

Zero distance between organization and customer: a case of mistaken identity

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Here I critically examine some of the propositions and data in the 2025 article *The ZeroDX Journey* by Crainer, Hamel and Ruimin. It is a comprehensive overview of the allegedly new idea that is purportedly creating wonderful new forms of organization with benefits for employees and organizational performance alike, although at no stage are any actual benefits for employees or organizational performance documented. The critical relation at the centre of this idea is that between organization and customer/client. It is hypothesized that the closer the organization and customer can become, the greater the benefit for all involved.

After briefly examining some of the evidence and claims made in this paper I analyse them in terms of the historical context against which they may be evaluated.

Historical context

After decades of painstaking research, each new discovery carefully building on the accumulated knowledge, Fred Emery discovered the genotypical design principles (Emery F, 1967). This discovery became a key concept in the developing conceptual framework known as open system theory (OST).

This accumulated base of knowledge included the discovery of what came to be known as sociotechnical systems and the pulling together of the scattered research pertaining to the factors which produced intrinsic motivation. The holy grail of this whole field of research was the concept and practice for producing organizations which were *jointly beneficial for the people who worked within and the organizations themselves*. With sociotechnical systems and a reliable notion of how to produce high intrinsic motivation, the grail no longer seemed like an impossible or even distant goal.

Figure 1 shows the design principles. The first genotypical design principle, (DP1), is known as redundancy of parts because in the structures it produces, there are more parts, i.e. people, than you can use at any time. The second genotypical design principle, (DP2), is known as redundancy of functions because more skills and functions are built into every individual than they can use at any time. In DP1, responsibility for coordination and control is located at least one level above where an activity is taking place producing a hierarchy of unequals. In DP2, that responsibility is located with the people doing that activity, giving a horizontal structure of equals. The third option is no responsibility for coordination and control so no design principle and no structural relations between the people.

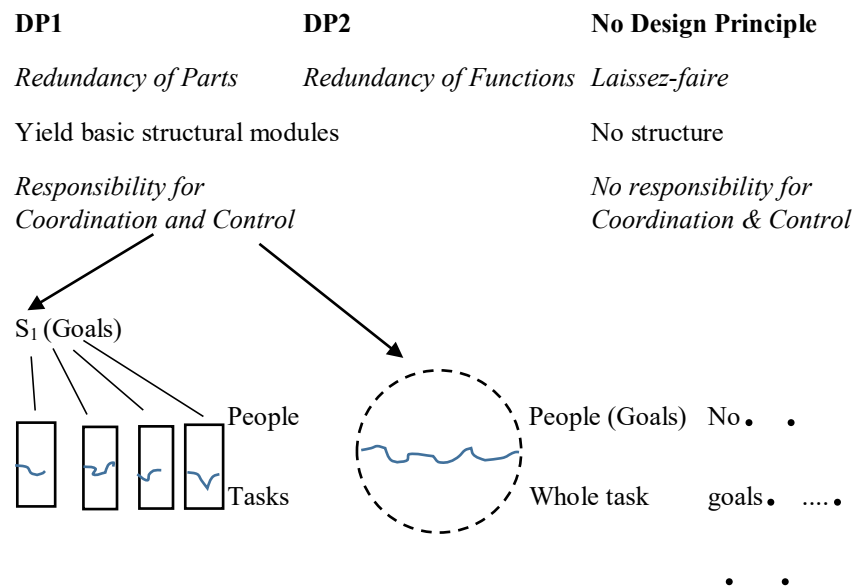


Figure 1. The Genotypical Design Principles

A full write up of the design principles and their effects can be found in Emery & Emery (1974) together with the design of the Participative Design Workshop (PDW), the method in which participants redesign their own section of the organization.

At the time of Emery's discovery, he and Einar Thorsrud were heading up a sizable team of social scientists who were working on the Norwegian Industrial Democracy Program. The two major reports from this program (Emery & Thorsrud, 1969; Emery & Thorsrud, 1976) document respectively the first stage which established that representative democracy could not meet the goals of the program, and included the first full formulation of the essential factors in intrinsic motivation, the psychological requirements for productive work, and second, the success of sociotechnical systems in meeting those goals.

