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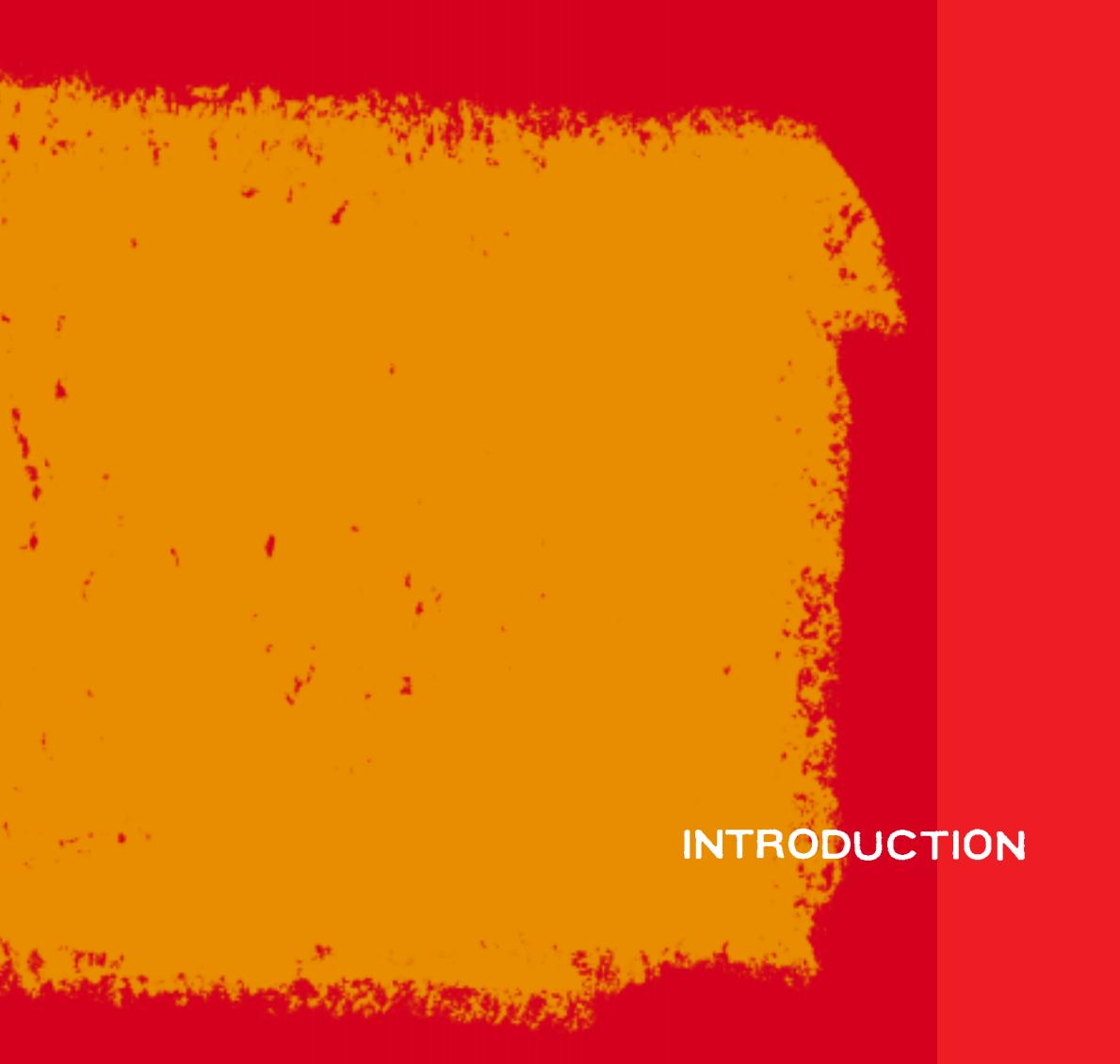
INTRODUCTION

We experience daily the many possibilities and consequences of information and communication technology (ICT). ICT has resulted in the world becoming virtually smaller as the borders between time and place fade. By means of ICT, people have more influence on where, when and in what way they work, learn, live and have fun together.

