A Holistic View of Evolution Approach of Organizational Architecture

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Abstract

Valeria Termini, President of the International Association of Schools and Institutes of Administration (IASIA) in 2011 the 50th anniversary of the scene, has stated that: the main development direction in Public Administration of the future is focus to "innovation", and also a consensus of the scholars. Therefore, organizational innovation is one of an important development direction in public administration of the future. In this study, engaged in the systematic organization architecture and holistic-thinking analysis by the theory of biological evolution. The framework of this study is the organizational architecture of dynamic evolutionary process. The holistic evolution of organizational architecture has two axes: First, the organizational architecture, including structure, implementation, strategy, and culture; Second, the evolution process, including variation, selection, retention, and struggle.

	variation	selection	retention	struggle
structure		→	→	→
implementation		→	→	→
strategy		→	→	→
culture		→	→	→

This article takes the important content by organizational architecture of dynamic evolutionary process of context, and illustrates the evolutionary process by example for the Bureau of Social Welfare (including the main------Bureau of Social Welfare of Taipei City, and the Bureau of Social Welfare of New Taipei City, the Bureau of Social Welfare of Kaohsiung City). This research using documentary research and analysis of qualitative data, and collect the Bureau of Social Welfare of the organizational architecture and function change information. By study how these organization has responded to changes in social environment, such as changes in current routines and competencies and organizational forms, and has to choose what to change, and whether to retain the original part of organization, and struggle over capital and legitimacy. Findings of this research are that due to new social environment which change dramatically in organizational evolutions of the Bureau of Social Welfare is quickly and adapt to new environment. On the one hand, the Bureau of Social Welfare needs to have institutional legitimacy, which some extent belongs to a closed system, is one of the organizations of the bureaucracy; on the one hand, the partnership with both government and non-government institutes is the network characteristics, is an open system. It can be said that the Bureau of Social Welfare of the typical semi-closed semi-open system, the nature of the service system is new public governance, open and closed system construction. Then, the impact of globalization and growth of unemployment causes complexity of social problems, which may cause the organization not

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to adapt to the variation of the external environment and cause a decline of organizational performance. This research suggests that the bureau receptive to the impact of internal and external environment, showing good organizational evolution process. Organization needs to adapt and adjust quickly, and to variations in real time, make the appropriate choice of the appropriate retention and struggle with other agencies over social resources and legitimacy necessary for survival.

Introduction

Some two decades later, environmental challenges, like the poor, are still with us, as was very recently argued in the 2009 *Public Administration and Development*, Special Issue on Climate Change and 60th Special Issue of *Public Administration and Development* on the Future of Development Management in 2010 (McCourt, 2010). "Public Administration in the years to come will continue to be the main instrument of the State to define policies, to implement program (me) s and to ensure that security, safety and quality services are provided to its citizens. It will be a key factor in enabling countries to accelerate their economic and social development and to meet their development goals" (UN-DPADM, 2009: 80).

Randall Baker (1989) considers the potential for change in policies and institutions; particularly policy formulation, methodology, and administration that would help public administration make some impact on **environmental** problems. As Allan Rosenbaum (2006: 24) wrote: "the world of the 21st century will invariably be a world of rapid change and much **complexity**", Taiwan also faced the same situation. In recent years, new research directions of organizational ecology has gradually been developed: one is to do "upward" research on community ecology, while the other is "downward" research on individual organization and internal organization of the ecosystem (W. M. Evan, 1993; M. J. Hatch, 2006). During the last two decades, with rapid changes in social environment, including significantly low birth rate, and aging, domestic violence, is increasing single parent families, foreign brides, and new nationals. These factors have made bottlenecks on the development of family and community, and will lay heavier burden on family care, while also will lead to increase of disabled family, disabled elderly families and families of mental illness. Therefore, we must find ways to overcome these problems.

Valeria Termini, President of the International Association of Schools and Institutes of Administration (IASIA) in 2011 the 50th anniversary of the scene, has stated that: the main development direction in Public Administration of the future is focus to "innovation", and also a consensus of the scholars. Therefore, **organizational innovation** is one of an important development direction in public administration of the future. Hence, this paper attempts to solve the above problems so as to the perspective of organizational ecology. The organizational ecology is based on environmental selection, and further focused on the proactive adaption of the organization, and the limited of strategy selections. The environmental condition is the key to the decision the organization genre and its chance of survival. The research focus of the **organizational ecology** is to study the surviving and mortality rate of organizations, and to depict their growth and death. What deserves attention is the "density dependence theory" proposed by Michael T. Hannan & Glenn R. Carroll (1995).

The theory stated that the birth and mortality rates of an organization are decided by two processes, namely legitimacy and competition; the degree of dependence varies in different development stages of the organization. This paper from the point of evolution of organization, make study on the unique survival, interactive features and differences in the way and process of evolution of organization, for the purpose of making inter-departmental organization have a new vision, innovative adaption and development, and further to embody democratic politics. This research suggests that the bureau receptive to the impact of internal and external environment, showing good organizational evolution process. Furthermore, this paper targets to provide clear and feasible developmental direction to enhance the wholesomeness for Taiwan's social welfare system.

Literature Review

The literature review includes Knowledge development of major science and philosophy schools, the ecological approach, historical models of organizational change, evolutionary processes, modes of organizational memory and knowledge, and core elements of the NPG, in contrast to PA and the NPM.