These essential components of intrinsic motivation are important as they are key measures of the success of any structural design, along with good organizational performance. In both theory and practice as demonstrated in measurements over decades, DP2 is essential to achieving adequate score on these 6 criteria as they are known.

The discovery of the design principles revolutionized the whole field, its various conceptualizations, its methods and language as in Table 1: we no longer required the long spelling out of the principle of jointly optimizing the social and technical systems in any enterprise and the Norwegian ID program itself proved that the long, detailed and expert dependent method with STS was unnecessary. Neither Fred nor Einar ever used that method again.

Table 1. Summary of Language Evolution and Position of Responsibility for Coordination and Control			
<i>Organization</i>	<i>Autocratic</i>	<i>Participative Democratic</i>	<i>Laissez-faire (None)</i>
Old language: Process: sociotechnical systems design (STS or STSD)	Non jointly optimized sociotechnical* Basic modules are sections of individuals + supervisor	Jointly optimized Basic modules are semi-autonomous groups	Neither
New language: Process: PDW for democratization	DP1 structure Basic modules are sections of individuals + supervisor	DP2 structure Basic modules are self managing groups	No structural relationships
<i>Location of responsibility for coordination and control</i>	Not with actors	With actors	No such responsibility

* Where sociotechnical includes sociopsychological and socioecological

All that remained to be done was to take the design principles plus the new knowledge garnered from the ID program and design a new method. During the ID program, the team had learnt that workers held all the required knowledge of their work and workplaces so steps such as analysis of variance were redundant. After returning to Australia in 1969, Fred worked on the new design and first tested it in 1971. He called it the Participative Design Workshop (PDW) because the people who work there do the designs.

He boiled the requirements down to knowledge of the design principles, analysis of what the organization was currently doing to intrinsic motivation and what it was doing to people's skills and knowledge. Then the people who worked in the organization could produce a design for their section which met all the required specifications for high motivation *and* productivity.

In 1972, he put it through the whole of ICI's Botany plant, 5 chemical factories and a power plant – and it worked brilliantly. Over the next few years, we tested it on many diverse organizations in Australia and several overseas countries, improved various wordings and processes, tidied up some loose ends and generally turned it into a powerful, reliable instrument, one which was quick and easy, highly efficient. When we were sure it did what we claimed it did, we published it in 1974 (Emery & Emery, 1974; Emery M, 1989).

Since those early days, we of course learnt quickly how to use the PDWs to design ways to efficiently achieve whole DP2 organizations. We learnt, and are still learning just how powerful these principles are and how they affect behaviour (Emery M, 1988). Because the PDW is simple, easy and reliable, it enjoyed great success and we saw good diffusion. The improvements in productivity alone were sufficient to convince others (Emery M, 2008).

Foundation of zero distance

Crainer et al make many big claims for their proposition that organizations should organize themselves around their relations with their customers or clients, specifically in ways that reduce the distance between themselves and the customer. For example, "Boundaries are dissolving, enabling seamless collaboration among organizations, partners, and users to jointly build intelligent interactive ecosystems" (p5). They are the next stage of organizational evolution after the hierarchical bureaucracies of the industrial era. The

conference at which this paper was presented was to explore "foundational logic and breakthrough pathways for organizational evolution in the age of AI, opening insights into the future of organizational development" (p6). Successful zero distance organizations have dismantled bureaucratic barriers, reimagined business ecosystems, and unleashed organizational autonomy.

Analysis. I tried out the idea that reducing the distance between organizational and customer was a new idea on a random sample – the results were all along the lines of 'How revolutionary!' (sarcasm) or 'That is supposed to be a new idea?', 'I thought if you didn't have happy customers, you went broke'. Indeed, the very notion has long been encapsulated in beliefs in getting to know the customer better, improving customer relations, mechanisms such as customer surveys or regularly reviewing front line intelligence on customer feedback.

