

From Purpose 2 Architecture

A Guide to Developing Purpose and Architecture



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OrgIQ Manifest: Passion for People builds Systems for Success

OrgIQ—Organizational Intelligence (Quotient)—is a framework that redefines how we see organizations. At its heart lies a simple but profound shift: to think from the perspective of the individual. Every person experiences their own reality, shaped by their network of relationships. Each perspective is unique. There is no single right or wrong.

An organization is the superposition of all these *Networks*. This is complexity. We can never fully model or control it—but we can give it direction and purpose. Intelligent organizations embrace this complexity rather than ignore or oversimplify it.

When we focus on human complexity, the range of possible solutions expands dramatically. Business practices and structures can be brought into harmony with the natural dynamics of human relationships, psychology, and social interaction.

Our manifesto is rooted in lived experience. We have seen the transformative power of genuine connection, individuality, and purpose-driven leadership. OrgIQ helps create environments where empathy, understanding, and mutual respect thrive—where people feel seen, heard, and valued. This sense of emotional safety is the foundation on which individuals and groups reach their full potential.

We believe in value over control. Control breaks perspective, creates overhead, and breeds mistrust. Relationships and trust, on the other hand, unleash extraordinary productivity and fulfillment. Purpose is not measured by words, but by results.

Join us in redefining organizational excellence. Let's build intelligent systems, embrace complexity, and make space for purpose and joy. **Welcome to OrgIQ—where the true potential of your people becomes the strength of your organization.**

Content

Organization purpose and overall architecture.....	4
When you have little capacity start with this basic card.....	4
Choosing less design while making the trade-off visible.....	4
What this guide is for.....	6
Two architecture documents and a personal perspective.....	7
Working together.....	7
Shared direction with different observer patches.....	7
Examining existing organizations.....	8
Introduction to architecture without previous experience.....	8
Who designs.....	8
A first session from external contribution to network.....	9
Graphic notation with few signs and clear meaning.....	9
Justifying supporting and future contributions.....	9
Need purpose and overall architecture.....	11
Step 1 Understand the need.....	11
Step 2 Formulate purpose and meaning.....	11
Success Fallacy check who benefits from our first justification.....	11
Decision criteria and developing ideas further.....	12
Step 3 Clarify the system picture and boundary.....	13
Step 4 Choose human character and priorities.....	13
Questions for participants.....	13
Using animal imagery.....	14
Review and choose non-functional properties.....	14
Step 5 Refine purpose into overall architecture.....	14
Step 6 Review the overall architecture and select Solutions.....	15
Four C checks for the overall architecture.....	15
Hierarchy and protective architectures.....	15
Shared services and different characters.....	16
Result and next decision.....	16
Sentence templates for getting started.....	16
Continuing the work.....	17

Organization purpose and overall architecture

Organization / area: [...]

Participants / facilitator: [...]

Date / description owner: [...]

When you have little capacity start with this basic card

Why? You should be able to establish an initial basis for action quickly. All subsequent sections are guidance and optional extensions, not a mandatory program.

What to do: Write one sentence per field. "Unknown" is acceptable. Mark statements as observations, assumptions or agreements. A few people may prepare an initial draft; it remains their draft until further perspectives have been included.

Question	Your initial answer
1. Who outside our system needs what change?	[...]
2. What contribution do we intend to make, and how might we recognize its benefit?	[...]
3. What is within our responsibility, and what is outside it?	[...]
4. Which human and technical conditions must we respect, and which maximum of three properties should define our character?	[...]
5. What first outward service and most important supporting contribution do we need? Who carries them?	[...]
6. Which different perspectives are represented, which are missing, and what remains disputed?	[...]
7. What can we try within these boundaries, who may decide, and who provides feedback?	[...]
8. What remains open, who handles its consequences, and when will we review it?	[...]

You may stop here. The result is a minimal starting architecture within the stated scope, not a fully clarified organization. Describe the first service using the mini-card in the [Solution Template](#).

