

# Self-organization, more than just shifting authority?

*A research to the self-organizational structure of the south region of a large healthcare organization*



Deniece van Eijck (s4322010)

Thesis supervisor: Dr. J.M.I.M. Achterbergh  
Second reader: Dr. Ir. L.J. Lekkerkerk

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Deniece van Eijck (s4322010)

Master thesis business administration  
Specialisation ODD  
Radboud Universiteit Nijmegen  
Faculty of management sciences  
Thesis supervisor: Dr. J.M.I.M. Achterbergh  
Second reader: Dr. Ir. L.J. Lekkerkerk  
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## Preface

Right now you have the Master Thesis ‘Self-organization, more than just shifting authority?’ in your hands. The research is done within teams of the Care & Living cluster of Philadelphia in the south region of the Netherlands. The teams that are taken into account in this research are situated in the province Zeeland. This thesis is written in the context of the completion of my Master Organizational Design and Development at the Radboud University in Nijmegen. The past months I have been busy conducting the research and writing this thesis.

Together with my thesis supervisor, Jan Achterbergh, I have thought of the research question and the theories and methodology needed to answer this question. Based on the research I have conducted I was able to answer the research question.

I would like to take this opportunity to thank my supervisor for his support and supervision the past months. I also want to thank Philadelphia and in particular the employees that have attended in this research, without them I would have never been able to conduct my research.

I hope you enjoy reading my Master Thesis.

Deniece van Eijck

Nijmegen, September 2018

## Management summary

Self-organizing teams are upcoming in all kinds of businesses. It is however not well defined what self-organization is in theory. There are several terms describing more or less the same thing, but there is not one definition yet. In this thesis several theories will be compared and the one that is most elaborated is used in the rest of the research.

The research is conducted in several teams of the Care & Living cluster within the south region of Philadelphia, the largest healthcare organization of the Netherlands. These teams have started with the implementation of self-organization. The purpose of the research is to contribute to the quality of the introduction of self-organization within Philadelphia, by evaluating to what extent the current structures fit the concept of self-organization. The research question that belongs to this research objective is ‘To what extent does the organization structure of the south region of Philadelphia support the concept of self-organization?’

To be able to answer this question the researcher has tested if eleven principles of Van Amelsvoort et al. (2003) and the sociotechnical theories have been taken into account by Philadelphia. These principles are seen as the right structure for self-organizational organizations. Since Philadelphia is still in development with self-organization, the development model of Van Amelsvoort et al. (2003) has been taken in mind while conducting the research as well. The researcher has done an observation to get a clear view of what the work of home supervisors entails. Afterwards document analysis and interviews have been used to find out if the principles are taken into account within the south region of Philadelphia.

Based on the analysis Philadelphia proved to have a positive value on nine of the eleven principles, most of these nine principles are only partly used however. The reason why some principles are only partly taken into account can be described by the word development. Philadelphia is still in development of self-organization, this is why not all principles are totally used yet. Some tasks are not given to the team members yet and some authorizations are still with management only. This seems to be a conscious choice of Philadelphia. They want to have a solid foundation first before they move further in the development. This is in line with the development model of Van Amelsvoort et al. (2003), here the tasks and authorization are also given to the team members step by step. All in all Philadelphia seems to have a right structure for self-organization. The researcher does have some recommendations for management with regard of the implementation of the self-organizational concept. The concept is unclear for the team members, so it would be advisable to give the team members a little more information about what they are expected to do. Another thing is the fact that team members are sceptical regarding the movement towards self-organization, they are not sure if this ‘new’ project of higher management will get enough time to work.

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## 1. Introduction

### 1.1 Problem definition

Self-organizing teams are upcoming in all kinds of businesses. According to Peters and Van der Geest (1996) you can see this in the growing amount of publications on the topic and the increasing interest in education on self-directing (Van Amelsvoort et al, 1996, 2003; Cohen et al, 1997; Bendels, 2000; Tjepkema, 2003; Groot, 2010; Vermeer, 2016). Self-organization is a term that is not used in the same way by everyone. You can see it as an umbrella containing several other terms, such as self-directing, self-management and autonomous taskforces. What self-organization is exactly is not that well defined in the theory yet. There are different terms describing more or less the same thing, but there is not one clear definition of self-organization yet. It is also unclear how self-organization should be implemented in practice. Nowadays self-organization is implemented in different ways, this does not necessarily have to be a problem. It becomes a problem when only part of the theory is implemented in the organization. The concept will not be implemented in the right way and the desired effects of self-organization will not be achieved. Take for example an organization where the control structure is replaced by self-organizing teams, but the production structure stays the same. Then the employees will not be able to self-organize because the operational tasks are not designed in the right way. They do have the controlling power to make their own decisions, but the tasks are limited to one part of the process, so they will not be able to self-organize the whole process. If the concept of self-organization is not implemented in the right way, this can lead to even bigger problems. The organizational structure will become more complex rather than less. It is important that the whole organizational structure is taken into account when the concept of self-organization is implemented, only then the desired effects can be achieved.

Since Buurtzorg Nederland has implemented the self-organizing concept in healthcare in 2007, this sector has become more and more involved in self-organization.

This research will take place within Philadelphia, the largest healthcare organization for disabled people in the Netherlands. This care has a very big spectrum, from weekly check-ups until 24/7 intensive care. The care is divided into three clusters:

- Care & Living, for clients that live within the residences of Philadelphia.
- Intensive Care, for clients that live within the residences of Philadelphia and need intensive support from nurses.
- Work & Guidance, for clients that need support with their work, with living on their own or with their family.

The care is given at different locations in the Netherlands and at every location there are one or more teams active. Philadelphia has started with the implementation of the concept of self-organization within several teams in the cluster Care & Living. The problem is however that Philadelphia does not know if the current structure of the team is the right one to make the concept of self-organization work. It is

important to do an evaluative research in a representative sample of the teams where the self-organization concept is implemented. This research will be done in the cluster Care & Living in the South region of Philadelphia. The outcomes can be used to improve the implementation of the concept of self-organization in other teams of Philadelphia, that way it will be first time right.

In this thesis there will be clarification of the organizational structure of concept self-organization on team level by reviewing different theories from different authors. Before self-organization on the team level can be researched, it is important to look at organizational structure in general. Since conditions for self-organization on team level have to be created on macro and meso level of the organization. It will be clarified what in practice may be classified as an organizational team structure for self-organization. This clarification will be the norm for the rest of the research. The organizational structure of Philadelphia will be compared to the norm found in the scientific literature. Any deviation from the norm will be taken into account in the recommendations. The research will be done by two researchers, however these studies will not be linear. Despite this, the studies will complement each other and will give Philadelphia an even broader view of the extent to which the current structures fit the concept of self-organization.

## 1.2 Research objective

The purpose of this research is to contribute to the quality of the introduction of self-organization within Philadelphia, by evaluating to what extent the current structures fit the concept of self-organization.

The research question of this thesis is: To what extent does the organization structure of the South region of Philadelphia support the concept of self-organization?

This research question will be answered by answering the following sub-questions;

- What is an organizational structure meeting (basic) conditions for an organization implementing the concept of self-organization?
- What is the current structure of the South region of Philadelphia?
- What is the difference between the structure prescribed in theory and that of the South region of Philadelphia?

## 1.3 Research model

Two types of researchers can be distinguished: Business administrative researcher and the business administrative professional (Christis & Fruytier, 2012, p. 225). The researcher does fundamental research to solve a knowledge problem, new knowledge will be created with the help of the empirical cycle. The professional does applied research to solve an action-based problem, existing knowledge will be applied and the intervention cycle will be used to form the research. In this thesis there is an action-based question of practice. Philadelphia wants to know if their current organizational structure is right

for a successful implementation of the concept of self-organization. Existing literature of the concept of self-organization and organizational structures will be used to solve this problem of Philadelphia. New theories will not be created however.

Several theories about the structure of self-organization will be used to come up with one general theory of the structure of self-organization that will be seen as the norm for the research.

The researcher will use all these different theories to do research in this one organization, it is applied research. The research will take place in the context of the intervention cycle. This cycle is also known as the DDIE-cycle. This cycle consists of the diagnosis of the problem, the design of a solution, the implementation of the solution and lastly the evaluation of results of the intervention (Christis & Fruytier, 2012, p. 228).

Applied research takes the form of one of the steps of the intervention cycle. So you can have diagnostic research, design related research, implementational research or evaluative research.

In this case the researcher will do an evaluative research. The results of the intervention will be analysed. It is impossible that the intervention has been a resounding success in all aspects. Some results will be achieved, others not. This type of research examines whether the failure to achieve the results is due to the design of the solution. Recommendations for improvement of the intervention can be made (Christis, 2016, p. 2).

In this specific case, the researcher will examine whether the organizational structure of Philadelphia is right for the concept of self-organization to be successful. Philadelphia has already implemented the concept of self-organization within a part of the teams of the Care & Living cluster. The researcher will examine whether the structure used in the implementation is right, and why (not).

The research will only have one variable namely the organizational structure that belongs to the concept of self-organization. The researcher will analyze whether the current organization structure of Philadelphia is suited for the concept of self-organization. The research model will be as followed:

Self-organizational  
structure

#### 1.4 Scientific relevance

This research is an applied research, more specifically an evaluative research. However, because of the way the research is set up the researcher does contribute to science. Self-organization is a very recent concept that can be interpreted in many different ways. In this research the researcher will compare different theories and reflect on what is relevant. Then the theories will be combined in one definition of the structure of self-organization to do empirical research in the largest healthcare organization of the

Netherlands. This data can be valuable for future research about self-organization. Since the research will be done in the largest healthcare organization in the Netherlands it will also be valuable to see how they interpret the concept of self-organization.

### 1.5 Practical relevance

The research also has practical relevance, not only for the further implementation of self-organization in the approximately 600 other teams of Philadelphia. But also for the concept of self-organization in healthcare in general. Nowadays healthcare is struggling, there are more and more patients and there is a huge shortage of personnel willing to work in this sector (Volkskrant, March 2018). A good implementation of self-organization can reduce the amount of employees needed in healthcare. It can improve the organization of the healthcare sector. With this research we can tell if the desired effects of self-organization are really met when the concept is implemented in the right way.

### 1.6 Thesis outline

In chapter 2 several theories of organizational structure will be compared and the one that fits best with the research will be used to select theories of self-organization, self-direction and self-management on micro level. These theories will be compared based on several principles. The one theory that fits best with the research will be discussed in detail and will form the principles on micro level that are the norm for the rest of the research. Then norm-principles on macro and meso level will be derived from the general organizational theory that was selected to be the best fit.

In chapter 3 the methodology will be discussed. The case will be introduced and the resources that will be used for doing the research will be discussed. In chapter 4 the empirical research and analysis will be discussed. What does the organizational structure of Philadelphia look like and how is it compared to the norm used in this research. In chapter 5 the conclusion and results with regard to the aspect of the organizational structure suited for self-organization within Philadelphia will be stated. How good is the organizational structure of Philadelphia compared to the norm? In chapter 6 the researcher will give some recommendations to the organization and in chapter 7 she will reflect on the research.

## 2. Theoretical framework

The purpose of this chapter is to discuss different theories of the structure of self-organization on team level and compare them based on structural elements in order to come up with one stipulative definition used in the rest of the research. Before self-organization can be implemented on team level, conditions on macro and meso level have to be created. Therefore, general organizational theories will be discussed first in paragraph 2.1. Every theory is used to answer three questions: What is structure? What is the structure of a self-organizing team? And What are the structural conditions on macro and meso level in which self-organizing teams can exist? Based on these questions the theories will be compared and the theory that fits best with the research will be used in the rest of the research. Before the researcher

derives principles for self-organizing teams on the macro and meso level, the self-organizing teams will be discussed on micro level. Since it is important to know what a self-organizing team is exactly, before we can say what conditions this team needs on macro and meso level. So however, the team does need the conditions on macro and meso level before the team can exist on micro level, the principles on micro level will be discussed first.

Then in paragraph 2.2 theories about self-organization on team level will be discussed, these theories will be selected based on the selection of the general organizational theory that fits best. The different theories will be compared to each other based on the following questions: What aspect of the infrastructure is highlighted? What is structure according to the author? How detailed is the theory? What are the main subjects discussed? Based on the answers of these questions the one theory that is most elaborate will be further discussed in paragraph 2.3.

In paragraph 2.3 one theory on micro level will be discussed and principles that make a self-organizing team will be stated. Based on these principles the research within Philadelphia will take place. If Philadelphia meets the principles, we can conclude that the teams are self-organizing.

In paragraph 2.4 the principles needed on macro and meso level that condition the possibility of having a self-organizing team will be discussed. These principles have to be met in order for self-organization to exist on micro level. These principles will also be taken into account when doing research within Philadelphia.

## 2.1 General organizational structure theories

In order to come up with the general organizational structure theory that fits this research best, four theories will be compared based on the following three questions:

- What is structure?
- What is the structure of a self-organizing team?
- What are the structural conditions on macro and meso level in which self-organizing teams can exist?

### 2.1.1 De Sitter

#### ***What is structure?***

De Sitter defines an organizational structure as a network of related tasks (Achterbergh and Vriens, 2009, p. 213). It is important to define what a task is in order to understand what a structure entails. De Sitter uses Ashby's concept of transformations to define tasks. A transformation describes a change of values of a set of variables from a begin state to an end state. The thing that causes the begin state into the end state is the transformation process (Achterbergh and Vriens, 2009, p. 213). The transformation process can be decomposed into sub-transformations that together form a sequential process. It could also be decomposed into aspects, characteristics of the whole process are defined and based on these characteristics parallel sub-transformations are defined (Achterbergh and Vriens, 2009, p. 214-215). A task can be defined as a specific grouping of sub-transformations. A criterion for defining a specific

grouping of sub-transformations into a task is that such a grouping can be assigned to some 'operational unit', this is someone or something able to realize the grouping of sub-transformations (Achterbergh and Vriens, 2009, p. 216). An organizational structure is the grouping and coupling of transformations into tasks and the resulting relations between these tasks relative to orders. An order is a request for the realization of some specific desired effect, a product or a service (Achterbergh and Vriens, 2009, p. 223).

De Sitter defines two sub-structures of an organizational structure: a production and a control structure. The production structure is the grouping and coupling of operational transformations into tasks and their relation to orders. The control structure is the grouping and coupling of regulatory transformations into tasks and their relation to the production structure (Achterbergh and Vriens, 2009, p. 223).

The goal of the theory of De Sitter (1994) is to have a high quality of the organization, high quality of work and a high quality of working relations. These are the essential variables of the organization.

- Quality of organization is dependent on order flexibility, innovation and lead time. The order flexibility needs to be high, there needs to be a lot of innovation and the lead time needs to be minimized.
- Quality of work is dependent on level of absenteeism and employee turnover, both need to be low.
- Quality of working relations is dependent on effective communication (Achterbergh and Vriens, 2009, p. 224).

The structure that makes sure the organization scores high on all the three types of quality is created by seven parameters. All of these parameters need to have a low value in order for the organization to reach the goal. The amount of disturbances will be attenuated, and the regulatory capacity will be amplified. The seven parameters are:

- Functional Concentration: the grouping of operations with respect to orders.
- Differentiation of Operational Transformations: the separation of making, preparing and supporting activities.
- Level of Specialization of Operational Activities: how much are tasks split up into small sub-tasks.
- Level of Separation between Operational and Regulatory Activities
- Differentiation of Regulatory Activities into Aspects
- Differentiation of Regulatory Activities into Parts
- Specialization of Regulatory Activities (Achterbergh and Vriens, 2009, p. 230-235).

The relation between the essential variables and the structure is as follows: when the parameter values are low, the essential variables will score high. So when there is for example little functional concentration, the quality of work, working relations and the quality of the organization will be high(er).

### ***What is the structure of a self-organizing team?***

De Sitter discussed the idea of semi-autonomous teams that are each producing product parts that have a different route (Achterbergh and Vriens, 2009, p. 254). These teams are related to autonomous flow oriented sub-structures. These structures are created by decreasing functional concentration. The idea is that one semi-autonomous team is responsible for a complete 'in-out'-configuration, team tasks are clustered in such a way that they are dedicated to this one particular output (Achterbergh and Vriens, 2009, p. 254). The semi-autonomous teams will be able to perform many (if not all) activities required to produce the output. The parameters values of specialization and differentiation are as low as possible. This leads to the fact that the semi-autonomous team is able to prepare, make and support the activities itself and that the activities are integrated as much as possible. These low parameter values of the production structure lead to the attenuation of disturbances and since activities are integrated the overview of the production process increased, which enhances regulatory potential (Achterbergh and Vriens, 2009, p. 254).

The control structure parameters will also have a low value. This results in tasks that have both operational and regulatory sub-tasks. This leads to a regulation that is not detached from, but integrated into the operational transformations. When disturbances occur, the team members can react on them immediately and solve the problem themselves (Achterbergh and Vriens, 2009, p. 254).

### ***What are the structural conditions on macro and meso level in which self-organizing teams can exist?***

To make the self-organization on team level work it is important to start with the design of the structure on macro level. Then you go to meso level and only if this is done you will go to micro level. The control structure is designed the other way around, starting at micro level and go to macro level through meso level (Moorkamp, 2018, p. 20-26). As said in the previous sub-question the parameters need to have a low value. On macro and meso level it is important to create flows in such a way that one team is able to do all activities in that specific flow. When flows are no created on macro and meso level, it will be impossible to have a semi-autonomous team on micro level. The making, supporting and preparing activities need to be in this same structure. When for example supporting activities are allocated to people in staff positions, it will be impossible to integrate the three activities in one task on micro level. The separation of regulatory and operational activities should be minimalized on macro and meso level already, otherwise it will be impossible to have an integrated regulatory and operational task on the team level (Achterbergh and Vriens, 2009, p. 254).

We can conclude the following of the theory of De Sitter:

Theory	Structure defined?	Team structure defined?	Conditions on meso and macro level?
De Sitter	Well defined	Well defined	Well defined

### 2.1.2 Thompson

#### ***What is structure?***

Organizational structure is the internal differentiation and patterning of relationships (Thompson, 2007, p. 75). Structure must facilitate the coordinated actions and those interdependent elements. Before organizational structure can be understood, the meaning of coordination and interdependence has to be understood (Thompson, 2007, p. 54). It is not necessary for tasks to be directly related to each other in order to be interdependent. It could be the case that departments do not interact at all, but they are interdependent in the way that both need to perform adequately otherwise the whole organization is jeopardized. This type of interdependency is called pooled interdependence. Sequential interdependence is another form of interdependence Thompson (2007) describes. This is the direct interdependence of tasks. The output of one task is the input of the next task, when something goes wrong the whole process of sequential tasks is disturbed (Thompson, 2007, p. 54). The last type of interdependence defined by Thompson is the reciprocal interdependence. This is the interdependence that is most difficult to coordinate, it has the highest level of interdependence. Just as with sequential interdependence the output of one task is the input of another, but here the process is cyclical. This means that it also works the other way around, so one unit can change the rules and effect and change everything in the process at any time (Thompson, 2007, p. 55).

Thompson describes three coordination mechanism to deal with the three types of interdependence: mutual adjustment, planning and standardization. It is the task of structure to facilitate the exercise of the appropriate coordinating processes. Pooled interdependence is coordinated via standardization, this is least costly in terms of communication and decision effort. Sequential interdependence is coordinated by planning and is intermediate in terms of effort required. Reciprocal interdependence is coordinated via mutual adjustment, this form of coordination is most demanding of communication and decision effort (Thompson, 2007, p. 64).

The ultimate goal of Thompson (2007) is to keep coordination costs low, this can be done by reducing uncertainty of the environment and the primary process. The dependency will be limited and the adaptability will be amplified. It is important to start with the tasks that have reciprocal interdependence since mutual adjustments is most expensive. When the ultimate organizational structure is created you start with the grouping of units to minimize coordination via mutual adjustment. Then you place sequentially interdependent groups tangent to one another in a cluster that is localized and conditionally autonomous (Thompson, 2007, p. 60). After grouping units to solve problems of reciprocal

and sequential interdependence organizations seek to cluster groups into homogeneous units to facilitate coordination via standardization (Thompson, 2007, p. 60).

**What is the structure of a self-organizing team?**

The structure of a self-organizing team, or as Thompson calls it conditionally autonomous groups is not described in detail by Thompson. The only thing that is mentioned is the way the structure should be designed. As answered in the previous question the structure is designed in such a way that the coordination costs are minimized. Units are grouped to minimize the coordination needed (Thompson, 2007, p. 60).