Many organizations have realized that the reason they have not been good at customer relationships is because so many of their staff have very low levels of *intrinsic motivation*; in other words, they couldn't give a stuff about the quality of the goods or services they are producing or being nice to the customer if they were front line staff. This is vaguely admitted in the paper: poor customer relations or high organizational-customer distance as a problem lies in "poor performance metrics and data analytics" (p8). Yes, exactly. Fix the reason for the poor performance and you fix the customer distance problem.

Over the last 50 years or so, this motivational problem has been solved by firstly, recognizing that intrinsic motivation is a result of the genotypical structure of the organization and secondly, getting staff to redesign the structure on the basis of DP2. DP2 organizations do not have any problems with customer relations because their employees are highly motivated to produce high quality and look after the customers. **Problem solved.**

Future fit organizations

In a two page summary (p9-11) of the pioneers who have paved the way to today's alternative organizations, there is no mention of Emery or Trist or anybody associated with the discovery of sociotechnical systems, the genotypical design principles or OST in general. As we saw in Emery M (2024), there are time warps in the evidence base of some authors, notable American, where the time warp covers 1967 to 2018, 1967 being the date of publication of the design principles. It seems we can now, at least for Crainer et al, extend that warp period from 2018 to 2025.

Haier and zero distance

The Haier model was "pioneered by Zhang Ruimin, founder and now Chairman Emeritus of the Haier Group, the world's leading white goods manufacturer. Born out of Haier's own RenDanHeYi™ model, Zero Distance refers to the elimination of the distance between employees, operations, and customers, to ensure seamless connectivity and responsiveness in today's fast-paced markets" (p13).

RenDanHeYi appears to have its origins in ancient Chinese wisdom concerning human relationships and since the introduction of the model in 2005, Haier has flourished. A major element of this success is their *highly motivated employees*. Haier now consists of a network of employee run 'microenterprises' covering areas such as design, R & D, logistics and production. These self managing groups are supported by a set of functions such as finance, capital, budget and HR. a small group of executives function as 'enablers' who build trust, set

the vision and act as ecosystem architects. It is said each microenterprise runs 'autonomously' but this is a misuse of the English language.

Analysis. Observant readers will note that in the quote above, it explicitly mentions elimination of distance between employees, operations and customers. That is the opposite of the most prevalent disease in today's workplaces, the utter alienation of so many from their work, which registers as extremely low intrinsic motivation or being 'disengaged'. That wording certainly suggests that what Haier has built into its model is DP2, employees are equals working together. In DP1 structures, employees are unequal in status with psychological distance increasing between them over time. I will argue that DP2 is the key to Haier's success, not the reduction of distance between employees and customers per se.

There are several varying versions or interpretations of the meaning of RenDanHeYi: e.g. *Ren* means employees, *Dan* means users, *HeYi* means common goal, or e.g. *Ren* means people, *Danheyi* means eggshell theory like eggs within an egg carton. When I looked up the words in the name I found that *Ren* means benevolence, love, altruism, kindness or humanity. *Yi* means propriety, rightness or oneness. When *Ren* and *Yi* are combined, they mean the Confucian way of life or morality. *He* means to join or combine. *Dan* appears to be the name of one of the ancient tribes in China. Whatever the accuracy of these interpretations, the combination of RenDanHeYi certainly suggests a wholeness, or a unity that further suggests the sort of cohesion and closeness found with DP2 and self managing groups. The following quote supports this view:

"On the surface, Zero Distance refers to the removal of barriers between employees and users. But at its core, it means there is zero distance between a person and the value they create and their dignity. In other words, a person's value and dignity are in their own hands—not in the hands of a CEO or a higher authority" (Zang Ruimin, p3).

In that quote, Ruimin separates out the superficial or mechanistic interpretation from the genotypical, the meaning and dignity people experience when working in DP2 structures. His quote about value and dignity is a million miles from the mechanistic translation into zero distance just between organization and customer and it seems that many have missed this crucial or core element in Haier's formula. We can spell it out more clearly as the elimination of distance between employees, between employees and their operations and between employees and the customers. This is why as we see below that so many of those who tried to institute a zero distance organization *only* based on zero org-customer relation got themselves into all sorts of trouble. On its own it is simply insufficient to build a high performing organization consisting of highly motivated employees. If they had understood it was the indissoluble interrelatedness of all these elements, they may have started on a more holistic footing.

