehow nature can show us all the patterns that exist. In one of the projects we even inspired and putted permaculture ethics and principles in everything we do and in the centre of the organization.

organizations with some alternative organization designs that are less known because of their small dimensions. However, they have really been made to XXI century people.

Secondly, there is the *ideation* space, which is the process of generating, in a very fast and rough way, the prototyping, the developing and the testing phase, that may lead to solutions. At this space, we used brainstorming, made many sketches, mixed existent scenarios to reach, finally, a few number of ideal solutions. Consequent creative frameworks were built, as order out of chaos was got, using the main principles of design and instruments (bottom of Figure 2) serving as boundaries to the creative space. It was noticed that these boundaries had a huge impact in this method. The team applied integrative thinking, put users and customers in the midst of everything and also described their journeys and experiences. In this part, it was very important to engage in developing and codifying the external elements (bottom of Figure 2) what helped to align the organization theory and DOD methodology. After this process, some more elements were prototyped and refined until the part of testing in which the Van Aken's Alpha/Beta test interface was followed. "*Alpha testing involves the initial development of a design proposition, and is done by the researchers themselves through a series of cases. Subsequently, Beta testing is a kind of replication research done by third parties to get more objective evidence as well as to counteract any blind spots or flows in the design proposition not acknowledged by the researchers*" (Van Aken, 2001, cited in Romme, 2003). The testing space of this work project was made by comparison with other project results with which the team was working, through interviews and focus groups. The team created and tested a DOD interface of an Eco Hotel with design methods. The results were tested with users, in the voluntary program called "Bairro criativo"⁴ ("Creative Quarter" - described below) created and coordinated by one of the authors of this paper.

During the brainstorming where decisions should work fast, the team used a minimal testing process by testing mainly four boundaries of the prototype, which - as referred before - are considered the four big buzzwords and principles of the design:

functionality, beauty, simplicity and sustainability (from now on, the FBSS test).

The third space is the *Pre-Design based Organization Design* (Pre-DOD), which means a final prototype conception that will be the guidance to the implementation phase. Without this pre-design, implementation can easily fall into chaos. This way, in this space a fledged DOD interface is created to serve that purpose and to put everybody on the track to the final design. Two good effects on prototyping result from materializing and observing the big picture in less time, being possible to change it later for improvements. For example, sometimes it is only possible to see the existence of problems or opportunities when we actually see and materialize the prototype. In fact, there are things that are difficult to see in the ideation stage where everything is still very rough. Most of the projects and organizations that the team helped and in which participated have achieved this space.

The fourth space is *Implementation*, which is the path to the market and DOD action in the field. This step happened thanks to the growing interest of the interviewees that experienced the DOD.

The final space is *Post Design*, which is characterized by conducting field studies and tests of the DOD in use (of the prototype or of the final implemented DOD), to obtain data for new versions or to improve the quality of the DOD based on new features.

Therefore since this design methodology has a circular design, whenever we have new resources, or either new opportunities or yet new constraints, the process may loop to the initial moment, "inspiration", and it is possible to restart again the design methodology that was created and is reflected on figure 2.

A very important characteristic of DOD framework is the possibility of filling since the beginning this design vessel or process with some guidance or boundaries like the ones that were used in DOD experimental tests (at the bottom of figure 1): users (resulting in the question: who and where are the users or potential users?), the contextual information (by posing the questions: are we here for what? Where are we? When?) and the main design principles referred previously, which are: **Functionality** (it serves the purpose); **Beauty** (people love it); **Simplicity** (everyone understands); **Sustainability** (it must integrate time and prosper in time taking into account ecology, sociology and

⁴ "Bairro Criativo" is a voluntary program from an NGO for development called AHEAD (Associação Humanitária para a Educação e Apoio ao Desenvolvimento), an entrepreneurial voluntary organization of NOVA University, which came from PUMAP (Programa de Universitários em Maputo).

economy), that is to say FBSS test (functionality, beauty, simplicity and sustainability).

3. The case of DOD interface in “Bairro Criativo”

3.1 Concept

This project refers to the social inclusion through a musical cultural training, creativity development, cognitive development, behavioural and emotional development of children and adolescents from social and economically disadvantaged neighbourhoods (at Bairro da Boavista – Lisbon suburbs).

We wanted to make a very personalized volunteering program for the worst cases in terms of behaviour in the explanatory program of the same NGO for Development occurring in the same place.

3.2 Target population

The first target population that we chose were children and young people from 13 to 15 years old, who had creative skills and some behaviour problems in another volunteering program of the same NGO, where they had been receiving private lessons since 2006.

3.3 Activity plan

The plan is to

- to perform a dynamic group/team to promote cooperation, communication and trust among Bairro Criativo “family” members;
- to perform a number of different workshops to give the necessary knowledge and technology to create the music for one song;
- to allow the participants’ self-achievement through the composition and production (on a CD) of one song made by each of them.

