Managing professionals in a healthcare organization: self-organizing teams in a hierarchical structure?

Evaluating the extent to which the structure of a large Dutch healthcare organization enables teams to work as a self-organizing team.

Mols, J.B. (Jasper) s4472039

Thesis supervisor: dr. J.M.I.M. Achterbergh
Second examiner: dr. ir. L.J. Lekkerkerk

Radboud University Nijmegen
February 2019
Business Administration
Organizational Design & Development

I would like to thank my supervisor, family and friends for the support you gave me the past months. I also want to thank Philadelphia and its employees who participated in this research.

I hope you will enjoy reading this thesis.

Jasper Mols

Nijmegen, February 2019

Table of Contents

I. Introduction

§ 1.1 Problem definition

In recent years, there has been an increasing interest in the concept of self-organizing teams among companies. Companies are interested in self-organizing teams for a variety of reasons. The concept of self-organizing teams is associated with an improvement of the quality of organization, quality of work and quality of work relationships. These improvements and advantages, due to the use of self-organizing teams, can only be achieved if self-organizing teams are implemented in the organization in a proper manner. The transition to or implementation of self-organizing teams is not easy and can have disrupting effects when it is not properly incorporated in the structure of the organization. When self-organizing teams are not incorporated in the structure of the organization in the right way, both employees and clients or customers can suffer from it. The structure of the organization is vital for the success of self-organizing teams, since many aspects of self-organization depend on it. One of the main characteristics for example is the decentralisation of (a part of) regulatory power to self-organizing teams, which is embedded in the structure of the organization.

Buurtzorg Nederland, a large healthcare organization in the Netherlands, uses self-organizing teams, which made the company a huge success in its sector. One of the reasons why Buurtzorg Nederland is so successful, is that the structure of the organization is designed in such a way that it enables the use of self-organizing teams. More and more healthcare organizations now also try to implement self-organizing principles in their organization, but often companies fail to adjust their structure in such a way that self-organizing teams can work well. Buurtzorg Nederland was founded already as a company with self-organizing teams in 2006. In contrast to Buurtzorg Nederland, most companies do not work with the concept of self-organization right from the start. That is why most organizations first have to change and adjust their existing structure into a structure that enables the organization to have well-functioning self-organizing teams.

Philadelphia is like one of those health care providing companies that originally does not have a structure designed for self-organizing teams and is now in a transition process of becoming a company with self-organizing teams. Up to this date, they implemented self-organization in only a small part of the existing teams. The problem Philadelphia faces at this moment is that it is unclear for the organization whether their current structure is designed in such a way that the self-organizing teams can function the way they should function as a self-organizing team. Since the success of using self-organizing teams depends on the structure of the organization, insight in Philadelphia's structure is of major importance. Both Philadelphia and their stakeholders depend on well-functioning self-organizing teams who deliver health care to lots of clients every day, which is the core business of the organization.

In this research, the structure of Philadelphia is examined based on a theoretical framework about the conditions that an organizational structure should deliver for self-organizing teams. Based on the findings of this study, Philadelphia might be able to make a better decision whether or not to make

further adjustments in their organizational structure before proceeding with the implementation of self-organizing teams.

§ 1.2 Research objective

The concept of self-organizing teams is widely discussed in scientific literature. In practice, the structure of an organization is not always suited for self-organizing teams. That can have negative effects for the quality of organization, quality of work and the quality of work relationships. Disruptions caused by inadequate structures can have negative consequences for clients or customers of the organization. It can also cause stress among employees which can have negative health consequences for people working in the organization. It is therefore important that an organization has insight into how well its structure is designed for the use of self-organizing teams.

The purpose of this research is to compare the organizational structure of Philadelphia with the design principles for organizational structures that enable teams to operate as self-organizing teams, by doing research among several teams where self-organization has recently been introduced. This insight can be used to come up with recommendations for the organization to make adjustments to the structure of the organization and in the end to make the use of self-organizing teams successful.

The overall research question for this research is:

- ''*To what extent does the organizational structure of Philadelphia enable teams to work as self-organizing teams?*''

In order to formulate an answer to this research question, two other sub questions have to be answered first. These sub-questions are:

1. ''*What theoretical background can be used for this research?*''
2. ''*How should, according to the literature, organizational structures be designed at the macro, meso and micro level to be able to have (effective) self-organizing teams?*''

The second sub-question is twofold. The answer of the second sub-question gives insight into how organizational structures should be designed at the macro, meso and micro level of the organization to be able to have (effective) self-organizing teams *and* it gives insight into what self-organizing teams actually are.

§ 1.3 Scientific and practical relevance

This research makes a contribution to theory development on self-organizing teams by giving insight into how the concept of self-organizing teams is incorporated in a large health care organization. It gives insight into how this particular organization in practice implemented the concept of self-organization and how the structure of the organization influenced the extent to which teams can work as self-organizing teams. This insight can be important, because it might help researchers to better understand what information is needed for practitioners to correctly implement self-organizing teams in practice.

The relevance of this study is twofold: by enhancing our understanding of self-organizing teams in practice, researchers can make their theoretical contribution more usable for practitioners. That can in turn help practitioners to better adjust the structure of the organization so that it enables the right conditions for self-organizing teams. This research can also be used by practitioners as an example of how important the relationship is between the organizational structure and, as a result of the design of the structure, the extent to which teams are able to work as self-organizing teams.

§ 1.4 Thesis outline

The overall structure of the study takes the form of five chapters, including the introduction. In chapter two, the macro, meso and micro level design principles for organizational structures are presented based on a chosen theoretical perspective. A tool the measure the development of self-organizing teams is also presented in chapter two. In the third chapter, Philadelphia as 'case' for this qualitative study is described. Also the used methodology for this research is presented and justified. The theory from chapter two is operationalised and research ethics applied during this study are expound. In chapter four, the empirical data is discussed and analysed. Chapter five provides the conclusion of this study and the discussion and reflection are also in this final chapter.

II. Theory

§ 2.1 Introduction to the chapter

The main goal of this chapter is to formulate norms relating to the structure of organizations on a macro, meso and micro level when self-organizing teams are used. These norms are used to decide whether the structure of Philadelphia enables teams to work as self-organized teams. The norms defined in this chapter are also used to investigate to what extent self-organizing teams are present within Philadelphia given its structure. To be able to decide what norms are used in this research, a few steps are taken.

First in paragraph 2.2, different perspectives on organizational structures are briefly mentioned and their usefulness for this research is discussed. A perspective on organizational structures is selected based on three criteria: 1) the extent to which the perspective takes self-organizing teams into account, 2) how specific the perspective is regarding design parameters, variables and the relationship between the two and 3) the extent to which the relationship between parameters and variables is made clear. In paragraph 2.3 the chosen perspective is briefly discussed.

In paragraph 2.4, multiple authors and their perspectives on the micro level of the organization and self-organizing teams are discussed. The similarities and differences between the different insights are presented and based on that, an overview of norms for the organizational structure on a micro level is created and presented in the Appendix. The same is done in paragraph 2.5, however this time the insights of multiple authors on self-organizing teams is discussed on a macro and meso level. Just like the previous paragraph, this overview of norms for the structure of the organization in relation to self-organizing teams is presented in the Appendix.

In paragraph 2.6, the researcher referred to the appendix in which a list of design principles for the structure of an organization on a macro, meso and micro level is presented. That list is used as a tool to find out in this research whether self-organizing teams are present within Philadelphia's structure. In the final paragraph of this chapter, a tool to measure the development of a self-organizing team is presented and described. This tool can be used to measure the extent to which a team is relevant for this research or not.

§ 2.2 Perspectives on the design of organizational structure

In this paragraph, multiple perspectives regarding the structure of organizations are discussed. A structure of an organization can be defined in many ways. Mintzberg (1983) defined it as: ''*The way in which the main task of the organization is broken into subtasks and then coordinated.*''. In this thesis, a more general definition is used. An organizational structure is the way in which tasks are defined and related to orders and to each other in a network of tasks. Every organizational structure can be unique and many authors have written about how structures could or should be designed. In this paragraph, the perspectives of De Sitter, Thompson, Mintzberg and Womack & Jones are discussed and their usefulness for this thesis is weight based on the extent to which it takes self-organizing teams into account and the explicitness about design parameters, variables and the relationship between the two. Variables in this case are essential variables for an organization, things that a certain organization strives for. A parameter can have a certain value. The value of a parameter can differ and the value influences the ability of an organization to meet the essential variables set by the organization. This indicates that there is a relationship between parameters and (organizational) variables. Also the explicitness about the relationship between the variables and parameters is taken into account when deciding what perspective is used for this research.

§ 2.2.1 De Sitter's Design Theory

According to De Sitter, the organizational structure consists of two sub-structures. These sub-structures are called the production structure and the control structure. In the production structure, operational transformations are grouped into tasks. In the control structure, regulatory transformations are grouped into tasks. (Achterberg & Vriens, 2010, pp. 240-241). The organizational structure as a whole should be designed in such a way that both internal and external functional requirements (Quality of Organization, Quality of Work and Quality of Working Relations) are met. These functional requirements are the organization's essential variables, influenced by the value of the parameters. In order to meet the functional requirements, organizational structures should reduce the number of and possibility of disturbances, while at the same time maximize the regulatory capacity of the members of the organization.

De Sitter formulated design parameters of organizational structures. The value of those parameters influence the capability of organizations to deal with disturbances. Disturbances can derive from the structure itself, in some structures the possibility for disturbances is higher than in other

structures because of the design of the structure. All design parameters should have the lowest possible value, because that maximizes the ratio between the potential for regulation and the required regulation. This means that chances for disturbances caused by the structure of the organization are as low as possible and the potential to deal with disturbances, caused by the structure of the organization and disturbances coming from the environment, is as high as possible. That increases the ability of the organization to meet the internal and external functional requirements.

The first four parameters that are most important in relation to self-organizing teams are: 1) The level of functional concentration, 2) The level of differentiation of operational transformations, 3) The level of specialization of operational transformations and 4) The level of separation between operational and regulatory transformations. Self-organizing teams conduct relatively whole tasks as a group. That is why a low value on all of the four mentioned parameters makes sense. The team conducts a relatively whole part of a transformation, so functional concentration and differentiation of operational transformations should be low. The team also conducts both operational and regulatory transformations, because the team needs regulatory capacity in order to function as a 'self-organizing' entity that is (to some extent) able to solve its own problems encountered in the operational transformation. Conducting a larger task as a team and having both operational and regulatory capacity requires less interaction with people from outside the team. Less interdependencies and increased regulatory capacity at the operational core results in a lower possibility of disturbances and an increase in the ability to deal with disturbances.

To conclude this paragraph, De Sitter's perspective on organizational structures is derived from a social technical design point of view and provides both structural parameters and organizational variables. De Sitter also clearly describes how the value of the design parameters influences the organizational variables, the so called functional requirements, and why that value should be as low as possible in order to meet those requirements. De Sitter's structural design perspective scores high on the second point of the evaluation criteria for the different design theories mentioned in paragraph 2.1. De Sitter's design perspective also scores positive on the evaluation criteria about the extent to which self-organizing teams are taken into account. Although De Sitter doesn't explicitly use the term 'self-organizing teams', his ideas about high regulatory capacity for employees in the primary process and relatively complete tasks does fit the concept of self-organizing work. Also the relationship between self-organizing teams and the structural parameters and organizational variables is clear. Therefore, De Sitter's perspective might be useful for this research.

	1) Self-organizing teams	2) P, V & P-V	3) Relationship between 1 & 2
De Sitter	+	++	++

§ 2.2.2 Thompson's Design Theory

Just like De Sitter, Thompson's perspective takes the organizational structure into account. According to Thompson, organizations strive to reach goals. The process of reaching goals is influenced by the environment and by technology. Organizations try to control the influences on the process of reaching goals by striving to be as closed as possible as an organization. However, there are always technological and environmental influences that cannot be controlled by the organization. In order to reach the goals of the organization, adapting the structure of the organization to technological and environmental influences is necessary.

Thompson refers to the structure of an organization as the way in which ''*major components are segmented, or departmentalized, and connections are established within and between departments.*'' (Thompson, 2003, p. 51). Thompson distinguishes three types of internal interdependencies between organizational parts. Thompson states that all organizations have at least pooled interdependency in their organizational structure. With pooled interdependency, parts of the organization deliver a discrete contribution to the whole and all of the parts are supported by the organization (Thompson, 2003, p. 54).

Another type of interdependency is sequential interdependency. Organizations that have this type of interdependency in their structure also have pooled interdependency. With sequential interdependency, all parts of the organization contribute to the whole just as in the pooled situation. When sequential interdependency is present, the different parts are also sequentially depending on each other (Thompson, 2003, p. 54). The output of one part is the input for the next part of the process.

The third type of interdependency is reciprocal interdependency. If an organizational structure has reciprocal interdependency, it also has the two previously mentioned interdependencies. Reciprocal interdependency is the most complex type since all parts in a process can be output and input for another part of the process. This type of interdependency requires the most communication between parts of the organization and is therefore also vulnerable to disturbances.

The more communication between parts of the organization is necessary, the more chances for disturbances and the higher the communication costs are. Therefore organizations try to group interdependencies in organizations, to reduce the necessity of communication. At the micro level, organizations tend to group reciprocal interdependent units into groups or teams. At a meso level, those teams or groups that are sequential interdependent are grouped into segments. Finally at a macro level, those segments are grouped into flows if possible and standardization is used as a coordination mechanism. By creating teams at a micro level that consist of employees who are reciprocal interdependent on each other, the use of mutual adjustment is made easier and limited as much as possible within the team. That reduces communication costs, since mutual adjustment is the most expensive form of communication.

At the micro level, the reciprocal interdependent employees are grouped in teams that use mutual adjustment as mechanism for coordination. Although Thompson does not explicitly mention 'self-organizing teams', the groups he describes at the micro level of organizations probably have similar

characteristics. For Thompson, it seems that the main motivation of grouping interdependent units into groups, segments and flows is the reduction of communication costs. For De Sitter, the main motivation seemed to be the decrease of the possibility of disturbances in the structure of the organization.

To decide whether Thompson's design perspective is useful, it is evaluated on the three defined criteria. Thompson roughly describes the differences between the types of interdependencies within organizational structures. His reasoning about the grouping of interdependent units into teams, segments and flows seem to make sense. He is less explicit about structural parameters, variables and the relationship between the two than the Sitter is. However, Thompson does describe how and why units in the organizational structure should be grouped and coordinated in a certain way. He is clear about structural parameters, but less about variables. Thompson does not explicitly mention 'self-organizing teams', but the concept of self-organizing teams fits into his line of reasoning about the grouping of units in the structure of the organization and the coordination mechanism that belongs to it. Although Thompson's perspective seems useful for this research, it is not as explicit as De Sitter's theory is. In the next paragraph, the perspective of Mintzberg on organizational design is described.

	1) Self-organizing teams	2) P, V & P-V	3) Relationship between 1 & 2
Thompson	+	+/-	+

§ 2.2.3 Mintzberg's Design Theory

De Sitter, Thompson and Mintzberg use design parameters to describe how structures of organizations can be design and analysed. Mintzberg argues that in order for a structure to be effective, the structure should be consistent among its design parameters and contingency factors. He states that the more dynamic the environment of the organization is, the more organic the structure of the organization should be. In a complex environment, the structure of the organization should be more decentralized in order to deal with the complexity (Mintzberg, 1983, pp. 137-138).

Mintzberg distinguishes five different design configurations of organizations. Each configuration has its own characteristics with relating consistent design parameters and contingency factors. Especially larger organizations do not have just one of the five design configuration. Instead the design of organizations is often a bit of a mixture of the design configurations described by Mintzberg. One of the five configurations is that of the 'professional bureaucracy'. This configuration fits best with an organization like Philadelphia, that is why this configuration is briefly described in this paragraph and not all of the configurations.

A professional bureaucracy operates in a stable, but complex environment. Because of the stability, operations can be standardized to some extent. The complexity of the environment must be controlled by the employees who have to deal with the complexity coming from the environment into the operating core of the organization. Organizations with this configuration standardize work processes and decentralize control to employees in the operating core. The coordinating mechanism that suits this

is that of standardization of skills. This type of organizations rely on the highly trained and skilled employees in the operating core. Those employees have jobs that are specialized horizontally and at the same time are vertically enlarged to give the employee more control over their work. The vertical enlargement enables employees to operate more independent from other employees (Mintzberg, 1983, pp. 348-349). The professional bureaucracy has a low parameter value on the fourth parameter of De Sitter, since the separation of regulatory and operational transformations is low. The functional differentiation and specialization however seems to be relatively high given the description of Mintzberg about the professional bureaucracy.

Mintzberg is not very explicit when he mentions structural design parameters and variables. He does describe how different organizational configurations can be designed, but he is not as specific as Thompson and De Sitter on parameters and variables. He also does not mention self-organizing teams in his perspective on structural design, but he does argue that under certain circumstances the work of employees should be vertically enlarged so that those workers have more control over their work. That seems similar to De Sitter's perspective of low parameter value of the separation between operational and regulatory transformation. Based on the evaluation criteria, Mintzberg's design theory seems less suitable for this research.

	1) Self-organizing teams	2) P, V & P-V	3) Relationship between 1 & 2
Mintzberg	-	+/-	-

§ 2.2.4 Womack & Jones' Design Theory

The final design perspective is that of Womack and Jones, who are known for their work on Lean Thinking. In short, Lean is doing more with less. Womack and Jones describe five principles that are the basis for Lean Thinking. These principles are: 1) Specify precisely what value is for the customer, 2) Identify for each product or service what the value stream is, 3) Make sure the product is 'pulled' through the process by the demand of the customer, 4) Create a flow in the production process and 5) Strive for perfection.

This design perspective preaches, just like De Sitter and Thompson did, that production processes should be designed in flows. Functional concentration and the creation of batches and stocks should be prevented. 'Doing more with less' also seems to fit the concept of self-managing teams, since transferring regulatory capacity from managers to self-organizing teams might enable the removal of a layer of managers in an organization.

Lean Thinking is not just about how a process should be designed, it is also a way of thinking. Continuously striving for perfection is a mind-set that employees should have. This mind-set is also necessary for self-organizing teams, because it is their responsibility to guard the quality of the work the team conducts. Again, De Sitter's design theory seems more useful than the perspective of Womack and Jones, because the Lean perspective is less explicit about structural parameters and variables and the

relationship between structural parameters and self-organizing teams. Womack and Jones do provide principles of Lean Thinking and they do argue that production processes should be designed in a flow, but De Sitter takes a broader perspective on the design of organizational structures. Also Womack and Jones are not very explicit about self-organizing teams in their work. One could argue that self-organizing teams as an entity work in a flow if the team as a whole produces an entire product or service, without the creation of batches or stocks. However, given the smaller perspective on the design of organizational structures this perspectives seems less useful for the research.

	1) Self-organizing teams	2) P, V & P-V	3) Relationship between 1 & 2
Womack & Jones	+/-	+/-	-

§ 2.2.5 Most suitable design perspective
In the previous four sections, four different design perspectives have been briefly discussed and the usefulness of each of those perspectives for this research has been weighted by using the three criteria described in paragraph 2.1.

	1) Self-organizing teams	2) P, V & P-V	3) Relationship between 1 & 2
De Sitter	+	++	++
Thompson	+	+/-	+
Mintzberg	-	+/-	-
Womack & Jones	+/-	+/-	-

De design perspective of De Sitter seems most suitable given the fact that it scores highest on all three criteria. The perspectives of De Sitter, Thompson and Womack and Jones have some similarities. All three perspectives state that at the macro level, the structure should be designed in flows. Also at the micro level, employees should have regulatory capacity. De Sitter argues that the separation between operational and regulatory transformations should be as low as possible. Thompson argues that reciprocal activities at the micro level should be grouped together and form groups or teams that use mutual adjustment as the coordination mechanism. In flows at the macro level, standardization is used as coordination mechanism according to Thompson. Womack and Jones also create at the micro level 'production cells' that are put together in a flow at the macro level. The 'production cells' at the micro level can also be seen as teams. What all three authors have in common is that they argue that the structure of the organization should be as simplistic as possible, meaning that unnecessary interaction or communication should be precluded. For De Sitter, the main reason is to reduce the possibility of disturbances coming from the structure of the organization. Thompson argues that communication costs are high and to limit communication, costs can be saved. Womack and Jones argue that organizations

should do only those things that create value for the customer, so that can also be seen as a financial incentive for reducing complexity in the structure of the organization.

De Sitter is most explicit about parameters, variables and the relationship between the two. Also the concept of self-organizing teams fits in his line of reasoning. Thompson roughly argues the same about the design of the structure of organizations. Mintzberg scores lowest on all three evaluation criteria and is not very useful for this research. Womack and Jones do not contradict De Sitter and Thompson, but they are less explicit about self-organizing teams and organizational variables and structural parameters. Therefore De Sitter's perspective on structural design and self-organizing teams is used in this research as main theoretical background. In the next paragraph, the core of the theory of De Sitter on organizational design will be described.

§ 2.3 Core of De Sitter's Design Theory

De Sitter is seen as the *''founder of the Modern Dutch Sociotechnical Approach''* (Achterbergh & Vriens, 2010, p. 228). Cybernetics are used in this approach to formulate design principles for the design of i.a. distributions of work in organizations (Achterbergh & Vriens, 2010, p. 228). Goal of the design of distribution of work in organization is to minimize the possible disturbances in the organization caused by the structure of the organization and maximize the regulatory capacity of people working in the organization to deal with internal and external disturbances in order to meet the essential variables of the organization. According to De Sitter, these essential variables are: quality of organization, quality of working relations and quality of work.

A structure in which the distribution of work is designed in such a way that it minimizes the possibility of disturbances and maximizes the regulatory capacity for employees can be diagnosed and designed using the seven parameters distinguished by De Sitter (Achterbergh & Vriens, 2010, p. 228). The value of the parameters influences the extent to which the structure of the organization attenuates disturbances and amplifies regulatory capacity. All of the seven parameters should have a low parameter value in order for the structure to minimize disturbances and maximize regulatory capacity. Creating whole tasks for employees at the micro level who have regulatory capacity to regulate the work that is necessary to conduct the tasks. At the macro level, organizations design flows in which the relatively 'whole tasks' are conducted.

In the next paragraph, multiple authors and their perspectives on self-organizing teams are discussed. All the perspectives of the authors in the next paragraph are in line with the reasoning of De Sitter and the socio-technical design principles. The authors have in common that the structure of organizations should be simplified by creating broader tasks and transfer regulatory capacity from the control structure to the employees who carry out tasks in the primary process. Also each author has ideas about structural characteristics of self-organizing teams on a micro level. Those perspectives are compared to each other and similarities and differences are highlighted. At the end of paragraph 2.4, a

list of principles for the structure of organizations in relation to self-organizing teams on a micro level is presented.

§ 2.4 Perspectives on micro level characteristics of self-organizing teams

Before the views of different authors on the micro level characteristics of self-organizing teams are described, a brief history of self-organizing teams is given in paragraph 2.4.1. Given De Sitter's perspective on organizational design, multiple authors have been selected who use roughly the same perspective when describing self-organizing teams in terms of design aspects, i.a. taking into account both operational and regulatory capacity, functional (de-)concentration, etc. Design principles derived from the work of different authors are highlighted in bold in each paragraph. A complete list of the design principles for organizational structures at the micro level can be found in the appendix.

§ 2.4.1 Background of self-organizing teams

In the introduction chapter, self-organizing teams are roughly described as the transfer of regulatory capacity from the control structure to teams operating in the production structure. This decentralisation of regulatory tasks creates more autonomous teams, that are better capable of dealing with disturbances in the primary process. In this paragraph a short overview of the development and origin of the concept of self-organization is given.

After the Second World War, an alternative work form was used in the Durham coal mines that lead to an increase in the performance of the organization and it also increased the quality of the work. In this alternative work form, teams of eight coal miners were formed who worked in semi-autonomous work groups which had the responsibility for a complete series of tasks in the mine (Tjepkema, 2003). Since then, this work form has been researched in many different countries and companies. Nowadays different names are used for this concept, such as: *self-directing teams*, *self-organizing teams*, *self-managing teams* and *semi-autonomous work groups*.

The improvement of the quality of organization and the quality of work are reasons for organization to be interested in the concept of self-organization. In a more globalised world, flexibility of organizations becomes important to be able to quickly adapt to changes in the environment. Organizations therefore need flexible structures in which members of the organization can develop themselves and are being able to use their own creativity to coop with challenges (Tjepkema, 2003). Self-organizing teams often provide employees with this space and autonomy to develop themselves and learn from each other, which increases the learning capacities for the organization (Tjepkema, 2003) An increase in the learning capacity of the organization is nowadays seen as a tool for competitive advantage.

§ 2.4.2 De Sitter's micro level perspective on self-organizing teams

On a micro level of the organizational structure, values of the parameters distinguished by De Sitter can have a certain impact. De Sitter's third parameter, the level of specialization of operational transformations, influences self-organizing teams on a micro level. If this parameter has a low value,

than that means that smaller sub-transformations are combined into relatively larger tasks. For self-organizing teams, less specialization in smaller sub-transformation results in team members who are capable of doing different tasks rather than just one specific task. It also enables team members to oversee a larger part of the process they work in. A low value of this parameter results in a decreased number of relations, because smaller sub-transformations are grouped together in single 'larger' tasks. At the same time, it also increases the regulatory capacity for employees because the larger tasks enables them to better oversee a larger part of the process.

Smaller sub-transformations are grouped into larger tasks, which makes team members better capable of conducting different types of activities. (de-specialization of operational transformations).

At the micro level, another parameter is relevant for self-organizing teams. This parameter is about the level of separation between operational and regulatory transformations. That is the extent to which regulatory capacity is removed from the operational transformations. In organizations in which self-organizing teams are present, the separation between regulatory capacity and operational transformations should be as low as possible, since members of the self-organizing team need regulatory capacity in order to operate in a self-organizing way when conducting operational tasks.

The separation between operational and regulatory transformations is as low as possible in organizations with self-organizing teams. This is necessary in order to work in a self-organizing manner.

Also at a micro level, the level of differentiation of regulatory transformations into aspects should be minimum. This means that the three types of regulations; strategic regulation, regulation by design and operational regulation, are all combined into one task. For self-organizing teams at the micro level, a low value of this parameter would result in a team that is responsible for all three types of regulation as far as that is possible. In practice, this responsibility might often be limited for the self-organizing teams and the three types of regulation are probably only partly in the hands of the self-organizing teams. This can be the case e.g. in order to ensure certain strategic alignment between the teams.

At the micro level, all three types of regulations should be in the hands of the self-organizing team. The extent to which these three types of regulations are conducted by the team might differ in each organization, but in an ideal situation those three types of regulations should not be separated into different tasks in different levels of the organization.

The same goes for the differentiation of regulatory transformations into parts. Monitoring, Assessing and acting are three activities that are part of a regulatory transformation. Separation of these tasks into different tasks should be at a minimum. The three activities should be kept together within the self-organizing team.

Regulatory transformations should not be split up into different tasks. Instead, the three activities in each regulatory transformation should be combined into one tasks.