The word 'autonomous' is now widely used in relation to these sorts of industrial developments but it is inaccurate. These microenterprises are created in the name of Haier, operate in its name and with its overall resources, and Haier can destroy them any time it chooses; the best you can say of these entities is that they are self managing. They are the direct equivalent of the self managed groups created in the early days of the democratization research when they were called semi-autonomous. Fred Emery later changed this description to self managing as it is more accurate than the varying degrees of autonomy found in groups which also change as the organization evolves.

An indication of the roots of this misunderstanding of autonomy lies in the discussion of the "autonomous individual" on p25. "There's only one criterion for judging whether Zero Distance has been achieved: Is every individual an autonomous individual? And there are

three elements that determine whether someone can truly persevere as an autonomous individual: fear, honor, and benefit." Thucydides, the ancient Greek historian responsible for this definition was like mechanists the world over, a believer in the power and supremacy of the lone individual.

However, much greater psychologists and psychiatrists than Thucydides know that the lone individual is extremely vulnerable to mental illnesses. Individuals need to be well embedded in supporting entities greater than themselves to grow, develop and stay healthy. They are autonomous but also homonomous, independent but also interdependent (Angyal, 1941; 1968; Fromm, 1963.) The basic unit here is not the individual but the individual-in-environment or more specifically, group or community

New Principles of zero distance

The paper also elaborates on 6 *new principles of zero distance* (between organization and customers):

Principle 1. Openness. Openness was identified as a critical component in effective or influential communication by Asch in 1952 so hardly new. It has been built into the structure and function of the Search Conference since 1959 and is a critical feature of all DP2 structures. You can't keep secrets in a DP2 structure.

Principle 2. Learning from customers. Is it new? Hardly, as above it has always been acknowledged as a crucial vehicle for keeping the organization afloat. In DP2 organizations, employees don't only learn from customers, they apply their learning to maximize productivity.

Principle 3. Minimal hierarchy. Here we begin to see that their focus on the organizational-customer relation has **not** gotten them any closer to the critical relations involved in the design principles and why. In this section they relate several little stories about organizations and their so called journeys.

Clever in Denmark is typical: their structure, based on what sounds like guesswork or intuition, like Agile was, worked well while the organization was small. But as it grew, hierarchies became more pronounced, "decisions drifted away from the teams doing the work. The organization was successful, yet it no longer felt human" (p21). So they removed what they thought was the hierarchy, management altogether. In the new model called "co-leadership" however, each individual is assigned one or more individual roles and although the claim is that decisions are 'consensual', there is no mention of shared responsibility for coordination and control or for how coordination is achieved. That suggests that there is still a hierarchy of positions within the teams so I suggest there are more stages to come on their journey.

Analysis. The principle itself, minimal hierarchy, tells us that nobody writing here has the faintest idea of what is causing it all. In addition, it is clear that they are still believing that hierarchy is necessary, that there is no alternative. The reality of course, is that there is either a hierarchy or not: minimal hierarchy is the equivalent of saying you are a little bit pregnant.

Some organizations seem to have finally arrived at working DP2 structures, others are still on the 'journey'. **None of this documented trial and error with subsequent stumbles, failures, redesigns on the fly, based on more guesswork and more cycles of the same, generating various forms of angst and anguish, is necessary.**

Using the PDW where all employees from bottom to top, as well as associated organizations such as unions, are educated in all aspects of theory and method long before the redesigns start, means most possible obstacles are anticipated if not dealt with in advance. Resistance from some quarters can be anticipated and discussions begun. Because the process itself is motivating, news of it diffuses quickly and as most employees see it as a terrific opportunity, creative ideas start generating. It is not only quick and efficient, it generates positive energy and, therefore, momentum as it proceeds.