Choosing less design while making the trade-off visible

Less design saves time initially. Unresolved connections, authority or boundaries can later create repeated clarification, escalation, rework and substitute steering. More text does not automatically reduce these costs. Relevant, mutually understandable agreements that work in practice do.

Distinguish **not described**, **not yet known** and **actually unprovided for**. Undocumented experience can work. A new market requires learning. Different perspectives require ongoing communication. Architectural compensation occurs where people repeatedly supply something operationally that could be reliably embedded in the system.

Record at most three relevant open points: **question** → **current compensating work or risk** → **accountable connection** → **next review**. If costs are unknown, write "unknown", not zero. Open questions do not justify a falsely precise debt figure.

Chosen depth	What you do now	What deliberately remains open
Minimal	Basic card, first service and key connections	Many assumptions, interactions and variants, observed during operation
Focused	Clarify the most costly or critical connection together	Other questions remain open with responsibility and a review point

Chosen depth	What you do now	What deliberately remains open
Extended	Design and test relevant scenarios, character, NFRs, gateways and learning capability	Unpredictable reality and future changes

You choose the depth. Existing obligations also apply to short descriptions. Documentation depth is neither system intelligence nor demonstrated architectural quality.

What this guide is for

You clarify the contribution your organization should make, how people can work within it, and the connected capabilities required. This guide describes the organization as a whole. The internal architecture of individual services belongs in the separate **Solution Template**.

Need → purpose → system picture and boundary → character and priorities → refinement into overall architecture.

This sequence is an entry point. New learning can change earlier answers. In an existing organization, you can also begin with actual work and trace its contribution backwards. Need and actual benefit remain the reference.

"Purpose" is about seeing the big picture, in which the need, our impact, and the implementation are viewed as a single, cohesive unit.

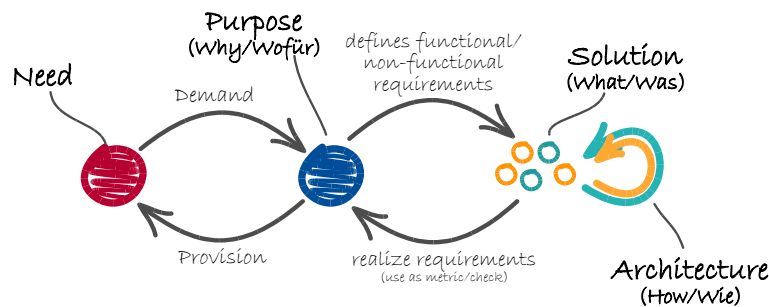


Figure 1: Basic Elements of a Purpose

Our purpose—the reason we exist—addresses a need we see in the world. So every system we build is a subsystem within its ecosystem—that is, within the next larger system. The purpose describes the impact we want to have on the outside world—our value—and, at the same time, how we interact with our ecosystem. Internally, the purpose defines the functional and non-functional requirements for how we want to create this impact. This is usually achieved through products or services.

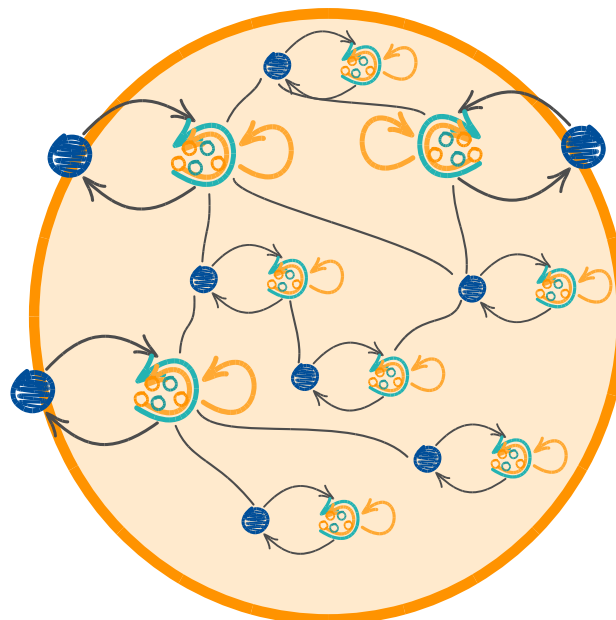


Figure 2: Overall architecture of a system. Here, it includes 3 external components, which are then integrated into the network.

