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# The potential of self-management the example of Buurtzorg

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# Theory of self-management

Origin: late 1940's and early 1950's.

Tavistock Institute in London discovered coal mines where work was done in a special way

Durham: miners worked in **highly autonomous** groups showed **higher productivity** and **lower absenteeism** rates compared to traditional organized mines

# Theory of self-management: STSD perspective

- Self managed work teams as key element
- Socio Technical Systems Design Theory (STSD):

*it aimed to improve **organisational effectiveness** by optimising both **technical and social subsystems** within the organisation.*

- transcends a single focus on either the technical or the social aspects
- Modern STSD: *redesigning the organisation **as a whole***

# Other Perspectives

**Self-Management Teams**

**Self-Organization or Self-Steering teams**

**Team Empowerment**

**Holocracy**

**Integrating Simplification as a approach to self-management**

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# Integrating Simplification

*Transforming towards  
Integrative Self-management*

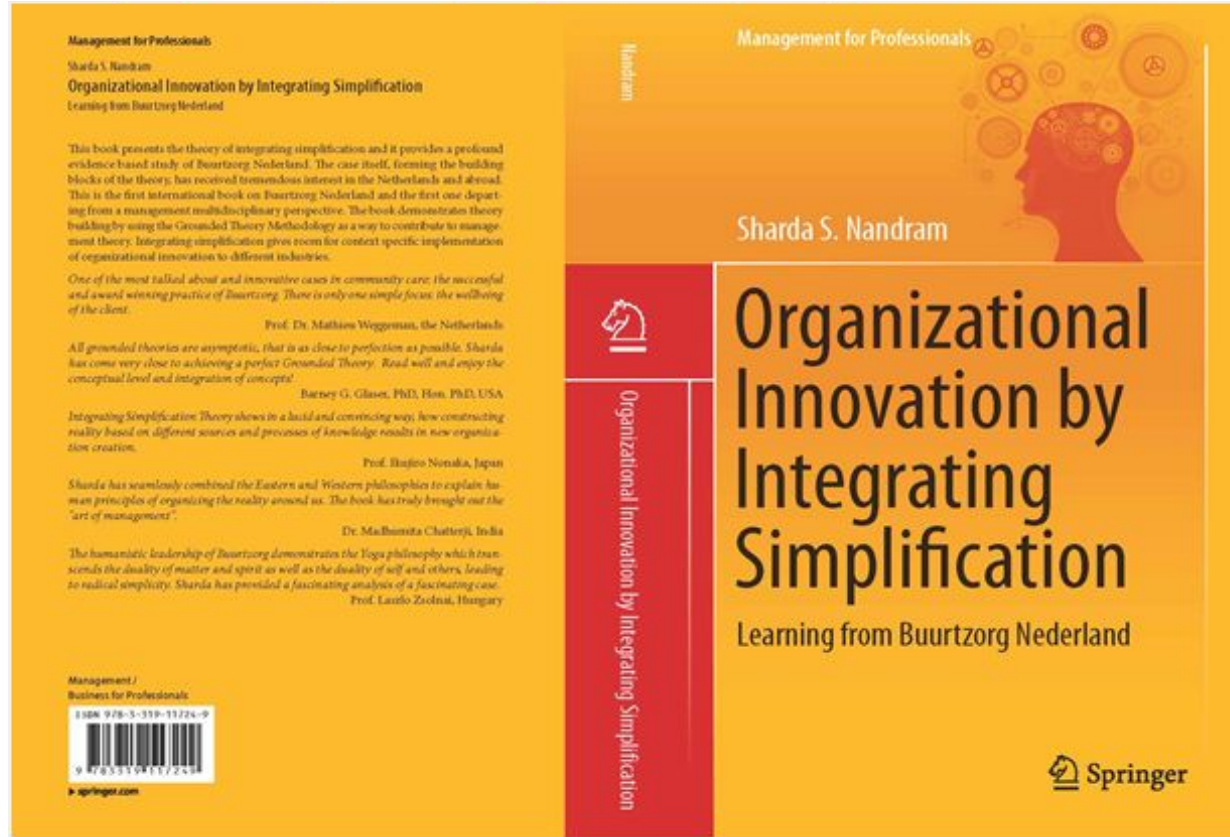
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# Integrating Simplification Theory

To explain a way of organizing which focused on the process of engaging in simplicity and refraining from complexity to avoid organizational disintegration