Redesigns later on are not required because the organization naturally evolves in response to internal and external factors or bright ideas coming from any part of the structure. Occasionally, a strategic process such as a Search Conference may indicate a more radical change of direction because of something like a dramatic marketing change so this is communicated through the organization and each section or department then adjusts and elaborates its design to accommodate the change (Emery M, 2013).

Principle 4. Individual responsibility. This principle is taken from Toyota's innovations from the 1990s. In this section we see how inadequate the conceptual base for this zero distance effort really is. Apart from linguistic nonsensities such as 'people leading themselves' which tell you that the author was having problems trying to articulate a concept or what they really meant, we have a confused discussion of autonomy, structure, freedom and governance. Consider this: "Autonomy, far from being the absence of structure, depends on thoughtful governance, frameworks that clarify how we decide, interpret, and adapt together. The question is not how much structure we can eliminate, but how governance can enable genuine freedom and collective intelligence" (p26).

Like so many confused discussions before it over the years, it appears that by structure they mean the dominant hierarchies of DP1 which rob most people of their decision making. With its inclusion of thoughtful governance and frameworks which clarify how we decide together with freedom and collective intelligence, this quote not only implies DP2 but also seems much closer to the Angyal definitions of autonomy *and* homonomy than the lone individual behaving with fear and honour to gain benefit. This confusion will continue until there is an understanding of the design principles and their roles in governance, freedom and the growth of individuals.

Several examples quoted claimed to have teams in which individual hold several roles based on skills and interest. This is an appropriate form of structure where individuals are highly skilled, holding required qualifications for a position or there is some other solid demarcation which means there cannot be multitasking. In those cases, the individuals hold individual responsibility for control but still share responsibility for coordination (Emery & Emery, 1974).

It is not an appropriate model when individuals can multiskill and share responsibility for coordination and control. As it stands, it looks like the most common Agile pattern as the individuals function to exercise control only and coordination is missing in action, creating serious organizational and personal problems (Emery 2023).

Principle 5. Ecosystem thinking. This founding principle is defined as "Broadly interpreting and nurturing ecosystems" but like everything else in this article, there is no indication of how anyone should or could go about doing this nurturing.

Silicon Valley ecosystems have apparently been celebrated for years but we are told that: "Ecosystems have traditionally been looked at from a scientific, technological or systemic perspective. There has always been the sense that thinkers and practitioners have been intent on containing and describing ecosystems rather than setting them free and acknowledging their inherent messiness and complexity" (p28). They also claim the "fundamental humanity" of ecosystems is often overlooked. Well we would hope that they continue to be examined systemically and scientifically as with OST, and note that when they are, they are neither messy, complex nor lacking in humanity at all.

Throughout the section, it becomes more obvious that the authors have no clear idea of what ecosystems are or how to create one, or any productive purpose to which they could be practically put although they claim the "ecosystem economy" (p28) will globally be worth trillions.

Here I follow Peter Aughton (2016) who has done, by far, the best grounded work on ecosystems, both conceptually and practically. His purpose was to help OST/ STS practitioners "plan and undertake workshops designed to create viable business ecosystems" (p4) while serving as part of an ecosystem whitepaper. This latter would support a new training program to give people the skills to successfully design and build their own business ecosystems.

We begin with the premise that every productive system has an ecosystem which consists of all the various organizations, individuals or open systems more generally to which it is related in various ways, for example, these systems do not only have customers or users, they also have regulatory authorities, suppliers and distributors who perform essential functions for the enterprise.

Aughton used my definition of an ecosystem, and like Moore before us, we defined it as a community. However, it has since become very clear to me that many ecosystems are not communities as usually understood but rather just collections of organizations and individuals who play roles in the function of the focal system. That these ecosystems may contain organizations with no, or competitive connections to other members means that a focal organization would do well to *create a community with cooperative relations between all members and with the focal system* as a better guarantee of that system's sustainability.

