Global Network for SmarT Organization Design

Based on Socio-Technical systems design and like-minded organizational theories and practices for the 21st century

[SmarT] = Co-creation of organizations as systems that thrive in this digital age with Everyone involved in control, improvement and innovation for high performance in Productivity, Quality of Life and Human Relationships.

We cannot solve our problems with the same thinking we used when we created them.

Albert Einstein
For over 70 years, there has been a community of academics and practitioners discovering and designing a balance that integrates people, technology, and organization to create humane and productive work systems. A rich body of theory and practice is available. Now, in a turbulent digital world, “SMART” organizing builds upon this tradition.

Our **Purpose** as a Global Network:

- Promote and support international **growth of local/regional networks** committed to advancing SmarT theories and practices
- Facilitate **communication and shared learning** among diverse and dispersed researchers and practitioners
- Encourage **collaborative (action) research and documentation** of good practices to address challenges that are shared globally
The global network for SmarT organization design started as a joint initiative of the STS Roundtable (North America) and the Ulbo de Sitter (USI) Institute (Netherlands and Belgium). Recently the STS Kompetansenettverk (Norway) has joined us.

In the United Kingdom, Germany and Australia, our colleagues are discovering possibilities for starting similar local networks.

The local networks are autonomous and consist of Academics, Managers, Engineers, IT and Human Resource professionals, Organizational Consultants, Students, and Union representatives.

Feel welcome to join us as a network or as an individual: [Contact us.](#)

Click on the Links below--visit our member organization websites.
See all the Resources that each organization has to offer.

STS Kompetansenettverk
Norway

[STS RT](#)

[Ulbo de Sitter](#)
Three inter-related Perspectives for SmarT Organization Design in the Digital Era

**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 Inter-related Perspectives & Dynamic Designing

In our Instantaneous, Hyper-connected, Limitless, Nonlinear, Dynamic World
STS DESIGN BASIC PRINCIPLES

mutually beneficial
Workplace Innovation

Wholeness
Organisation health
Healthy work
(Customer) Value creation

PEOPLE-PRODUCTIVITY-PROSPERITY-PLANET

Shared purpose
Design first core transformation process
Self-organisation
Responsible autonomy

Integration of diversity
Reduce complexity
Learning and innovation environment
Human scale design

SMART ORG-DESIGN
GLOBAL NETWORK