That is our solution. And these solutions are built within our architecture. These are our processes or patterns, but they also involve the implementation of the non-functional requirements. Each solution (or each purpose) in turn uses different intermediate products or support mechanisms. This allows us to build an organization's network of solutions. In doing so, the purposes—with their external impact—describe the system well enough that the system boundary is clear.

Two architecture documents and a personal perspective

This document Organisation	Separate document Solution
Shared direction, system boundary, character, priorities and contribution landscape	One product, service or supporting contribution and its realization
Which contributions belong together? What shared capabilities and boundaries do we need?	How do we produce, check, maintain and change this service?
Result: overall architecture and accountable connections	Result: a mini-description, optionally extended into internal architecture

The separate [Personal Purpose Place Finder](#) helps each person explore contribution and suitable conditions. Its answers initially belong to that person. They are not mandatory organizational data. Only voluntarily shared, work-relevant conditions enter the shared design.

Refining purpose is organizational architecture. You decide which contributions are needed, how to divide them, who can carry them and how they interact. All relevant functional and non-functional requirements need an accountable place. This is design involving alternatives, not an inevitable derivation or a copy of the chain of command.

Solutions are distinct units of contribution in a network. They may require shared capabilities and partners. Abstraction levels help with large systems but do not automatically justify another command level.

Working together

Begin with outward services: what do customers, users or other beneficiaries receive, and what effect follows? Then trace the supporting services they require, such as IT, people services, infrastructure or controlling. These are also testable services described with the same Solution Template. Reference shared services instead of reinventing them for every area.

Use a status for each answer: **assumption** · **observation** · **agreed** · **evidenced** · **contradicted** · **unknown**. Nobody must disclose private experiences. Relevant working conditions matter for the shared design.

You choose the description effort. Initially, record only essential statements and the next trial. Greater depth is worthwhile where consequences, uncertainty, connections or recurring friction justify it. Extensive documentation is not itself evidence of quality.

Shared direction with different observer patches

An **observer patch** is the portion a person perceives from their work, experience, position and relationships. A shared picture connects these portions and their differences. It does not require identical perception.

Short procedure: Each side describes its observation, meaning and required condition for the same real case. Separate these from explanations and proposed actions. Record common ground, relevant differences and missing perspectives. Agree the outward contribution, boundaries, connections and a bounded next action with decision rights and an effect review. Give unresolved differences a status and accountable clarification path; voting does not make them disappear.

Sentence template: “From [role/situation], we observe [...]. For us this means [...]; [...] remains untested. Together we seek [effect]. We agree [action and boundary]; at [signal], we revisit [open question].”

A rare perception is not invalid merely because it is rare. Opposing factual claims are not automatically both correct: examine context and evidence. Agreement to the next action differs from sharing an explanation or enthusiasm. An authorized role may decide where dissent remains workable; breached boundaries or missing essential commitments must remain visible.

Mark missing perspectives. Without beneficiary validation, a benefit description remains provisional. Common ground develops through understandable agreements and network feedback, not one mandatory observer patch.

Extend only if useful: The separate [Perspectives and Effects Map](#) offers 17 adapted founding-motive perspectives, a connection to the feelings map and fuller facilitation guidance. It explores influences on current architecture, replaces neither need nor purpose, and need not be completed in full.

Examining existing organizations

Why? Completing a template can create a reasonable desired description that conceals existing friction. Keep describing and designing distinguishable. Mark missing information as unknown rather than filling it with a desired rule and treating that rule as current reality.

Three views: Described architecture comprises existing rules and commitments. Lived architecture explains how decisions and results actually arise. Desired architecture follows the required benefit and relevant quality conditions. All three may differ. “Evolved” is not evidence of a defect; existing practical knowledge can be valuable.

Minimal start: Select a recurring, costly or burdensome real case. First ask about required effect and conditions, then actual paths, authority, waiting, workarounds and compensating work. Include recipients and people doing the work. Compare the views through this case; no complete organization chart is required.

