

# Holographic design

Business



Building a sensory learning organization through holographic design

Organizational reality is based on the organizational culture, which is composed of the beliefs and value systems of the people who make the organization and what they define as real for the organization and the people are able to see the big picture through a holistic view (Aronson, 1996).

A learning organization is one which is not only aware of its organizational reality, rather wherein the people continually strive to enhance the capability to creatively pursue the results they truly desire. In a learning organization, emerging and new thought processes and ideas find appropriate space for growth. This is where the people are in the process of learning to see the organization as a whole (Senge, 1990).

Organizational reality is linked to the understanding of uncertainty of the organizational environment by the key executives and their ability to drive the organization in a particular direction (Stacey, 2010).

It is through a systems thinking approach that (Senge, 1990) invites organization members to see their organizational reality and help co create a learning organization.

The concept of a learning organization is taken to the next level by a particularly organic approach to systems thinking (Hämäläinen & Saarinen, 2008). This emergent approach is called the Holographic design of an organization. The principles of the Holographic design (Morgan, 2006) are used hereunder to conceptualize the organization from a holographic perspective:

The organization chosen has been named ' X' and the principles are as under:

Build the " whole" into all the " parts."

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The first principle of the holographic design represents the incorporation of the vision and values of the whole organization into the individual parts. The principle directs organizations to integrate the above values into a corporate DNA and achieve a networked intelligence structure. The structure so achieved has an inherent ability to duplicate itself. Wherein teams with holistic visions of the organization are created. The X organization can achieve a collective sensory perception of the vision and values and enable its employees to see things in individual and collective gaze as one.

The importance of redundancy

The second principle of Holographic design underlines the importance of redundancy in processing of organizational information and design of skill set and the work of the team members. The X organization can enable and encourage its employees to help discard old thinking systems and bring in fresh approach and thought processes.

Requisite Variety

The third holographic principle emphasizes the requisite variety in the sense that internal complexity of an organization should be in consonance with the external variety. The X organization shall foster the inherent variety of ideas and capabilities of the members of the organization to match that of the external environment including the competitive as well as socio political forces affecting the organization.

“ Minimum Specs”

The fourth Principle of Holographic organization design calls for minimum specifications and instructions to and not more than what is absolutely required. The organization X should try and do away with lengthy operations manuals and detailed instructions for the employees. The meetings should

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be brief with focus on the agenda which in itself is a bare minimum. The aim is to create an autonomous environment enhancing more and better decision making at staff level.

Learn to Learn:

The fifth principle of holographic design finally arrives upon the need and importance of inculcating a learning attitude amongst the organization members. The organization X should focus on evolution of the learning process and thus the evolution of the organization by encouraging individual and collective learning through knowledge sharing and giving space to learn through mistakes (Ackoff, 2006) to the employees and this will help the organization X become a learning organization.

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