

Organization structures for the agile age

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Agenda

1. Engagement at work
2. How did we get here?
3. The way forward

1. Engagement at work

Engagement at work

- Do you love your work and the work environment?
- Do you feel valued at work and believe your organization provides the right environment to make a positive change?
- Would you voluntarily expend extra hours at work?
- Even if you wanted to, would you be able to expend extra hours?

Grim global picture

- According to a Gallup study, only **13%** of people, worldwide feel engaged at work

But how do engaged employees help?

- Gallup found that companies in the top quartile for engaged employees had:
 - 22% higher profitability
 - 10% higher customer ratings

2. How did we get here?

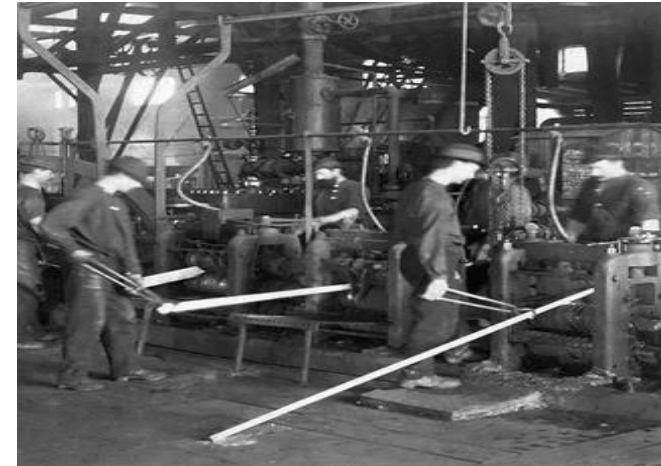
How did we get here?



