

Case Study: Either/Org

Designing the Liberatory Future of Work

Partners: Either/Org Collective — leaders, researchers, and designers reimagining the future of organizational design

Role: Guiding Council Member, Strategist, Facilitator, Co-Designer

Either/Org is a collective of designers, researchers, and organizational leaders reimagining how work gets designed — and for whom. As a Guiding Council member, Amy J. Wilson helped shape the organization's core frameworks and strategy for cultivating **liberatory futures of work**, supporting organizations to move beyond inherited systems of control and toward structures rooted in **agency, equity, and collective care**.

The collaboration centered on three major initiatives: the **Inspiration Library**, a pattern-based knowledge commons for organizational design; a **research sprint** on user engagement and learning behaviors; and the development of a **Case for Change**, a narrative framework that articulates the Story of Now, Story of the Future, and Story of Our Actions — a new theory of change for organizational evolution.

The Challenge

Across industries, leaders are recognizing that their organizations were built on systems of control, not care. Hierarchical, efficiency-driven models are collapsing under the weight of burnout, inequity, and disconnection — yet most culture efforts still focus on surface-level reform instead of rethinking the architecture of power itself.

Common barriers included:

- Organizational structures inherited from industrial-era management models
- Decision-making concentrated in the hands of a few, limiting autonomy and innovation
- Shallow DEI initiatives that center representation but not redistribution of power
- Employee engagement programs detached from systemic or structural redesign
- Fatigue from constant change efforts without meaningful participation or agency

The question: How might we design organizations that shift from control to collective thriving — where liberation, equity, and care are built into the system itself?

The Outcome

Either/Org developed a groundbreaking ecosystem for liberatory organizational design that helps leaders and practitioners reimagine how work can serve both people and purpose. The project centered on three key initiatives:

- **The Inspiration Library** — a public resource of organizational patterns and design alternatives that reframe power, structure, and agency.
- **User Research Sprint** — participatory sessions with organization builders and guides to understand how people navigate, apply, and share design knowledge.
- **Case for Change Framework** — an evolving manifesto and narrative map guiding organizations from systems of survival to cultures of collective thriving.

Together, these tools have positioned Either/Org as a thought leader in the movement to design more humane, equitable, and regenerative workplaces.

Our Approach

Step 1: Build the Commons of Organizational Design

- Co-created the **Inspiration Library**, a digital archive of organizational design patterns categorized by values, structures, and practices.
- Collaborated with a global network of facilitators and researchers to curate examples that inspire agency and alignment.
- Framed organizational design as a participatory practice—where every choice is an opportunity to redistribute power and reinforce integrity.

Step 2: Listen, Test, and Learn with Users

- Led a **user research sprint** with organization builders and guides to explore how leaders engage with and apply design inspiration.
- Identified four key user types—Explorers, Designers, Builders, and Guides—and mapped their distinct learning and adoption needs.
- Synthesized insights into new engagement pathways that bridge inspiration with practice, helping users move from discovery to implementation.

Step 3: Articulate a New Theory of Change

- Co-developed the **Case for Change: Creating a Liberatory Future and Pluriverse in Organizations**, integrating foresight and the Two Loops Theory of Change.
- Helped translate research into a narrative framework connecting the **Story of Now** (urgency), **Story of the Future** (vision), and **Story of Our Actions** (collective steps).
- Positioned Either/Org as a field catalyst—shifting mindsets from control to collaboration, and from organizational survival to collective thriving.

Core Products & Services

Either/Org Design Ecosystem

- *Inspiration Library*: Global pattern repository for organizational design
- *Liberatory Futures Framework*: Strategic foresight model rooted in empathy and equity
- *Case for Change Narrative Toolkit*: Templates and prompts for building movement-aligned organizational stories
- *Learning Sprints & Labs*: Facilitated sessions bridging research, design, and narrative strategy

Strategic Frameworks Applied

- *Two Loops Theory of Change* (Margaret Wheatley, Berkana Institute)
- *Participatory Design & Systems Thinking*
- *Cultural Foresight and Strategic Narrative Design*
- *Liberatory Futures of Work Framework* (Either/Org)
- *Thriving Together Framework* (Culture Shift Studio)

Impact

Either/Org's initiatives have helped leaders across sectors see culture not as an HR function, but as a design system. The Inspiration Library now serves as a shared reference point for consultants, founders, and social innovators building equitable workplaces. The Case for Change has become a guiding framework for organizations seeking to evolve beyond compliance-driven DEI toward liberatory design.

Results included:

- 300+ organizations engaged with the Inspiration Library in its first year
- Expanded global community of practitioners applying liberatory design principles
- Adoption of the Case for Change narrative by partner institutions and guides
- Tangible mindset shift among leaders—from “how do we fix culture?” to “how do we redesign it?”