Ⅰ. Knowledge development of major science and philosophy schools

Knowledge development of major science and philosophy schools, including Mechanical Model （inductive---deduction）, Logical positivism (experience), Falsificationism, Historicism (T. S. Kuhn), Multiple Theory （P. Feyerabend）, Evolution Model （S. Toulmin）, Scientific Research Programs （I. Lakatos）, Construction Realism （F. Wallner）.

Table 1: Knowledge development of major science and philosophy schools

Major Science & Philosophy Schools	Basic Units of genes, classification and evolution	Relationship between knowledge growth& evolution (creation)	Mechanism of Innovation (variation)	Criterion of selection (evaluation): rational and reasonable	Evolution, models, and mechanism of knowledge: the feedback loop of gene, variation and selection
Mechanical Model （inductive---deduction）	Single hypothesis/ theory	Creation (divergence) = expansion of hypothesis scope	New observations, new experiments, new experimental facts, new hypothesis and new theories （	Testify hypothesis and theory, meaning to criticize and select	New observation, new measurement, new experiment→ hypothesis （induction） →verification ↖ ↖ ↖ ↓ Problem-solving, reasoning,, deduction

			gradual change of accumulation amount)		←←←←←Theory
Logical positivism (experience)	Single hypothesis/ theory	Creation (divergence) = expansion of inductive scope	New observations, new experiments, new experimental facts, new hypothesis and new theories（gradual change of accumulation amount）	Verifiable principle, logical consistency principle, simplicity principle and unity principle	New observation, new measurement, new experiment→ hypothesis（induction）→verification ↖ ↓ Problem-solving, reasoning,, deduction ←←←←←Theory
Falsificationism （K. R. Popper：1968、1987）	Single hypothesis/ theory	Creation = rational critic= evolution 1	All kinds of conjectures, hypothesis (try and error, an mutation that abandon for one falsification）	Rational critic and rebut2（falsifiable principle）	P1（Problem 1）→→TS（Trail hypothesis, mutation） ↗ ↓ P2（Problem 2）→→EE（testify hypothesis, selection）
Historicism （T. S. Kuhn：1968、1991）	Paradigm (a group of hypothesis or theory)	Creation = revolution = paradigm shift	Competitiveness of a variety of creative attempts to problem-solving	First stage: refined, increase of special level Later stage:	Post-model→ common model→ crisis and revolution→ New model ↑ ↓

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[1] Popper（1987）self illustrated his own knowledge growth model, which was basically the evolution of Darwinism instead of that of Lamarckism. The reason was that his model focused on the change of "quality" rather than "quantity" accumulation that logical positivists proposed. He emphasized the opposition of natural selection of Darwinism and environmental adaption of Lamarckism, which were similar to try and error method of falsification and critic, and the difference between induction which focused on observation and verification.

[2] Popper（1971）stated that rational does not equal to logistics, it was instead the criteria of human selection in the evolution theory. Every selection which was qualified to evolution was a rational selection; and the rational criteria were criticism and falsification.

			(mutation of paradigm shift)	rational or practical reason3	————————————————————————————————
Multiple Theory （P. Feyerabend）	Single hypothesis/ theory	Creation = proliferation = multi-variation	Proliferation principle and toughness principle （increase of viewpoint, theory and methodology; study with law, without law, and no common law	Reflection-base new method （anti-methodology, anti-induction, anti-normative, anti-mainstream）	Proliferation of new viewpoint, new theory, and new methodology→ toughness ↑ ↗ ↗ ↓ ←←←←←←←social selection←←←←←←free selection
Evolution Model （S. Toulmin：1972）	Single hypothesis/ theory	Creation = evolution = evolution	Multiple variation and ling of features （mutation for accumulation change）	Internal and external reasons4	Creation→competition→selection→transmit→accumulation ↑ ↓ —————————————————————————————————————

Scientific Research Programs （I. Lakatos）	Research program (a group of theory)	Creation = evolution and progress of research program	Positive and negative heuristics （adjust, amend, propose new protection band; mutation for	Reason: the improvement of explanation and anticipation, and the comprehension of control mechanis	New research program→
					                multiple
					competition→selection→evolution→
					                                Degeneration
					↑
					↓
					———————————————————————————————————

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3 Kuhn self stated his own features of rational implementation: 1. It was non-logical belief；2.It was restrained by social practice, the community of science; 3. It was a kind of (or group of) belief, not theoretical principles.

4 「Reason」 is the internal development history of the field. The scientific community of field will criticize, evaluate and select different creation (mutation) according to the internal reason; another 「reason」 comes from the external development history of the field, including various elements social and cultural related elements, it sometimes represses the evaluation process of the internal reason, becoming the non-rational source of the field.

			accumulation change	m	
Construction Realism (F. Wallner)	Successful link between heterogeneous elements	Creation = expansion and integration of success	Dialogue, link, penetration, migration and integration（gradual change plus mutation）	Successful integration (new and effective)	New condition→dialogue→expansion→ideal construction ↑ ↗ ↓ ←←←←←←←←←←←←←←←←←←←←← ←←

Source: author reorganized

Ⅱ. The ecological approach

The ecological approach explains organizational outcomes in terms of the demographic composition ------ size and distribution ------ of organizational populations and the resource environments they are located within. It emphasizes founding and disbanding as sources of population level change, and downplays transformations. Ecological approaches to organizational analysis focus on relations between organizations and thus complement more micro-analytic approaches, which focus primarily on social relations within organizations (Aldrich &Ruef, 2006: 35).