The final parameter of De Sitter relevant for the micro level is the level of specialization of regulatory transformations. This parameter should have a value that is also as low as possible. It means that if the value of this parameter is low, regulatory transformations are not divided into smaller sub-transformations. The regulatory transformations should be complete transformations at the micro level in self-organizing teams.

§ 2.4.3 Van Amelsvoort et al. micro level perspective on self-organizing teams
Van Amelsvoort, Seinen, Kommers and Scholtes wrote a book about self-directing teams. They state that the concept of self-directing teams is derived from the socio-technique. In their work, the authors describe the core lessons of the socio-technique and (design) principles of self-directing teams. Van Amelsvoort et al. define self-directing teams as:

> ''*A fixed group of employees, who as a group are responsible for the complete process of creating goods or services for internal or external clients. The team plans and monitors the progression of the process, solves daily problems and improves the process and production methods, without relying on support staff or managers.*'' (Van Amelsvoort et al., 2003, p. 9)

Every member of the self-organizing team has to be able to perform multiple tasks that are conducted by the team. When this is the case, illness of one of the team members should not necessarily result in a disruption of the whole process. Ideally, a self-organizing team should be able to conduct all the tasks at hand without help from out-side the team. This does not mean that self-organizing teams cannot work together with other teams. It also does not mean that every team member has to be able to do all the possible tasks that are carried out by the team. Every team members should just be able to carry out more than one task (Van Amelsvoort et al., 2003, pp. 48-49).

Smaller sub-transformations are grouped into larger tasks, which makes team members better capable of conducting different types of activities.

A self-organizing team should consist of a number of members in such a way that each member of the team carries out a recognizable part of the result of the entire team. At the same time, the team should

also be able to make quick and proper decisions. (Van Amelsvoort et al., 2003, p. 35). A team should have at least four members and a maximum of twenty. Ideally, a team has between eight and twelve members (Van Amelsvoort et al., 2003, p. 35).

A self-organizing team has ideally between eight and twelve members.

Van Amelsvoort et al. argue that having a leader for self-organizing teams seems like a paradox. They do believe that self-organizing teams need some form of leadership. The intensity of the leadership depends on the phase of development of the self-organizing team. Van Amelsvoort et al. (2003) give the following definition of leadership over self-organizing teams:

> ''*Influencing the behavior of team members and the development of team, in such a way that teams are able to function in a way that is desirable for customer and organization.*'' (Van Amelsvoort et al., 2003, p. 79-80).

Van Amelsvoort et al. see the team leader as an external person to the team with an hierarchical position in the organization (Van Amelsvoort et al., 2003, p. 79).

The management task of the external team leader are complementary to the tasks of the team. Four types of management tasks can be in the hands of the external team leader, depending on the phase of development of the self-organizing team: 1) operational regulatory tasks can be in the beginning carried out by the external team leader, later by the team itself. Later the team leader will do the non-routine regulatory tasks that might span across the organization. 2) The external team leader also has to make sure that the goals of the team align with the overall goals of the organization. 3) Making sure the conditions to function well as a self-organizing team are available. For example, providing the teams with the right information can be a task for the external team leader in the beginning of the development phase. 4) The team leader might focus on improving work processes for the self-organizing teams. (Van Amelsvoort et al., 2003, pp. 84-86).

Self-organizing teams can have an (external) leader that supports the team members and the team as a whole.

A self-organizing team has the responsibility for mutual adjustment between members of the team and between the team and others parts of the organization or environment. Van Amelsvoort et al. suggest multiple ways of how this mutual adjustment can be coordinated in practice: 1) a self-organizing team can have a standard team coordinator who looks after the mutual adjustment that is necessary, 2) a rotating team coordinator and 3) the star model in which all tasks of the coordinator are divided into

quadrants. These quadrants are then delegated to multiple team members (Van Amelsvoort et al., 2003, pp. 41-45).

> **Self-organizing teams are responsible for the communication within the team as well for the communication with others in the organization.**

The control structure has to be aligned with the concept of self-organization. Therefore it is important that all sorts of organizational systems offer enough space for self-organization. These organizational systems should be designed in such a way that they have minimal critical specification for the team, which maximizes the space for the self-organizing team to organize their own way of working. Van Amelsvoort et al. give the example of an own budget for the team, or to keep track of the team its own problems in a document instead of in a centralized system. Van Amelsvoort et al. argue that self-organizing teams should be able to decide 'how' their processes are done. Norms and goals of what is being done is decided in consultation with managers (Van Amelsvoort et al., 2003, pp. 53-54).

> **There should be minimal critical specification for the self-organizing team in order to maximize the self-organizing possibilities for the team. Norms and goals can be set in consultation with managers.**

§ 2.4.4 Manz' and Sims' micro level perspective on self-organizing teams

Manz and Sims use the term 'self-managing work groups', which they define as: ''*a group of people who work in groups that have a high degree of autonomy in both decision-making and behavioral control at the group level*'' (1986, p. 142). They also state something about the control within and over a 'self-managing work group': ''*Active control by work-group members over their immediate environment and themselves that results in productive goal-oriented behaviour and that theoretically occurs without external influence or control.*'' (1986, p. 150). Often some form of formal leadership in the organization can facilitate the process of an organization becoming a self-managed autonomy (1986, p. 143). They call this ''*the paradox of a formal leadership role for groups that are supposed to be self-led*'' (1986, p. 143). The formal leader can be part of the team, but he or she can also be external to the group. The latter is most typical in the US work systems that use self-managing groups (1986, p. 144).

> **A self-organizing team is as a group of employees who have a high degree of autonomy in decision-making and the way the team operates. (external) leadership over the team is possible.**

According to Manz and Sims, employees who are part of a so called 'self-managing work group' often define their role in the team in terms of the value they add to the primary task of the entire team rather than the primary task of one specific job (1986, p. 143).

> **Members of a self-organizing team know what the primary task of their team is and have a clear understanding of their part in this primary task.**

§ 2.4.5 Morgan's micro level perspective on self-organizing teams
One of the underlying principles of self-organizing teams is that of 'double loop learning' according to Morgan (1986). Double loop learning of self-organizing teams means that the team members not only optimize routines, but also adjust and discuss existing norms in the structure (Kuipers, 1989). This type of learning is important for self-organizing teams, because it is necessary to make proper decisions. After the enrichment of their tasks, self-organizing team members not only plan and control their work, but also improve existing methods of working (Zwaan & Molleman, 1998, p. 310).

> **Members of self-organizing teams adjust existing norms and methods of working. This indicates that the three types of regulations to some extent are present within the team.**

One of the underlying principles for self-organizing teams is the '*redundancy of functions'*, which entails that members of a team can perform multiple tasks. These are not only tasks in the primary process, but also regulatory and innovating tasks (Emery, 1976 in Kuipers 1989; Morgan, G., 1986, p. 108).

> **Both specialization and separation of operational and regulatory transformations are not present in self-organizing teams, since members in a team can perform multiple regulatory and operational tasks.**

Another underlying principle of self-organizing teams is '*requisite variety'*, which entails that a team has an internal diversity that is proportional to all possible external varieties, which means that team members together are sufficiently diversified in skills to cope with possible varieties that might occur out of the environment (Kuipers, 1989; Morgan, G., 1986, p. 109).

> **Members of self-organizing teams are divers in qualities and skills in order for the team to deal with all possible external varieties the team might come across.**

According to Morgan (1986, pp. 110) the third underlying principle of self-organization is 'minimum critical specification' for the team. Minimum critical specification maximizes the possibilities of self-

regulation, because only those specifications that are critical to the system are specified (Kuipers, 1989; Morgan, G., 1986, p. 111).

Minimum critical specification is necessary for the team to maximize self-regulation.

---

§ 2.4.6 Van der Zwaan and Molleman's micro level perspective on self-organizing teams

For the supervisor, there is still a role in coordinating the alignment between different self-organizing groups, acquiring all sorts of material needed in the primary process and in training employees. The vertical enrichment of tasks for employees enables the team to make decisions as a group. And as a result of this transfer of regulatory power from supervisors to members of the self-organizing teams, the group can be *''made responsible for their own work planning, task allocation, quality control and site maintenance.''* (Zwaan & Molleman, 1998, p. 306).

Members of self-organizing teams have both operational and regulatory capacity. A supervisor can help coordinate between self-organizing teams.

---

§ 2.4.7 Hackman's micro level perspective on self-organizing teams

Hackman describes what a self-managing work group includes:

> *''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.''* (Hackman in Cummings, 1978, p. 625).

Members of self-organizing teams have complementary skills which together enables the team as a whole to conduct the primary tasks of the team. Team members also have both operational and regulatory capacity to conduct both types of tasks.

---

§ 2.4.8 Wageman's micro level perspective on self-organizing teams

Wageman argues that a self-managing team by definition has both the authority and accountability for 1) executing the work and 2) monitoring and managing the work processes. Structuring the context in which the work is done and structuring the unit itself that executes the work fall under the authority of a formal leader. The same goes for setting goals and objectives that have to be accomplished. These are also set by a formal leader (Wageman, 2001, p. 559).

A self-organizing team can still have a formal leader. This 'leader' can be responsible for setting goals and objectives for the team, also the structure in which the team operates is his or her responsibility. The team has some regulatory power to monitor and manage the work processes.

---

§ 2.4.9 Analysis of micro level design principles

Based on the design principles that are derived from the perspectives of the authors mentioned above, it is clear that a certain similarity between the different authors exists. Overall, the authors agree that self-organizing teams operate in a structure in which larger tasks are created. That is also called de-specialization of operational transformations. This means that tasks are not cut into smaller separated tasks divided over multiple employees, instead tasks are put together into larger tasks. These larger tasks enable members of self-organizing teams to oversee a larger part of the entire process, which makes them more involved in the process and can create better opportunities for improvements in the work itself and the entire process.

For members of self-organizing teams, their role and tasks have to be clear to them. Not only their own tasks and specific roles in the team, but also the roles and tasks of others in the team must be clear. That is necessary to have a better understanding of one's responsibilities and contribution to the team as a whole. It enables the members of a team to interact as a team, because one knows what to expect from others and what others might expect from you.

Most of the authors state that there should be as little separation between operational and regulatory transformations as possible. This increases the regulatory capacity for members in the self-organizing team. Increasing the regulatory capacity for members of self-organizing teams is necessary in order for the team to operate in a self-organizing manner. When disturbances occur in tasks or somewhere in the process, the regulatory capacity can be used to try and solve the disturbances by the team itself instead of going up and down the hierarchy in the organization to remove the disturbing factor.

The regulatory capacity in a team should contain, if possible, all three types of regulation: strategic, design and operational. These three types should be kept together as much as possible to maximize regulatory capacity for the team members. However, not all authors agree with this. Some state that the specification of norms and goals can be set by members of self-organizing teams, but this is done in consultation with managers. Strategic regulation, which is about setting norms and goals for the organization seems a bit restricted for self-organizing teams when this is the case.

Another thing that should be kept together as much as possible in the self-organizing team are the three activities that belong to the regulatory capacity. These three activities: monitoring, assessing and acting, should be carried out by the team members.

Ideally, a self-organizing team consist of eight up until twelve members in order to function as efficient as possible. Coordination within the team between team members is the responsibility of the team itself. Some authors say this is also the case for coordination between teams, while other authors say that the coordination between self-organizing teams can be supported by supervisors who help the teams. Most authors write that an (external) team leader is possible for a self-organizing team. Some mentioned that this might seem contradictory to the name 'self-organizing', but the team remains self-organized to a large extent. This (external) team leader has a supportive role. This can be, for example,

guiding and developing the team members to improve the performance of the individual members and the performance of the team as a whole.

In order for the team to operate as efficiently as possible, minimal critical specification for operational and regulatory transformations is needed. This maximizes the regulatory capacity and enables the team members to conduct their tasks the way they think is most efficient. The specifications that are needed can be set in consultation with managers.

Finally, in order to deal with all sorts of possible external influences, the team members need divers and complementary skills and qualities. There should be some overlap in skills and qualities between team members to be able to replace each other in case of illness of one of the team members, but overall the diversity in skills and qualities is necessary to cope with external influences. This is called requisite variety in order to maximize the regulatory capacity of the team.

§ 2.5 Perspectives on macro and meso level

In this paragraph, the perspectives of De Sitter, Thompson and Van Amelsvoort et al. are used to formulate meso and macro design principles for organizational structures with self-organizing teams. Again, the derived design principles are highlighted in bold in each paragraph. In paragraph 2.5.4, the different meso and macro design principles are discussed. A complete list of the design principles can be found in the appendix.

§ 2.5.1 De Sitter's macro and meso level perspective on self-organizing teams

De Sitter argues that the parameter of functional concentration should be as low as possible. This means that all tasks that are necessary to realise the completion of an order are grouped together into a flow of production related to a single type of order. On a micro level perspective, this means for self-organizing teams that the team as a whole is responsible for a large part or the entire flow of production for a specific order type. By conducting a relatively large part of a production process for one single order type, the decreased variability in the process leads to an decrease in the possibility of disturbances. On a micro level, the team members of self-organizing teams conduct tasks that are coupled in a flow of production for one specific type of order if there is a low value on the parameter of 'functional concentration'.

Self-organizing teams conduct a relatively whole part of a production process related to a specific type of order (functional de-concentration). Creating flows of production related to a single type of order.

The second parameter is about the separation of making, preparing and supporting activities. If this separation of sub-transformations is as low as possible, operational tasks contain each of these three activities. Since all three activities are depending on each other, combining them in the same operational tasks reduces the number of relations in the organization. That in turn reduces the chances of

disturbances in the processes of the organization. To combine the influence of the first two parameters on self-organizing teams at a micro level, this means that those teams not only conduct a relatively large part of a production process for one single order type. The teams also conduct in the most ideal situation all three types of sub-transformations: making, preparing and supporting activities.

> **Self-organizing teams conduct making, preparing and supporting activities in that relatively whole part of a production process.**

§ 2.5.2 Van Amelsvoort et al. macro and meso level perspective on self-organizing teams
Self-organizing teams operate in a structure with a low level of functional concentration. The self-organizing teams need a team task that is as complete as possible, so that team members can identify their contribution as a team to the entire (production) process. (Van Amelsvoort et al., 2003, pp. 29-30). Within the team, different activities can be carried out by different team members who all together carry out (a part of) the primary process (Van Amelsvoort et al., 2003, p.34).

> **Self-organizing teams conduct a relatively whole part of a production process related to a specific type of order (functional de-concentration).**

The team tasks of the self-organizing team needs to be as complete as possible. This means that preparing, making and supporting activities are all done by the team members who are part of the self-organizing team. This results in less interdependency between teams or production units, which reduces the possibility of disruptions. (Van Amelsvoort et al., 2003, pp. 29-30). Within the team, the different activities are carried out by the team members. So within the self-organizing team, the team members are depending on each other. The tasks and activities within the team are complementary. This interdependency strengthens the team spirit (Van Amelsvoort et al., 2003, p.34).

> **Self-organizing teams conduct making, preparing and supporting activities in that relatively whole part of a production process.**

To be able to execute the task as a team in a self-organizing manner, the team needs enough regulatory capacity to do so. Van Amelsvoort et al. mention different tasks the self-organizing teams need to be able to do. These are tasks like: *''planning of the process, adjusting the process, solving process related issues and monitor, manage and improve team performance.''* (Van Amelsvoort et al., 2003, p. 38). They also mention different types of self-dependence of the self-organizing team: 1) self-regulation: team is able to make decisions on its own, 2) regulate after consultation: after consultation with external supervisor, team can come to an agreement. 3) advising: the self-organizing team can advise, but

external managers make decision. 4) No influence at all: the self-organizing team has no influence on any decision that is taken. (Van Amelsvoort et al., 2003, p. 39).

Minimal separation between operational and regulatory transformations in the process.

---

§ 2.5.3 Thompson's macro and meso level perspective on self-organizing teams

Thompson's design perspective can be used in this section of the thesis, because his views are not contradictory to the chosen perspective of De Sitters. Providing design principles derived from Thompson's design perspective even strengthens the credibility of De Sitter's design perspective given the overlap between the two.

Thompson states that at the micro level of organizations, reciprocal interdependent units are grouped into teams. Those teams use mutual adjustment as a coordination mechanism to function as a team. The teams that are created at the micro level are put together in segments at the meso level of the organization. These segments contain teams that are sequentially interdependent on each other. Planning is used as the main coordination mechanism between the teams in the segments of the organization. At the macro level, the segments are put into flows that are coordinated by the use of standardization.

Sequential interdependent teams are put into segments at the meso level and flows are created at the macro level of the organization by putting together pooled interdependent units. Planning as meso level coordination mechanism and standardization as macro level coordination.

This looks very similar to what De Sitter argues in his perspective. De Sitter argues that (self-organizing) teams at the micro level are responsible for (a part of) an production process related to a specific type of order. Thompson adds to this statement that those teams use mutual adjustment as coordination mechanism. The fact that the team might be responsible for only a part of a process related to a specific order type indicates that others can be responsible for the remaining part of the process. This is what Thompson seems to address with 'sequentially interdependent' teams at the meso level. The teams that together conduct the whole process necessary to produce a specific type of order are sequentially interdependent on each other and are therefore put into segments at the meso level of the organization. To conclude, both De Sitter and Thompson state that flows are created at the macro level of the organization. De Sitter contributes to that by stating that these flows are related to a specific type of order and Thompson adds to it that standardization is used as coordination mechanism in those flows. De Sitter's and Thompson's perspectives are in this case complementary to each other.

§ 2.5.4 Analysis of macro and meso level design principles

Design principles for organizational structures are derived from the perspectives of De Sitter, Thompson and Van Amelsvoort et al. in the previous paragraph. Overall, all three authors roughly state the same about the design of organizational structures at the meso and macro level.

Creating teams at the micro level of the organization with employees who conduct a relatively whole part of a process related to a specific type of order has some implications for the design of the structure at the meso and macro level. The teams at the micro level use mutual adjustment as their coordination mechanism. Although the teams conduct relatively whole tasks on their own, they cannot operate as a unit that is completely separated from the organization. It might be the case that self-organizing teams rely for some parts of the process on the help and work of other entities in the organization. At the meso level of the organization, teams that are sequential interdependent on each other are grouped into segments. Within these segments at the meso level of the organization, planning is used as coordination mechanism between the teams. This planning can be done by the teams (or by one designated member from each team) located in the segments or by 'supervisors' or external team leaders that can facilitate the coordination between different self-organizing teams. At the macro level of the organization, the segments are placed into flows that are related to a specific order type. Standardization is used as coordination mechanism within the flows. The standardized way of working is often set by the managers of the organization and not by the self-organizing teams.

The creation of relatively whole tasks and the responsibility of self-organizing teams for relatively whole parts of the process enables reduction in the communication between parts of the organization. Making, preparing and supporting activities should be kept together as much as possible. By doing so, less communication is necessary which in turn reduces the possibility for disturbances. Also, if both operational and regulatory transformations are kept together in self-organizing teams at the micro level, the separation between the production structure and control structure decreases. Less separation between the production structure and control structure reduces the complexity of the structure as a whole, which means less communication is necessary. Less communication means less communication costs and a reduction of the possibility of disturbances caused by (mis-)communication.

§ 2.6 Overall design principles at micro, meso and macro level

The design principles that are derived from the work of the authors mentioned in this chapter are put together in two tables. Table 1 contains the design principles for the structure of an organization at the micro level when self-organizing teams are present in that organization. Table 2 contains the design principles for the meso and macro level of the organizational structure. Both Table 1 and Table 2 are in the Appendix.

§ 2.7 Self-organizing teams development measurement tool

In the previous paragraphs, design principles for structures of organizations with self-organizing teams are enumerated and discussed. For this research, it is also important to be able to decide to what extent a team can be categorized as a self-organizing team. This is important for the researcher, because it enables the researcher to collect data from relevant teams (teams that already work in a self-organizing manner). Therefore, in this paragraph four different stages in the development of a team becoming a self-organizing team are described. The overview at the end of this paragraph can be used as a

measurement tool to decide to what extent a team can be categorized as a self-organizing team. The four stages of development are described by Van Amelsvoort et al. (2003).

Van Amelsvoort and his colleagues state that a process of becoming a self-organizing team should start with some sort of event where future team members can come together and talk about the necessity of working as a self-organizing team. Also talking about the 'ideal' future self-organizing team can improve the attitudes of employees towards the transition to self-organizing teams (2003, pp. 66-67). After this 'starting event', the first phase of the development will focus on the improvement of craftsmanship of the employees. The employees who will be in the same self-organizing team have to increase their craftmanship in order to be flexible as a team. Differentiation in knowledge and skills among team members creates this flexibility as a team. Distribution of roles and tasks among the members of the team is also important in this phase. If the different roles and tasks are clear to all members, working together becomes easier since everyone knows what to expect from others (2003, pp. 67). Simple regulatory tasks are delegated to the team members. These are tasks like monitoring safety procedures and making schedules (2003, p. 67). The team leader organizes meetings in which goals are set and feedback is provided to the team (2003, pp. 67-68).

In the second phase of the development, the team will get more responsibilities and complex tasks like hiring new staff and suggesting improvement possibilities (2003, pp. 68-69). The team becomes more responsible for keeping the flexibility of the team at a certain level, instead of the team leader. The team leader is still responsible for solving conflicts and problems that might occur (2003, pp. 70-71). Setting norms and targets is also not the responsibility of the team at this stage. The team is able to reflect on its own performance and is able to communicate with other teams.

In phase three, teams become self-organized. In this phase, the team members can coach each other and learn from one another. The team solves conflicts or problems without the involvement of a team leader (2003, p. 72). The team is able to improve its performance by implementing new ways of working or by providing other team members with feedback. In this phase, norms and goals are set in consultation with the team leader, but the responsibility to meet the norms and goals is now in the hands of the self-organizing team (2003, p. 72).

In the final phase, the team is able to set its own targets and monitors its own performance and improves it when necessary. The team is able to recognize changes in the environment and acts in such a way that it adapts to those changes. The team monitors the team work and is able to call in help from support staff if the team needs it. Interdependent self-organizing teams communicate with each other directly and are able to set common goals. Continuous improvement and a lot of responsibilities for the teams are central in this final phase of development of the self-organizing team.

The table at the next page can be used as a measurement tool to decide which phase a team is in when analysing the data that are collected during the interviews. The grey areas in this table depict the extent to which the design characteristics in the most left column are present. The design characteristics

in the most left column are derived from Table 1 in the Appendix, which are the (design) consequences of the design principles at the micro level of the organization.

	Phase 1	Phase 2	Phase 3	Phase 4
Creation of larger tasks	- Goal of phase 1 is to create larger tasks			→
No separation between oper. and regul. transform. low	- Few (operational) regulatory transformations	- More regulatory transformations	- Most regulatory transformations	- No team leader and almost all regulatory transf.
No separation between strat., design & oper. regul.	- Only operational regulation	- Operational and design regulation	- Oper., design regul. Advising for strat.	- All three
Monitoring, assessing and acting on performance	- Team leader provides feedback - Learning to reflect	- Team analyses own performance suggest improv.	- Team responsible for performance, using each other	- Team monitors environment and adjust to changes
Clarity about roles and responsibilities	- Goal of phase 1 is to make this clear	- Members know each other and one's qualities etc.		→
Coordination within team by the team itself	- Team leader does that	- Team partly responsible for intern. collaborat.	- Solving conflicts without help of team leader	- No team leader and team coordinates itself
Coordination between team and others by the team itself	- Team leader does that	- TL organizes meetings with others	- Team can ask others in org. for help	- Common goals set with interdepending teams by team itself
Presence of team leader	- Team leader has most responsibilities (leading)	- Team leader is guiding, fewer responsibilities	- TL is supportive, most responsibilities for team itself	- No team leader
Minimal critical specification	- Specifications set by leaders	- Specifications set by leaders in consult. with team	- Team sets specif. for perform. Advising for strategic regulation	- Team sets goals and norms for itself and can adjust those
Diversification of skills and qualities	- Goal of phase 1	- Goal of phase 2	- Continuing improving skills and way of working	- Continuing improving skills and way of working

Table 3. Self-organizing teams development measurement tool.

III. Methodology

§ 3.1 Case description

Philadelphia was founded in 1961. At that time, people who had a mental disorder often lived in large institutions and were relatively separated from society. Philadelphia offered small sized locations where people with a mental disorder could live and receive the care they needed. Today, Philadelphia is an organization with locations across The Netherlands. The organization has three different divisions: 'Work & Support', 'Intensive Care' and 'Care & Living'. Philadelphia also has a large 'service organization' located at a few central locations in the country. Appendix VII and VIII show the organization chart of Philadelphia, which depicts the three clusters and provides an overview of the other parts of the organization e.g. the 'service organization'. This service organization within

Philadelphia is important, because the teams at the level of the location interact with certain service desks. To enhance the readability of this chapter, the researcher attached the organization chart to the appendix given its extensive size.

This research focuses on the structure of Philadelphia in relation to the presence of self-organizing teams. More specific, the research is done within one of Philadelphia's divisions: Care & Living. This division serves clients who are not able to live on their own and need some form of support in daily activities, such as cleaning, cooking, washing, etc. Most of the clients have a mental disorder, but the types of disorder and the degree of the disorder can vary for each client. Philadelphia has buildings in many regions in The Netherlands which it either rents or owns. In these buildings, clients from the division Care & Living have their own apartment or room. Most of the buildings have a shared living room where clients can be together if they want to. The clients receive help with their daily activities from employees who work in the buildings. The employees do not necessarily have a background in nursery and are referred to as 'home supervisors'.

Sometimes, in one building multiple 'groups' are created based on the degree of mental disorder or just based on group size. Each group than has its own team of home supervisors that take care of the clients that live in that particular group. The amount of home supervisors working at a location depends on the number of clients in the group. Some locations might have three home supervisors working simultaneously, which can be sufficient given the fact that group sizes are limited and the clients do not constantly need help from the home supervisors. Other locations with fewer clients might even have only one home supervisor working each shift. Every team of home supervisors has a team leader who is the manager of the location. This 'location manager' can sometimes supervise multiple teams within one location and often, if not always, has multiple locations for which he or she is responsible.

In 2012, Philadelphia started with an experiment which they called '*Regelarme Zorg*'. Goal of this experiment was to find out whether clients received better service if there were less time consuming rules for employees. The result of the experiment confirmed that clients perceived an improvement in the care they received once there were less time consuming rules for employees. At the same time, employees experienced an increase in the sense of freedom and more trust from Philadelphia given the bigger responsibility employees now had with less rules imposed by the company. By now, all teams within Philadelphia have made the transition from traditional work to working with less rules, '*Regelarm*'. Philadelphia is going one step further and is already implementing the concept of self-organization in some of its teams.

Teams can decide by themselves whether they think they are ready to make the transition into a self-organizing team. A team has to write a motivation letter in which they argue why they think they are ready and why they want to become a self-organizing team. Once a team starts with the process of becoming a self-organizing team, the role of the location manager also changes from a more traditional top-down type of manager to servant leadership. The location manager supports the team during the process. The team itself is free to decide how they want to organize and structure the 'new' self-

organizing team. In the end, as a result of this freedom, every team can be different as a self-organizing team. External coaches are present in the organization to help guide the teams during their journey of becoming a self-organizing team.

