



Technology-enabled organizations and human values

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Did you know? Technology-enabled organizations can prioritize human values.

Why it matters? There's often a fear that technology will dehumanize organizations, turning them into soulless machines. While technology can often seem dehumanizing—associated with surveillance or control—Giga's approach showed how technology can be a force for good, uniting people around a shared mission. Its mission—connecting schools to the internet—wasn't about technology for its own sake. It was about giving children in the world's most remote regions access to education and opportunity. Technology, in this sense, became a humanizing force, empowering both Giga's mission and the people involved.

Giga's approach also shows that the "human" element is not just a part of its narrative but deeply embedded in its organizational structure and operations. At its core, Giga's use of technology is designed to enhance the capacity of individuals and local teams to take ownership of their work. By decentralizing authority and decision-making through technology, Giga empowers its team members—whether they were developers, local partners, or field workers—to act autonomously and make decisions based on real-time data. This emphasis on human empowerment allows Giga to move faster and respond more effectively to local needs, ensuring that technology supported people, rather than the other way around.

Furthermore, the open-source model Giga adopted fosters an inclusive, collaborative environment where diverse stakeholders can contribute their expertise. This approach built a meta-organization that wasn't controlled by a single entity but rather co-created by a broad ecosystem of partners. By giving these collaborators shared ownership, Giga embraces a more human-centric organizational model—one that values openness, flexibility, and individual contributions over strict, top-down control. This model encouraged creativity and innovation, as teams felt a greater sense of ownership and responsibility, which is often stifled in more rigid, bureaucratic structures.

For leaders, the takeaway here is to position technology as an enabler of human impact. Embedding a human-centered approach directly into their organizational design by decentralizing decision-making and using technology to empower teams is key. This fosters creativity, autonomy, and collaboration, enabling individuals to take ownership and innovate while staying aligned with the organization's mission. Managers can learn from this by framing technology initiatives not just as efficiency projects but as ways to empower people. When technology serves a humanizing purpose, it becomes much easier to sustain organizational momentum and engage stakeholders over the long term.

Source: (Tatarinov & Ambos, 2025)

Tatarinov, K., & Ambos, T. C. (2025). Technology-enabled organization designs for tackling the grand challenges: The case of Giga. *Journal of Organization Design*, 14(1), 35–41. <https://doi.org/10.1007/s41469-024-00175-z>

