



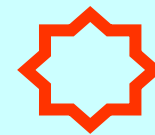
**Organizational design  
to overcome  
companies boundaries  
to innovate**

Carlos Fdez. Isoird

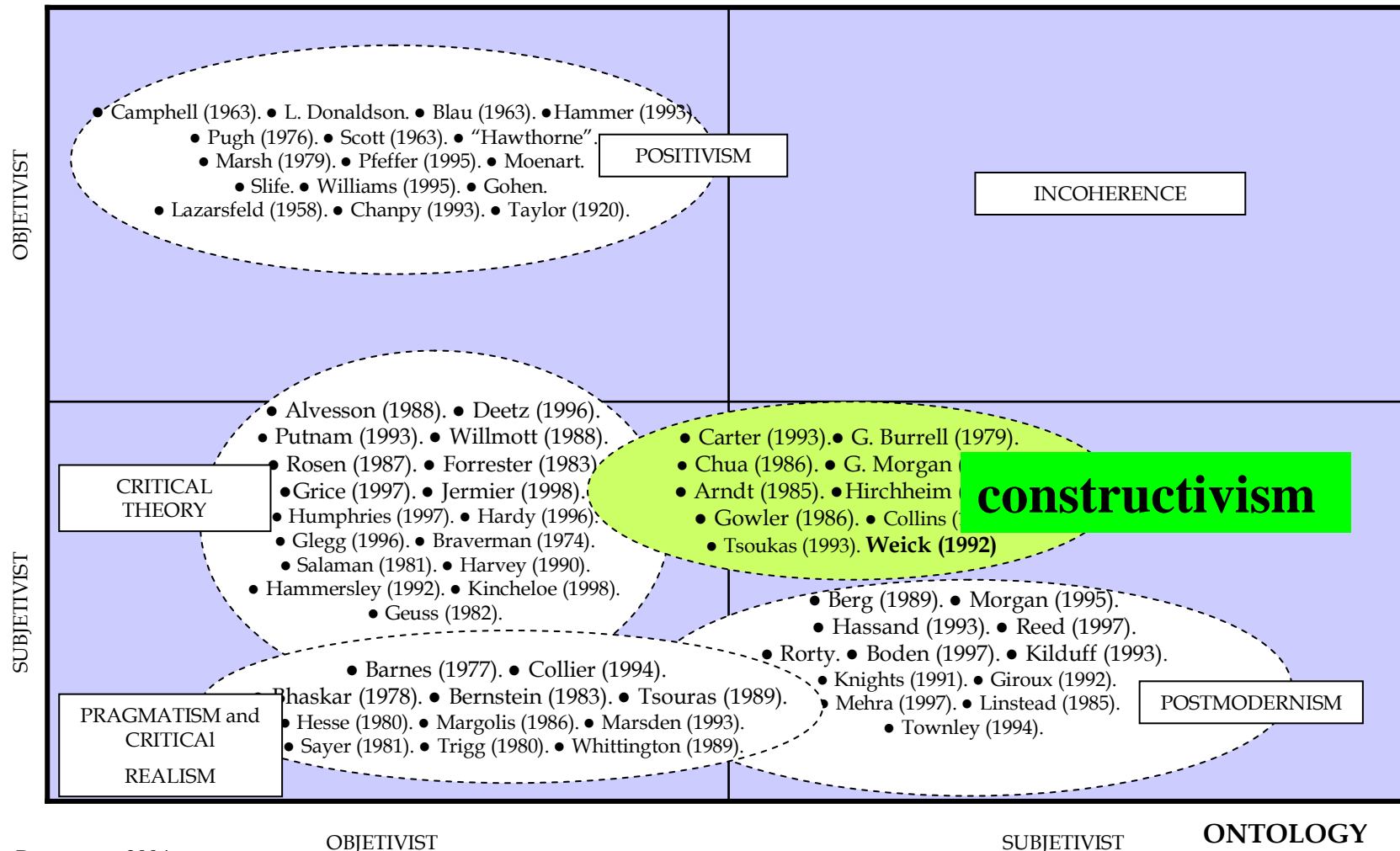


**Stimulating interaction in organizations**  
**increases their innovation capability**

# Research in management



## ESPISTEMOLOGY



Source: Dorronsoro 2004

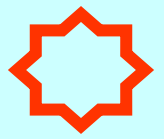


**Collaboration as the basis of corporate culture.**



Limits

**Creating a space for common understanding**



## 1. How can we develop interactive dialogue in our organizations?

The social subject

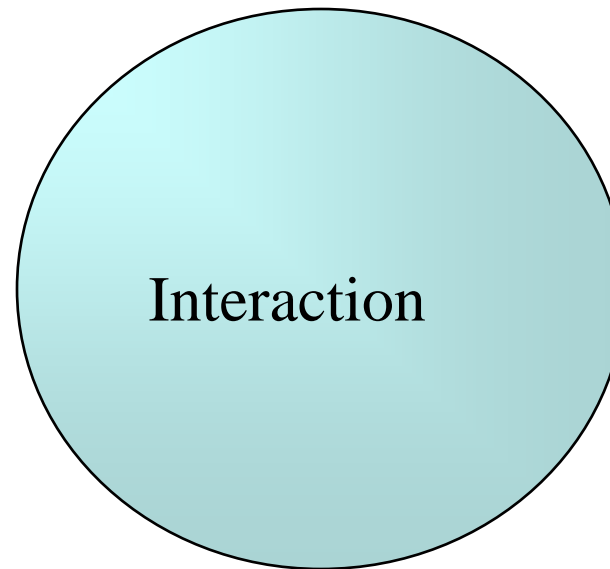
The culture

Identity

Language

Organizational model

Structure and action





## 2. How can we construct an intelligent organization?

Relevant factors of organizational intelligence



Answer against signals

Problem solving Learning

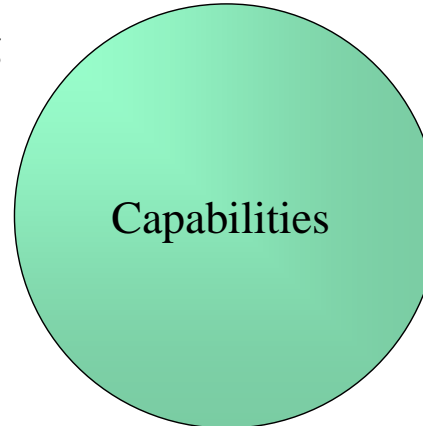
Knowledge creation

Innovation

Memory

Attitudes

Behaviours