3.4 History

The project emerged, based on a particular and personal “dream” of one of the authors of this paper, to create a volunteering program related to music and education. As he had already worked and coordinated for 2 years some volunteering programs in this NGO, called AHEAD (the biggest NGO of *Nova School of Business & Economic*, Portugal), he knew that it would be easy to get support and management freedom for doing it.

The first step was quite hard, based on uncertainty. After having everything together, he quickly made a prototype of the operational viability and started to speak with people who could be interested in this musical project and people he wanted in his team. He scanned through the neighbourhood population to see their needs and skills related to creativity and music. After knowing who would be the children that would participate, the resources needed, the resources he had and the DOD interface that he was interested in testing, he concluded that this project would fit perfectly to a volunteering program like “Bairro Criativo”. However he knew that some adjustments or deep changes could emerge since he wanted to respect users and contextual information reality. He made it with a volunteer, who has worked with him before, who was specialized in forensic psychology. He wanted this member would be his co-coordinator in this project. In three weeks, they made a work team (some months after it was called “family”) with eight people, around his age, having different backgrounds and being also from different social backgrounds. The team had these disciplines: management, psychology, law, musicians and music producers. Since then the team created their project all together from the basic prototype he designed, which was applauded by all the members of the group (because some adjustments were made), saying that it was the best representation of “our” organization. They rebuilt, adapted and implemented it in one month. With meetings, chats and emails, they used the DOD methods and debated the prototypes of the necessary documents to the NGO, and at the same time, they designed another document to make the promotion outside the NGO. These documents would be the official ones that would show their intentions, how to put them into practice and who they were. Moreover, those documents encouraged the team to create, prototype and implement their organization with the DOD methods (figure 2).

3.5 DOD in the “Creative Quarter”

The team first started to question words like creativity, learning, voluntary, family, music, education, workshops, classes, neighbourhood, children, ... They also talked about children’s educational experiences and their family lives. Finally lots of ideas appeared, which would be managed, mixed, put in the “waiting list” or affected directly to someone that would be responsible for implementing them. For example each workshop (that happened before the music production), was

performed by the person who had the skill to teach that subject. That person would be the coordinator of the workshop of that week, making each departmental space (the circles around the central co-ordination) working with his own processes. Besides that at the same time this person had to coordinate other volunteers, including the co-ordination (the “general direction” figure), because the team established that all the workshops would be very personalized and there would be, more or less, a volunteer’s support per student to help in the games⁵ and to give “our” “brand mark” to volunteer work in this educational area. In other words instead of making a mass educational program with 20 or 30 children, the team chose 8 specific problematic children/adolescents. The group gave them a premium and personalized service to make a profound revolution on their lives, since the team were 8 volunteers giving that personal monitoring, being 2 of them skilled psychologists and supporting everyone.

Following the DOD framework (Figure 2: Framework for the Design-Based Organization Design) some principles started to be integrated. All members of the teamwork presented the principles and values they wanted.

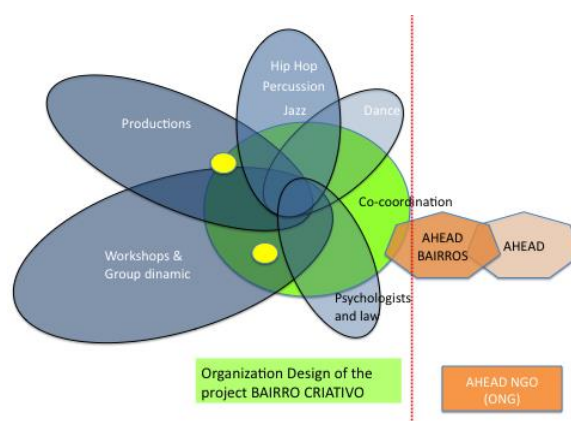
The yellow little balls in the first DOD interface presented below are the points the team thought it would be the principal activity, meeting and most important control points.

The **values** they chose were: cooperation, cohesion, creativity, mutual help, empathy, trust, responsibility, optimism, entrepreneurship, multidiscipline and diversity, personalized and familiar environment.

Then the team refined the prototype again and its final result was the DOD interface below, which works well in small teams. Volunteers were positioned in a very democratic work practice and arranged according to their skills and emotional connections.