Table 2: Modes of organizational memory and knowledge

Perspective	Variation	Selection	Retention
Ecological	Variation introduced via new organizations	Selection results from fit between organizations and environment	Retention through external pressures and internal inertia
Institutional	Variation introduced from external origins, such as imitation	Selection via conformity	Retention through transmission of shared understandings
Interpretive	Variation introduced as people negotiate meaning through interaction	Selection via emergent understandings and compromise	Retention is problemistic; depends on learning and sharing
Organizational learning	Variation via problemistic search or information discontinuities	Selection results from fit to target aspiration level or existing organizational knowledge	Retention in programs, routines, and culture
Resource dependence	Variation introduced as managers try to avoid dependence	Selection via asymmetric power relations	Retention a temporary result of coalitions and bargaining
Transaction cost economics	Variation introduced via intendedly rational action	Selection involves actions to minimize transaction costs	Retention via transaction-specific investments

Source: Howard E. Aldrich & Martin Ruef (2006), *Organizations Evolving*, Thousand Oaks, CA: Sage, p. 36.

III. Historical models of organizational change

Historical models of organizational change, including Life cycle metaphor (includes Developmental Model, Stage Model, and Metamorphosis Model), Non life cycle metaphor (includesTeleological Model, and Dialectical Model), and Evoluationary Models.

Table 3: Historical models of organizational change

Life cycle metaphor	
'Time' is viewed from the perspective of a focal organization. 'Age' represents accumulated experience. Assumption: Organizations encounter generic problems as they age.	
Developmentai Model	Life cycle model in which an organization changes on the basis of the potential inherent at its founding.
Stage Model	Life cycle model in which an organizational change proceeds in stages during which members must solve new problems.
Metamorphosis Model	Variation on the stage model in which change occurs in discontinuous stages provoked by a mismatch with context.
Non life cycle metaphor	
'Time' is viewed from the perspective of the length of problem-solving sequences. 'Age' represents a series of cycles. Assumption: Organizations can achieve 'progress'.	
Teleological Model	Model in which an organization's 'purpose' drives organizational actions.
Dialectical Model	Model in which change is a never-ending shift between confrontation and temporary reconciliation.
Evoluationary Models	
'Time' is viewed from the perspective of organizational context. 'Age' represents accumulated experience in historically-specific environments. Assumption: Builds on previous models and adds elements of ambiguity and uncertainty.	

Source: Howard E. Aldrich & Martin Ruef (2006), ***Organizations Evolving***, Thousand Oaks, CA: Sage, p. 161.

Ⅳ.Evolutionary Processes

Aldrich & Ruef (2006) point out that organization evolving includes variation, selection, retention and struggle; it means that organizations face changes in the environment, the organization itself have to evolve, to variation, to choose the appropriate changes, to retain the existing advantages, and to struggle with other relevant organizations for resources and legitimacy.

Table 4: Evolutionary processes

Evolutionary processes	Definition	Example
Variation	Change from current routines and competencies; change in organizational forms. . Intentional: occurs when people actively attempt to generate alternatives and seek solutions to problems. . Blind: occurs independently of conscious planning.	. Within organizations: problematic search. . Between organizations: founding of new organization by outsiders to an industry. . Mistakes, misunderstandings, surprises, and idle curiosity. . Pressures toward stability and homogeneity, and the persistence of past selection criteria that are no longer relevant in a new environment.
Selection	Differential elimination of certain types of variations: . External selection: Forces external to an organization that affect its routines and competencies. . Internal selection: Forces internal to an organization that affect its routines and competencies.	
Retention	Selected variations are preserved, duplicated, or otherwise reproduced.	. Within organizations: specialization and standardization of roles that limit discretion. . Between organizations: institutionalization of practices in cultural beliefs and values.
Struggle	Contested to obtain scarce resources because their supply is limited.	Struggle over capital or legitimacy.

Source: Howard E. Aldrich & Martin Ruef (2006), ***Organizations Evolving***, Thousand Oaks, CA: Sage, p. 17.

V. Modes of organizational memory and knowledge

Modes of organizational memory and knowledge, including Organizational knowledge, Procedural memory/knowledge, Tacitknowledge, and Declarative memory/knowledge (Aldrich &Ruef, 2006: 75-77).

Table 5: Modes of organizational memory and knowledge

Concept	Definition
Organizational knowledge	Routines and competencies specific to an organizational activity system
Procedural memory/knowledge	Knowledge drawn from memory stored about specific routines and skills applied to familiar situations
Tacit knowledge	Knowledge that can be applied but that is difficult to verbalize
Declarative memory/knowledge	Knowledge drawn from memory that is theoretical or abstract, e. g. Facts and events

Source: Howard E. Aldrich & Martin Ruef (2006), ***Organizations Evolving***, Thousand Oaks, CA: Sage, p.77.

VI. Core elements of the NPG, in contrast to PA and the NPM

Core elements of the NPG, Paradigm/Key elements includes: Theoretical roots, Nature of the state, Focus, Emphasis, Resource allocation mechanism, Nature of the service system, Value base.