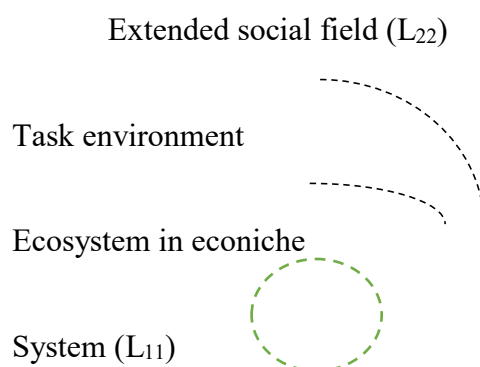


Figure 2. Ecosystem in relation to system, task environment and social field.

(Adapted from Aughton 2016))

Figure 2 spells out the concept of the open system elaborated to explain the ecosystem in its econiche. OST postulates that a system (L_{11}) exists in an extended social field of directive correlations (L_{22}) (Emery & Trist, 1965; Emery F, 1977) where system and environment are mutually determining. L stands for the laws governing the system and environment. The task environment is a slice within the social field of relevance to any system within it. The ecosystem is a collection or community of open systems with functional relationships to the system. The space it occupies in the task environment is called the econiche. As task environment, ecosystem and econiche are only elaborations of system and environment, we assume that they follow the same laws as system and environment and influence each other in the same ways.

With this solid theoretical footing, and the wealth of OST's tools at his disposal, Peter goes on to show exactly how to successfully create an ecosystem which functions as an entity with cooperative relations between all members and with the focal system.

The occasion was the creation of the National Disability Insurance Scheme (NDIS), a policy featuring market-style, customer-centric disability funding. Existing disability care providers required a restructure of their business model if they were to remain viable.

After considerable preparation and planning, Peter and the Cadel Group conducted two-half day workshops to design a disability care ecosystem that would act as a model for disability care providers to operate cost-effectively while at the same time, delivering high levels of customer service. These participants covered health and disability care provider businesses, developers of a cloud-based IT platform for managing complex ecosystems, smart home business, advisors on intelligent sensor devices including advanced wellbeing technology, in-depth knowledge of the workings of the NDIS and comprehensive understanding of the health and disability care sector and a world renowned specialist in advanced bio-medical devices, provided the workshop with examples of amazing technology that can help people with a disability live independently. Peter acted as a proxy for a workforce partner able to provide a pool of workforce ready support workers, experienced care workers and care specialists as well as managing the workshops.

The *objective* was to develop a viable disability care ecosystem model that will improve disability care provider performance, and meet the needs of NDIS users with consumer directed care.

The actual design of the workshops is provided here as it shows how Peter used various components of OST methods welded into a coherent Unique Design (Emery & deGuerre, 2007a) to achieve the objective.

The task of the first workshop was to explore the external environments for disability care providers and analyse their present system.

1. Conceptualizing a disability care ecosystem and workshop design. This step was briefly explained to participants at the commencement of Workshop 1.
2. Explore recent changes in the World Around Us affecting the health and disability care sector
3. Brainstorm a probable future of the Australian health and disability care sector (2020)
4. Conduct a present analysis of an archetypal disability care provider

The task of the second workshop was to identify issues and achieve solutions for disability care provider performance

5. Map the workflow and processes of an archetypal disability care provider and identify errors / issues inhibiting performance

6. Design a social system supported by an IT platform and advanced wellbeing technology to produce a disability care ecosystem model to meet the workshop purpose

7. Explore opportunities to deploy and demonstrate the disability care ecosystem model in a variety of health and disability settings, particularly where significant improvements in customer service levels and productivity are an imperative.

8. Next steps

In task 1 above, Peter built upon briefings done in the preparation and planning stage to educate participants about the basic concepts of OST including the concept of the open system and the design principles.

To generate trust between partners, the workshops had two important design features, specifically that the workshops functioned as a DP2 entities and the 'conditions for effective communication' (Asch, 1952, Emery M, 1999) were generated (p13).