Working sentence: “The agreement is [...]. In practice [...]. This enables [...], but costs [...]. For the required effect we need [...]. Our explanation is [...]; an alternative is [...]. We try changing [...] and check effects, effort and consequences through [...].”

A personal protective function is a possible explanation, not an established origin. Resistance may be sensible under current conditions or indicate a real boundary. Examine knowledge, resources, external demands and risk assumptions alongside decision paths. Not all friction is waste: necessary verification and communication remain contributions.

Introduction to architecture without previous experience

Why? Without a connected picture, people can optimize their own section. Architecture makes necessary contributions, their connections and the conditions under which people can provide them visible.

Architecture here means: designing the relationships among required effects, services, capabilities, boundaries and connections. An organization chart shows responsibilities; a process shows a sequence. Architecture explains why these responsibilities and sequences should jointly enable a needed effect. It also includes decision rights, human conditions, shared resources and learning.

Simple start: Take one real case. A user needs a sound design decision. You provide a prototype and measurements. That Solution requires material, knowledge, a test environment and decision authority. Give each prerequisite an accountable connection. Initially draw this one contribution loop, not an entire company.

Who designs

Leaders and teams should participate in design. Architecture competence does not automatically follow from a management position. Participants bring experience; recipients test benefit and clarity; leadership supplies real authority and resources. A named person or small architecture team holds connections, open questions and decisions together.

Situation	Suitable support	What remains yours
A manageable service, few partners and a reversible trial	Participants use this guide, with someone facilitating and maintaining the model	Need, decisions, implementation and learning
Several areas, shared resources, recurring conflicts or gateways	A person experienced in architecture and facilitation supports the participants	Expertise, priorities and responsibility
Major consequences, critical safety, substantial redesign or difficult transitions	An architecture team with appropriate specialists and independent review of key assumptions	The organization decides and carries the consequences

Expertise should strengthen your design capability. External architects can clarify structure and alternatives; they cannot decide the need or human fit for you. An architecture role requires time, access to participants and a real ability to raise contradictions.

Sign	Meaning	What to add
Dashed arrow need holder → provider	Required contribution	Why it is needed; the same connection ID as the delivery
Diamond with G-ID	Intelligent gateway between different worlds	Translation task, authority and accountable role
I-ID on a connection	Interface with sufficiently shared meaning	Agreement; no separate intelligent node is required
Note at the recipient	Expected or observed effect	Explicitly mark assumption or evidence

Need and delivery often run in opposite directions. Their two arrows describe one connection, not two separate services. Need, delivery, use and effect must remain distinct. Color can help, but meaning must remain legible without it.

At a wider view, a circle represents a whole system. Opening it reveals its Solutions and relationships. Abstraction groups contributions without removing real cross-connections. Context and affected third parties remain visible outside; they can have legitimate needs without being paying customers.

Fill in: System [...] external recipient [...] outward contribution [...] required support [...] connection ID [...] interface or gateway [...] unresolved prerequisite [...].

Justifying supporting and future contributions

All organizational contributions should have a traceable relationship to benefit for the wider system. This includes safety, care, reliable operation, learning and future options. External effects extend beyond short-term customer revenue. Include employees and other affected parties when examining benefit and harm.

The more indirect a contribution, the clearer its relationship and uncertainty should be. Do not demand a falsely precise direct revenue attribution from every internal service.

Contribution type	Example	Appropriate check
Direct	A prototype and measurements support a design decision	Use, decision quality and unexpected consequences
Supporting	IT provides suitable test environments	Availability, usability and a removed obstacle for the recipient
Maintaining or protecting	Safety work prevents avoidable harm	Effective protective mechanisms, risks and remaining gaps; no artificial harmful experiments
Future	Research examines an unknown production possibility	Learning question, evidence, bounded resources and the next continue/change/stop decision

Sentence: “We enable [Solution/affected parties] to [capability], supporting [contribution chain to external need]. We examine [observation]. [Assumption] remains uncertain; by [time], we investigate it through [trial].”