Table 6: Core elements of the NPG, in contrast to PA and the NPM

Paradigm/Key elements	Theoretical roots	Nature of the state	Focus	Emphasis	Resource allocation mechanism	Nature of the service system	Value base
Public Administration	Political science and public policy	Unitary	The political system	Policy creation and implementation	Hierarchy	Closed	Public sector ethos
New Public Management	Rational/ public choice theory and management studies	Regulatory	The organization	Management of organizational resources and performance	The market and classical or neo-classical contracts	Open rational	Efficacy of competition and the marketplace
New Public Governance	Institutional and network theory	Plural and pluralist	The organization in its environment	Negotiation of values, meaning and relationships	Networks and relational contracts	Open closed	Dispersed and contested

Source: Stephen P. Osborne (2010), ***the New Public Governance? Emerging perspectives on the theory and practice of public governance***, London, and New York: Routledge, p.10.

Research Methodology

Ⅰ. A framework

In this study, engaged in the systematic organization architecture, and holistic-thinking analysis by the theory of biological evolution. The framework of this study is the organizational architecture of dynamic evolutionary process.

	variation	selection	retention	struggle
structure		→	→	→
implementation		→	→	→
strategy		→	→	→
culture		→	→	→

Figure 1: The organizational architecture of dynamic evolutionary process (framework)
Source: made by the author

Ⅱ. Study Procedure

1. Proposing Question

This represents the "question conscious" of this article. The question shall be clarified by using strict scientific approaches and avoid thinking blind spot on error of the third type[5]. This paper's proposing question is: with rapid changes in social environment, have amount of problems, includes significantly low birth rate, aging, domestic violence, increasing single parent families, foreign brides, and new nationals. The Bureau of Social Welfare in Taiwan needs to evolve to resolve these problems.

2. Application of Methodology

After confirming the question, then proper research path and methods need to be selected for discovering the resolution. A dialetical integration between natural science methodology and hermeneutic methodology should be taken into consideration. Hence when the research methodologies are applied, the compatibility and inclusiveness of discourse analysis and content analysis should be taken into account. The research adopts different level of multiple thinkings in terms of methodogy. The primary level include the analysis and description of first-hand and second-hand data; with the support of software on multi-level analysis, higher level of normative thinking is achieved.

3. Data Collection

It means applying appropriate study path and method to collect and study related first and second hand data. In this paper, literature review and depth-interview method are carried to collect the data information concerning Bureau of Social Welfarein Taiwan. In addition, Interviews were made with more than 50 people of the subjects "chief staff" to explore their views of environmental changes inorganization variation, selection, retention process, and process of struggle.

4. Finding Truth

After a series of data collecting procedures, the following job is data mining to find the trend behind this research data and thereby completely present the truth.

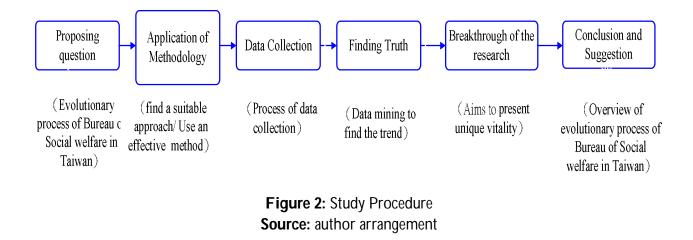### 5. Breakthrough of the Research

Through collecting and analyzing some first-hand and second-hand data, author has had a certain degree of understanding regarding the research topic. The value and breakthrough of the research is to study the organizational evolution theory which is rarely discussed in general researches in the field of organization study, and to further explore a worth-discussing case of Social Fair Department in Taiwan.

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[5] Errors of the third type, EⅢt represent that policy is made right but wrong in policy problems resolving.

There is unique feature during the evolution of the social fair related governmental organizations in Taiwan. This research aims to present its unique vitality and the different evolution model.

6. Conclusion and Suggestion

Findings of this paper: Overall, due to new social environment changed dramatically in Taiwan, the Bureau of Social Welfare of the typical semi-closed semi-open system, the nature of the service system is new public governance, open and closed system.

Figure 2: Study Procedure
Source: author arrangement

Ⅲ. The main of this paper's organization evolving index

Above literature review, evolution processes are labeled with the following points (Aldrich &Ruef, 2006: 17):

1. Variation

Change from current routines and competencies; change in organizational forms:

(1) Intentional: occurs when people actively attempt to generate alternatives and seek solutions to problems.
(2) Blind: occurs independently of conscious planning.

2. Selection:

Differential elimination of certain types of variations:

(1) External selection: Forces external to an organization that affect its routines and competencies.
(2) Internal selection: Forces internal to an organization that affect its routines and competencies.

3. Retention:

Selected variations are preserved, duplicated, or otherwise reproduced.

4. Struggle:

Contested to obtain scarce resources, because their supply is limited.

With the direction to construct horizontally and vertically which organization evolution needs, the following passages are to do research, which means thinking in the direction of holistic organization, as individual organization requires development in whole aspects. The process of this organization evolution includes not only horizontal "variation, selection, retention, and struggle" but also along with vertical "strategy, implementation, structure, culture", as the four dimensions for individuals, "mind, emotion, body, and spirit". Inspired by Stephen R. Covey wrote "The 8th Habit: From Effectiveness to Greatness".

Thus, the holistic evolution of organizational architecture has two axes: First, the organizational architecture, including structure, implementation, strategy, and culture; Second, the evolution process, including variation, selection, retention, and struggle.