In this research, three locations and teams from the division Care & Living in the southern provinces of the Netherlands are investigated. The scope of this research is limited to this part of the country, because of the limited time that is available for this research. The limited scope will not necessarily affect the external validity of this research. More about the validity of this research is described in paragraph 3.2.3.

§ 3.2 Research method

In the first section of this paragraph, the purpose of this research is briefly explained. The research method used in this study is clarified and justified in sub sections 3.2.2 and 3.2.3.

§ 3.2.1 Purpose of the research

Philadelphia wants to know whether the current structure of the organization is suitable for self-organizing teams. Is the structure of Philadelphia's division Care & Living designed in such a way that the teams are really working (and able to work) in a self-organizing manner? Philadelphia would like to know if that is the case. Philadelphia is also interested in the extent to which their view on what self-organizing teams are is consistent with what scientific literature describes as self-organizing teams. By answering the research question: ''*To what extent does the organizational structure of Philadelphia enable teams to work as self-organizing teams?*'', this research gives insight into the use of design principles in the structure of Philadelphia that influences the extent to which teams are able to work as self-organizing teams. The insight can be used to adjust the current structure to better enable the construction of self-organizing teams. More insight into what self-organizing teams are according to literature can help Philadelphia with measuring the progress of the development of teams transforming into self-organizing teams.

§ 3.2.2 Qualitative research method

In order to formulate an answer to the central research question, qualitative research is conducted by the researcher. A case study is used to get in-depth knowledge about one specific company, Philadelphia. This research can also be described as a evaluative research, since Philadelphia already started with the implementation of self-organization and this research evaluates whether there is a fit between the structure and the use of self-organization and whether the teams can be characterised as 'self-organizing teams' according to scientific literature.

Data in this research is collected in two different ways. Relevant documents for this research are analysed and interviews with employees are conducted. The two sources of data are combined and compared to find similarities and differences. This contributes to the validity of the research. Also one location is visited for an observation. The observation is used to prepare the interview questions and to make the researcher more familiar with the work of 'home supervisors' and the type of clients served by Philadelphia in an early stage of the research process.

The documents that are analysed in this research are 'De Bedoeling' and 'Het Teamboek'. The first document, 'De Bedoeling' is a document written by Philadelphia in which the organization describes what self-organization entails and why Philadelphia wants to work with self-organizing teams. The other document, 'Het Teamboek', is used by every team that starts with the implementation of self-organization. 'Het Teamboek' is handed-out to every team that visits the kick-off day when the team starts with the implementation of self-organization. Both documents are analysed in this research to find out what self-organization means according to Philadelphia, and how Philadelphia's definition of self-organization differs from scientific definitions of self-organizing teams. The documents can also be used to compare the theoretical vision of Philadelphia concerning self-organizing teams and how it unfolds in practise within the organization. Axial coding is used to analyse the two different documents. This method enables the researcher to systematically code relevant text fragments. The axial codes are based on the thirteen design principles derived from the theory and which are used as sensitizing concepts in this research.

In total, eleven interviews are conducted. One with the Regional Manager of Philadelphia for the southern provinces of The Netherlands, one interview with a manager of one of the locations in this region and nine interviews with so called 'home supervisors' from three different locations and teams. These locations and teams are selected, because the selected teams already started with the process of becoming self-organizing teams at least half a year before the start of this research. A similar study is conducted at locations in the province 'Zeeland', while this study focuses on three locations and teams in 'Brabant'. Both studies are based on the same theoretical background and use the same design principles for organizational structures, therefore results most likely can be combined afterwards to provide the organization with a recommendation based on a relatively representative sample. Philadelphia has twelve teams in the southern provinces of The Netherlands that have started with self-organization at least half a year before the start of this research. Six of the locations are visited and researched. Three by the other study and three by this study. The teams that participated in this research are picked by the researcher based on their distinguishing features to make sure that different types of locations are taken into account in this research. One of the locations delivers care for families, so both parents and children live at the location. This is quit unique within Philadelphia. Another location is representative for a larger part of the locations, because that location has a relatively large team and the population of clients is also representative for the majority of locations in the southern provinces of Philadelphia. The third location is chosen because of the relatively small team of home supervisors. This location has only three home supervisors and thus it is interesting to find out how self-organization is implemented by this team.

To collect the data, eleven semi-structured interviews are conducted by the researcher. The researcher has chosen for this type of interview, because it enables the researcher to let the interview evolve in a more natural way. It also enables the researcher to ask follow-up questions based on the answers given by the interviewee, this can provide the researcher with more in-depth knowledge. Next

to that, sometimes what is being said can be misunderstood by either the researcher or the interviewee. The semi-structured nature of the interview enables both parties to asks questions to clarify what has been said. The semi-structured interview provides the researcher with a structure he or she needs in order to deal with all the relevant topics, while at the same time it provides flexibility for the researcher to adjust his or her interview to each specific conversation if necessary.

The interviews are recorded after permission was granted by the interviewees. The recorded interviews are transcribed afterwards so the researcher was able to analyse the collected interview data. Both documents and interview data were analysed by using the operationalized theory about self-organizing teams and related structural characteristics. The operationalization of the theory was also used to formulate the questions for the interviews. In the next sub-paragraph, the justifications for this type of research is provided.

§ 3.2.3 Justification of research method

Qualitative research is chosen, since qualitative research methods enable the researcher to collect data from a variety of sources at a very in-depth level. Interviews are used to collect valuable data from employees about, for example their work, working relationships and how they think and feel about their work and the organization they work in. If quantitative research methods are used, lots of data could be collected using for example surveys within Philadelphia. However, the data collected with surveys might not have offered the researcher suitable in-depth data to answer the research question. It is important that there is clarity about what is being asked by the researcher and what is being said by the interviewee, whether that is in surveys or during interviews. Interviews enable the researcher to clarify words or concepts during a verbal conversation. A researcher can also ask for clarification of an answer given by the interviewee. By combining multiple sources of data, differences and similarities in data can be found. When similar results are found during the analysis of different types of data sources, the validity of the results of the research increases.

At first sight, the locations in the southern region of the Netherlands might look similar to each other. Although all locations are part of the division 'Care & Living', differences between the locations definitely exist. Differences between locations or teams can be seen in for example the number of employees, in the degree of mental disorder of the clients living at a certain location and the different types of care needed by the clients. It would have been quite difficult to capture all the different characteristics of specific locations in a (standardized) survey to find out how self-organizing teams work in a specific environment or how they provide specific care for clients as a team. The researcher could not have had a real understanding of the specific characteristics of each location beforehand and thus surveys would probably not have fit with the actual situation at a specific location. That is also a reason why the researcher has chosen to conduct qualitative research instead of quantitative research methods.

§ 3.3 Sub-questions research

In order to answer the research question ''*To what extent does the organizational structure of Philadelphia enable teams to work as self-organizing teams?*'', two sub-questions are answered first. Both sub-questions are answered in the previous chapter. The first research question ''*What theoretical background can be used for this research?*'' is answered in paragraph 2.2.5 after multiple perspectives of different authors were described and their usefulness for this research was weighted. After that, the authors who write from the chosen perspective are mentioned and their ideas and work is used to formulate design principles for the structure of organizations at the macro, meso and micro level. These principles are used to answer the second sub-question ''*How should, according to the literature, organizational structures be designed at the macro, meso and micro level to be able to have (effective) self-organizing teams?*'' in paragraphs 2.4.9 and 2.5.4. The answer to this second sub-question is needed to compare the organizational structure of Philadelphia with the theoretical prescription of a suitable organizational structure for self-organizing teams and is used to analyse both the interview data and the relevant documents.

§ 3.4 Operationalization

To operationalize the theory constructed in the previous chapter, the self-organizing teams development measurement tool is made and used by the researcher. Van Amelsvoort et al. (2003) described the four phases of the development of self-organizing teams. The characteristics of self-organizing teams in the fourth phase are used as indicators of how self-organizing teams should, according to theory, 'look' when they are fully developed. The interview questions are based on the indicators from the fourth column in the development measurement tool for self-organizing teams and the right column '*design consequences*' from Table 1. When analysing the collected data, the researcher takes into account the possibility that some teams might not be fully developed self-organizing teams yet. It might be that some teams are still in one of the other three phases of development. The Macro and Meso level design principles are also taken into account and are also operationalized. The operationalization of the Macro and Meso level design principles is based on the right column '*design consequences*' of Table 2. The operationalization of the theory and the questions for the interviews are presented in the Appendix.

§ 3.5 Research Ethics

Doing research means making a lot of decisions as a researcher. Decisions that affect the validity and reliability of the research for example. But also decisions that might affect the participants who voluntarily provide data for the research. A researcher has to be aware of the fact that doing research comes with responsibilities. It is therefore that this paragraph describes the ethical choices made by the researcher before, during and after this research project.

Researchers should always be honest about how research has been done, which means that researchers should clearly and fairly describe how for example data is collected and what sources have been used to base conclusions on. With regard to sources, it is also important to include references in

case work made by others is used either as a citation or as an idea or concept in your work. This contributes to giving credit where credit is due and it increases the reliability of the resource since others can see were the research is based on. The opposite is important regarding the data collected during interviews. Often, interviewees find it very important that the data they provide during interviews is anonymized. For this research that was also the case. Therefore, the researcher asked participants before the start of the interviews permission to record the interviews to be able to transcribe the interview afterwards. Complete anonymity in the transcriptions was promised to the participants. The interviewees also received a copy of the transcribed interview if they wanted. The researcher communicated openly with the participants about what their data was used for and who would receive the data. The interview transcriptions are only attached as appendix to the research and are only included in the version that is handed to the supervisor and second examiner.

The participation of the regional manager, location manager and home supervisors was at a voluntary basis. Teams at the locations received an invitation from the researcher to participate in this research. In this invitation, the purpose of the research was described as well as what participants could roughly expect from the interview (e.g. topic, time, recording). By doing so, the researcher tried to be as open and honest about the research as possible, without influencing the outcome of the research. The data collected during the interviews was held on a mobile device and has been deleted after transcription. The transcripts were stored at the personal computer of the researcher and at an external data carrier in case of malfunctioning of the researcher's personal computer.

To conclude, the researcher tried to act in the most ethical way during this research project by being open and transparent about the creation of the theoretical background, the way data is collected and later analysed and about the conclusion that was drawn, in order to protect the interests of the participants and the quality of the research.

IV. Analysis

§ 4.1 Introduction to the analysis
As already mentioned in the previous chapter, both documents and interviews with employees are used as input sources for this research. The two types of data are analysed in this chapter in order to formulate an answer to the overall research question in chapter five. How the documents are analysed is described in paragraph 4.2 and how the interview transcripts are analysed in this chapter is outlined in paragraph 4.3. The interview transcripts and the documents 'De Bedoeling' and 'Het Teamboek' are attached in the Appendix.

§ 4.2 Document analysis
Two documents, provided by Philadelphia, are used in this research as a source of potential relevant data for the research. Document 'De Bedoeling' contains management information about e.g.; Philadelphia's perspective on self-organizing teams, the reason why Philadelphia makes the transition

to self-organization, Philadelphia's definition of self-organization and how self-organization is implemented in the organization. The second document 'Het Teamboek' is a book that is handed-out at the 'Startdag' to teams that start with the implementation of self-organization as their way of working. This 'Startdag' is some sort of *kick-off* event, organized a few times a year, where teams are triggered to start thinking about what self-organizations means for the team. 'The Teamboek' is a tool, designed for Philadelphia, which can help teams organize their collective thinking process and which can help teams with discussing and talking about self-organization. Therefore, this document is analysed in this chapter because it might contain relevant information about how Philadelphia defines self-organizing teams or how Philadelphia communicates about self-organization to its employees. This communication might influence how 'self-organization' is used in practice within Philadelphia.

In paragraph 4.2.1 and 4.2.2, the two documents are analysed. The researcher analysed the documents by using the macro, meso and micro level design principles presented in table 1 and 2. The principles that are used and described in 'De Bedoeling' and/or 'Het Teamboek' are highlighted in bold in the text in the analysis paragraph. At the end of each analysis, the researcher concludes which principles are used in the document and which principles are not used in the document. These conclusions are used in paragraph 4.2.3 as input for a table that provides an overall insight into the presence of the design principles in the documents. Based on this table, the researcher also made an analysis. It is also possible to indicate in which development phase Philadelphia's teams could or should be, based on what is written in the documents. Once it is clear in which phase of the development the self-organizing teams could and should be according to the documents, the researcher can make suggestions for further development based on the documents. In chapter five, the difference between how Philadelphia theoretically describes self-organization and how self-organization is used in practice is outlined.

§ 4.2.1 Analysis of 'De Bedoeling'
The document 'De Bedoeling' contains forty-three pages. The information in this document is based on books and articles written by scientists, management consultants and writers. In the management summary, Philadelphia states that the organization strives to bring out the best of all of the employees by granting autonomy and enable employees to have a say in their way of working. In 2012, Philadelphia joined the experiment 'Regelarm werken' initiated by the ministry of Public Health, Wellbeing and Sports (VWS in Dutch). By joining this experiment, Philadelphia gave its employees the opportunity to work from the initial '*bedoeling*', which means that the client should be the basis for every task conducted by employees and not a 'rule based' incentive. Philadelphia wrote the following about it in the document 'De Bedoeling':

''*Afgelopen jaren hebben we hard gewerkt om in ons handelen de cliënt als uitgangspunt te nemen. De leidraad daarvoor was 'het beste uit jezelf'. In onze dienstverlening staat oprechte*

aandacht van mens tot mens centraal. In 2012 namen we deel aan het experiment Regelarm van het ministerie van VWS. Dit deden we met de overtuiging dat medewerkers beter kunnen presteren als zij op een andere manier met regels leren omgaan. Regelarm leerde ons dat we pas autonomie en zeggenschap kunnen bereiken als we onze bedoeling kennen.''. (De Bedoeling, Philadelphia, Januari 2017, p. 2).

After the experiment 'Regelarm werken', Philadelphia continued and started with the implementation of self-organization. Cutting rules and regulation in the organization was not sufficient to be able to implement self-organization in the organization. This time, the structure of the organization also had to change. Philadelphia tried to reduce the complexity of the organization in order to enable the creation of more complex tasks for employees. Philadelphia describes this on page 3 in the document 'De Bedoeling':

''*We streven daarbij naar een eenvoudige organisatie die de uitvoer van complexe taken mogelijk maakt. [...] Bij zelforganisatie veranderen de interne verhoudingen op basis van behoeftes. Het creëert dynamiek waardoor vernieuwing weer mogelijk wordt. Zelforganisatie verwijst naar de vermindering van de behoeften aan hiërarchische aansturing en gecontroleerde vorm van leiderschap: we laten de verantwoordelijkheid liggen waar deze hoort te liggen. Autonomie en zeggenschap zijn daarbij de sleutelwoorden. Zelforganisatie gaat over het ontwikkelen van het vermogen om zelf te organiseren en herorganiseren om zich aan te kunnen passen aan verschillende veranderingen.*'' (De Bedoeling, Philadelphia, Januari 2017, pp. 2-3).

In this citation, three of the design principles of organizational structures with self-organizing teams are briefly mentioned. One is '**minimal specialization of operational transformations'**, Philadelphia tried to reduce the complexity of the organization to enable employees to conduct larger, complex tasks. How this is done and how 'large' or 'complex' tasks really are is not clear from this citation. At page 3 of 'De Bedoeling', Philadelphia wrote:

''*Terwijl teams werken aan houding, gedrag, vaardigheden en kennis, onderzoeken we welke systemen, werkwijzen, processen er aangepast moeten worden om zelforganisatie waar te maken.*''. (De Bedoeling, Philadelphia, Januari 2017, p. 3)

This indicates that Philadelphia is still shaping its structure to fit to the concept of self-organization. The other design characteristic that can be derived from this citation is that of '**minimal critical specification**'. The experiment 'Regelarm werken' was already an indicator for this design principle,

reducing the complexity of the organization might also entail a reduction in the amount of rules and procedures. Although this is not directly stated in the citation, chances are that 'regelarm werken' has led to minimal critical specification for employees in self-organizing teams. The third design principle that can be related to the citation is '**minimal differentiation of regulatory transformations into aspects**'. Whether self-organizing teams should also be able to conduct strategic regulation is not clear form the situation. Therefore, this design characteristic is only partly found in this document.

Leadership is important in the transition to self-organization according to Philadelphia. Philadelphia needs leaders who help teams in their journey of becoming a self-organizing team. Those 'leaders' should act with a servant leadership style. Philadelphia does not remove all of its managers. Instead, managers 'support' the self-organizing teams before, during and after the transition to self-organization. Although a self-organizing team usually organizes and coordinates itself, Philadelphia deliberately chose not to remove its managers. At first sight, this might seem a bit contradictory to the design characteristic about the coordination of self-organizing teams and the presence of a team leader. It relates to the design characteristic '**(external) team leader is possible**' for self-organizing teams.

> ''*We zijn bewust gestart met jaargroepen die deelnemen aan de leerplaatsen Dienend Leiderschap. Leiders spelen een belangrijke rol bij zelforganisatie: zelforganisatie vergt namelijk sturing. En daarmee bedoelen we sturing vanuit visie, waarden, strategie, en vanuit aandacht en plezier. We hebben leiders nodig die de teams in eerste instantie op weg helpen naar zelforganisatie en bij zelforganisatie de teams kunnen 'dienen' bij het behalen van hun doelstellingen en resultaten.*''* (De Bedoeling, Philadelphia, Januari 2017, p. 3).

The citation above also relates to the design principle '**internal and external coordination responsibility of the team**'. Although internal and external coordination is not directly specified in the document, the presence of an (external) team leader does affect the internal coordination of a team. It is clear from 'De Bedoeling' that self-organizing teams should be able to organize their own work, and interact with other actors outside the team based on the team its own initiative. It is not specified in this document how exactly internal and external coordination is managed by the self-organizing teams, but many topics in the document relate to the principle of internal and external coordination.

Not only home supervisors and managers have to change their way of working in the transition to self-organization. Other staff members also have to contribute to this transformation. In the 'new' situation, staff members have to find out how they can add value to the self-organizing teams and how they can become part of the self-organizing teams.

> ''*Terwijl teams werken aan houding, gedrag, vaardigheden en kennis, onderzoeken we welke systemen, werkwijzen, processen er aangepast moeten worden om zelforganisatie waar te*

maken. Deze aanpassingen doen we de komende jaren om de omslag helemaal te kunnen maken. Daarin spelen medewerkers van de serviceorganisatie een belangrijke rol. Naast deze rol, gaan de medewerkers van de serviceorganisatie onderzoeken hoe zij als vakspecialist kunnen toevoegen aan de teams en hoe zij een deel worden van de teams.'' (De Bedoeling, Philadelphia, Januari 2017, p. 3).

Staff members being part of self-organizing teams is interesting, because their daily activities most likely are way different than the activities conducted by home supervisors. If staff members really are part of the self-organizing team, than this is an indication for the design characteristic '**requisite variety in skills and qualities**', since the skills and qualities of staff members are probably different than skills and qualities of home supervisors. Although Philadelphia states that the organization wants to create the organizations' own principles for self-organization, the organization does take existing principles into account which are used as 'guiding' principles in this process. One of those 'guiding' principle is the principle that a self-organizing team ideally consists **eight to twelve team members**. It is not clear from this document whether Philadelphia uses this principle (or wants to) in practice or not, but it is mentioned in the document.

In 'De Bedoeling' four principles of self-organization are described derived from the work of Morgan, Kuipers & Van Amelsvoort. The four 'fundamental' principles of self-organization are, according to the document: Minimal division of labour, Requisite Variety, Minimal critical specification and double loop learning. Philadelphia translated these four principles into four more practical indicators: 'Broader employability', 'insight into larger parts of the work process', 'teamwork', 'subtle teamwork' and 'a creative double look'. The 'fundamental' principles described in the document match with design principles defined in this research. All three authors Philadelphia used as source for the four fundamental principles are used in this research as well, which might be a logical explanation for that.

Philadelphia used the definition of self-organizing teams created by Van Amelsvoort et al. and written in the book 'Zelfsturende teams - ontwerpen, invoeren en begeleiden' (2003). This definition is as follows:

''Een zelforganiserend team is een groep van vaste medewerkers die gezamenlijk verantwoordelijk is voor het totale proces waarin diensten of producten tot stand komen, die aan interne of externe klanten worden geleverd. Het team plant en bewaakt de voortgang, lost zelf dagelijkse problemen op en verbetert processen en werkmethoden, zonder daarbij voortdurend een beroep te doen op leidinggevende of ondersteunende diensten.'' (Van Amelsvoort et al. in: De Bedoeling, Philadelphia, Januari 2017, p. 15).

Philadelphia does not directly mentioned the principle '**minimal differentiation of operational transformations**' in 'De Bedoeling'. However, based on the citation above and other information in the document, the researcher estimates that this principles will be partly used within Philadelphia. The team members probably will not conduct all types of operational sub-transformations, because of the role of the service organization within Philadelphia. Some preparing and supportive activities should be conducted by the team, some might be done by others outside the team.

Philadelphia also states at page fifteen something about the coordination between self-organizing teams and other stakeholders. Philadelphia used Wageman's articel 'Succesfactors for creating superb self-managing teams at Xerox' in Compensation and Benefits Review (1997) to describe the central principle of self-organizing teams:

''*Het centrale principe van zelforganiserende teams is het feit dat het team zelf, in tegenstelling tot het management, verantwoordelijkheid voor de eigen werkzaamheden neemt, de eigen prestaties monitort en waar nodig de werkstrategie aanpast als de omgeving hierom vraagt. Onder de omgeving verstaan we alle stakeholders waar een team mee te maken heeft; van het netwerk tot vrijwilligers, van de wijk tot aan zorgkantoren en niet onbelangrijk, de interne organisatie.*'' (De Bedoeling, Philadelphia, Januari 2017, p. 15).

This citation indicates that self-organizing teams are responsible for monitoring their own performance and monitoring the environment and make adjustments as a team to changes in that environment. This relates to the design characteristic of '**minimal differentiation of regulatory transformations into parts**'. It is also an indication of the amount of regulatory capacity of the self-organizing team, since Philadelphia writes that self-organizing teams have the responsibility to monitor the environment and adjust working strategies to changes in the environment. In order to be able to make adjustments to the way of working as a team, a team not only conducts operational transformations, but also regulatory transformations. This is an indicator for the design characteristic '**minimal separation between operational and regulatory transformations**'.

In the final pages of the document, Philadelphia mentioned the design principle '**minimal differentiation of regulatory transformations into aspects**'. At page thirty seven, Philadelphia states:

''*Het draait dus om het vertonen van eigen initiatief en wachten niet iets af vanuit een centrale regie. Het eigen initiatief kan zich richten op de dagelijkse werkzaamheden, maar ook op het zoeken van een eigen koers (passend binnen de koers van Philadelphia), het verbeteren van de lokale manier van werken, activiteiten in de buurt etc. Autonomie en initiatief maken dat een*

team zelf bepaalt wat er gebeurt en weten hoe zij daarbij het specialisme en de ondersteuning moeten organiseren.'' (De Bedoeling, Philadelphia, Januari 2017, p. 37).

It seems that self-organizing teams within Philadelphia are able to decide how they want to work based on local factors. However, at a higher level it should be in line with the overall strategy of Philadelphia which indicates that design and operational regulation is more present within self-organizing teams than strategic regulation.

Eleven out of thirteen design principles are (partly) mentioned in or can be derived from the document 'De Bedoeling'. The table below provides an overview of which principles are mentioned in this document and which principles are not. The same is done for the document 'Het Teamboek' in the next paragraph.

Macro level design principle Mentioned:	Yes	Partly	No
Minimal functional concentration, creating flows at macro level.			X
Meso level design principle *Mentioned:*	*Yes*	*Partly*	*No*
Minimal separation of operational and regulatory tasks.		X	
Micro level design principles *Mentioned:*	*Yes*	*Partly*	*No*
Minimal differentiation of operational transformations.		X	
Minimal specialization of operational transformations.	X		
Minimal separation between operational and regulatory transformations.	X		
Minimal differentiation of regulatory transformations into aspects.	X		
Minimal differentiation of regulatory transformations into parts.	X		
A self-organizing teams has between eight and twelve members.	X		
(External) team leader is possible.	X		
Internal and external coordination responsibility of the team.	X		
Minimal critical specification.	X		
Tasks and roles are clear to all team members.			X
Requisite variety in team members' qualities and skills.	X		

Table 4. Overview design principles document analysis 'De Bedoeling'

Based on the table above, one could conclude that the document 'De Bedoeling' does not focus on, and only partly mentioned, the macro and meso level design principles for organizations with self-organizing teams. The document does provide the reader with much information about micro level principles and what Philadelphia's perspective on self-organization is at the team level. Philadelphia wrote about the

presence of a location manager who should act as a servant leader for the teams. He or she should guide the self-organizing team in the development of becoming a full developed self-organizing team. Philadelphia mentioned most of the micro level design principles. This indicates that the document could be written for location managers who had to be informed about the implementation of self-organization within Philadelphia, because they are the ones that have to guide the teams in this journey. The document is informative about: self-organization in general, Philadelphia's perspective on self-organization and how self-organizing teams within Philadelphia should act in practice. For example, at page fifteen of the document, Philadelphia wrote a description of self-organizing teams:

> ''*[…] een zelforganiserend team als een groep van vaste medewerkers die gezamenlijk verantwoordelijk is voor het totale proces waarin diensten of producten tot stand komen, die aan interne of externe klanten worden geleverd. Het team plant en bewaakt de voortgang, lost zelf dagelijks problemen op en verbetert processen en werkmethoden, zonder daarbij voortdurend een beroep te doen op leidinggevende of ondersteunende diensten. […] het centrale principe van zelforganiserende teams het feit dat het team zelf, in tegenstelling tot het management, verantwoordelijkheid voor de eigen werkzaamheden neemt, de eigen prestaties monitort en waar nodig de werkstrategie aanpast als de omgeving hierom vraagt.*'' (De Bedoeling, Philadelphia, Januari 2017, p 15).

In the next sub-paragraph the 'Teamboek' is analysed. This document is analysed in the same way as 'De Bedoeling' in this paragraph. The table with used design principles in this paragraph is merged with the table from paragraph 4.2.2 in an overall table in the conclusion section in paragraph 4.2.3 which gives insight into the used design principles by Philadelphia in the analysed documents. Based on that table, a conclusion is drawn about the expected overall development phase within Philadelphia concerning self-organization.

§ 4.2.2 Analysis of 'Het Teamboek'
In this subparagraph, the second document is analysed. This document, called 'Teamboek', is handed out to teams who start with the implementation of self-organization at the *kick-off* day Philadelphia organizes multiple times a year. This book is a tool for teams to help discuss what self-organization is and how it might affect the way of working. It also explains why and how Philadelphia wants to make the transition to a self-organizing way of working. The difference between this document and the document analysed in the previous subparagraph 'De Bedoeling' is that the previous one is more information and the team book is provided to the home supervisors to practice with in practice as a team.