A missing traceable connection is initially an architecture question, not an automatic conclusion about a person's dispensability. If a contribution disappears, examine other useful places, obligations and transition costs.

Need purpose and overall architecture

Step 1 Understand the need

Why? A sound direction starts with what the surrounding system needs. This prevents existing products or organizational survival being retrospectively declared a need.

What to do: Describe a concrete situation from the affected parties' perspectives. Distinguish need, preference for a particular product and observed effect. Include customers, users, employees, partners and other affected parties.

Questions: Who is trying to achieve what? What prevents it, and with what consequences? How is it handled today? What demonstrates the need? Who carries unintended costs?

Fill in: Affected parties/situation [...] required change or capability to maintain [...] current obstacle and consequences [...] alternatives [...] observations/sources/open assumptions [...] timeframe [...].

Example: "A development team waits several days for a testable prototype, leaving a design decision unresolved." That describes a need. "We need a new machine" already proposes an answer.

Result and check: A need statement recognizable to those affected. If they disagree, examine understanding before designing.

Step 2 Formulate purpose and meaning

Why? Purpose connects need with your intended contribution. It should support decisions and have meaning for people.

What to do: Name effects and beneficiaries without initially choosing a product. Seek an integrating purpose for the same scope. Multiple purposes are possible, but their relationships and conflict rules must be explicit.

Sentence: "We enable [beneficiaries] to [effect], contributing to [wider benefit]. We respect [essential boundary]."

Fill in: Purpose ID/name [...] intended contribution and beneficiaries [...] meaning for the wider system [...] personal significance to participants [...] evidence of effect [...] fulfillment or loss of relevance signals [...] ongoing effect to maintain or achievable change [...].

Example: "We enable development teams to reach sound design decisions sooner." "We manufacture circuit boards" describes one possible implementation.

Human check: When does this contribution feel meaningful? What capabilities can you contribute? What would change if you made it without your current title? Agreement is not compulsory; missing resonance and disagreement belong in the shared picture.

Result: An understandable purpose statement and initial effect hypothesis. A good sentence is not a complete Solution.

Success Fallacy check who benefits from our first justification

Why? An existing organization can formulate purpose to justify its continued existence: the market should keep needing its products and preserve its success. The draft then reveals established thinking patterns. Use this warning light as an invitation to examine them.

What to do: Highlight claims about your size, position, technology or preservation. Translate each into a need beyond self-preservation. Check with affected parties, observed use and alternatives.

Review question	Warning sign	Further question
Would the need exist without us?	Our offer is declared to be the need	What problem would actually remain?
Who benefits and who carries costs?	Only revenue or internal advantages are named	What short- and long-term effects reach employees, third parties and the ecosystem?

Review question	Warning sign	Further question
What if another solution serves the need better?	Success means everyone keeps using our technology	Can we support the better solution, adapt or find another place?
What explains earlier success?	Revenue growth proves current superiority	What obstacle did we address then, and does it remain?
What would contradict our purpose hypothesis?	Every development counts as confirmation	What observation requires a new assumption?
When should we change our form?	Survival becomes an end in itself	Where could our distinctiveness create more benefit, and how do we transition?

For equipment manufacturers: Distinguish production bottlenecks, customers' investment cycles and the later end-product market. Growing end-product volume can coincide with declining demand for your machines. Examine emerging production requirements and competing technologies in terms of quality, availability, cost and robustness.

Hypothetical example: "We preserve our leading laser position" initially describes self-interest. "We enable manufacturers to produce previously difficult components under controllable conditions" offers a testable contribution hypothesis. Whether lasers remain the appropriate answer stays open. The second statement also needs evidence, alternatives and examination of harm.

Fill in: Initial wording [...] suspected underlying interest [...] external need [...] benefit and burdens [...] better alternative [...] contradiction criterion [...] transition signal [...].

A warning sign proves neither a personal protective mechanism nor poor character. Examine decisions and consequences. Economic viability is necessary, but longevity alone does not establish benefit for the wider system.

