

## MASTER

### Circular organizing and organizational resilience in the home care sector

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## Circular organizing and organizational resilience in the home care sector

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In partial fulfillment of the requirements for the degree of

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in Innovation Management

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## Preface

This report is the final piece of my study “Innovation Management” at the Technical University in Eindhoven. It has been an interesting and pleasant time but eventually this phase comes to an end. The last eight months, I have worked in collaboration with IVT Home Care in ‘s-Hertogenbosch on my master thesis. In addition to an environment where I could experience circular organizing at first hand, the people at IVT helped me understand the implications this method has for the organization. They provided me with a great research place, in which I felt continuously supported.

I am proud to present this final report but as in most cases I could not have done this all by myself. Therefore, I would like to extend a word of thanks to the various people that contributed in any way to this final result. I very much appreciate the support of my family and friends during this final stage of my study: my father for reviewing the entire report, and my friends for all the feedback they have given me.

From the university, I would like to thank my three supervisors, Prof.Dr. Romme, Dr. Alblas and Dr. Le Blanc for the inspiring and critical discussions about the subject and in particular how to approach this research. During my research two persons have been of great help, as they were also connected to the subject. Jennifer van den Berg MSc, I wish you all the best while proceeding with this research for your doctoral. Also, I like to wish Jordy Neis MSc, good luck with his upcoming career.

From IVT Home Care, I would like to thank all the employees for their openness, time and honesty during this research. By allowing me to attend meetings and have interviews with most of them, I was able to gather all the information needed as a foundation of this research. In particular I would like to thank Bram van de Langenberg en Mieke Banken for their time and guidance during the making of this report.

Furthermore, I would like to thank all other friends, colleagues, and people who are not mentioned explicitly here.

## Management summary

This research investigates the relationship between circular organizing and organizational resilience. Organizational resilience is defined as the ability of an organization to cope with threats and opportunities in the environment. The level of organizational resilience can be determined by multiple factors ranging from staff engagement to creativity and effective partnerships levels. The main research question of this research is: does circular organizing enhance organizational resilience?

In current literature, a potential linkage between circular organizing and organizational resilience can be identified but it is lacking evidence. In an extensive literature search, only two articles were located that showed some similarities to the proposed research. Both of them lacked the clear focus necessary to support well-defined statements about the effects circular organizing has on the factors determining the organizational resilience.

For the research into the potential linkage between circular organizing and organizational resilience the case study method was used. As research location, the IVT Home Care organization was chosen.

Nowadays, homecare organizations are faced with tremendous changes in their business environment. Change manifests itself in many forms ranging from regulatory changes to significant financial and market changes. For IVT Home Care these challenges have been a continuous threat, requiring the organization to adapt and react in such a manner that the organization remained viable. This was potentially positively influenced by the circular organizing principles that were introduced within the IVT Home Care organization in 2012.

To investigate the potential linkage between circular organizing and organizational resilience, semi-structured interviews were held with six respondents of IVT Homecare strengthened by multiple observations and group discussions. The respondents were all involved with the circular organizing method, that was implemented in the organization. Expert opinions were used too by interviewing members of the team that helped the organization implement circular organizing. The data gathered was further enriched by combining it with secondary data that was available about the branch and within the organization.

The results of this research show that circular organizing positively influenced multiple factors at IVT Homecare, which determine organizational resilience. Especially the factors staff engagement, leadership and situation awareness showed an increase after the introduction of circular organizing at IVT Home Care. No explicit increase was found regarding innovation & creativity and effective partnerships. Different organizations could expect different results regarding the increase on certain or all the measured factors determining organizational resilience.

Whilst looking at IVT Home Care specifically, based on the findings during this study, IVT Home Care is recommended to nurture the effort regarding organizational resilience and allow the method to further flourish within the organization by keeping the support for the circles and developing the ideas and opportunities that come from these circles. Theoretically a further development project that focusses within the IVT organization on

how to generate more innovative ideas and strengthen the bonds with external partners could help IVT to become even more resilient.

In conclusion evidence was found that indicates a direct linkage and positive effect of circular organizing on organizational resilience.

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## 1 Introduction

The environment surrounding companies is always changing and challenges them by posing threats in various forms from both inside and outside organizational boundaries. Changes come in many forms ranging from regulatory changes till significant financial and market changes. The ability of an organization to resist/cope with change is called organizational resilience. Influencing organizational resilience can potentially be done in many ways. However, research on the direct influence of certain of these methods is absent.

One way to potentially positively affect organizational resilience is to incorporate circular organizing within the organization. Substantial research on how to implement circular organizing inside an organization is present. Endenburg (1998) was the initiator who developed the method and applied it to [Endenburg Elektrotechnik](#). Today the method is used in a selection of corporations and other organizations.

The basis of circular organizing consists of multiple principles such as double linking between circles and decision making with informed consent. Informed consent allows individuals to influence the decision process of their circle by giving a well-funded opinion and even having the option to object to a specific decision.

Since 1996 various researchers have researched the method (Buck & Endenburg, 2006; Romme, 1996; Eckstein, 2016). Romme (2016) uses the method in his book the quest for professionalism in which he states that circular organizing serves to fundamentally redistribute power and leadership within an organization.

This master thesis will investigate the potential linkage between the influences of circular organizing on organizational resilience.

This master thesis starts with an introduction to organizational resilience and the derivation of the research questions. First, a description is given of the current research on and the meaning of organizational resilience. Second, the overlaps in studies of organizational resilience and circular organizing. After which the choice for a case study approach is explained and the results of this study are presented.

## 2 Literature review

This chapter will consist of a literature review regarding organizational resilience and circular organizing (CO). Since different theories exist in the literature concerning the prospect to influence organizational resilience, a detailed search is performed regarding the potential of CO to influence organizational resilience.

### 2.1 Introduction

There is a relatively small body of literature that is concerned with organizational resilience. Where organizational resilience is one of the key elements in this research, it is important to ensure a thorough understanding an introduction in the definition of resilience.

The Merriam-Webster dictionary describes resilience as the “ability to recover from or adjust easily to misfortune or change”. The definition of resilience in the context of engineering also helps to get a basic understanding of the term resilience. In the field of engineering, resilience refers to the “ability to sense, recognize, adapt and absorb variations, changes, disturbances, disruptions and surprises” (Hoolnag, Woods, & Leveson, 2007).

The word resilience traces back to the Latin word *resilire*, which translates to “Leap Back” (Skeat, 1882) and although the concept dates back centuries “it only became central around the beginning of the 2000s” (Reghezza-Zitt & Rufat, 2015, p. 6). For example, Välikangas (2010) states that resilience is the capacity that sustains the business while the strategist is hard at work. It is also the ability to survive rare events. Southwick, Litz, Charney, & Friedman (2011) describe it as the capacity to regain balance following exposure to an adverse event or events.

Resilience itself is not an end state of being; it is more like a process of progressive growth within a hazardous landscape, across the entire lifespan of the organization. Resilience has multiple elements. According to Pirotti & Venzin, (2016) the main elements of resilience are:

- Robustness. The ability of a company to withstand a shock.
- Recovery. The way companies get back up after facing external shocks.
- Resourcefulness. Businesses can bend and change their position. (Pirotti & Venzin, 2016)

According to Seville, (2016) resilience can be of a defensive nature (stopping bad things happen), and of a progressive nature (making good things happen).

In this research, the primary focus will be on organizational resilience as will be explained in the next section.

### 2.2 Organizational Resilience in literature

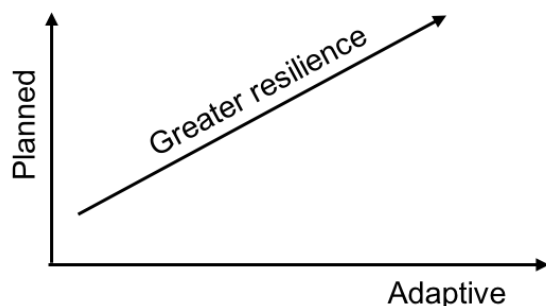
The present literature on organizational resilience is highly diverse and has a strong dependence on the context in which the research is defined. The organizational context helped to select the articles at Science Direct, since it allowed to distinctly choose for articles that regarded a business or organizational context. As indicated

There are two distinct perspectives on what organizational resilience means: The first vision is simple: the ability to rebound from unexpected, stressful, adverse situations and to restate business as usual (Gittell, Cameron, Lim, & Rivas, 2006; Horne, 1997; Horne & Orr, 1998; Lengnick-Hall, Beck, & Lengnick-Hall, 2011; Mallak, 1998; Rudolph & Repenning, 2002). Also, known as the ability of an organization to be defensive or as stated by (Seville, 2016) be adaptive. It is very similar to the definition given by (Hoolnage et al., 2007). Within this vision, the focus is more on coping with the current changes in the environment and maintaining or reinstating the performance levels back to normal. This perspective is more rebound-oriented and is often tied to hardiness, the ability to react to stressful events with adaptive interpretations and actions (Kobasa, Maddi, & Kahn, 1982).

The second vision is more progressive. In this perspective the focus is more on the development of new capabilities and expanding the ability to keep pace with the changes in the environment and even create new opportunities. (Coutu, 2002; Lengnick-Hall et al., 2011; Lengnick-Hall & Beck, 2003; Weick, 1988). This vision is more broadly oriented and allows organizational resilience to become more than just the ability to maintain performance; it is about thriving as a company and capitalizing on unexpected challenges and changes.

Seville (2016) approaches this as the planned resilience capabilities in which the organization can sense the change as it emerges over the horizon and take action to minimize the risk and maximize the upside.

Seville (2016) argues that both planned and adaptive resilience is necessary within a company to thrive. Figure 2-1 shows the relation between these two perspectives.



*Figure 2-1 Relation between planned and adaptive resilience (Source: Seville, 2016)*

To incorporate these visions into a comprehensive definition the next part will introduce the reader to this.

### 2.3 Defining Organizational Resilience

Välikangas (2010) indicates that since 2003 enormous amounts of wealth have been lost in the biggest global financial crisis since the 1930s. For that reason, resilience has come to mean the capacity to survive in the long term. It is at the core of companies that they want to survive in the long term. A financial crisis of this size helps businesses be more aware that they need to be resilient.

The research done about organizational resilience is growing strongly. In 2006, there were around 700 articles published about organizational resilience at Science Direct. In 2016 more than 4000 articles were published, in the Science Direct database.

Scoring high on organizational resilience can deliver multiple benefits. Ranging from early detection of potential problems and so keeping the cost of solutions down but also recovering quickly from potential disasters so that business can be regained.

As stated the term resilience applies in multiple contexts, one of them is the organizational context. For the rest of this master thesis, resilience will be positioned in the organizational context unless stated otherwise.

Multiple definitions of organizational resilience were constructed in the past years in literature. These findings are presented in Table 1.

*Table 1 Definition of resilience in the organizational context*

Välikangas (2010)	Resilience is a capacity to undergo deep change without or prior to a crisis.
Horne and Orr (1998)	Resilience is the fundamental quality to respond productively to significant change that disrupts the familiar pattern of the event without introducing an extended period of regressive behavior.
McDonald (2006)	Resilience conveys the properties of being able to adapt to the requirements of the environments and being able to manage the environments variability.
Hamel and Välikangas (2003)	Resilience refers to the capacity to continuous reconstruction.
Vogus & Sutcliffe, 2007	The maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful.
Rudolph & Repping (2002)	The dynamic interplay among a number of small events and the organization's capacity to respond to these.

This research uses the definition from Välikangas (2010) as a base: "Resilience is a capacity to undergo deep change without or prior to a crisis. ". The definition from Välikangas is highly useful because it explicitly defines that there is no particular need for a crisis.

In addition, we draw on McDonald's definition that acknowledges that organizations need to be able to adapt to the requirements of their environment.

The definition used in this thesis is a synthesis from both Välikangas and McDonald: Resilience is a capacity to adapt to the requirements of the environment by undergoing deep change without or before a crisis.

## 2.4 Two approaches to Organizational Resilience

A differentiation can be made between strategic resilience and operational resilience. For this study, a time-bound differentiation will be used in which operational resilience is related to the activities taken during a disrupting event itself. While strategic resilience is planned, and happens before a potential disrupting event takes place.