In the team book, multiple design characteristics can be identified just as in 'De Bedoeling'. At page thirty eight of the team book, Philadelphia states again that the organization strives to create a

simple organization that enables the construction of complex tasks for employees. By giving the teams more autonomy and regulatory capacity in combination with less hierarchy, Philadelphia creates more complete tasks for employees which relates to the design characteristic '**minimal separation of operational and regulatory transformations**' and also a bit to '**minimal specialization of operational transformations**' and '**minimal differentiation of operational transformations**'. Less hierarchy does not mean that managers are removed from the organizational structure. Instead, as mentioned before in 'De Bedoeling', managers have to act as servant leaders and support teams before, during and after the transition to self-organization. The latter is an indication for the design characteristic '**(external) team leader is possible**'.

> ''*We streven daarbij naar een eenvoudige organisatie die de uitvoer van complexe taken mogelijk maakt. [...] Zelforganisatie verwijst naar de vermindering van de behoeften aan hiërarchische aansturing en gecontroleerde vorm van leiderschap: we laten de verantwoordelijkheid liggen waar deze hoort te liggen. [...] We hebben leiders nodig die de teams in eerste instantie op weg helpen naar zelforganisatie en vervolgens de teams kunnen 'dienen' bij het behalen van hun doelstellingen en resultaten.*'' (Het Teamboek, Philadelphia, 2017, p. 38).

Philadelphia also wrote in the team book that staff members from the service department will find out how they can add value to self-organizing teams and how they can become part of the self-organizing teams. ''*Daarnaast gaan de medewerkers van de serviceorganisatie onderzoeken wat zij als vakspecialisten kunnen toevoegen aan de teams en hoe zij deel kunnen worden van de teams.*'' (Het Teamboek, Philadelphia, 2017, p. 39). By adding staff members to self-organizing teams, Philadelphia creates a team with a variety of skills and knowledge, which influences the diversification of skills in a team. That relates to the design principle of '**requisite variety in skills**' that is needed in self-organizing teams. The role of the service department cannot be made clear from this document. It seems that the service department conducts some preparing and/or supporting activities that are useful to the self-organizing teams. This might indicate that the principle of 'minimal differentiation of operational transformations' is only partly used within Philadelphia, given that (some) supporting and/or preparing activities are also concentrated at the service department.

Another design characteristic that is mentioned in the team book is '**internal and external coordination responsibility of the team**'. Philadelphia expects from the self-organizing teams that the team members act proactive and independently from managers with the environment.

''*Autonome mensen houden rekening met de visie en waarden van Philadelphia en zijn bereid zelfstandig hierin actie te ondernemen: naar de cliënt, het netwerk, de buurt en naar collega's (waar ze ook werken).*'' (Het Teamboek, Philadelphia, 2017, p. 59).

Next to the design characteristic about coordination between team and others, the team book is also clear about the **internal coordination**. Philadelphia acknowledges that a leader can be present in a self-organizing team, but who the leader of a team is depends on the skills and acceptance of the team itself. A manager should not be seen as the leader of a team, he or she just supports the team. A team can have a leader based on skills and personality.

''*Zelforganisatie betekent meer dan dat iedereen het werk doet. Eigenlijk verwachten we van een team dat dit - net als een groep vogels - heel wendbaar in de lucht dezelfde kant uitvliegt; zonder te botsen en elkaar te verliezen. Bereid om degene te volgen die op dat moment het beste kan oordelen. Ook in de toekomst is er een manager die het team helpt, maar in het dagelijks werk moeten we bereid zijn elke collega te accepteren als leider als hij of zij die rol verdient en goed invult.*'' (Het Teamboek, Philadelphia, 2017, p. 69).

Six design characteristics can be (partly) identified in the team book. Together with the document 'De Bedoeling', an overview of the macro, meso and micro level design characteristics can be created of how Philadelphia would like the structure, in relation to self-organizing teams, to be. In the table below, the six identified design principles in 'Het Teamboek' are presented. Together with the overview from the previous paragraph, a conclusion can be drawn based on these two tables in the next paragraph. In paragraph 5.2, the differences and similarities between how the structure should be according to Philadelphia's views and how it actually is in practice, is presented.

Macro level design principle *Mentioned:*	*Yes*	*Partly*	*No*
Minimal functional concentration, creating flows at macro level.			X
Meso level design principle *Mentioned:*	*Yes*	*Partly*	*No*
Minimal separation of operational and regulatory transformations	X		
Micro level design principles *Mentioned:*	*Yes*	*Partly*	*No*
Minimal differentiation of operational transformations		X	
Minimal specialization of operational transformations.		X	
Minimal separation between operational and regulatory transformations.	X		
Minimal differentiation of regulatory transformations into aspects.			X

Minimal differentiation of regulatory transformations into parts.			X
A self-organizing teams has between eight and twelve members.			X
(External) team leader is possible.	X		
Internal and external coordination.	X		
Minimal critical specification.			X
Tasks and roles are clear to all team members.			X
Requisite variety in team members' qualities and skills.	X		

Table 5. Overview design principles document analysis 'Het Teamboek'

Although the team book is designed as a tool for teams to start the development of becoming a self-organizing team, the book is not very explicit about many of the design principles. It cannot be used as a handbook for creating self-organizing teams. It is handed out to teams as a book that can help with starting discussions among team members about what self-organization is all about according to those team members. Philadelphia does not prescribe how self-organizing teams should be formed and how each team should act. It is up to each team to define their own way of working as a self-organizing team. That could be an explanation for why the team book does not elaborate on many of the micro level design principles, since the teams should decide for themselves what self-organization is. In 'De Bedoeling', Philadelphia wrote the following about this:

''*Bij Philadelphia hebben we goede ervaringen met de werkwijze 'ieder team zijn eigen leerpad'. Sturing op het wat en waarom is daarbij essentieel. Het 'hoe' volgt binnen het team en hebben zij juist op dat niveau geen leiding nodig. We gaan bij Philadelphia werken vanuit een duidelijke visie, een richting en managers die deze als geen ander weten uit te leggen.*'' (De Bedoeling, Philadelphia, Januari 2017, p. 2017).

§ 4.2.3 Conclusion Macro, Meso, Micro level document analyses
In subparagraph 4.2.1 and 4.2.2, relevant quotes from two documents are used to describe what Philadelphia's view on self-organizing teams is and how self-organization is used in the organization. The two documents are analysed with the use of the two tables with design characteristics and the self-organizing teams measurement tool. In this paragraph, an overview of whether design characteristics are mentioned in the documents is presented.

Macro level design principle *Mentioned:*	**De Bedoeling**	**Het Teamboek**
Minimal functional concentration, creating flows at macro level.	*No*	*No*
Meso level design principle *Mentioned:*	**De Bedoeling**	**Het Teamboek**

	De Bedoeling	Het Teamboek
Minimal separation of operational and regulatory tasks.	*Partly*	*Yes*
Micro level design principles *Mentioned:*	**De Bedoeling**	**Het Teamboek**
Minimal differentiation of operational transformations	*Partly*	*Partly*
Minimal specialization of operational transformations.	*Yes*	*Partly*
Minimal separation between operational and regulatory transformations.	*Partly*	*Yes*
Minimal differentiation of regulatory transformations into aspects.	*Yes*	*No*
Minimal differentiation of regulatory transformations into parts.	*Yes*	*No*
A self-organizing teams has between eight and twelve members.	*Yes*	*No*
(External) team leader is possible.	*Yes*	*Yes*
Internal and external coordination responsibility of the team.	*Yes*	*Yes*
Minimal critical specification.	*Yes*	*No*
Tasks and roles are clear to all team members.	*No*	*No*
Requisite variety in team members' qualities and skills.	*Yes*	*Yes*

Table 6. Overview design principles document analyses

Neither 'De Bedoeling', nor 'Het Teamboek' gives insight into the organizational design at the macro level. Philadelphia's organization chart shows the three clusters of Philadelphia at the macro level of the organization (see Appendix). This information however is not added to one of the two documents. Therefore, these two documents both do not contain information about the macro level design principle of minimal functional concentration. The reason for that could be that both documents are for internal usage and that information about the organizational structure at the macro level is supposed to be taken for granted by the reader.

The two documents are not contradictory to each other, 'De Bedoeling' is more explicit about some of the design principles than 'Het Teamboek' which is logical given the different purposes of each of the two documents. Combining the insights and information from both documents, the researcher can make an estimation of the development phase of the self-organizing teams at which Philadelphia aims as outcome and end state for the transition to self-organization. The researcher uses the self-organizing teams development measurement tool (see paragraph 2.7) to make an estimation. Overall, the researcher presumes that Philadelphia aims at phase three for most of the parameters in the self-organizing team development measurement tool. Some of the design principles might score a bit lower, others might score a bit higher. Each parameter is briefly discussed in the text below. The red line in the self-organizing teams development measurement tool (table 12) in paragraph 4.3.3 represents the overall expected development phases of the parameters based on the document analyses.

In both documents, the creation of more complex tasks for employees is mentioned. Although the documents do not describe what these 'more complex tasks' entail, it is clear that members of self-organizing teams have to conduct more tasks than they did in the past. Therefore, the researcher estimates that 'creation of larger tasks' scores somewhere between phase two and three. Since 'tasks' can always be enlarged, the researcher estimates an average score for 'creation of larger tasks.

Next, 'separation between operational and regulatory transformations is low' is estimated by the researcher to have a phase three value. Phase three, because in the documents the emphasis is on the autonomy and responsibility for the teams in their way of working. The citation: ''*Het centrale principe van zelforganiserende teams is het feit dat het team zelf, in tegenstelling tot het management, verantwoordelijkheid voor de eigen werkzaamheden neemt, de eigen prestaties monitort en waar nodig de werkstrategie aanpast als de omgeving hierom vraagt*.'' (De Bedoeling, Philadelphia, Januari, p. 15), is an example of that. A transfer of regulatory capacity from location managers to self-organizing teams contributes to the parameter 'separation between operational and regulatory transformations'. Given both documents, the researcher estimates that this parameter scores a phase three value in the development tool, because self-organizing teams will have to be able to conduct most regulatory transformations if they have to act the way that is described in the documents. This parameter cannot score a phase four value, because in phase four there would be no team leader which is not Philadelphia's intention.

The citation above also enables the researcher to estimate the value of separation between the types of regulation and the separation between regulatory activities. The first probably has a phase three value and the latter might even have a phase four score. Given the citation above, the self-organizing teams have to monitor their own performance and adjust their way of working if needed based on changes in the environment. That is exactly what a team should do in phase four of the development tool regarding monitoring, acting and assessing on performance. In phase three of the separation between the types of regulation, the team should have operational and design regulatory capacity and they could advise higher management for strategic regulation. Since Philadelphia states in the documents that the teams can develop their own way of working as a self-organizing team as long as they stay within the 'boundaries' and vision set by the organization, the teams seem to have no strategic regulatory capacity. In 'De Bedoeling', Philadelphia wrote the following about this: ''*Leiders spleen een belangrijke rol bij zelforganisatie: zelforganisatie vergt namelijk sturing. En daarmee bedoelen we sturing vanuit visie, waarden, strategie, en vanuit aandacht en plezier*.'' (De Bedoeling, Philadelphia, Januari 2017, p. 3). However, in 'De Bedoeling' Philadelphia also acknowledges that systems, processes and ways of working still have to be adjusted the coming years in order to reach self-organizations. Given the importance of autonomy for the teams, which Philadelphia describes in 'De Bedoeling' at page 37, the researcher expects that members of self-organizing teams can have some influence on strategic regulation, for example by given feedback or by filling in questionnaires.

Clarity about roles and responsibilities is not mentioned in both documents. However, it seems rather obvious that roles and responsibilities have to be clear to all team members in order to operate as a proper functioning self-organizing team. This parameter will probably score phase three or four. In accordance with the same line of thought, it seems obvious that members of self-organizing teams continue to improve their skills and ways of working. Therefore, the parameter 'diversification of skills and qualities' probably also scores high in the development measurement tool.

From the documents, it is not clear what exactly to role of location managers entails. Because of that, it is hard to estimate if the internal coordination scores phase two or three. The difference between phase three and two is that in phase three the teams has to solve conflicts without help of a team leader, while in phase two the team leader is more present and the team is only partly responsible for the internal collaboration. Most likely, this parameter scores somewhere between phase two and three. Regarding the external coordination between the self-organizing teams and other actors it is more clear. The researcher estimates that this parameter scores phase 3, because the teams have to be able to interact with the environment. As Philadelphia state it: ''*[…] en zijn bereid zelfstandig hierin actie te ondernemen: naar de client, het netwerk, de buurt en naar collega's (waar ze ook werken).*'' (Het Teamboek, Philadelphia, 2017, p. 59). This relates to the characteristic of phase 3: '*Team can asks others in organization for help*'. Since nothing is written about setting common goals with interdepending teams by the team itself, the researcher does not expect a phase four score for this parameter.

The two other parameters from the development measurement tool 'presence of team leader' and 'minimal critical specification' probably both score a phase three value. Phase four for parameter 'presence of team leader' cannot be reached as long as Philadelphia does not remove location managers as external team leaders. The role of a team leader is exactly as phase three describes: 'Team leader is supportive, and most responsibilities are for the team itself.'. The reason why the researcher believes that 'minimal critical specification' scores also phase three, is that based on the documents it does not seem that teams set their own goals and norms. Teams can set specifications for their performance and can probably give advice for strategic regulation, which are phase three characteristics.

If Philadelphia had the ambition to create fully developed self-organizing teams based on the self-organizing teams development measurement tool, the role of the location manager as team leader should be removed and teams should also have the ability to regulate at a strategic level. Both is still not the case and based on the two documents that are analysed, Philadelphia does not seem to strive for it in the near future.

In the next paragraph, the interview transcripts are analysed. Based on the interviews with members of self-organizing teams, the development phase of each interviewed team is estimated by the researcher.

§ 4.3 Interviews Analyses

In this section, relevant citations from the interviews are presented to provide an insight into the design characteristics used by Philadelphia in practice according to the interviewed teams and managers. The interviews are analysed by using axial coding. The design principles presented in table 1 and 2 are used to code the interview transcripts. Due to arrangements with the participants, the transcripts are not attached to this document and are only provided to the supervisors of the researcher.

In this paragraph, the macro, meso and micro level design principles are discussed in two separate sub-paragraphs in order to enhance the readability of this chapter. The macro and meso design principles are mostly derived from the interview with the regional and location managers. Just like in the previous paragraph, a table is created which provides the reader with an overview of the mentioned design principles in the interviews. The interviews with the teams provide the researcher with insight into the micro level design principles that are used in practice within Philadelphia. Based on the insights retrieved from the interviews with the teams, the researcher estimates the self-organization development phase of each team and the teams are compared to each other afterwards. In chapter five, the document analyses are compared to the interview analyses.

§ 4.3.1 Macro and Meso level analyses

At the macro level of the organization, the organization chart of Philadelphia shows that Philadelphia is structured into three divisions (or 'clusters'). In each division, different types of clients are served. The three divisions at the macro level are: 'Care and Living', 'Intensive Care' and 'Work and Support'. This thesis focusses on division 'Care and Living'. At the macro level, this division is divided into regional areas. Each region has its own 'regional manager'. In each region, Philadelphia has locations at the meso level where clients live together in one building. Every location has its own 'location manager', but location managers can be responsible for multiple locations.

> ''*Een locatiemanager heeft eigenlijk nooit één locatie onder zijn of haar hoede of is daar onderdeel van. Vaak minimaal 2, maar dat kan ook drie, vier, vijf of zes locaties zijn. Dat varieert ook wel heel sterk.*'' (Regional manager, p. 5).

Each location has different characteristics. The locations differ in, for example: number of clients, type of disorder of the clients, type of care or support that is needed and number of home supervisors working at the location. One of the locations that was visited by the researcher only provided care and support for families that needed temporarily support with issues or questions relating to families. Another location only has male clients and the third location was different than the others because this location was founded as a so called '*ouderinitiatief*' and as a consequence, the clients' parents want to have a say in many aspects of the care provided at this location.

Clients are appointed to a location based on a fit between client and location. If someone would like to become a client of Philadelphia, he or she signs in at the central '*cliëntenbureau*' of Philadelphia.

This '*clientenbureau*' does the first intake of a new client. Based on characteristics like 'type of disorder', male/female, 'type of care needed', the '*cliëntenbureau*' makes a first estimation of which location(s) might fit with the characteristics of the new client. In the end, the location manager of a location decides whether a client can or cannot live and be taken care of at the location. This depends on whether there is a fit between the characteristics of the new client and the skills and knowledge of the home supervisors in combination with the clients that already live at the location. The interviewed location manager said the following about this process:

> ''*Uiteindelijk beslist de manager welke client er wel of niet komt wonen, maar de toewijzing gaat via het clientbureau. Dat is onze front office en die gaat kijken op welke locatie een client zou passen en bij welke niet. Wij beslissen als manager of je die client accepteert of niet.*'' (Location manager, p. 3).

When asked if home supervisors within cluster 'Care and Living' are able to provide intensive care to clients, the location manager replies:

> ''*Nee, maar dat hangt heel erg af per locatie hoe mensen zijn opgeleid en wat voor cliënten daar verblijven. Dat verschilt heel sterk.*'' (Location manager, p. 3).

One of the interviewed home supervisors clarified for her location the terms under which clients could live at her location:

> '' *De basisvoorwaarde om hier überhaupt te kunnen wonen is dat er sprake moet zijn van een gezinssituatie. De ouder heeft een of meer kinderen, vaak gewoon één en ze zijn wel of niet samen. Vaak zijn het wel gewoon eenoudergezinnen, maar er zijn er ook een enkeling gewoon samen. Daarnaast met een verstandelijke beperking, als je niet verstandelijk beperkt bent dan kunnen wij jou die zorg niet geven. Daarnaast is er een opvoedkundige vraag, daar ondersteunen en begeleiden wij in.*'' (Team 1, member #3, p. 3).

As a consequence of this selection process, clients who live at a certain location on average need the same type of care, and have other similarities. Therefore, flows are created at the macro level in which teams at the meso level conduct a relatively large part of 'the process' related to a specific 'type of order', which is relative given that it is not about products, but about human beings. Each client is unique and so is the care that each client needs. 'Single type of order' should be seen as placing clients together at a location who have roughly the same 'level' or 'type' of mental disorder or who need roughly the same 'intensity' or 'type' of care. Based on the information provided by the location manager and the

home supervisor, the researcher concludes that the macro level design principle '**minimal functional concentration, creating flows at the macro level**' is present within the organization.

At each location, one or multiple teams provide care for the clients who live at the location depending on the number of clients living at a location. Next to the operational transformations conducted by the home supervisors, also regulatory transformations are conducted. However, the extent to which a self-organizing team has regulatory capacity differs in the organization. Often, self-organizing teams depend on the style of leadership of the location manager and his or her view on self-organization. The amount of regulatory capacity can also depend on the self-organization development phase in which a team is in. One example of limited regulatory capacity has already been shortly mentioned in this paragraph, the '*cliëntenbureau*' suggests locations for new clients and the location manager decides whether a new client can be placed at the suggested location. During the interview with a location manager, the researcher asked what other regulatory tasks remain in the hands of the location manager. The location manager responded with the following answer:

> ''*De organisatie is nog niet zo ver, dat merk je ook. De organisatie elf is op sommige vlakken nog niet zo ver. Heel veel zaken moeten iedere maand toch nog geaccordeerd worden door de manager. De diensten, roosterplanningen, dat soort dingen. […] De manager bepaalt gewoon de salarissen van de medewerkers. Elke maand open ik een programma en zie ik alle diensten en zeg ik akkoord of niet akkoord en zeg ik tegen een medewerker: ''Je hebt een dienst ingevoerd die onterecht is of waarbij te veel geschreven is.''. […] Dat is met de kas hetzelfde verhaal. Ik moet de kas iedere maand goedkeuren.*''* (Location manager, p. 7).

Relating to the meso design principle '**minimal separation of operational and regulatory transformations**, the researcher concludes that the separation between operational and regulatory transformations is influenced by: 1) the obligations for managers set up by the organization, like for example approving a roster, 2) the style of leadership a location managers uses, 3) the self-organization development phase a team is in. About the influence that managers can have on for example the separation of operational and regulatory transformations, the regional managers said the following:

> ''*Tevens zien we dan dat daar verschil in gaat ontstaan. Het verschil is zeker ontstaan omdat managers die ondersteunen en faciliteren verschillend zijn, een verschillende visie hebben, verschillende kijk hebben. Zelf verschil hebben in hoe ze werken. We hebben locatiemanagers die veel meer hiërarchisch georiënteerd zijn, dus dit ook veel meer benaderen vanuit hiërarchische principes. We hebben ook locatiemanagers die daar echt vanuit een andere kant naartoe kijken. Veel meer coachend, faciliterend, ondersteunend, inspirerend in zijn, dus daar krijg je verschil in.*''* (Regional manager, p. 12).

The interviews with a regional manager and a location manager helped the researcher to better understand the macro and meso level of Philadelphia. Based on the information that both managers provided during the interviews, the researcher concludes that both the macro and meso level design principle are mentioned by the managers. Underneath the table below, a short analyses of the two design principles is given.

Macro level design principle Used in practice:	Yes	Partly	No
Minimal functional concentration, creating flows at macro level.	X		
Meso level design principle Used in practice:	Yes	Partly	No
Minimal separation of operational and regulatory transformations		X	

Table 7. Overview macro and meso design principles interview analysis.

Regarding the macro level design principle, the researcher concluded that flows are created at the macro level in which teams operate at the meso level of the organization in different locations. As already mentioned, Philadelphia does have three different clusters in which different types of care are provided to different types of clients. Even within these three clusters, differences between clients will always exists because human beings will always be unique. Therefore, creating flows at the macro level with processes related to a specific type of 'order' will always be less precise for Philadelphia than it is for companies that work with homogeneous products. The selection process used when placing new clients at a location is a method to make sure that at a location, clients are roughly the same. That is why the researcher believes that, based on the managers and home supervisors interviewed for this researcher, the macro level design principle of minimal functional concentration is present within Philadelphia.

The meso level design principle of minimal separation of operational and regulatory transformations is only partly used within the organization. The separation of operational and regulatory transformations is not the same for every team within Philadelphia and reasons for that are mentioned in this paragraph. Since self-organizing teams also conduct regulatory transformations, the principle is used. However, given that location managers still have to approve many things done by home supervisors and that some location managers have a more hierarchical style of leadership than others, the separation of operational and regulatory transformations is not minimized yet. In the next paragraph, the interviews with home supervisors are analysed and the micro level design principles are discussed based on those interviews.

§ 4.3.2 Micro level analyses
For this research, three locations of Philadelphia are visited by the researcher. At each location the researcher interviewed three home supervisors who are members of the same team at the location. In this sub-paragraph, the interview transcripts are analysed and the micro level design principles are discussed for each of the three teams in separate sub-sections. The mentioned micro level design

principles are highlighted in bold, just as in the previous paragraph. The researcher also provided estimations of the development phases of each of the parameters from the self-organizing team development measurement tool. Each analysis of a team ends with an overview of the extend to which design principle are used in practice. After the overview, the researcher concludes with a short analysis based on the overview table and the average development phase of that specific team. This paragraph ends with a short overall conclusion of the use of micro level design principles in practice based on the analyses of the three teams and a short conclusion of the development phase of the three teams.

§ 4.3.2.1 Micro level analysis team 1
The first team that was interviewed by the researcher consists of thirteen home supervisors who provide care and support for thirteen clients, which is relatively large for a self-organizing team given the micro level design principle '**a self-organizing team has between eight and twelve team members**'. At this location, two different roles can be identified: '*gezinsbegeleider*' and a coordinating home supervisor. When asked what role a coordinating home supervisor has, one of the coordinating home supervisor answered:

> ''*Inhoudelijk is die functie gedurende de jaren wel veranderd, omdat ik sinds maart geen diensten meer draai. Voorheen wel. Ik kreeg extra uren om dingen voor mijn cliënten te regelen, proces bewaken en dergelijke. Nu draai ik helemaal geen diensten meer en heb ik meer tijd om alle andere taken ook nog te volbrengen. Naast het coördineren van gezinnen ben ik samen met twee collega's nog bezig om de visie beter uit te werken en uiteindelijk de visie te implementeren in het team. Structureel overleg hebben met alle ketenpartners.*'' (Team 1, member #2, p. 1).

Coordinating home supervisors have, as their name already indicates, a coordinating role within the team. Speaking in terms of differentiation of operational transformations, the coordinating home supervisors conduct more 'preparing' activities, which are used by the '*gezinsbegeleiders*' to do their work. One of the '*gezinsbegeleiders*' said during an interview about her role:

> ''*Ik ben gezinsbegeleider en in het kort komt dat er op neer dat ik gezinnen individueel, maar ook in de samenhang als gezin ondersteun en begeleid in hun algemene leven zeg maar. De gezinssituatie monitoren en daar waar opvoedkundige vragen zijn, dan geven wij daar actief ondersteuning en begeleiding in.*'' (Team 1, member #3, p. 1).

She also mentioned the difference between her role as home supervisor and the role of coordinating home supervisors:

> ''*Nee wij zijn meer uitvoerend, dus de CB'er (coordinating home supervisor) is meer coördinerend. Die zijn op verschillende vlakken actief als het op zorginhoudelijk aankomt schrijven zij de plannen in samenwerking met de gedragsdeskundige en dan wordt dat naar ons*

vertaalt in praktische handvatten. 'Dit is er bij dat gezin nodig, kunnen jullie dat met hun oppakken.' In de zin dat wij daar echt dagelijks ondersteuning bieden.'' (Team 1, member #3, p. 1).

It might seem that within this team, you are either a '*gezinsbegeleider*' (a normal home supervisor) or a coordinating home supervisor. Based on one of the interviews, this distinction is in reality not as black and white as it seems. These 'titles' should be regarded as roles and therefore a team member who is a coordinating home supervisor also works as a '*gezinsbegeleider*' during the hours or days that he or she does not conduct the coordinating tasks. Making and preparing activities are separated over two different roles, so for some team members – those who have both roles - making and preparing activities are less separated than for others who are just home supervisor. Sometimes it might also be the case that coordinating home supervisors ask home supervisors for advice about specific clients. Next to the different roles within the team, the service department within Philadelphia also conducts some supporting and preparing activities. For example the intake of new clients is to a large extent done by the '*Clientenbureau*', which could be regarded as a 'preparation' activity. Other service desks, e.g. the IT service desk, are more supportive to the team. These insight give a first indication that the micro level design principle of '**minimal differentiation of operational transformations**' is partly used in this team, given that also other parts of the organization conduct necessary preparing and supporting activities in order for the team to function well.