Aughton (2016) contains detailed discussions of many aspects of ecosystem design, the differences between success and failure and the full report of the workshops. It should be noted that this example of the NDIS ecosystem was a particularly tricky one in that the NDIS was new with much uncertainty. Well established systems present far less difficulty as the members of the their ecosystem are known and it is a much simpler matter of pulling them all together to create a DP2 structure for their network. This example, however, should be sufficient to demonstrate that rather than the patchy rhetoric around ecosystems in Crainer et al, well established theory and practice is available.

I have spent considerably more time on ecosystems than other section here for the simple reason that the thinking about ecosystems is seriously inadequate for a topic the authors rightly consider to be one of importance.

Principle 6. Zero boundaries.

"Self-managing teams—micro enterprises in Haier's terminology—are given autonomy and authority to make decisions, directly interacting with customers. Teams are accountable for their results, with all employees sharing in the organization's success" (p30). Several other examples are provided where great ingenuity has been employed in the development of structures which are, or approximate in some of their functioning, DP2. However, others are still stuck with what is obviously mechanistic thinking devised and imposed from above, such as splitting teams when they get to number 21. If this was a genuine DP2 structure with teams having responsibility to decide what number was most appropriate for them and their tasks, there would certainly be some variability.

There follows a series of case studies, most of which feature experimentation, pilot studies or trial and error in some form with, as you would expect, some variability in success.

Discussion

It appears that there is a serious discrepancy between the meaning of the original RenDanHeYi model and its translation into zero distance between organization and customer. There is little doubt that RenDanHeYi uses DP2 although there appears to be no conscious knowledge of the design principles themselves. It may be that there is some implicit understanding of these principles in Chinese culture but certainly there is no evidence for conscious knowledge of them. This proves once again that merely practicing DP2 is not sufficient to produce conscious knowledge of the principles – they must be explicitly taught.

What has apparently happened in this case is that the wholism and unity of old Chinese culture has been replaced by the brash mechanism of modern American culture. DP2 has been replaced by various attempts to escape from DP1 but the very lack of either conceptual clarity or practical know how means that while many organizations have rejected what they call "structure", they have not replaced it with DP2. We see some intuition and some best guesses with iterations over time with a resultant of primarily, *functional laissez-faire*. This has been a proven scourge of modern organizations (deGuerre & Emery, 2007; Emery & deGuerre, 2007b; Emery M, 2023)

With principles like individual responsibility and minimal hierarchy, no organization is likely to arrive at the cohesion of RenDanHeYi. These two in particular are antithetical to the notion of shared responsibility for coordination and control which is at the heart of DP2. They also show a cultural bias towards both mechanism and the supremacy of the lone individual. In many cultures, is only when people learn about the design principles and how to use them that they can start to see their way out of their cultural assumptions.

Similarly, we note that while some of the cases discussed in the paper have arrived at what sounds like some version of DP2 or close, there is little direct evidence that starting from trying to eliminate the distance between organizations and customers is a reliable path to DP2. Not only that but just starting from pure intuition as some have done appears to be an easier route. Some cultures such as those found in South America are still very close to their ancient roots where DP2 was the governing principle. However, none of them has yet managed to discover these principles either.

Nowhere in the article are there any stats about any aspect of organizational performance or any aspect of human welfare or well being. The overall commercial success of Haier and its spread is undoubted but the outcomes of other of the organizations mentioned are not made explicit. They make no mention of the psychological requirements for productive work or any other reliable measure of individual wellbeing. In most sections such as that on ecosystems, we find simple, high sounding rhetoric instead of data or any conceptual or practical clarity. One of the most common outcomes of zero distance appears to be confusion.

Conclusion

Rather than the uncertainty inherent in the Zero Distance approach of trying to eliminate the distance between organization and customer, there is a simple, well established and reliable method: change the design principle from DP1 to DP2 which radically improves intrinsic motivation. When employees want to look after the customers and their needs, they do.

This is the experience from many DP2 enterprises and RenDanHeYi: it is not the experience of zero distance between organization and customers. It is a wrong translation. And far from being the next stage in organizational evolution after dominant hierarchies, eliminating the distance between org and customer has proven to be a dead end.

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