Välikangas and Romme (2012), define *operational resilience* as the ability to bounce back from a crisis or more broadly to respond to adversity. They also indicate that strategic resilience is more aimed at the capacity to turn threats into opportunities before it is too late. It has a lot in common with term survivability which is used by (ampel, Bhalla, & Jha, (2014) or adaptive capabilities (Seville, 2004).

Välikangas and Romme, (2012) define *strategic resilience* as the ability to turn threats in to opportunity before it is too late. This is in line with the definition of Seville (2004) who defines strategic resilience as being more pro-active and looking at the planned capabilities to deal with treats. It is also known as maintaining the operability defined by Lampel et al. (2014).

## 2.5 Conclusion

This chapter provided a literature study of organizational resilience. The definition for organizational resilience used in this thesis is a synthesis from both Välikangas and McDonald: Resilience is a capacity to adapt to the requirements of the environment by undergoing deep change without or before a crisis. In this thesis, a differentiation will be made between operational resilience in which a crisis is solved, and strategic resilience which aims to pro-actively look for opportunities to make the organization more resilient.

### 3 Circular organizing is the fundamental redistribution of power and leadership

There are multiple management methods to organize and enable communication within an organization. One of the less conventional and newer methods is circular organizing. Romme (2016) states that circular organizing serves to redistribute power and leadership throughout the organization fundamentally.

According to Romme and Endenburg (2006), many corporations and other agencies have great difficulties in creating a commitment to strategies and policies, especially when they are created by top managers within the organization. Also, Romme and Endenburg (2006) state that some agencies are struggling with the implementation of a works council, which is a consultative body that is required by Dutch law.

Circular organizing is a way to let authority and power not only flow from top to bottom through the organization but also the other way around, whilst giving substance to the identified problems. According to Romme (2016), circular organizing redistributes power and leadership throughout the entire organization.

In the Netherlands, circular organizing is more commonly known as SKM<sup>1</sup> which is based on the same scientific views as used for steering dynamic processes. The method allows an organization to constructively shape and control power and has proven to be successful in organizations like Endenburg Elektrotechniek, Fabrique and many other organizations including some police departments, nursing homes and educational institutions (Buck & Endenburg, 2006; Romme, 2016). While this method is mostly used in Dutch organizations, it is also implemented in firms in Canada, the United States, and Brazil (Romme & Endenburg, 2006).

The method is beneficial for companies that want to improve matters like the creativity, employee involvement and reduce matters like the number of meetings and employee sick leave days (Buck & Endenburg, 2006).

#### 3.1 History of Circular organizing

Gerard Endenburg is one of the originators of the circular (also known as sociocratic) approach within a business organization. He started experimenting with the idea of circular organizing in the late 1960s, with the first actual test taking place in practice during the early 1970s (Romme & van Witteloostuijn, 1999). This resulted in the sociocratic, circular approach to organizations (Endenburg 1988, 1998).

Circular organizing is based on a governance practice around people having a social relationship (Buck & Endenburg, 2006). The method itself leans heavily on cybernetics, as the science of steering and control which forms an important framework for organizational design (Beer, 1959).

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<sup>1</sup> De Sociocratische Kringorganisatie Methode

Endenburg, who previously studied cybernetics as an engineer, took over his parents' firm in the Dutch electro technical industry (Romme & Endenburg, 2006). Endenburg used his knowledge of cybernetics to develop the first conception of circular design precepts (Romme & van Witteloostuijn, 1999). He believed that introducing circularity could increase the organization's capabilities of problem-solving (Romme & van Witteloostuijn, 1999).

Introducing circularity also helped the team that was struggling to set up a works council<sup>2</sup>, which was required by the Dutch law. The organization in that time had a traditional administrative hierarchy, and participants grew increasingly dissatisfied with the consultative body, the works council (Romme & Endenburg, 2006). Instead of allowing a genuine consultation between managers and workers the hierarchical structure frequently produced conflicts, that is why Endenburg decided to redesign this consultative system. He started with developing a number of principles that can be applied to all sorts of systems.

The principles of circularity will be discussed in the next sections.

### 3.2 Circularity

Circularity is based on principles found in Cybernetics as the science of steering and control (Beer, 1959). Cybernetics suggests that the purpose of a circular system is to detect the disturbance of a dynamic equilibrium and take steps to restore it.

The relationship between cybernetics and circular management (circularity) becomes apparent when examining the key construct and principles as defined by Endenburg.

Cybernetics is applicable to any kind of system "capable of maintaining a state of dynamic equilibrium" (Endenburg, 1998, p. 65). Within this definition, cybernetics implies that a circular process serves to detect the disturbance of a dynamic equilibrium and to take steps to restore it. It is "a process which is unnecessary in a static equilibrium, because the factors influencing a static equilibrium are not variable"(Endenburg, 1998, p. 65).

Endenburg (1974) used principles from Cybernetics to create a self-regulating organizational system. The core principles used for building a self-regulating system from Cybernetics are:

- Weaving must be possible.
- Potential to deviate from the optimal route
- Enabling search utilizing the circular process
- Exploring and setting boundaries
- Within a collaboration agree on acceptable boundaries

This list is complemented by the point made in Romme & Endenburg, (2006):

- Create an unambiguous hierarchical sequence of accountability levels.

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<sup>2</sup> A consultative body that is required by Dutch law.

When applied to organizations those principles lead to the following organizational principles in Circularity.

### 3.2.1 Informed Consent principle (policy-making)

The informed consent principle is different in multiple ways from more commonly known decision-making solutions such as the democratic style in which for example the most votes count and the autocratic way in which one leader or a small group of persons at the top make the decisions.

As stated by Romme (2016), informed consent implies that a policy decision is only taken when there are no objections to the proposed decision remaining. When a person decides to give informed consent to a decision one is essentially saying: "I do not object to it, based on my understanding of the relevant facts, implications, and consequences" (Romme, 2016, p. 117). Informed consent gives the minority a voice that would have been lost in democracy since one person could block a certain decision till he/she feels that consent could be given. This does not mean that the idea has to match that person's view perfectly but enough for him/her to give consent.

Informed consent is therefore different from a consensus since consensus requires an unqualified "yes" with regard to the idea, where according to Romme (2016) a consent requires the absence of an argued objection. Allowing all the participants to express and discuss their arguments and opinions permits the group to take an informed decision.

This is where consent differs from the right to veto since one should be able to argue why he/she isn't able to give consent. A trained chair can raise all the argued objections of the persons within the group as a base. After that, the chair will direct to a decision in which all the members of the group get an opportunity to raise their remaining concerns. The chair will help to guide to a solution. This happens for example by asking "John, can you provide more background to your objection to the proposed decision, and then tell us how you think the proposed decision needs to be adapted" (Romme, 2016, p. 138).

The informed consent method allows organizations to create a policy that is within the acceptable boundaries of the group. If one or more boundaries are crossed for example, one is not able to execute a certain decision and then no consent will be given until it is resolved. The method itself allows other decision methods to be incorporated within for example voting, and this can be done if all the group members give their consent to take the decision by votes.

Searching and adapting also known as weaving is a concept that allows a team to deviate from the set path. A team should be able to deviate, make changes and resolve mistakes during projects in order to get the right results. Weaving is a circular process which consists of three components; an operational, measuring, and directing component. (Romme, 2003; Romme & Endenburg, 2006). The operational component is related to performing the task itself, while the measuring parts keeps track of how the task is going and the directing component uses the information that is measured while performing the task to adjust the activities accordingly. Since there is no such thing as the correct route, one can define the route more or less and stay within the acceptable limit while trying to reach a certain result.

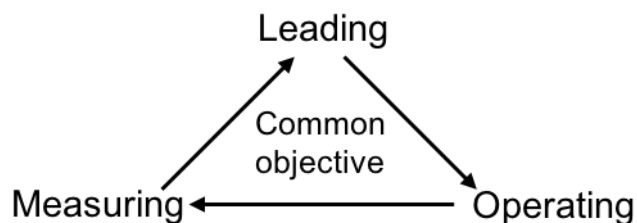


When there are more stakeholders within a project, the stakeholders should agree on acceptable limits which all members respect, since the collaboration can only function properly when each participant is able to make informed objections to any proposed (changes in these) limits (Romme & Endenburg, 2006).

### 3.2.2 Circles as units

Circles are one of the core principles of circular management. A circle is a functional unit that consists of members with a common work objective. According to Romme (2016), each member of an organization should be linked to at least one circle. Circles can be compiled out of teams working on the same project or for example a circle of team leaders.

Figure 3-1 shows the dynamics within the circle, Romme & Endenburg, (2006) state that the circles within a business serve as a policy-making unit and within this role it formulates and updates its objective(s); applies the functions of operating, measuring, and leading; and has the responsibility to maintain the quality of its resources by an integral education process.



*Figure 3-1 The circular process of leading, operating and measuring*

*Adapted from: Endenburg, (1998)*

Within the circle some ground rules apply, one is that all members of the circle are equal to each other, they have the same rights within the circle. Another one is that the decision-making process follows the consent principle. According to Buck & Endenburg, (2006) meetings are often done during specially formatted circle meetings. These meetings are mostly planned in monthly to half year intervals.

The circle allows members to set their own goals within the boundaries that are established by a higher circle. So, the hierarchy structure remains partly intact since the circular infrastructure co-exists with the administrative hierarchy (Romme & van Witteloostuijn, 1999).

The process has certain limits if a circle is not able to come to a consensus during the time available in the meeting. Some options are available for the conversation leader to circumvent this. He/she could propose to initiate a support circle that is specifically aimed at solving this question within the organization. This circle is of a temporary nature and resolves after the problem has been resolved. When the dilemma is bigger than the boundaries of the group, the problem can be upgraded to the next higher circle.

### 3.2.3 Double linking

To ensure that the process of measuring leading and operating as shown Figure 3-1 is not only stays within the circle but also is connected, between the circles a double link is constructed. This double link allows a delegate member of the circle to attend the meetings

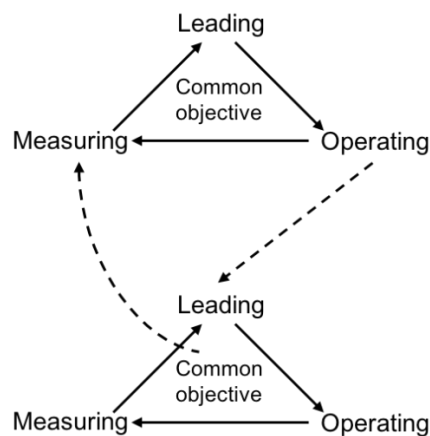
of a higher circle. It also allows the leader to bring back information from his/her circle to the circle that he/she is leading.

As stated by Romme and Endenburg, the double link ensures the vertical connection between two circles. In practice, this means that there is a control that the information of the group that needs to go to a higher circle gets there and that the information that comes back from a higher circle matches the information that was sent from that circle. The leader of a circle in this way becomes the operating part in the next higher circle. The connection between these two circles is visualized in Figure 3-2.

It is however not possible for a leader to be also the delegate from the same circle for the measuring part. This assures the objectivity and the diversity between the operating and leading part and the measuring part (Endenburg 2006).

The double link in this way allows decisions to move up and down the hierarchy of the organization (Romme 2016).

The representative of the group is chosen by election. This election includes a consenting part in which all the members of the circle are required to give their consent. The consent of the group shows trust in the delegate to do a good job.



*Figure 3-2 Double linking between circles  
adapted from: Endenburg (1998)*

#### 3.2.4 Elections by consent

The election by consent principle was added later to this list. When looking back at the article from 1998 by Endenburg, only three principles were stated. This fourth principle allows the circle to elect group members for certain jobs that have to be fulfilled. During projects, the group has to fulfill certain goals. Instead of hiring a person that is the perfect fit for the job, election by consent looks within the group to find a fit. It might not be the best fit but the person who was chosen should be able to do the task good enough to meet the goal.

When the group wants to elect a person for a specific task or function a certain procedure is proposed (Buck & Endenburg, 2006; Christian, 2016; Romme, 2016).

1. Identify and specify the task at hand, and the specifications needed to fill these tasks.
2. The group members have to nominate members for the function.
3. The group members then elaborate why they nominated a certain person

4. Invite-change round, the members are requested if they would like to change their nomination.
5. Optional step to have an open discussion or ask questions
6. Consent round.