All thirteen team members take care of the clients who live at this location. These thirteen team members never work simultaneously at the location. Together, the team members have divided the workload over the whole team. Small groups of home supervisors are coupled to a specific client, which is desirable in order to build a better relationship between clients and home supervisors. The team members work in two different shifts, one from 07.00 a.m. till 03.00 p.m. and the other from 02.30 p.m. till 10.00 p.m.. During a shift, only a part of the thirteen team members is at work. During a shift, the team members who are present are responsible for the work that has to be done. Each of the thirteen clients could need help during a shift. Even though all clients have a 'personal' home supervisor, help and support can be given by all home supervisors. Often the 'personal' home supervisors make appointments with 'their' clients to, for example, have a 'confidential' conversation. One of the home supervisors clarified:

''De ene keer kan ik er wel de hele dag zijn, omdat het dagprogramma het toelaat en de andere dag kan het bijvoorbeeld weer niet omdat het dagprogramma dat aangeeft dat ik bij meerdere cliënten moet zijn. Het kan ook zomaar zijn dat ik er het ene gedeelte wel bij ben en het andere deel niet, omdat het ene deel de client een afspraak heeft met een CB'er of een PB'er (personal home supervisor) omdat zij dingen hebben om door te spreken. Het kan allemaal eigenlijk, maar

het komt eigenlijk nooit voor dat ik of een van mijn collega's een hele dag met één client bezig zou zijn.'' (Team 1, member #3, p. 5).

Overall, the researcher has the impression based on the interviews with the home supervisors of this team that the operational transformations are not divided in smaller sub-transformations. Relating to the micro level design principle of '**minimal specialization of operational transformations**', the researcher concludes that this principle is used in this team. Operational transformations are conducted by the home supervisors who are at work during a particular shift. Together as a team, the home supervisors take care of the clients who live at this location. Although team members are appointed to a limited number of clients as 'their' clients for whom they are 'personal' home supervisor', the home supervisors conduct all the work that has to be done during the shift they are present at the location. If a task is not finished before the end of a shift, the home supervisors can hand it over to home supervisors who work during the next shift either by direct communication between 02.30 p.m. – 03.00u or by a writing a note at 10.00 p.m. for the shift that starts the next day. Each day is different, because each day clients could have another question or need other support. Given the ongoing transformations that have to be done in order to serve the clients, it is not easy to cut operational transformations into smaller sub-transformations.

There are some tasks that are appointed to specific members of the team. These are so called '*aandachtgebieden*' for which a '*aandachtsfunctionaris*' is appointed. These are not primary tasks, but often more supporting activities that are needed in order to work properly. These are not different roles within the team. They should be regarded as secondary tasks according to one of the home supervisors:

> *''Nee, dat vind ik echt neventaken die door iedereen ingevuld zouden kunnen worden. Die zijn allemaal verdeeld. Alle gezinsbegeleiders en coördinerend begeleiders hebben extra taken, aandachtsfunctionarissen noemen we dat binnen Philadelphia. Aandachtsfunctionaris 'facilitair', aandachtsfunctionaris 'kas', aandachtsfunctionaris 'RIS', nou ja noem maar op. Zo hebben we een verdeling gemaakt binnen het team.''* (Team 1, member #2, p. 2).

Although team members are 'specialized' in one or more of the '*aandachtsgebieden*' as '*aandachtsfunctionaris*', this does not necessarily mean that the design principle of minimal specialization of operational transformations is affected. Those 'secondary tasks' are not split up into smaller sub-tasks, instead they remain in the hands of the same team member(s), but the tasks relating to a specific '*aandachtsgebied*' are split from the primary tasks conducted by all home supervisors. In that sense, one might argue that this is some form of specialization of operational transformation. The researcher argues that this is not the case in this situation. Another design principle that relates to the description of '*aandachtsgebieden*' and '*aandachtsfunctionarissen*' is that of '**tasks and roles are clear to all members**'. One of the interviewed members said it might be difficult for new team members to know who is responsible for what, but the team has made a document which is available for all members

in which everyone can find who is responsible for what. Therefore, the researcher believes that clarity about roles and responsibilities among team members is possible.

One of the topics that the researcher discussed with the home supervisors during the interviews was about the regulatory capacity that the team members have. Some of the micro level design principles relate to the concept of regulatory capacity. Based on the interviews held with members of this self-organizing team, the amount of regulatory capacity is limited. The regulatory capacity is limited in a sense that members of this team have partial operational regulatory capacity and in some cases design regulation is also partly in the hands of members in this team. At the operational level, home supervisors can regulate many things by themselves but a location manager often does have to give his or her approval. One of the home supervisors gave the following example during one of the interviews:

''*Ja, soms loop je er wel tegenaan dat je… Dat we echt de locatiemanager nodig hebben. Bijvoorbeeld als een bewoner aangeeft er eigenlijk niet meer te willen blijven wonen en binnen nu en een week weg wilt. […] Daar gaat een heel proces aan vooraf en daarom moeten wij direct de locatiemanager verwittigen dat een bewoner de wens heeft om elders te gaan wonen. […] Daarin zie je ook dat de locatiemanager een belangrijke rol heeft. Ook bij incidenten, bijvoorbeeld op geweldsniveau of medisch niveau of welk niveau dan ook. Daarvan zal de locatiemanager ook altijd ingelicht moeten worden. […] Dat gaat vervolgens eerst naar de locatiemanager en die neemt het vervolgens op. Afhankelijk van mijn wens die ik binnen die melding heb gedaan wordt er wel of geen actie ondernomen.*'' (Team 1, member #3, p. 7).

And another home supervisor said about this:

''*Ja kijk een kas die moet de manager afsluiten, maar die kan hij pas afsluiten als degene die verantwoordelijk is voor de kas die heeft afgesloten. Dan pas kan hij die afsluiten. Klopt er iets niet in de kas, dan gaat hij daar iets over vragen. Ik weet dat het… niet per se zo hoeft te werken, maar dat is wel hoe het hier bij Philadelphia nog werkt dat die vragen door een manager gesteld worden.*'' (Team 1, member # 1, p. 6).

The third interviewed home supervisor was even more direct on this topic:

''*Dat kunnen soms hele stomme dingen zijn, omdat dat zo bedacht is binnen Philadelphia dat eerst de locatiemanager daar fiat over moet geven. Soms kan ik echt denken: 'Ja sorry hoor… Ik kan echt wel min verantwoordelijkheden nemen. Wat kan hier nou mis aan gaan? Waarom moet daar een locatiemanager een plasje over doen?*''' (Team 1, member #2, p. 5)

The regulatory capacity at the operational level seems a bit limited given the role that the location manager still has in approving some aspects of the work that has been done by home supervisors. An example of the regulatory capacity that team members do have is that they have the opportunity to call in help from others or from the service organization in case they encounter a problem. Members of this

self-organizing team can also influence their way of working, since they decide as a team what is needed to help clients and who does what during a shift. Regarding regulation at a strategic level, the influence of the members of this self-organizing team seems rather limited to no influence at all.

> ''*Op microniveau, dus als het bijvoorbeeld over onze afdeling gaat, dan ben ik eerste aanspreekpunt om te zorgen dat iets in gang gezet wordt. Op het moment dat iets overstijgend wordt dat ik het niet kan oplossen, dan kan ik dat tegen de manager zeggen van: 'Goh, hoe gaan we dit oplossen?'. Dan kan hij me de weg wijzen met wie ik contact kan opnemen, 'We gaan het zo doen.'. Als het dan weer daar boven is, dan zijn er weer andere kanalen die je dan kan bewandelen.*'' (Team 1, member #3, p. 7).

The citation above provides an insight in the hierarchy that is present in the organization and gives an example of the limited regulatory capacity of the members in this team. The researcher estimates, based on the information from the interviews, that both design principles '**minimal separation between operational and regulatory transformations**' and '**minimal differentiation of regulatory transformations into aspects**' are partly used at this location. The micro level design principle 'minimal differentiation of regulatory transformations into parts' is used in this team, because members in this team conduct monitoring, assessing and acting activities. These three activities are not split up into different tasks divided over different members. Instead, the team can adjust their way of working depending on wishes from clients and/or from team members. The team members were asked whether they could adjust their way of working if that is wanted by members. One of the members answered the following:

> ''*Ik zou het er dan met elkaar over hebben, omdat ik wel denk dat het sterk is wanneer je als team met de neuzen dezelfde kant op staat. Het hoeft niet allemaal per se op hetzelfde pad. Iedereen heeft zijn eigen persoonlijkheid waarmee je dingen op een bepaalde manier doet. Als we met z'n allen van mening zijn dat je op een bepaalde manier ergens naartoe gaat, dan denk ik dat er wel wat ruimte is om dat te doen. Dat we denk ik wel toestemming moeten vragen, maar we dat wel goed kunnen uitleggen.*'' (Team 1, member #1, p. 10).

The researcher conceived this as an indication of the '**minimalization of differentiation of regulatory transformations into parts**', because the team members monitor their own way of working and adjust their way of working if needed based on what they think might be a better way of working. Again, given the relatively limited amount of regulatory capacity of the team members, the location manager might have to approve the suggestions for the new way of working.

As already mentioned before, the location manager for this location has a relatively active and present role. Asked whether the home supervisors think the location manager is part of their self-organizing team, one of the home supervisors answered:

> *''Nee, nee. Eigenlijk zie ik hem als dat hij moet faciliteren dat wij ons werk kunnen doen. En dat betekent dat wij een opleiding, of meer uren of uit het rooster gehaald worden om die taak te kunnen doen.''* (Team 1, member #2, p.2).

While another member answered:

> *''Ja in principe is de hiërarchie zo dat wij een locatiemanager hebben voor praktische zaken, personele kwesties, de randzaken om het oneerbiedig te zeggen, als het aankomt op 'gebouw', 'facilitaire zaken', dan is hij daar de verantwoordelijke voor. Hij delegeert dat uiteraard binnen het team, 'Jij regelt dat en zus en zo.'.''* (Team 1, member #3, p. 6). *''Ja strikt genomen zijn ze onderdeel van het team.''* (Team 1, member #3, p. 7)

The third interviewed home supervisor said that she did not see the location manager as a member of her team. Based on the answers given by the three home supervisor, the researcher concludes that the manager has certain responsibilities for activities that he or she (partly) delegates to the home supervisors. There is a bit uncertainty about whether all team members regard the location manager as their 'team leader'. Some might see the location manager as a team leader, while others just regard him as someone who has certain responsibilities and must make sure that the home supervisors can do their work properly. The researcher believes that at this location, the location manager can be seen as team leader because in the end he is the one who can have a final say when decisions have to be made and he also guides the team in the development of becoming a self-organizing team. Therefore, the researcher would say that in this case an external team leader is present at this location.

The '**internal and external coordination responsibility of the team**' of the interactions and activities conducted by the team members is to a large extend done by the team members themselves. The internal coordination is partly done by the coordinating home supervisors as part of their role, but also by mutual adjustment among team members during worktime or team meetings. A location manager can be part of the team meetings as 'neutral' party or to guide the conversation:

> *''Nu hebben we ervoor gekozen om ons tijdens de teamdag daar op te richten. Hoe gaan wij het organiseren als team? Hoe zijn de rollen? Is het allemaal duidelijk wat iedereen doet? Hoe communiceren we dat vervolgens met elkaar? We hebben nu aan *** (name of location manager) gevraagd om daar leiding aan te geven. Eigenlijk weten we dat zelf wel te vertellen, maar iemand moet dat wel even leiden dat gesprek.''* (Team 1, member #2, p. 3).

The coordination between team members and external actors is also done by the team members. The home supervisors have the regulatory capacity to contact others in- or outside the organization if they need help for one of the clients or for other problems or questions relating to their work. A location manager could also give advice to home supervisors about who they can call for help or for an answer

to a specific question. To give an example about the role of team members in the external coordination between the team and others:

> ''*Als er bijvoorbeeld iets bij een gezin speelt waar wij ons zorgen over maken en waar wij 'Veilig Thuis' voor moeten inschakelen of zo, dan gaan wij met de CB'er kijken wie we als eerste moeten inschakelen of moeten we misschien direct 'Veilig Thuis' gaan inschakelen om deze casus voor te leggen? Daarin hebben wij wel echt een actieve rol.*'' (Team 1, member #3, p. 13).

The skills and qualities of team members sometimes are not sufficient to conduct all that needs to be done for the clients. Together, the team is able to conduct a lot of tasks that need to be carried out. However, sometimes team members have to call in other expertise that is not present within the team. It might be that clients, at a certain moment, need care that cannot be provided by the team at the location. If that is the case, clients have to be replaced to another location either in- or outside Philadelphia. Behavioural scientists, who are not part of the team, are also consulted by team members for specific question or advice relating to clients. Based on the interviews with the team members, the researcher concludes that team members do have many (complementary) skills and knowledge with which the team can conduct a large part of the tasks. Many '*aandachtsgebieden*' are divided over the team based on members' skills and qualities. However, sometimes others have to be consulted for advice or help in certain situations e.g. a behavioural scientists or IT-staff from the service department. Therefore, the micro level design principle of '**requisite variety in team members' qualities and skills**' is partly used at this location.

To conclude this analysis, the micro level design principle '**minimal critical specification**' is partly used at this location. This is due to rules and regulations imposed by Philadelphia, but some might also be imposed by legislation. Many 'critical' specifications relate to reporting of what home supervisors have done, but also to what needs to be approved by e.g. a location manager. The citation below provides an example of mandatory reporting by home supervisors:

> ''*Op het moment dat wij medicatie geven, dan moeten wij ook echt paragraferen dat wij op die en die datum en dat en dat moment medicatie hebben uitgereikt. Als het aankomt op bijvoorbeeld legionella, dat kan een onderzoek zijn of letterlijk een 'BHV-ding', brand, noem maar op. Dat wordt dan ook bijgehouden in een logboek. In principe worden alle dingen die je doet met betrekking tot veiligheid van gebouw, veiligheid van cliënten en veiligheid van personeel geregistreerd. [...] Dat zijn wij verplicht, dat is het rapporteren in het ECD op het moment dat ik bij een client ben geweest wordt er van mij verwacht dat ik dat actief rapporteer.*'' (Team 1, member #3, p. 11).

The table at the next page provides an overview of the extent to which the micro level design principles are used at this particular location.

Micro level design principles *Used in practice according to team 1:*	Yes	Partly	No
Minimal differentiation of operational transformations.		X	
Minimal specialization of operational transformations.	X		
Minimal separation between operational and regulatory transformations.		X	
Minimal differentiation of regulatory transformations into aspects.		X	
Minimal differentiation of regulatory transformations into parts	X		
A self-organizing teams has between eight and twelve members.		X	
(External) team leader is possible.	X		
Internal and external coordination responsibility of the team.	X		
Minimal critical specification.		X	
Tasks and roles are clear to all team members.	X		
Requisite variety in team members' qualities and skills.		X	

Table 8. Overview micro design principles interview analysis team one.

From the table above, it becomes clear that not all micro level design principles are used in the most optimal way for teams to operate in a self-organizing manner. Based on the analysis of the interview transcripts from this team, the researcher can make an estimation of the self-organizing development phase of this team. The researcher expects the overall development phase to be average, namely somewhere between phase two and three. This can already be made up from the table above, presenting that none of the micro level design principles are not used, some only partly and others are used. Below, the researcher shortly estimates the development phase for each of the parameters in the self-organizing teams development measurement tool.

The researcher estimates the development phase of 'the creation of larger tasks' above the first phase, but believes there is also still development possible. Tasks can be larger for members of this self-organizing team. To give an example, the intake of a new client is done by the location manager and the '*cliëntenbureau*'. Often, home supervisors might be able to have a say in whether a client can live at the location or not. However, the intake procedure could also be in the hands of the home supervisors at least to a great extent. Therefore, the researcher believes that the creation of larger tasks is not finished yet. The development phase of this parameter is estimated to be in the middle, between two or three.

The design principle of minimal separation between operational and regulatory transformations is party used at this location as can be seen in the overview table above. The researcher estimates the development phase of this parameter at phase two. The reason for that is that a lot of regulatory capacity is still in the hands of the location manager. The location manager has to approve lots of things, e.g. financial tasks or roster relating things. On the other hand, home supervisors are able to regulate many practical day-to-day things by themselves. Home supervisors are able to contact others in- or outside the organization if help is needed. Together, the team members are able to conduct most of the tasks at hand

without lack of regulatory capacity. Given the presence of a location manager and the amount of regulatory capacity that the location manager still has compared to the self-organizing team, the researcher estimates the development phase of this parameter at phase two.

Regarding the separation between strategic, design and operational regulation, the interviewed team members gave an impression that they conduct operational regulatory transformations and that in some cases design regulation is also possible. The latter is the case when home supervisors can suggest new ways of working or even adapt new ways of working after consensus among the team members. Although individual home supervisors can take place in commissions are in panel discussions about for example self-organization, advising for strategic regulation is not something that the team as a whole can do. Therefore, the researcher does not believe that this team is already at phase three relating to this parameter. Given the operational regulation and partly design regulation conducted by the team, the development phase of this parameter for the team is most likely phase two.

Although the table at the previous page shows that the design principle of minimal differentiation of regulatory transformations into parts is used at this location, there is still room for improvement. The team monitors its own performance and assesses whether the performance is still sufficient. The location manager does give feedback on individual performance during job evaluations and so do all the team members to each other. The role of the location manager in this case is characteristic for the first phase of the development scale. However, given that the team members also evaluate their work as a team during meetings and do suggestions for improving the way of working, the researcher estimates a phase two score at the development scale with some characteristics that are still present from the first phase.

The extent to which roles and responsibilities are clear to all team members became clear from the interviews. New members might have difficulty with that in the beginning, but that will be the case in any organization. The team has made a document with information about the delegated roles and responsibilities among team members which is accessible to all members. Therefore, the researcher estimates a phase three level of development. The reason why the researcher does not estimate a phase four level is that only three out of the thirteen members have been interviewed. It might be that other team members do have difficulty with remembering or understanding the different roles and responsibilities that are divided among the team members. Although the interviews did not give this impression, there might always be room for improvement. A phase three estimation of the development phase is regarded as a 'safe' estimation for this parameter by the researcher.

As being mentioned in the analysis of the three interviews, the coordinating home supervisors have a specific role in the internal coordination of the team. The location manager might be present during team meetings and can have a role as mediator in some circumstances. The researcher estimates the development phase of the coordination within the team at phase two, given the role of home supervisors and the location manager. The external coordination between the team and others in- or outside the organization is already a step further in development. Team members are able to contact others in- or outside the organization if help is needed. The location manager can be consulted and asked

for advice about who to contact, but team members will in most cases act independently from the location manager in the coordination between the team and others. There are no common goals between the team and other teams within Philadelphia. Interaction between teams is still very limited, despite the ambition of regional managers and others in the organization. Therefore, the development of this parameter is at phase three instead of phase four.

A team leader is present at this location in the form of the location manager. The location manager is supportive to the team and has some responsibilities. That is why the location manager still has to approve some activities conducted by the home supervisors. The team leader has some responsibilities, but in most cases also has a supportive role rather than a 'guiding' role. Therefore, the researcher would argue that this parameter has a development score between phase two and three.

Minimal critical specification is the parameter that scores lowest in the development measurement tool. Although there are not many critical specification set by the organization for the work of home supervisors, those specifications that are set are not set after consultation with the team. Instead, those specifications are either set by leaders in the organization or external (governmental) institutions or by law. Phase one of the development measurement tool represents the current situation at this location best.

The final parameter of the development tool, diversification of skills and qualities, is still under development. Team members do have different skills and qualities, but are not able to conduct all the work that is needed. Therefore, the team sometimes has to bring in external expertise. A behavioural scientists can help clients with specific questions or can help coordinating home supervisors write individual support plans for clients. The researcher estimates a phase two score for this final parameter, since the skills and qualities of members of the team are not diverse enough yet to answer all problems or questions that the team encounters.

Based on the analysis and development phases of the parameters discussed in this sub-paragraph about team 1, the average development phase of this team regarding self-organization is between phase two and three. The role of the location manager as leader of the team has regulatory capacity that should be in the hands of the self-organizing team in order for the team members to operate more independently in their work. The researcher got the impression that some procedures and protocols in the organization have not been adjusted to the concept of self-organization yet. Based on this single location, it is hard to tell whether this is impression is generalizable to other locations. Location managers can have an influence on the development phase of the team by the style of leadership that is used.

§ 4.3.2.2 Micro level analysis team 2

The second team that is interviewed for this thesis research consists of three members, who were interviewed simultaneously during a group interview. The five clients who live at the location are aged between thirty and sixty four. All clients have intellectual disabilities and some are autistic and/or addicted to alcohol or drugs. Clients can stay at this location as long as they do not need nursing. One

of the oldest clients who lives at this location is suffering from the first stages of dementia. He probably can no longer stay at this location, because the location is not suited for the care that elderly people might need. Compared to the previous analysed team, this team is very small with only three members working at this location. Given the micro level design principle '**a self-organizing team has between eight and twelve members**', this principle is definitely not used at this location.

One of the three team members is coordinating home supervisor at this location. The other two are home supervisors. Every day, one home supervisor is present at the location between 04.00 p.m. and 09.30 p.m.. During the weekend, a home supervisor is present between 03.30 p.m. and 09.00 p.m.. So at this location, the team is only one shift a day present at the location. That is possible, because the clients at this location can live relatively independent and the home supervisors are only their to guide and support clients in their daily life. Since only one team member is present during a shift, all the work that needs to be done during a shift is conducted by the home supervisor who is present during that shift as much as possible. Tasks are not split up into smaller sub-task, also because it cannot be handed over to others in the team. Based on the information provided by the team during the interview, the researcher estimates that the principle of '**minimal specialization of operational transformations**' is used at this location.

The home supervisors conduct most of the making activities that are needed at this location. Also some preparing activities are dealt with by the team, e.g. making the roster, which is one of the '*aandachtsgebieden*'. Philadelphia's large service organization does some supporting activities that are used by the home supervisors. These service desks can be consulted if help is needed, for example regarding the location or ICT related problems:

> ''*Daar hebben we een kaartje voor, daar staan alle servicedesks op die je kunt bellen en dan kan je bellen of mailen. Huisvesting, dan bel je huisvesting. ICT, dan bel ik ICT. Behalve als het te lang duurt, dan ga ik de locatiemanager erachter zetten.*'' (Team 2, member # 2, p. 16).

The '*cliëntenbureau*' of Philadelphia has a preparing task, since this part of the organization is responsible for the placement of new clients in one of Philadelphia's locations. At this location the '*cliëntenbureau*' contacts directly to one of the home supervisors, instead of to the location manager. This is different compared to the previously analysed team. Nevertheless, the '*cliëntenbureau*' still conducts a preparing activity. Given the preparing, making and/or supporting activities of some service departments, the '*clientenbureau*', the location manager and the home supervisor, the researcher estimates the design principle of '**minimal differentiation of operational transformations**' to be partly used at this location. Partly, because the team itself conducts preparing, making and supporting activities as well, but just not all of them.

At this location, the role of the coordinating home supervisor is a bit different compared to the role of the coordinating home supervisor at the previously discussed location. At this location, the

coordinating home supervisor is responsible for the information that is added to the ECD (*Elektronisch Cliënten Dossier*). The coordinating home supervisors from this team said:

> ''*Ik zie het zelf echt meer, net zoals zij al zei, als dat zij de kas heeft en zij de lijstjes, dat ik het ECD doe. Ik zie mezelf niet meer achter de laptop zitten omdat ik CB'er ben.* [...] *Wij zijn alle drie begeleiders. Alleen ik verwerk het.*'' (Team 2, member #3, p. 8).

All three members have different '*aandachtsgebieden*', just as the first team divided the '*aandachtsgebieden*' over the team. The '*aandachtsgebieden*' are divided over the team members based on someone's qualities and preferences. As one of the team members puts it:

> ''*We hebben gewoon gekeken naar wie welke kwaliteiten heeft en wat iemand wil en kan, wat je leuk vindt. Ik ben meer van de financiën en het puzzelen van diensten, cijfertjes. De ander is weer meer van de lijstjes bijvoorbeeld.*'' (Team 2, member #1, p. 2).

The disadvantage of the limited number of team members is that the same amount of '*aandachtsgebieden*' is divided over a smaller number of team members compared to a larger team. One of the home supervisors said it is sometimes difficult to remember who is responsible for what at the location. She explained how her team tackled this problem:

> ''*Ja ik weet ze ook niet allemaal uit mijn hoofd, maar we hebben gewoon zo'n lijstje opgehangen. We zijn ook wel echt van het oplossen als dingen niet lopen. Dan maken we het bijvoorbeeld visueel en hangen we het op. Ik weet het echt niet uit mijn hoofd. Dat is ook wel het nadeel van een klein team. Al die aandachtsfunctionaris functies moeten wij over drie verdelen. Ik zie het nou bij andere teams waar je met twaalf bent, dan hebben ze allemaal één aandachtsgebied. Wij hebben er ieder vijf. Dat onthoud ik van haar echt niet, maar dat kan je gewoon opschrijven.*'' (Team 2, member # 2, p. 7).

Although it is sometimes hard to remember how responsibilities are distributed over the team, the team members can easily access a document in which all tasks and roles are described. Therefore, the researcher estimates that '**tasks and roles are clear to all team members**' at this location.

The '*aandachtsgebieden*' at this location are divided over the team members based on preferences and qualities of the members. Given that, the team members do have different qualities that are used at the location. The team members acknowledge that they do not have all knowledge and skills that is needed to conduct all the work that needs to be done. An example of knowledge and skills that is brought in at the location is that of the behavioural scientist.

> ''*We hebben ook een gedragsdeskundige, die heb je nodig. Wij weten ook niet alles. Vrijwilligers van buiten, we doen niet alles zelf met de bewoners. We gaan ook vrijwilligers zoeken.*'' (Team 2, member #2, p. 4).

To a large extent, the team is able to conduct most of the work that needs to be done. However, given the structural consultation of an external behaviour scientists, the researcher estimates that the micro level design principle of '**requisite variety in team members' qualities and skills**' is only partly used at this location.

The team does not only rely on the help of a behavioural scientists, the location manager and service department of Philadelphia also play a role in some activities conducted by the team members. Although all the '*aandachtsgebieden*' are delegated over the team, the location manager has to approve some of the tasks conducted by the home supervisors. The location manager is often involved with financial activities.

> ''*In principe zijn ze (aandachtsgebieden) verdeeld over ons. Soms moet *** (locatiemanager) dan wel nog akkoord geven, autoriseren. Dat soort taken doet de manager dan, dat kunnen wij nog niet. Financiële overzichten die de manager wel nog heeft en wij ook nog niet hebben. Misschien dat dat nog kan veranderen in de toekomst. Dat is eigenlijk wel het minimale.*''* (Team 2, member # 1, p. 4).

According to one of the interviewed home supervisors, the location manager is supportive to the team members. Others added:

> ''*Consulteren en budgetteren, zo zie ik haar (locatiemanager). Als wij er niet meer uitkomen…*'' (Team 2, member #3, p. 6). ''*Dat zegt ze (locatiemanager) net ook: 'Hier loopt het allemaal. Jullie pakken alles op. Als je me nodig hebt, dan weet je me te vinden, maar dan is het echt wanneer wij niet meer verder kunnen.*'' (Team 2, member #2, p. 6).