### 3. How can organizations collaborate?

Technology and socio-economic rules and conditions can be overcome, if the relationship and its aim are clear from the very beginning, built in a joint way and based on confidence and on the *win-you win* principle.



## 4. How can we build an organizing space ?

- Mutual relationships among its members.
- Shared ways of carrying out activities.
- Stable and quick information flows.
- Interactions in an “on going”
- Debate and quick search for solutions and identified problems.
- Knowing what the rest can and is ready to provide to the organization, (mutual expectation structures)
- Shared Identities
- Representation Tools and Specific Devices.
- Shared Stories, jokes and slang.
- Own Style
- Certain Shared World Perspectives (Epistemological position).



### 5. How can we develop the core dynamic capability “active- innovation” in our organizations?

#### First

##### 1: Enabling context

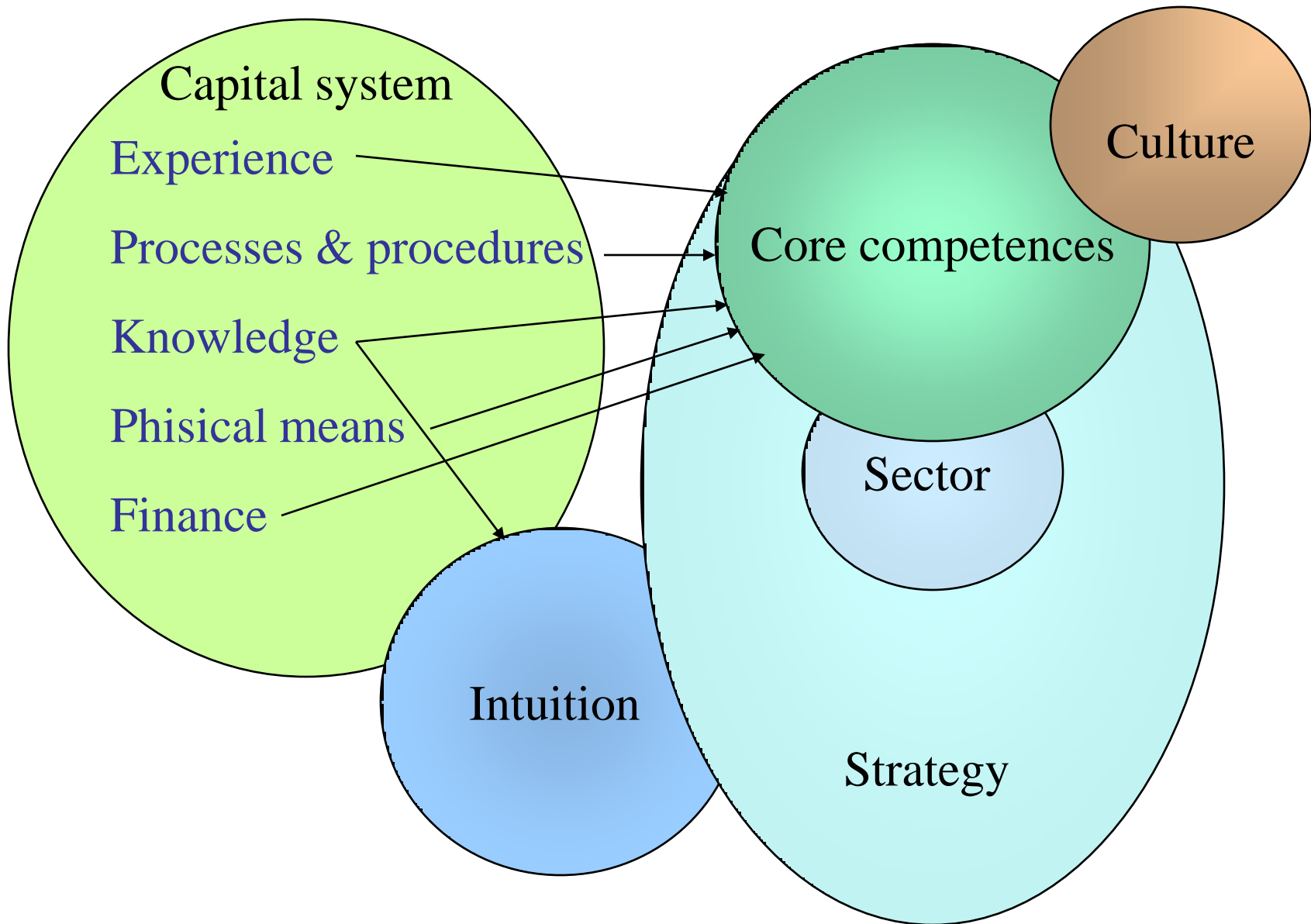
**2: Creative moments** (an antecedent of organizational slack, redundancy, creative chaos or inertia)