Skills of each volunteer	Number of people with this skill	Positioning
Master in management	1	Coordination, production,

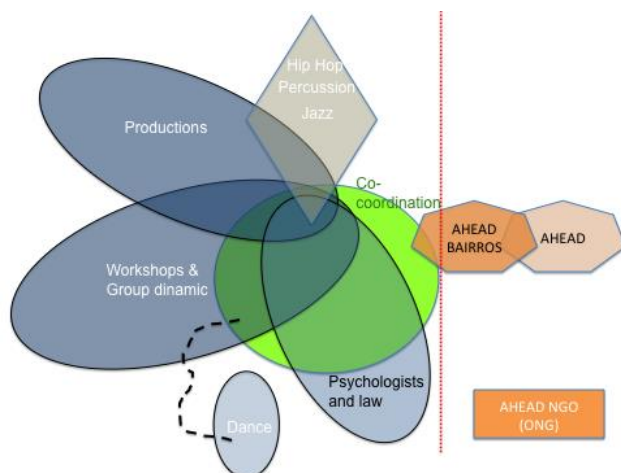
Skills of each volunteer	Number of people with this skill	Positioning
		workshops.
Finalist in the Forensic Psychology Master and graduated in law	1	Coordination, workshops & group dynamics, psychologist and law.
Finalist in educational psychology Master	1	Workshops & group dynamics, psychologist, dance, percussion.
Degree in management	2	Workshops, percussion.
Degree in law	2	Workshops, Jazz.
Musicians	5	Hip hop, percussions, jazz, rock, pop, workshops.
Music producers	4	Productions, workshops.
Dance professor	1	Outsourcing.
Virtual total	17	Skills distributed and integrated through the organization design.



After 3 sessions in the field the team perceived that the DOD interface was already implemented and operating. But the team also noticed that this DOD interface was mutating and what they planned at the beginning was not what was happening in reality

⁵ It was the name the team gave to exercises.

when they were already operating. Therefore in the middle of this project the team made this phenomenon of change in team's DOD interface and a more real representation was drawn about their organization, as follows:



The changes were mainly on the area of “psychologists and law” where the needs of intervention increased and because that area was the one with the biggest performance and participation. Contrarily to what could be expected, the co-ordination (green colour) also moved down to this “psychologist and law” approach. Since the beginning, the team thought it would move up to the music and production area, but that didn’t happen. That is why the “hip hop, percussion and jazz” has a form directing outside in the second picture. This means that it has to move, or in the future, it will be taken away, change positioning or substituted. The “dance” area was outsourced because it deviated from our music purpose and because we didn’t have those skills inside the organization, this way being separated from the organization, and being managed directly by the “workshop and group dynamic” area. At the same time, the points of control (the yellow little balls in the first DOD interface) disappeared because we didn’t need them, since our values overruled that. This way all the activity, control and decisions were made and discussed by everyone at the interception of all the balls (departmental areas) of the DOD interface in the second DOD interface of “Bairro Criativo” (look at the centre of the DOD interface where all the circles and forms intercept each other).

At this moment of change, all the users assumed that this DOD interface was a very useful tool, considered as “our” body, because of its organic and dynamic characteristic.

Additionally the vertical red bar - that we see in this DOD interface, separating the NGO AHEAD and the program “Bairro Criativo” - represents the operational freedom given by the NGO AHEAD to the “Bairro Criativo” project, creating at the same time a political relationship between the two parts.

The author of this paper who intervened in the project and who was central in the project conception and development also observed that the first five people who made part of the project from the beginning became presently the ones more effective and motivated; also the ones who performed “impossible tasks” in troubled times. Those who entered in the middle of the process were more aside of all the decisions and of the processes “we created to ourselves” inside the group. However, they state: “we want to go every week, because we want to be integrated in this family spirit, but we don’t have energy to participate in this project like you”.

Everybody loved this organization design since it suited perfectly the creative and volunteering environment. The team worked like a multi disciplinary team where each skill was respected. So in most cases there were no centralized decisions. Important values, as it is the case of equality, came out. Everyone understood the idea and culture on the project. Moreover, it was quite functional, though they often felt it was necessary some time to take decisions. However, these decisions were better and, no doubt, more appreciated by all, only possible because it was a very small organization. For example if it was a big organization, one of the improvements of this organization design could have been the usage of some sociocracy and holacracy processes and structures, that could have facilitate this decision and elections processes (that is why we used and inspired on this sociocracy and holacracy knowledge on the bigger projects we created after this “Bairro Criativo” first project and experiment).

On one of last team sessions about the integration and discussion about the DOD interface of “Bairro Criativo”, we discussed it again and the final result was that not only they understood other different DOD interface we was working on (because we shared some other DOD with similar results), but also gave a lot of good witnesses and suggestions to future DOD interface and methods. For instance, what they could see in that “round table⁶” was what

⁶ The name they gave to characterize the organization design of “Bairro Criativo”.

they saw in reality. “It is our face, our reality”, they said. They also referred that the fact of having participated in this DOD interface construction allowed them to love “Bairro Criativo” as if it was “their baby”, and that really helped to make the implementation space without any problems.

There was only one person in the eight co-workers who said it was confusing. By the way, he was one of the volunteers who joined the project in the middle of the process.

Finally this project was the most appreciated, according to the inquiry made in one of the conferences we participated in the Psychology and Education Science faculty” (FPCE- Faculdade de Psicologia e Ciências da Educação da Universidade de Lisboa), on 7th May 2009. Additionally in all the conferences in which we have participated, the audience showed a lot of interest in our organization and in the design of the entire project.

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