Fredrick Winslow Taylor



Paris Exposition of 1900



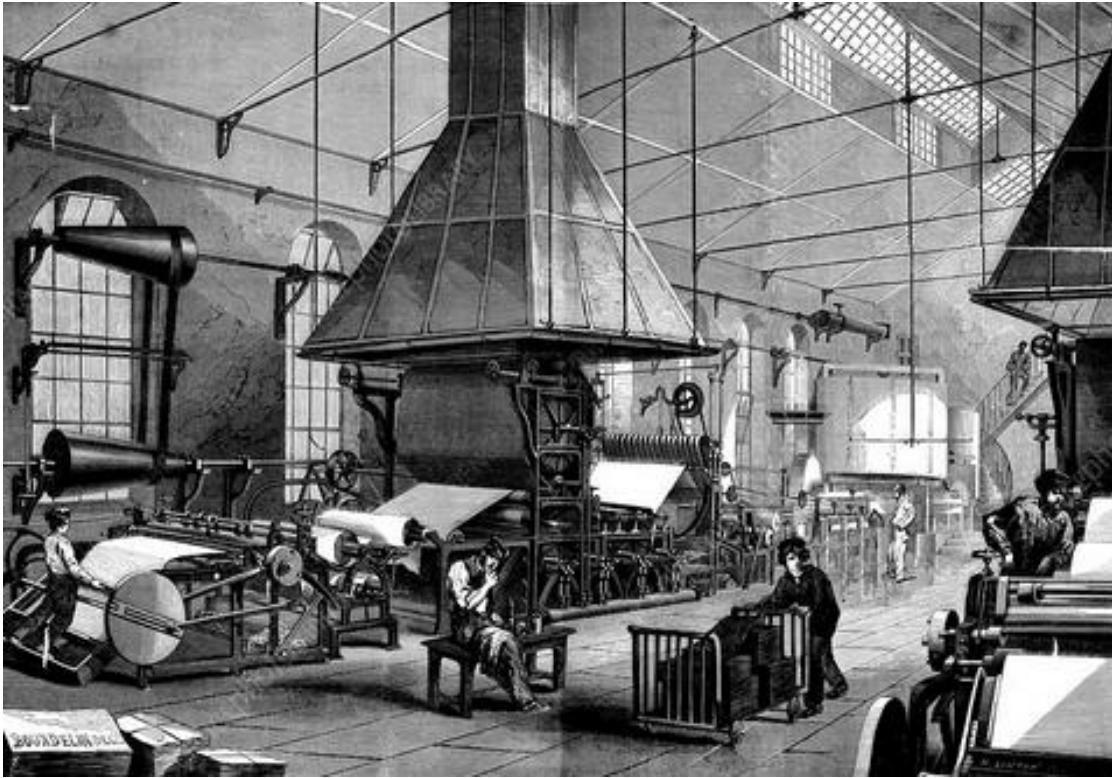
Fragments of a steel factory

- Norm: 9 feet of steel per minute
- Makeshift factory: **50 feet of steel per minute!**

How did he do it?

- Similar machines, same people – so what was different?
- Study!
- Temperature at which steel is cut
- How water would cool the lathe
- Distance between machinist and tool
- Speed of the internal conveyor belt
- **Not a single second of slack**
- **Managers now instructed and oversaw everything!**

...and many other success stories...



- Paper mill Wisconsin
- Was challenged: art of pulping and drying could not be reduced to a science. Taylor accepted.
- Cost per ton: \$75 to **\$35**
- Labour cost per ton: \$30 to **\$8**

Taylor's management model

- It had two primary tenets:

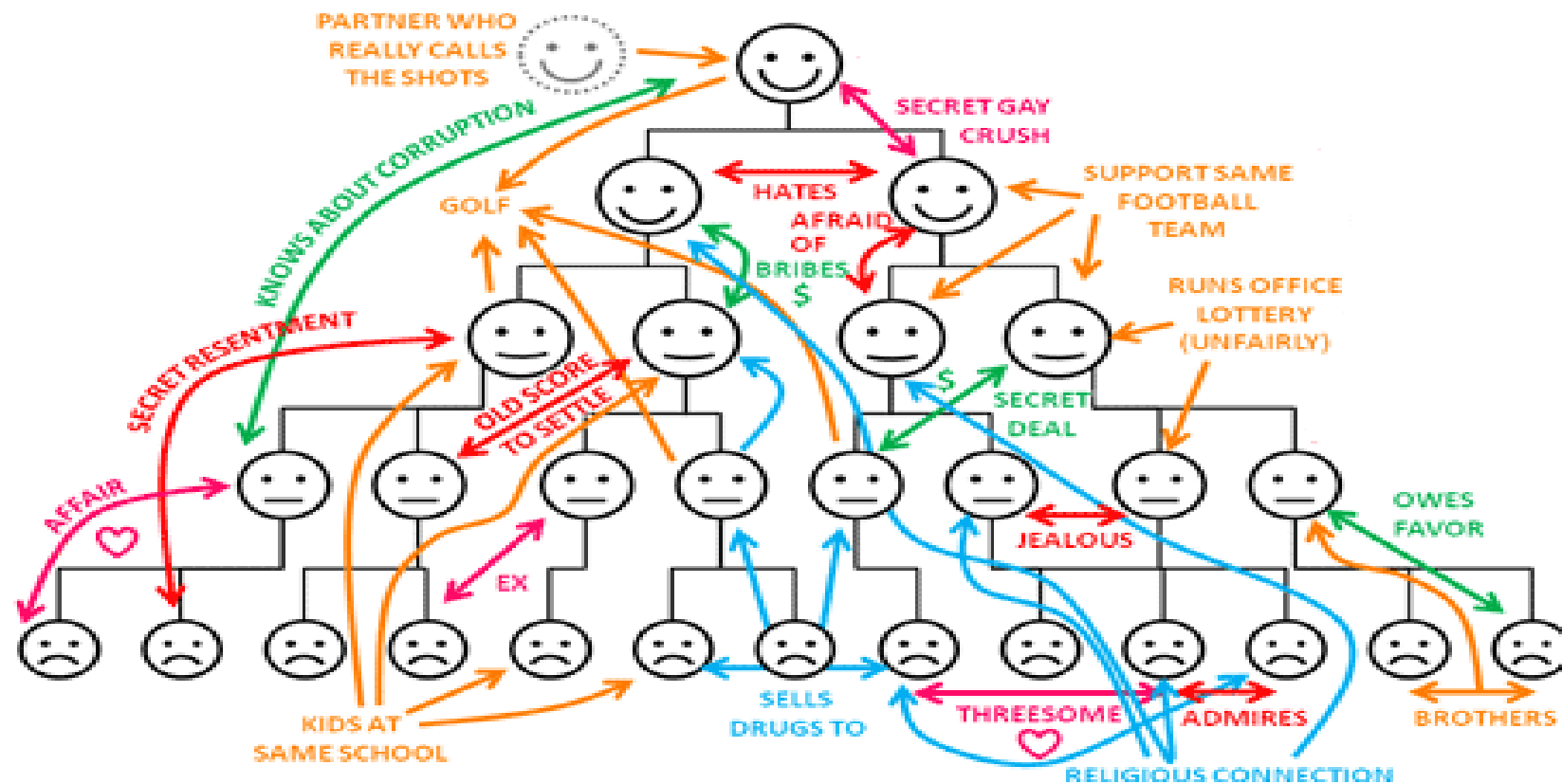
1. *Absolutely rigid and inflexible standards throughout your establishment.*
2. *That each employee of your organization should receive clear-cut, definite instructions as to just what he is to do and how he is to do it. These instructions should be exactly carried out, whether they are right or wrong*

