Organizational Interventions in Social Informatics, and the Design, Development, and Adoption, of Inter-Organizational Systems

Description of the Proposed Track:

"Objective of the track is to gather and present current research, experiencing, elaborating, reflecting, and discussing some of the effective organizational intervention approaches of critical socio technical character, including the area of inter-organizational, multi-agency federation systems, in addition to intra-organizational, single company integration systems.

Traditional PD is a good start, not always enough. The paradigm which places the design process between "needs" and "solutions" fails to address the issues of innovation and transformation. Second order issues need addressing.

A number of approaches of this type have been proposed in Europe in the last three decades, all offering the opportunity of clearly differentiating the objectives of *reducing uncertainty* and *managing ambiguity,* by co-constructing solutions with an external agent, while enhancing aspects of *relating, communication, participation, and learning,* beyond achieving *functional rationality*.

In our familiar, first order, rational development process, we traverse phases of vision, plan, execution, and evaluation *to manage uncertainty* which represents risk and it is the basis for all of our standard project management approaches. However, every so often something different happens and, when we look back, what we see is that we have started doing things that we have discarded, and a second order loop starts for *the management of ambiguity* rather than uncertainty: the double loop learning of Bateson, Argyris and Schön (1,2).

Claudio Ciborra's paradigm for innovation (3) has been to overcome the limitations of the extant 'formative context', promoting its evolution. It amounts to a much enriching extension of the concept of double loop learning of Bateson, Argyris and Schön, in a foundational paper, entitled "*Formative contexts and information technology: understanding the dynamics of innovation in organisations*"

Two independent organizational socio-technical intervention approaches were developed in the years 2000-2010, one in Italy, termed Social Practice Design (SPD), strongly influenced by the thought of Claudio Ciborra, at the University of Trento (4, 5, 6); the other in Great Britain, in the Centre for Social Informatics of the University of Newcastle, named Social Informatics Intervention (SII) (7). The two schools have eventually merged their approaches: to envisage what they have called a therapeutic co constructive, client consultant relation in research intervention, to promote deutero learning in an organization (8), thus modifying Ciborra's formative context in desired ways.

Generally in accord with these ideas, the spiralling nature of an ongoing 'double-helix' of action and reflection, in pursuing the desirable change, has been underlined (9).

One of the main context of multi-organisational systems' construction and deployment, which has provided the context for the development of concepts of the neo-socio- technical perspective (10) , has been the planning, coordination and delivery of health and social care in communities. In particular it has been concerned with how these systems respond to complex, long term conditions that involve multiple problems and pathways.

The complexities of these contexts and the failure of conventional Data Processing and Distribution (DPD) paradigm approaches, such as the development of shared electronic records at the national or regional level and attempts to develop joint assessments of need across different organizational and care settings, have resulted in critiques of this approach. Mike Martin and Rob Wilson have recently outlined an alternative approach based on what they have called the Information Communications (IC) paradigm, also introducing the fruitful notion of 'epistemic registers'. (10)"

References

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3. Ciborra C.: *Formative contexts and information technology: understanding the dynamics of innovation in organisations*, Accounting, Management and Information Technology 4, 2: 61-86 (1994); reprinted in "Bricolage, Care and Information: Claudio Ciborra's Legacy in Information Systems Research" by C. Avgerou, G. F. Lanzara and L. P. Willcocks Palgrave, Macmillan (2009)

4. Jacucci G.: Social Practice Design, pathos, improvisation, mood, and bricolage: the Mediterranean way to make place for IT? AIS eLibrary Proceedings of MCIS2007 in Venice, Italy. (2007) http://aisel.aisnet.org/mcis2007/19/.

5. Jacucci G., Tellioglu H., Wagner I.: Design Games as a part of Social Practice Design: a case of employees elaborating organizational problems. Proceedings of MCIS2007 in Venice (2007), and ECIS 2008 in Limerick, AIS eLibrary, http://aisel.aisnet.org/ecis2008/207/.

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7. Martin M., Walsh S., Wilson R. (2009) *A Social Informatics Intervention: theory, method and practice*" KITE Research Group, Newcastle University: http://www.woa.sistemacongressi.com/web/woa2009/papers/Martin_Walsh_Wilson.pdf

8. Jacucci G. and Martin M.: A *second step back for managing ambiguity*. AIS eLibrary MCIS2008, (2008). http://aisel.aisnet.org/mcis2008/26

9. Bednar P. and Welch C: Contextual Inquiry and Socio-Technical Practice, In Kybernetes 43(9/10). (2014)

10. Martin M. and Wilson R.: "Inter-organisational systems: a neo-socio-technical perspective" (2020). https://aisel.aisnet.org/ukais2020/22