**What are the structural conditions on macro and meso level in which self-organizing teams can exist?**

Thompson defines three types of interdependence: pooled, sequential and reciprocal. These types can be coordinated via standardization, planning and mutual adjustment. As said before every type of interdependency has its own way of coordinating. Thompson advises to start with the grouping of reciprocal activities via mutual adjustment since that way of coordinating is most expensive. You could see the grouping of pooled activities as making teams on micro level. When all reciprocal activities are grouped, the sequential activities are looked at. The coordination of sequential activities via planning can be seen as structure on meso level. The activities within teams are coordinated via mutual adjustment and the activities in between teams are coordinated via planning. Coordination via standardization is used on macro level. The activities that are pooled interdependent are coordinated via standardization. This is the coordination needed on macro level the coordination between grouped teams.

All in all Thompson says that the coordination via planning is needed on meso level and the coordination via standardization is needed on macro level. Only when this is available reciprocally interdependent teams that are coordinated via mutual adjustment can exist. It is however important to first group the reciprocal activities on micro level in order to minimize the coordination costs.

We can conclude the following with regard to Thompson’s theory:

Theory	Structure defined?	Team structure defined?	Conditions on meso and macro level?
Thompson	Well defined	Not defined into detail	Well defined

2.1.3 Mintzberg

**What is structure?**

Organizational structure is the division of labour of an organizational mission into a number of distinct tasks, and then the coordination of all of these tasks to accomplish that mission in a unified way (Mintzberg, 1980, p. 324). To understand the organizational structure it might be useful to first understand the five parts that an organization consists of according to Mintzberg (1980). The operating

core, this contains all employees who directly influence the production of the basic products and services. The strategic apex, this consists of the top general managers and their staff. The middle line, this consists of the managers who are in the direct line of formal authority between the people of the strategic apex and the operating core. The technostructure, this consists of the analysts outside the formal line structure, who apply analytic techniques to the design and maintenance of the structure and to the adaption of the organization to its environment. The support staff, this consists of those groups who provide indirect support to the rest of the organization (Mintzberg, 1980, p. 323-324).

The five parts of the organization can be configured in different ways to form an organizational structure that suits the environment. This leads to different ways of the division of labour and the coordination of these tasks to accomplish the mission of the organization in an unified way (Mintzberg, 1980, p 324).

The five coordination mechanisms Mintzberg (1980) describes are: direct supervision, standardization of work processes, standardization of outputs, standardization of skills, and mutual adjustment. Mintzberg describes nine parameters that can be used to design the structure, so to effect the division of labour and the coordination.

The parameters Mintzberg mentions are:

- Job specialization
- Behaviour formalization
- Training and indoctrination
- Unit grouping
- Unit size
- Planning and control systems
- Liaison devices
- Vertical decentralization
- Horizontal decentralization

Job specialization, unit grouping, unit size, liaison devices and decentralization are strongly related to the structure of the organization (Mintzberg, 1980, p. 325).

To test if the design is effective Mintzberg tests two hypotheses: the congruence hypothesis and the configuration hypothesis. The congruence hypothesis describes the fit between the design parameter and a given contingency factor. The configuration hypothesis states that an effective structure requires internal consistency among the design parameters (Mintzberg, 1980, p. 328). How a structure should be designed exactly is not explained by Mintzberg.

**What is the structure of a self-organizing team?**

Mintzberg (1980) does not talk about self-organizing teams in any way at all. He only talks about the five configurations in general and the coordination mechanisms that can be used to coordinate the tasks within this configuration.

**What are the structural conditions on macro and meso level in which self-organizing teams can exist?**

Mintzberg is also not that explicit about what need to be done on the macro, meso and micro levels (Smits, 2018, p. 9, 19-21)

We can conclude the following about the theory of Mintzberg:

Theory	Structure defined?	Team structure defined?	Conditions on meso and macro level?
Mintzberg	Not defined into detail	Not defined	Not defined

2.1.4 Womack and Jones

**What is structure?**

Converting a classic batch-and-queue production system to clearly specified value streams that flow continuously as they are pulled by the customer will double labour productivity throughout the system, while cutting production throughout times and inventories by 90%. This is the ultimate structure according to Womack and Jones (Womack and Jones, 1996, p. 157).

The goal of the organizational design of Womack and Jones (1996) is reduction of waste and an increase of customer value.

The structure that is needed to reach this goal consists of several steps that need to be taken (Womack and Jones, 1996, p. 141).

- Production flows: coupling capacities with output (value propositions)
- Pull production, only start producing when the customer asks for the product.
- On the job reflection/maintenance/improvement
- On the job decision-making

The relation between the design of the organizational structure and the goals is not explicitly conceptualized by the authors.

**What is the structure of a self-organizing team?**

The idea of Lean production, which is what the theory of Womack and Jones (1996) entails, is that you work in work cells. One cell contains all the tools needed and makes a product. That way you do not have batches that have to be stored and no queues in the production line. Each product family has its own work cell where a team of workers make the entire product. The production only starts when the customer has asked for the product, that way overproduction is eliminated. This all leads to less waste

and a higher customer value. All the tasks that have to be conducted in a work cell need to be standardized and all the tasks need to take the same amount of time, in order for the flow to continue and for the waste to be minimized. The entire work cell needs to work at the same pace. That is why all the tasks need to be described in a diagram so that all the employees could see what everyone else was doing (Womack and Jones, 1996, p. 8).

***What are the structural conditions on macro and meso level in which self-organizing teams can exist?***

The authors say that coordination should be minimized by making flows. That way the probability of disturbances decreases since the structure becomes simpler. So the creation of flows is done on macro level, segments that are created within this flow are created on meso level. The segments itself can be seen as the team that work on micro level. Within a flow there are teams with team tasks and within the teams there are individual tasks. The interdependence between the teams should be minimized and the interdependence within the teams should be maximized.

We can conclude the following about the theory of Womack and Jones:

Theory	Structure defined?	Team structure defined?	Conditions on meso and macro level?
Womack and Jones	Not defined into detail	Not defined into detail	Well defined

2.1.5 Overview of the four general organizational theories

Theory	Structure defined?	Team structure defined?	Conditions on meso and macro level?
De Sitter	Well defined	Well defined	Well defined
Thompson	Well defined	Not defined into detail	Well defined
Mintzberg	Not defined into detail	Not defined	Not defined
Womack and Jones	Not defined into detail	Not defined into detail	Well defined

We can conclude that only Mintzberg is not suited at all. De Sitter, Thompson and Womack and Jones all three say more or less the same thing. They all talk about making flows and segments to reduce complexity and the need for coordination. Orders should be attached to certain flows to reduce complexity and coordination needed. De Sitter calls this a low level of functional concentration, Thompson talks about the lowest possible coordination costs and Womack and Jones talk about flows that are coupled to output. The researcher takes the paradigm of these three theories in mind in further research. So the general idea is about making flows that are coupled to orders. Within these flows there are segments which could be seen as the teams. These segments have a team task and within the teams

there are individual tasks. It is important that the interdependency between segments is minimized and that the mutual interdependency within the team is maximized. Although the aim is to design teams as independent as possible, they may be sequentially, pooled or reciprocally dependent, and in any case are part of the same organization so the potential synergy should be realized. The ideal structure is a flow-based structure, in which each type of customer orders fulfilled by one team, so the overall structure in which the teams are embedded matters too, and should be described when studying teams in organizations (Lekkerkerk, 2015, p. 3). Lekkerkerk (2015) means that not only the teams on micro level need to be taken into account, but that the macro and meso level need to be taken into account as well. The underlying principle of all three theories is the reduction of structural complexity and the amplification of regulatory potential.

## 2.2 Structure of self-organizing teams from the sociotechnical perspective

In this paragraph different authors will be discussed who have ideas on self-organization on team level, all of the authors will have the paradigm described in paragraph 2.1.5 as background. As mentioned earlier there are different terms used for the concept of self-organization, self-direction and self-management are widely used as well. This is why the different terms will be discussed in subparagraphs. The different theories will be compared to each other on the basis of the following questions: What aspect of the infrastructure is highlighted? What is structure according to the author? How detailed is the theory? And What are the main subjects discussed and how does the theory relate to the paradigm? The infrastructure of an organization consists of three related parts: the structure or the division of work, the HR-systems, and the technology (Achterbergh and Vriens, 2009, p. 209).

Based on the answers of these questions the one theory that is most elaborated will be further discussed in paragraph 2.3.

### 2.2.1 Self-direction theories

In this paragraph authors that use the term self-direction are being discussed.

#### **Peeters and Van der Geest**

According to Peeters and Van der Geest (1996) self-directing teams are a form of work division where more employees are collectively responsible for a part of the production- and control structure. Important characteristics are a clear and recognizable working relationship with a common goal and the availability of regulatory capacity to keep the process on track (Peeters and Van der Geest, 1996, p. 8).

#### ***Aspect of the infrastructure?***

Peeters and Van der Geest (1996) focus on all the parts of the infrastructure, but their main focus is on the structure. They refer to the theory of Kuipers and Van Amelsvoort (1990) about parallelising flows and making segments within a flow (Peeters and Van der Geest, 1996, p. 12). The main focus of the book is on implementing self-directing teams into practice. Tips and tricks are given to deal with

problems that occur in practice while organizations are implementing self-directing teams (Peeters and Van der Geest, 1996, p. 9).

#### ***What is structure?***

They do not give a clear definition of what a structure entails. They jump directly to the definition of a self-directing team and the problems that occur in practice. They do give design principles for self-directing teams. First of all they state that the criterium that is used to make parallel flows should fit the organization. Secondly, it is key to eliminate the nodes in a network of tasks as much as possible. Third, a team should consist of eight to twelve people. Furthermore they argue that in some cases more people are needed to use a machine, when that is the case it is important to group people around this machine in order to make working with it efficient. Lastly, it is important to make a structure that can work on the long term as well. It is important to have working relationships with a stable workload on the long term (Peeters and Van der Geest, 1996, p. 17-18).

#### ***Level of detail?***

The ideas of Peeters and Van der Geest (1996) are pretty detailed in what they think should be done in order to have a well-functioning self-directing team. Design principles are given to make a self-directing team.

#### ***Main subject discussed?***

The main subject discussed by Peeters and Van der Geest is the implementation of self-directing teams in practice and the problems that occur while organizations implement it. The authors try to give solutions to the problems, but sometimes the problems just get relativized and that is sufficient to deal with the issues in practice (Peeters and Van der Geest, 1996, p. 9). The focus of this thesis will be on the structure of the organization and not so much on the implementation of the concept into the organization. That is why this theory is not the best fit for this research. The theory of Peeters and Van der Geest (1996) does fit in the paradigm used in this research. They talk about making flows and eliminating nodes in a network. This will make the structure less complex and will reduce the need for coordination. They also talk about the amplification of regulatory potential. The regulatory tasks need to be inventoried and tasks that can be delegated need to be delegated to the team. It is however important to keep on anticipating since the environment is unpredictable, team members need to be able to deal with future problems as well (Peeters and Van der Geest, 1996, p. 29-30).

All in all we can conclude the following about the theory of Peeters and Van der Geest (1996):

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Peeters and Van der Geest	Structure	Not defined into detail	Very detailed	Problems with the implementation of self-organization in practice. The ideas of the paradigm can be found in this theory as well.

**Van Amelsvoort et al.**

Van Amelsvoort et al. (2003) see self-directed teams as a relative stable group of employees that have a shared responsibility for the total process in which products or services, that are delivered to internal and external customers, are made. The team plans and monitors the process progress, solves daily issues, and improves processes and working methods, without constantly calling on the management or support services (Van Amelsvoort et al, 2003, p. 9).

**Aspect of the infrastructure?**

Van Amelsvoort et al. (2003) are completely focussed on the structure of the infrastructure. It is all about the way tasks are divided. Regulatory tasks are delegated and there is a shared responsibility for the process. All of this needs an adjustment of the structure of the primary process and a change in the way staff- and support services are organized. Cultural changes are needed as well, but the main focus is on the structure (Van Amelsvoort et al., 2003, p. 10).

**What is structure?**

The structure of an organization that contains self-directing teams is a simple organization with complex tasks. Different tasks are merged into one, in order to come to a simple organization with less alignment issues, more flexibility and a clear result responsibility (Van Amelsvoort et al, 2003, p. 17). There are three steps that need to be taken in order to turn a complex organization into a simple one. 1) Reduce unnecessary organizational complexity in the primary process, so the division of the primary process in subprocesses needs to be minimized. 2) Enlarge the regulatory capacity by decentralization, bring thinking and doing back together. 3) The team as a building block instead of the individual (Van Amelsvoort et al., 2003, p. 20-21). Van Amelsvoort et al. (2003) continue their theory with nine design principles for self-directing teams.

**Level of detail?**

The theory of Van Amelsvoort et al. (2003) is very detailed. They do not only state what needs to be done in order to get a self-directed team to work in an organization, but they also state how it should be done and why it is necessary. Furthermore they describe phases of development of an organization that is changing its structure to become a simple organization with complex tasks.

**Main subject discussed?**

The main subject are the design principles for self-directing teams. So how do you get from a complex organization with simple tasks to a simple organization with complex tasks? (Van Amelsvoort et al., 2003, p. 29). They do not only discuss the design principles, but also the development phases of an organization that is changing to become an organization with self-directing teams. In this thesis the focus is on the structure of the organization and specifically the structure of the teams. The research is done in an organization where the concept of self-organization is recently introduced and where the teams are still developing. Since Van Amelsvoort et al (2003) also shed light on the development, this theory could be a good fit for this research. Van Amelsvoort et al (2003) say the exact same thing as is said by the paradigm. The structure needs to be less complex and coordination should be minimized, while regulatory capacity is increased.

The overall conclusion about the theory of Van Amelsvoort et al. (2003) is as follows:

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Van Amelsvoort et al.	Structure	Clear definition	Very detailed	The structure of self-organizing teams and the development of these teams.

**2.2.2 Self-management theories**

In this paragraph theories of authors that use the term self-management will be discussed.

**Wageman**

According to Wageman (2001) a self-managing team is best described as followed:

*'A self-managing team has authority and accountability for executing and managing the work, but within a structure and toward purposes set by others. Thus, a team's level of formal authority determines whether or not it falls within the present domain. That is, whether it is a "self-managing team." The degree to which self-managing team members actively use their authority to manage their work processes, however, varies from team to team' (Wageman, 2001, p. 559)*

**Aspect of the infrastructure?**

Wageman (2001) focuses on the structural part of the infrastructure, but more specifically on the control structure that is merged into the production structure. The focus is on the authority and accountability of the self-managing team members. In Wagemans research three behavioural indicators of self-management are researched. 1) The degree to which team members take collective responsibility for the outcomes of their work. 2) The degree to which the team monitors its own performance, actively seeking data about how well it is going. 3) The degree to which the team manages its own performance, making alternations in work strategies when circumstances change or feedback indicates that a new approach may be needed (Wageman, 2001, p. 560). The team effectiveness needs to be researched as well in order

to be able to tell something about the degree of self-manageability of a team. Team effectiveness consists of three components: 1) Task performance, this is the degree to which the team’s product or service meets the needs of those who use it, 2) Group process, this is the degree to which members interact in ways that allow the team to work increasingly well together over time and 3) Individual satisfaction, this is the degree to which the group experience is more satisfying then frustrating to team members (Wageman, 2001, p. 560).

**What is structure?**

An enabling team structure includes five basic design features: 1) Appropriate team size, no larger than the minimum required to accomplish the work. 2) Optimal skill diversity, substantial heterogeneity of task-relevant skills among members but not so much that members have trouble coordinating their efforts. 3) Task interdependence, such that members are dependent upon one another to accomplish the collective work of the team. 4) Challenging task goals with ‘stretch’ performance targets. 5) Articulated strategy norms, which legitimize and support active strategizing and long-term planning by the team, rather than the mindless or reactive execution of the work (Wageman, 2001, p. 562).

**Level of detail?**

The research of Wageman is focused on the degree to which a team is self-managing. The level of detail in what the structure of the team should look like is limited, the five steps given above are not further elaborated upon. So for this thesis this theory is not detailed enough.

**Main subject discussed?**

The main subject discussed in the theory of Wageman is the degree to which self-managing team members actively use their authority to manage their work processes (Wageman, 2001, p. 559). So the focus is not so much on the structure of the team, but more on the actual use of the new structure. The focus of the research in the thesis is on the structure of the organization and specifically the structure of the teams. This is why this theory is not the best fit for this thesis research. Wageman does have the same ideas as the paradigm used. The regulatory potential needs to increase, tasks should be interdependent within the team, and coordination should be minimized.

We can conclude the following with regard to the theory of Wageman:

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Wageman	Structure with focus on authority and accountability of team members	Not defined into detail	Limited	Degree of the usage of authority by self-managing team members

**Manz et al.**

Manz et al. (1987), use the definition of Hackman that was quoted in Cummings (1978). According to Hackman self-managing teams are defined as followed:

*"Self-managing workgroups usually include a relatively whole task; members who each possess a variety of skills relevant to the group task; workers' discretion over such decisions as methods of work, task schedules, and assignment of members to different tasks; and compensation and feedback about performance for the group as a whole" (Manz et al., 1987, p. 106)*

**Aspect of the infrastructure?**

Manz et al. (1987) focus on the structure of the infrastructure, more specifically on the place the coordinator or external leader takes in the organization with self-managing teams. There is confusion surrounding the role of the coordinator, this stems from the fact that he or she has responsibility for the team that is theoretically designed to be self-managing. The confusion is on what the appropriate role is for a coordinator when a group is supposed to lead itself (Manz et al., 1987, p. 107).

**What is structure?**

Manz et al. (1987) do not give a clear definition of what this structure should entail. The focus is on leadership behaviour and the leadership effectiveness (Manz et al., 1987, p. 108).

**Level of detail?**

The theory is detailed in the way leadership behaviour should be measured. However for this research the structure is most important, this aspect is not elaborated upon.

**Main subject discussed?**

The focus within the theory of Manz et al. is on the role of external leaders by self-managing work teams. It is about the leadership behaviour and the effectiveness of external leadership. This is not what is central in the research done in this thesis and for that reason the theory of Manz et al. is not the best fit for this research. Manz et al. do talk about increasing regulatory potential in a way that the coordinator should let the workers think about a solution to the problem themselves. However, they do not talk about the reduction of complexity and coordination. So the ideas of the paradigm are only partly found back in the theory of Manz et al. (1987).

We can conclude the following with regard to the theory of Manz et al. (1987):

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Manz et al.	Structure, specifically the position of the external leader	No clear definition	Limited	Role of external leaders within an organization with self-managing teams

### 2.2.3 Self-organization theories

In this paragraph theories of authors that use the term self-organization will be discussed.

#### **Van der Zwaan and Molleman**

Van der Zwaan and Molleman (1998) believe that the purpose of self-organization is not so much to build people-friendly working environments, but to establish the most effective balance between local autonomy and central control in a particular set of internal and environmental circumstances. Raising the level of self-organization enhances the chances of a firm's success (Van der Zwaan and Molleman, 1998, p. 314). Van der Zwaan and Molleman (1998) refer to the sociotechnical theory and highlight that this theory states that:

*'The production set-up moulds the organization of work (i.e. the division and coordination of labour), and so its flexibility. Consequently, the theory claims that the production structure ought to be (re)designed prior to the work organization. The latter should be given the character of a so-called "whole-task group", which in turn is based on an "entire" or "complete" task (Van der Zwaan and Molleman, 1998, p. 301).*

#### ***Aspect of the infrastructure?***

As said Van der Zwaan and Molleman (1998) refer to the theory of De Sitter. The focus is on the structure of the infrastructure.

#### ***What is structure?***

Since Van der Zwaan and Molleman (1998) use the sociotechnical theory, they say the exact same thing as De Sitter does about the organizational structure on macro and meso level. Parallel departments are favoured, each of which undertakes all the successive operations involved in the production of a limited number or related products. These parallel departments together form one integrated flow that may in turn be divided into several segments. This structure minimizes the need for inter-flow coordination and maximizes the intra-flow control capacity (Van der Zwaan and Molleman, 1998, p. 302). The new organization tends to become flatter in shape, insofar as certain hierarchical levels either disappear or lose a certain amount of their authority (Van der Zwaan and Molleman, 1998, p. 307).

#### ***Level of detail?***

Van der Zwaan and Molleman (1998) describe what needs to be done in order to create an organization with self-organizing teams. All the requirements to create a self-organizing team are there.