This publication analyzes the relationship between people, processes and the physical and virtual environment in knowledge intensive organisations.

We look upon knowledge intensive organisations as organisations made up of people with their own individual identity, passion and mission. We call them cha-organisations. Organisations themselves can also be seen as living entities with an identity that is the sum of its members identities and a passion that is shared by its members.

Knowledge, a combination of information and experience, has become today's most important business value. People have become knowledge workers. In order to develop and share knowledge, people need well-balanced physical and virtual environmental conditions or knowledge infrastructures.

We consider organisations and their physical and virtual environment or knowledge infrastructure in symbiosis; they mutually influence each other and need each other in order to survive. This implies that design processes of organisations and design processes of the physical and virtual environment are interlinked too.

Architecture, the physical environment, or 'a building' is a constraint and an enabler for its users at the same time. When, for example, an organisation does not fit in its office building anymore due to organisational growth or changes in work processes, something has to be done; the organisation needs to change her building or her work processes. However, in most cases, something needs to be done on both fields. Architecture and organisations continuously have to adapt to each other and should not be seen as separate subjects.

Knowledge intensive organisations require accommodations that fit their business processes, while these processes are becoming more and more dynamic, complex and diverse. In order to design such accommodation or a 'knowledge landscape', architects cannot be confined by standard programs of requirements anymore. An integral approach of organisation, work processes, and physical and virtual workspace is necessary in order to design a work environment or knowledge landscape that matches the users' needs and is effective and enjoyable at the same time.

Applying such an integral approach implies that architecture can be used as a tool for organisational change. The design process for a new or better workspace can be used to make people think about their way of working, communicating, and organising. Insight in work processes, communication processes and organisation is necessary to develop a design that fits the organisation. The result of the design process, the new building or work environment, can also be used as a tool to stimulate required changes within an organisation. A new workspace demands a new kind of behaviour from its users. On top of that, working with visuals such as drawings and computer graphics in designing architecture simplifies communication about organisational change in a time of overload of information.

The first chapter of this book describes the CHAORDER mental model and Mission. It describes how passion and Mission form the basis for user oriented architecture.

Chapter 2 describes the knowledge infrastructure and its components 'knowledge landscapes', 'knowledge contracts' and 'knowledge management'. It shows you how these components are related in past present and future knowledge infrastructures. In order for an entity to work, learn and live in a successful and pleasant way, the knowledge infrastructure should provide the entity with a balanced relationship of environmental conditions made up of these components.

In chapter 3 the subject 'IDentity' is dealt with. It explains in what way an entity can be analyzed and described on a micro, mesa and macro level. In our mental model, the entity on a micro level corresponds with the individual. The entity on a mesa level corresponds with the cha-organisation. The entity on a macro level corresponds with the city. An in depth description of an entity's identity is an important starting point when designing (part of) the knowledge infrastructure.

The case studies illustrate what CHAORDER looks like in practice. They show how working, learning, socialising, and playing meld together and in what way this influences the physical and virtual environment. The case studies are not meant to show what is hip or state-of-the-art. They are rather a realistic illustration of what is going on.

Conclusion and introduction of our book are similar. They are made up of one-liners that cover the essence of CHAORDER thinking. In this book, we do not want to point readers in just one direction. CHAORDER mainly wants to draw attention to what is going on in society. CHAORDER wants to illustrate the possibilities entities have to create better facilities for better lifestyles. CHAORDER Mission is (to stimulate) the continuous creation of a match between people, processes and place, in such a way that people are made aware of and supported in realizing their own Mission.

We predict that in future there will be a demand for designers that are able to defrost rigid traditional mental models in order to connect the dynamics of the new working, learning and living in a chaorderly society with the passion of people and organisations in integrated design; design of physical and virtual elements in which working, learning, and private life functionally and emotionally meld together.

PASSION & IDENTITY

as a basis for user oriented architecture

The cha-organisation; an entity with its own identity

When today's organisations want to become tomorrow's organisations, they have to be able to deal with radical changes, inefficiency, overkill of information, countless opportunities, working with many different parties (customers, providers, employees, freelancers, professors) etc. According to Kelly (1998), successful organisations continuously find themselves on the edge of chaos. But what is chaos? We think successful organisations are in healthy balance between chaos and order, and continuously redefine this balance.