Broader implications?

- “Scientific Management” as a discipline was born
- The ‘one best way’ was discovered
- “Workers are mindless cogs in a larger machine”
- “We have other men paid for thinking”

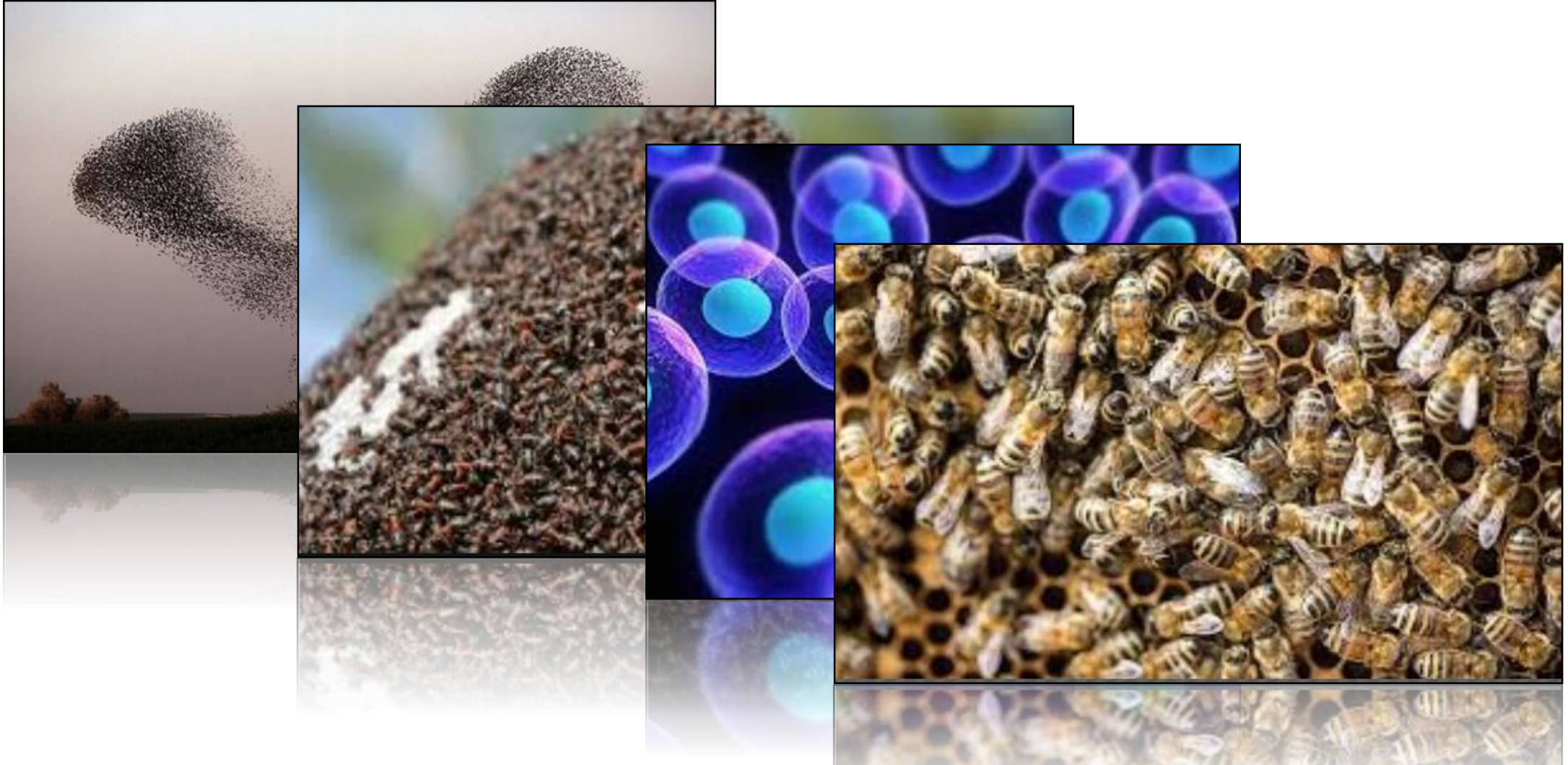
...enter the organization structure...

