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
Integrating Simplification

Transforming towards Integrative Self-management
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
● 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 focusing on both individuals & **community**

● Guiding principle: **clients’ well-being**, values, capabilities, needs

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
Proven outcomes @ Buurtzorg
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
Thank you for your valuable time

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