Decision criteria and developing ideas further

Why? "Every idea counts" does not by itself create an actionable route. If rejection criteria exist only in individual minds, people cannot assess or improve their ideas independently. Assessment and actual decisions must fit together transparently.

What to do: Derive criteria from required effects, boundaries, character, resources and relevant quality conditions. Separate must-have conditions, comparative priorities and open assumptions. Name origin, scope, evidence and actual decision authority. Economic thresholds also need justification and a treatment of estimation uncertainty.

Criterion / origin	Scope / must-have or priority	Evidence / uncertainty treatment	Who checks / who decides?	Feedback / possible revision
[...]	[...]	[...]	[...]	[...]

Decision loop: Idea → understandable criteria → self-check → clarify missing evidence or test within limits → reasoned decision → concrete revision or reasoned closure. Meeting criteria establishes suitability, not automatic funding; competing contributions and capacity belong in prioritization.

Feedback distinguishes unmet criterion, missing evidence, other contributions prioritized, and an exception or new criterion. Explain what could change in the idea and how to reassess it. Explicitly name, justify and version new conditions; do not retrospectively treat them as always-known criteria.

Intuition, discomfort or enthusiasm can prompt an examination question. Describe the suspected relevant property and needed clarification. A personal preference can be legitimate but must be visible as a preference with its authority. Do not assert an unsupported factual reason. Decisions alone cannot establish whether an emotional reaction preceded rationalization.

Self-check: Can people apply a criterion sufficiently consistently to an example? Can they improve an idea towards it? Does the actual decision use the same criteria? Who can raise unclear or contradictory application? A criteria sheet without reliable application is not a functioning architecture.

Step 3 Clarify the system picture and boundary

Why? Responsibility and agency require clear scope. Unclear boundaries produce unsupported expectations or unnecessary control.

What to do: Describe inside, connected outside, wider context and transitions. Distinguish membership, influence and responsibility. Employees contribute agreed work; the organization does not thereby own their whole person.

Area	Questions	Your definition
Inside	What can we decide, change and take responsibility for ourselves?	[...]
Connected outside	What contributions do we need or provide through partners? What is agreed?	[...]
Wider context	What developments affect us without being under our control?	[...]
Connections	Interface or gateway? Who hands over, translates, decides and responds to disruptions?	[...]

Example: A prototyping service owns production and agreed measurements; development owns the design decision. A material supplier is a partner. A new material trend is context. Feedback on unsuitable prototypes uses an agreed connection.

Draw the picture: Use the agreed boundary notation, named external partners and arrows for services, information, resources and feedback. Assign responsibility to important transitions. Walk through a normal case and disruption to check whether the drawing explains how benefit arises.

Result: A picture that explains inside and outside without excluding the surrounding world. Record unclear responsibility as a gap.

Step 4 Choose human character and priorities

Why? Speed, trust, learning and robustness emerge from suitable conditions. Maximizing every property equally gives no clear design. People also need an honest picture of working here.

What to do: Answer individually first, compare experiences, then choose shared priorities. Distinguish desired character from current reality.

Questions for participants

1. What makes this work meaningful to me? What should improve for others?
2. What capabilities and individual qualities can I use, and which remain unused?
3. What may I actually decide? Where does responsibility lack authority?
4. Can I show mistakes, uncertainty or strain? What happens afterwards?
5. What information is missing? What truth is unwelcome?
6. How do we address conflicts and repair damaged relationships?
7. What enables curiosity, aliveness and experimentation?
8. What persistently demands more energy than is available? Where does private extra effort carry the system?
9. What conditions create avoidable fear, feelings of loss or anger?
10. What do we need for care, recovery and reliable collaboration?
11. What feedback last changed how we work?
12. What working conditions and pace can I sustain and willingly support?

Review: Collect recurring tensions, differences and helpful conditions. Derive working requirements rather than labelling people. Inner motives can be discussed voluntarily; do not diagnostically attribute them.

Using animal imagery

Choose an animal as a shared metaphor for desired working character and translate it into observable properties. These are suggestions, not a typology or personality test.

