designing
MEANINGFUL
MEETINGS
VC MFA THESIS PROPOSAL 2012
Herron School of Art and Design
Indiana University
Christin Barber
CONTENTS

Research Question ................................................................. 3
Sub-Questions ............................................................................. 4
Justification ................................................................................ 5
Limitations .................................................................................. 7
Literature Review ......................................................................... 9
Literature Review Matrix .......................................................... 18
Research Plan .............................................................................. 19
How might the interaction in organizational meetings be shaped using the elements of intrinsic motivation in order for employees to engage in co-creating goals?

**definitions**

**interaction**
The information flow between employees within the setting of an organizational meeting.

**organizational meetings**
A planned gathering between two or more people for the purpose of interaction and focused communication.

**shaped**
To adjust or adapt.

**engage**
To actively participate in an activity.

**elements of intrinsic motivation**
Motivators that increase employee engagement and energy; where an activity is undertaken for one’s own immediate need satisfaction. Three underlying elements: autonomy, mastery, and purpose.

**co-creation**
Human-centered design that involves the act of collective creativity among two or more people.

**goals**
The end toward which action is directed. The direction moves away from an abstract sense of mission to a more concrete form of engagement.
How might the interaction in organizational meetings be shaped using the elements of intrinsic motivation in order for employees to engage in co-creating goals?

1. How might a human-centered design approach allow the interaction in organizational meetings to be understood?

2. What are the overlaps between the elements of intrinsic motivation and the interaction in organizational meetings?

3. How might the interaction of co-creating goals be inclusive of the intrinsic motivation elements?

4. How might the co-creation process of goals be facilitated during organizational meetings?
Almost all approaches to management, organizational change, and human behavior have been based on mechanistic images. However, unlike machines, an organization is a living system made up of people who are able to adapt to changes in the environment and innovate strategically. To understand this new world of continuous change and intimately connected systems, the way people work within it must be understood.

Moreover, human creativity and commitment are the greatest resources for an organization. Artifacts such as new metrics, formal roles and processes, or innovative meetings can be developed, but it is what happens when employees engage with the artifacts or processes or participate in the meetings that matter (Senge 321).

Organizational meetings represent a primary means of communication and interaction between employees and team members. An organizational meeting is defined as a planned gathering between two or more people for the purpose of interaction and focused communication (Volkema and Niederman 5). Much time and energy is invested in meetings, and the result of those meetings (decisions, shared understandings, action plans) is critical to organizational success (Planning and Managing Organizational Meetings 275).

Despite this investment, organizational meetings remain understudied in structure and function (Volkema and Niederman 3). Few studies have focused on meetings, particularly organizational meetings. In addition, much of the research has been conducted in laboratory settings, where the task was predetermined and controlled by the experimenter (4).

It is important to understand and research organizational meetings, considering the strong connection between the work environment and the level of creativity -- and, therefore productivity -- at which the employees function (Amabile 17). Although most organizations believe in the value of new and useful ideas, creativity is undermined unintentionally in work environments.

Teresa Amabile establishes three components that make up “business creativity”: expertise, creative problem solving, and motivation [figure 1]. Expertise is knowledge that is technical, procedural, and intellectual, creative-thinking skills means to take new approaches to solve-problems, and motivation is the drive that determines what people will actually do (Amabile “Kill Creativity” 78). She goes further to state that motivation -- specifically intrinsic motivation -- is the component that can be most immediately influenced by the work environment (78).
In current theory surrounding motivation, attention is shifting from the use of external rewards and control to an appreciation and awareness of the intrinsic motivators that increase employee engagement and energy (Wheatley 14). Dan Pink identifies three elements underlying intrinsic motivation: autonomy, the ability to choose what and how tasks are completed; mastery, the process of becoming adept at an activity; and purpose, the desire to improve (83-145).

As heavy competition and uncontrollable factors constantly puts a strain on organizations, the twenty-first century will heavily favor adaptability and continuous innovation. This affirms the need for organizations to utilize the elements of intrinsic motivation in providing employees with an environment that is conducive to creativity.