These steps are in a certain order for a reason, the process in this way allows the member that best fit the job to get chosen instead of the person with the most votes or the first one to volunteer. The process in this way is a guideline for the facilitator of the circle who can apply this in multiple situations. The facilitator has the freedom to for example weigh in the number of votes a particular person has in the consent round. However, every group member still needs to give their consent to this method and the person chosen. One could for example state "safe enough to try" or "good enough for now" since an endless search for the perfect option could limit the progress (Christian, 2016).

### 3.3 Implementing Circular Organizing (Sociocracy): complex but achievable

The implementations of circular organizing have the following attention points:

- Requires careful implementation planning
- Necessitates training in new concepts
- May arouse varying intense emotions during implementation (skepticism, elation, anxiety, excitement), at first it can be uncomfortable for those not accustomed to sharing the responsibility of difficult decisions.

### 3.4 Influences of Circular Organizing

The influences that circular organizing has within an organization are highly diverse. Ranging from speeding up the adaptation process of change to reducing the sick leave days of employees. According to Buck & Endenburg (2006), Figure 3-3 shows all the advantages and disadvantages that circular organizing has within an organization.

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Promotes creativity and problem solving throughout the organization</li><li>• Supports the interests of investors, management, and staff</li><li>• Speeds adaptation to change</li><li>• Engage and utilizes the energy of every member of the organization</li><li>• Increases staff commitment to and identification with the organization</li><li>• Results in fewer, more satisfying meetings.</li><li>• Reduces sick leave</li><li>• Improves safety record</li><li>• Raises awareness of costs</li><li>• Improves client orientation</li><li>• Decreases the odds of burnout</li><li>• Builds program self-discipline</li><li>• Supports leadership among peers</li></ul>	<ul style="list-style-type: none"><li>• Requires careful implementation planning</li><li>• Necessitates training in new concepts</li><li>• May arouse varying intense emotions during implementation (skepticism, elation, anxiety, excitement)</li><li>• May, at first, be uncomfortable for those not accustomed to sharing the responsibility of difficult decisions.</li></ul>

*Figure 3-3 Advantages and Disadvantages of CO  
Adapted from Buck & Endenburg, (2006)*

### 3.5 Conclusion

This chapter provided a literature study regarding circular organizing. The method of circular organizing was developed by Endenburg in the 1960s and 1970s. Circular organizing (CO) is buildup of four core principles that have been explained in detail. This literature study showed some great potential advantages for an organization such as the fact that it speeds adaptation to change. Overall the method has some distinct features and benefits.

## 4 Does circular organizing enhance organizational resilience?

This chapter compares current literature from both fields in order to find evidence of a potential link between resilience and circular organizing. It starts off with a cross terminology search to find articles that might already explain the relation. After which elements of both fields are linked in a more theoretical way.

### 4.1 Findings from existing literature: potential linkage identified but lacking evidence

This research started with an extensive search in the available literature to identify articles which discuss both organizational resilience and circular organizing. In this way, it identifies potential links between the research field circular organizing and organizational resilience.

#### Cross terminology search: only two supporting documents

First, a cross-terminology search was done at Web of Knowledge. To ensure a sufficiently wide coverage of the search, synonyms of the search term were taken into account. This allowed the researcher to find potential articles that looked at the relationship between one or multiple of the characteristics of circular management in relation with one or multiple identifiers for organizational resilience.

The search query used for this was: TS= ((Circular Organizing OR Circularity OR Self-organization OR Sociocracy OR Cybernetics) and (Resilience OR Agility OR Flexibility OR Adaptability OR Improvisation)) (web of science) in July 2017. It resulted in 772 hits which were then filtered by selecting the management category. Resulting in eighteen potential articles of which two were found useful after scanning through each article and identifying if the article is focused on the potential link between circular organizing and resilience or not.

The first article that was found by the cross search is from Ramirez (2012) about the learning organization.

The researchers aim is to understand more about the potential of organizational learning and managerial cybernetics to cope with sustainability paradoxes that exist in most current business. It argues that to influence the sustainability of organizations one should break current beliefs. Managerial cybernetic, organizational learning and holistic approaches can help to solve the sustainability problem by contributing to the understanding of the problem. However, these methods in no way, provide all the necessary answers. The methods does help to generate knowledge in order to make businesses truly intelligent and wise organizations as indicated by Ramirez, (2012).

Though, the core focus of this article is how organizations deal with sustainability paradoxes. The article leaves out how these organizational methods help with organizational resilience. It does state that some of the principles can help organizations generate better ideas but the mechanism behind it and how it influences organizational resilience is not explored.

The second article by Hout (1999) is based on a book by Sherman and Schultz (1998) which shows a relation between self-organizing and the adaptability of company.

Sherman and Schultz (1998) state that today's business has a different field to work in, which moves faster but is also fundamentally different. According to the writers the pace is

so high that yesterday's assets become today's dead weight. So, within these business strategies should be emergent that allow the business to cope with the pace.

They conclude that to generate a competitive advantage, managers should result to getting the best performance of their people. According to them this can be done by nurturing the best talent, setting the right rules within the organization or wire people into appropriate networks. Also, rewards should be distributed properly, conflicts solved and the wrong people should be ushered out. In the end as stated by Hout (1991) better managers and strategists will win more often. Self-organizing and adaptability are thus keys to a successful company.

Both articles give a first indication of the potential for an organizational method to influence the long-term performance of an organization. By showing that factors like managerial cybernetics and a focus on getting the best performance out of their people organizations could increase their long-term viability. However, both articles lack a clear focus on the influence of CO on organizational resilience as will be researched in the rest of this thesis.

## 4.2 Literature search for indicators of resilience in organizations and circular organizing

This paragraph sets out to find potential indicators for measuring organizational resilience and the effects of circular organizing. By identifying these factors, the influence that CO has on organizational resilience can be researched. Since a focus is given in what is of importance regarding the relation.

### 4.2.1 Measuring organizational resilience: five strong indicators

Measuring resilience is done by looking at some key elements within the organization. Seville (2016) who published more than 170 articles on organizational resilience, risk management and is a leading researcher in the field of organizational resilience argues that there 13 indicators for resilience. However, some of these indicators are more important than others; she argues that there are five strong indicators of organizational resilience Including:

1. Charismatic leaders (Leadership)
2. Dedicated employees (Staff engagement)
3. Having strong connection in the market (Effective partnerships)
4. Being aware of the market and the business (Situation awareness)
5. Constantly learning organization (Innovation and creativity)
6. Focus on being able to respond to the unexpected (Proactive posture)
7. Clear values of importance during a crisis (Unity of purpose)
8. Able to make tough decisions fast (Decision making)
9. Limited boundaries for cooperating with other organizations (Breaking silos)
10. Sufficient resources to absorb unexpected change (Internal resources)
11. Role flexibility backing up key people (Leveraging knowledge)
12. Planning matches responsibilities regarding the unexpected (Planning strategies)
13. Testing and practicing emergency plans (Stress-testing plans)

The better one or more factors are represented within a company the stronger the potential resilience is of that company. So, influencing one or more of these factors could increase the resilience of a company. For example, when a company creates higher staff engagement, this could lead to a more resilient organization. People within the organization should be committed enough to go the extra mile to get things done.

### 4.2.2 Additional indicator of organizational resilience: Employee involvement

Lampel, Bhalla, and Jha (2014) researched the influence of governance on organizational resilience. Special attention was given to the differences between employee owned businesses (EOBs) and other companies. They identified the economic downturn between 2008-2009 as the moment of impact where resilience had an opportunity to be identified. Next this was compared with data gathered about the company's performance before the economic downturn 2004-2008. A total of 204 non-EOB and 49 EOB company was used in this research combining secondary data with a survey.

To compare the EOBs with the non-EOBs, data, about turnover and profitability is used. Lampel et al. (2014) argue that the downward shift in turnover and profitability is much

sharper of non-EOBs. One of their findings is that the investments in human resources are an important predictor for long-term performance. As also indicated by Huselid (1995) who states that employee retention and low turnover are important moderating variables. The main finding is that "one of the key organizational features that may lead to resilience in employee owned businesses is employee involvement in decision-making." (Lampel et al., 2014)

This study found the differences between EOB and non EOB to be the strongest in certain employee roles namely: the role in board level decisions, followed by the influence on business area level decisions and the role in setting overall strategy and direction. The strongest difference that might have explained the resilience of EOB is that employees in non-EOBs are oriented towards seeking their input at early stages of product life cycle, while EOBs employees are asked for input beyond the operational aspect, focusing more on the strategy part. They indicate that just changing the ownership model isn't enough to create resilience, this must be combined with employee involvement (Lampel et al., 2014)

According to Lampel et al. (2014) A critical footnote must be made regarding the study of (Webb & Webb, 1911). They argue that it not accurately reflects the resilience of employee-owned business in their era. The study failed to properly asses' resilience since it lacked an understanding of the wide range of different relations that can emerge between employee ownership and firm governance.

#### 4.2.3 Indicators regarding the effects of circular organizing within an organization:

Circular Organizing delivers multiple advantages and disadvantages according to Buck Endenburg (listed in Figure 3-3). One of the main advantages is that it promotes the creativity and problem solving throughout the organization and it increases staff commitment to and identification with the organization. Measuring the growth in creativity, problem solving capability and especially staff commitment provide indicators for the effects of circular organizing. The factors that were reported in literature are shown in Figure 4-1 Indicators regarding the effects of CO.

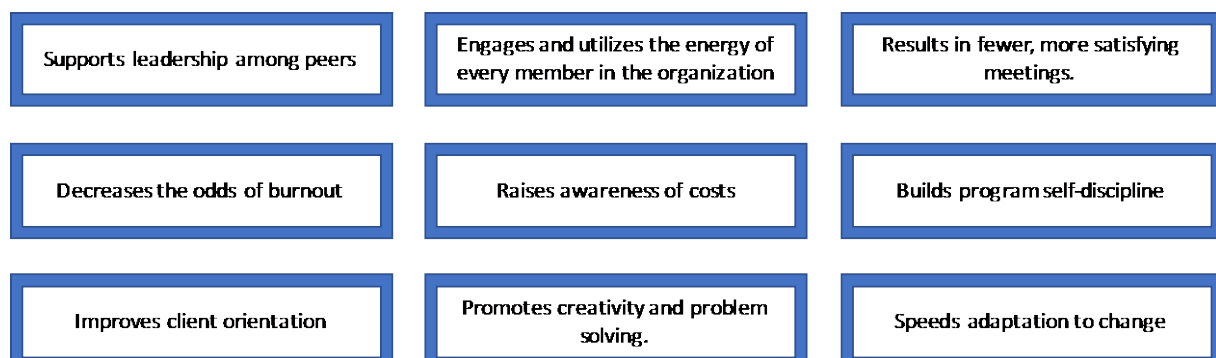


Figure 4-1 Indicators regarding the effects of CO  
Adapted from: Buck and Endenburg (2006)



#### 4.2.4 Alignment between the indicators for circular organizing and resilience: combination of Buck and Endenburg and Seville

During the literature study, it became apparent that circular organizing has a potential impact on multiple indicators of resilience. This could hypothetically mean that circular organizing has a direct influence on Resilience. Buck and Endenburg have indicated the advantages of dynamic governance which are as stated in figure 3-2. By just comparing the five strong indicators of resilience with the organizational changes that circular organizing delivers it shows the potential dynamics between these two. Figure 4-2 Conceptual linkage between circular organizing and resilience that there are strong similarities between what circular organizing brings to an organization and what is needed to create a resilient organization.