Discoveries from Research

I. Discoveries from research

This research proposes above measure index as analysis standard to examine real situation, discover the organization evolving and as reference base to sequential welfare system in future plan. This paper takes the Social Welfare Unit (including the main------Bureau of Social Welfare of Taipei City, and the Bureau of Social Welfare of New Taipei City, the Bureau of Social Welfare of Kaohsiung City) in Taiwan as study case and finds that its evolution mechanism, criterion, way and process are labeled with the following points:

1. Structure

(1) Variation

When the political participation of people is limited, specific social ranks often monopolize social resources; self-management in the organization is emphasized, while administration becomes political. It is thus necessary to balance private benefits and public values. Forms of organizational architecture has transformed from a "functional" to a changed "network" organizational architecture design. When considering the Bureau of Social Welfare as organism, it contains a developing history that will create diversity.

Therefore, it is possible to adjust the resources through adjusting organizational designs, so that to prevent organizational crises from appearing.

(2) Selection

Changes and selections of the organizational architecture of the Bureau of Social Welfare can be explained and demonstrated using differentiation and integration theories of organizations.

The differential features of organizational architectures of Bureau of Social Welfare of Taipei City, Bureau of Social Welfare of New Taipei City, and Bureau of Social Welfare of Kaohsiung City are especially obvious. Moreover, as integration measures and mechanism are not yet adopted, it has not satisfied requirements of organizational architecture integrations.

(3) Retention

Taking any Bureau of Social Welfare as an example, for any affair that no longer belongs to same Department (such as funeral matters) or affairs changed to be managed by other Bureaus (such as the Department of Civil Affairs), as well as outdated units that are withdrawn, all other affairs are remained as part of the business belonged to the Bureau of Social Welfare (while "struggle" appears, which exists between the Department of Civil Affairs and the Bureau of Social Welfare). It is possible to discuss the challenges and problems like "idleness of structures" and "institutional continuity" that an organizational architecture will possibly meet through paths of organizational reliance and relevant concepts. The idleness of structures of an organization will promote its members to develop a view of averageness; meanwhile, institutional continuity will depend on concrete performances of external forces.

(4) Struggle

While facing the stage of "struggle" in an organizational architecture, it is possible to explain this stage with theories of transitions.

Organizational transformation will only occur while the environment is changing; it is also necessary to consider the existence of organizational change seriously, as well as examining any possibilities in these changes.

Organizational transformation might cause short-term chaos; yet it is a chance for an organization to exist continuously in the long run.

Influences of "different type of organizations" and "different consequences" in an organizational transformation are not relevant to struggle.

2. Implementation

(1) Variation

Excessive politicization of social welfare is a troubled issue; and yet it cannot be in lack of the thrust from democratic politics. This is the **paradoxical problem** of social welfare systems. Policy implementation is an outcome of realizing and changing the concepts and blueprints constantly; while it can also be considered a process of trial, error, and learning for the organization. Is necessary to affirm practical needs and to evaluate essentiality of these needs before deciding directions and scopes of developments of planning and projecting of policies, so that to achieve policy innovations.

(2) Selection

When facing new trends, it is necessary to re-adjust the resources. Take the Bureau of Social Welfare as an example, one innovative service measure is to allow primary officers to execute policy implications selectively in accordance of their expertise and experience, so that to form their own unique policy, as well as amending resources they obtain to select representative policies applicable for the region.

(3) Retention

To view the organizational learning process of policy executing evolution, it is discovered that everyone has unique potentials and characters; in that case, it is necessary to expand the learning scope and realize one's own outstanding talents, so that to establish competing advantages. Autonomy of organization members provides a basis for both governmental officers and citizens in the region in being capable of giving judgments and making choices from public affairs as a participating process of the politics. Besides autonomy, both governmental officers and citizens shall obtain altruistic spirits to ensure their deeds are humane, caring, and kindness-orientated.

(4) Struggle

For the continuum of policies and actions, policy constructing and executing are a process of interactions and bargaining; this means to admit that policies and actions are the continuum. When viewing the organizational learning processes of policy executing evolution, it is necessary to build meaningful sharing relations, as well as creating same relations of trust, open minds, self-esteem and a commonly shared community, so that to benefit the organization to transform and subliming. Policy planners should also uphold foresights to analyzethe policies, as well as measuring the importance of these objectives, and then to adopt corresponding strategies.

3. Strategy

(1) Variation

In one way, the Bureau of Social Welfare needs to obtain institutional legitimacy, as it belongs to a "close system" in certain degree; on the other hand, it belongs to an "open system", and that is the reason why it requires strategic legitimacy.

For the government, only a complete supervising and managing mechanism can make policy execution pass the test of the society. Social welfare policies and fair outcomes need to be considered in the policy execution structures. However, issues of fairness and justice belong to political genres and are distributed by powers in the society, as well as influenced by processes of conflicts and compromises through legalizing procedures.

(2) Selection

An organization shall retrieve resources from the environment, so that to maintain its survival. When administrative units of public organizations consider the strategies, they shall be committed to organizational capacity development and innovation. Typically, managers focus more on the applicability of system improvements; though such amendments emphasize mostly on adaptation with the environments.