# Buurtzorg: Founder's motivation

- Noticed dissatisfaction at work because of **lack of autonomy**, professionalism
- **Excess of bureaucracy**, more busy with rules & policies than client care
- Aiming at a **holistic organization model** in which theory & practice are equally important while focussing on both individuals & **community**
- Guiding principle: **clients' well-being**, values, capabilities, needs

<http://bit.ly/buurtzorgtv>



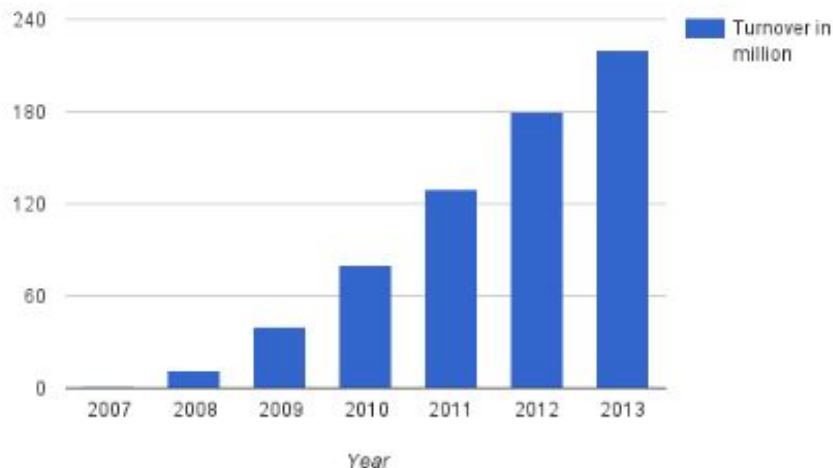
# Buurtzorg's Vision

## Changing the community of care by taking a patient-centered approach

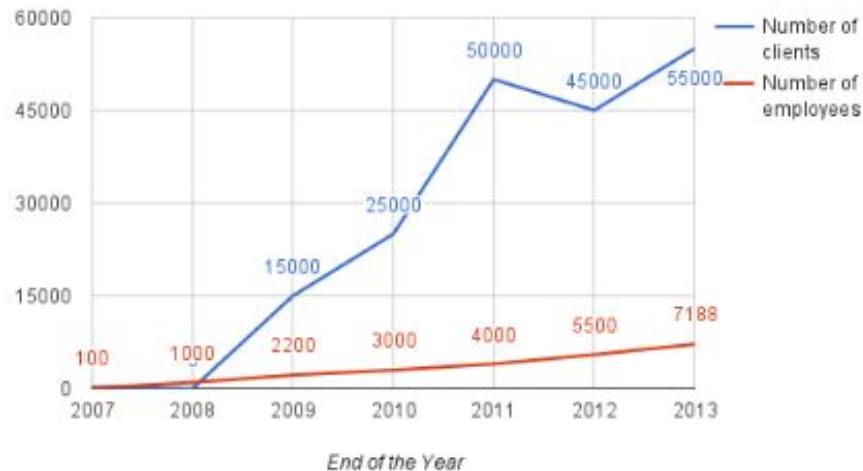
- Primary aim - to serve the client in the best possible way by **integrating** the three-dimensional focusses of **prevention, caring and curing**
- Functions on ideals of **community building**
- Acknowledges and respects each individual's **professional expertise**
- Focusses on the **informal networks** of the clients
- **Shared responsibility** by every employee