#### ***Main subject discussed?***

The main subject discussed by Van der Zwaan and Molleman (1998) are the constraints in the implementation of self-organizing work teams because of production systems and human capital. Van der Zwaan and Molleman (1998) try to answer the question to what extent self-organization is a feasible and effective management option (Van der Zwaan and Molleman, 1998, p 302-303). The focus is thus on the effectiveness of the theory and not so much on what the theory entails in detail. The ideas of the

paradigm are found in the article, since the theory is mostly based on the ideas of De Sitter. But the focus is not so much on the structure of the self-organizing team, it is more on the constraints of the implementation. This research is focused on the structure and on the implementation. This is why there are other theories that are a better fit for the research done in this thesis.

We can conclude the following with regard to the theory of Van der Zwaan and Molleman (1998):

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Van der Zwaan and Molleman	Structure	Clear definition	Detailed	Constraints of the implementation of self-organizing teams

**Kuipers**

Kuipers (1989) says the following about socio technical design and the definition of self-organizing teams:

*‘The principle of ‘least possible division of work’ is the leasing principle in a sociotechnical design. The limit of what is minimal possible can shift drastically when you change from individual to a group. A group of preferably eight to twelve people is big enough to assign whole tasks. And small enough to arrange the internal organization via mutual adjustment. The idea behind the least possible division of work is that all knowledge, experience and regulatory capacity, that are needed for the independent production of complete products, are bundled in one team. This way the team can deal with variations in transactions and the production. A self-organizing team is the biggest organizational unity that can operate as an undivided unit, without formal internal differentiation and with intrinsic coordination and control.’ (Kuipers, 1989, p. 4-5)*

**Aspect of the infrastructure?**

From the definition of Kuipers (1989) it is clear that the focus is on the structure of the infrastructure. It is all about the least possible division of work.

**What is structure?**

A structure is the way tasks are divided and coordinated in an organization. Kuipers (1989) argues that the least possible division of work is the best structure for an organization (Kuipers, 1989, p. 4).

**Level of detail?**

The theory of Kuipers (1989) is detailed. He gives fifteen statements to support the choice for self-organizational teams in an organization. These statements are elaborated with examples out of practice to support the statement.

**Main subject discussed?**

The main subject discussed by Kuipers (1989) is the theory of self-organization in general and why this theory is such a good one. As said before Kuipers (1989) gives fifteen statements about self-organization. The ideas of minimal coordination and amplification of regulatory capacity are found in this theory as well.

The theory of Kuipers (1989) can be summarized as follows:

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Kuipers	Structure	Clear definition	Detailed	The concept of self-organization in general

2.2.4 Overview of the theories on team level

Theory	Aspect of infrastructure?	Structure defined?	Level of detail	Main subject
Peeters and Van der Geest	Structure	Not defined into detail	Very detailed	Problems with the implementation of self-organization in practice. The ideas of the paradigm can be found in this theory as well.
Van Amelsvoort et al.	Structure	Clear definition	Very detailed	The structure of self-organizing teams and the development of these teams.
Wageman	Structure with focus on authority and accountability of team members	Not defined into detail	Limited	Degree of the usage of authority by self-managing team members
Manz et al.	Structure, specifically the position of the external leader	No clear definition	Limited	Role of external leaders within an organization with self-managing teams
Van der Zwaan and Molleman	Structure	Clear definition	Detailed	Constraints of the implementation of self-organizing teams
Kuipers	Structure	Clear definition	Detailed	The concept of self-organization in general

Based on the table above the researcher concludes that the theory of Van Amelsvoort et al. (2003) is the best fit for the research done in this thesis. This theory is most detailed and the main focus is on the structure of a self-organizing team and the development of these teams. This is what is needed for the research on the structure of self-organizing teams that will be done within Philadelphia. The development is good to take into account, since Philadelphia is still implementing the concept of self-organization within their organization. Van Amelsvoort et al. (2003) look at the concept of self-organization on macro, meso and micro level. The researcher will start with the micro level of Van Amelsvoort et al. (2003). This level is the final piece of the organizational structure redesign. But the researcher will start with it in order to define what she will look at on team level. In paragraph 2.4 principles that need to be taken into account on macro and meso level will be defined.

### 2.3 Van Amelsvoort et al.

In paragraph 2.2 Van Amelsvoort et al. proved to be the best fit for the research of this thesis. In this paragraph the theory of Van Amelsvoort et al. (2003) will be elaborated upon. Pierre van Amelsvoort is one of the most influential researchers in the concept of self-organization in the Netherlands. In his book, *'Zelfsturende teams: ontwerpen invoeren en begeleiden'*, he describes nine principles that together make a good self-organizing team. Since this thesis only covers the structure of the self-organizing team, not all the principles are taken into account in the actual research. However, all nine principles will be discussed in order to give a complete overview of the theory. In paragraph 2.3.2 the development phases that Van Amelsvoort et al. (2003) describe will be discussed. That way the researcher will be able to define in what phase the different teams that will be researched are and she can recommend the teams on how to move from that point onwards.

#### 2.3.1 The principles of Van Amelsvoort et al.

##### **Principle 1:**

'The team task is as complete as possible and can be coupled to a measurable result; there is one demarcated work package with a high coherence of activities.' (van Amelsvoort, 2003, p. 29)

This principle is all about the way operational processes are organized. Only if a team has a complete part of the process as a task, the performance of the team will be visible and meaningful within the whole organization. Because of a complete task it is possible to let a team function independently. The dependency of other teams will be as low as possible (Van Amelsvoort, 2003, p. 30).

The researcher will use the term 'whole task' to describe this principle in the rest of the research.

Principle 1: Whole task. A team will have one complete task that is coupled to a measurable result
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**Principle 2:**

‘The tasks of the team members show mutual dependence, so that the activities complement each other.’  
(Van Amelsvoort, 2003, p. 34)

It is important that team members are able to work together, while they are mutual dependent of each other. It is important to put effort in the strengthening of the connection between team members. This can be done through:

- Focusing on a common goal
- Having the teams carry out regulatory tasks independently to increase mutual connection
- Focusing on own activities that are carried out together.

The researcher will use the term ‘mutual dependency of tasks’ to describe this principle in the rest of the research.

Principle 2: Mutual dependency of tasks. Tasks within a team are mutually dependent and activities complement each other.

**Principle 3:**

‘The size of the team is such that the team members make a recognizable contribution to the team result, that good decisions can be taken quickly enough and that it is not vulnerable.’ (Van Amelsvoort, 2003, p.35)

It turns out that in practice a team should be between four and twenty people. If you have more than twenty people in a team, the chance that this team will be separated in different informal groups is big. If a team has less than four members it is very vulnerable. The absence of one member can hardly be taken care of by the other team members. A team of between the eight and twelve people is the optimum. The general thoughts behind the team size are:

- A team is small enough to be able to make decisions fast
- A team is small enough to have insight in the decisions you have made.
- A team is big enough to be able to carry out a complete process
- A team is big enough to address a variety of personal abilities
- A team is big enough to reach recognizable and acknowledgeable goals for the organization.
- A team is small enough to have insight in every individuals contribution to the achieved goals

This principle may seem like it is not directly coupled to the structure of a team. This is true, it is not directly linked to the division of work and the grouping and coupling of activities into tasks that can be

assigned to a work unit. But the team size is directly coupled to the work unit. When a team is too small or too big the work unit will not be able to operate appropriately. This is why this principle will be taken into account in the research within the self-organizing teams of Philadelphia.

The researcher will use the term ‘team size’ to describe this principle in the rest of the research.

Principle 3: Team size. A team should consist of four to twenty people.

#### **Principle 4:**

‘The team has sufficient regulatory capabilities and power to execute the team task as independently as possible.’ (Van Amelsvoort, 2003, p. 38)

By giving the team sufficient regulatory capacity, the team can quickly respond to unpredictable situations. Under regulatory capacity Van Amelsvoort (2003) means:

- Planning of the process
- Controlling the process
- Solving problems
- Monitoring, maintaining and improving the team prestation.

The researcher will use the term ‘regulatory capacity’ to describe this principle in the rest of the research.

Principle 4: Regulatory capacity. Team needs to have the power to execute the team task as independently as possible.

#### **Principle 5:**

‘The team provides the necessary coordination within the team and with the environment by itself as much as possible.’ (Van Amelsvoort, 2003, p. 41)

Although teams have their own work package they are never completely autonomous. There is always a need for cooperation and alignment with other teams or departments. In self-organizing teams this alignment and cooperation is done via mutual adjustment. It is however important that it is clear who is the contact for which subject. So there needs to be a coordination mechanism for the coordination within and in between teams.

The three coordination mechanism defined by Van Amelsvoort et al. (2003) are:

- A permanent team coordinator, this coordinator is the point of contact of the team members and is the spokesman to the outside.

- A rotating team coordinator, coordination is seen as a task and not as a job. The task rotates between the team members, they will all have the task to coordinate from time to time.
- The star model, the total portfolio of coordination is divided in several sub-coordinating tasks. Every team member will get the task to coordinate one of the sub-portfolios (Van Amelsvoort et al., 2003, p. 42-44).

Even though this principle is not directly related to the structure as the modern sociotechnical approach defines it. The coordination mechanism is needed in order to make the self-organized team work. This is why this principle will be taken into account while doing research within the teams of Philadelphia. The researcher will use the term ‘coordination’ to cover this principle of Van Amelsvoort et al. (2003).

Principle 5: Coordination. Mutual adjustment is the main way to coordinate within the team, but some sort of coordination mechanism is needed as well.

### **Principle 6:**

‘The members of the team can be deployed for several tasks within the team, allowing the work to be carried out in all types of situations. Internal status differences cannot stand in the way of a flexible division of labor and internal mobility.’ (Van Amelsvoort, 2003, p. 48)

Team members should be applicable in several different activities. That way the teams vulnerability is limited. This does not mean however that everyone needs to be able to do everything. This can be the case if the activities are not that difficult. But if the activities are difficult it is first of all expensive to train everyone to be able to do the activity. Secondly, the team members will have to conduct the activities regularly in order to maintain their routine. And thirdly, it is important to think about the fact that not everyone is willing to be trained to be able to do all the different activities. The norm is that there need to be sufficient team members with knowledge of one particular activity.

Although this principle is not directly related to the division of work and the grouping of activities into tasks, it does consist information about the design of the tasks and the allocation of the tasks to the unit in this example the team members. This is why this principle will be taken into account while studying the structure of the team.

The researcher will use the term ‘team member skills’ to cover this principle of Van Amelsvoort et al. (2003).

Principle 6: Team member skills. Members of the team should be able to do more than one task within the team.

**Principle 7:**

‘The team has its own resources and information and is recognizable in layout.’ (Van Amelsvoort, 2003, p. 52)

To be able to perform the tasks independently it is important that the team has all the resources needed in order to be able to complete the task. Think about own computers, machines, cars etcetera. Having own resources results in a feeling of ownership and responsibility. The effects of this psychological mechanism are visible and noticeable.

This principle is also not directly linked to the structure of the team, but it is important that this principle is met in order to get a self-organizing team that can do the work. Since when the resources needed to be self-organizing are not present in the team, the team will not be able to organize itself.

The researcher will use the term ‘team assets’ to cover the seventh principle of Van Amelsvoort (2003)

Principle 7: Team assets. Team should have all resources needed in order to be able to complete the task.

**Principle 8:**

‘The control systems must connect to the independence and responsibility of the team’ (Van Amelsvoort, 2003, p. 53)

The control systems should be connected with the concept of self-organizing teams. The team should have sufficient leeway. The control systems need to give the teams a minimal critical specification. This means that the aspects that can be influenced by the team members should be handled by the team itself, within the frameworks set in consultation with management.

The team is this independent with regard to ‘how’ processes take place. De goals and norms (the ‘what’) are agreed upon together with the management.

The minimal critical specification needs to be taken into account while designing the structure of the team. This is why it is important to take this principle into account while researching structure.

The researcher will use the term ‘minimal critical specification’ to cover the eighth principle of Van Amelsvoort et al. (2003)

Principle 8: Minimal critical specification. Decisions are made on micro level when possible, on meso or macro level only when necessary.

**Principle 9:**

‘The reward system must be in line with team work and must be organized in such a way that it challenges the members to contribute to the group process, but also stimulates the individual team members to develop themselves further.’ (Van Amelsvoort, 2003, p. 56)

The reward system should improve:

- Broad and flexible employability
- Spread and decentralization of regulatory capacities and responsibilities
- Development possibilities in horizontal direction
- Team cooperation
- Result orientation and entrepreneurship

The salaries should have a constant and a variable part in them. The variable part can be adjusted to the way the employee works.

This principle is not related to the structure of the team, not directly nor indirectly. This is why this principle will not be taken into account while researching the structure of the self-organizing teams within Philadelphia.

### 2.3.2 The development phases for team development of Van Amelsvoort et al.

Four dimensions are taken into account in the development of self-organizing teams: craftsmanship or professionalism, organizational capacity, capacity to cooperate, result orientation. Only a few people have the potential and ambition to excel in all dimensions, the team concept offers an advantage in this case. By making the right team composition, all four dimensions will be met (Van Amelsvoort et al., 2003, p. 61).

Beside these dimensions, the development model is based on four assumptions:

- *From simple to complex*: the implementation of self-organizing teams is a gradual process. It is useful to start with the simple changes that are obvious. Once these changes are made, the team can start with the more complex activities.
- *From individual to common interest*: in the beginning the individuals will be searching for acceptance and security of the team members. This is why the focus should be on the individuals and their mutual acceptance first. Gradually, the common responsibility will predominate. The individual approach and attention will be picked up more in the group itself.
- *From team interest to organization interest*: once individuals are comfortable in the team they will feel involved with each other in the first place. Eventually, the teams will see that more teams and departments can improve their performance when they work together.
- *A balance between attention for the people and for the results*: working in a team will have to deliver advantages for both the organization and the team members. When the focus is on one of the two the team development will be obstructed (Van Amelsvoort et al, 2003, p. 62-63).

The development model contains four phases of team development. The phases are ordered in a logical way and have some sort of overlap with each other. The boundaries between the phases are difficult to

indicate exactly. With every phase the involvement of the individual team members with the team will increase and the cohesion becomes closer (Van Amelsvoort et al., 2003, p. 65).

**The phases explained**

Before the actual development of the team can take place there needs to be some sort of preparation phase. In this phase the principles that are explained in the previous paragraph will be conducted in such a way that the team will be able to start with the development into self-organizing teams. The focus will be on principle 1, 2, 3, and 7. The other principles will be gradually filled in during the team development. Another very important aspect is the team composition, it is important to have a balanced composition of craftsmanship, social competence etcetera. The team will work best when teams with the same kind of work are as strong as each other (Van Amelsvoort et al., 2003, p. 65-66). Furthermore it is recommended to have a team start. The team members know that changes will be made, but they want to know what this means for them. It is recommended to discuss the reasons why change is needed. The team can have a say in the completion of the future way of working. Once the development model is explained to the team members, they can think of a goal they will achieve in the coming year and they can make an action plan for the short term (Van Amelsvoort et al., 2003, p. 66-67).

**Phase 1: bundling individuals**

In this phase, the team members are not yet a team, they are a bundling of individuals. In most cases are the team members coming from different departments and is the mutual bonding limited. An important goal of this phase is of team development is the realization of the needed flexibility in the production. This is done by enlarging the professionality and making the individual team members more employable in several tasks. The focus is on craftsmanship in this phase. The organizational independence has less emphasis in this phase. The simple regulatory tasks are transferred to the team members, but the emphasis is on craftsmanship more specifically on the reduction of vulnerability of the team. When Van Amelsvoort et al. talk about simple tasks they mean things like monitoring the safety, instructing team members, making notes of the work meeting, and making the leave planning (Van Amelsvoort et al, 2003, p. 67). The foundation of effective cooperation is laid by clarifying a new task- and role division of the team members. The goals of the team are given by the management in the first phase of development. It is important to work on goal acceptance by the team members. Furthermore it is key to give a fast and clear feedback on the performance of the team and the individual members (Van Amelsvoort et al., 2003, p. 67-68). Van Amelsvoort et al. (2003) give a few points of attention to keep in mind while craftsmanship is widened, the table below shows the checklist with the points of attention (Van Amelsvoort et al., 2003, p. 68).

Point of attention	In order	Not in order
Enough time is made available for education		
There are clear work instructions		
A good introduction for new team members is organized		

Enough routine is built up per activity		
Mentors are appointed		
The building of craftsmanship happens step by step		
Sufficient time is taken to share knowledge and tips		
Team members actively address each other on the work schedule		

Some key terms that can be used to indicate that a ‘team’ that is researched is in the first phase of the development model:

Key term	Yes	No
Professionalism is enlarged		
Members are made employable in several tasks		
Simple regulatory tasks are done by members		
New task- and role division of team members is made		

**Phase 2: the group**

The focus in this phase is on the enlargement of the organizational independence of the team, the organizational capacity. A few regulatory tasks are already done by the team in phase one, in a logical order more complex tasks will follow in this phase. Think about making the schedule for the whole week, hiring personnel, or performing any complex maintenance (Van Amelsvoort et al., 2003, p. 68-69). The dimension craftsmanship is further elaborated upon. Changes in the production process, new requirements in the level of flexibility, and the fitting in of new colleagues is done by the team itself. The team is involved in finding a solution when there are problems in the team or between the team and the environment, the responsibility of finding a solution is still with the team leader however. The team members are asked to think about goals and norms that are eventually set by the management. The performance of the team is evaluated by the team members themselves as well as ways to improve this performance (Van Amelsvoort et al., 2003, p. 70-71).

Some key terms that can be used to indicate that the ‘team’ that is researched is in the second phase of the development model:

Key term	Yes	No
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)		
Changes in the process and fitting in new colleagues is done by the team		
Team helps with finding solutions for problems, responsibility is still with management.		

Performance is evaluated and improved by the team members themselves.

**Phase 3: the team**

This is the phase in which the teams become self-organizing. The emphasis is on cooperation and social capacity. The team members learn how to coach each other and new members are educated by the team members. Team members know each other’s qualities and will use these in order to receive the best team performance. The regulatory tasks are done by the team members and feedback is given to each other in a 360-degree feedback. This means that feedback is given not only by the manager, but also by the other team members and people in the environment (Van Amelsvoort et al., 2003, p. 71). The performance orientation maintains important to prevent the team from the risk of focussing on the team itself too much. There is a reasonable risk that a team becomes isolated from the environment and focussed on only the team itself. The goals and norms are filled in consultation with the team members. The responsibility to achieve the goals lays with the team members they need to account for their actions.

Some key terms that can be used to indicate that the ‘team’ that is researched is in the third phase of the development model:

Key term	Yes	No
Team members coach each other		
New members are educated by other team members		
Goals and norms are filled in consultation with the team members		
The responsibility to achieve the goals lays with the team members		

**Phase 4: the open team**

The focus in this phase is on result-oriented working. The team sets team goals independently, makes appointments with clients and suppliers, and is constantly improving its own performance. The team consults with the support services about the services the team needs. The level of internal cooperation within the team is guarded by the team itself. In this phase the team will use the quality of the staff- and support services and that of other teams. Via mutual consultation team members may be lent or hired. Common goals of several teams will be set, these teams need each other in the production process. It is essential that there is an open culture, team members need to see what is going on in the environment, see what the suppliers, clients, co-teams, and support departments need.

Some key terms that can be used to indicate that the ‘team’ that is researched is in the fourth phase of the development model:

Key term	Yes	No
Team sets own team goals, independently of management		
Team makes appointments with suppliers and clients		
The team consults with the support services about what they need from them		
Common goals of several teams are set		
There is an open culture, team members see the environment		

Since Philadelphia is still in the development of self-organization within the teams it is useful to take the phases into account. Via interviews the researcher will be able to find out in which phase the team currently is, based on this the researcher can give recommendations on how to continue. The key terms given above per phase will be used as an analytical framework. This framework will be taken into account by the researcher while doing the research about the structure of the team.

**Analytical framework**

Key term	Yes	No
<b>Phase 1: Bundling individuals</b>		
Professionalism is enlarged		
Members are made employable in several tasks		
Simple regulatory tasks are done by members		
New task- and role division of team members is made		
<b>Phase 2: The group</b>		
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)		
Changes in the process and fitting in new colleagues is done by the team		
Team helps with finding solutions for problems, responsibility is still with management.		
Performance is evaluated and improved by the team members themselves.		
<b>Phase 3: The team</b>		
Team members coach each other		
New members are educated by other team members		
Goals and norms are filled in consultation with the team members		

The responsibility to achieve the goals lays with the team members		
<b>Phase 4: The open team</b>		
Team sets own team goals, independently of management		
Team makes appointments with suppliers and clients		
The team consults with the support services about what they need from them		
Common goals of several teams are set		
There is an open culture, team members see the environment		

### 2.4 Principles on macro and meso level

Now we know what a structure on team level should look like and how we should get to this structure, it is easier to capture what needs to be done on macro and meso level in order to be able to have self-organizing teams on micro level. As said before the teams on micro level are the final piece of the organizational structure design. So conditions should be created on macro and meso level first in order to be able to make teams on micro level.