These assertions support a human-centered design approach known as co-creation, any act of collective creativity among two or more people (Sanders 16). This approach directly involves employees as the experts in their own experiences. It also attests that employees should draw from their own personal experiences at work and that they should actively participate in developing goals (16). To develop a goal means to move away from an abstract sense of mission to a more concrete form of engagement (Schein 78). This is a common agenda item in organizational meetings.

By using the elements of intrinsic motivation stated earlier, and applying them to interaction that employees have in organizational meetings, employees can appropriately engage in co-creating goals. The process of co-creating goals can lead to greater intrinsic motivation (Kirkman and Rosen 60) while the content itself can increase the likelihood of follow-through from employees (Osterloh and Frey 540). Both are beneficial to an organization.

As organizations become more complex, there is a growing need for them to focus and clarify their operations for employees. Furthermore, the experience and the type of engagement that employees have within an organization are related to design and the insights that a human-centered approach has to offer. Richard Buchanan states, “Indeed, design could offer a new way to understand and practice management, leading to more human-centered organizations” (Design and Organizational Change 3). Designers have the ability to use empathy and understanding of people to design experiences that create opportunities for active engagement and participation in organizational meetings.
LIMITATIONS

This research project will focus on organizations that have an existing meeting culture or an established sense of togetherness that binds people into a functioning unit. Any group with a stable membership and a history of shared learning will have developed some level of culture. Not every collection of people develops a culture. For example, a “group,” “team,” or “community” is different than a “crowd” or simply a “collection of people” (Schein 21). Therefore, the term organization in this thesis will refer to a social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis.

This study is only concerned with interaction that takes place in planned organizational meetings. The interaction will be considered in terms of information flow within the networks of participants. These networks can be divided into two broad categories: hierarchal (centralized) and organic (decentralized) (Volkema and Niederman 5).

Although study outcomes may be linked to experiences beyond the meeting environment, day-to-day interaction that takes place in the work environment will not be of concern. In addition, the research will consider the type of content being discussed in the organizational meeting as it relates to the elements of intrinsic motivation and the development of goals. The expertise and knowledge in the content itself will not play a role in the study being conducted.

The research will not concern any evaluation of the accomplishment the goals produce and the effect it has on the organization. Further research would be required for this to take place. Rather, the experiences employees have with co-creating goals as well as their experience with performing their goals will be taken into consideration.

While the concept of intrinsic motivation includes any activity that is undertaken for one’s immediate need satisfaction, this study will only concern the activities that are related to the organization. It will also be used within the terms of autonomy, mastery, and purpose.

The term co-creation has been commonly linked to business strategy and customers of a company. Scholars C.K. Prahalad and Venkat Ramaswamy introduced the concept of co-creation to be a process of focusing on customer experience and on the value it can have on creation, innovation, strategy, and executive leadership (Ramaswamy and Gouillart 4). The study that will be done is only concerned with exploring co-creation as a way to involve internal organizational stakeholders through the process as opposed to involving various external stakeholders.
Although empathy is an important aspect of the co-creation process, it will play a minor role in the research in regards to the employees and their interaction. Moreover, empathy is valuable when it comes to embracing the elements of intrinsic motivation in an organization; however, the purpose of this study is not to uncover feelings and emotions that would allow people to better identify with one another in the work environment. This may be an unintended outcome of the research, in which case it will be documented accordingly.

Finally, this research is an exploration of organizational meetings and the interaction that takes place within them. The transformation of organizational culture in the meetings is not within the scope. The intention is to utilize meeting space in order to perform human-centered design through the lens of intrinsic motivation. Ultimately, the study will reveal how to appropriately introduce the values of co-creation within organizational meetings.

Dr. Teresa M. Amabile is a professor of business administration at Harvard University. Her research investigates how life inside organizations can influence employees and their performance. In this article Dr. Amabile claims that there are certain managerial practices that enhance creativity and some that kill it. Often times, managers are unaware that they are killing creativity. The associations made between creativity and artistic originality often lead to confusion about appropriate place of creativity in business organizations. To most managers, creativity refers to the way people think – how inventively they approach problems, for instance.