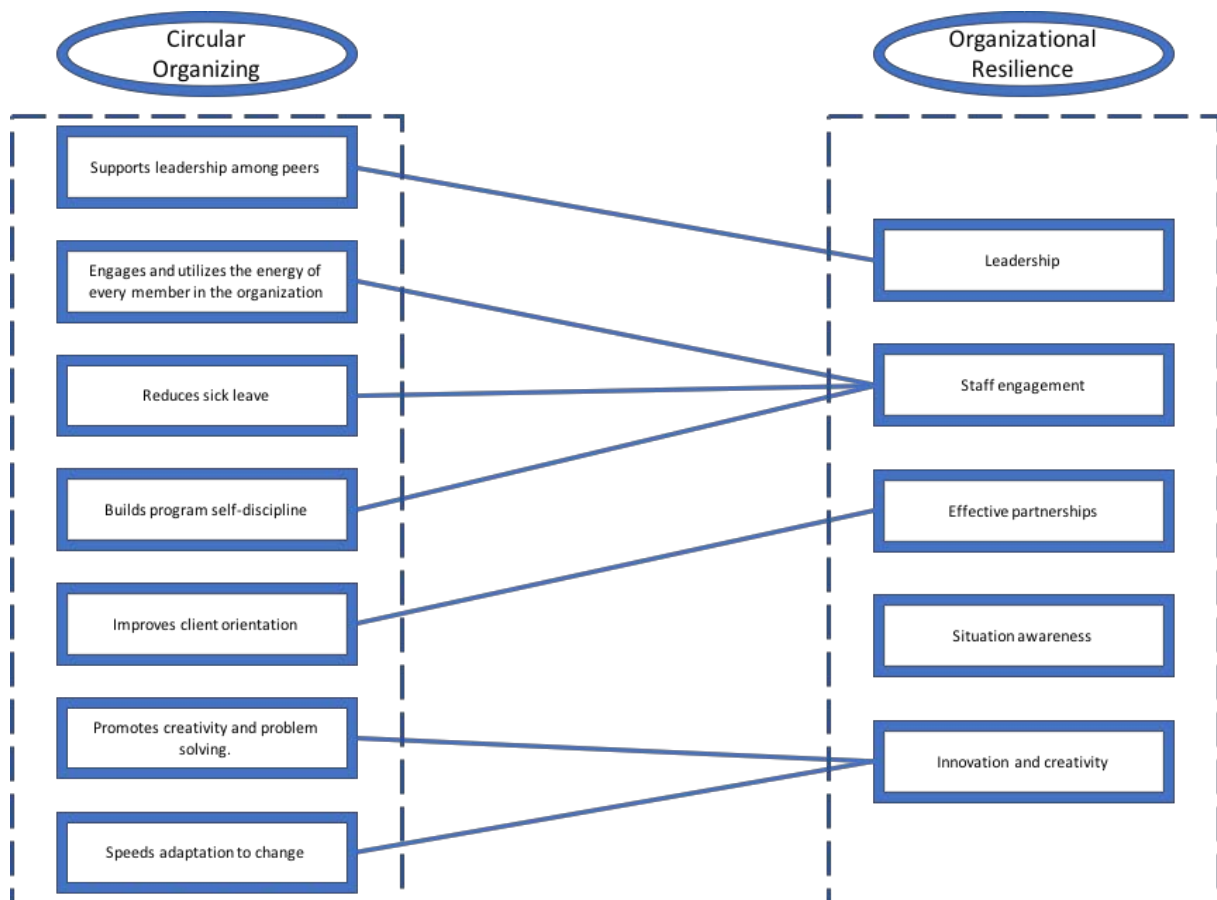


Figure 4-2 Conceptual linkage between circular organizing and resilience  
Adapted from: Buck and Endenburg (2006), and Seville (2017)

##### 4.2.4.1 Leadership

A clear link is present between Leadership and CO.

Leadership is not about a single person taking charge and providing the direction. No single person can ever hold all the qualities required to lead all people all the time (Välikangas & Romme, 2012).

The sociocratic method allows for a professionalization of leadership, offering a way for leaders to restructure the organization so that leadership gets support from the entire organization since every circle has the ability to influence policy decisions. It restructures the

way organizations deal with policy decisions and how the organization communicates as a whole. Seville indicates that a leader should be visible and accessible she advises leaders to “be intentional about making time to interact with people.”(Seville, 2016)

#### *4.2.4.2 Staff engagement*

The second identifier for resilience that is discussed by Seville (2016) is about staff engagement. She states that an engaged employee is more than just a satisfied employee, an engaged employee will go above and beyond their job description to help the organization reach their goals. This is in line with one of the trainings goals set by Välikangas & Romme, (2012) in which building an experimentation-oriented community is a step to get employees engaged and utilize the capabilities of the community of professionals within an organization.

#### *4.2.4.3 Effective partnerships*

Seville, states that effective partnerships include good relations with customers and suppliers since the organization is critically dependent on them. According to Seville it can be helpful for organizations to look at the broader system in which they operate and help other organizations since their own resilience depends on these organizations. One of the advantages of CO is that it improves the client orientation of the organization.

#### *4.2.4.4 Situation awareness*

One of the statements that Seville, (2016) makes about Situation awareness is “ turn your people into sentinels for the organization, always on the lookout for signals of change.” This looks particularly similar to one of the principles of CO in which CO makes it possible to search.

Romme & Endenburg (2006) state that this process consists out of three basic components:” an operational, measuring, and directing (i.e., comparing and instructing) component. The measuring part is performed by the sensory organs that refer to the employees resulting in signals needed to direct the organization.

### *4.3 Conclusion*

The current literature about the potential link between circular organizing and resilience is almost non-existent. However, there are some indications that these two research fields might influence each other. Circular organizing influences almost all the aspects that are needed for resilience in a positive way. This is a first indication that circular organizing also helps to enhance a company’s resilience capabilities. The literature study resulted also in a set of indicators that can be used in the research.

## 5 Case study method

To identify the link between organizational resilience and circular organizing a combination of multiple methods is proposed. Many researchers have utilized the case study approach to assess in order to understand the potential relation between an organizational method and the effects it has on the organization.

“A case study is a history of a past or current phenomenon, drawn from multiple sources of evidence. It can include data from direct observation and systematic interviewing as well as from public and private archives. In fact, any fact relevant to the stream of events describing the phenomenon is a potential datum in a case study, since context is important.”(Leonard-Barton, 1990, p. 248). Yin, (2013) defines a case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used’.

The benefits of this approach that the case study put forward are stated by Meredith (1998) who cites three strong advantages:

1. The phenomenon can be studied in its natural setting and meaningful, relevant theory generated from the understanding gained through observing actual practice.
2. The case method allows the questions of why, what and how to be answered with a relatively full understanding of the nature and complexity of the complete phenomenon.
3. The case method lends itself to early, exploratory investigations where the variables are still unknown and the phenomenon not at all understood.

Similarly, Boer et al. (2015) state that case study consistently has been one of the most powerful research methods, especially in the development of a new theory.

This thesis aims to be the first step in researching the theory of a linkage between resilience and organizational circularity. Since this research starts at the theorizing phase, case study allows the researcher according to make some generalizable conclusions from a limited set of cases.

One of the benefits regarding a case study is that it allows the researcher to be unconstrained by the rigid limits of questionnaires and models. This can lead to the discovery of new and creative insights and development of new theory and have high validity with practitioners – the ultimate user of research as indicated by Voss, Tsikriktsis, Frohlich (2002).

## 5.2 Research Model

To assess the influence of circular organizing on resilience, a model is created. This model aims to create a bridge between studies into organizational resilience and circular organizing. The model is based on the model of circular organizing from Romme (2016) Seville (2016).

The circular organizing model assumes that the organization has a clear organizational purpose regardless whether this is a commercial one or not. This is not specifically visualized in the model, however, it is taken into account when applying the model. The four key principles of CO are listed on the left side of the model. The right side of the model lists the most important factors regarding organizational resilience.

The model contains all the causal conditions that are responsible for sustaining the capacity of distributing management and learning throughout the organization. This promotes the organization's viability and performance (Romme, 2016).

Seville listed the 5 aspects to be expressly considered when assessing resilience. These 5 aspects are:

- Leadership
- Staff engagement
- Effective partnerships
- Situational awareness
- Innovation and creativity

The combination of Romme (2016) and Seville led to the creation of the following model to assess the impact of circular organizing and organizational resilience as shown in Figure 5-1.

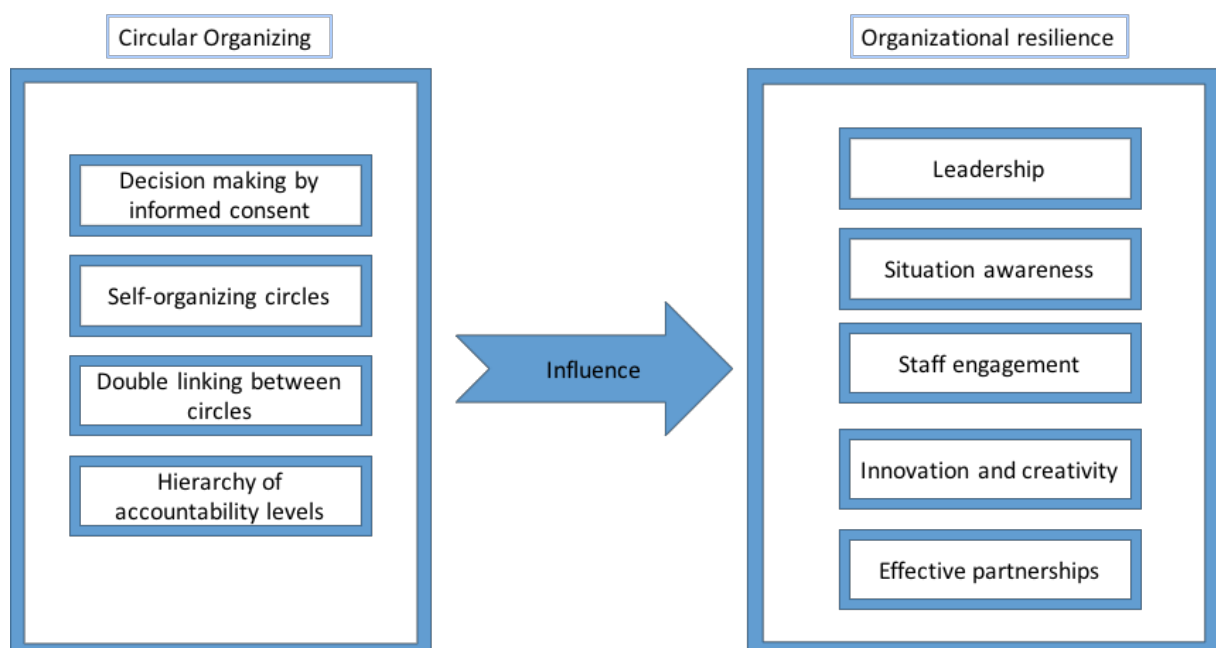


Figure 5-1 Model of circular organizing regarding resilience  
Adapted from Romme (2016) and Seville (2016)

### 5.3 Research Type of industry: Home care

This master thesis looks specifically at the Dutch home care sector. Since this sector meets the main criteria of this research in which the sector needs to have undergone some clear changes that influenced every party in this sector. This sector has undergone some major changes in the past ten years regarding the financial opportunities, changes in rules and regulations and the demands of the clients. These changes brought opportunities to shine for some that could cope with these changes while others struggled or even went bankrupt.

#### 5.3.1 Tremendous Changes in the field of home care: growing to 6.8% of people over 65

To understand why this research takes place in the field of home care a combination of multiple important trends within this sector are discussed.

The current changes in the field of home care are tremendous. To start of the Netherlands is a small but densely populated country with its 16.5 million inhabitants. The country is also wealthy with a GDP( Gross Domestic Product) per capita that is significantly higher than the EU15 average . According to CBS (2016) the proportion of persons over the age of 65 (pensionable age) is about to increase from 3.6% to 6.8% of the population.

Because the world is changing Rapidly according to Hamel and Välikangas (2003), business models that used to work do not give a guarantee for the future. Inside the Dutch home care sector, this is very clear, since in the last five years organizations have been struggling to stay alive.

Home care organizations have to change the way they work and manage their financials very carefully. Hans Buijing head of the homecare association states that a few dramatic changes in the financing structure have caused the bankruptcy of multiple homecare organizations. In 2007, the social support act (WMO<sup>3</sup>) was initiated, introducing market forces into the field of homecare. In 2015, this was expanded by the care for chronically sick and the elderly.

Also, a cut of a billion euros done by the government caused a shock. Resulting for example in 40% less cash for domestic help and cuts in the nursing and caring budget. Adding to that the number of hours per patient is shortened. These factors all add up to excess capacity of care within the market. To cope with these changes inside the market organizations have to find solutions to meet the current demands and environment.

With the increase in the aging population, the amount of home care needed is rising. A strong indication of this trend are the statistics indicating that the percentage of retired persons in the Netherlands is growing. Since 2010 a strong increase is visible, and this trend will continue to grow until 2040 according to CBS (2015).