(3) Retention

Traditional execution mechanisms of administrative organizations shall transfer to a strategic and efficient managing process from technical concepts in the past. It is necessary to emphasize the developments and limitations of existential benefits of the overall structure of organizations, as existence of organizations are based upon the pressure from environments. Additionally, techniques of organizational existence are uncertain, objective auditing standards are difficult to establish, and detailed institutional environments, are all closely relevant with the obtaining of legitimacy.

(4) Struggle

It is necessary for us to pay attention to the obtaining and challenging of organizational legitimacy. Additionally, the faith system of the society shall also be invloved in actions of manages. Legitimacy management shall adopt different techniques in different conditions; and three challenges of legitimacy are: obtaining, remaining and recovering the legitimacy.

4. Culture

(1) Variation

Organization creators shall deepen and transfer cultures through primary implanting mechanism, medium outlining mechanism and enhancing mechanism. For cultural creations, the most obvious example is the development of cultural innovative industries. Besides emphasizing the differentiation and integration of species or organizations in changing environments, it is even necessary to emphasize the developments and limitations of existential niche of organizations in the overall structure. As cultures contain features of internalization, it is necessary to mind whether cultural controlling will become the abuse of powers, or even become dictatorship.

(2) Selection

In order to pursue excellence and competitive advantages, organizations nowadays shall focus on flexibility and innovation. The application of "creative reconstruction" offers us an option of referred structure in cultural aspect; though it still requires careful evaluations.

(3) Retention

When observing the cultures and features of an organization, it is necessary to match the revolution of organizational models and preservation of different options. As service objects vary more and more often, it is necessary to integrate and recollect the service system among departments. For the revolution of the organization, there are three different cultural view that would extend different contents: A singular cultural aspect shows that members of an organization share certain value and belief; while multiple and divided cultural views suggest that members shall become adapted with external orders that constantly occur.

(4) Struggle

Organizational revolution is often urgent, as the environment change very fast. Organizational revolution often causes objections and becomes rather slow in progresses; once it is not adjusted fast enough, the organization might be eliminated immediately. It is thus worthwhile to consider how conflicts generated from the revolution in the organization.

II. Main discoveries from major cases

From the major three cases(including the main------the Bureau of Social Welfare of Taipei City, and the Bureau of Social Welfare of New Taipei City, the Bureau of Social Welfare of Kaohsiung City) of a holistic view of evolution approach of organizational architecture, it is possible to discover several revolving features:

First, **innovations of organizations often occur after "large events."** For instance, under the impact of the Bai Xiaoyan murder case in 1996, Executive Yuan has repositioned the crime victim compensation system that "the entire society has to share the suffering of fewer victims"; at the same time, the *Crime Victims Protection Act* was established in 1998, which was practiced the next year. Another example is that the Department of Social Welfare of Taipei City Government has segregated the people in both Heping Branch of Taipei City Hospital and Huachang Public Housing, as well as establishing "Social Worker Labor Force Command Center" for the needs of epidemic prevention and relief of SARS, which occurred in 2003. Secondly, **cities with more resources or bigger pressure from elections usually respond to innovative requirements faster**. For example, as the geographic location of Taipei City is better, which is known as the capital of Taiwan and obtains more resources; plus the general knowledge level of the residents are higher, and thus would respond to innovative requirements faster.

Another good example is, whenever there are elections in both Taipei City and New Taipei City, as the competitions are fierce, the pressure is definitely larger.

Third, **cities with fewer resources or smaller pressure of elections usually obtain organizational learning processes and time logs**. For instance, the organizational architecture of the Bureau of Social Welfare of New Taipei City Government is mostly the imitation of the Bureau of Social Welfare of Taipei City Government.

Fourth, **after demands of affairs are terminated, a unit might not disappear immediately; the aegis of it might be changed or divided**. A good example is the first and the second Veteran House of Taipei City, which aegis was changed and transferred to the Veterans Affairs Commissions, Executive Yuan on July 1st, 1971; another example is that the Taipei Youth Tending Institute was formally withdrawn on the same day, and the affairs were transferred to the Ministry of Justice.

Fifth, **affairs transferred from the Bureau of Social Welfare might encounter situations of "struggle"**. For instance, the funeral business that originally belongs to the Bureau of Social Welfare of Taipei City, the Bureau of Social Welfare of New Taipei City, and the Bureau of Social Welfare of Kaohsiung City, was transferred to the Department of Civil Affairs, where "struggle" appears[6]. A good example is the the Bureau of Social Welfare of Taipei City, which promoted and practiced the "natural funerals" (referring to tree funerals, sea funerals, sprinkling funeral, and online memorial services) to correspond to various demands of the public while protecting the environment, as well as improving the waste of land resources, damaging soil conservation and polluting environments that result from earth funerals; additionally, "family recreation areas" were also established in both Mortuary Service Houses to provide soothing and caring services for families. However, just as these services were getting on track, all the funeral affairs were transferred to the Department of Civil Affairs; this was when "struggle" appeared.

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[6] Staff in the Bureau of Social Affairs once suggested that as the amount of work in the bureau was quite large, it would not matter if the work was transferred.

Conclusion

Ⅰ. Main discoveries from research

Main discoveries from researches on the "holistic view of evolution approach of organizational architecture" can be recollected as Table 7 below.