REAL ORGANIZATION CHART



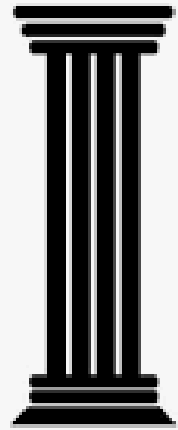
3. The way forward

So how should the structure
evolve...inspiration from nature...

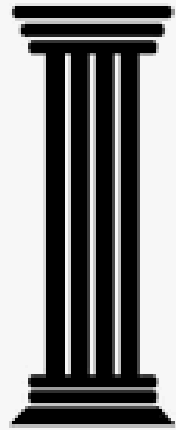


Pillars of the new organization structure

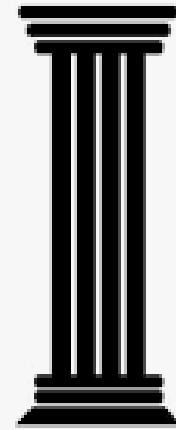
The agile age organization



Self Management

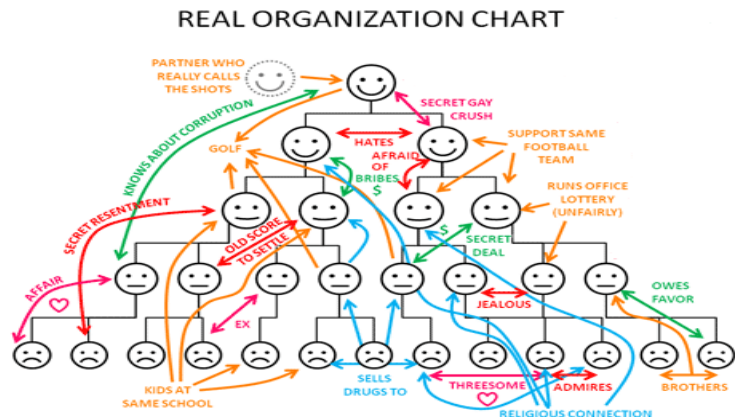


Wholeness



Evolutionary purpose

The Netherlands neighbourhood care story



...as a result...