This trend will bring Questions like:

- How to get enough staff and financial resources?
- How much financing will be available to deal with this trend?
- How to cope with an increasing complexity of the care needed?

To study the impact of these potential questions a valid research location is chosen in the next part.

---

<sup>3</sup> Wet Maatschappelijke Ondersteuning

### 5.3.2 Research Location: IVT Thuiszorg

IVT Thuiszorg is an organization that delivers home care in the region of 's-Hertogenbosch. The organization started in the 1990s and was the first home care organization in this region. Ans van de Langenberg is the founder of IVT and started this organization from her garage at home. Her aim was to make care more personal and closer to the people. Currently, the organization is well known in the region and has a separate foundation for nursing.

### Resilience implicitly used in the past by IVT & circular organizing

This organization has thrived in a time that others struggled. One of the differences between IVT Thuiszorg and the rest of the market is that since 2012 this organization adopts a circular management approach allowing each employee to have an influence on the policies and business decisions of the company.

The combination of these facts makes IVT a great location for this type of research. It has all the factors necessary to investigate the research question. However, all research needs a certain scope as will be discussed in the next part.

## 5.4 Case study scope

This thesis focusses on is a single case study. If the link between circular management and organizational resilience can be proven in this setting, further detailed research can be taken up. They can research the same concept in a variety of contexts within the same or different firms.

The case study is defined by Myers (1997) as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not evident. The case study itself focusses on the organization of IVT and in particular on the home care part of the organization. The research will only focus on activities and events that are directly related to CO and potentially influence the organizational resilience.

### 5.4.1 Financial benchmark

The research will start with a financial benchmark to assess the performance and financial position of the company between 2010 and 2015, to ensure relevancy to the research subject. Negative financial benchmarks could be a red flag for the relevancy since strong resilience would allow the organization to thrive and not perform worse.

Financial KPI's are used to assess the past performance of the company in comparison to industry ratios. According to Higgins (2012), the comparison of industry ratios is able to provide a useful feel for how the company's ratio is relative to its competitors.

One should be aware that company-specific differences can result in "entirely justifiable deviations from industry norms." (Higgins, 2012, p. 61). Also, there is no guarantee that the industry as a whole knows what it is doing. These potential risks are taken away by also incorporating a trend analysis of the financial data of the company itself.

#### 5.4.1.1 Financial KPI's: determined by Tree

Financial KPI's are used to assess the past performance of the company to be researched in comparison to industry ratios. According to Higgins (2012), the levers of performance suggest a roadmap for ratio analysis as shown in Figure 5-2. These levers can be influenced individually. To analyze these levers Higgins, suggest to start looking at the trend of ROE and then narrow the focus between the three branches to focus more on how the ROE is influenced.

The formula is:

$$\text{Return on Equity} = \text{Profit margin} \times \text{Asset turnover} \times \text{Financial Leverage}$$

The blue boxes indicate the search trajectory for the benchmark. Higgins (2012) states that ratio analysis can reveal much about the company with some care and imagination. So, each value is individually analyzed and discussed. To allow the interpretation of the findings the benchmark will focus more on the complete story than a comparison to some rule of thumb values.

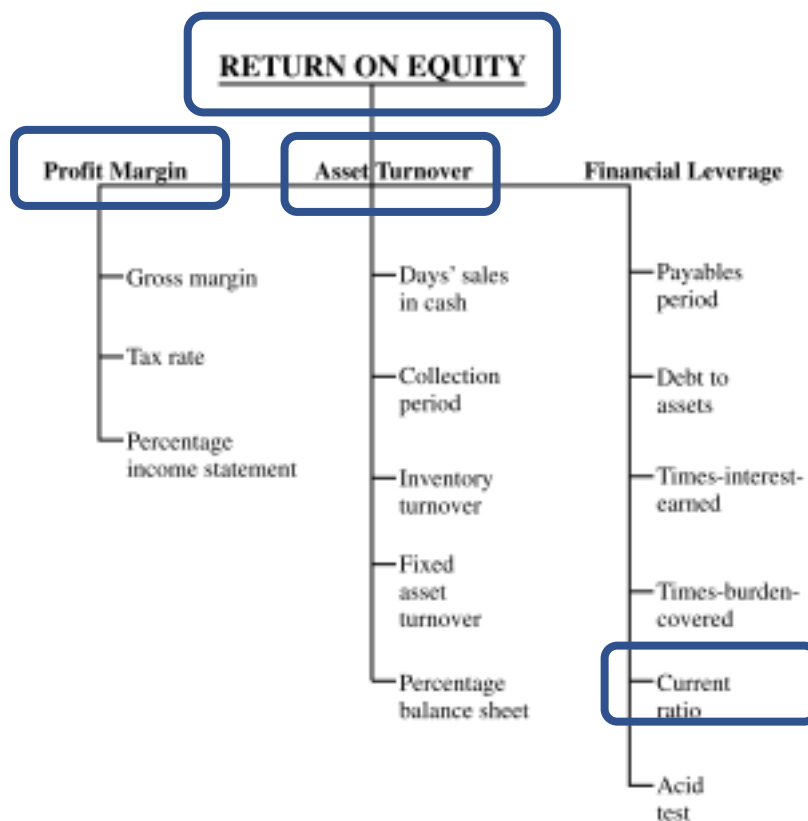


Figure 5-2 Financial KPI tree (Higgins, 2012)

#### 5.4.2 Investigate additional Performance KPI's: Employee Satisfaction

Employee satisfaction is deemed to be a strong indicator of organizational resilience. Those organizations in which the employee satisfaction is high have a stronger organizational resilience than those in which the employee satisfaction is low.

In the organizations with a high employee satisfaction the employees are willing to go the extra mile required to be successful in the ever changing and challenging environment of organizations. For example Lengnick-Hall et al. (2011) state that employees should exhibit behavior just as “MacGyver” which is solving insoluble problems and situations by being resourceful. The organization should allow the employees to develop these skills during their job.

#### 5.4.3 Suitable Case selection

One important activity during case research is the selection of suitable cases for the research.

To start with the question of generalizability the statement of Eisenhardt & Graebner (2007) is used to clarify the question. They state that, when research is used to develop theory, not to test it, it is appropriate to use theoretical (not random or stratified) sampling.

For this research, this means that as indicated by Eisenhardt & Graebner (2007) the cases are selected because they are deemed suitable for illuminating and extending relationships and logic among the two main constructs circular organizing and resilience.

Yin (2003) states that for theoretical sampling of single cases, the cases can be chosen because of three main reasons: they are unusually revelatory, extreme exemplars, or opportunities for unusual research access. One can conclude that “single-case research typically exploits opportunities to explore a significant phenomenon under rare or extreme circumstances”(Eisenhardt & Graebner, 2007, p. 27).

#### 5.4.4 Grounded Theory Approach: coding structure to be used for interviews

Grounded theory is used to analyze the interviews and is according to Eisenhardt & Graebner (2007) a prominent approach to qualitative data collection.

Grounded theory provides a set of guidelines for data analysis. However, as Charmaz (2006) points out, “how researchers use these guidelines is not neutral: nor are the assumptions that they bring to their research and enact.” This risk has been taken into account and is minimized by combining the input of experts and having the control of a mentor within the company and one with a research background that monitored the application of the grounded theory approach.

During the process, of analyzing data the researcher iterates back and forward between data and theory to produce a complete foundation for the theory.

#### 5.4.5 Semi-structured Interviews with an open coding scheme

In order to gather information from employees within the organization about the cases that are selected, in-depth interviews are used. These interviews allow according to (Hennink, Hutter, & Bailey, 2010) the researcher to gain insights into certain issues and gather information on individual, personal experiences from people about these cases.

The interview can be described as ‘a meaning-making partnership between the interviewer and his respondents. Interaction will happen between the interviewer and the interviewee allowing the researcher not only to ask the questions but also react on the answers given.



This shows that in-depth interviews are ‘a special kind of knowledge-producing conversations’(Hesse-Biber & Leavy, 2006, p. 128).

To gather information directly from the interviewee. The interviewee was based on a semi-structured interview guide to help the data collection.

Semi-structured interviews were taken and analyzed using an open coding schem. Blumberg, Cooper, & Schindler, (2014) state that semi-structured interviews allow the researcher to learn the respondent’s viewpoint regarding situations relevant to the broader research problem.

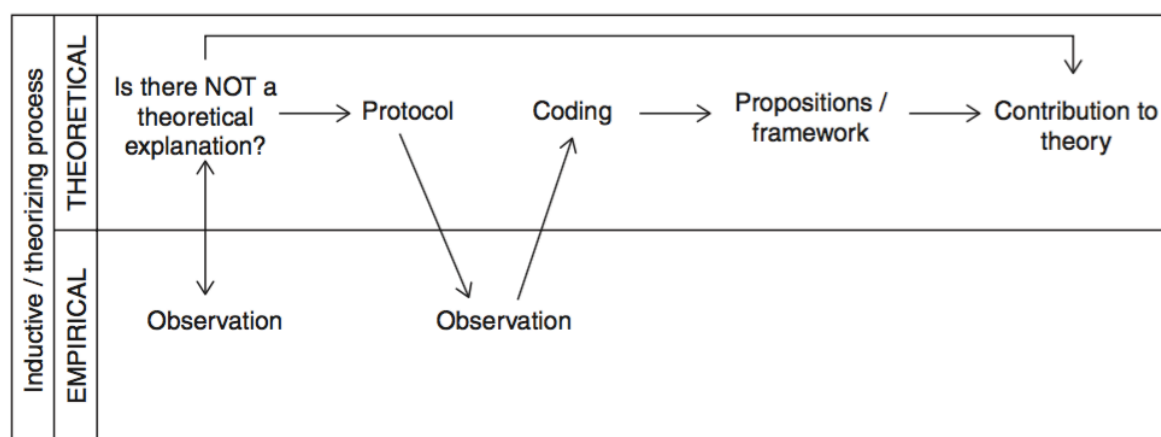


Figure 5-3 Process paths in case research  
Adapted from: Kovács & Spens (2005)

#### 5.4.6 Analysis of secondary data

The case study allowed the inclusion of secondary data in to the research, such as business documents, minutes, access to the intranet, newspaper articles and research results of previous studies within the company.

The data is analyzed in multiple ways and the approach will be explained for each set of secondary data when it is used. The secondary data also helped with generating the first ideas about the company. During this phase, the data was analyzed by scanning through all the available resources and highlighting potentially interesting data.

#### 5.4.7 Triangulation: used to Improve the relevance of the cases

As indicated by the research flow chart in Figure 5-3 the observations are one part of the empirical research, the findings from the empirical research are then triangulated with theoretical data found in literature, expert opinion, and quantitative data.

Ghuri and Grønhaug (2010) state that triangulation enables an improvement in the accuracy of judgments and thereby results, by collecting data through different methods or by collecting different kinds of data on the subject matter of the study. The method of triangulation dates back to the research of Campbell & Fiske (1959) in which they state that to ensure validation one should use more than one method.

#### 5.4.8 Sense making based on outcomes of investigated cases approach

According to Van de Ven & Huber (1990) process research is concerned with understanding how things evolve and why they evolve in a certain way. Adding to that, Langley (1999) states that process data consist largely out of stories about specific moments and what happened at that moment like who did what when.

According to Langley (1999), the narrative strategy involves the construction of a detailed story from the raw data. This allows the researcher to convey the message to the reader.

#### 5.4.9 Analytical procedure

To bring structure to the collected data from interviews, quantitative data and expert opinion a process of data analysis is needed. This process starts with the data collection part as described earlier and is shown in Figure 5-3 Components of data analysis adapted from: *Miles & Huberman (1994)* and data display step interplay with each other and are followed by the conclusion. Forming a structured approach to dealing with the data that becomes available as shown in Figure 5-4.