Table 7: Main Discoveries from Researches on the Holistic View of Evolution Approach of Organizational Architecture

	Variation	Selection	Retention	Struggle
Structure	When the political participation of people is limited, specific social ranks often monopolize social resources; self-management in the organization is emphasized, while administration becomes political. It is thus necessary to balance private benefits and public values. Forms of organizational architecture has transformed from a "functional" to a changed "network" organizational architecture design. When considering the Bureau of Social Welfare as organism, it contains a developing history that will create diversity.　　Therefore, it is possible to adjust the resources through adjusting organizational designs, so that to prevent organizational crises from appearing.	Changes and selections of the organizational architecture of the Bureau of Social Welfare can be explained and demonstrated using differentiation and integration theories of organizations.　　The differential features of organizational architectures of Bureau of Social Welfare of Taipei City, Bureau of Social Welfare of New Taipei City, and Bureau of Social Welfare of Kaohsiung City are especially obvious. Moreover, as integration measures and mechanism are not yet adopted, it has not satisfied requirements of organizational architecture integrations.	Taking any Bureau of Social Welfare as an example, for any affair that no longer belongs to same Department (such as funeral matters) or affairs changed to be managed by other Bureaus (such as the Department of Civil Affairs), as well as outdated units that are withdrawn, all other affairs are remained as part of the business belonged to the Bureau of Social Welfare (while "struggle" appears, which exists between the Department of Civil Affairs and the Bureau of Social Welfare).　　It is possible to discuss the challenges and problems like "idleness of structures" and "institutional continuity" that an organizational architecture will possibly meet	While facing the stage of "struggle" in an organizational architecture, it is possible to explain this stage with theories of transitions.　　Organizational transformation will only occur while the environment is changing; it is also necessary to consider the existence of organizational change seriously, as well as examining any possibilities in these changes.　　Organizational transformation might cause short-term chaos; yet it is a chance for an organization to exist continuously in the long run.　　Influences of "different type of organizations" and "different consequences" in an organizational transformation are not relevant to struggle.

			through paths of organizational reliance and relevant concepts. The idleness of structures of an organization will promote its members to develop a view of averageness; meanwhile, institutional continuity will depend on concrete performances of external forces.	
Implementation	Excessive politicization of social welfare is a troubled issue; and yet it cannot be in lack of the thrust from democratic politics. This is the **paradoxical problem** of social welfare systems. Policy implementation is an outcome of realizing and changing the concepts and blueprints constantly; while it can also be considered a process of trial, error, and learning for the organization. Is necessary to affirm practical needs and to evaluate essentiality of these needs before deciding directions and scopes of developments of planning and projecting of policies, so that to achieve policy innovations.	When facing new trends, it is necessary to re-adjust the resources. Take the Bureau of Social Welfare as an example, one innovative service measure is to allow primary officers to execute policy implications selectively in accordance of their expertise and experience, so that to form their own unique policy, as well as amending resources they obtain to select representative policies applicable for the region.	To view the organizational learning process of policy executing evolution, it is discovered that everyone has unique potentials and characters; in that case, it is necessary to expand the learning scope and realize one's own outstanding talents, so that to establish competing advantages. Autonomy of organization members provides a basis for both governmental officers and citizens in the region in being capable of giving judgments and making choices from public affairs as a participating process of the politics. Besides autonomy, both governmental officers and citizens shall obtain altruistic	For the continuum of policies and actions, policy constructing and executing are a process of interactions and bargaining; this means to admit that policies and actions are the continuum. When viewing the organizational learning processes of policy executing evolution, it is necessary to build meaningful sharing relations, as well as creating same relations of trust, open minds, self-esteem and a commonly shared community, so that to benefit the organization to transform and subliming. Policy planners should also uphold foresights to analyzethe policies, as

			spirits to ensure their deeds are humane, caring, and kindness-orientated.	well as measuring the importance of theseobjectives, and then to adopt corresponding strategies.
Strategy	In one way, the Bureau of Social Welfare needs to obtain institutional legitimacy, as it belongs to a "close system" in certain degree; on the other hand, it belongs to an "open system", and that is the reason why it requires strategic legitimacy. For the government, only a complete supervising and managing mechanism can make policy execution pass the test of the society. Social welfare policies and fair outcomes t need to be considered in the policy execution structures. However, issues of fairness and justice belong to political genres and are distributed by powers in the society, as well as influenced by processes of conflicts and compromises through legalizing procedures.	An organization shall retrieve resources from the environment, so that to maintain its survival. When administrative units of public organizations consider the strategies, they shall be committed to organizational capacity development and innovation. Typically, managers focus more on the applicability of system improvements; though such amendments emphasize mostly on adaptation with the environments.	Traditional execution mechanisms of administrative organizations shall transfer to a strategic and efficient managing process from technical concepts in the past. It is necessary to emphasize the developments and limitations of existential benefits of the overall structure of organizations, as existence of organizations are based upon the pressure from environments. Additionally, techniques of organizational existence are uncertain, objective auditing standards are difficult to establish, and detailed institutional environments, are all closely relevant with the obtaining of legitimacy.	It is necessary for us to pay attention to the obtaining and challenging of organizational legitimacy. Additionally, the faith system of the society shall also be invloved in actions of manages. Legitimacy management shall adopt different techniques in different conditions; and three challenges of legitimacy are: obtaining, remaining and recovering the legitimacy.
Culture	Organization creators shall deepen and transfer cultures through primary implanting mechanism, medium outlining mechanism and enhancing mechanism.	In order to pursue excellence and competitive advantages, organizations nowadays shall focus on flexibility and innovation.	When observing the cultures and features of an organization, it is necessary to match the revolution of organizational models and preservation of	Organization al revolution is often urgent, as the environment change very fast. Organization al revolution often causes objections and

	For cultural creations, the most obvious example is the development of cultural innovative industries.
	