Track main topics

The track welcomes contributions of different types: full research papers, research-in-progress papers, experience-in-the-field reports, case reports, on the main topics of Organizational Interventions in Social Informatics, and the Design and Development of Inter-Organizational Systems**:**

- Organizational Interventions for the adoption of electronic information infrastructures
- The Design, Development and Deployment, of Inter-organizational federated systems
- Inter-organizational systems in the Neo-Socio-Technical perspective
- Social Informatics Interventions in a Growing Digital and Sustainable Society

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Track Co-Chairs (one table for each track chair)
(the first one is considered the primary contact of the track)

Name – Surname	Gianni Jacucci
Title	Professor of Organization and Computer Science, Retired
E-mail	gianni.jacucci@gmail.com
Affiliation	University of Trento, Department of Information Engineering and Computer Science
Short bio	A retired Professor of Organization and Computer. Research interests: Social Informatics, extending Participative Design to change and innovation, from one issue to the next. First, the Social Practice Design (SPD) proposal emerged: Paths to organisational change based on counselling and phenomenology, using Rogers' human actualising tendency, and Ciborra's improvisation, mood, and bricolage. Innovation instances actually enacted in an organisational intervention, thanks to the presence of an external agent, just as recommended by Ciborra and Lanzara in: Formative contexts and information technologies: understanding the dynamics of innovation in organizations. Then, double loop learning instances were identified in an SPD organisational intervention: Double loop learning elevates the innovation

design of a paediatric clinic from media to intersubjective dialogue. Then again, the need for the Evidence-Based Proof of a treatment came to the fore, provoking the bursting out of a Giorgi's DPM revolution in ST IS research: *the quest for a methodology granting scientific rigour*.

Name – Surname	Peter Bednar
Title	Professor of Social Informatics
E-mail	Peter Bednar <peter.bednar@port.ac.uk>
Affiliation	Professor of Social Informatics at Lund (SE) and Portsmouth (UK) Universities
Short bio	A Senior Lecturer in the School of Computing at the University of Portsmouth. Research interests: Systems Analysis, Information Systems Development Methodologies, Requirement Shaping, Contextual Analysis, Critical Systems Thinking. One of his recent works focuses on Organizational Change as an example of Socio-Technical Design (STD). "STD is an approach that aims to give equal weight to social and technical issues when new work systems are being designed. It is widely acknowledged that implementing a socio-technical design approach leads to systems that are more acceptable by stakeholders during organizational change. Despite this, STD is not often used or not correctly practiced inorganizations. Baxter and Sommerville noted that even though many managers realize that socio-technical issues are important, socio-technical design methods are rarely used. The study data was derived from the preliminary work done on the case study in a telecommunication company adopting an Action Research (AR) approach. It is based on the researcher and participants' experience together with reflection, a collaboration between the researcher and the employees'." Reference: https://pure.port.ac.uk/ws/portalfiles/portal/48653475/paper6.pdf

Name – Surname	Vincenzo D'Andrea
Title	Professor of Computer Science
E-mail	vincenzo.dandrea@unitn.it
Affiliation	University of Trento, Department of Information Engineering and Computer Science
Short bio	An Associate Professor at the Department of Information Engineering and Computer Science, University of Trento. Research interests: Participatory Design, Service Oriented Computing, Virtual Communities of Practice, Free and Open Source Software, Collaborative Software Development He has been active in a recent workshop on Relationality, Commoning, and Designing: "This workshop explores and reflects upon both how relational ontologies can support design processes that target commons and commoning as outcomes, and how commons and commoning can work as speculative lenses for the understanding of relationality in Participatory Design. Here, we invite the PD community to engage with questions such as: how do we embrace and rely upon relationality when designing collectively and in a participatory manner within more-than-human ensembles? How do we become commoners and what do we nurture in common? What do we lose and what do we gain by

considering commons with a keen eye on relationality? Which kind of relational qualities are essential for commoning design and designing commons? In short, "Relationality, commoning, and designing" aims to be a venue for critically supporting alternative and more sustainable futures for all (not only humans) by means of participatory designing and commoning."
Reference: https://dl.acm.org/doi/10.1145/3537797.3537879

Name – Surname	Mike Martin
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Short bio	Visiting Professor for Social Informatics at Newcastle Business School, Northumbria University, dedicated to the research field of inter-organisational systems in he domain of health care an public services. He has recently published an historical perspective on the field, in which he states: "The observations reported in this paper are based on an auto-ethnography of a participative engagement in the emergence of the globalised automation, media, information, and communications technology environment in Europe, over the last four decades. The conclusion is that, in the often disruptive and un co-ordinated coalescence of the publication and mass communication, telecommunications and information systems sectors, which has been a characteristic of the emergence of the global information economy, key aspects of centuries old learning about the nature of the roles and responsibilities associated with information and communications have been lost." Reference: https://aisel.aisnet.org/ukais2020/23

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