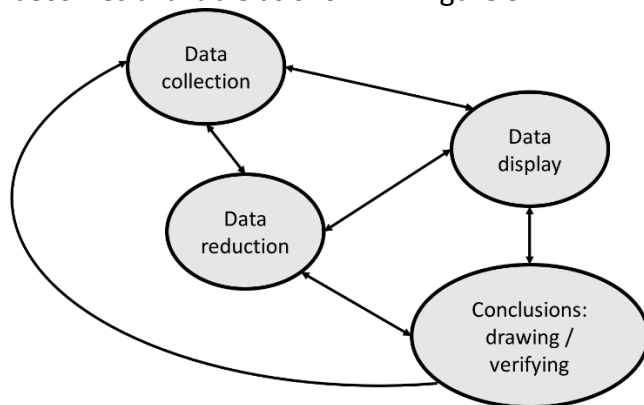


Figure 5-4 Components of data analysis  
adapted from: Miles & Huberman (1994)

### 5.5 Conclusion

This chapter presented the methodology to validate the proposed model. Using multiple resources and analytical procedures allows to get a precise indication of the situation and how this influenced the model. All steps are structured to help enhance each other. And provide a solid foundation for the remainder of this study.

## 6 Case study findings

In this chapter, the methodology as proposed in the previous chapter is applied to IVT. The case study gives an insight in the activities and performance of IVT during the period of 2010 till 2015. Potential influences on resilience regarding the application of circular organizing will be researched more in depth. To allow the researcher the ability to specify the findings the chapter is built up into 8 parts that each explain a specific side of the research ranging from the financial benchmark to the in-depth discussion of employee engagement.

### 6.1 Financial KPI's of IVT

A financial benchmark is used to assess the performance and financial position of the company between 2010 and 2015. According to R. Higgins (2012) ratio analysis can reveal much about the company with some care and imagination. It allows the researcher to establish how the company is performing in regard of the sector when these ratios are put into perspective as done in this section.

The financial performance of IVT Home care will be compared against the nationwide standard. A more detailed comparison will be done with the local competitors in the region of Noord-Brabant, since these companies have experienced practically the same situation of rules and regulations set out by the municipality.

#### 6.1.1 Total market budget

The comparison of the market is rather special since the budget for the Home care sector in the Netherlands comes mainly from the government. This opens up an opportunity to visualize a large part of the available budget in the period of 2011 to 2014. The total budget is mainly comprised out of three financial laws ZVW, AWBZ and WMO. The budget that became available by the ZVW and AWBZ is shown till 2014 in figure 6-1.

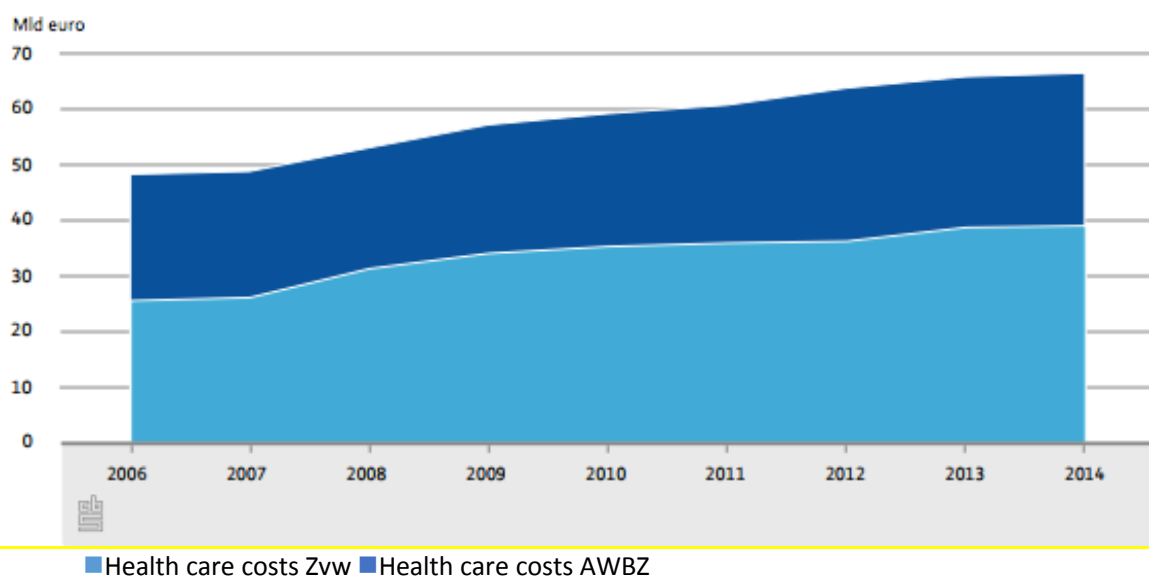


Figure 6-1 Budget Healthcare adapted from CBS (2015)

The WMO budget is different in the sense that it is completely controlled by the local governments. Making this budget hard to estimate precisely for the home care sector.

However, since 2014 this budget has decreased from two billion euros to one point three billion euro's in 2015 according to Acitz (2017).

The graph gave an indication of the total available budget for the healthcare sector regarding the ZVW AWBZ and WMO. This data provides a fundamental basis for interpreting the KPI's in the next chapter, as these movements will be the basic indication of where the overall trend is going. When more budget becomes available from the state regarding these three laws then this budget can be traced all the way to the income of the healthcare sector. And indirectly influences the margins of the healthcare sector.

As a foundation to comprehend why the bankruptcies occurred in some companies, income is compared with the company cost. It shows that around the year 2013 the company cost increased with 2,5% while the growth in company income remains at 1,3% causing a gap of 1,2% between the growth of company income and cost. Companies had to show a great deal of resilience to encounter such a gap as shown in Figure 6-2. Since this would require most businesses to improve efficiency and most likely use the financial buffers available to the company to bridge the gap between business turnover and operating expenses.

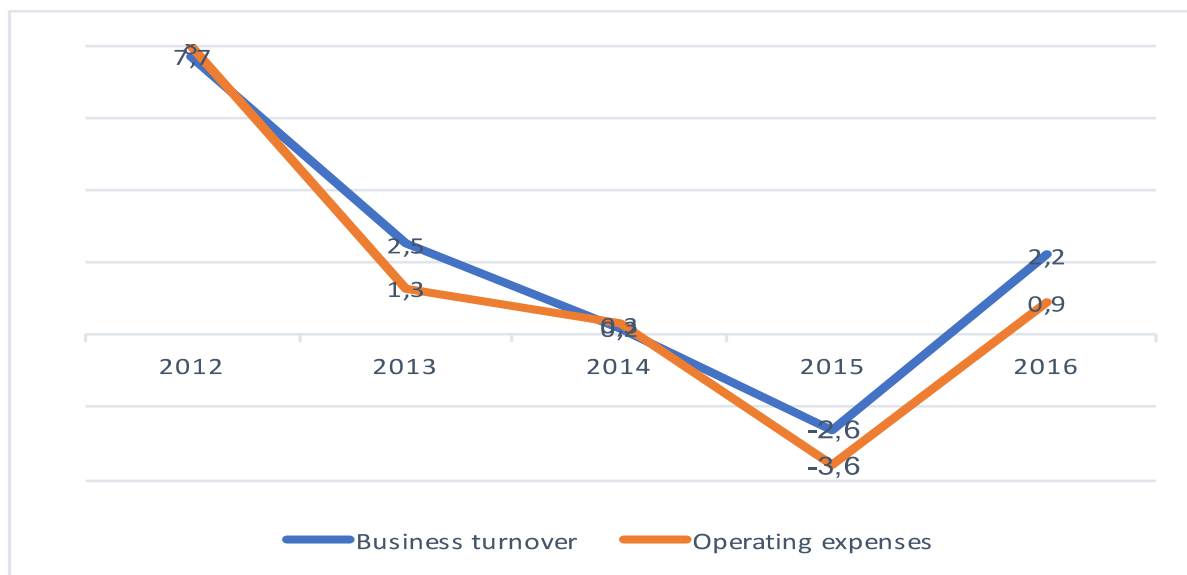


Figure 6-2 turnover vs expenses home care (Intrakoop, 2016)

Companies that did not show the resilience needed to survive or proved too weak to survive alone where theoretically captured by: mergers, acquisitions or takeovers of the clients and employees. Figure 6-3 shows the trend in the amount of transactions regarding the nursing homes and home care sector in the Netherlands. This trend gives an indication in how viable the sector is to these transactions. It indicates very strong incline since 2013 reaching 15 transactions during 2014 and the number showed an almost constant increase since 2012.

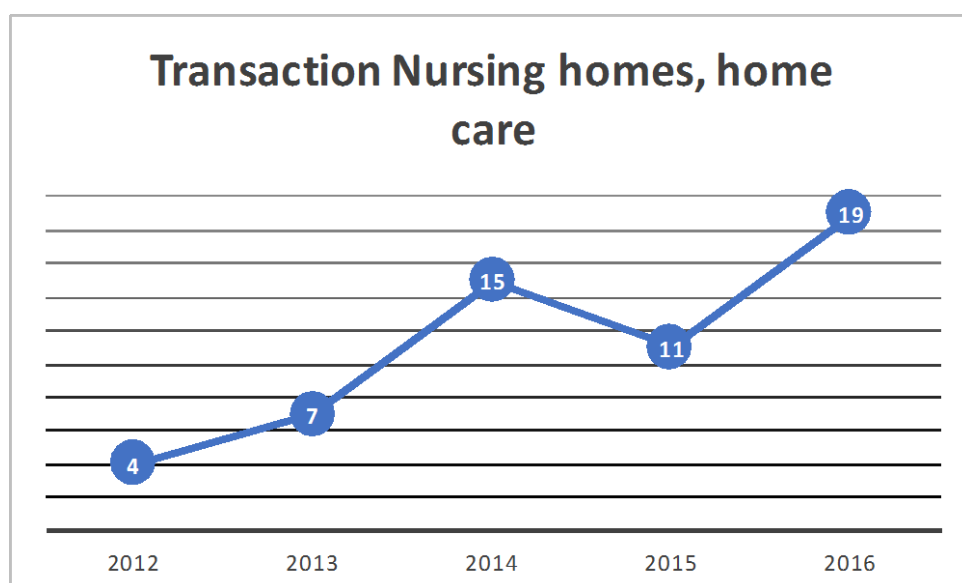


Figure 6-3 BCCF 2016

Surviving in times where there is such tremendous strain on the market is admirable, but truly resilient companies thrive in times like this and are potentially involved on the acquiring side of the transaction. To further understand the potential of IVT to be on the acquiring or selling side of the transaction a more in-depth analysis is performed on the financial KPI's.

#### 6.1.2 ROE: stable

To assess, the performance of IVT Thuiszorg the KPI's of the market and the company itself are analyzed. As indicated in the methodology part the analysis starts with zooming in on the trend in the company's ROE and the market ROE. A company is defined as being in the homecare sector when more than 50% of the total legal budget from the concern consists out of the legal budget extramural nursing and care (CBS, 2016). Defining IVT as a company in the nursing and care sector is in line with the definition of CBS since IVT spends over 50% on extramural nursing and care. CBS states that they have gathered data from 97% of the total population regarding 800 institutions in 2012 making it a very accurate data set. As previously indicated in Figure 5-2 Return on equity is the main variable to benchmark the organization to the market.

All the figures are constructed using the same principle and show: the average score of the sector, the score of IVT, details about the lower 1<sup>st</sup> and 2<sup>nd</sup> decile and the upper 8<sup>th</sup> and 9<sup>th</sup> decile. CBS defines the 2<sup>nd</sup> and 8<sup>th</sup> decile as boundary values regarding the average score of the sector. Special attention is mandatory when the business score is below the 2<sup>nd</sup> or above the 8<sup>th</sup> decile since this could indicate a potential threat or opportunity.

Figure 6-4 Shows that IVT Took a big hit in 2012 scoring very low in comparison to the sector. However, the ROE in 2013 recuperated and has remained stable since. One major influence on the financial performance of IVT in the year 2012 was that they stopped growing whereas the whole company was organized for growth. As stated by the director of IVT " Yes, the decreases also had a bearing on the fact that in the municipality of Den Bosch there was a withdrawal scheme or situation in which we were finally given less hours for care at the end of the year than at the beginning ". It is interesting to see how fast they recovered in 2013 and have been able to remain stable and on the industry average ever since.