The three components of creativity include: expertise, creative thinking skills, and motivation. The article states, “Indeed, thinking imaginatively is one part of creativity, but two others are also essential: expertise and motivation.” Dr. Amabile asserts that intrinsic motivation is the component that can be most immediately influenced by the work environment. Therefore, the article primarily focuses on motivation and the way managers engage employees in organizations.


In this article, the term inner work life is introduced. According to Dr. Amable and Dr. Kramer, it is the dynamic interplay among personal perceptions, ranging from immediate impressions to more fully developed theories about what is happening and what it means; emotions, whether sharply defined reactions or more general feeling states, like good and bad moods; and finally motivation – your grasp of what needs to be done and your drive to do it at any given moment.

Using this framework, the authors take a comprehensive look at what employees are thinking and feeling as they go about their work day, why it matters, and how managers use this information to improve job performance. Their study shows most managers are not in tune with the inner work lives of their people; nor do they appreciate how pervasive the effects of inner work life can be on performance. Another finding is that if people perceive the work, and themselves, as having high value, their motivation will be high. Just as important is the ability to see and set clear goals.

This article explains how organizations can foster a culture of creativity. It specifically focuses on how to engage people in the work environment. Moreover, Dr. Amabile notes that the first priority of leadership is to engage the right people, at the right times, to the right degree in creative work. She also acknowledges the importance of enabling and encouraging collaboration.

In order for creativity to be integrated into the work environment, the fundamental structure should be decentralized as opposed to top-down. Furthermore, the article mentions innovation to be more likely when people of different backgrounds, disciplines, and areas of expertise share their thinking.


Boland and Collopy edited this book, which stems from an interest in design and design thinking as it relates to management. The purpose of this compilation of short papers was to convey the relevance of design in organizations. Specifically, the various contributors provoke the idea of managers approaching problem solving as the best designers do in order for organizations, products, services, and processes to be more functional and have a lasting value in society.

The idea of product is shifting from the outcome of an artistic activity to one of a deeply humanistic and intellectual activity that focuses on the creation of practical, effective products that serve human beings in all aspects of their lives. Furthermore, the potential of design thinking in organizational life has not been fully developed. The book explains possible concepts and methods of design that can concretely affect the way we shape and develop organizations.


Brown introduces the idea of design thinking and the relevancy it has in terms of transforming organizations and inspiring innovation. The author declares that leaders outside of design can benefit from creative problem solving when it comes to innovation.

The three spaces of innovation are introduced as inspiration, ideation, and implementation. The exploration of an innovation within an organization is mainly focused on how the organization can use human-centered design when engaging with customers in order to satisfy them rather the end goal being creating an environment within the organization itself that is human-centered.

This paper is based on a presentation that was given at the conference “Researching Design: Designing Research.” Buchanan dives into three main areas: the value of design research, the nature of design research, and the institutional framework within which such research should be supported and evaluated.

The author’s theory pushes the idea that design is the human power of conceiving, planning, and making products that serve human beings in the accomplishment of their individual and collective purposes. In turn, organizations can be included in the scope of design. This theory is backed up by Buchanan’s “Four Orders of Design” which includes the movement of design products from symbols, things, actions, and to environment.


Professor of Design, Management, and Information Systems at the Weatherhead School of Management, Case Western Reserve University, Richard Buchanan is well known for extending the application of design into new areas of theory and practice, writing and teaching as well as practicing with the concepts and methods of Interaction Design.

This article explores design in the context of organizational behavior. The author highlights the potential value that design thinking has on organizational change, but Buchanan also stresses the need for adequate research to support such claims. Various case studies are introduced that are considered “fourth-order” design: the design of organizations, environments, and systems that serve the diverse purpose of human beings.


Chris Conley, Professor and Director of Product Design Graduate Program at Institute of Design (Chicago) points out aspects of designing that add value to the spectrum of activities within the business enterprise. The meaning of creativity in an organization is articulated through Conley’s “core competencies of design.” The author claims that designers can leverage these abilities and bring unique and powerful value to organizations. The scope of this value is limited mainly to the engagement of problems that are related to a company’s product or service.

This book provides a comprehensive overview and an exploration of organizational development (OD). From its origins in helping organizations cope with internal social problems, OD has expanded to address more strategic issues of how companies structure and manage themselves for competitive advantage in a rapidly changing global environment.

