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Creating value in ecosystems: the place of the well-bounded organisation

How are our consulting and managing skills standing up to a world that is changing its demands on us? We may work with individuals and groups within organisations, but the organisational contexts in which those individuals and groups work are themselves changing. The paper reviews the impact of globalization and digitalization on the way organizations must compete, rendering dynamic alignment of services the new driver of the behaviour of organizations.

These organisational contexts, once defined as well-bounded organizations, are facing a turbulent sea of stakeholders and ecosystems each with its competing demands and challenges [1]. This turbulent sea changes the *place* of the organization. It also impacts on the way an organization provides support for the unconscious valencies of its

managers and staff. Innovations that respond to this turbulence are resisted when they disrupt the ways in which the well-bounded organization supports their identifications.

The paper considers how defensive responses to this changing *place* of the organization may be understood as a symptom of unconscious foreclosure. What can find no way to being thought by members of an organisation instead arises in their environment as a symptom: “what has been rejected from the symbolic reappears in the real” [2]. The changing place of the organisation is experienced as failing its members.

This changing place requires its members to put routine emphasis on the contexts in which its citizen-clients’ needs arise and to make services cohere around their situations as they unfold over time. The paper considers how this changes the way the organisation must support its members, and the way its members can give meaning to the changing *place* of their organisation. It considers the consulting and managing skills needed by members

of an organisation to face new kinds of dilemma that demand of them innovative interventions and leadership [3].

References

1. Boxer, P.J., *Leading Organisations Without Boundaries: 'Quantum' Organisation and the Work of Making Meaning*. Organizational and Social Dynamics, 2014b. **14**(1): p. 130-153.
2. Lacan, J., *The Seminar of Jacques Lacan Book III 1955-1956: The Psychoses*, ed. J.-A. Miller. 1993[1981], London: Routledge.
3. Naylor, D., et al., *What do we need to do to keep people safer?* Journal of Social Work Practice, 2016.

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