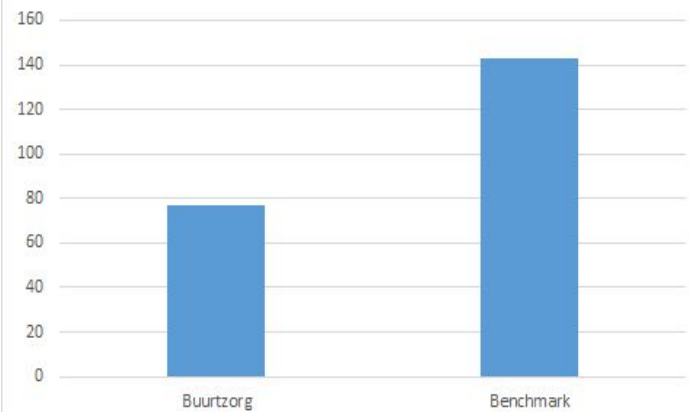
Growth in Revenues



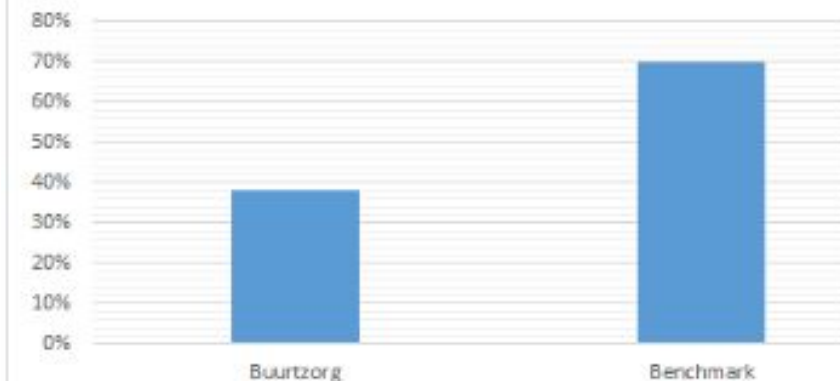
Number of clients and employees

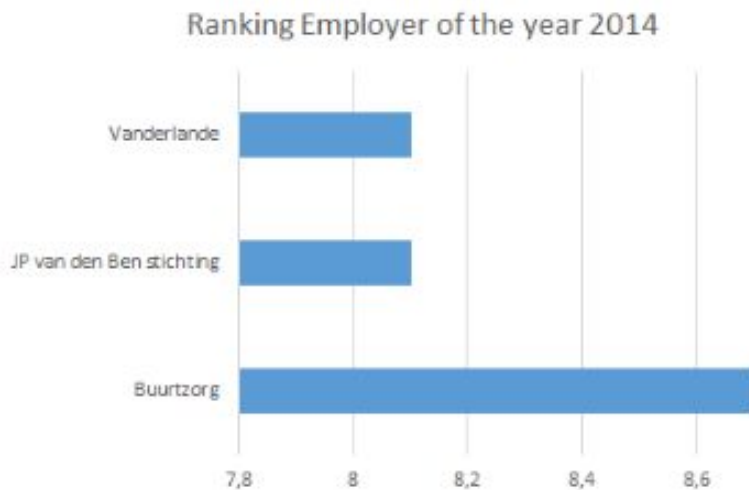
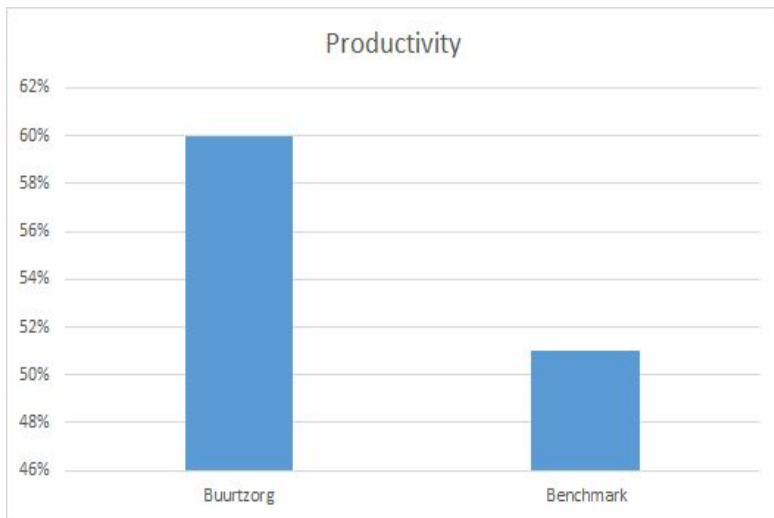


Average days in Care



Average hours in Care as % of total assessment





## CONCLUSION

# Maximizing Value through Integrating Simplification

Organizational innovation to operate as per client focus and serving the client is the main driving force and the organizing principles consist of **three core processes**:

- **Re-thinking** - Continuously connecting to different types and sources of information and reconstructing perception of reality
- **Needing**- The process of systematically identifying and assessing what is needed
- **Common Sensing**- Designing and implementing tasks according to the current circumstances or new perceived reality until this doesn't work because the context has changed or someone has a better alternative

**MINDSET | ORGANIZATION | LEADERSHIP**



# Thank you for your valuable time



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