Although the location manager is needed to approve some things that are done by home supervisors, it is unclear whether the location manager is seen as a 'team leader'. The team depends to some extent on the location manager, but that does not mean that the location manager should be regarded as a team leader. The three interviewed home supervisors did not give the impression that they had a leader in their team. Even the role of the coordinating home supervisor is less 'coordinating' in this team compared to the coordinating home supervisor in the first team. Therefore, it does not seem that this particular self-organizing team has a 'team leader'. It cannot be ignored that the location manager is still there and supportive to the team. Others could regard the location manager as some sort of 'team leader' for this team. The researcher estimates the principle of '**(external) team leader is possible**' to be partly present at this location. The citations at the previous page also indicate something about the principle of 'minimal separation between operational and regulatory transformations'. Given that the location manager sometimes has to approve things done by home supervisors or authorise access to information needed by the team members, it seems that the location manager has some regulatory capacity on which

the team relies. Therefore, the researcher estimates that the micro level design principle of '**minimal separation between operational and regulatory transformations**' is partly used at this location.

The role of the location manager at this particular location is relatively limited. The location manager is, as being said by one of the home supervisors, supportive to the team. The internal coordination of the team is mostly done by the team members. For example, in case of illness of one of the three home supervisors, the team members contact each other to solve a gap in the roster:

> ''*Het is niet dat ik de locatiemanager bel als ik ziek ben met de vraag of zij mensen kan bellen of die kunnen werken.*'' (Team 2, member #3, p. 14). ''*Dat gaat over de app. Gewoon vragen wie er morgen kan werken.*'' (Team 2, member #2, p. 14). ''*Wat moet de locatiemanager doen? Die kan hooguit jouw stappen verder uitzetten. Dat kan je zelf toch ook? We hebben afgesproken dat wanneer je heel ziek bent, je gewoon in de app zet: 'Ik ben ziek.'. De rest van het team regelt het dan wel.*'' (Team 2, member # 3, p. 14).

All three team members take their responsibility in the team. They are well aware that all the work has to be done by them. If you do not do your work properly, it will always the same colleagues who suffer from that. Given that there is only one home supervisor present each day, there is no overlap between shifts. Therefore, the three team members only see each other during team meetings. Everyone knows what has to be done, so daily activities do not have to be coordinated. The team members write down all the information the next home supervisor needs to know or might need during his or her shift. Things that have to be coordinated are discussed during team meetings. The home supervisors said the following about this during the interview:

> ''*Ja dat denk ik wel, want als er een taak ligt... Als je in een groot team kijkt waar dingen moeten gebeuren en eigenlijk iemand pakt het op omdat er niks concreets ligt... Als er hier staat dat er iets moet gebeuren, dan pakt de volgende dat op. Als jij het niet doet dan... We zijn maar met z'n drieën, dus anders zou het bijna altijd op dezelfde neerkomen.*'' (Team 2, member # 1, p. 6). ''*Als mijn dienst afgelopen is zie ik verder niemand. In de overdracht, in het rapporteren zit nooit overlap. Ook als e-mails binnenkomen kan je nooit zeggen: 'Pak jij dat even op?'. Dat doen we eigenlijk geen van allen. Ik ga er ook niet van uit dat als er een e-mail binnenkomt dat anderen dat wel oppakken.*'' (Team 2, member #2, p. 6). ''*Als er een tussen zit die vaak denkt: 'Oh dat doet die wel, ..', dan gaat het al fout. We hebben alle drie zoiets dat we onze verantwoording daarvoor nemen.*'' (Team 2, member #3, p. 6).

Based on the interview with the home supervisors of this team, the researcher got a perfect impression of the collaboration and internal coordination of the team. The external coordination between the team and others in- or outside the organization is also going well. One of the home supervisors gave the

example that the roof gutter was leaking water. She than tried to solve it by contacting others both in- and outside the organization to get if fixed:

> ''*Wij hebben hier nu een dakgoot die helemaal rot is. Daardoor heeft een bewoner van ons lekkage. We gaan hier ook eind volgend jaar uit, dus mijn eerste vraag was… Ik heb het ook laten oplappen, maar toen kwam er na twee dagen weer een lekkage. Toen zei de monteur dat het echt vervangen moest worden. Toen ben ik gaan vragen of dat nu voor ons is of is het voor de projectontwikkelaar die het pand gekocht heeft. Dan zegt de locatiemanager: 'Ga maar onderzoeken bij de servicedesk 'Huisvesting'. Daar heb ik mijn vraag uitgezet en als daar een antwoord uitkomt kan ik eventueel weer richting haar en als wij moeten betalen, dan tikt *** (locatiemanager) het af.*'' (Team 2, member #2, p. 5).

The citation above gives insight into the external coordination between the team and others. The home supervisor has the regulatory capacity to contact others in- or outside the organization if help is needed. The location manager can be consulted with questions and asked for help, but overall the home supervisors coordinate the relationship between the team and others. Again, the citation also depicts the role of the location manager when it comes to financial activities: '' […] *en als wij moeten betalen, dan tikt *** (locatiemanager) het af.*'' (Team 2, member #2, pp. 5). Based on the information about the internal and external coordination of the team, the researcher estimates that the principle of '**internal and external coordination responsibility of the team**' by the team is used at this location.

The example of the roof gutter that was broken and needed to be fixed also gave an impression of the regulatory capacity of the home supervisors. According to the information provided by the home supervisors during the interview, the team not only has operational regulatory capacity but also partly design and strategic regulatory capacity. Each year, the team makes their own plan for the coming year in which they write down what they want to achieve for the clients and how they will develop themselves. In this plan, the vision for the coming year(s) is being described. During the interviews the home supervisors said the following about this:

> ''*We maken ons eigen jaarplan, dat wordt ook verwacht. […] Ja, wat willen wij bereiken met onze locatie voor onze bewoners? Wat willen wij aan scholing en ontwikkeling doen? […] Wij kunnen een andere visie hebben dan een andere locatie. Er is een visie gekozen waar volgens wij werken, maar die ze bijvoorbeeld niet in Oss gebruiken. Dat kan allemaal.*'' (Team 2, member # 2, p. 15).

And:

> ''*Hetzelfde geldt voor de richtlijnen. In andere woningen is het inderdaad dat de CB'er de richtlijnen uitzet en de begeleiders voeren de richtlijnen uit. Wij doen dat niet, wij zetten allemaal de richtlijnen uit.*'' (Team 2, member #3, p. 9).

65

Within a short period of time, a new location will be opened for new clients. The interviewed team is involved in the creation of this new location and even has a say in what type of new clients can live there.

> ''*Ja wij gaan binnenkort hopelijk naar een nieuwe groep en daar wordt er gekeken welke cliënten en doelgroep er komt in een nieuwe locatie. Hoeveel mensen komen erbij, wat wil je erbij hebben? Daar worden wij in meegenomen.*'' (Team 2, member #1, p. 15).

Although the design and strategic regulatory capacity of the team member is limited and smaller than the operational regulatory capacity, the researcher estimates that the micro level design principle of '**minimal differentiation of regulatory transformations into aspects**' is partly used at this location.

The conducts all three parts of a regulatory transformation. Monitoring, assessing and acting is something that all three members do. Since the home supervisors only see each other during team meetings, these meetings are often used to assess certain choices or ways of working and discuss possible solutions if needed. The following was said about this during the interview:

> ''*Tijdens teamvergaderingen, bijvoorbeeld in de rondvraag kan je aangeven dat je iets bij iemand hebt gezien. […] Nee, maar gewoon uit de rapportage. Dat iemand een keuze heeft gemaakt en je misschien twijfels hebt over of dat de juiste keuze was. Of je hebt het er met die persoon even over via de telefoon en als het kan wachten dan wacht je daarmee tot een teamvergadering en zeg je: 'Dit en dit is gebeurd en waarom?'.*'' (Team 2, member #1, p. 10).

And:

> ''*We hebben intervisies gedurende het jaar en we hebben echt veel cursussen die worden aangeboden en waarbij je bij elkaar kunt komen.*'' (Team 2, member #3, p. 11).

Despite the fact that the team members do not work simultaneously at this location, the members are able to monitor each other's work and choices via the reporting system. Choices and behaviour can be discussed as a team during team meetings and intervisions. Based on input from clients or colleagues, the team can decide to adjust ways of working or certain behaviour as a home supervisor. The role of the location manager is relatively small and is only limited to a yearly conversation about one's job and performance, but the input for that conversation for the location manager comes from the two other colleagues. Given the relatively small role of the location manager and the monitoring, assessing and acting activities conducted by the team members regarding the work they do, the researcher estimates that the principle of '**minimal differentiation of regulatory transformations into parts**' is used as this location.

Finally, the last micro level design principle 'minimal critical specification' is partly used at this location. Although the interviewed home supervisors said that they work 'regelarm' and only do

something if it is obligated by law, Philadelphia does have some rules that affect the way of working of the home supervisors.

> *''Nou over het algemeen zijn wij regelarm. Daar is Philadelphia ook mee gestart. Wanneer iets niet verplicht is door wetgeving, dan doen we het ook niet. Dus in die zin zijn wij behoorlijk regelarm. We hebben geen verplichte etenstijden. Dat allemaal niet. Legionella, dat is wettelijk verplicht. Dat controleren we dan wel, wettelijke dingen die gecontroleerd moeten worden.''* (Team 2, member # 1, p. 12).

But another team members gave an example of something that Philadelphia urges the teams to do, while the team disagrees with it.

> *''Soms schuurt het. Ik merkte ... Ik hoorde toen we terugkwamen van de audit, dat ze een opmerking maakte dat wij geen protocolboek hebben. Protocollen staan allemaal gewoon op intranet. Ja, maar daar waren ze het eigenlijk niet mee eens, terwijl een protocol wat je in een map stopt is na een aantal dagen eigenlijk al niet meer actueel wordt gezegd. Dat is dan gewoon een grote onzin en daar schuurt het dan, want dan denk ik dat ik het binnen no-time heb opgezocht op intranet.''* (Team 2, member #2, p. 12). *''Ja en dan zouden we een kruisje achter ons naam hebben omdat we geen protocolboek hebben.''* (Team 2, member # 3, p. 12).

Also the fact that the location manager has to approve most of the financial activities conducted by the team members, is also something that Philadelphia has set as 'rules'. Therefore, the researcher estimates that the micro level design principle of minimal critical specification is not used to a large extent. However, given that Philadelphia is working '*regelarm*' and strives to remove all unnecessary rules, the design principle is taken into account. That is way this micro level design principle of '**minimal critical specification**' is indicated as 'partly used' at this location.

    The table below provides an overview of the extent to which the micro level design principles are used at this particular location. Below the table, the development phase of each of the parameters of the self-organizing team development measurement tool is discussed based on the analyses of the team at this particular location.

Micro level design principles *Used in practice according to team 2:*	Yes	Partly	No
Minimal differentiation of operational transformations.		X	
Minimal specialization of operational transformations.	X		
Minimal separation between operational and regulatory transformations.		X	
Minimal differentiation of regulatory transformations into aspects.		X	
Minimal differentiation of regulatory transformations into parts	X		

A self-organizing teams has between eight and twelve members.			X
(External) team leader is possible.		X	
Internal and external coordination responsibility of the team.	X		
Minimal critical specification.		X	
Tasks and roles are clear to all team members.	X		
Requisite variety in team members' qualities and skills.		X	

Table 9. Overview micro design principles interview analysis team two.

The first parameter of the self-organizing team development measurement tool is 'creation of larger tasks'. In the first phase of this parameter, larger tasks are being created. The home supervisors working at this location conduct most day-to-day tasks that are at hand individually. These larger tasks can be both operational and regulatory tasks. Given the fact that a lot of tasks are in the hands of the team, the researcher estimates this parameter to be at phase three while there are still tasks that are currently not done by the team members whilst they could be.

The second parameter, separation between operational and regulatory transformations, is in a similar development phase. Although the team can regulate a lot of things, the location manager still has some regulatory capacity that the home supervisors do not have and on which they are relying. Therefore, this parameter probably also scores a phase three development.

In the analysis of the micro level design principles used at this location, the researcher already mentioned that the principle 'separation between operational and regulatory transformations' is partly used. This team scores higher on this parameter than the previous team, because the team at this location does more design regulation and can give advice for some relevant strategic decisions that are being made. Based on the interview with the three home supervisors, the researcher estimates that this parameter has a phase three value for this particular team.

The next parameter, 'monitoring, assessing and acting on performance' is currently also in development. The team analyses their own performance during team meetings or during intervision exercises for example. The team is not yet responsible for the performance, since the location manager is still present. Therefore, phase three might still not be reached regarding this parameter. The researcher estimates the parameter to be at a phase two level.

Just as the first team did, this team also made a document in which the different roles and responsibilities are written down. It can be used by every team member to check who is responsible for what. Although it might be hard to remember all different responsibilities that are divided over the team, the team members are able to understand and know about the roles and responsibilities in the team. Therefore, the researcher estimates that this parameter is beyond phase two. If phase four would mean that all team members can also remember every tasks that is distributed among the team members, than this team has not reached phase four yet. In that case, the researcher would argue that this parameter has a phase three value.

The coordination within this team is mostly done by the team itself. Given the relatively small team size, the team members are able to contact each other easily via telephone or during meetings. Up till this point, the team has been able to solve 'minor' problems by themselves, for example if someone is ill and his or her shift needs to be taken over. The researcher does not have information about the ability of the team to solve bigger problems within the team. However, the interviewed team members gave the impression that they can based on how the interacted with each other. This parameter could score a phase three value. Phase four is not reached yet, since a team leader (location manager) is still present.

The coordination between the team and others in- or outside the organization also scores a phase three value. In this third phase, the team should be able to ask others in the organization for help if that is needed. Based on the interview, this is the case. The home supervisors contact others both in- and outside the organization, for example a behavioural scientists or a company to fix the roof gutter. This parameter does not score a phase four value, because the team does not work together with other teams in the organization. The team is still rather focused on their own location.

The parameter 'presence of team leader' is estimated to be in phase three of the development scale, since the location manager is only supportive to the team and most tasks and responsibilities are carried by the home supervisors. The location manager does have some regulatory capacity that the team has not, but overall the role of the location manager is supportive. Phase four has not been reached and probably will not be reached in short time, because Philadelphia does not have the intention to remove all location managers.

Regarding the parameter of minimal critical specification, it is a bit hard to estimate the development phase. This team does decide many things by themselves about how the clients are helped each day. The team makes their own plan each year about what they want to achieve for the clients and how they would like to develop themselves. But on the other hand, there are still some limits within which the team members can operate. Some things that are being done by the home supervisors have to be approved by the location manager first. The team members are also forced to do some activities in order to comply to certain laws. This team has some characteristics of a phase three development for this parameter, but there are also some specifications set by Philadelphia on which the team has no influence. The latter is characteristic for the first phase of the development of this parameter. The researcher argues that this parameter has a first phase development value with some characteristics that are further developed than is actual needed in this phase.

Finally, the parameter 'diversification of skills and qualities' is smaller in this team than it is in larger teams because of the limited number of team members. However, the three team members are able to do most of the work that is needed and each year the team members develop themselves by doing all sorts of training and exercises. Therefore, the researcher estimates this parameter to score a phase two and higher value.

Based on the analysis of the interview and the self-organizing team development parameters, this team scores most parameters in phase two and three. The presence of the location manager and the lack of some regulatory capacity for the team members make that this development score is still average. If the team has to become even more self-organizing, they should be granted more regulatory capacity to conduct all activities independent from the location manager. Some internal rules might have to be adjusted to reach that and to enable the team to act more independently. It might also be the case that the location manager just has to delegate more responsibilities to the team and by doing so increasing the ability for the team to become more self-organized. In the next paragraph, the interviews with members of the third and final team are analysed and discussed.

§ 4.3.2.3 Micro level analysis team 3

Three out of five home supervisors from the third team were interviewed for this research. At this location five home supervisor work and two of them are coordinating home supervisors. Together they take care of eight clients, most of them older than forty years old. Next to the five home supervisors, two domestic staff members work at this location. The domestic staff members clean the house and the apartments of the clients. They also take care of the clients in the sense that they sometimes drink a cup of thee or coffee with the clients when they come home. The team size is smaller than the micro level design principle '**a self-organizing team has between eight and twelve members**' suggests. Five members is a lot smaller than eight, therefore the researcher decided that this principle is not used at the location. Given the relative limited number of eight clients that live at this location, a larger team is not necessary. By qualifying the principle as 'not used', the researcher does not implicate that it is wrong that this team only has five members. The researcher just compares the design principles with the current situation at this location.

The home supervisors do not work simultaneously at the location. Only one home supervisor is present during a shift. The home supervisor who is present conducts all necessary tasks that are at hand. The activities at the agenda for a particular day, plus all the email in the mailbox is most of what is being done by the home supervisor. These two, the agenda and the mailbox, decide to a large extent which tasks are conducted during a shift. Every home supervisor tries to conduct all tasks that he or she can do during the shift. One of the home supervisors explained:

> ''*We hebben ook twee mailboxen. Een mailbox waar alle e-mails in komen en waar iemand die werkt alles in verwerkt. Wat daar instaat regel je dan. Simpel voorbeeld: ouders sturen een email wanneer een client naar huis gaat. Dan moeten er taxi's geregeld worden. Je bent probleemeigenaar zodra je in dienst komt. De taken die er op dat moment zijn voer je uit. De agenda en wat er in de mail staat is wat jij uitvoert. Als je het niet weet of niet kan, dan noteer je dat en is het voor de volgende. Dat wil je eigenlijk niet, want dan belast je de volgende weer.*''
> (Team 3, member #1, p. 8).

Based on what is being said during the interviews and how tasks are being conducted by the team members, the researcher estimates that the design principle of '**minimal specialization of operational transformations**' is used at this location. Home supervisors conduct, to their best ability, all tasks that are at hand. Tasks are not split up into smaller sub-tasks, since the one at work is 'problem owner' for a specific problem at hand. There are no other home supervisors at work to which some tasks can be delegated.

Coordinating home supervisors have contact with the parents of the clients. They are also responsible for the information in the CURA system. Together with clients, the coordinating home supervisors make arrangements about the care and support they would like to receive. The coordinating home supervisors receive input from the other team members about clients, which they can use during conversations with parents, clients or behavioural scientists. The coordinating home supervisors should not be seen as team leaders according to one of the interviewed home supervisors. Besides the responsibilities of coordinating home supervisors that are mentioned, all others tasks are conducted by all team members. One of the coordinating home supervisors said the following about it:

> ''*Nee, alles wat locatie gebonden is, dus locatie gebonden zaken: rooster, financiën, dat is geen taak van een coördinerend begeleider. Coördinerend begeleider is eindverantwoordelijk voor het zorgproces. Het zorgproces houdt in dat ik namens mijn cliënten het ondersteuningsplan op orde houd, bewaak, contacten houden met netwerken en met ouders. De input komt wel van mijn collega's. Iemand moet alles wat er gebeurt verzamelen. In dit geval is dat hier de coördinerend begeleider. Wij hebben nooit de coördinerend begeleider verantwoordelijk gemaakt voor team gebonden zaken. Alleen voor ondersteuningsplanafspraken.*'' (Team 3, member #2, p. 3).

Some 'preparing' activities, such as making a '*ondersteuningsplan*' are distributed to the coordinating home supervisors. Also the '*cliëntenbureau*' is involved in the process of placing new clients at the location. Next to that, the service department conducts some supporting activities when support is needed by the home supervisors during their work. Home supervisors themselves also conduct supporting activities next to most of the 'making activities'. Each team member has one or more '*aandachtsgebieden*' for which someone is responsible, such as making the roster. This indicates that not all preparing, making and supporting activities are conducted by the team. Some preparing and supporting activities are conducted by others inside the organization who are more specialized in some particular supporting or preparing activities. Therefore, the researcher estimates the principle of '**minimal differentiation of operational transformations**' to be partly used at the location.

To conduct most of the tasks, the team members need some form of regulatory capacity. Although the members do have some regulatory capacity, some useful regulatory capacity is only in the hands of the location manager. One of the examples provided by the interviewed team members is about the

approval that is needed from the location manager for some activities done by the home supervisors and approval of the roster they made:

> ''*Onze locatiemanager hier nu is eerder van het dashboard. Die accordeert ASIST (rooster). Daar kunnen we met vragen terecht als we het echt niet weten.*'' (Team 3, member #2, p. 5) ''*Bepaalde dingen moeten we aanvragen of het mag. Sommige dingen moeten we echt vragen of het geld er voor is en wie weet hoeven we dat in de toekomst ook niet. […] Als ik iets speciaals wil, dan kan ik dat zeker aanvragen. Dat vraag ik dan aan de locatiemanager en die kijkt dat na of er nog voldoende geld is om die training te doen.*'' (Team 3, member #1, p. 11).

This implies that there is some separation between operational and regulatory transformation in the sense that some regulatory transformations are conducted by the location manager on which the team members depend. Therefore, the researcher estimates that the principle of '**minimal separation between operational and regulatory transformations**' is partly used at this location.

The team at this location conducts both operational and design regulating transformations. Coordinating home supervisors make, together with the input from other home supervisors, plans in which they describe how each client can be treated and support best based on the client's wishes.

> ''*Want de uren van de begeleiding zijn er niet, maar we kunnen wel voorwaarden stellen zodat hij zich veilig genoeg voelt om alleen hier te zijn en dat het toch verantwoord is. Ondanks dat we er niet zijn heeft onze begeleiding echt wel vorm gekregen. Dat hebben wij in een begeleidingsplan allemaal geschreven.*'' (Team 3, member #2, p. 1).

The team can also work together with one other team in the area. For example at night, one team takes also care of the clients who live at the other location in the area if needed. At the design level, the team is able to coordinate teamwork with another team.

> ''*Ze zijn meer onderdeel van het team van *** (andere locatie), maar eigenlijk zijn ze ook onderdeel van ons team. Omdat wij veel doen met *** (andere locatie) is het eigenlijk één team geworden. We hebben ook het Domotica-systeem 's nachts, dat is een inbelsysteem, want sinds enkele jaren is er op *** (andere locatie) geen slaapdienst meer.*'' (Team 3, member # 1, p. 2).

The team does not have strategic regulatory capacity, but the team members do believe they can advise the organization for some of the issue and questions that are raised at the strategic level.

> ''*Ik denk wel dat we door Philadelphia vaak worden uitgenodigd om over deze lagen te praten. Bijvoorbeeld bij de bijeenkomsten over zelforganisatie. Daar kan je jezelf voor inschrijven en aansluiten. Ik ben daar geweest samen met *** en het verontrustende vonden wij date r zo weinig mensen waren.*'' (Team 3, member # 2, p. 8).

The researcher estimates that, given the limited amount of design and strategic regulatory capacity, the design principle of '**minimal differentiation of regulatory transformations into aspects**' in only partly used at this location.

At the operational level, the team members conduct all three parts of regulatory transformations. The members monitor each other's decisions or behaviour via reports that are written each shift by the home supervisor who is at work. The location manager does also monitor some behaviour and statistics that are relevant for the location. During team meetings, the members can discusses issues, questions and behaviour with each other.

> ''*Ja wij geven elkaar sowieso feedback met de 360 graden feedbackformulieren op het moment dat je een functioneringsgesprek hebt. Dan vullen wij voor elkaar dat in. Tijdens teamvergaderingen visies delen en als je echt tegen iets aanloopt, dan moet je zelf de confrontatie aangaan. Dat is niet altijd makkelijk.*'' (Team 3, member #3, p. 8).

As a team, the members can decide to change plans relating to the care that is provided for clients. Changes can be based on renewed wishes from the client or based on observed behaviour by the home supervisor for example. Together with the input of the home supervisors, the coordinating home supervisors can rewrite certain plans that will be used by all team members afterwards. Based on the monitoring, assessing and acting activities of the home supervisors at this location, the researcher estimates that the design principle of '**minimal differentiation of regulatory transformations into parts**' is used.

At this location, the location manager is the team leader of the team. The location manager is external to the team, in the sense that the location manager is not present every day. The location manager is supportive to the team, can give advice and monitors many different aspects of the location. One of the interviewed home supervisors said about the location manager during the interview:

> ''*Ik denk dat wij nooit de kern uit het oog verliezen waar het echt over gaat. Degene die daar een beetje buiten staat en het overzicht houdt, dat die wel zou zeggen: 'Waar gaat het hier over?'. 'Dit kan gewoon niet of..'. Dat is nu de rol van de manager. 'Dit kan zo niet, we gaan andere stappen ondernemen.' Of die tegen mij zegt: 'Beste ***, je moet een nieuwe zorgindicatie aanvragen. Dit kan zo niet.*''. (Team 3, member #2, p. 12).

The role of the location manager is appreciated by some of the home supervisors. They said during the interview that it is nice to have someone who can always have an external overview and who can make decisions for the team.

>''*Ja, want anders heb ik met mijn eigen sterke persoonlijkheid en met haar sterke persoonlijkheid kunnen wij allebei een andere visie gaan krijgen, maar wie is eindverantwoordelijk dan? Krijg je dan nog dingen voor elkaar? Naar mijn idee toch met een locatiemanager, die moet er dan voor zorgen dat er een knoop wordt doorgehakt. 'Zo gaan we het doen. 'Ik voel mezelf in het team… Heb ik niet de taak naar mijn idee om te zeggen: 'Zo gaan we het doen.'.*''* (Team 3, member #3, p. 7).

Given the role of the location manager at this location and the appreciation for that role by the home supervisors, the researcher would describe the location manager as an external team leader to the team. Therefore, the researcher estimates that the principle of '**(external) team leader is possible**' is used at this location.

The citation above also gives an impression of the internal coordination in the team. One of the home supervisors assumes that in some cases they need the location manager to make certain decisions, because it can be hard to make a decision as a team.

>''*We zitten met best wel sterke persoonlijkheden en jij krijgt vanuit jouw taak een ander niet overtuigd, terwijl jij denkt dat het zo is, dan gaat dat botsen en dat vind ik dan wel een taak van een locatiemanager dat die: 'Oké jongens, hoe komen we daar samen uit?'. Ik vind dat wij dat samen nog niet helemaal kunnen.*''* (Team 3, member # 3, p. 7).

During team meetings, the team is able to discuss lots of topics with each other. As being described, the team members have their own '*aandachtsgebied*' for which they are responsible. Day-to-day work is coordinated by the emails in the mailbox and a daily schedule and agenda. Unfinished work is reported so the next home supervisors can continue with in during his or her shift.

>''*We doen heel veel in het teamoverleg. Tweeënhalf uur halen we meestal ook niet. In drie uur halen we het ook niet. Anders bel je, net toen jij kwam hing ik op met ***. Om te vragen waar je iets moet vinden of hoe je iets doet bijvoorbeeld. We hebben nu bijvoorbeeld een nieuwe begeleidster in dienst en die weet nog heel veel niet. […] In die zin is het fijn dat je kan zeggen: 'Zeg maar wat je nodig hebt om goed ingewerkt te zijn.' […] Kan je iets niet vinden, weet je iets niet, kom naar ons toe en dan helpen we je.*''* (Team 3, member #2, p. 11).

It seems that practical day-to-day coordination is done by the team itself. However, the location manager also has a role in the internal coordination, for example when certain decisions have to be made. The external coordination between the team and others in- or outside the organization is to a large extent coordinated by the team members. Contact with service desks, the behavioural scientists and:

''Daar valt onder: alle werkplekken en werkbegeleiders, ouders, taxibedrijven, clubjes. Wil niet zeggen dat ik alle taxi's moet bellen hoor.'' (Team 3, member # 2, p. 13).