“On some evenings I have to go see 19 different patients and all you can do is run inside, give a shot or put a bandage, and run out. And I keep thinking the nurse coming after me does not forget something or the other”

“Last year I was responsible for 80 patients that I never got to know well...planning was done by somewhere else by someone who didn't know the system. I could no longer explain to patients why no one turned up or why the time was not respected”

“We were asked to sell products to our patients from our pharmacy. We felt deeply troubled – our expertise and integrity was abused”

Enter

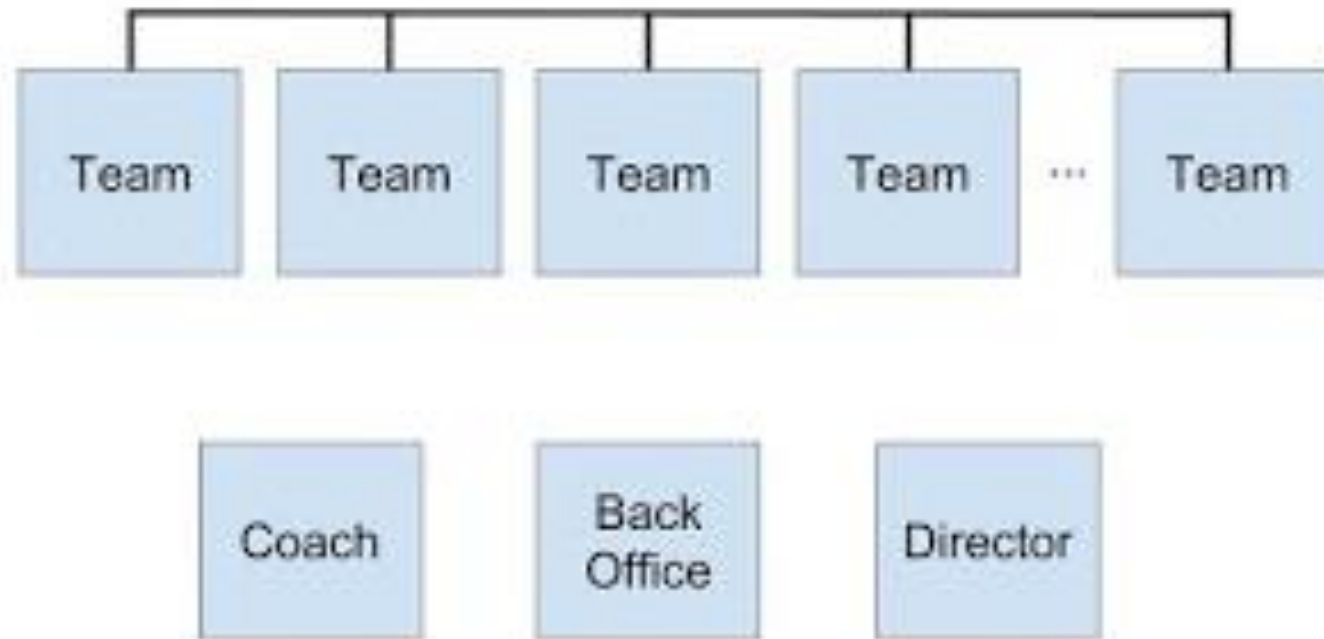


- Jos de Blok
- Started Buurtzorg in 2006 with 10 people
- Largest neighbourhood nursing organization
- 10,000+ nurses today



- Teams of 10 to 12 with each serving around 50 patients
- Team in charge of all tasks
- Scheduling with patients
- Plan, vacations, holidays, scheduling and admin
- Decide how to engage and integrate with the local community
- Which hospitals and pharmacies to reach out to
- Decide when they meet and how to distribute tasks among themselves
- Decide if they want to expand the team or split it
- Monitor their own performance and decide corrective actions
- No leader within the team
- Patients always see the same one or two nurses and form deep relations
- Look after not only the physical needs but emotional, relational and spiritual as well

So how are they structured?



Buurtzorg Organizational Structure

Results

- A 2009 Ernst and Young study: Buurtzorg requires close to 4% fewer hours of care per client
- Ironic considering nurses take time off for coffee and to talk with patients while other organizations time each visit, in minutes
- Patients stay in care only half as long, heal faster, become more autonomous
- 1/3rd of emergency admissions are avoided
- Estimated savings to the social security system at Euro 2 Billion

...and the list is ever growing...



Thank You!

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