In order to be able to have a whole task in a team like Van Amelsvoort et al. (2003) describes in their first principle, streams have to be created in the primary process to make it possible to have one team responsible for a whole task. The functional concentration as De Sitter calls it, needs to be low. Functional concentration is the grouping of operations with respect to orders. The functional concentration can be maximized, all specialized tasks of the same type are concentrated in specialized departments. So when you have for example a car manufacturer, there is a department spray paint where all things that need to be painted have to go to. This department might be used in all orders (Achterbergh and Vriens, 2009, p. 230). The functional concentration can also be minimized, all operational tasks required for realizing some sort of order are grouped together in a production flow (Achterbergh and Vriens, 2009, p. 231). In order to be able to have a whole task the functional concentration needs to be minimized. Since when the functional concentration is maximized tasks are performed in specialized departments. This would mean that one group can never finish a whole task. With minimum functional concentration all tasks needed to finish some order are coupled only to this order type and are grouped together in a production flow. The organizational structure will contain parallel flows coupled to types of orders (Achterbergh and Vriens, 2009, p. 231-232). This way one team that works in a flow will be able to finish the whole task. We can say that minimal functional concentration is the ninth principle that an organization should take into account when they want to become an organization with self-organizing teams.

Principle 9: Minimal Functional concentration. The grouping of performance activities in parallel streams based on family of products.

De Sitter also describes the separation of three types of sub-transformations in the production process. He defines ‘making’, ‘supporting’, and ‘preparing’ activities. Making refers to the actual direct realization of the output of the transformation. Preparation refers to providing necessary conditions for performing the sequence of the making operations. Both making and preparing are directly tied to the output of the transformation. Supporting refers to all operational activities that are indirectly tied to realizing the output, think about maintenance, human resource planning and technical service (Achterbergh and Vriens, 2009, p. 232). In order to be able to have a self-organizing team that does all the work by itself, the making, preparing and supporting activities should be part of the operational tasks. This is already said in principle 4 and 6 on the micro level of the organization. But in order to be able to have this minimum separation on micro level the organization should be structured in such a way on macro and meso level, only then the team members can not only do the making activities but also the preparing and supporting activities by themselves. This can be seen as the tenth principle that needs to be taken into account while an organization want to develop self-organizing teams.

Principle 10: Minimal differentiation of operational transformations. Making, preparing and supporting activities should be grouped into one task.

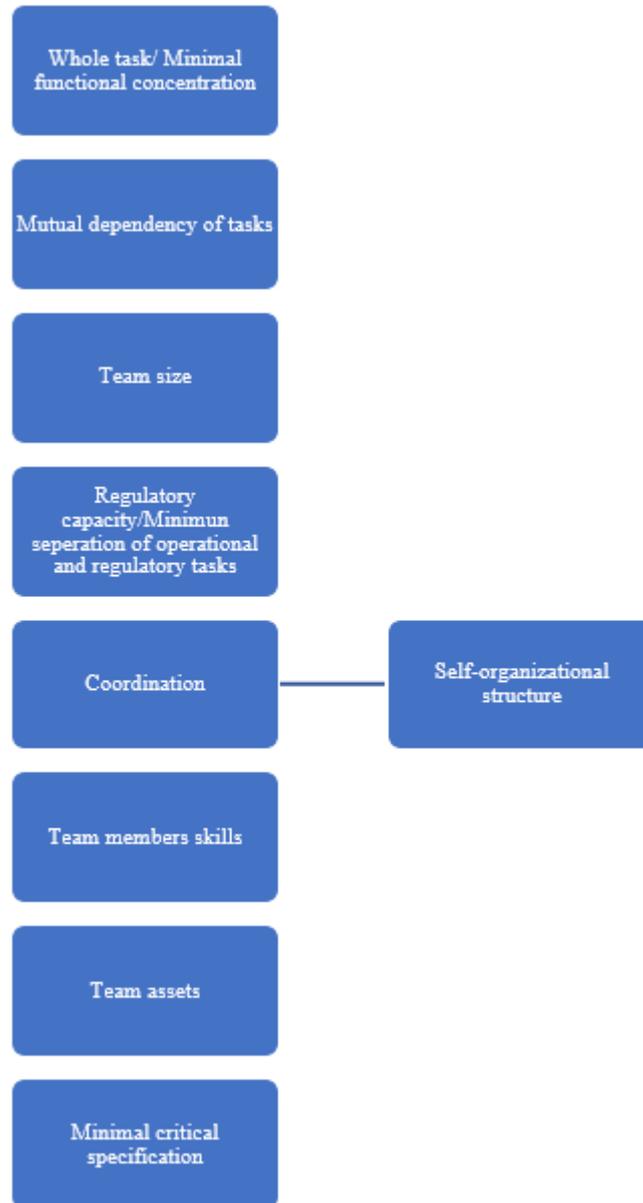
De Sitter also describes the separation of operational and regulatory activities. As has become clear in the description of the structure of self-organizing teams it is key to have the regulatory capacity within the team. The team will not be able to organize themselves when they do not have the control over the regulatory tasks. This is the minimal critical specification of principle 8. But it is key that the separation is also minimized on macro and meso level in order to be able to have minimal critical specification on micro level. The separation between operational and regulatory tasks is minimal if a task consists of both operational sub-transformations and the regulatory sub-transformations needed to regulate them. Minimal separation leads to one network of tasks, comprising both operational and regulatory sub-transformations (Achterbergh and Vriens, 2009, p. 233). In order to be self-organizing the team should have the capacity to regulate all things themselves. This is why it is needed to have no separation of regulatory and operational activities on macro and meso level as well. Since when the operations and regulations of the organization on macro and meso level are separated, it is impossible to have those tasks together on the micro level. This leads to the eleventh principle that an organization should keep in mind.

Principle 11: Minimal separation of operational and regulatory tasks. A task should consist of both operational sub-transformations and the regulatory sub-transformations needed to regulate them.

## 2.5 Conceptual model

In this research the eleven principles above will be taken into account. Based on the fact whether or not the principles have been put into practice the researcher will be able to conclude to what extent the

structure of Philadelphia is right for the implementation of self-organizing teams. The principles on macro and meso level are taken into account together with the principles on micro level that are related to them. The phase model and its characteristics will be used to be able to tell in what phase the team that is research is at this moment. When all principles are used the team will be in the fourth and final phase, only then the conclusion can be that the team has the right structure and is completely self-organizing.



### 3. Methodology

The purpose of this chapter is to describe the resources used to get data about the structure of Philadelphia and the methods used to get the information needed.

First the case will be introduced in paragraph 3.1. Then the operationalization and the sources used to get information that is needed to answer the research question will be discussed and the method that will be used to get this information. In paragraphs 3.3-3.5 the research methods will be discussed further. In paragraph 3.6 the data analysis method will be discussed. In paragraph 3.7 the validity and reliability of the research methods will be discussed. In paragraph 3.8 a light will be shed on the research ethics.

#### 3.1 Introduction of the case

The research will be an applied research within the South region in the cluster Care & Living, one of the three clusters of Philadelphia. The research will be evaluative, it is part of the intervention cycle. The purpose of this research is to contribute to the quality of the introduction of self-organization within Philadelphia, by evaluating to what extent the current structures fit the concept of self-organization. The goal of the research is to find knowledge for decision making, it is not the goal to enlarge knowledge for the benefit of theory. The scope of the research is limited to the research population and maybe other teams in the same cluster, but even that has to become clear from the research (Boeije and 't Hart, 2009, p. 81). The researcher will evaluate to what extent the current structures fit the concept of self-organization by answering the following question: To what extent does the organization structure of the South region of Philadelphia support the concept of self-organization? As said before this question will be answered by answering three sub-questions;

- What is an organizational structure meeting (basic) conditions for an organization implementing the concept of self-organization?
- What is the current structure of the South region of Philadelphia?
- What is the difference between the structure prescribed in theory and that of the South region of Philadelphia?

The first sub-question is already answered in chapter two of this thesis. When an organization takes all the principles into account, then they will have the a structure suitable for an organization implementing the concept of self-organization. The second question will be answered by doing the research within teams of the South region of Philadelphia. Once the second question is answered, the third question can be answered as well. The research will be done in a representative sample of the twelve teams within the cluster of Care & Living in de South region where the concept of self-organization is implemented. It will be a multiple case study, since the researcher will study several teams in order to say something about the Care & Living cluster of the South region as the big case. The teams will be pre-selected using an interview with the manager of the South region. He will tell the researchers some basics about the teams and based on these basics the researchers can make a reasoned selection of the teams that will be

taken into account in the research. The researchers will split the total amount of teams in two, but will make sure that one study will be big enough to say something about the South region as a whole. For Philadelphia the two studies together will give an even more complete image of the extent to which the structures of Philadelphia support the concept of self-organization. The research will be done in teams where the concept of self-organization is introduced at least half a year ago. There will also be a combination of teams that have their own location and teams that share a location with other teams. That way the sample will be broad but representative. The interview transcript of the interview with the manager of the South region can be found in appendix 1. The cluster Care & Living is the biggest cluster of Philadelphia and is most developed in the concept of self-organization. This cluster is about helping people with a moderate intellectual disability with their day to day life. Think about helping with making breakfast and helping with thinking about what to wear. The clients in this cluster do not need any real care in the sense of getting dressed or washed. It is more about helping them think and talking about problems that may occur. The team members are not educated nurses, they are educated to be home supervisors. The clients live in a residential group with a shared living room where they eat together and talk about their days. They all have their own apartment with all facilities needed.

The teams work in a residential group. The team members help the client to start their day, during the day the clients go to work or any other sort of daytime activities. At the end of the day the team members help the clients with cooking the meal and with any questions the client might have because of something that has happened that day. Since the work is not that intensive only three to four team members will be present in the morning and afternoon, so it is not the case that the team is complete five days a week as you would have in an office or factory. It is important to have moments in which the team members transfer information to each other. It is key that all team members give support to the clients in the same way. Every once in a while the team has a team meeting, but most of the time the team members see each other only shortly to transfer information.

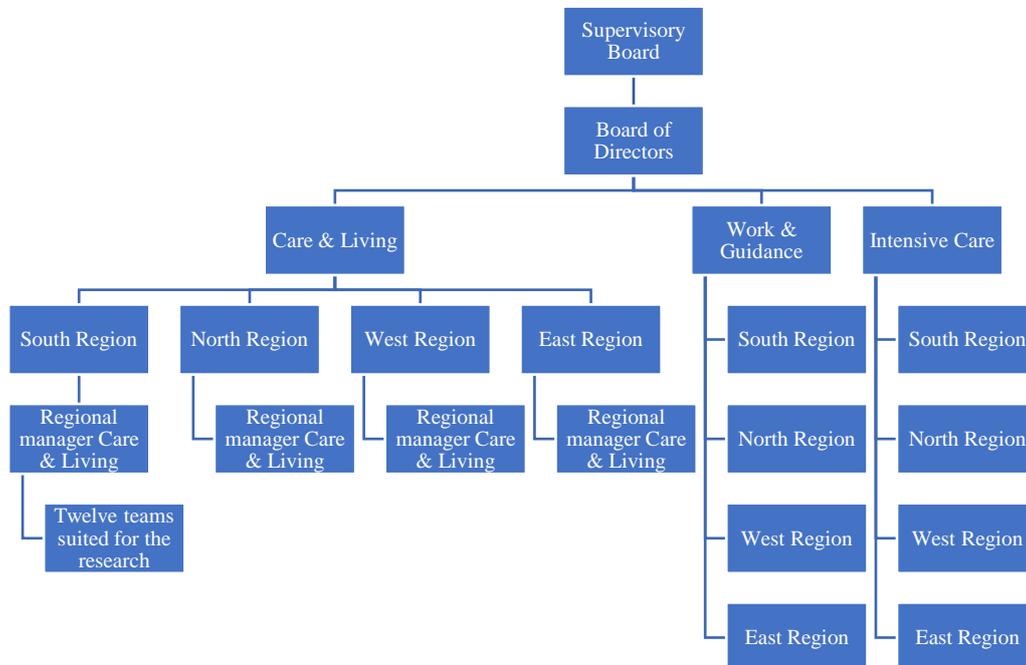
There are some team members that have an extra function, they are coordinating supervisors, they are the ones that know everything about a number a clients and they have contact with the family of these clients when needed. Clients often fall into two clusters, they live in a house of Philadelphia but also work during daytime. This means that they fall in both Care & Living and Work & Guidance. It is key that the team members of the two clusters communicate with each other in order to help the client in the best way (Van den Broek, 2018).

The starting situation of the teams before they were introduced to the concept of self-organization is self-reliant but not self-organizing. The teams could deal with certain issues, but the planning of vacations and absenteeism were dealt with by the manager. A self-organizing team has to deal with these sort of things themselves as well. Philadelphia has chosen to slowly implement the concept of self-organization, since they believe that when you just remove a manager the teams do not have any sort of guidance anymore. This may lead to either teams that are stuck and do not know what to do, or to teams

that become so extremely self-organizing that they are hardly part of the organization anymore (Van den Broek, 2018).

The teams are allowed to fill the concept of self-organization themselves, but within the framework of the ‘Teamboek’ Philadelphia has made. During the kick-off day the teams get several presentations about self-organization and later that day they start with the implementation of it in their own team with the guidelines of the ‘Teamboek’ in mind. This is how it is written down in ‘De Bedoeling’ and told by the secretary of the board of directors. The researcher is going to a kick-off day and see how it really happens. She will also use all kinds of sources to find out what the (team) structure of the cluster Care & Living looks like in the South region. This in order to be able to answer the second sub-question: What is the current structure of the South region of Philadelphia?

To make the position of the teams that are taken into account in the research within the organization as a whole more clear, a simple representation of the organogram of Philadelphia is pictured below.



### 3.1.1 The selection of the teams taken into account in this research

Based on the interview with the regional manager the researcher has made an overview of the teams that could be taken into account in the research. This overview can be found in appendix 2. The differences in amount of team members and the amount of time spent on the implementation of self-organization are minimal. We could say that at first glance the teams are similar. This made the selection of the teams that are taken into account easier, the teams were selected based on location. The considerations used when dividing the teams between the researchers were practical, since the teams are alike, at least at first glance, there is no need to take other things into account when selecting the teams. In this research three teams in the province Zeeland will be used to gain information about the structure of the team and the concept of self-organization.

### 3.2 Information needed and the sources used to get it

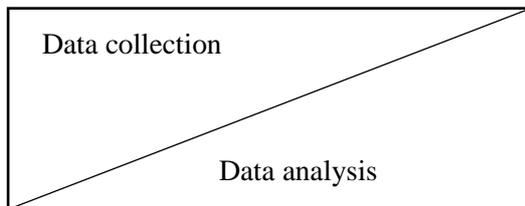
In order to be able to answer the second sub-question of this research it is key to translate the principles into questions that need to be answered by empirical research within the selected teams of the Care & Living cluster of the South region of Philadelphia. These questions can be answered using several methods. The principles can be divided into the different levels macro, meso and micro level. The researcher will not be able to gain all information needed from just one source. Different sources are needed in order to be able to say whether the teams meet all principles of the conceptual model.

There are a lot of different information sources; people, documents, physical situations. All these sources can be used in different ways in order to gain the information that is needed to answer the research question. People can be interviewed and observed, both can be done in many different ways. You can use a survey, in order to reach a lot of people at the same time. Focus groups are another example of doing interviews. Or the researcher can choose to have a conversation with just one person at a time. In paragraph 3.3 the method 'interviews' that will be used in this research will be further be elaborated upon. In paragraph 3.4 the method 'observations' will be discussed in detail. Documents can be analysed, this can be done in many different ways, in paragraph 3.5 these ways and the way chosen in this research will be discussed.

The information about the principles on micro level will mostly be found by interviewing team members. They are the ones that work on micro level and they will be able to tell the researcher if the principle is used in their team or not. The principles on macro and meso level will mostly be answered by the location managers and the manager of the South region, they are the ones that work on this level themselves. Of course the researcher will ask them some questions about topics on micro level that they might know as well. The same applies to the question of principles on macro and meso level that will be asked to team members. The observation will be used mostly to get an image of what the work of the home supervisors looks like. The researcher will try to see if she can see some principles in practice. This will most probably be the principles on micro level. But the assumption is that interviews will be needed to be sure whether or not a principle is taken into account by the team. Document analysis will be used to see what Philadelphia describes that needs to be done in order to get self-organizing teams. The documents that will be analysed are 'De Bedoeling' a document in which the management of Philadelphia describes why they have chosen to change the organizational structure and use self-organizing teams and how they think this should be done. And 'het Teamboek' a document that the teams get at the kick-off of the implementation of self-organization that is seen as a guideline for the teams to become self-organizing.

In appendix 3 the researcher has operationalized the principles and has discussed for each principle how to collect data about it. The principles are translated into questions that need to be asked to the people that are part of the research population and items that she will try to find in the documents and observation memos.

In the next paragraphs the research methods and the analysis method used per research method will be discussed. In qualitative research the data collection and analysis are not strictly separated, the researcher jumps back and forth between data collection and data analysis. The abstract qualitative research model looks like the following figure. The research process of qualitative research is iterative or cyclical (Boeije, 2006, p. 73).



### 3.3 Data construction by using interviews

There are three ways of doing interviews. A closed interview, an open interview and a semi-structured interview.

When a standardized or closed interview is used, the researcher has prepared a questionnaire. De standardized questionnaire is based on the pre-operationalization of the variables from the research model. That is why you do not have to encode afterwards. The respondent just answers the questions. De respondent and the researcher both have their own conceptual model, with their own language and interpretations. There is no possibility to ask questions to the researcher about the interview items. This is the reason why it is impossible to find out if the respondent and the researcher speak the same language. This makes the closed interview an unreliable way of conducting data (Christis, 2016, p. 2).

When an open interview is used the researcher has just a number of themes that are discussed with the respondent. There are no questions that are prepared beforehand. It is possible that all sort of new subjects are discussed while the open interview is taken by the researcher. It is necessary to encode afterwards, since all sorts of subjects are discussed and the researcher does not know beforehand what he or she will find. Here there is also a problem of language, so the researcher and the respondent speak the same language and do they use the same conceptual model? During the interview there is an open conversation that will lead to the speaking of one language. There is an overlap between the two conceptual models of the respondent and the researcher, shared meanings can be found in this overlap. The use of open interviews is a very reliable way of conducting data. The respondent can ask the researcher to clarify and will be able to give the 'right' answer because they both are speaking about the same subject. However, testing and applying a theory requires that you know in advance about what you are going to collect data. This is not the case when you use an open interview, and this makes this way of data collection suitable for the development of theory and not that suitable for testing and applying theory (Christis, 2016, p. 3).

A semi-structured interview is a combination of a closed and an open interview. It is structured since you know exactly about what you are going to collect data, this is standardized. The researcher has operationalized the theory beforehand. It is open, because the questions are not standardized and there is no fixed order of discussion of the operationalized items (Christis, 2016, p. 5). In principle you ensure that the respondents will speak the same language as the researcher by instructing him/her. The researcher explains how he/she interprets the respondent's language and checks whether this is understood in the right way. The researcher is acting as a committed teacher (Christis, 2016, p. 4).

A choice needs to be made between pre-operationalization and afterwards encoding. It is always one or the other. In this research the researcher will use semi-structured interviews that are pre-operationalized. This type of interview fits best since the researcher has information that she needs to get from the interviewees, but there is room to discuss the subjects with the interviewees in order to make sure that the researcher and the interviewee speak the same language. The researcher will use the questions in appendix 4 as a guideline, and based on the answer the box of the principle will be either checked or not. When all the boxes are checked, the conclusion can be made that the team is self-organizing. Based on which boxes are checked and which not the researcher will be able to name the phase that the team is currently in. The analytical framework of the development model will be a tool to help with the indication of the phase the team is currently in. The researcher can use the key terms of the analytical framework in interview questions, when it is not clear yet based on the questions of the principles in which phase the team is currently. Since the data is pre-operationalized there is no need to encode the transcribed interview afterwards. Based on the interview the researcher will be able to 'check the box' of the principle immediately. The analysis could be done while doing the interview. There is no need for further analysis of the transcribed interview. However the transcribed interviews will be used to take quotes on which the researcher has based her decision whether or not to check a box of the principle. These quotes will be used in the analysis. Per team several team members will be interviewed. This way they can complement each other in the answers they give and the researcher will get the best view of what the team looks like. Based on the answers of the questions of the interviewees a conclusion can be drawn about the structure of this particular team. There will be an interview with a location manager, this will be used mostly to get an idea of the macro and meso level principles of the teams in the South region. The interview with the manager of the south region will be used mostly to pre-select the teams that are used in the research and to gain an insight in the overall self-organizing concept of Philadelphia. How well are the principles taken into account within Philadelphia in general. It is not possible to draw conclusion about specific teams based on the interview with the regional manager. It is important to keep the interview protocol in mind, the interview questions are the sub-questions of the research but phrased in a way that the interviewee can understand. It is important to start with some simple questions to make sure the interviewee opens up and talks, and to end with a thank you for the time of the interviewee (Creswell and Poth, 2018, p. 164).