We look upon an organisation as an entity interacting with its environment. Organisation and environment mutually influence each other; together they form a dynamic system. The environment is in continuous change. Any entity or organisation that wants to survive needs to accept this and make sure that the speed of internal change corresponds with the speed of changes in the environment. This continuous and necessary change or development of each entity or organisation is marked by periods of stability alternated with periods of instability. An organisation that wants to find a balance between chaos and order, should be able to survive periods of chaos and instability and accept the corresponding insecurity.

A healthy or balanced organisation or entity has a semi-open relationship with its environment. This entity is open enough to be able to discern changes in its environment. The entity is self-conscious and flexible enough to determine which changes are important for her and to adjust to and capitalize on these changes. This entity does not simply go along with all changes in its environment, but has an identity strong enough to be selective (see animations from page 100).

Less healthy organisations are either too open or too closed for their environment. Entities that are too open have their lives lived for them or are controlled by their environment. They lose their own identity and break down into chaos. Entities that are too closed are stuck in their own little world. They have almost no interaction with their environment and indulge in navel-gazing, which results in them becoming unworldly.

From our point of view, the word 'organisation' has a strong relationship with the word 'order'. The word organisation reminds us of the organisation according to Frederick Taylor (1911); the hierarchical organisation in which all decisions are made by top-management. In tayloristic organisations, the production process is divided in small tasks to make it possible for employees to specialize in these tasks in order to increase productivity. Some say that in the traditional modern organisation according to Taylor, people are equal to machines. However Taylor never meant it that way; next to being driven by increase of production, his intention was partially social too. Taylor believed that people would enjoy excelling in small parts of the production process.

However, in this publication 'traditional modern' is a relative concept. With the concept 'traditional modern organisation' we refer not only to organisations that are strictly based on Taylor's principles. We could say there is a bandwidth of traditional modern organisations that gradually changes into a bandwidth of post modern organisations. There is no clear border between modern and post modern organisations. As a tool to make these bandwidths a bit more clear, we use Schoemaker's model of organisations (see *figure I & II*). Schoemaker describes organisations based on their complexity and dynamics. In Schoemakers model, the tayloristic organisation is a low complex, low dynamic organisation. The network organisation and the virtual organisation are highly complex, highly dynamic organisations. In Schoemaker's model we have drawn a curve to illustrate the relative border between traditional modern organisations and post modern cha-organisations as viewed by us. We could say that organisations in general have been getting more
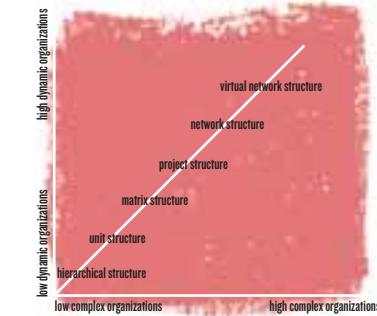

Figure I
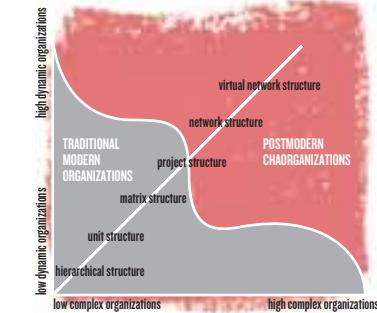
Figure II

complex and more dynamic over the last centuries. However, we expect traditional modern organisations to remain in existence next to high complex, high dynamic organisations.