The book establishes a working definition for “social processes” in an organization as the meanings people attach to themselves to other people, things, and events, and the actions they take on those meanings. This includes both visible behavior as well as inner thoughts and feelings of organization members. An underlying theme is empowerment: helping people understand what power they possess and how they employees can maximize their control over their environment, expand their choices, and gain skills that facilitate cooperation with others.


Edward L. Deci is a Professor of Psychology in the Social Sciences at the University of Rochester and director of its human motivation program. He is well known in psychology for his theories of intrinsic motivation and basic psychological needs.

Deci and Ryan take an academic, theoretical approach to motivation theory as well as self-determining theory. They state that when people are intrinsically motivated, they experience interest and enjoyment in the work that they are doing. Moreover, it is conveyed that intrinsic motivation is the innate, natural propensity to engage one’s interest and exercise one’s capacities, and in doing so, to seek and conquer optimal challenges. These internal tendencies can motivate behavior even without the aid of extrinsic rewards or environmental controls.

Although this leads to the belief of intrinsic motivation being common in work settings, the authors claim that there is a strong indication that people are prone to disinterest and stagnation, which creates a stronger case for developing organizations that are more conducive to intrinsic motivation.

This book is a compilation of articles written by well-respected thought leaders from around the world in areas of business, not-for-profits as well as government. The content of the articles hinge on Peter Drucker’s definition of innovation – “change that creates a new dimension of performance.”

The first point that the book makes is the importance of people in the process of innovation and being able to see an organization as a living system. This is then tied to leaders being able to create the working conditions where humans can be creative and flourish.


Jenkins takes on a perspective of a consultant who has worked with many organizations that are endeavoring to introduce design as a new capability. He states, “The real challenge for design leaders is to reshape the modern organization to create an ecosystem that is conducive to design.” An ecosystem is defined as the human system within an organization that includes physical, social, cultural, and behavioral.

The author echoes Buchanan’s fourth-order design as a way to strategically view cultural transformation as an ultimate goal. Furthermore, seven main steps are highlighted for design leaders to take when approaching this type of transformation.


The authors studied team empowerment and its impact on productivity and overall level of performance. The article defines empowerment with four dimensions: potency, meaningfulness, autonomy, and impact. These are related to the three elements of intrinsic motivation. The purpose of this article is to highlight the difference between researching empowerment and intrinsic motivation in individuals versus teams.

From an extensive review of the work team, empowerment, and group motivation literatures, the authors theoretically identify job and organizational characteristics that may act as antecedents to team empowerment, one being production/service responsibility. The study shows that the more participation in goal setting leads to greater intrinsic motivation.

Pamela Meyer introduces ideology surrounding the transformation of the workplace to be more open to becoming a place for innovating, learning, and changing. She considers this as a “playspace.” Moreover, Meyer acknowledges that compliance from organizations is not enough to ensure organizational success. Organizational learning, innovation, and change thrive when there is room for whole-person engagement.

It is stated that intrinsic motivation and engagement leads to decreased turnover, increased job satisfaction, improved net income. Meyer mentions, “While it is sometimes hard to draw a straight line between whole-person and whole-systems approaches to organizational development, we can link playspace to intrinsic motivation and engagement.” In turn, these become the core dimensions to organizational success: playspace leads to intrinsic motivation and engagement, which leads to profitability.


The authors of this article distinguish between intrinsic and extrinsic motivation in organizations. Furthermore, motivation has an influence on the type of knowledge that is produced. Since knowledge generation and transfer are essential to creativity in an organization, the author explores what kinds of motivation are needed to generate, specifically, tacit knowledge since it becomes a company’s competitive advantage.

Tacit knowledge cannot be seen and the output cannot be attributed to a specific employee, yet it is valuable to explore intrinsic motivation in relation to this type of knowledge.