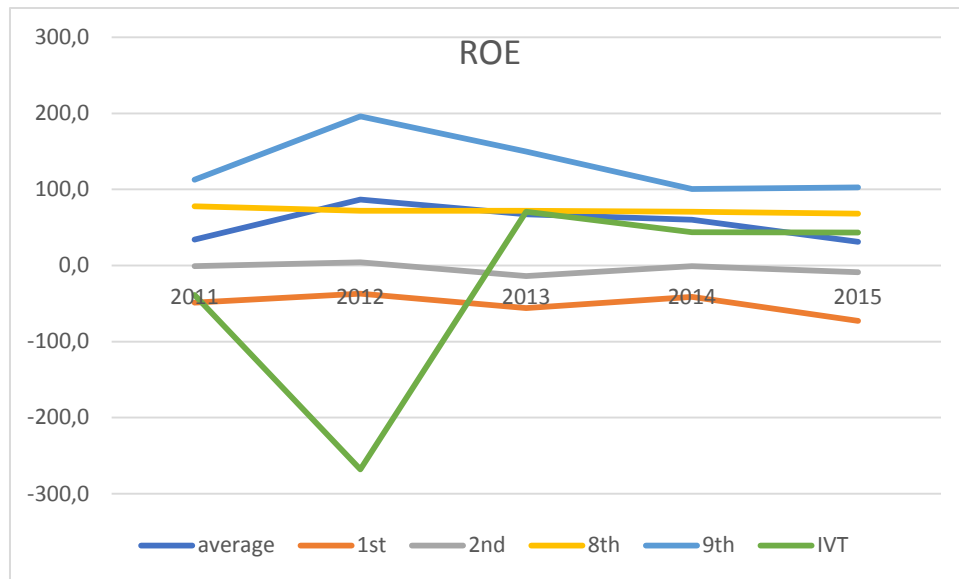


Figure 6-4 ROE IVT adapted from (CBS, 2017)

Four other KPI's were investigated too, to create a better understanding of the financial performance regarding the sector and IVT.

The quick ratio as shown in Figure 6-5 of IVT has remained constant in 2011 till 2015 with a small decrease in 2012. The percentage has remained above the 100% value. Moreover, it remains above the lower two deciles. Since the market of IVT has been relatively stable there is no direct need to increase the quick ratio. The quick ratio is a bit below the industry average. This could indicate according to Higgins 2012 that the company is maintaining a good balance between liquidity risk arising from a low quick ratio and the risk of loss resulting from a high quick ratio.

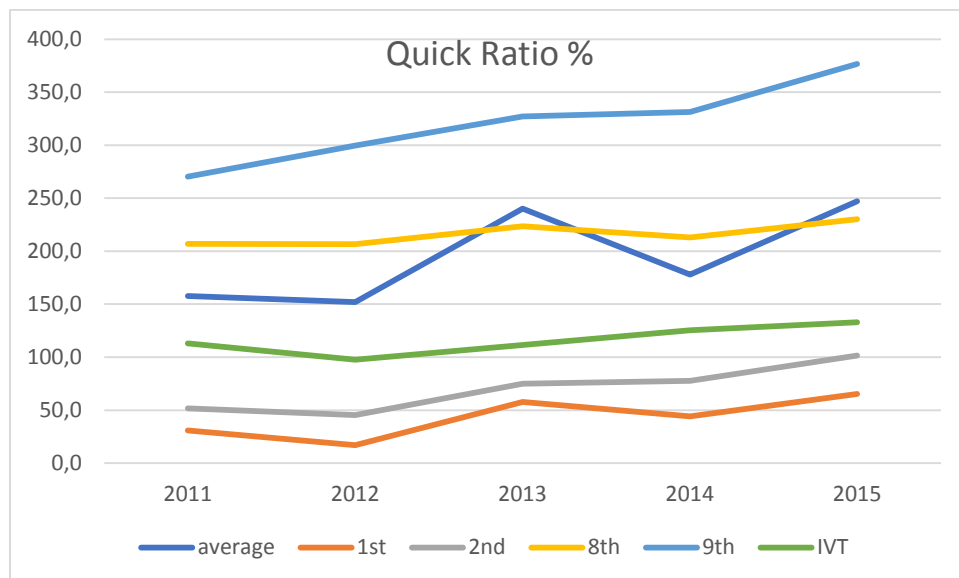


Figure 6-5 Quick ratio adapted from (CBS, 2017)

The current ratio shown in Figure 6-6 shows almost an identical picture as the quick ratio; this is mainly because inventories inside the field of homecare are rather limited. The company is not selling a product but rather a service to the client.

However, it is valuable to look for any signs of difference between the quick and the current ratio. Since in distressed times according to Higgins (2012) one could experience that little cash is realized from the sales of inventory “sellers typically receive 40 percent or less of the book value of inventory”(Higgins, 2012, p. 54). Both current and quick ratio are almost identical limiting the potential risk of over valuating stocks and having a misleading sense of security.

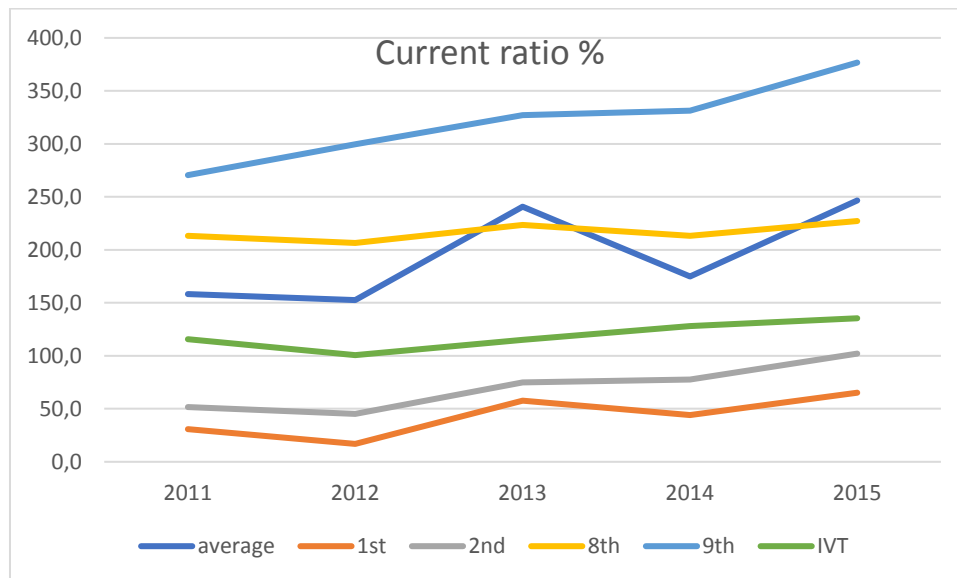


Figure 6-6 Current ratio adapted from (CBS,2017)

### 6.1.3 Solvency: strong

In order to get a comprehensive feel for the financial strength of IVT Solvency is calculated. This is done to show the state of the business being able to pay off debts as they come due. The fact that a company itself is profitable is no assurance that its cash flow will be sufficient to maintain solvency (Higgins, 2012). For instance, a company can allow the customer more and more time to pay, then at a certain point while making a profit on the product a company could lack the financial resources to keep the company running. Since too much cash is standing outside the company.

In Figure 6-7 it is clear to see that IVT has an average solvency ratio according to the market, only 2012 is just a bit below the average since the company was growing at a rapid pace, but payments were coming in later than the moment of growth. The solvency ratio stays well above the 0.0 and even reaches values above 20 percent showing a very strong solvency ratio.

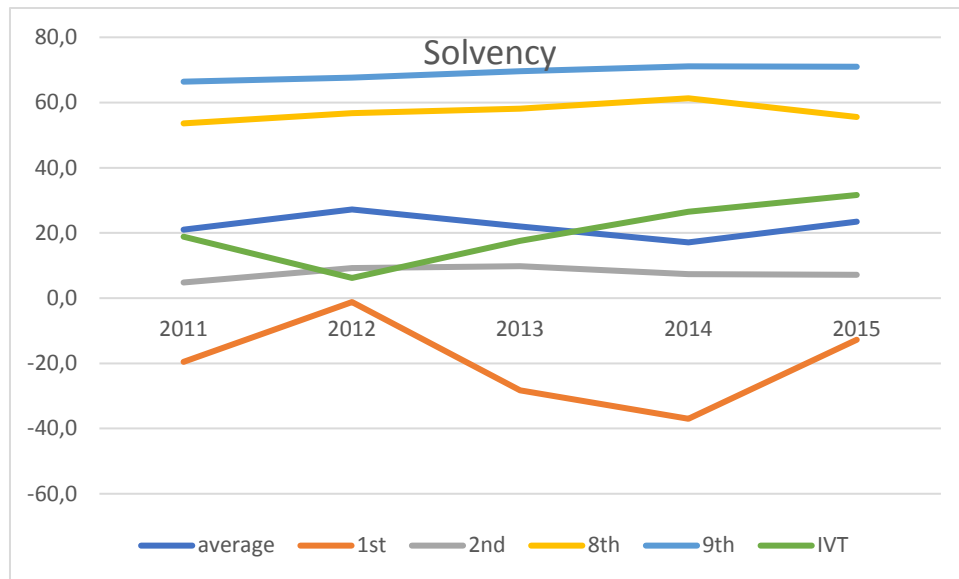


Figure 6-7 Solvency adapted from (CBS, 2017)

#### 6.1.4 Financial Resistance: just above average

Financial resistance value is a financial number that is calculated to evaluate the ability of an organization to deal with potential losses in revenue and revert a potential bankruptcy. The resistance value states the balance between equity and turnover. The stronger this position, the longer a company will be able to survive a dip in revenue. The financial performance of IVT regarding this is below average as shown in Figure 6-8 in 2012 as expected and for the other years just above the 2<sup>nd</sup> part. It is valuable to note that since 2012 a constant growth can be seen in this value and that the number has always stayed above the zero-point threshold.

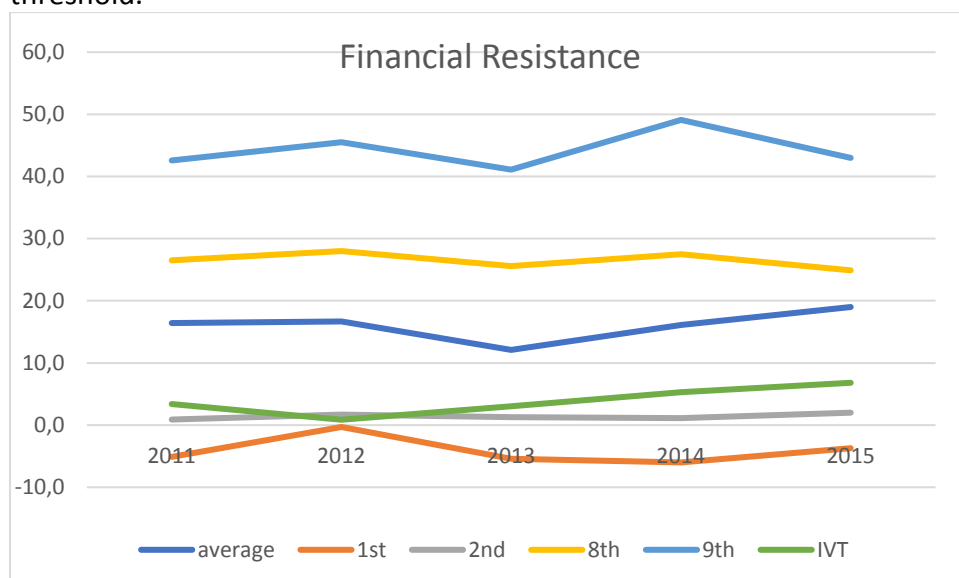


Figure 6-8 Financial Resistance adapted from (CBS, 2017)

## 6.2 Financial conclusion

The financial results show a company that has performed well in times that were harsh on the branch. IVT has been exposed to a variety of market forces but showed the ability to



remain viable even in the hardest times when they dropped just below average. Since then the financial performance of IVT show an upwards trend on all KPIs.

### 6.3 Selected events

During the qualitative research at IVT it became apparent that multiple events took place within the time period of 2010 to 2016. Within this time period the first two years are interesting in regards of the fact that the company did not introduce CO.

The research focuses specifically on three clear events in the timeline of IVT in the period of 2012-2016. These events where the largest strategic changes during this period.

The first event is the process of the start with CO, the goals that were set for SKM and how fluently this method was adopted by the company. Analyzing this allows the researcher to set a base line of how CO was received and what kind of goals the company had set for CO.