The interviews will be taped, this will help the researcher focus on the conversation with the interviewee without being distracted by taking notes. Another advantage of taping the interviews is the enlargement of the quality of the data, the researcher does not have to choose what information needs to be written down and what not, also the information will not be transformed by the way the researcher takes notes. On top of that the tapes will give a complete image of the subject of the research, since both the questions and the answers will be taped, it is clear what information is given based on what question (Boeije, 2006, p. 60).

In the analyses quotes of the interviewees can be used to support why the researcher has (not) checked the box of the principle. So in chapter four the actual research will have taken place, the table in appendix 4 will be filled and quotes will be used to support the choice for the way the researcher has filled in the table. The analysis process of going from raw data to the data needed to answer the question will be done while interviewing. The researcher will interpret the answers given by the interviewee immediately. Based on the answer the box of the principle will be checked or not. The analytical framework will be used during the interview, to ask extra question if it is not clear from the context yet in what phase the team is. The analytical framework will also be used to encode the transcribed interview once the interview is done. Based on the encoded transcribed interview the researcher will be able to tell the team in what phase they are currently and what needs to be done in order to get to phase 4, if they are not there yet. The interviews with the regional manager and location managers will be used to see how many principles are taken into account in the South region in general. These transcribed interviews will also be encoded using the analytical framework. This way the researcher will be able to tell something about the south region in general.

### 3.4 Data construction by using observations

Observations are one of the key tools for collecting data in qualitative research. It is the fact of noting a phenomenon in the field setting through the five senses of the observer. The observations are based on the research purpose and questions (Creswell and Poth, 2018, p. 166). The extend to which the researcher is engaged in terms of participating and observing is distinguished into four observation types:

- Complete participant: The researcher is fully engaged with the people that are being observed.
- Participant observer: The researcher is participating in the activity at the site. The participant role is more salient than the researcher role. This may help with gaining insider views and subjective data. It is however distracting for the researcher to record data when he or she is integrated into the activity
- Non-participant or observer as participant: the researcher is an outsider of the group under study, watching and taking field notes form a distance. Data is recorded without direct involvement with activity or people.

- Complete observer: the researcher is neither seen nor noticed by the people under study (Creswell and Poth, 2018, p. 167-168).

It is useful to use an observer protocol while doing observations. That way the researcher makes sure the information that she sees is written down so it can be used in a later stadium. The researcher makes descriptive notes in which she describes what is going on (Creswell and Poth, 2018, p. 171). These notes need to be very detailed, so not 'the manager intervened', but 'the manager walked up to the two people and told them to stop arguing and to come to the office to talk' (Boeije and 't Hart, 2009, p. 266). Next to the descriptive notes there is room for reflective notes, the researcher reflects on the descriptive notes. How does she interpret what she just noticed? (Creswell and Poth, 2018, p. 171).

The researcher will use an observation form to make sure she pays attention to the right things while observing the situation. The observation form that will be used in this research can be found in appendix 5.

The researcher has chosen for the participant observer role in this research. Since the observation will be done in the residential groups it is impossible to be a fly on the wall. The clients will notice the researcher and they will want to know who it is and why she is in their home. The observation will be done by both researchers together. This way the observation is mirrored by the other researcher that is doing similar study. This will increase the reliability of the research, since the researcher can check with the other researcher whether she interpreted the situation in the same way. In order to get the best results it is best that the researcher participates in making the meal and setting the table while meanwhile observing the home supervisors and their way of working. While observing the researcher will be able to ask some questions, this will not be an official interview with an interview setting. But it will help clearing up the way of working of the home supervisors. The observation will be used to get a feel of how it works in the residential group.

The researcher will constantly switch between the insider/outsider perspective during the observation, the switch will be between joining the activities and observing the way the team is working (Boeije, 2006, p. 56). The observation will be done prior to the interview with the home supervisor. This way the researcher knows what she is talking about. This will help with conducting the interview to get the 'real' information about the principles and whether or not these are met in practice in this specific team.

The notes that are made during the observation can be used as written information that can be analysed later on (Boeije, 2006, p. 71). The eleven principles will be the eleven sensitizing concepts that will be used as searchlight in the encoding of the memos (Boeije, 2006, p. 81). When the observation is done the researcher will try to find out how many principles she has seen in the observed situation. This will be done by encoding the memos and trying to link the memos to a specific principle. As said before in order to get the conclusion of which principles are taken into account by the team, interviews are

needed. The observation alone will not be sufficient to answer the sub-questions, they will however be helpful in understanding the way of working of the team.

### 3.5 Data construction by using document analysis

In addition to interviews and observation, analysis of documents will also be used to find out what the structure of Philadelphia looks like. The researcher will analyze the content of the documents. The documents are used as a resource of information in this case, not so much as topic. The analysis will be focused on that what is 'in' the documents and not so much on how the document has come into being (Bourgeault et al., 2010, p. 419).

Document analysis can be done in many different ways, you can code open, axial, or selective. When you code openly you are breaking down, comparing, conceptualizing, and categorizing data (Boeije, 2014, p. 112). Text is read carefully and divided into fragments. These fragments will be compared and labeled, the researchers do not select based on relevance, since they do not yet know what they will find and what will be relevant (Boeije, 2014, 113). The result of open coding is a list with codes that describe the document. Open coding makes the material manageable and clear, open coding is the start of theorizing of the field of research (Boeije, 2014, p 113).

In axial coding the researcher will use the codes from the open coding or from a theory to further code interpretations and meanings of the document studied. It is important to not just code the facts, because this will lead to the losing of the meaning of the text, where the meaning is the core of qualitative research. It is important that the researcher develops a sensitivity to the expressions in which the people express their experience and which experience that is exactly (Boeije, 2014, p. 119). When you code selectively you select the core category, systematically relating it to other categories, and filling in categories that need further refinement and development (Boeije, 2014, p. 127). The researcher looks at what codes are found most often in the document and based on this conclude which codes are most important (Boeije, 2014, p. 128).

This research is a deductive research, theory is used to code a document. In fact the researcher checks whether or not the theory can be found in the document. This is why open coding is not the right method in this research, since the researcher does know beforehand what she is looking for. It is important to interpret the meaning of the document as well and not just to count how many times certain things are found in a document. This is why selective coding is not the right way either. Axial coding will be used in the research. The eleven principle items are used as sensitizing concepts and once they are found the researcher does not just check the box but also looks for the interpretation that Philadelphia has given to it. That way the researcher will be able to describe Philadelphia's point of view. The documents that will be analysed are 'De Bedoeling', a document where Philadelphia shares their meaning of the concept of self-organization. And 'The Teamboek', the documents teams get at the kick-off of self-organization that they should use as a guideline while implementing the concept into their

team. In appendix 3 the researcher has described which principles she expects to find in what documents. The eleven principle items will again form sensitizing concepts used as a searchlight in the documents. The documents will be encoded with the eleven sensitizing concepts in mind. Based on the number of principles that the researcher has found in the documents a (sub-)conclusion can be made regarding the question to what the structure of Philadelphia is.

### 3.6 Data analysis

Once all three research methods have been used the data that is collected from that will be compared and put together. Based on all the data the question ‘what is the current structure of Philadelphia?’ will be answered. And the third question will be answered as well. Since the principles are the structure as prescribed in theory and these are used to analyze Philadelphia’s current structure. Once all three sub-questions are answered, the researcher will be able to answer the main research question: To what extent does the organization structure of Philadelphia support the concept of self-organization?

The data will be analyzed step by step. First the macro and meso level of Philadelphia will be analyzed. The researcher will use the data to find out if the three principles that are used on macro and meso level according to the theory, namely ‘minimal functional concentration’, ‘minimal differentiation of operational transformations’ and ‘minimal separation of operational and regulatory tasks’, are used within Philadelphia. As explained before these principles need to be present in the organization, for the organization to be able to become self-organizing. Once the researcher has analyzed the macro and meso level, the micro or team level will be analyzed. Per team the researcher will use the data to find out what the current state is of the team regarding the principles and if they have used the principles as described in theory. Based on this analysis and the analysis of the analytical framework of the development model the researcher will determine in what phase of the development model the team is currently in and what the team can do to further develop. Based on this analysis the researcher will be able to draw a conclusion regarding the research question of the thesis: *‘To what extent does the organization structure of Philadelphia support the concept of self-organization?’*.

### 3.7 Validity and reliability of the research methods

The validity relates to influence the research through systematic errors. When the researcher measures or explains what she actually wants to measure and explain, people say it is good validity. A distinction can be made between validity of the research methods and the validity of conducting the research. Here we talk about the validity of the research methods. The methods used here are interviews, observations and document analysis. The question is if the chosen research methods fit the research question. Are these methods going to get the information needed to answer the research question (Boeije, 2006, p. 144). Since the researcher uses three different research methods there is methodological triangulation.

Observations will be repeated in different ways, observing a situation is totally different than conducting an interview. Furthermore, the different methods will highlight different elements of the research subject, interview questions will lead to different information than an observation or document analysis will get (Boeije, 2006, p. 152). All the methods together will enable the researcher to give a proper answer to the sub-question. And based on the combination of the information of the theoretical framework and the empirical research the main research question will be answered as well. Validity presumes reliability, when a research method is not reliable it is likely not to be valid either (Boeije and 't Hart, 2009, p. 148).

Reliability relates to the influence on observations due to casual or unsystematic errors. The reliability is measured based on the precision of the research methods or the measuring devices. When a research method is reliable, repetition of the observations will lead to the same outcome. Reliability will increase when the amount of observations increase, casual errors will cancel each other out. When for example an interviewee has had a bad day, his or her energy will be negative and the answer to the questions will be negative. But when you have someone who is very happy, the answers might be extremely positive. When you have more observations, the unsystematic errors will cancel each other and the reliability will increase (Boeije, 2006, p. 145).

Since the research is an applied research within Philadelphia there is no need that the research is generalizable to the whole healthcare sector for example, so the external validity does not need to be fulfilled. It is useful to be able to generalize to the rest of the cluster Care & Living, this is why different teams are taken into account. Teams that have one location for themselves and teams that have to share their location with other teams. This way the research will be generalizable to the rest of the cluster. The research does not need any ecological validity, there is no need to be able to generalize the results of the research to other places, other times, or other circumstances than those in which research has taken place (Boeije and 't Hart, 2009, p. 154). The research is applied to one cluster of Philadelphia and it is designed just to answer this one question the organization has.

### 3.8 Research ethics

As has become clear in the past paragraphs researchers need to take a lot of decisions in how they shape the research. The researcher is responsible for the consequences of her decisions, as far as she can oversee these consequences. She has to consider if the research might have negative consequences. The collection of data should not harm the research population. These considerations play a role in for example the announcement of the results. Not all results can be announced to everyone (Boeije and 't Hart, 2009, p. 60). The ethics determines the methodology, not the other way around. What is lawful and what is not is about the way the research is executed in the first place. So the research is designed in such a way that it does not exceed the rules of ethics. Before the researcher does the observation and interviews she makes sure the people being studied know what the goal is of the research and what their role is in the study. It is also key that the researcher tells the research population how the data will be

processed and represented, transparency is key. She asks permission of the people in the research population to do the observation or interview before she starts, this is called informed consent (Boeije and 't Hart, 2009, p. 60). The transcribed interviews will be anonymized, that way the organization will not know what team and which team member said what during an interview. On top of that the results will not be shared with everyone in the organization. Only the secretary of the board of directors will get the final document, since he is the one that gave the researcher the assignment in the first place. To make sure the documents do not fall in wrong hands, the researcher only hold the recordings on her own phone and her own laptop, the recorded interviews will not be put in a cloud since this might be opened on a school computer and spread further. The analysis will also be on the laptop of the researcher and an external hard drive, for the same reasons a cloud will not be used.

## 4. Empirical research and analysis

The purpose of this chapter is to discuss the empirical research within Philadelphia and to analyze the results.

The process of collecting data to account of findings can be seen as a spiral. The Data Analysis Spiral as Creswell and Poth (2018) call it. First you collect data, then you manage and organize this data, after that you read and memo emergent ideas. Once this is done you describe and classify codes into themes. Afterwards you develop and assess interpretations, then you represent and visualize the data to finally account of findings (Creswell and Poth, 2018, p. 186).

### 4.1 Empirical research and analysis of the macro and meso level based on interviews

To find out if Philadelphia is using the three principles of the macro and meso level in the right way, the researcher uses the interviews and the document analysis. The interviews with the regional manager and the location manager are most important, since these people work in the macro and meso level. The researcher has however discussed these principles with the team members as well.

The researcher has done several interviews to gain information about the self-organizing structure of the teams within Philadelphia's South region. Some interviews were in a group, others were individual. But in total several team members of each team have been interviewed. The researcher has used the interview transcript and the analytical framework of the development phases as a guideline, but the conversations were as open as possible.

The interviews were taped and transcribed afterwards. The transcribed interviews have been analyzed and based on this analysis the interview transcripts have been filled in. These filled transcripts can be found in appendix 12.

The principles that the researcher hoped to find in the interviews were: 'minimal functional concentration', 'minimal differentiation of operational transformations' and 'minimal separation of

operational and regulatory tasks'. These principles are (partly) used by Philadelphia if we take the interviews with the regional manager and the location manager into account.

The regional manager talks about different disorders that clients have and that teams are formed based on the disorders of the clients. That way the team members deal with one type of disorder in which they are specialized. This is an example of a way to minimize functional concentration within an organization. He also talks about the three clusters of Philadelphia, this is minimization of functional concentration on the macro level. Clients do however fall in two clusters at the same time, they live in a house of Philadelphia and work via Philadelphia as well. This means that they fall in both the cluster Care & Living and Work & Guidance. But the work is divided in streams with the clusters, so the principle 'minimal functional concentration' is used in the correct way. The location manager adds upon this that even though the clients that are living in one residence are selected based on EQ and IQ, the aid questions that they have vary. It is however very difficult to have all the same aid questions in one residence, since not one client is the same as another. So the minimal functional concentration is adjusted as much as they can. If we look at the interviews with the teams we see that the principle is well adjusted according to all three teams.

'Minimal differentiation of operational transformations' is partly used by the organization if we look at the interviews that the researcher has done. The regional manager talks about the fact that the team members can manage their own planning and scheduling, the location manager is involved in the authorisation however. This does mean that some preparing activities are done by the team members themselves. The regional manager also talks about the service organization, this organization is one of the departments that does the supporting activities. The location manager adds upon this that the team members are not the ones that do the intake of new clients, this is why the researcher concludes that this principle is only partly used by Philadelphia. If we look at the interviews with the team members we see that the principle is also partly used there. Team 1 says that some preparing activities, like the planning, are done by the team itself. The team does however need the indication on budget, and thus the amount of hours available per client, from the manager. Other preparing activities for example the intake of new clients is not done by the team itself. The team members support each other as much as they can, but sometimes help is needed from other disciplines. This is why the principle is only partly used by team 1. The team members of team 2 and team 3 give the same information, this is why the researcher concludes that the principle 'minimal differentiation of operational transformations' is only partly used, because not all the preparing and supporting activities are done by the team members themselves.

With regard to the principle 'minimal separation of operational and regulatory tasks' the regional manager talks about the great amount of dependencies and the constraints the team members have to be able to deal with certain issues themselves. But he also says the following with regard to the ability of the team to makes their own decisions: *'Hè dus, in die zin zijn we ook van mening dat je ook op locatie als het ware daar je ding moet kunnen doen, dat moet bij kunnen vragen aan je regionale*

*beleid. En dat moet weer bij kunnen dragen aan je landelijke beleid. Dus ik vind ook wel dat je dat op locatie niveau moet afbakenen, moet kaderen, zodat je als medewerker daar ook je ding kan doen wat bijdraagt aan regionaal en landelijk niveau.*’ He talks about the fact that team members should be able to take their own decisions in a certain framework. This is why the researcher concludes that the principle of ‘minimal separation of operational and regulatory tasks’ is partly used by Philadelphia. The location manager adds upon this that the team members can solve the day to day issues by themselves, but some issues cannot be dealt with by the team. According to the location manager Philadelphia is still organized in a very top-down way and this retains the self-organizing process. So the team is not able to do everything themselves because they are restricted by the top-down organizational design. If we look at the transcripts of the interviews with the team members we find according to team 1 the principle is not used. The team does not feel like they have the regulatory tasks in hand. They feel obliged to do a lot of things by higher management. The daily activities are regulated by the team itself, but the manager is kept up-to-date since they do not want to lock the manager out. In the other teams the principle is partly used. The team members of team 2 are not authorised to regulate all the things that they would need to be able to regulate regarding their operational activities. The easy problems can be solved by the team members without help of the location manager, but there are things that they cannot solve by themselves since the location manager is only authorised to contact the service desk. The team however tries to be as self-organizing as possible, they do things and will hear from the manager when they have crossed a line. Team 3 is able to solve only the relatively easy issues without the help of the manager. For bigger issues there are protocols and the manager has to be asked for permission. From time to time the location manager needs to consult with higher management, this takes a while before the team members get their answer. This is why the researcher concludes that the principle is only partly used by team 2 and 3.

#### 4.2 Empirical research and analysis of the macro and meso level based on document analysis

The researcher has analyzed two documents of Philadelphia. The ‘Teamboek’ that the teams get as a supporting mechanism in their process of becoming self-organizing. And ‘De Bedoeling’ a document of the management of Philadelphia in which they explain what the idea is of self-organization within Philadelphia. In appendix 13 an overview of the analysis of the two documents can be found. The researcher expected to find all three principles of the macro and meso level in ‘De Bedoeling’. In the ‘Teamboek’ she expected to find two of the three principles, namely ‘minimal differentiation of operational transformations’ and ‘minimal separation of operational and regulatory tasks’. In ‘De Bedoeling’ the researcher found that Philadelphia strives to have a simple organization able to execute complex tasks, based on this she concludes that the principle ‘minimal functional concentration’ is taken into account. In ‘De Bedoeling’ she also found that the support service is changing and will eventually become part of the teams. At least that is the plan. The planning will be made by the team without

authorisation of management in the future. Based on this she concludes that the principle ‘minimal differentiation of operational transformations’ is partly used. The plans are there, but they do not work yet. The principle ‘minimal differentiation of operational and regulatory tasks’ is used if ‘De Bedoeling’ is taken into account. The document states that Philadelphia wants the team members to enlarge their regulatory capacity by coordination and the merging of regulatory tasks. The manager of every team should make it possible for every team member to control the work by themselves. It is unclear however based on the document to find out if the principle is already used in this way as well. When the ‘Teamboek’ was analysed the researcher found that the principle ‘minimal differentiation of operational transformations’ is partly used. The support service will make the transition to self-organization as well. In that way they will be able to change the entire organization into a self-organizing one. Employees of the service organization are supposed to find out what they can contribute to the teams and to find ways to become part of the teams. The researcher concludes that the principle is partly used since she can only find something about the support part of the principle. The principle ‘minimal separation of operational and regulatory tasks’ is used if the ‘Teamboek’ is taken into account. Philadelphia talks about entrepreneurship, which means that employees need to dare to go against the established order. This so they can reach the goals. This means that the team members have the capacity to take decisions on their own. Philadelphia also talks about having the regulatory power on the job. This means that the managers takes decisions about things that he or she concerns and that the team does the same thing. This makes the job more challenging and room and authorization is given to the employees to take decisions.

### 4.3 Empirical research and analysis of the micro level based on interviews

#### 4.3.1 Analysis of the interview with team 1

##### ***Does the team function in a functional deconcentrated macro and/or meso structure?***

Team 1 functions is a functional deconcentrated macro and meso structure. The macro structure of the organization is deconcentrated into three clusters: Care & Living, Intensive Care and Work and Guidance. The teams that are in this research are all part of the cluster Care & Living. They provide care to mentally disabled people that are living in houses of Philadelphia. The meso structure is deconcentrated in the way that team 1 is divided into two sub-teams to simplify the caregiving to the 23 clients. The clients are not divided by their aid question per se, they are divided based on the connection they have with the supervisors. The clients can have a certain preference for a supervisor.