The location manager sometimes has a special role in the coordination between parents of the clients and the home supervisors. The location manager is able to have a more neutral role and can act as mediator between home supervisors and parents.

''Bij ons is het zo dat wij een ouderinitiatief zijn. Wij hebben hier ook een aantal ouders die best wel lastig zijn, hoe ze de zorg geregeld hebben. Over alles controle hebben. Die willen dat wij heel veel zorg leveren, terwijl dat vanwege bezuinigingen eigenlijk niet meer binnen ons pakket vallen. Dat eisen ze dan nog steeds. Zij willen dat dan ook niet bij ons neerleggen, maar bij de manager van Philadelphia. Wij willen dan van de andere kant ook dat niet naar ons toe trekken, want wij willen dat wij een goede verstandhouding hebben met die ouders en niet dat wij in conflict komen over zakelijke dingen, want wij moeten de zorg leveren aan de zoon of dochter.'' (Team 3, member #3, p. 3).

Based on the information provided by the team members about the '**internal and external coordination of the team**', the researcher estimates that this design principle is only partly used at this location. The team does coordinate many things as much as the home supervisors can, but some coordination of interaction with external actors is still done by the location manager for example.

Team members conduct their client related work based on the plans that have been written for each specific client by the coordinating home supervisor and the behavioural scientists. According to one of the team members, the home supervisors can act within certain boundaries the way they want: *''Ik denk dat… Nou eigenlijk zijn we best heel vrij om de invulling van het werk te doen als we de lijnen volgen die er voor staan.''* (Team 3, member #1, p. 10). Each day can be different at the location, because each day clients can have different questions and need for support. The team has made a schedule for stand-in home supervisors in which the team described what needs to be done from Monday till Sunday on an average day.

''Wij hebben wel zelf, maar dat is meer voor invallers, een map opgesteld waarin van maandag tot en met zondag staat aangegeven wat je in grote lijnen doet elke dag. Voor de rest heb je gewoon heel veel vrijheden. […] Als je hier in dienst komt bepaal je wat er speelt en daar stem je jouw dienst eigenlijk op af. Daar is geen protocol voor wat je wanneer doet.'' (Team 3, member #3, p. 10).

Given the relative freedom team members have in how they conduct their work, the researcher estimates that the design principle of minimal critical specification is partly used at this location. Partly, because

the team members cannot access certain information systems for example which the location manager can. Also most financial activities have to be approved by the location manager. Therefore, the design principle of '**minimal critical specification**' is most likely partly used at this location.

This team has, just as the previous two analysed teams, written down all the roles and responsibilities in a document that is accessible for all team members. One of the interviewed home supervisors acknowledged that the roles and responsibilities are clear within the team. Therefore, the micro level design principle of '**tasks and roles are clear to all team members**' is most likely present at this location.

The final micro level design principle, '**requisite variety in team members' qualities and skills**' is partly used at this location. The different '*aandachtsgebieden*' are divided over the team members based on preferences and qualities. Some members conduct certain '*aandachtsgebieden*' for a very long time. This makes the team a little vulnerable, since those skills and qualities related to a specific '*aandachtsgebied*' might be lost when someone leaves the team.

> ''*Er is nu wel een beetje een omslag, want sommige taken doen we al zo lang dat het tijd wordt om dat aan iemand anders over te dragen. Daar zijn we nou een beetje mee bezig, welke taken zijn er allemaal en hoe gaan we dat opnieuw onderverdelen, ook omdat we een nieuwe collega hebben.*'' (Team 3, member #1, p. 8).

And:

> ''*Er is één iemand weggevallen. Dan merk je wel dat je de kwaliteiten… Dat is wel zo, dat we weten welke kwaliteiten de ander heeft. Op een gegeven moment, omdat we zo lang met elkaar werken, dan weet je de kwaliteiten van de nader en wat de ander doet. Een collega heeft een andere baan en dan kom je er achter: 'Oh, ja…'. Iets ging eigenlijk vanzelf, omdat het bij de ander lag. Dat wordt nu duidelijk.*''. (Team 3, member #1, p 6).

If team members do not have the right skills and knowledge to solve a problem or to conduct certain tasks, others will be contacted for help. This could be one of Philadelphia's service desks or for example a behavioural scientist.

The table below provides an overview of the extent to which the micro level design principles are used at this location. Below the table, the parameters of the development measurement tool are discussed.

Micro level design principles *Used in practice according to team 3:*	Yes	Partly	No
Minimal differentiation of operational transformations.		X	
Minimal specialization of operational transformations.	X		

Minimal separation between operational and regulatory transformations.		X	
Minimal differentiation of regulatory transformations into aspects.		X	
Minimal differentiation of regulatory transformations into parts	X		
A self-organizing teams has between eight and twelve members.			X
(External) team leader is possible.	X		
Internal and external coordination responsibility of the team.		X	
Minimal critical specification.		X	
Tasks and roles are clear to all team members.	X		
Requisite variety in team members' qualities and skills.		X	

Table 10. Overview micro design principles interview analysis team three.

The team members at this location conducts all tasks that are at hand during their shift. Since the team members work individually, all tasks need to be conducted by the one home supervisor who is present during a shift. That makes the team unable to split up tasks into smaller sub-tasks. The team members not only have operational tasks, but also conduct some regulatory transformations. Given these 'large' tasks that the team members conducts each day, the researches assumes that the first parameter about 'creation of larger tasks' is in the development phase two or three. Since tasks can always be enlarged, for example with more regulatory transformations, the parameter does not score a phase four value.

The same goes for the parameter 'separation between operational and regulatory transformations is low'. As mentioned in the analysis in this paragraph, the home supervisors conduct both operational and regulatory transformations. However, not all regulatory transformations are conducted by the team. Some are conducted by the location manager or others in the organization. Given the regulatory capacity of the location manager and the limited regulatory capacity of the team, the researcher estimates that this parameter scores a phase two development.

The third parameter, 'separation between strategic, design and operational regulation', scores a phase three development. In the third phase, the team should be able to conduct both operational and design regulatory transformations. The team members can also give advice for strategic regulatory transformations within the organization. The latter is also the case for this team within Philadelphia. Example were provided during the interviews of group discussions and meetings for employees during which the participants could discuss topics like self-organization with managers and other leaders. Therefore, the researcher estimates that this parameter has a phase three development level.

The team monitors its own behaviour and work, adjusts ways of working based on changing client needs or other input from in- or outside the team. The location manager still has a role in monitoring the results and work of the individual team members and the location as a whole. In the end, the location manager is still responsible for the quality and results of the location. Based on the interviews with this team, the researcher estimates that the parameter 'monitoring, assessing and acting on performance'

scores a phase two value. Phase two, because the team analyses its own performance and makes suggestions for improving that performance. Phase three has not been reached, because the team would be fully accountable and responsible for the performance.

Clarity about roles and responsibilities scores a phase three development level, because roles and responsibilities are clear to all members. The team has also created a document in which all roles and responsibilities are described. Therefore the researcher finds it reasonable to estimate a phase three development level. Not phase four, because clarity about roles and responsibility could most likely still be improved till the document would not be needed anymore.

The coordination within between the team and others in- or outside the organization is further developed than the internal coordination. The researcher estimates that the internal coordination has a phase two development score, while the external coordination probably scores a phase three value. The team is not always able to solve 'conflicts' without help of a team leader. The location manager also sometimes need to make certain decisions if the team is unable to reach consensus. Therefore, phase two suits the current situation better than a phase three level in which the team should be able to solve conflicts without external help. The team is able to ask others in the organization for help, for example a service desk or a behavioural scientists if needed. This is characteristic for the third phase of development for the parameter of external coordination.

Regarding the parameter 'presence of team leader', a phase two level is currently reached. The team leader is more or less guiding the team, while the team has already responsibilities for some of the tasks conducted. Based on the interviews, the researcher estimates that phase three is not reached yet. Although the team has responsibilities, the location manager is likely more guiding than just supportive to the team.

Although the team members can decide to a large extent how they take care of the clients and how they distribute the different tasks and responsibilities over the team, there are some boundaries within which the team operates. These 'limits' are set by Philadelphia and affect the team in some way. Some regulatory capacity is still in the hands of the location manager, because of rules and protocols in the organization. The parameter 'minimal critical specification' scores a phase one level, but some characteristics from phase three and four can also be identified at the location.

The final parameter, 'diversification of skills and qualities', scores a phase two development level. Most tasks can be conducted by the team members, but external help is sometimes also needed. Since the team often relies on the help of a behavioural scientist, there is room for improvement of skills and qualities within the team. Therefore, the researcher estimates that a phase two level is most representative for the current situation.

§ 4.3.3 Conclusion Micro level interview analyses
In this final paragraph of chapter four, the micro level design characteristics that are used at the three different locations are presented in one table. The table below shows the extent to which the micro level design principles are used at each of the three different locations according to the interviews with the

home supervisors. It also shows the extent to which the macro and meso level design principles are used based on the interviews with the regional manager, the location manager and the three teams.

Overall, the extent to which the principles are used at the different locations is roughly the same as can be seen in the table below. Only some minor differences in the extent to which the micro level design principles 'a self-organizing team has between eight and twelve members', '(external) team leader is possible' and 'internal and external coordination responsibility of the team' exist. Most design principles are only partly used at the locations. This could indicate that the organization is still in a transition phase of becoming an organization with self-organizing teams that needs to make some adjustments to its structure. This is acknowledged by Philadelphia in one of its documents:

''*Terwijl teams werken aan houding, gedrag, vaardigheden en kennis, onderzoeken we welke systemen, werkwijzen, processen er aangepast moeten worden om zelforganisatie waar te maken. Deze aanpassingen doen we de komende jaren om de omslag helemaal te kunnen maken.*'' (De Bedoeling, Philadelphia, Januari 2017, p. 3).

Macro level design principle	Managers	Team 1	Team 2	Team 3
Minimal functional concentration, creating flows at macro level.	*Yes*	*- **	*-*	*-*
Meso level design principle				
Minimal separation of operational and regulatory tasks.	*Partly*	*Partly*	*Partly*	*Partly*
Micro level design principles				
Minimal differentiation of operational transformations	*-*	*Partly*	*Partly*	*Partly*
Minimal specialization of operational transformations.	*-*	*Yes*	*Yes*	*Yes*
Minimal separation between operational and regulatory transformations.	*-*	*Partly*	*Partly*	*Partly*
Minimal differentiation of regulatory transformations into aspects.	*-*	*Partly*	*Partly*	*Partly*
Minimal differentiation of regulatory transformations into parts.	*-*	*Yes*	*Yes*	*Yes*
A self-organizing team has between eight and twelve members.	*-*	*Partly*	*No*	*No*
(External) team leader is possible.	*-*	*Yes*	*Partly*	*Yes*
Internal and external coordination responsibility of the team.	*-*	*Yes*	*Yes*	*Partly*
Minimal critical specification.	*-*	*Partly*	*Partly*	*Partly*

Tasks and roles are clear to all team members.	-	*Yes*	*Yes*	*Yes*
Requisite variety in team members' qualities and skills.	-	*Partly*	*Partly*	*Partly*

*- means not analysed

Table 11. Overview table usage micro, meso and macro design principles

Most 'partly' used principles relate to the regulatory capacity that is divided over the role of the location manager and the team members. Although the team is able to regulatory many things without the support and help of the location manager, there are still some regulatory transformations conducted by the location manager at which the team members rely. This could be influenced by the style of leadership of the location manager, but also internal rules and procedures within Philadelphia might be the reason for some (unnecessary) separation between operational and regulatory transformations.

Based on the table above, one might conclude that the teams are relatively equal in development of becoming a self-organizing team. Based on the analyses of the interviews, development characteristics of each of the three teams were analysed. The researcher used the self-organizing team development measurement tool to estimate the development phases relating to self-organization for each team. The overview at the next pages shows the different development phases of each team for each of the parameters from the development measurement tool. The red line represents the 'expected' development phase of all team within Philadelphia and is based on the document analyses. It could be regarded as 'the end state' at which Philadelphia aims with the process of becoming a self-organized team. The three other lines each represent one of the teams analysed by the researcher.

The overview shows that team one and team three are relatively similar in the development of most of the parameters. The two teams differ most in the development of the parameter 'no separation between strategic, design and operational regulation' and a little bit on the parameter of 'monitoring, assessing and acting on performance'. These are insights that could not be retrieved from the overview table of the extent to which the design principles are used at each location. Therefore, the development measurement tool is a useful tool to get better insight at the differences between the analysed teams relating to the development of becoming a self-organized team.

The green dotted line represent team number two and what can be seen in the overview at the next page is that the team at some parameters even scores a higher development phase than Philadelphia expects the teams to be. One of the reasons why this might occur is that Philadelphia enables all teams to develop their own 'way of working' as a self-organized team. It is up to each team to decide what 'self-organization' means for them as a team. This could result in teams that develop in different ways as a self-organizing team. Differences in the development among teams can also be a result of the guiding and style of leadership of the location managers, who have an important role in the 'journey' of the teams in becoming a self-organized team.

	Phase 1	Phase 2	Phase 3	Phase 4
Creation of larger tasks	- Goal of phase 1 is to create larger tasks			
No separation between oper. and regul. transform. low	- Few (operational) regulatory transformations	- More regulatory transformations	- Most regulatory transformations	- No team leader and almost all regulatory transf.
No separation between strat., design & oper. regul.	- Only operational regulation	- Operational and design regulation	- Oper., design regul. Advising for strat.	- All three
Monitoring, assessing and acting on performance	- Team leader provides feedback - Learning to reflect	- Team analyses own performance, suggest improv.	- Team responsible for performance, using each other	- Team monitors environment and adjust to changes
Clarity about roles and responsibilities	- Goal of phase 1 is to make this clear	- Members know each other and one's qualities etc.		
Coordination within team by the team itself	- Team leader does that	- Team partly responsible for intern. collaborat.	- Solving conflicts without help of team leader	- No team leader and team coordinates itself
Coordination between team and others by the team itself	- Team leader does that	- TL organizes meetings with others	- Team can ask others in org. for help	- Common goals set with interdepending teams by team itself
Presence of team leader	- Team leader has most responsibilities (leading)	- Team leader is guiding, fewer responsibilities	- TL is supportive, most responsibilities for team itself	- No team leader
Minimal critical specification	- Specifications set by leaders	- Specifications set by leaders in consult. with team	- Team sets specif. for perform. Advising for strategic regulation	- Team sets goals and norms for itself and can adjust those
Diversification of skills and qualities	- Goal of phase 1	- Goal of phase 2	- Continuing improving skills and way of working	- Continuing improving skills and way of working

───────── Document analyses

·········· Team 1 analyses

– – – – – Team 2 analyses

═════════ Team 3 analyses

Table 12. Overview development phases team analyses development tool

In chapter five, the difference between how Philadelphia described self-organization in the documents and how self-organization is in practice within the organization is briefly discussed. Also the answer to the research question is provided. The results from the analyses are used to answer the overall research question: ''*To what extent does the organizational structure of Philadelphia enable teams to work as self-organizing teams?*''.

H5 Conclusion

§ 5.1 Introduction to the conclusion

In this final chapter, the researcher first described the difference between the two analysed documents and the situation in practice at the three analysed locations in paragraph 5.2. Insight into the difference between how Philadelphia theoretically describes self-organization and how it should be used in the organization and how it is actually used in practice is relevant. It gives insight into the actual status of the development of self-organization at three locations and to what extent these location are in line with Philadelphia's ideas about self-organization. The research question '*To what extent does the organizational structure of Philadelphia enable self-organizing teams?*' can be answered in two ways. One could use the scientific definition of 'self-organizing teams' and analyse whether the three teams are in line with that definition or one could use Philadelphia's definition of 'self-organizing teams' and compare the actual situation with the definition of the organization. Since Philadelphia made a deliberate choice in defining what 'self-organization' entails for the organization, the latter seems most useful for Philadelphia. Therefore, the researcher chose to answer the research questions in both ways. In paragraph 5.2 the definition of self-organizing teams created by Philadelphia is used and in paragraph 5.3, the actual situation at the three locations is compared with the scientific definition of self-organizing teams which is used in this research. This chapter concludes with a recommendation for Philadelphia based on the insights from paragraph 5.2 and 5.3 and a reflection on the researcher and the research in general in paragraph 5.5.

§ 5.2 Difference between documents and practice

In this paragraph, the difference between how Philadelphia described 'self-organizing teams' in the two documents 'De Bedoeling' and 'Het Teamboek' and how 'self-organized' the teams in practice are is discussed. The difference between the two is briefly discussed based on the overview of the self-organizing teams development measurement tool at the previous page. The red line in the overview depicts the goal of Philadelphia related to the development of the self-organizing teams, which is based on the analyses of 'De Bedoeling' and 'Het Teamboek'. For four of the parameters from the development tool, the three locations match the 'goal' set by the organization regarding these four parameters. These parameters are: 'Creation of larger tasks', 'clarity about roles and responsibilities' and 'coordination within the team by the team itself' and 'coordination between team and others by the team itself'.

The biggest 'gap' between a norm set by the organization and the actual value of a parameter can be found for the parameters 'monitoring, assessing and acting on performance' and 'minimal critical specification'. The first, 'monitoring, assessing and acting on performance' has not reached the norm set by Philadelphia yet. Teams do not seem responsible for their performance yet, since locations managers are still present at each location and monitor to some extent the performance of the location

as a whole. In the end, the location manager is responsible for the performance and well-being of the clients.

The role of the location manager also influences the parameter 'presence of team leader'. Philadelphia's end-goal is to have location managers who are supportive to the team and act as 'servant leaders'. Based on the analyses of the interviews with the teams, team 2 seems to have reached a development phase in which the team leader is only supportive to the team. The other two teams still have a location manager who is guiding the team in becoming a self-organizing team and on which the team members are depending to complete certain tasks, which also relates to the separation between operational and regulatory transformations.

In the documents that are analysed for this research, Philadelphia wrote that members of the service organizations should become part of the self-organizing teams. The service desks should investigate how they could add value to the team and how they could become a 'member' of the teams. The teams that were analysed for this research had no service desk employees in their teams. It might be that the service organizations of Philadelphia are still struggling to find a way in which they can become part of the self-organizing teams.

Overall, the two analysed documents written by Philadelphia depicted an overall ideal situation of how self-organization should be incorporated and used within the organization. The red line in table 12 represents this 'end-state' and goal of the development to self-organizing teams. However, in practice the teams that were analysed for this research have not reached this 'end-state' yet. Some processes and internal rules and procedures have to be adjusted in order for the teams to be able to operate as is described in both documents.

§ 5.3 Answer to the research question

In this paragraph, an answer to the overall research question is formulated. The answer is based on the analyses of the interviews in the previous paragraph and the self-organizing teams development measurement tool. At page 78, table 11 provides an overview of the extent to which the macro, meso and micro level design principles are used according to the two managers and three teams that are interviewed for this research. Table 11 shows that all design principles are at least partly used according to the interviewed employees. The design principle that is less used is '*a self-organizing team has between eight and twelve members*'. The researcher believes that this design principle should be the least of a concern regarding the usage of the design principles for a structure with self-organizing teams. Although a team size between eight and twelve members might be the most ideal situation, a team can also work in a self-organized manner if the number of team members is lower or higher than the prescribed number in this principle.

Based on the overview of the development phases of the parameters in the self-organizing teams development measurement tool in table 12, the researcher concludes that the three teams are on average at the end of phase two with some characteristics of phase three already and some characteristics of the

development in phase two or end of phase one. The differences in the extent to which principles are used at the three locations can have multiple causes. Teams did not start with the transition to self-organization at the same time. Team applied for this process once the team members were convinced that they were ready to start with becoming a self-organized team. Even at the time of writing this thesis, not all teams have started yet. Therefore, differences in development phase between teams might exist. Another influence on the difference between locations is the style of leadership of each location manager. Location managers should transfer certain tasks, responsibilities and regulatory capacity to the team. Trust is one of the necessary ingredients in this case. Some location managers might find it difficult to adjust to a new role as location manager with a 'supportive' style of leadership instead of a more guiding or managing role. Location managers who maintain a more guiding or managing role for a team might (unknowingly) thwart the development of a team in becoming a self-organizing team. The final reason why there is a difference in usage of design principles and in development phases is that teams are relatively free in deciding how they develop as a 'self-organizing' team. In line with 'self-organization' Philadelphia provides the teams with relatively much freedom with which the team can decide for themselves how they would like to work as a self-organizing team. Some boundaries are set by the organization, but the existing relative 'freedom' in development results in differences between teams regarding self-organization and the use of the design principles.

To answer the research question ''*To what extent does the organizational structure of Philadelphia enable teams to work as self-organizing teams?''*, the researcher has to refer to the design principles for the structure of organizations. A structure that enables teams to work as self-organizing teams is a structure in which the design principles used in this research are present. In the analysis part of this research, the structure of Philadelphia is researched by interviewing three different teams from three different locations. Also a regional manager and a location manager are interviewed and two relevant documents written by Philadelphia are analysed. The analysis enabled the researcher to compare the structure of Philadelphia with the design principles for structures of organizations with self-organizing teams. From the analyses, it became clear that the design principles are present within the structure of Philadelphia. The extent to which each design principle is present and used differs both for each principle and also differs for each location. The explanation for these differences are explained in the first part of this paragraph. The structure of Philadelphia enables teams to act as a self-organizing team to some extent. The role of the location manager and the way in which some internal processes and procedures are designed influence certain design principles, such as the separation between operational and regulatory transformations for the teams. Since Philadelphia acknowledged that the organization is adjusting internal processes and procedures, the structure of Philadelphia is still 'under construction'. In the future, the design principles might be used to a larger extent than they are used today. This research can be used by Philadelphia as an interim evaluation of the development of self-organization within the organization. In the next paragraph, some recommendations for the organization are provided by the researcher regarding the development of self-organization.

§ 5.4 Recommendations

The researcher has two recommendations for Philadelphia regarding its process of implementing the concept of self-organization within the organization. The first recommendation relates to the role of location managers. Location managers have a relatively direct influence on the development of self-organizing teams. The 'balance of power' between home supervisors and location managers is unequal. This inequality in power relates to the higher hierarchical position of the location manager and the regulatory capacity that comes with this higher position. Location managers have performance appraisals with home supervisors, they monitor the performance of the team at a location and conduct some regulatory transformations on which team members are depending. Location managers have the 'power' and influence to steer the development of the team. Location managers need to be trained in acting as servant leaders who are able to guide teams in their development of becoming a self-organized team. The style of leadership of a location manager should not be an obstacle for a team to become a self-organizing team. In 'Het Teamboek', Philadelphia wrote that managers can participate in work groups in which they learn about 'servant leadership'. It would be useful if location managers completed this training and a training about self-organizing teams' before the team actually starts with the process of becoming a self-organizing team. That way, the team can be supported right from the start by the location manager.

The second recommendation relates to the specifications set by Philadelphia regarding the concept of self-organization used at the locations. Some teams or team members find it difficult to get a grasp on the concept of self-organization and how Philadelphia expects the home supervisors to act in a self-organizing team. The expectations of Philadelphia are not always clear regarding the development of the teams and the individual team members. Some home supervisors do not feel comfortable with this 'uncertainty' about what their work should become. Home supervisors wonder whether they will be able to do what they like doing the most: taking care of the clients, instead of doing all sorts of (what used to be) management activities. The researcher recommends the organization to listen careful to concerns that home supervisors might have regarding their (future) work as a team and as a professional. Philadelphia already organizes group discussions where home supervisors can participate and discuss all sorts of topics, e.g. about self-organization. The researcher has not participated or seen any of these 'meetings', which makes it difficult to indicate whether these sessions are useful to remove uncertainty and uncomfortable feelings amongst employees.

§ 5.5 Reflection

In this paragraph, the researcher reflected on the methodology used for this research and how choices affected the reliability, validity and generalizability of the research. The first sub-paragraph contains suggestions for further research.

§5.5.1 Suggestions for further research

In the future, other research might use the same analytical framework that is used in this research within other organizations that implement the concept of self-organization. The self-organizing teams development measurement tool might be amplified further based on findings in future research. Also locations of Philadelphia in other provinces in The Netherlands might be researched, since the results of this research cannot be easily generalized to the whole organization.

§ 5.5.2 Reliability of the research

The reliability of the research can be affected by the theory and method that is used. The theoretical background used to construct the analytical framework is based on scientific writings of multiple authors. In the appendix, a bibliography is attached to this research. Everyone can verify the articles that are used to construct the analytical framework and theoretical background for this research. Most authors that are cited in this research are cited and peer reviewed by other scientists. To enhance the reliability of the research, the researcher tried to specify how the research is conducted in chapter three. The methodological choices that were made by the researcher are also mentioned in chapter three. In the appendix, the interview questions and tables with design principles are attached. All this enables others to reproduce and check the results that are founded with this research. The interview transcripts are also safely stored and will be provided to the supervisors and second examiner to be able to verify the results in this research. During the interviews, a list with interview questions was used by the researcher. This list is also attached to the appendix. The researcher did not always ask the question in the same order or used exactly the questions as they are written down in the appendix. The reliability of the research might have been increased if the researcher used the predefined interview question list.

§ 5.5.3 Internal validity of the research

The interview questions that were asked during the interviews are based on the design principles mentioned in this research. The design principles are based on scientific articles of multiple researchers which is outlined in chapter two. The theoretical background for this research is relatively broad and constructed based on a combination of authors. The theoretical background and analytical framework constructed and used for this research formed a fine basis for the construction of interview questions, which hopefully increased the internal validity of the research. The researcher must admit that the concept of self-organization is also a bit difficult, since different names are used by different authors for the same concept. A 'mix' of theoretical input from different authors could also harm the internal validity of the research if articles are misinterpreted by the researcher and added unjustified to the analytical framework. The researcher did no observation during the research within Philadelphia. Only documents and interview transcripts are analysed. Triangulation might have increased the internal validity of the research. The researcher did however visited one location in order to prepare the interviews and to get already an idea of what a location could look like. To enhance the internal validity, the participants for the interviews were assured of anonymization of their answers to the interview question. The researched hoped that by making this promise, the answer given by the participants were

honestly. Also during the interviews, the researcher and interviewee had the time to clarify certain words or questions and answers. This could also have enhanced the internal validity of the research.

§ 5.5.4 External validity of the research
Given the limited number of locations in the southern region of The Netherlands, the results from this research might be generalizable to a larger part of the organization. Another research is conducted in the province of Zeeland. If the results of both research are combined, one might generalize some overall conclusions for other locations within the same division and with a similar development period. However, given the many different characteristics of each location and each team, one should be very careful with generalizing the results of this research.

Appendices

Bibliography

Achterbergh, J., & Vriens. D., (2010). *Organizations: Social Systems Conducting Experiments.* Heidelberg, Berlin: Springer-Verlag.

Van Amelsvoort, P. , Seinen, B., Kommers, H., & Scholtes, G. (2003). *Zelfsturende teams: Ontwerpen, invoeren en begeleiden.* Vlijmen: ST-groep

Cummings, T. G., (1978). Self-Regulating Work Groups: A Socio-Technical Synthesis. *Academy of Management Review*, *3*(3), 625-634.