Image	Possible meaning	Required architecture	Typical trade-off
Cheetah	Fast focused experiments	Short decision paths, bounded trials, resources and recovery	Not every task can remain a permanent sprint
Tortoise	Continuity and careful protection	Stable rhythms, reliable verification and recovery	Slower change
Octopus	Distributed perception and flexible action	Local authority, connected information and shared direction	Coordination across perspectives
Beaver	Reliable collective building	Standards, shared infrastructure maintenance and visible handovers	Effort to sustain reliability

Fill in: Our image [...] means [...], does not fit [...], is experienced through [...], requires [...]. We expect [...], enable [...] and do not promise [...].

Different parts may need different profiles. A family of profiles needs common boundaries and gateways for pace, language, risk assessment and decisions. Examine actual incompatibility rather than inferring it from animal names.

Review and choose non-functional properties

Consider trust, openness, truthfulness, energy, relationship quality, agency, learning, adaptability, speed, quality, safety, availability, robustness, economic viability, scalability, maintainability, knowledge transfer, transitions and resource effects.

Distinguish boundaries that must hold, at most three character-defining priorities, sufficiently good conditions, later work and irrelevant properties. Give reasons. Not every property is equally relevant everywhere or maximized locally.

Property	Current reality / evidence	Desired minimum	Category	Trade-off / design consequence
[...]	[...]	[...]	Boundary / character-defining / sufficient / later / irrelevant	[...]

Binding limits cannot be offset by a good average. Choose at most three next changes by harm, blocked contribution, dependencies and available agency. An uncertain assumption may first require an experiment.

Result: An honest, recognizable character profile with priorities. People can assess fit; their human worth is not being rated.

Step 5 Refine purpose into overall architecture

Why? This designs the organization through necessary contributions, providers, connections and shared conditions.

What to do: Ask about effects and capabilities before departments. Compare possible boundaries. An architecture team maintains coherence; participants in use, operation and collaboration test viability.

Contribution ID	Required contribution	Logical link to purpose	Meaning and human conditions	Provider / Solution	Connections / NFRs
[...]	[...]	[...]	[...]	[...]	[...]

Example: Faster design decisions require a testable prototype, suitable measurements and actionable evaluation. A faster machine improves only part of this. Quality, information access, safe feedback and decision rights also belong in the architecture.

The logical link explains contribution; the emotional link explains meaning, experienced fit and human conditions. Check both. Enthusiasm is not commanded.

Overall register: Solutions/contributions [...] shared capabilities such as infrastructure or knowledge [...] necessary integration and decisions [...] common boundaries and quality conditions [...] exchanges, bottlenecks and gateways [...] alternative boundaries and rationale [...].

Higher levels must demonstrate their contribution: what would remain unprovided for without them? Overview is a view, not automatically a command layer. Teams are not necessarily the smallest components. Refine only until an adequately clear contribution loop exists.

Draw the overall architecture: Use circles with contribution IDs and diamonds for gateways. First show required and delivered contributions. Label other relationships such as “learns with” or “constrains” explicitly so they cannot be mistaken for deliveries. Abstraction groups contributions while retaining cross-connections. Place the three character-defining properties and their mechanisms where relevant.

Result: All relevant functional and non-functional requirements have an accountable place or connection. Check parts and interaction. New learning may change the design.

Step 6 Review the overall architecture and select Solutions

Why? Overall purpose becomes actionable when contributions, connections and human conditions fit together.

What to do: Review with participants. Choose the first outward service for the Solution Template, then follow its supporting services. You may begin at an urgent internal bottleneck while retaining its link to external benefit.

Four C checks for the overall architecture

Check	Question
Completeness	Do all relevant contributions, affected parties, prerequisites and properties have a place within this scope?
Closure	Are necessary handovers, decisions and feedback clarified up to the next accountable connection?
Correctness	Are statements, derivations and evidence reliable?
Coherence	Do purpose, character, incentives, components and actual behavior fit together?

Record **met within scope / gap / unknown**. Parts and relationships must enable the higher-level effect. Evidence about separate parts does not replace checking their interaction.