##### ***How does the team score on the principles of self-organization used in the research?***

In the interview with team 1, the researcher expected to find all eight principles of Van Amelsvoort et al. (2003). It turns out that based on this interview five of the eight principles are used within the structure of team 1 and Philadelphia as a whole. The used principles are ‘mutual dependency of tasks’, ‘team size’, ‘regulatory capacity’, ‘coordination’ and ‘team member skills’.

‘Mutual dependency of tasks’ is used since there are several goals in the year plan that the team focus on. Furthermore the practical tasks can be done independent of each other, but emotional support is done in cooperation. The team has eleven team members, and this is within the range of the principle ‘team size’. The principle ‘regulatory capacity’ is used since the team makes their own planning, they control activities themselves. Daily problems are solved by the team without the help of management and feedback is given to each other without management involvement. The principle ‘coordination’ is used by the team, since core tasks are given to a certain team member who is the coordinator of that task. The responsibility however, lays within the team as a whole. The researcher concludes that the principle ‘team member skills’ is used. Not everyone will be able to do everything. But there is room to learn and to ask the one in the core task to explain how it works. It is not the case that a task will not be done when the coordinator of that task is ill or something like that.

‘Whole task’ is not used in the structure of Philadelphia according to team 1. The team does everything for the client regarding ‘Care & Living’, but the clients are in contact with other departments of Philadelphia as well. It is unclear if the principle of ‘team assets’ is used. Right now the team does not have access to the waiting list and client files, but they have not asked for it yet either. So they might have the access if they just ask for it. The principle ‘minimal critical specification’ is partly used. The team is able to manage daily activities without permission of management. The team does keep the manager up-to-date but this is not necessary. However if the team wants to organize something that costs money they need to have permission on the budget from management. This is why the principle ‘minimal critical specification’ is partly used by team 1.

***In what phase of the development model is the team currently in and how can they further develop?***

Based on the analytical framework of the development model of Van Amelsvoort et al. (2003) the researcher concludes that team 1 has completed the first phase of the development and is working on the aspects in phase two and three. The team needs to get access to more resources and needs to be able to decide more things without the permission of management in order to be able to reach the next phases in the development model. Furthermore they need to evaluate the team performance without involvement of management.

#### 4.3.2 Analysis of the interviews with team 2

***Does the team function in a functional deconcentrated macro and/or meso structure?***

Team 2 functions in a functional deconcentrated macro and meso structure. The macro structure of the organization is deconcentrated into three clusters: Care & Living, Intensive Care and Work and Guidance. The teams that are in this research are all part of the cluster Care & Living. They provide care to mentally disabled people that are living in houses of Philadelphia. On meso level clients are divided between houses based on their EQ and IQ, all clients have the same level of care needed. They

do however have different aid questions. Within the team clients are connected to a specific home supervisor. This division is based on the connection a clients has with a certain team member and not based on aid question. The structure could be even more deconcentrated if people with the same aid questions are put in the same house, this is however very hard to accomplish since the aid questions of clients are very specific.

***How does the team score on the principles of self-organization used in the research?***

In the interviews with team 2, the researcher expected to find all eight principles of Van Amelsvoort et al. (2003). It turns out that based on this interview four of the eight principles are used within the structure of team 2 and Philadelphia as a whole. The used principles are ‘mutual dependency of tasks’, ‘team size’, ‘coordination’ and ‘team member skills’. ‘Mutual dependency of tasks’ is used by team 2 according to the researcher, since the team has set goals in the year plan and in the self-organization process. Although cooperation is not needed in practical tasks, it is nice to consult with the other team members on how best to do something, you have to work together as a team. Team 2 consists of nine team members, this is within the range of the principle ‘team size’. The principle ‘coordination’ is used since they have a certain division of core tasks. One person is coordinator of a task, but the team as a whole is responsible. People do have their own core task, but it is possible that other take over this task. For some tasks you would need to follow a course, but this is all possible. Because of this the researcher concludes that the principle ‘team member skills’ is used.

‘Whole task’ and ‘team assets’ are not used in the structure of Philadelphia according to team 2. The team members do everything for the clients regarding the Care & Living cluster, but the clients are also in contact with other disciplines of Philadelphia, this is why the principle ‘whole task’ is not used by team 2. The team members do not have access to for example the waiting list, clients files and budget. These are resources that they need to be able to be a self-organizing team, this is why the principle ‘team assets’ is not used according to team 2.

The principles ‘regulatory capacity’ and ‘minimal critical specification’ are partly used. The team members are able to solve the daily activities, but they do need approval of the manager if it will involve extra costs due to for example working overtime. Feedback to improve the team prestation should be given by the team members themselves, but this happens too little. The monitoring of the team is done by management. Because of these things the researcher concludes that the principle ‘regulatory capacity’ is only partly used by team 2. Because of some of the above reasons the principle ‘minimal critical specification’ is also only partly used by the team. Permission of the location manager is needed in a lot of cases. And some things have to be dealt with by the location manager, think about getting authority to see client files for example, those things could easily be done by the team members, but they are not authorised.

***In what phase of the development model is the team currently in and how can they further develop?***

Based on the analytical framework of the development model of Van Amelsvoort et al. (2003) the researcher concludes that team 2 is still in phase 1 of the development and is working on the aspects in phase two and three. To finish the first phase the team members need to make a new role and task division that is in line with the self-organization concept. Furthermore it is important that the team members get the authorisation to solve the ‘bigger’ issues themselves as well and that they evaluate the team performance themselves. Only then they will be able to move further in the development model of becoming self-organizing.

#### 4.3.3 Analysis of the interviews with team 3

##### ***Does the team function in a functional deconcentrated macro and/or meso structure?***

Team 3 functions is a functional deconcentrated macro and meso structure. The macro structure of the organization is deconcentrated into three clusters: Care & Living, Intensive Care and Work and Guidance. The teams that are in this research are all part of the cluster Care & Living. They provide care to mentally disabled people that are living in houses of Philadelphia. Within the residence the team members have divided the clients, this division is based on connection the client has with a certain team member and not so much on aid question. The aid question are too various to be able to divide clients based on aid question.

##### ***How does the team score on the principles of self-organization used in the research?***

In the interviews with team 3, the researcher expected to find all eight principles of Van Amelsvoort et al. (2003). It turns out that based on the interviews four of the eight principles are used within the structure of team 3 and Philadelphia as a whole. The used principles are ‘mutual dependency of tasks’, ‘team size’, ‘coordination’ and ‘team member skills’. The principle ‘mutual dependency of tasks’ is used, since the team has set team goals that they want to reach in the year plan. The tasks are independent of each other when you look practically. But you have to work together in order to give the clients the best guidance. The principle ‘team size’ is used since the team consists of nine people, this is within the range of the principle. The team has a division of tasks between the team members, the responsibility of completing the tasks lays with the entire team, because of this the researcher concludes that the principle ‘coordination’ is used. The tasks are divided, but when someone wants a different task the team members can easily switch tasks, because of this the researcher concludes that the principle ‘team member skills’ is used, since the team members seem to have the skills to do different tasks.

‘Whole task’ and ‘team assets’ are not used in the structure of Philadelphia according to team 3. The team members do everything they can for the clients regarding the Care & Living cluster, but the clients are also in contact with other clusters of Philadelphia and specialists within the Care & Living cluster. ‘Team assets’ is also not used by team 3, the team members do not have access to all the resources they would need to be able to be self-organizing. For example the waiting list and finances are not available to the team members.

The principles 'regulatory capacity' and 'minimal critical specification' are partly used. The team members do make their own planning. They give each other feedback, but the manager is involving from time to time since not everyone is good at giving and receiving feedback. Problems in daily activities are solved by the team members, strategic regulation is done in accordance with management. The team prestation is monitored in accordance with the location manager. This is why the researcher concludes that the principle 'regulatory capacity' is only partly used by team 3. Because of some of the same arguments as given above the researcher concludes that also the principle 'minimal critical specification' is only partly used by the team. The team members are allowed to solve problems in daily activities without permission, but the team members do consult with the location manager before they do something, this is however their own choice. If something serious is wrong with a client there is a protocol that does involve management, but in practice the manager is there to consult but the team members take the decisions.

***In what phase of the development model is the team currently in and how can they further develop?***

Based on the analytical framework of the development model of Van Amelsvoort et al. (2003) the researcher concludes that team 3 has completed the first phase of the development model and is working on the aspects in phase two and three. To finish the second phase of the development model the team members need to get the authority to do more complex tasks as well, think about hiring personnel. Furthermore it is important that the team members coach each other without help of management and educate each other. To be able to finish the third phase it is most important that the team members are responsible to achieve goals, right now the responsibility lays with the location manager.

#### 4.4 Empirical research and analysis of the micro level based on document analyses

The researcher has analyzed the same two documents of Philadelphia to find the eight principles on micro level. Within 'De Bedoeling' she expected to find all eight principles. In the 'Teamboek' she expected to find two of the eight principles, namely 'mutual dependency of tasks' and 'coordination'. In appendix 13 an overview of the analysis of the two documents can be found. If we look at the overview we find that in 'De Bedoeling' the researcher has found that seven of the eight principles are used in the document. One principle, namely regulatory capacity, is partly found in the document. 'De Bedoeling' states that Philadelphia strives for minimal division of work, so that all knowledge, experience and self-organizing capacity is captured in one team. Because of this the researcher concludes that the principle 'whole task' is used. According to Philadelphia in this document cooperation means delivering a contribution to a common goal, because of this the researcher states that the principle 'mutual dependency of tasks' is used. A team should consist of eight till twelve team members according to 'De Bedoeling', this is within the range of 'team size'. The principle 'coordination' is found in the document. The location manager has to become a coordinator that helps the team to reach the goals and to become self-organizing. The team members should know their

quality and work in a certain role in which they accelerate. This is the same as Van Amelsvoort et al. (2003) describes with the principle 'coordination'. Philadelphia expects a certain type of multi-talent of the team members. That way the team can deal with changes in the environment, because of this statement in 'De Bedoeling' the researcher concludes that the principle 'team member skills' is found in the document. Philadelphia is finding out what ways of working and processes have to change in order to be able to be self-organizing. The teams have a dashboard in which they can monitor the production, control, information and management tools, this is use of the principle 'team assets'. The principle 'minimal critical specification' is found as well, the document states that Philadelphia wants to lay the authority with the people it belongs. The authority has to be in the lowest level possible. This will lead to the ultimate form of self-organization. This is the meaning of minimal critical specification Van Amelsvoort et al. (2003) use as well.

The principle 'regulatory capacity' is only partly found since not all aspects can be regulated by the team itself yet. Philadelphia wants the teams to be able to deal with changing circumstances, without calling on management or support services. The team members reflect on the prestation themselves and give each other feedback. The team members do make their own planning, but do need approval of the manager. This subject is part of a list of subjects that Philadelphia is working on to change. So, the principle is not fully used yet, but Philadelphia is working on it.

In the 'Teamboek' two of the eight principles are found, this is what the researcher expected. The principles found are 'mutual dependency of tasks' and 'coordination'. The team has to come up with the ultimate goal of self-organization that they want to reach. Philadelphia has 4 quarters that the teams have to think about and work on, per quarter the teams have to formulate goals and decide which one they want to reach first. Because of the fact that the team members work on a common goals together the researcher concludes that the principle 'mutual dependency of tasks' is found in the document. The principle 'coordination' is found in the document, since the document states that Philadelphia uses five core roles with which they give regulatory power to the employees. Every team members takes one of the core roles in the self-organizing team. This person feels responsible for the result, monitors the development and has conversations about the core role when needed. This is the Star model that Van Amelsvoort et al. (2003) describe in the principle 'coordination'.

#### 4.5 Empirical research and analysis based on observation

The researcher has done an observation to see what the work of a home supervisor entails. During the observation she did hope to see the usage of seven of the eleven principles, namely 'Mutual dependency of tasks', 'Team size', 'Coordination', 'Team assets', 'Minimal critical specification', 'Minimal functional concentration' and 'Minimal separation of operational and regulatory tasks'. In the observation the researcher mostly saw what the work of a home supervisor entails, this has helped during the interviews with the team, since now the researcher could give examples of situations she had seen

during the observation and ask the teams how they deal with situations like that. Nevertheless, the researcher did find the usage of some principles during the observation. ‘Mutual dependency’, ‘team member skills’, ‘coordination’ and ‘team assets’ are the principles that the researcher has found during the observation within a team in Brabant. The complete observation form can be found in appendix 6.

#### 4.6 Overview of the usage of the principles in the different data sources

Principle	Regional Manager	Location manager	Team 1	Team 2	Team 3	Observation	Teamboek	De Bedoeling
1. Whole task	X	X	NO	NO	NO	X	X	YES
2. Mutual dependency of tasks	YES	YES	YES	YES	YES	YES	YES	YES
3. Team size	YES	YES	YES	YES	YES	X	X	YES
4. Regulatory capacity	X	X	YES	PARTLY	PARTLY	X	X	PARTLY
5. Coordination	X	YES	YES	YES	YES	YES	YES	YES
6. Team members skills	X	X	YES	YES	YES	YES	X	YES
7. Team assets	X	X	UNCLEAR	NO	NO	NO	X	YES
8. Minimal critical specification	X	YES	PARTLY	PARTLY	PARTLY	X	X	YES
9. Minimal functional concentration	YES	PARTLY	YES	YES	YES	X	X	YES
10. Minimal differentiation of operational transformations	PARTLY	PARTLY	PARTLY	PARTLY	PARTLY	X	PARTLY	PARTLY
11. Minimal separation of operational and regulatory tasks	PARTLY	PARTLY	NO	PARTLY	PARTLY	X	YES	YES

When we look at the overview we can conclude that some sources contradict each other. But luckily most sources have more or less the same result on the principles.

If we look at principles 9 till 11, the macro and meso level principle, we see that ‘Minimal functional concentration’ is (partly) used by Philadelphia. Partly only according to the location manager. There is a division in clusters on macro level and a division in elderly people and very extreme cases. But whereas the team members talk about clients with more or less the same level in one residence, but different aid questions, claims the location manager that there are clients with different levels in one residence. This principle could be filled in better if the clients in one residence would be selected based on their level of disability, that way the same type of clients would get the care of one team and the team members can specialize themselves in the care needed for this type of client.

‘Minimal differentiation of operational transformations’ is only partly used in the structure of Philadelphia. This is because of the fact that the supporting activities are not part of the tasks of the team. The team members ask help from the support services, but also from behavioral specialists for example. According to the documents the plan is however to make the support service and the teams function more as one, the support service needs to become part of the team and will give advice when

needed. This is however a plan for the future, this is not the case yet. The preparing activities are the other reason why this principle is only partly used by Philadelphia. The preparing activities such as the intake of new clients and the hiring of new personnel are not done by the team itself, some teams do help with the hiring of new personnel, but the location manager is still involved. This principle could be used better by Philadelphia by making the team members do all preparing activities themselves without involvement of management. Some employees have stated that they believe that they would be better at fitting in new clients, since they see the clients on a daily basis. One team member of team 3 has expressed this feeling in the following quote: *'Als wij hier nieuwe cliënten krijgen als er een appartement vrijkomt. Dan loopt dat nu via de locatiemanager, die doet dan de intakegesprekken en die kijkt of de cliënt past hier. Terwijl ik denk van nou wij staan hier, wij kennen de cliënten veel beter, waarom zouden wij dat niet kunnen doen. Hè van goh past je hier binnen de groep'*.

A contradiction can be found in the principle 'minimal separation of operational and regulatory tasks'. In most interviews it turns out that this principle is partly used, in the interview with team 1 however there is a clear no. In the documents however there is a clear yes on this principle. In most interviews it turns out that the teams can deal with small issues themselves, but that they do need permission of higher management to be able to solve bigger issues. The team members of team 1 however feel like they are obliged to do a lot of things by higher management, smaller issues can be dealt with by themselves but they still involve the manager. Whereas in the documents Philadelphia states that they want the team members to enlarge their regulatory capacity by coordination and merging of regulatory tasks. The manager of every team should make it possible for every team member to control the work themselves. Philadelphia wants to have the regulatory power on the job. It looks like the documents with the ideals of Philadelphia have not turned out the way they want it to in practice yet. The regional manager blames the dependencies the teams still have. The teams are dependent on all sorts of different departments, this makes it difficult to regulate things based on own capacity only. The location manager blames the organizational design, she claims that this is still organized in a very top-down way, this stops the teams from dealing with problems themselves. The conclusion is that the teams are dependent on other layers or departments in the organization, this stops their ability to regulate things themselves.

All in all the researcher concludes that there is sufficient use of the principles on macro and meso level for the organization to become a self-organization. Work needs to be done to get a 'YES' on all three principles. But the researcher believes that principles are taken into account enough to be able to use the principles on micro level in a correct way.

When looked at principles 1 till 8, the principles on micro level, we find that four of the eight principles have a positive result, namely 'mutual dependency of tasks', 'team size', 'coordination', 'team member skills'. These principles are used in all data sources where the researcher could find them. We can conclude that these principles are taken into account by the organization.

In the principle ‘whole task’ there is a clear contradiction between the interviews and the documents. According to the interviews with the team members the teams did not do one whole task, they were not able to give the client all the support needed. But when we look at ‘De Bedoeling’ Philadelphia states that they strive for minimal division of work, that way all knowledge, experience and self-organizing capacity is captured in one team. This would mean that one team could do everything for the client, in practice this is not the case however.

‘Team assets’ is another principle that has a contradictory outcome when we look at the overview. Based on the interviews and the observation the teams do not have the access to all resources needed to be able to do all the work by themselves. In the document ‘De Bedoeling’ however Philadelphia states that the teams do have access to all sources needed via a new dashboard. The researcher has found out what is going on here, in the interview with the location manager it turned out that the dashboard is not available yet. The manager has not introduced the idea of the dashboard to the teams yet, since she believes that the foundation of self-organization needs to be made first. *‘Er zou vanuit Philadelphia ook een aangepast dashboard komen, zodat medewerkers inzicht hebben in die cijfers (...) Dus ik was van plan om einde van het jaar of begin volgend jaar ze echt mee te nemen van, in de zorgtools en de productie en dat soort facetten, om dat dan zo langzamerhand stap voor stap in te brengen in het team. En dan zou het helpen als de organisatie het dashboard beschikbaar stelt’*. This explains why the team members feel like they do not have access to all resources needed to be self-organizing.

‘Regulatory capacity’ is (partly) used by Philadelphia according to the interviews and the document. The reason why it is partly in three out of the four sources is the fact that manager is needed from time to time to approve decisions the team members have made, for example when they work overtime to give the clients all the care that is needed. Furthermore the manager needs to approve the planning that the team has made. The location manager is also involved in the monitoring of the team presentation according to the interviews, the team member should give each other feedback but in practice the manager is still involved. If the principle would be fully used the team would do this independently. In ‘De Bedoeling’ it is stated that the manager is only part of the approval of the planning and that the monitoring of the prestation and the feedback is done completely by the team itself. The approval of the planning is something they are working on to authorize the team members themselves as well. There is a contradiction between ‘theory’ and practice in this case. The team members know that they should be the ones monitoring the team prestation and providing feedback, but unfortunately the manager is still involved in most cases.

‘Minimal critical specification’ is (partly) used by Philadelphia as well according to the interviews and the document. The reason why it is not fully used according to the team is that they need permission with regard to the financial part of decisions, the team does not have insight in the finances themselves. Other things that the team members cannot do are making changes in client files, they are

not authorized to do so, the support service tells them that this is something that the location manager needs to deal with. Other than that the team members feel like they can take decisions on their own, they do however keep the location manager up-to-date since they do not want her to feel left out, but this is definitely not necessary.

As explained in paragraph 2.3.2. the development model consists of four phases, but before the team moves to the first phase there should be some sort of preparation phase. Philadelphia has introduced a team start for all the teams that have started with the development towards self-organization. During this day the teams have followed several workshops and watched a play about self-organization. At the end of this day the teams have received the 'Teamboek' with which they are supposed to start with their plan of becoming self-organizing. During the interviews the researcher found out that this day was nice, but not very useful according to most team members. They did not get a clear view of what they were expected to do based on this day. This is something that could be approved during the starting days that will follow.