Dean of Rotman School of Management and management consultant for 15 years, Roger Martin identifies integrative thinking as a way for managers to be innovative. Rather than choosing between options A and B, the author of the article presents a “third way” that is in the nature of design. This style of thinking is relevant to leaders in an organization when designing the type of work employees may engage in.
Literature Review


C.K Prahalad, one of the scholars who introduced the concept of co-creation, and Francis Gouillart provide insights into organizations and the process of co-creation. They illustrate how it allows companies to redefine the way organizations engage individuals - customers, employees, suppliers, partners, and other stakeholders. Furthermore, bringing in the insights of various individuals into the process of value creation and engaging them in enriched experiences, can be a way to continually innovate.

Although there is an emphasis on customers and product innovation, the ideology can be applied to employees within organizations. People are naturally inclined to engage in enhancing value in their own activities. The book mentions that if managers accept experiences as the basis value, then they must design their organization’s products, processes, and management functions to change the nature of interactions, and enable compelling and meaningful experiences of value. This can be transferable to experiences within an organization.


This article covers the process of co-creation as it way to include people as experts of their own experiences. Moreover, Sanders and Stappers assert this design approach to be any act of collective creativity among two or more people. The authors provide a background of the practice of collective creativity in design which they state has been around for nearly 40 years, going under the name participatory design. They highlight Collective Resource Approach that was done in Norway when a company established to increase the value of industrial production by engaging workers in the development of new systems for the workplace. The same co-creation approach is relevant to employees drawing from their own personal experiences at work when actively participating in developing goals


In this book, Dan Pink draws from scientific research in order to understand human motivation. The author differentiates between extrinsic and intrinsic motivation when studying employee performance in the workplace. Intrinsic motivation is identified as more effective than extrinsic when it comes to a person’s long-term motivation.

Furthermore, three elements of intrinsic motivation are identified: autonomy, mastery, and purpose. Much of the research that the author pulls to justify claims were approached scientifically. This serves as an opportunity for design research.

Peter Senge writes about his theory of creating “learning organizations” by taking on a systems level thinking approach. He asserts that organizations must allow work to be more “learningful” as businesses become more dynamic and complex. The author goes further to state the three “core learning capabilities of teams” - fostering aspiration, developing reflective conversation, and understanding complexity.


This article defines empowerment in terms of motivational processes in employees. The authors reference a new paradigm that involves relaxed (broad) controls and an emphasis on internalized commitment to the task itself. Thus the authors emphasize the importance of the “pull” of the task rather than a “push” of management, therefore making work more meaningful intrinsically.

The term intrinsic motivation in this article is referred to as “intrinsic task motivation” which places a focus on the task itself and the positively valued experiences that individuals derive directly from a task.


This article examines the structures and functions of organizational meetings. The authors claim that existing literature does not provide a clear framework that shows the relationships between functions and corresponding formats. They go further to state that organizational meetings are understudied. The term meeting is defined as the gathering of two or more people for purposes of interaction and focused communication.

This article examines organizational meetings and the written and oral communications used in planning and managing scheduled meetings. The authors provide a framework that breaks down the elements of meeting planning and management. The model proposes that inputs or contextual factors, including characteristics of individual participants, structure of the group, nature of the task, and availability and use of tools/technologies, influence group processes or group dynamics, which, in turn, influence group outcomes.

The study that was done reports on thirty-five organizational meetings, each from a different organization. The development and use of five primary tools for planning and managing meetings were examined, and the relationships of these tools to meeting processes were analyzed. The results were consistent with prior findings regarding the use of agendas, while offering additional information regarding the use of support documents, announcements, meeting minutes, and evaluations. In addition, traditional media (for example, flip charts, chalk boards, transparencies) and higher-level technologies (for example, computers, VCRs) were largely absent from meetings, consistent with the findings of prior research.


In this article, Volkema and Niederman acknowledge the trend toward team-based organizations. The primary means of communication and coordination for these teams are organizational meetings. The authors focus on the role of a facilitator and the possible dynamics of meetings that may shape the skills that are needed. Moreover, the traditional role of a manager as facilitator is not always possible or predictable with the various new team structures, calling for skill-oriented training and development for new leaders and facilitators.

Although this article is framed around the role of a facilitator it includes aspects of structure: meeting preparation, set-up, and implementation.