Hackman, J.R., (1976, December). The Design of Self-Managing Work Groups. *Technical Report No.11, Yale University.*

Kuipers, H., (1989). *Zelforganisatie als organisatieprincipe.* Eindhoven: Technische Universiteit Eindhoven.

Emery, F.E., (1976). The next thirty years: Concepts, methods and anticipation. *Human Relations*, *20*, 199-237.

Manz, C.C., & Sims Jr., H.P., (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly*, *32*(1), 106-129.

Manz, C.C., & Sims Jr., H.P., (1986). Leading Self-Managed Groups: a Conceptual Analysis of a Paradox. *Economic and Industrial Democracy, 7,* 141-165.

Mintzberg, H., (1980). Structures in 5's: A Synthesis of the Research on Organizational Design. *Management Science, 26*(3), 322-341.

Mintzberg, H., (1983). *Power in and around organizations*. Englewood Cliffs: Prentice-Hall.

Morgan, G., (1986). *Images of Organizations.* Beverly Hills: Sage.

Thompson, J.D., (2003). *Organizations in Action: Social Science Bases of Administrative Theory.* New Jersey: Transaction Publishers

Tjepkema, S., (2003). Chapter: Verscheidenheid in zelforganiserende teams. In: *Werken, leren en leven met groepen.* Springer Media B.V.

Wageman, R., (2001). How Leaders Foster Self-Managing Team Effectiveness: Design Choices versus Hands-on Coaching. *Organization Science*, *12*(5), 559-577.

Womack, J.P. & Jones, D.T., (1996). Beyond Toyota: How to root out waste and pursue perfection. *Harvard Business Review, 74*(5), 140-158.

Van der Zwaan, A.H., & Molleman, E., (1998). Self-organizing groups: Conditions and constraints in a sociotechnical perspective. *International Journal of Manpower*, *19*(5), 301-318.

I. Table 1 Micro level design principles

Micro level design principles	*Design consequences*
Smaller sub-transformations are grouped into larger tasks, which makes team members better capable of conducting different types of activities. (de-specialization of operational transformations).	*1Creation of larger tasks, which is de-specialization of operational transformations.
The separation between operational and regulatory transformations is as low as possible in organizations with self-organizing teams. This is necessary in order to work in a self-organizing manner.	*4As little separation between operational and regulatory transformations as possible.
At the micro level, all three types of regulations should be in the hands of the self-organizing team. The extent to which these three types of regulations are conducted by the team might differ in each organization, but in an ideal situation those three types of regulations should not be separated into different tasks in different levels of the organization.	*3Strategic regulation, design regulation and operational regulation should be kept together as much as possible.
Regulatory transformations should not be split up into different tasks. Instead, the three activities in each regulatory transformation should be combined into one tasks.	Monitoring, assessing and acting should be kept together as much as possible.
Smaller sub-transformations are grouped into larger tasks, which makes team members better capable of conducting different types of activities. (de-specialization of operational transformations).	*1 Creation of larger tasks, which is de-specialization of operational transformations.
A self-organizing teams has between eight and twelve members.	Team consists of eight up until twelve members.
Self-organizing teams can have an (external) leader that supports the team members and the team as a whole.	*2(external) team leader is possible.
Self-organizing teams are responsible for the communication within the team as well for the communication with others in the organization.	Coordination within and among other parts of organization responsibility for team.
There should be minimal critical specification for the self-organizing team in order to maximize the self-organizing possibilities for the team. Norms and goals can be set in consultation with managers.	*5Minimal critical specification for operational and regulatory transformations. Specification can be set in consultation with managers.
A self-organizing team as a group of employees who have a high degree of autonomy in decision-making and the way the team operates. (external) leadership over the team is possible.	*2(external) leader is possible. Team however has regulatory power.
Members of a self-organizing team know what the primary task of their team is and have a clear understanding of their part in this primary task.	Tasks and roles are clear to all team members.
Members of self-organizing teams adjust existing norms and methods of working. This indicates that the three types of regulations to some extent are present within the team.	*3Regulation by design and operational regulation conducted by the team.

Both specialization and separation of operational and regulatory transformations are not present in self-organizing teams, since members in a team can perform multiple regulatory and operational tasks.	**4 As little separation between operational and regulatory transformations as possible.*
Members of self-organizing teams are divers in qualities and skills in order for the team to deal with all possible external varieties the team might come across.	Requisite variety
Minimum critical specification is necessary for the team to maximize self-regulation.	**5 Minimal critical specification for operational and regulatory transformations.*
Members of self-organizing teams have both operational and regulatory capacity. A supervisor can help coordinate between self-organizing teams.	**4 As little separation between operational and regulatory transformations as possible.* Supervisor can help with coordination between teams.
Members of self-organizing teams have complementary skills which together enables the team as a whole to conduct the primary tasks of the team. Team members also have both operational and regulatory capacity to conduct both types of tasks.	**4 As little separation between operational and regulatory transformations as possible.* Complementary skills of team members.
A self-organizing team can still have a formal leader. This 'leader' can be responsible for setting goals and objectives for the team, also the structure in which the team operates is his or her responsibility. The team has some regulatory power to monitor and manage the work processes.	**2(external) leader is possible. Team however has regulatory power.* (no strategic regulation)

* If a design consequence is written in italic, this indicates that a design consequence is already mentioned before. The (*) and the number indicate to which other design consequence it relates.

II. Table 2 Macro and Meso level design principles

Macro & Meso level design principles	Design consequences
Self-organizing teams conduct a relatively whole part of a production process related to a specific type of order (functional de-concentration). Creating flows of production related to a single type of order.	*1Flows at macro level. Functional de-concentration.
Self-organizing teams conduct making, preparing and supporting activities in that relatively whole part of a production process.	*2 Larger tasks at micro level, reduces necessity of communication and interaction at meso level.
Self-organizing teams conduct a relatively whole part of a production process related to a specific type of order (functional de-concentration).	*1 Functional de-concentration.
Self-organizing teams conduct making, preparing and supporting activities in that relatively whole part of a production process.	*2 Larger tasks at micro level, reduces necessity of communication and interaction at meso level.
Minimal separation between operational and regulatory transformations in the process.	*2 Larger tasks with operational and regulatory transformation, reduces necessity of communication and interaction between teams.
Sequential interdependent teams are put into segments at the meso level and flows are created at the macro level of the organization by putting together pooled interdependent units. Planning as meso level coordination mechanism and standardization as macro level coordination.	Creating segments at meso level with teams that are sequentially interdependent. *1 Creating flows at macro level with pooled interdependent units.

* If a design consequence is written in italic, this indicates that a design consequence is already mentioned before. The (*) and the number indicate to which other design consequence it relates.

III. Operationalization Micro level design principles

Question nr.	Micro level indicators
	Creation of larger tasks
1	Kunt u beschrijven welke hulp cliënten dagelijks nodig hebben?
2	Kunt u aangeven welke andere taken verricht worden door U en uw collega's?
3	Kunt u aangeven hoe de werkzaamheden onderling worden verdeeld binnen het team?
	Separation between operational transformations and regulatory transformations is low
12	Lopen jullie weleens tegen problemen aan tijdens jullie werkzaamheden en zo ja, wat zijn dat dan voor problemen?
13	In hoeverre zijn jullie in staat zonder hulp van buiten het team problemen op te lossen die jullie tegenkomen tijdens jullie werkzaamheden?
	Separation between strategic, design and operational regulation is low
17	In hoeverre kunnen jullie meedenken en meepraten op organisatorisch niveau over bijvoorbeeld regels, beleid en doelstellingen?
	Monitoring, assessing and acting on performance done by the team
9	In hoeverre beoordelen jullie als team jullie eigen werk?
10	Geven jullie elkaar feedback of heeft de teamleider hier nog een rol in?
11	Implementeren jullie als team zelf veranderingen in de manier waarop jullie werken? Proberen jullie zelf weleens nieuwe manier van werken uit of gebeurt dit alleen als het opgedragen wordt door een teamleider of door de organisatie?
	Clarity about roles and responsibilities for team members
5	Is het duidelijk wie welke verantwoordelijkheden en taken heeft binnen het team?
	Coordination within team done by the team
6	Hoe wordt jullie team gecoördineerd?
7	Welke rol heeft de teamleider in die coördinatie?
	Coordination between team and others in the organisation done by the team
14	Is er samenwerking met andere teams of ondersteunen jullie als teams elkaar soms en zo ja, hoe wordt dat gecoördineerd?
15	Zijn er bepaalde wederzijdse afhankelijkheden tussen teams binnen de organisatie?
	(Almost no) presence of team leader
8	Op welke manier zijn jullie bij dagelijkse werkzaamheden afhankelijk van jullie teamleider of van anderen binnen de organisatie?

	Minimal critical specification for team
16	In hoeverre wordt jullie dagelijks werk vastgesteld door regels of eisen die zijn opgelegd en wordt dat als een belemmering ervaren voor jullie werkzaamheden?
	Diversification of skills and qualities among team members
4	Hoe zou u uw team omschrijven: hoeveel personen, welke verschillende kwaliteiten bezitten teamleden, hoe vullen jullie elkaar aan?

IV. Operationalization Macro and Meso level design principles

Question nr.	Macro and Meso level indicators
	A relatively whole part of a production process relating to specific type of order
1	Hoe zou u het primaire proces binnen het cluster ''Zorg & Wonen'' beschrijven? Welke dienst levert Philadelphia in dit cluster?
2	Welk deel van het primaire proces wordt op deze locatie uitgevoerd en door wie?
	Reduction of necessity of communication and interaction at meso level due to larger tasks at micro level
3	In hoeverre zijn er anderen, buiten het team dat dagelijkse zorg levert, nodig voor activiteiten in het primaire proces?
4	Waarom kunnen deze activiteiten niet worden uitgevoerd door teamleden?
	Creation of segments at meso level with teams that are sequentially interdependent
5	Welke afhankelijkheden en/of interacties zijn er tussen teams op een locatie of tussen teams van meerdere locaties?
	Creation of flows at macro level with pooled interdependent units
6	Hoe past uw locatie in het plaatje van Philadelphia als organisatie?
7	Is er sprake van een bepaalde doorstroom van cliënten binnen de organisatie?
8	In hoeverre kan deze locatie los gezien worden van de organisatie als geheel?

V. Interview questions

i. Interview questions location managers

Als u geen bezwaar heeft, dan zou ik graag dit interview opnemen zodat ik het later kan transcriberen. Mocht u het fijn vinden, dan kan ik u een transcript van dit interview toesturen.

Fijn dat u mee wilt werken aan mijn afstudeeronderzoek naar zelforganiserende teams binnen Philadelphia. Ik onderzoek, samen met een medestudent, hoe de organisatiestructuur van Philadelphia is vormgegeven en of deze structuur past bij het gebruik van zelforganiserende teams. In de eerste fase van het onderzoek hebben wij voornamelijk literatuur over organisatiestructuren bestudeerd en hebben wij ons verdiept in het concept van zelforganiserende teams. Nu in de volgende fase onderzoeken wij hoe de structuur van Philadelphia is vormgegeven en hoe de zelforganiserende teams binnen Philadelphia zijn ontworpen. We proberen te achterhalen hoe de zelforganiserende teams binnen de organisatiestructuur van Philadelphia functioneren.

Het onderzoek biedt een globaal beeld van het functioneren van zelforganiserende teams binnen de huidige structuur van Philadelphia in regio Zuid. Op basis van de data die er met dit onderzoek verzameld wordt kunnen er aanbevelingen worden gedaan omtrent de structuur van de organisatie en het gebruik van zelforganiserende teams. Onderzoeksresultaten kunnen verder mogelijk bijdragen aan het optimaliseren van het ontwikkelproces van (nieuwe) zelforganiserende teams. Door deel te nemen aan het onderzoek kunt u samen met andere collega's bijdrage aan het ontwikkelproces van zelforganiserende teams binnen Philadelphia.

Voordat we beginnen wil ik u er nog even op wijzen dat de data die tijdens ons onderzoek wordt verzameld, dus ook tijdens dit gesprek, geanonimiseerd zal worden. Dat betekent dat in het onderzoeksverslag niks terug te herleiden is naar een specifiek persoon of naar een locatie van Philadelphia.

Als het doel van dit onderzoek voor u helder is, dan begin ik zo met het stellen van een aantal algemene vragen. Als u nu vooraf nog vragen heeft, dan hoor ik het graag.

1. Wat is uw functieomschrijving?

2. Wat zijn uw contracturen?

3. Hoe lang bent u al werkzaam in deze functie binnen Philadelphia?

Tot zover de algemene vragen. Ik zou nu graag een aantal vragen stellen die over uw werkzaamheden gaan en over de manier waarop uw werkzaamheden zijn georganiseerd.

1. Hoe zou u het primaire proces binnen het cluster ''Zorg en Wonen'' beschrijven?

2. Welke dienst levert Philadelphia in dit cluster?

3. Welk deel van het primaire proces wordt op deze locatie uitgevoerd en door wie?

4. Kunt u aangeven welke andere taken verricht worden door U en uw collega's op deze locatie?

5. Kunt u aangeven hoe de werkzaamheden onderling worden verdeeld binnen het team?

6. In hoeverre zijn er anderen, buiten het team dat op deze locatie dagelijkse zorg levert, nodig voor activiteiten in het primaire proces?

7. Waarom kunnen deze activiteiten niet worden uitgevoerd door teamleden van deze locatie?

8. Hoe zou u uw team omschrijven: hoeveel personen, welke verschillende kwaliteiten bezitten teamleden, hoe vullen teamleden elkaar aan?

9. Bent u onderdeel van dat team of staat u daar los van? (Is locatiemanager bijvoorbeeld teamleider?)

10. Is het duidelijk wie welke verantwoordelijkheden en taken heeft binnen het team?

11. Hoe wordt het team gecoördineerd?

12. Welke rol heeft u als locatiemanager in die coördinatie?

13. Welke afhankelijkheden en/of interacties zijn er tussen teams op een locatie of tussen teams van meerdere locaties?

14. In hoeverre beoordeelt het team de eigen werkzaamheden?

15. Geeft het team elkaar feedback of heeft de teamleider hier nog een rol in?

16. Implementeert het team zelf veranderingen in de manier waarop gewerkt wordt? Proberen teamleden zelf weleens nieuwe manier van werken uit of gebeurt dit alleen als het opgedragen wordt door een teamleider of door de organisatie?

17. Lopen medewerkers weleens tegen problemen aan tijdens werkzaamheden en zo ja, wat zijn dat dan voor problemen?

18. In hoeverre is het team in staat om zonder hulp van buiten het team problemen op te lossen die het team tegenkomt tijdens de werkzaamheden?

19. Is er samenwerking met andere teams of ondersteunen de teams elkaar soms en zo ja, hoe wordt dat gecoördineerd?

20. Hoe past uw locatie in het plaatje van Philadelphia als organisatie?

21. In hoeverre kan deze locatie los gezien worden van de organisatie als geheel?

22. Is er sprake van een bepaalde doorstroom van cliënten binnen de organisatie?

23. Zijn er bepaalde wederzijdse afhankelijkheden tussen teams binnen de organisatie?

24. In hoeverre worden dagelijkse werkzaamheden vastgesteld door regels of eisen die zijn opgelegd en wordt dat als een belemmering ervaren voor de werkzaamheden?

25. In hoeverre kunnen teamleden meedenken en meepraten op organisatorisch niveau over bijvoorbeeld regels, beleid en doelstellingen?

Tot zover mijn interviewvragen. Heeft u nog vragen over dit gesprek? Zo niet, dan wil ik u heel hartelijk bedanken voor uw deelname aan dit onderzoek.

ii. Interview questions home supervisors

Als u geen bezwaar heeft, dan zou ik graag dit interview opnemen zodat ik het later kan transcriberen. Mocht u het fijn vinden, dan kan ik u een transcript van dit interview toesturen.

Fijn dat u mee wilt werken aan mijn afstudeeronderzoek naar zelforganiserende teams binnen Philadelphia. Ik onderzoek, samen met een medestudent, hoe de organisatiestructuur van Philadelphia is vormgegeven en of deze structuur past bij het gebruik van zelforganiserende teams. In de eerste fase van het onderzoek hebben wij voornamelijk literatuur over organisatiestructuren bestudeerd en hebben wij ons verdiept in het concept van zelforganiserende teams. Nu in de volgende fase onderzoeken wij hoe de structuur van Philadelphia is vormgegeven en hoe de zelforganiserende teams binnen Philadelphia zijn ontworpen. We proberen te achterhalen hoe de zelforganiserende teams binnen de organisatiestructuur van Philadelphia functioneren.

Het onderzoek biedt een globaal beeld van het functioneren van zelforganiserende teams binnen de huidige structuur van Philadelphia in regio Zuid. Op basis van de data die er met dit onderzoek verzameld wordt kunnen er aanbevelingen worden gedaan omtrent de structuur van de organisatie en het gebruik van zelforganiserende teams. Onderzoeksresultaten kunnen verder mogelijk bijdragen aan het optimaliseren van het ontwikkelproces van (nieuwe) zelforganiserende teams. Door deel te nemen aan het onderzoek kunt u samen met andere collega's bijdrage aan het ontwikkelproces van zelforganiserende teams binnen Philadelphia.

Voordat we beginnen wil ik u er nog even op wijzen dat de data die tijdens ons onderzoek wordt verzameld, dus ook tijdens dit gesprek, geanonimiseerd zal worden. Dat betekent dat in het onderzoeksverslag niks terug te herleiden is naar een specifiek persoon of naar een locatie van Philadelphia.

Als het doel van dit onderzoek voor u helder is, dan begin ik zo met het stellen van een aantal algemene vragen. Als u nu vooraf nog vragen heeft, dan hoor ik het graag.

1. Wat is uw functieomschrijving?

2. Wat zijn uw contracturen?

3. Hoe lang bent u al werkzaam in deze functie binnen Philadelphia?

Tot zover de algemene vragen. Ik zou nu graag een aantal vragen stellen die over uw werkzaamheden gaan en over de manier waarop uw werkzaamheden zijn georganiseerd.

26. Kunt u beschrijven welke hulp cliënten dagelijks nodig hebben?

27. Kunt u aangeven welke andere taken verricht worden door U en uw collega's?

28. Kunt u aangeven hoe de werkzaamheden onderling worden verdeeld binnen het team?

29. Hoe zou u uw team omschrijven: hoeveel personen, welke verschillende kwaliteiten bezitten teamleden, hoe vullen jullie elkaar aan?

30. Is het duidelijk wie welke verantwoordelijkheden en taken heeft binnen het team?

31. Hoe wordt jullie team gecoördineerd?

32. Welke rol heeft de teamleider in die coördinatie?

33. Op welke manier zijn jullie bij dagelijkse werkzaamheden afhankelijk van jullie teamleider of van anderen binnen de organisatie?

34. In hoeverre beoordelen jullie als team jullie eigen werk?

35. Geven jullie elkaar feedback of heeft de teamleider hier nog een rol in?

36. Implementeren jullie als team zelf veranderingen in de manier waarop jullie werken? Proberen jullie zelf weleens nieuwe manier van werken uit of gebeurt dit alleen als het opgedragen wordt door een teamleider of door de organisatie?

37. Lopen jullie weleens tegen problemen aan tijdens jullie werkzaamheden en zo ja, wat zijn dat dan voor problemen?

38. In hoeverre zijn jullie in staat zonder hulp van buiten het team problemen op te lossen die jullie tegenkomen tijdens jullie werkzaamheden?

39. Is er samenwerking met andere teams of ondersteunen jullie als teams elkaar soms en zo ja, hoe wordt dat gecoördineerd?

40. Zijn er bepaalde wederzijdse afhankelijkheden tussen teams binnen de organisatie?

41. In hoeverre wordt jullie dagelijks werk vastgesteld door regels of eisen die zijn opgelegd en wordt dat als een belemmering ervaren voor jullie werkzaamheden?

42. In hoeverre kunnen jullie meedenken en meepraten op organisatorisch niveau over bijvoorbeeld regels, beleid en doelstellingen?

Tot zover mijn interviewvragen. Heeft u nog vragen over dit gesprek? Zo niet, dan wil ik u heel hartelijk bedanken voor uw deelname aan dit onderzoek.

VI. Information sent to participating locations by email

Beste,

U ontvangt deze email omdat er binnenkort een bericht van studenten van de afstudeerrichting *Bedrijfskunde - organisatieontwerp & -ontwikkeling* van de Radboud Universiteit zal komen waarin gevraagd wordt of u mee wilt doen aan een (groeps-)interview of focusgroep. Middels dit bericht willen wij u vooraf informeren over het onderzoek.

Wat houdt het onderzoek in?
Om onze master '*organisatieontwerp & -ontwikkeling'* van de studie Bedrijfskunde af te ronden schrijven wij ons afstudeeronderzoek. Wij (Deniece en Jasper) doen onderzoek naar de manier waarop de structuur van een organisatie, in dit geval die van Philadelphia, is vormgegeven en of deze structuur past bij het gebruik van zelforganiserende teams. In de eerste fase van het onderzoek hebben wij voornamelijk de literatuur over organisatiestructuren bestudeerd en hebben wij ons verdiept in het concept van zelforganiserende teams. In de volgende fase van ons onderzoek onderzoeken wij hoe: 1) de organisatiestructuur van Philadelphia is vormgegeven, 2) zelforganiserende teams zijn 'ontworpen' binnen Philadelphia en 3) hoe deze zelforganiserende teams functioneren binnen de organisatiestructuur van Philadelphia.

Wat zou het onderzoek voor u kunnen betekenen?
De verzamelde data voor ons onderzoek zal worden geanonimiseerd. Dat betekent dat in het onderzoeksverslag niks terug te herleiden is naar een specifiek persoon of naar een locatie van Philadelphia. Het onderzoek biedt een globaal beeld van het functioneren van zelforganiserende teams binnen de huidige structuur van Philadelphia in regio Zuid. Op basis van de data die er met dit onderzoek verzameld wordt kunnen er aanbevelingen worden gedaan omtrent de structuur van de organisatie en het gebruik van zelforganiserende teams. Onderzoeksresultaten kunnen verder mogelijk bijdragen aan het optimaliseren van het ontwikkelproces van (nieuwe) zelforganiserende teams. Door deel te nemen aan het onderzoek kunt u samen met andere collega's bijdrage aan het ontwikkelproces van zelforganiserende teams binnen Philadelphia.

Wat kunt u verwachten?
Binnenkort zal er door Deniece en Jasper contact worden opgenomen met locaties van Philadelphia in regio Zuid. Wij zullen vragen of er medewerkers zijn die willen participeren in een (groeps-)interview of focusgroep. Met behulp van deze interviews en/of focusgroepen kunnen wij de data verzamelen die nodig zijn voor ons onderzoek. Uiteraard zoals eerder vermeld worden de data geanonimiseerd en is deelname aan de interviews of focusgroepen op vrijwillige basis. De interviews en/of focusgroepen zullen o.a. gaan over uw dagelijkse werkzaamheden, onderlinge interacties en bijvoorbeeld uw verantwoordelijkheden als lid van een zelforganiserend team.

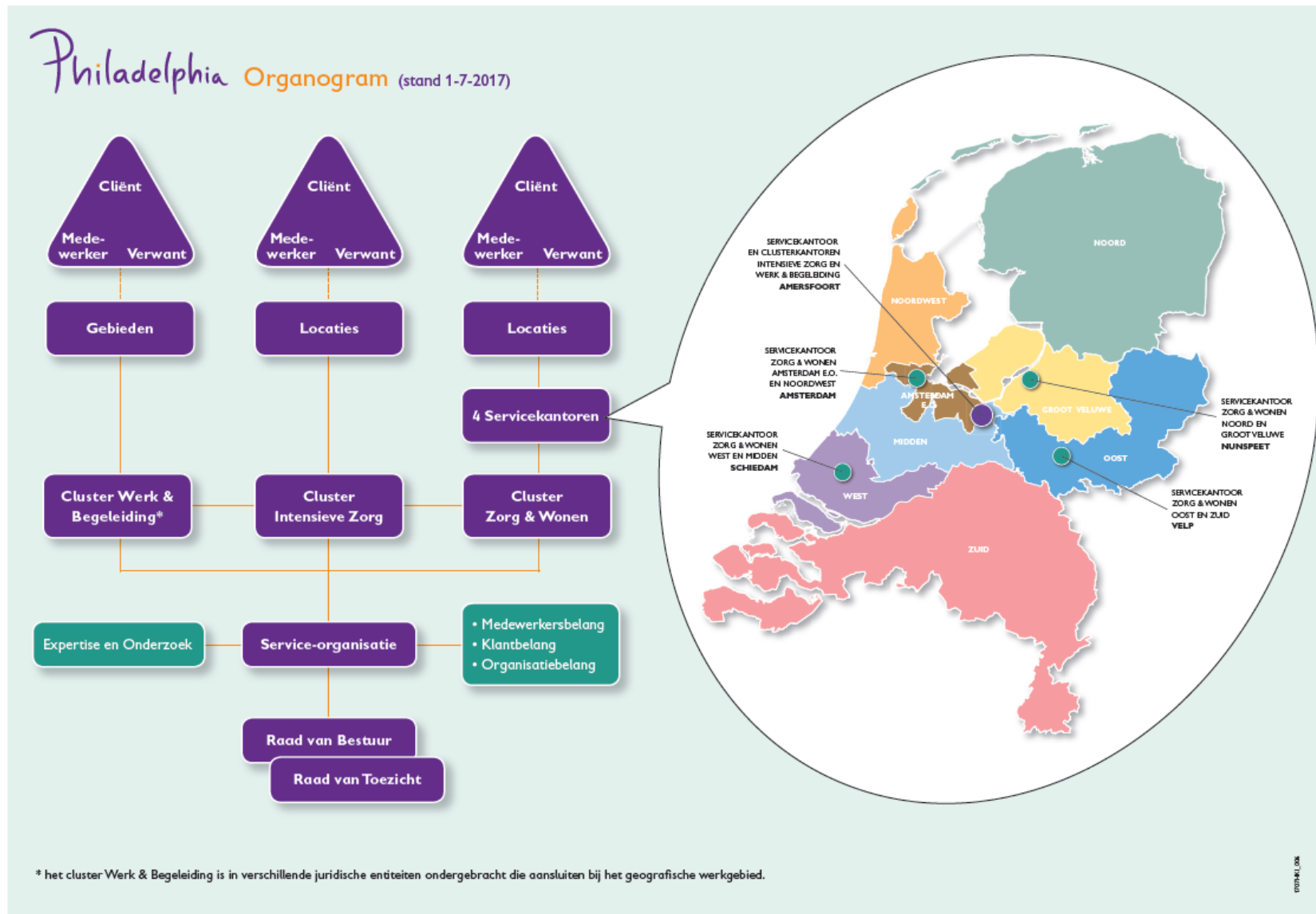Wij hopen u binnenkort te kunnen ontmoeten tijdens een van onze interviews of focusgroepen!

Mocht u vragen hebben naar aanleiding van deze email, dan horen wij het graag.

Met vriendelijke groeten,

Deniece en Jasper

VII. Organization chart (part 1)

VIII. Organization chart (part 2)