When the analytical framework of the development phases of Van Amelsvoort et al. (2003) of the teams is compared, the conclusion can be made that all the teams are more or less in the same phase. The first phase is completed by two of the three teams, team 2 has not made a new task- and role division yet. All three teams are working on aspects of the second and third phase, but these phases are not completed yet. The fourth phase is talked about by the teams, but they know that they are not there yet. There are however plans to get to the fourth phase of becoming an open team that connects with other teams and the environment. It is only logical that the teams are not in the fourth phase yet, because they have not yet completed the second, nor the third phase. The development model of Van Amelsvoort et al. (2003) states that the teams should go through all phases before they can go to the fourth and final phase being the open team.

## 5. Results and conclusion

The purpose of this chapter is to discuss the results of the analysis and to draw a conclusion with regard to the structure of Philadelphia and if it supports the concept of self-organization or not. Based on the overview in paragraph 4.6 the conclusion can be made that only two of the eleven principles are not used by Philadelphia, this are 'whole task' and 'team assets', out of the overview the amount of 'NO's' is bigger than the amount of 'YES's'. The other principles are all (partly) used by Philadelphia, there are some contradictions in the different information sources, but overall the answer is YES. The reason why some principles are only partly used can be described with the word development. Philadelphia is still developing in becoming self-organizing. The organization has given authority to the team members for the smaller things, but the finances and the intake are examples of tasks that are still part of the responsibility of management. It is not a surprise that the team members are not able to do all the tasks themselves when we look at the analytical framework of the development model. The teams are a bundling of individuals slowly becoming a group. It will take some time before they will be a team and

only when they are a team they can begin to look at the environment and become the open team that they need to be to be able to be completely self-organizing. So to answer the research question: *To what extent does the organization structure of the South region of Philadelphia support the concept of self-organization?* The South region of Philadelphia is in development of becoming self-organizing. The principles are (partly) met and the main reason why some are not fully met is the development. The region is in phase 2, slowly moving to phase 3 of the development model. The researcher feels like the principles are taken into account, but some could be used even more in a later stadium of the development. All in all, is the structure of Philadelphia right to be able to be a self-organizational organization. It is however important to make sure that the team members are able to do most activities themselves in the coming period. This is something that Philadelphia is already working on when we take the documents and the interviews with the regional manager and the location manager into account. The regional manager says for example the following: *'Je gezond verstand gebruiken en gewoon eens een belletje doen naar je collega's, zou dat niet enorm helpend kunnen zijn? Dus we stimuleren wel gewoon vanuit het gezond denken om die stappen te maken en veel meer dat open te breken en dan komt dat wel tot stand, maar dan hebben we wel nog echt wat slagen te maken'* He talks about the openness that the teams have to work on. The fact that they need to ask other teams for help, this is something they stimulate, but progress can still be made there.

## 6. Recommendations

While conducting the research the researcher has found some things that are not directly linked to the research question, but that could be interesting for the organization to keep in mind while they are working on implementing self-organization in the rest of the organization. The first thing is the fact that the concept of self-organization and the way it should be implemented into the organization and in the teams by the teams is unclear. This is something that the regional manager, location manager and team members say. The regional manager is talking about the fact that Philadelphia does have a loose process in how self-organization should be filled in. This is a conscious choice because they believe that telling employees what to do is a movement in the opposite direction of where they want to go. It is however a fact that employees are struggling with the concept of self-organization and that the way teams fill in the concept is not always in line with what Philadelphia has in mind. It is a real dilemma for higher management how to organize this, since they do not want to intervene, but they do want the teams to be self-organized in the way Philadelphia has imagined. The teams point out that it is not always that clear what they need to do. The conversations with the coach that Philadelphia has hired to help the teams with the development of their plan to become self-organizing are not as helpful as hoped. The team members do not notice extra development because of the conversations with the coach.

Another thing that the researcher has found is the remark of the teams that Philadelphia wants a lot and that self-organization seems to be one of the many things. In the documents Philadelphia states that they

will continue to focus on the competencies that are being addressed within self-organization, that way they will express the congruence that the employees need. In the interviews the researcher found however a lot of skeptical remarks with regard to this ‘new’ movement. An example of a remark is: *‘Maar dat is Philadelphia, Philadelphia wil heel veel en je kan nooit iets helemaal goed afronden’ ‘Want dan komt het volgende alweer’ ‘En dat is al zo vaak benoemd, dat is heel vaak al benoemd. Maar dat blijkt toch wel lastig te zijn.’* Two team members back each other up, the core of this quote is that Philadelphia does not give enough time for projects to let them work. The researcher would recommend Philadelphia to make sure that the employees know that this is not just another project and that this will get the time to develop and work out in the coming years.

## 7. Reflection

The research is conducted within three teams in the province Zeeland. These teams were similar in team size and type of clients. However, team one can be seen as two teams working on one location and the other teams are teams with their own location, that way the researcher has made sure that she has a representative sample of teams in the south region. The observation is done within a team in Brabant, it could have been better if the observation would have taken place in the same teams as the interviews, that way the data of the teams in de province of Zeeland would have been even more complete. The main goal of the observation was however to get an idea of what the work of the home supervisors entails, the data is mainly gained from the interviews and documents. The interviews were conducted with the help of the eleven principles and the analytical framework, the conversations were relatively open, but the subjects that are discussed are the same in every interview. Because of this the reliability of the interviews is guaranteed. The documents were analysed in two steps. First based on the items on the eleven principles and the analytical framework. And later, when the interviews were conducted, again to find out whether or not there was conflicting data to be found. This to make sure the data the researcher was looking for was found, this helps with the validity of the research. As said in paragraph 3.8 the interviews have been conducted with informed consent and the transcribed interviews have been anonymized. The research will be sent to the secretary of the board of directors of Philadelphia and the regional manager this is decided in consultation with the secretary of the board of directors. This way the information will not be spread randomly to all employees within the organization. The regional manager will discuss the results with the location manager and the teams that have participated in the research, but the raw data in the form of transcribed interviews will be limited to these two people.

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## Appendices

### Appendix 1: Interview transcript of pre-selection of teams

Before we start talking about the concept of self-organization and then specifically the structure of the organization and the teams that are self-organizing. We would like to talk to you about the ten to twelve teams in the South region that have started with the concept of self-organization. We would like to know some things of every team, so that we can make a considered choice in the sample we chose to do the research.

- Does the team share the location with other teams or does the team have its own location?
- When did they start with the implementation of self-organization?
- What are the sizes of the teams? (principle Team Size)
- Are the teams specialized in one type of client or are different aid questions situated in one residential group? (Principle minimal functional concentration)

Thank you for answering these questions. Then we would like to talk about the concept of self-organization in general. (other principles that have not yet been discussed will be discussed)

- When is a team self-organizing according to you?

Since the interview will be done in Dutch, the Dutch version will be below:

Voordat we beginnen met het praten over het concept zelforganisatie en dan specifiek de structuur van de organisatie en de zelforganiserende teams, zouden we graag praten over de tien à twaalf teams in regio Zuid die zijn begonnen met zelforganisatie. Dit zodat we wat dingen weten over de teams en vervolgens een weloverwogen beslissing kunnen nemen over welke teams we meenemen in ons onderzoek.

- Deelt het team de locatie met andere teams of heeft het team haar eigen locatie?
- Wanneer zijn ze begonnen met de implementatie van zelforganisatie?
- Hoeveel teamleden zitten er in het team?
- Zijn de teams gespecialiseerd in één type cliënt of zijn verschillende hulpvragen aanwezig in een woongroep?
  
- Wanneer is een team zelf-organiserend volgens u?

Principle	Questions	
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there	Doet het team alles voor een cliënt of valt een

	things that are done by other teams?	cliënt binnen meerdere teams?
<b>2. Mutual dependency</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waarop gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen zijn onderdeel van het team?
<b>5. Coordination</b>	Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?	Is er een team coördinator? Zo ja, is dit een vaste of is het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit volgens u een juiste verdeling?

<p><b>10. Minimal differentiation of operational transformations</b></p>	<p>Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?</p>	<p>Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?</p>
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Appendix 2: Overview of the teams in the South region

Team	Province	Amount of team members	Time since the start of implementation
1	Zeeland	11	0,5 year
2	Zeeland	9	0,5 year
3	Zeeland	9	0,5 year
4	Zeeland	8	0,75 year
5	Zeeland	8	0,5 year
6	Zeeland	10	0,75 year
7	Zeeland	7	0,5 year
8	Brabant	9	1 year
9	Brabant	10	0,75 year
10	Brabant	6	0,5 year
11	Brabant	8	0,75 year
12	Limburg	7	0,5 year

Appendix 3: Operationalization

Principle	Questions	Item	Source	Research method
<b>Micro level principles</b>				
<p><b>1. Whole task</b></p>	<p>Do you as a team do everything for the client? Or are there things</p>	<p>Everything for a client</p>	<p>Team members/local manager/regional manager</p>	<p>Interviews</p>

	that are done by other teams?		Documents (De Bedoeling)	Document analysis
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Team goal Cooperation	Team members/local manager/ regional manager  Documents (De Bedoeling, Teamboek)	Interviews/observation  Document analysis
<b>3. Team size</b>	How many people are part of this team?	Number of team members	Team members/ local manager/ regional manager  Documents (De Bedoeling)	Interviews/observation  Document analysis
<b>4. Regulatory capacity</b>	Do you make your own planning? Do you control the activities yourselves? Do you solve problems in the daily activities yourselves? Do you monitor, maintain and improve the team prestation?	Strategic regulation  Design regulation  Operational regulation	Team members   Documents (De Bedoeling)	Interviews   Document analysis

<p><b>5. Coordination</b></p>	<p>Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?</p>	<p>Team coordinator  Core tasks per team member</p>	<p>Team members/regional manager/location manager  Documents (De Bedoeling, Teamboek)</p>	<p>Interviews/observation  Document analysis</p>
<p><b>6. Team member skills</b></p>	<p>Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?</p>	<p>All-round employee?</p>	<p>Team members  Documents (De Bedoeling)</p>	<p>Interviews  Document analysis</p>
<p><b>7. Team assets</b></p>	<p>Do you as a team have all the resources needed to be able to perform the team task?</p>	<p>Resources</p>	<p>Team members  Documents (De Bedoeling)</p>	<p>Interviews/observation  Document analysis</p>

	Do you have computers, software, etc.?			
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able to control the daily activities?	Authority	Team members/ location managers  Documents (De Bedoeling)	Interviews/observation  Document analysis
<b>Macro/meso level principles</b>				
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	One aid question per team	Team members/ regional manager/location manager  Documents (De Bedoeling)	Interviews/observation  Document analysis
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of	Preparing, making, supporting in one?  Support service	Team members/regional manager/location manager  Documents (De Bedoeling, Teamboek)	Interviews  Document analysis

	the clients? And is the support given by team members to each other or is this in a separate department?			
<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Problem solving by team	Team members/location manager  Documents (De Bedoeling, Teamboek)	Interviews/observation  Document analysis

Appendix 4: Interview transcript for the interviews during the research

Thank you for your time to do this interview with me. As you know I am doing a research about self-organization within some teams of the Care & Living sector of Philadelphia. I would like to ask you some questions, but most importantly talk with you about the concept of self-organization.

When are you as a team self-organizing according to you?

Principle	Questions	Questions in Dutch	Principle is used (Yes/No)
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there things that are done by other teams?	Doen jullie als een team alles voor de cliënt of worden sommige dingen voor een cliënt gedaan door andere teams?	

<p><b>2. Mutual dependency of tasks</b></p>	<p>Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?</p>	<p>Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?</p>	
<p><b>3. Team size</b></p>	<p>How many people are part of this team?</p>	<p>Hoeveel mensen maken deel uit van dit team?</p>	
<p><b>4. Regulatory capacity</b></p>	<p>Do you make your own planning? Do you control the activities yourselves? Do you solve problems in the daily activities yourselves? Do you monitor, maintain and improve the team prestation?</p>	<p>Maken jullie als team je eigen planning? Controleren jullie elkaar of is dat de taak van een manager? Worden dagelijkse problemen zonder hulp van bovenaf opgelost? Monitoren jullie zelf de teamprestatie? En proberen jullie ook te behouden of zelfs te verbeteren?</p>	
<p><b>5. Coordination</b></p>	<p>Do you have a team coordinator? If yes, is this a permanent one, or</p>	<p>Is er een team coördinator? Zo ja, is dit een vaste of is</p>	

	is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?	het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?	
<b>6. Team member skills</b>	Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?	Heb je de capaciteiten om alle taken te kunnen doen die nodig zijn in je baan? Of zou je eerder zeggen dat je gespecialiseerd bent in één bepaalde taak en dat jullie als team alles kunnen doen voor de cliënten?	
<b>7. Team assets</b>	Do you as a team have all the resources needed to be able to perform the team task? Do you have computers, software, etc.?	Hebben jullie als team alle middelen die je nodig hebt om je taak te kunnen vervullen tot je beschikking? Denk ook aan computers etc. eventueel	
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of	Zijn jullie als team in staat om alle activiteiten zelf te managen? Of	

	management in order to be able to control the daily activities?	hebben jullie toestemming van bovenaf nodig om je dagelijkse taken uit te kunnen voeren? Zo nee, wanneer heb je wel toestemming van bovenaf nodig?	
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het een type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit een juiste verdeling volgens u?	
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?	Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte	

		ondersteunende afdeling?	
<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?	

When needed the researcher will use the analytical framework to ask some questions to find out in what phase the team is currently in.

Key term	Yes	No
<b>Phase 1: Bundling individuals</b>		
Professionalism is enlarged		
Members are made employable in several tasks		
Simple regulatory tasks are done by members		
New task- and role division of team members is made		
<b>Phase 2: The group</b>		
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)		
Changes in the process and fitting in new colleagues is done by the team		
Team helps with finding solutions for problems, responsibility is still with management.		
Performance is evaluated and improved by the team members themselves.		
<b>Phase 3: The team</b>		
Team members coach each other		
New members are educated by other team members		
Goals and norms are filled in consultation with the team members		

The responsibility to achieve the goals lays with the team members		
<b>Phase 4: The open team</b>		
Team sets own team goals, independently of management		
Team makes appointments with suppliers and clients		
The team consults with the support services about what they need from them		
Common goals of several teams are set		
There is an open culture, team members see the environment		

### Appendix 5: Observation form

<b>Observation form</b>		
<b>Reason of observation</b>	See how the team works and if the team members work as a self-organizing team in practice	
<b>Goal of the observation</b>	Getting a good idea of what the job as home supervisor entails and find out if the team members are self-organized	
<b>Observation question</b>	Are the team members self-organized?	
<b>Sub-questions</b>	<ul style="list-style-type: none"> <li>- What does the job of home supervisor entail?</li> <li>- How do the team members deal with problems?</li> <li>- Is there a clear division of tasks between the home supervisors?</li> <li>- Do team members need to work together in order to reach a goal?</li> <li>- Are all resources needed to do the job in place?</li> </ul>	
<b>Observation method</b>	Participative observation	
<b>Plan of action</b>	Place: In the living room of the residential group Situation: During the preparation of dinner for example, will be filled in per observation. Date and time: to be filled in.	
<b>Observation notes</b>	<b>Descriptive notes</b>	<b>Reflective notes</b>

Appendix 6: Observation form 26<sup>th</sup> of June 2018

The filled in observation form with notes can be found in the separate document that is attached to the e-mail.

Appendix 7: Transcribed interview regional manager

The transcribed interview with notes can be found in the separate document that is attached to the e-mail.

Appendix 8: Transcribed interview location manager

The transcribed interview with notes can be found in the separate document that is attached to the e-mail.

Appendix 9: Transcribed interview team 1

The transcribed interview with notes can be found in the separate document that is attached to the e-mail.

Appendix 10: Transcribed interviews team 2

The transcribed interviews with notes can be found in the separate document that is attached to the e-mail.

Appendix 11: Transcribed interviews team 3

The transcribed interviews with notes can be found in the separate document that is attached to the e-mail.

Appendix 12: Transcripts filled in

Filled in transcript regional manager

Principle	Questions		Principle is used (Yes/No)
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there	Doet het team alles voor een cliënt of valt een cliënt binnen meerdere teams?	NOT CLEAR FROM THE INTERVIEW

	things that are done by other teams?		
<b>2. Mutual dependency</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?	YES. The practical work is independent. There is no need to work with two people on one task. But these individuals do form a team and they have to consult on how they will run their location. They have to set certain goals. In in these things they are dependent of each other.
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen zijn onderdeel van het team?	YES. All the teams are between the four and twelve people.
<b>5. Coordination</b>	Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?	Is er een team coördinator? Zo ja, is dit een vaste of is het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?	NOT CLEAR FROM THE INTERVIEW
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit	YES. First of all there is a separation of Philadelphia into three clusters. Within the cluster of Care & Living there are some locations with several teams in one location. These teams are

	of dividing tasks right according to you?	volgens u een juiste verdeling?	made based on aid question of the clients. The clients could have different specific questions, but the level of the clients supervised by one team is the same and the overall disability is the same as well.
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?	Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?	PARTLY. The team makes their own planning in consultation with each other. Everybody needs to make their hours that are stated in the contract and everybody has to be happy with the schedule as it is. The manager is needed however to authorize the schedule as planned by the team members.
<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?	PARTLY. The teams are dependent on other parts of the organization and will not be able to do everything themselves. Think about the service organization that is nationally organized and that facilitates the teams in their work. The teams do have the possibility to contact the service organization themselves, but it is unclear if they always get the information needed to continue in their work. Finance is another thing that the team has to ask authority by the manager, they

			do not have any insight in the finances themselves.
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Filled in transcript location manager

Principle	Questions	Questions in Dutch	Principle is used (Yes/No)
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there things that are done by other teams?	Doen jullie als een team alles voor de cliënt of worden sommige dingen voor een cliënt gedaan door andere teams?	NOT CLEAR FROM THE INTERVIEW
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?	YES. The team has goals that they have set together with the location manager and which they strive to reach together. She also talks about the importance of cohesion in the team.
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen maken deel uit van dit team?	YES. Not clear form this interview, but the researcher has had interviews with the teams of this location manager and these teams are within the range of four to twenty team members.
<b>5. Coordination</b>	Do you have a team coordinator? If yes, is this a permanent one, or	Is er een team coördinator? Zo ja, is dit een vaste of is	YES. The team members do have core tasks. According to the location

	is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?	het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?	manager these could be more specific, the self-organization tasks are not part of the division yet.
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able to control the daily activities?	Zijn jullie als team in staat om alle activiteiten zelf te managen? Of hebben jullie toestemming van bovenaf nodig om je dagelijkse taken uit te kunnen voeren? Zo nee, wanneer heb je wel toestemming van bovenaf nodig?	YES. The team deals with day to day issues themselves. They do tell the location manager what they are doing, but it is not the case that they need permission to do things. The location manager is very open and wants the team to make decisions by themselves.
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit een juiste verdeling volgens u?	PARTLY. Of course the clients are divided into clusters on macro level. But within the cluster Care & Living there are clients with different aid questions in one residence. The clients that need a lot of care are separate as are the elderly clients, but in general there are several aid questions in one residence.
<b>10. Minimal differentiation of</b>	Are the preparing activities like the	Worden de voorbereidende	PARTLY.

<p><b>operational transformations</b></p>	<p>planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?</p>	<p>taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?</p>	<p>Some preparing activities are done by the team members themselves, think about the planning. The intake of clients is done by the manager together with the behavioural expert. The selection and hiring of new personnel is partly done by the team. The support part is not clear from this interview.</p>
<p><b>11. Minimal separation of operational and regulatory tasks</b></p>	<p>Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?</p>	<p>Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?</p>	<p>PARTLY. The day to day issues the team can solve themselves. But some issues cannot be dealt with by the team. According to the location manager Philadelphia is still organized in a very top-down way and this retains the self-organizing process. So the team is not able to do everything themselves because they are restricted by the top-down organizational design.</p>

Filled in transcript team 1

Principle	Questions	Questions in Dutch	Principle is used (Yes/No)
<p><b>1. Whole task</b></p>	<p>Do you as a team do everything for the client? Or are there</p>	<p>Doen jullie als een team alles voor de cliënt of worden sommige dingen</p>	<p>NO. They do everything with regard to care and living. But the clients to</p>

	things that are done by other teams?	voor een cliënt gedaan door andere teams?	have contact with people from work or other specialists
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?	YES. There are several goals in the year plan. The practical tasks can be done independent of each other, but emotional support is done in cooperation
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen maken deel uit van dit team?	YES. Team 1 has 11 team members, and this is within the range.
<b>4. Regulatory capacity</b>	Do you make your own planning? Do you control the activities yourselves? Do you solve problems in the daily activities yourselves? Do you monitor, maintain and improve the team prestation?	Maken jullie als team je eigen planning? Controleren jullie elkaar of is dat de taak van een manager? Worden dagelijkse problemen zonder hulp van bovenaf opgelost? Monitoren jullie zelf de teamprestatie? En proberen jullie ook te behouden of zelfs te verbeteren?	YES. The team make their own planning, but they do not know the budget for the hours they can plan. The team members control activities themselves. Daily problems are solved by the team without the help of management. Feedback is given to each other without management involvement.