	        Besides emphasizing the differentiation and integration of species or organizations in changing environments, it is even necessary to emphasize the developments and limitations of existential niche of organizations in the overall structure.
	
	        As cultures contain features of internalization, it is necessary to mind whether cultural controlling will become the abuse of powers, or even become dictatorship.
		The application of "creative reconstruction" offers us an option of referred structure in cultural aspect; though it still requires careful evaluations.	different options.
			
			        As service objects vary more and more often, it is necessary to integrate and recollect the service system among departments.
			
			        For the revolution of the organization, there are three different cultural view that would extend different contents: A singular cultural aspect shows that members of an organization share certain value and belief; while multiple and divided cultural views suggest that members shall become adapted with external orders that constantly occur.
				becomes rather slow in progresses; once it is not adjusted fast enough, the organization might be eliminated immediately. It is thus worthwhile to consider how conflicts generated from the revolution in the organization.

Source: Discoveries of the Research

II. Major Contribution of the Article

The author hopes to provide this research to inspire interested followers for continuous researches. The major research contribution can be divided into the following items:

1. To offer the "pattern"[7] of the "active revolving processes of organizational architecture" and describe the changes of the revolving process of the organization in the contests of the structure. This will truly provide an essential frame and a brand new vision for following researchers in studying active revolving processes of organizational architectures.

2. Through descriptions of the "pattern" of contests of the framework, as well as primary reviews on practical examples of this pattern, correspondent strategies for developments will be provided as references of organizational architecture. This is in hope of promoting good developments of the organization.

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[7] The pattern is offered for the first time without much practically tested evidence.

On the other hand, the author also hopes to trigger the attention of following researchers on organizational revolutions, so that relevant researching units will be able to improve constantly.

3. Revolutions of relevant social welfare units directed by our government (such as the Bureau of Social Welfare of Taipei City, and the Bureau of Social Welfare of New Taipei City, the Bureau of Social Welfare of Kaohsiung City) are quite unique; they are, of course, even more different from the revolutions in other countries. The article is written in hope of presenting the organizational revolutions process that has unique vividity and varieties.

III. The Breakthrough of the Article

The value and breakthrough of this research are mainly:

1. In the genre of organizational revolutions，theories of organizational revolutions are hardly mentioned in researches; the pre-study, therefore, will be a primary discussion on the process of organizational revolutions, followed by required conditions of organizational architecture, which will be explained in an overall viewpoint of "**holistic**" to establish a narration of critical contents of the four aspects (structures, implementation, strategy, and culture) in the other four major process (variation, selection, retention and struggle) in organizational revolutions. The article shall consider narrating such transformations of organizational type, just as an individual would require "**holistic** "developments; this means the health of the mind, emotions, feelings, the body and spirits, as well as balanced developments.

2. As the "pattern" of "active revolving processes of organizational architecture" is offered, besides providing following researchers an important frame and a brand new vision in active revolving processes of organizational architecture, researches on domestic cases (such as the Bureau of Social Welfare of Taipei City, and the Bureau of Social Welfare of New Taipei City, the Bureau of Social Welfare of Kaohsiung City) also be dicussed. This is in hope to highlight the uniqueness, special flexibilities and vividity of our official departments, which is completely different from other countries, and as well different in the process of organizational revolutions when comparing with other countries.

IV. Findings of the Research

Findings of this research are that due to new social environment which change dramatically in organizational evolutions of the Bureau of Social Welfare is quickly and adapt to new environment. On the one hand, the Bureau of Social Welfare need to have institutional legitimacy, which some extent belongs to a closed system, is one of the organizations of the bureaucracy; on the one hand, the partnership with both government and non-government institutes is the network characteristics, is an open system. It can be said that the Bureau of Social Welfare of the typical semi-closed semi-open system, the nature of the service system is new public governance, open and closed system construction.

Then, the impact of globalization and growth of unemployment causes complexity of social problems, which may cause the organization not to adapt to the variation of the external environment and cause a decline of organizational performance. In addition, future studies should be alerted to a limitation of this study. Even though this body of research has the undeniable merit of offering valuable insights into the organization development, it has some limitations. Especially, the generalization of the results to other populations with different organizations may be limited.

V. Extended Focuses for Discussions

Extended discussions can also be offered in this article. When viewing the revolution of the organizational architecture as a "whole" entity, it is still necessary to mind the goal setting of efficient measurement of the organization; while paying more attention on whether ahievements and missions of the goal setting and segmental (such as ten years) revolving in the organization have changed.

Due to the limits of time and energy, such extended focuses for discussions will be left for further researched in the future.

VI. Suggestion of Directions in the Future

While processing in a better way of organizational revolutions, it might be necessary to prevent interial explosure of the organization[8] from occuring. Additionally, besides such prevention, in order to prevent the organizational disasters from happening, an organization disaster evaluation can thus be performed.

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[8]About interial explosure of the organization, scholars put forwardsevenstages: The generation stage, The proximate cause stage, The secondary cause stage, The vetting stage, The response stage, The inculcation stage (Bozeman, 2011: 128-129).

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