Because we think in healthy organisations chaos and order are in balance, we use the word 'cha-organisation' to describe today's post modern organisations. Postmodernism and organisational theory find each other in the works of Kelly (1998) and Ridderstråle and Nordström (1999). According to Kelly, in post modern organisations communication is the central focus. From Kelly's point of view we should not speak about organisations anymore, but about networks. A good definition of a network according to Kelly is: 'organical behaviour in a technological matrix'. One of the characteristics of network economy is the fact that technology develops itself along the same patterns as biological systems. Kelly's comparison between organisations and biological systems corresponds with our mental model of a (cha)organisation seen as an entity in dynamic interaction with its environment. In Kelly's network organisation constant change and innovation are necessities; an organisation cannot be successful in innovation without being successful in destroying existing successful products and services. In traditional modern organisations, growth equals increase of market share, turnover or profit. In postmodern cha-organisations growth corresponds with movement or change. Not moving or moving too slowly results in the death of the organisation. Kelly refers to this necessary movement not as change, but flux:
"…the network economy has moved from change to flux… Change, even in its shocking forms, is rapid difference. Flux, on the other hand, is more like the Hindu god Shiva, a creative force of destruction and genesis."
(Kelly, 1998)

1.2 Passion, mission and capacities of an entity

The concept *entity* (literally meaning as much as *real existence* or *unity*) is a concept that can be used to describe various scales. In our mental model, the concept entity is used to describe *one or more persons with an own, innate passion and a mission*.

An entity ís something, an entity has an identity or personality. An entity is authentic in its basis. Identity or authenticity of an entity exists of a number of characteristics. These characteristics, the core of the entity, are its passion, its capacities and its typical behaviour or phenomena.
Passion is synonymous with the life within the entity, its pulsing hart. Passion is the driving force for each entity. It is the emotional power an entity has.

Capacities are the means by which an entity acts in its environment and the means it uses to survive.

An entity has a certain passion and capacities. It also 'wants something'; an entity has a mission. However, when we start discussing mission, the influence of the environment starts playing an important role and often results in unclarity about what an entity's own true mission is and what (part of) an entity's mission is *borrowed from* or *imposed by* the environment. For this reason, we discern two kinds of mission.

The first kind of mission, or better, Mission with a capital 'M' is based on an entity's own passion. Working on one's Mission corresponds with working on self-realization. To be able to work on self-

realization, an entity needs space. This space can only be found when an entity's basic needs, such as food, warmth and shelter, are provided.

The second kind of mission is the *second hand* mission. This mission is not based on an entity's own passion and can be the result of:
- the need to fulfill an entity's basic needs; for almost every entity these needs go before self-actualization.
- not being in touch with one's own passion and because of that taking over the Mission of an other entity.

Entities that try to realize a second hand mission often do not realize that the mission that they are working on is not their own Mission. Many people in traditional modern organisations work on second hand missions.

Even tough working on a second hand mission can supply in the minimal conditions necessary for an entity to survive, it can also have an 'energy depriving' and disincorporating effect on an entity. When working on a second hand mission has an overruling character and asks most of an entity's time, it can result in an entity seriously getting out of balance and drive it towards the 'too open' or 'too closed' situation (see animations from page 100). Sometimes an entity can work on a second hand mission in combination with working on a Mission. Sometimes working on a second hand mission can provide the financial means needed to work on an entity's Mission. An entity in balance needs enough self-consciousness to have a clear image of weather it works on a Mission or a second hand, borrowed or imposed mission.

We think entities that work on their own true Mission and that consciously use their capacities to realize this Mission are the most effective entities. This is because they do not need to waste any time wondering whether they are doing the right thing, they do not need to be discontent with what they are doing and they do not need to spend energy acting 'as if'. These entities can focus all their energy on their Mission and can use their capacities in an effective way. The entity working on a Mission does what it is. Doing what one is or working on a Mission is an activity that takes place in interaction with the environment. The entity not only does what it is, but also shows the environment what it is. Identity and image are one.

Above, we described the CHAORDER mental model. This mental model serves as a deeply rooted 'reality check' in CHAORDER design processes. This model can be used to verify your position - as a designer, an architect, a management consultant, a managing director of a knowledge intensive organisation or a user of space - when taking part in a process of designing (part of) the knowledge infrastructure. This model also forms the basis for CHAORDER Mission. CHAORDER Mission is (to stimulate) the continuous creation of a match between people, processes and place, in such a way that people are made aware of and supported in following their passion and realizing their own Mission.