Wheatley identifies an organization as a living system that is made up of layers of complexity. The author states, “The sense of things being beyond our control and out of control, are but signals of failure to understand a deeper reality of organizational life, and of life in general. By taking on a holistic view of organizations, the author acknowledges that the attention is and should be shifting from the use of external rewards to an appreciation for the intrinsic motivations.
<table>
<thead>
<tr>
<th>Literature Review Matrix</th>
<th>Creativity/Innovation</th>
<th>Co-Creation</th>
<th>Organizational Meetings</th>
<th>Organization Design</th>
<th>Organization Theory</th>
<th>Intrinsic Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amabile (1998)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amabile (2007)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amabile (2008)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boland and Collopy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brown</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buchanan (2001)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buchanan (2008)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conley</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cummings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deci and Ryan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hesselbein, Somerville, Goldsmith</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jenkins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kirman and Rosen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meyer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Osterloh and Frey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pink</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ramaswamy and Gouillart</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schein</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas and Velthouse</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volkema and Niederman (1995)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volkema and Niederman (1996)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volkema and Niederman (1999)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wheatley</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Research Context: iGoDigital

The research will be conducted using design research methods at an Indianapolis-based software company: iGoDigital. The focus will be on their organizational meetings and the interactions in their work environment. iGoDigital helps businesses personalize their customer interactions online by innovating the digital shopping experience.

Sub-questions will guide me:

1. How might a human-centered design approach allow the interaction in organizational meetings to be understood?

2. What are the overlaps between the elements of intrinsic motivation and the interaction in organizational meetings?

3. How might the interaction of co-creating goals be inclusive of the intrinsic motivation elements?

4. How might the co-creation process of goals be facilitated during organizational meetings?
### Action Research:

<table>
<thead>
<tr>
<th>METHOD</th>
<th>LOCATION + TIME</th>
<th>DESCRIPTION</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnography/ Observation</td>
<td>iGoDigital office // 3 hours</td>
<td>Will observe 2-3 meetings that will take place throughout one week (M+F). Will also get a sense of their work environment.</td>
<td>Understand the work environment and how people interact with each other.</td>
</tr>
<tr>
<td>Card sorting + Survey</td>
<td>iGoDigital // send through email?</td>
<td>Will create and implement a survey that will allow participants to rank images as well as answer some open-ended questions.</td>
<td>Understand their feelings towards their work environment as well as what makes them have autonomy, a sense of purpose, and feelings of improvement.</td>
</tr>
<tr>
<td>Cultural probe</td>
<td>iGoDigital office // 1 week</td>
<td>Will create and implement a cultural probe that will involve a week long journal as well as camera.</td>
<td>Understand their day to day work environment through their eyes - what makes them have autonomy, a sense of purpose, and feelings of improvement.</td>
</tr>
<tr>
<td>Analyze/Synthesize + Diagramming/Visualizing</td>
<td>Studio // 1-2 weeks</td>
<td>Will analyze and synthesize data collected by visualizing and creating diagrams to help understand opportunity.</td>
<td>Understand where the opportunity may be for shaping interaction in the meetings in regards to co-creating goals.</td>
</tr>
<tr>
<td>Prototype phase 1</td>
<td>Find team to test before taking it to iGoDigital.</td>
<td>Find team to test out first prototype before taking it to iGoDigital.</td>
<td>Begin to formulate a concrete solution for a non iGoDigital team to test out.</td>
</tr>
<tr>
<td><strong>refine + produce</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prototype phase 2</td>
<td>iGoDigital office // 1 week</td>
<td>Implement Monday - Pick up/receive feedback following Monday</td>
<td>Allow iGoDigital participants to interact and engage with prototype. Set up a formal feedback structure.</td>
</tr>
<tr>
<td><strong>refine + produce</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prototype phase 3</td>
<td>iGoDigital office // 1 week</td>
<td>Implement Monday - Pick up/receive feedback following Monday</td>
<td>Allow iGoDigital participants to interact and engage with prototype. Set up a formal feedback structure.</td>
</tr>
<tr>
<td><strong>refine + produce</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final prototype refinement + produce</td>
<td>iGoDigital office // last meeting</td>
<td>Complete this part of the research, Present findings to iGoDigital.</td>
<td>Provide iGoDigital with a concrete form of the solution that they can continue to use in their work environment.</td>
</tr>
</tbody>
</table>