Hierarchy and protective architectures

Examine who formally decides and who actually overrides. What legitimate need do approvals serve? What works only through rescue? Where do responsibility and authority diverge? Distinguish observed effects, suspected function and personal motives.

A higher level needs its own contribution: integration, infrastructure or necessary joint decisions may be useful. Pure aggregation can remain an overview. Former leaders can contribute experience elsewhere; autonomy requires actually granted decision rights.

Shared services and different characters

Shared IT can serve research teams seeking fast experiments and production areas seeking reliability. Its common core need not adopt every user's character. It could combine **reliability, clarity and adaptability**, with appropriate service profiles and transitions.

Term	Meaning here	Example
Interface	Connection between sufficiently similar worlds with shared language, meaning and work logic; handover can be simple and rule-based	Standard request with mutually understood criteria
Gateway	Translation between different meanings or working logics; needs perception, judgement, translation and learning	Research needs translated into appropriate IT service; experiment translated into operating conditions

Decision rule: If sufficient meaning and character are shared for the handover, use an interface. Otherwise design a gateway. Technical interfaces may exist in either case; these terms distinguish organizational translation needs.

An interface may be simple: executing clear agreed rules. A gateway needs its own intelligence: recognizing differences, understanding both needs, translating in both directions, checking understanding and learning from effects. Include these capabilities and their cost explicitly in overall architecture.

Gateway register: Worlds [...] difference [...] translation contribution [...] provider/generalists [...] authority/resources [...] evidence of understanding [...] independence required [...] learning connection [...]. Generalists connect worlds with specialist support where needed. The capability can reside in a team, role or tools; it is not automatically another management level.

Actual communication check: What communication does each important connection require? Can participants actually exchange information, feedback, changes and conflicts and make the required decisions? Compare the design with real paths. Include relevant perspectives during design. Provide time, access and authority for necessary connections without requiring everyone to communicate with everyone continuously.

IT may need different gateways to research, production and other working worlds. Shared technology or the same word “availability” does not establish shared meaning. Recurring misunderstanding prompts examination of the connection; it alone does not prove that a missing gateway is the cause.

Result and next decision

Record overall/connected purposes [...] boundary and key gateways [...] common values/character [...] outward Solutions [...] shared and other supporting services [...] integration tasks and effects [...] key unresolved connections and three priorities [...] first Solution, participants and next review [...].

Also ask whether people can express their distinctiveness while contributing necessary benefit. What help is still required? What work is necessary, chosen support, or recurring compensation for architectural gaps?

Sentence templates for getting started

- ▶ **Need:** “[Affected parties] need [capability/change] because [situation and consequence].”
- ▶ **Purpose:** “We enable [beneficiaries] to [effect], contributing to [wider benefit].”
- ▶ **Boundary:** “We own [...]; we need [...] from [...]; [...] remains outside our mandate.”
- ▶ **Character:** “We particularly value [...], [...] and [...]. This is visible through [...]. We accept [...] for this, without compromising [...].”
- ▶ **Refinement:** “To enable [overall effect], we need [contribution], connected to [...] through [...].”

These sentences support expression, not evidence or decisions. If a statement excludes nothing or fits any organisation, make it concrete through a real case.

Continuing the work

Use the [Solution Template](#) for an outward service and then necessary supporting services. It includes an independently usable mini-version and optional extensions.

For precision, it offers three adapted Cleanroom views: **service promise, relevant conditions and internal realization**. These are views of one Solution, not three management layers. External service descriptions and connections belong in overall architecture; detailed realization belongs in the individual Solution. This allows changes while checking that commitments and common boundaries remain supported.

This is an OrgIQ working model for piloting, not certification. It connects purpose, human agency, Clockwork and Network through traceable architecture work. The model remains a limited view of a living organization.

Background: [OrgIQ](#), [NASA System Design](#), [Sociocracy 3.0 Domains](#).

Optional appendix: [Architecture principles and their origins](#). Its principles inform the method; it is not another mandatory checklist.