**3: The speed and acceleration** (antecedents of punctuations, turning points, events, critical quantities and boundary situation)

##### 4: Seasonality

#### Second

**We will propose how to generate rules and routines of rhythm to create an organizational context to support creative moments in a continuous seasonality to learn and change organizational behaviour.** (Support the core dynamic ability “active innovation” of the organization)





## **Strategy**

- Experience: inertia, resistance to change.
- Strategy: Preset objectives, action mechanisms and control systems.

## **Markets**

**Sector conditions:** conditions of the area in which we move at present.

## **Technological domains**

- Procedures. action standards, efforts for agreeing a form of action.
- Knowledge: what I know and know how to do well.
- Physical systems: Production means and technology.

## **Culture and management model**

- Culture: ruling organizational paradigm.

**Core competencies:** the keys to our current competitiveness.

**Finance:** financial availability.

**People intuition:** personal uncertainties, fears, mental models



**The success of change itself mainly lies in several aspects, such as a lack of a need to be right, letting the selection process of ideas be natural, knowing that ideas and changes are possible, the fact that it is the team based on dialogue against limits that creates value and business concepts. Besides, it adapts them, surpasses the organizational limits, creates a real organizational change and, finally, increases its innovation capability.**

**“Boundaries Lab” intervention process clearly leads to changes in organizations’ culture, behaviours and attitudes that make the increase of its innovation ability easier.**

**Culture appears as a key element for the development of innovation ability within organizations.**



## Result Analysis of the implementation of Boundaries Lab in different companies

### Relevance of the limits

1. Culture
2. Experience
3. Strategy
4. Rules, procedures, management models
5. Knowledge
6. Sectors
7. Physical means
8. Finances



## **Boundaries and Culture, the key to increase the innovation potential**

Boundaries demarcate cultures and give rise to the dynamics of exchanges among them. Those demarcations have many descriptors (e.g., boundaries may be clear or fuzzy, weak or strong, qualitative or quantitative, artificial or natural, moral, subjective or objective, blurred, clear, ambiguous, institutional or organizational, ethnic or gender based). The terms of cultural theory, as found in the literature, often contain explicit or implicit reference to the terms of boundary theory (foundations and boundary dynamics).



## Conclusions and Implications between culture and boundaries theories

Three general conclusions are warranted on the basis of the above discussion.

- (1) Boundary and culture are inextricably intertwined, yet very little work has been done to recast cultural theory into the terms of boundary theory. Culture is at heart a question of boundaries. Hence, boundaries are really the starting point of culture.
- (2) Boundary theory and cultural theory are presently terms more meaningful at the level of reflection or explanation rather than action or practice.

(3) Next steps are warranted to build on this work.

- What new types of boundaries are created when existing organizational cultures meet in cross-boundary or cross-cultural situations?
- What interaction activities are effective at the interstices among competing boundaries?

Recasting culture into the terms of boundary theory, and vice versa, sets an intellectual starting point to design interaction systems that can help to increase the innovation capability of companies.