<p><b>5. Coordination</b></p>	<p>Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?</p>	<p>Is er een team coördinator? Zo ja, is dit een vaste of is het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?</p>	<p>YES. The team uses the Star model. Core tasks are given to a certain team member who is the coordinator of that task. The responsibility however, lays within the team as a whole. There is also an unofficial team coordinator. This is the coordinational supervisor of the clients. But these people do coach the other team members more than the other members coach each other. They plan meetings if necessary. But all the team members are equal in general.</p>
<p><b>6. Team member skills</b></p>	<p>Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?</p>	<p>Heb je de capaciteiten om alle taken te kunnen doen die nodig zijn in je baan? Of zou je eerder zeggen dat je gespecialiseerd bent in één bepaalde taak en dat jullie als team alles kunnen doen voor de cliënten?</p>	<p>YES. Not everyone will be able to do everything. But there is room to learn and to ask the one in the core task to explain how it works. It is not the case that a task will not be done when the coordinator of that task is sick or something like that.</p>
<p><b>7. Team assets</b></p>	<p>Do you as a team have all the resources needed to be able to perform the team task? Do you have computers, software, etc.?</p>	<p>Hebben jullie als team alle middelen die je nodig hebt om je taak te kunnen vervullen tot je beschikking? Denk ook aan</p>	<p>UNCLEAR. Right now they do not have access to finance, client documents, waiting list etc. But it could be that they get this when they ask for it. They just do not ask for it either.</p>

		computers etc. eventueel	
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able to control the daily activities?	Zijn jullie als team in staat om alle activiteiten zelf te managen? Of hebben jullie toestemming van bovenaf nodig om je dagelijkse taken uit te kunnen voeren? Zo nee, wanneer heb je wel toestemming van bovenaf nodig?	<b>PARTLY.</b> The team members are able to manage daily activities themselves. They do keep the manager up-to-date, but this is not necessary. But they so have the feeling that they are told to do things by higher management too much. And when they want to organize things, it is okay, but they need to get permission on the finance first. They do however feel like they can take authority if they form one united front as a team.
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit een juiste verdeling volgens u?	<b>YES.</b> On macro level the organization is divided into three clusters. Each cluster has its own specialty. On meso level within the clusters clients are put into houses based on their EQ and IQ. The aid questions are not the same, but the level the clients have is similar. The team has divided the group of clients into two to make the work easier.
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team	Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door	<b>PARTLY.</b> Some preparing activities are not done by the same people that do the 'making' activities. Preparing activities are for example the intake of new clients. The planning is done by the team, but

	members to each other or is this in a separate department?	dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?	they need to have the indication on budget from the manager. The team members give each other support when necessary. But there are other disciplines like behavioural experts that support the team by helping the clients. There is also a service desk they will go to when they have problems.
<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?	NO. The team feels like they are obliged to do a lot of things by higher management. They do not have the choice. The daily decisions can be made by the team itself, as long as it does not involve finance. But even then the manager is kept up-to-date, since they feel like they lock the manager out if they do not consult.

Key term	Yes	No
<b>Phase 1: Bundling individuals</b>		
Professionalism is enlarged	<b>X</b>	
Members are made employable in several tasks	<b>X</b>	
Simple regulatory tasks are done by members	<b>X</b>	
New task- and role division of team members is made	<b>X</b>	
<b>Phase 2: The group</b>		
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)	<b>Partly</b>	
Changes in the process and fitting in new colleagues is done by the team	<b>X</b>	

Team helps with finding solutions for problems, responsibility is still with management.	<b>X</b>	
Performance is evaluated and improved by the team members themselves.	<b>Partly</b>	
<b>Phase 3: The team</b>		
Team members coach each other		<b>X</b>
New members are educated by other team members	<b>Partly</b>	
Goals and norms are filled in consultation with the team members	<b>X</b>	
The responsibility to achieve the goals lays with the team members		<b>X</b>
<b>Phase 4: The open team</b>		
Team sets own team goals, independently of management		<b>X</b>
Team makes appointments with suppliers and clients		<b>X</b>
The team consults with the support services about what they need from them		<b>X</b>
Common goals of several teams are set		<b>X</b>
There is an open culture, team members see the environment		<b>X</b>

## Filled in transcript team 2

Principle	Questions	Questions in Dutch	Principle is used (Yes/No)
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there things that are done by other teams?	Doen jullie als een team alles voor de cliënt of worden sommige dingen voor een cliënt gedaan door andere teams?	<b>NO.</b> They do everything regarding Care and Living, but the clients do have contact with other clusters within Philadelphia and also with specialists that support the Care and Living team.
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo	<b>YES.</b> The team has set goals in the year plan and in the self-organization process. Cooperation is not needed in practical tasks, but it is nice to consult with the other team members on how best to do something, you have to work together as a team.

		dat samenwerking nodig is om het doel te kunnen bereiken?	
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen maken deel uit van dit team?	YES. The team consists of 9 team members. This is within the range
<b>4. Regulatory capacity</b>	Do you make your own planning? Do you control the activities yourselves? Do you solve problems in the daily activities yourselves? Do you monitor, maintain and improve the team prestation?	Maken jullie als team je eigen planning? Controleren jullie elkaar of is dat de taak van een manager? Worden dagelijkse problemen zonder hulp van bovenaf opgelost? Monitoren jullie zelf de teamprestatie? En proberen jullie ook te behouden of zelfs te verbeteren?	PARTLY. The team does make their own planning. They do solve problems in daily activities themselves, but need to have approval of management when it contains solutions in which people work overtime. The team should give each other feedback to improve the team presentation, but this happens too little. The manager will be asked to help, when the team members do not follow each other's feedback. The monitoring of the team prestation in the sense of reaching goals is done by management.
<b>5. Coordination</b>	Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?	Is er een team coördinator? Zo ja, is dit een vaste of is het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de	YES. They do not have a team coordinator, but they have a certain division of core tasks. One person is coordinator of that task, but the team as a whole is responsible.

		andere de financiën etc.?	
<b>6. Team member skills</b>	Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?	Heb je de capaciteiten om alle taken te kunnen doen die nodig zijn in je baan? Of zou je eerder zeggen dat je gespecialiseerd bent in één bepaalde taak en dat jullie als team alles kunnen doen voor de cliënten?	YES. People do have their own core task, but it is possible that other take over this task. For some tasks you would need to follow a course, but this is all possible.
<b>7. Team assets</b>	Do you as a team have all the resources needed to be able to perform the team task? Do you have computers, software, etc.?	Hebben jullie als team alle middelen die je nodig hebt om je taak te kunnen vervullen tot je beschikking? Denk ook aan computers etc. eventueel	NO. The team does not have access to the waiting list of new clients, they do not have access to the budget they have to organize things.
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able to control the daily activities?	Zijn jullie als team in staat om alle activiteiten zelf te managen? Of hebben jullie toestemming van bovenaf nodig om je dagelijkse taken uit te kunnen voeren? Zo nee, wanneer heb je wel toestemming van bovenaf nodig?	PARTLY. The team is able to solve daily problems themselves. But they do need permission of the location manager in most cases. Regarding finance mostly. Also some things have to be dealt with by the location manager, think about getting authority to see client files and deleting an email address of the list in the system. These things could the team members do

			themselves, but they are not authorised to do so.
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit een juiste verdeling volgens u?	YES. On macro level the organization is divided into three clusters. Each cluster has its own specialty. On meso level within the clusters clients are put into houses based on their EQ and IQ. The aid questions are not the same, but the level the clients have is similar. The clients have a certain contact person within the team. But this division is based on the connection a team member has with the client and not based on aid questions.
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?	Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten? Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?	PARTLY. Some preparing activities are not done by the same people that do the ‘making’ activities. Preparing activities are for example the intake of new clients. The planning is done by the team. The team members give each other support when necessary. But there are other disciplines like behavioural experts that support the team by helping the clients. There is also a service desk they will go to when they have problems.

<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?	PARTLY. Easy problems can be solved by the team. The team does keep the manager up-to-date in some cases. But most of the time they will do what they think is best and they will hear it from the manager when they crossed a line. But some problems cannot be fixed by themselves, then the location manager needs to contact the service desk for example.
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Key term	Yes	No
<b>Phase 1: Bundling individuals</b>		
Professionalism is enlarged	<b>X</b>	
Members are made employable in several tasks	<b>X</b>	
Simple regulatory tasks are done by members	<b>X</b>	
New task- and role division of team members is made		<b>X</b>
<b>Phase 2: The group</b>		
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)	<b>Partly</b>	
Changes in the process and fitting in new colleagues is done by the team	<b>X</b>	
Team helps with finding solutions for problems, responsibility is still with management.	<b>X</b>	
Performance is evaluated and improved by the team members themselves.		<b>X</b>
<b>Phase 3: The team</b>		
Team members coach each other		<b>X</b>
New members are educated by other team members	<b>X</b>	
Goals and norms are filled in consultation with the team members	<b>Partly</b>	
The responsibility to achieve the goals lays with the team members		<b>X</b>
<b>Phase 4: The open team</b>		
Team sets own team goals, independently of management		<b>X</b>
Team makes appointments with suppliers and clients		<b>X</b>

The team consults with the support services about what they need from them		X
Common goals of several teams are set		X
There is an open culture, team members see the environment		X

Filled in transcript team 3

Principle	Questions	Questions in Dutch	Principle is used (Yes/No)
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there things that are done by other teams?	Doen jullie als een team alles voor de cliënt of worden sommige dingen voor een cliënt gedaan door andere teams?	NO. They do everything regarding Care and Living, but the clients do have contact with other clusters within Philadelphia and also with specialists that support the Care and Living team.
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Is er een gemeenschappelijk teamdoel waar op gefocust wordt? Zijn de verschillende taken binnen het team onafhankelijk van elkaar? Of is het zo dat samenwerking nodig is om het doel te kunnen bereiken?	YES. The team has set team goals that they want to reach in the year plan. The tasks are independent of each other when you look practically. But you have to work together in order to give the clients the best guidance.
<b>3. Team size</b>	How many people are part of this team?	Hoeveel mensen maken deel uit van dit team?	YES. The team consists of 9 people. This is within the range.
<b>4. Regulatory capacity</b>	Do you make your own planning? Do you control the activities yourselves?	Maken jullie als team je eigen planning? Controleren jullie	PARTLY. The team does make their own planning. They do give each other feedback, but the one is

	<p>Do you solve problems in the daily activities yourselves?</p> <p>Do you monitor, maintain and improve the team prestation?</p>	<p>elkaar of is dat de taak van een manager? Worden dagelijkse problemen zonder hulp van bovenaf opgelost?</p> <p>Monitoren jullie zelf de teamprestatie? En proberen jullie ook te behouden of zelfs te verbeteren?</p>	<p>better in this than the other, so manager is involved from time to time. Operational problem solving by team, strategic regulation in accordance with manager. Design regulation by the team itself as well. The team prestation is monitored in accordance with manager.</p>
<b>5. Coordination</b>	<p>Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or is it all a team effort?</p>	<p>Is er een team coördinator? Zo ja, is dit een vaste of is het een roulerende coördinator? Of wordt er gebruik gemaakt van verdeling van taken onder de teamleden? Dus dat één iemand de planning doet en de andere de financiën etc.?</p>	<p>YES.</p> <p>They do not have a team coordinator. They do have a division of tasks between the personnel. The responsibility of completing the tasks lays with the entire team.</p>
<b>6. Team member skills</b>	<p>Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?</p>	<p>Heb je de capaciteiten om alle taken te kunnen doen die nodig zijn in je baan? Of zou je eerder zeggen dat je gespecialiseerd bent in één bepaalde taak en</p>	<p>YES.</p> <p>The tasks are divided, but when someone does not want their task anymore the team members just switch the tasks between team members.</p>

		dat jullie als team alles kunnen doen voor de cliënten?	
<b>7. Team assets</b>	Do you as a team have all the resources needed to be able to perform the team task? Do you have computers, software, etc.?	Hebben jullie als team alle middelen die je nodig hebt om je taak te kunnen vervullen tot je beschikking? Denk ook aan computers etc. eventueel	NO. The team does not have any insight into finance, waiting list etc. Some information could be gained when asked, but there is no direct access.
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able to control the daily activities?	Zijn jullie als team in staat om alle activiteiten zelf te managen? Of hebben jullie toestemming van bovenaf nodig om je dagelijkse taken uit te kunnen voeren? Zo nee, wanneer heb je wel toestemming van bovenaf nodig?	PARTLY. There is no need to ask for permission to solve daily issues, but the team does consult with the manager before they do something. If something serious is wrong with a client there is a protocol that does involve management, but in practice it is more consultation than the fact that the manager takes the decisions.
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	Hoe zijn de cliënten verdeeld. Is het één type cliënt per team of heeft een team te maken met meerdere soorten cliënten en hulpvragen? Is dit een juiste verdeling volgens u?	YES. On macro level the organization is divided into three clusters. Each cluster has its own specialty. On meso level within the clusters clients are put into houses based on their EQ and IQ. The aid questions are not the same, but the level the clients have is similar. The clients have a

			certain contact person within the team. This division is based on both the aid questions and the connection a client has with a certain team member.
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?	<p>Worden de voorbereidende taken zoals het maken van de planning en het doen van de intake gedaan door dezelfde mensen als het begeleiden van de cliënten?</p> <p>Wordt de ondersteuning verleend door teamleden onderling of is er een aparte ondersteunende afdeling?</p>	<p>PARTLY.</p> <p>The team does make their own planning. But the intake of new clients is done by the manager. So not all preparing activities are part of the tasks of the ones doing the ‘making’. Support is delivered by a separate department. The service desk is really a helpdesk that they can contact, this is really separate. The specialists they can ask to help are not part of the team, but they are very involved in the process of the clients.</p>
<b>11. Minimal separation of operational and regulatory tasks</b>	Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?	Zijn jullie in staat om de problemen zelf op te lossen wanneer deze op je pad komen, of heb je hiervoor de hulp van de manager nodig aangezien je niet de bevoegdheid hebt om beslissingen te nemen?	<p>PARTLY.</p> <p>The team is able to solve the relatively easy issues themselves. They do keep the manager in the loop, but this is not necessary. The manager stimulates the independence of the team members. For bigger issues there are protocols and the manager has to be asked for permission. From time to time the manager has to consult with higher</p>

			management, so it takes a while before the team gets their answer.
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Key term	Yes	No
<b>Phase 1: Bundling individuals</b>		
Professionalism is enlarged	X	
Members are made employable in several tasks	X	
Simple regulatory tasks are done by members	X	
New task- and role division of team members is made	X	
<b>Phase 2: The group</b>		
More complex tasks are done by the team members (hiring personnel, making a week planning, performing maintenance)	Partly	
Changes in the process and fitting in new colleagues is done by the team	X	
Team helps with finding solutions for problems, responsibility is still with management.	X	
Performance is evaluated and improved by the team members themselves.	X	
<b>Phase 3: The team</b>		
Team members coach each other	Partly	
New members are educated by other team members	Partly	
Goals and norms are filled in consultation with the team members	X	
The responsibility to achieve the goals lays with the team members		X
<b>Phase 4: The open team</b>		
Team sets own team goals, independently of management		X
Team makes appointments with suppliers and clients		X
The team consults with the support services about what they need from them		X
Common goals of several teams are set		X
There is an open culture, team members see the environment		X

Appendix 13: Document analysis

Principle	Questions	Item	Teamboek	De Bedoeling
<b>Micro level principles</b>				
<b>1. Whole task</b>	Do you as a team do everything for the client? Or are there things that are done by other teams?	Everything for a client	X	YES. Philadelphia strives for minimal division of work, that way all knowledge, experience and self-organizing capacity is captured in one team.
<b>2. Mutual dependency of tasks</b>	Is there a common goal where you focus on? Are the tasks independent of each other, or is cooperation needed to reach a goal?	Team goal Cooperation	YES. The team has to come up with the ultimate goal of self-organization that they want to reach. Philadelphia has 4 quarters that the teams have to think about and work on, per quarter the teams have to formulate goals and decide which one they want to reach first.	YES. The teams have a common goal to focus on. This helps increasing constructive cooperation. Within Philadelphia cooperation means delivering a contribution to a common goal.
<b>3. Team size</b>	How many people are part of this team?	Number of team members	X	YES. A team should consist of eight till twelve team members. This is within the range taken into account.

<p><b>4. Regulatory capacity</b></p>	<p>Do you make your own planning? Do you control the activities yourselves? Do you solve problems in the daily activities yourselves? Do you monitor, maintain and improve the team prestation?</p>	<p>Strategic regulation Design regulation Operational regulation</p>	<p>X</p>	<p>PARTLY. Operational regulation is taken into account, Philadelphia wants the teams to be able to deal with changing circumstances, without calling on management or support services. The team members reflect on the prestation themselves and give each other feedback. The team members do make their own planning, but do need approval of the manager. This subject is part of a list of subjects that Philadelphia is working on to change.</p>
<p><b>5. Coordination</b></p>	<p>Do you have a team coordinator? If yes, is this a permanent one, or is this role rotating? Do you have different tasks assigned to team members, so for example one person is responsible for the finances or</p>	<p>Team coordinator Core tasks per team member</p>	<p>YES. Philadelphia uses five core roles with which they give regulatory power to the employees. Every team members takes one of the core roles in the self-organizing team. This person feels responsible for the result, monitors the development and has conversations about the core role when needed.</p>	<p>YES. The location manager has to become a coordinator that helps the team to reach the goals and to become self-organizing The team members should know their quality and work in a certain role in which they accelerate.</p>

	is it all a team effort?			
<b>6. Team member skills</b>	Are you able to perform all the tasks needed in this work? Or would you say that you are specialized in one specific part of the tasks that a team needs to perform as a whole?	All-round employee?	X	YES. Philadelphia expects a certain type of multi-talent of the team members. That way the team can deal with changes in the environment.
<b>7. Team assets</b>	Do you as a team have all the resources needed to be able to perform the team task? Do you have computers, software, etc.?	Resources	X	YES. Philadelphia is finding out what ways of working and processes have to change in order to be able to be self-organizing. The teams have a dashboard in which they can monitor the production, control, information and management tools.
<b>8. Minimal critical specification</b>	Do you have the ability to manage all activities by yourselves or do you need permission of management in order to be able	Authority	X	YES. Philadelphia wants to lay the authority with the people it belongs. The authority has to be in the lowest level possible. This will lead to the ultimate form of self-organization.

	to control the daily activities?			
<b>Macro/meso level principles</b>				
<b>9. Minimal functional concentration</b>	How are the tasks divided? Is it that one particular type of client is put in one house or are there all sort of aid questions in one house? Is this way of dividing tasks right according to you?	One aid question per team	X	YES. Philadelphia strives to have a simple organization able to execute complex tasks.
<b>10. Minimal differentiation of operational transformations</b>	Are the preparing activities like the planning, and the intake done by the same people as the guidance of the clients? And is the support given by team members to each other or is this in a separate department?	Preparing, making, supporting in one?  Support service	PARTLY. The support service will make the transition to self-organization as well. In that way they will be able to change the entire organization into a self-organizing one. Employees of the service organization are supposed to find out what they can contribute to the teams and to find ways to become part of the teams.	PARTLY. The support service is changing and will eventually become part of the teams. At least that is the plan. The planning will be made by the team without authorisation of management in the future.

<p><b>11. Minimal separation of operational and regulatory tasks</b></p>	<p>Are you able to solve the problems once they occur in daily activities or do you need help from the manager since you do not have the authority to make decisions?</p>	<p>Problem solving by team</p>	<p>YES. Philadelphia talks about entrepreneurship, which means that employees need to dare to go against the established order. This so they can reach the goals. This means that the team members have the capacity to take decisions on their own. Philadelphia also talks about having the regulatory power on the job. This means that the managers takes decisions about things that he or she concerns and that the team does the same thing. This makes the job more challenging and room and authorization is given to the employees to take decisions.</p>	<p>YES. Philadelphia wants the team members to enlarge their regulatory capacity by coordination and the merging of regulatory tasks. The manager of every team should make it possible for every team member to control the work by themselves.</p>
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