The second event was between 2012-2014. There was a large inflow of employees and clients within the company that seemed to have a large impact on the company as a whole.

The third event is in the period 2016-2017. The plan was formed to split the foundation into three separate foundations: Thuiszorg, Kraamzorg, IVT. The split into these foundations was announced to all employees and has been finalized at the beginning of 2017.

These three events will be further specified in the next part.

#### 6.3.1 Case 1: Start of CO.

The start of CO was an important mile stone for IVT. The method had been introduced by the director of IVT. His intentions where:

- To allow employees to influence (policy) agreements about their work and the department policy.
- To create a participation Council on department level (decentralized)
- Get the CO method approved as a replacement for the obligated worker's council by [SER](#)<sup>4</sup>.

During the research, it became apparent that there where multiple incentives to start with CO and some effects that where discovered after the start with CO that weren't anticipated. Making the intentions and activities that where done to get CO of interest.

#### 6.3.2 Case 2: Large inflow of new employees and clients

The second case that is selected is the large inflow of new employees and clients in 2015. This was a direct result of the bankruptcy of two home care companies in the area of Den Bosch. The first company was Thebe Huishoudelijke Zorg BV that went bankrupt on 1 January 2015 and the second company is Pantein-Vivent that went bankrupt on 14 January 2015. Resulting in a large group of potential employees and clients that became obtainable as indicated in table 2.

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<sup>4</sup> Social and Economic Council of the Netherlands (SER)

Table 2 Bankruptcy adapted from Faillissement dossier (2016)

Name	Employees	Clients
Thebe	1997	6762
Patein-Vivent	1800	6100

The inflow of new employees becomes apparent when looking at Figure 6-9. Which shows a strong increase in 2015 of new employees.

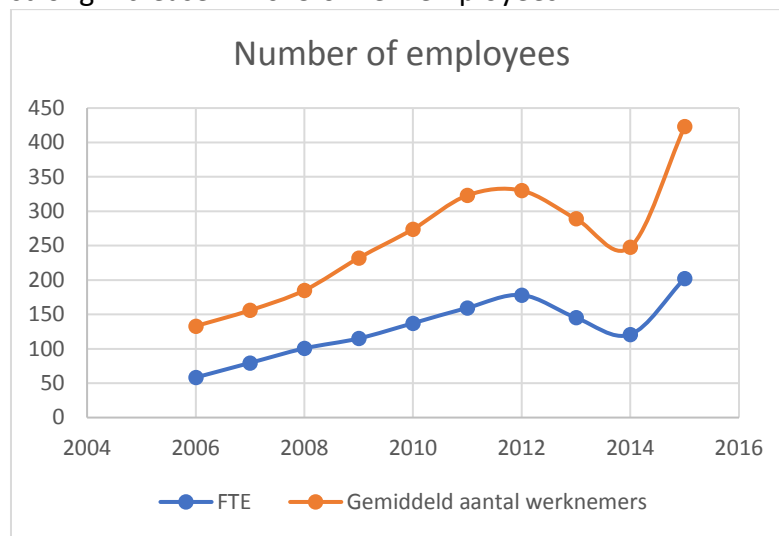


Figure 6-9 Number of employees IVT

Events like this could have large effects on the organization since the organization has to not only adopted the new employees and clients but also has to optimize the organization to the new scale it has obtained. Failing to do so could cause the organization great harm potentially resulting in a bankruptcy of the company itself. Making this case of great interest in regards of the search to organizational resilience since a disruption of considerable size has occurred within the organization.

### 6.3.3 Case 3: Split into three foundations

The third case is the split into three foundations, in 2016 IVT decided to legally split the organization of IVT into IVT, IVT Thuiszorg, and IVT Kraamzorg. Current market developments show that the activities from both Thuiszorg & Kraamzorg are more and more differentiated. The split allows both foundations to focus more on their specific market and design the organization in such a way that best meets the demand of customers. A reorganization of the organizations legal structure could introduce a considerable amount of stress within the organization and its employees. Especially since a group of employees already experienced splits that showed great similarities to this at other companies a potentially saw negative effects of this. Making this an interesting case regarding the companies ability to show resilience.

## 6.4 Selected functions and people to interview

The research is highly reliant of the experiences and views of people within and close to the organization. In order to disclose these views and experiences interviews where taken. These interviews where done with middle and top management. That selection had been

made to gather a broad understanding of how the effects of CO represent themselves within the organization. In collaboration with the organization it was determined that the most valuable sources for this research are located in middle and top management since these employees are directly involved with the strategy, and results of the company. Employees from the execution department are more indirectly connected with the results of the company. They do get the financial statements and an update about how the company is doing once every quarter. Resulting in the fact that employees from the execution department were left outside the scope of the interviews since it was deemed more effective regarding this research to use observation techniques with this group. At the team leader level two of the team leaders of domestic help teams and the team leader from healthcare and nursing were interviewed as indicated in figure 6-10.

To give the research more body, the majority of minutes regarding circular management inside the homecare division of IVT are analyzed. This allows the researcher to uncover certain trends and movements in the population attending the meetings and the movements in subjects discussed in the meetings. Within the research period also observations of the current sociocratic meetings are made in order to allow the researcher to experience the effects of the CO method at first hand.

A combination of all these techniques enables the researcher to make a statement of the first constructs in this exploratory field of research. For these statements can be made a in-depth analysis of the data is necessary as conducted in the next part.

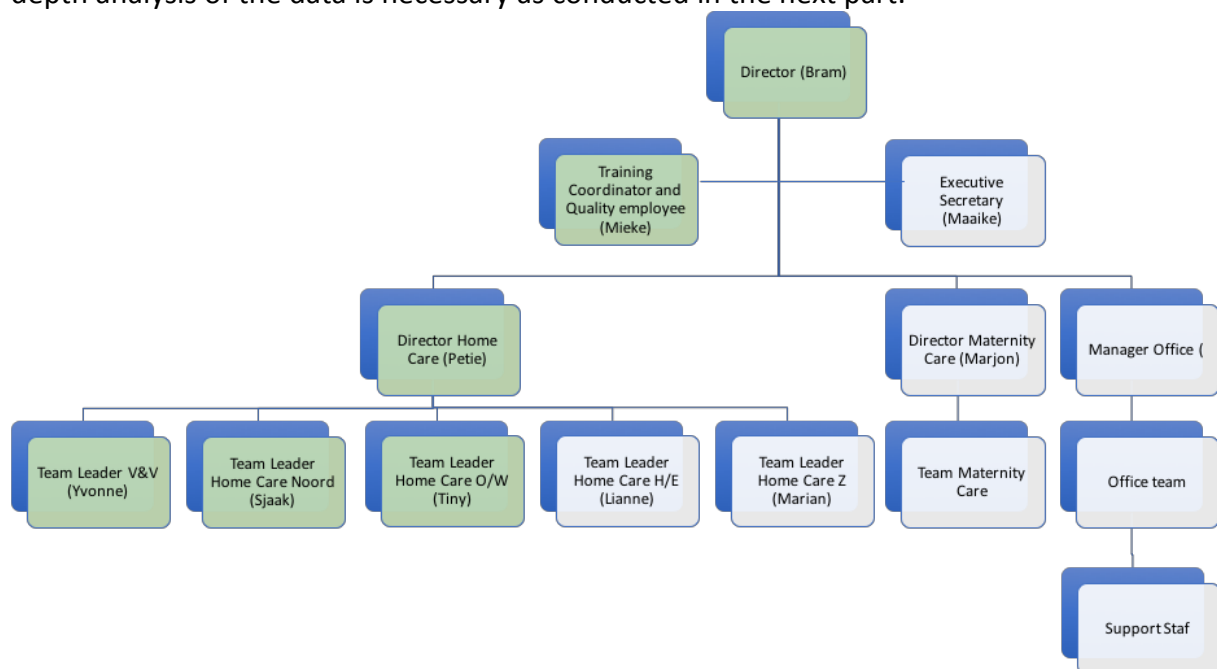


Figure 6-10 Administrative hierarchy  
green means included in the interviews

## 6.5 Interviews contents

To understand the findings that resulted from the interviews taken during this research. The content of these interviews is discussed in this part. The Interviews taken contained a set of subjects that slightly deviated between the interviewees. Since, the first two interviews were done to assess the activities that IVT had done regarding SKM and establish the events in which IVT potentially showed resilience, these are different than the additional

interviews that were performed. Allowing the interviews after that to be the semi structured interviews regarding the relation of CO and resilience. These were done with middle and top management as shown in Figure 6-10 .

The interview with Annewiek Reijmers director of the sociocracy group had a different character. She had an expert role in the process of guiding IVT to an organization with a CO structure. Her opinion is highly valued since in the interviews and as an expert she showed the potential to zoom in on IVT but also look at the method in its original form including all the potential it has.

As shown in chapter 6.2 three cases were selected these cases are in line with the subjects that came to the discussion during the first two interviews. The first interview in which the director of IVT, quality inspector of IVT, mentor of TU/e and the researcher were present established the fact that IVT is using the CO method and that there were multiple moments in which the company experienced some turbulence. Indicating a potential case to research the relation between resilience and CO.

The second interview was done with just the Director of IVT. This interview gave a more in-depth insight in the activities and time line regarding the implementation of CO and the situations IVT had experienced during this time.

The internal interviews within IVT followed the interview structure as indicated in appendix 1. These interviews showed a wide variety of views and details regarding the events and the effects of CO within IVT. Middle management was able to describe how the method gave them the ability to communicate effectively with the team but also how the method influenced their own team and the way it changed how they worked as will be discussed in more depth in the next part.

## 6.6 Analysis of Interviews using coding structure

The interviews are coded using the main concepts of resilience according to Valinkas. The first coding round using the grounded theory approach delivered over 100 codes as shown in appendix 2. After filtering and grouping the original codes a new list of codes was created that dynamically changed during the analysis process. This resulted in around eleven main codes that were used to analyse all the interviews done.

The codes allowed the researcher to easily trace all the statements made that matched with a certain code. An overview of everything that matched a certain code allowed for better interpretation of all the information that was confined within the interviews.

## 6.7 Analysis of Secondary data:

This research combines the input of data gathered by interviews and literature with data that was already available. That data as described in the methodology part is called secondary data and helped with creating a more comprehensive picture of the situation. During the analysis of secondary data all directly available data sources were analyzed. Allowing the potential findings of these documents to be further specified in this chapter.

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### 6.7.1 Employee satisfaction

Employee satisfaction can have a large impact on the organization, a high score regarding this could have a long-lasting effect for the organization itself.

To determine the employee satisfaction of employees at IVT a secondary dataset is used.

This data was gathered by [Integron](#) and benchmarked against their data from other businesses in the (semi) public sector. The benchmark did not specifically focus on the home care field, since it had a broader scope. This means that scoring high in a research with a large test field only enhances the significance, since there is more competition who want to reach the top. IVT was not only competing against businesses in the Homecare field but also businesses in other areas of the (semi) public sector.

IVT has won [two awards](#) from Integron (2016):

- Highest overall employee satisfaction in the category (semi) public sector.
- Most recommended by employees.

By winning these award IVT has indicated to outperform the competition on certain aspects. And it is interesting to see that the employees are not only satisfied with the organization but also recommend the organization the most. Confirming the trust of the employees in the organization even more. To understand the data that was gathered a more in-depth analysis will be done in the next part.

#### 6.7.1.1 Data set: High response of 56%

The data set used to analyze employee satisfaction consist out of 293 responses from the 524 employees that worked at IVT in May 2016. This is a 56% response rate. Zooming in on the teams Home Care a response rate of 53% is obtained, 225 of the 428 employees. Meaning that more than half of the employees have filled in the electronic survey. One can conclude that this survey had a good response rate and therefore delivers reliable results which will be discussed next.

#### 6.7.1.2 Key results employee satisfaction

The employee satisfaction research resulted in a diverse set of findings. When looking at the graph in Figure 6-11 of employee satisfaction, it is clear that IVT scores well above the benchmark on each indicator. However, CO is not benchmarked against the sector since this is a specific factor that has been measured just within IVT. An important score in this figure is the score of satisfaction about the direct supervisors; this is extremely high at 8.4 especially considering that the sector benchmark scores just a 6.8. Also, the 7.6 score of the management team is in high contrast with the benchmark at 6.1.

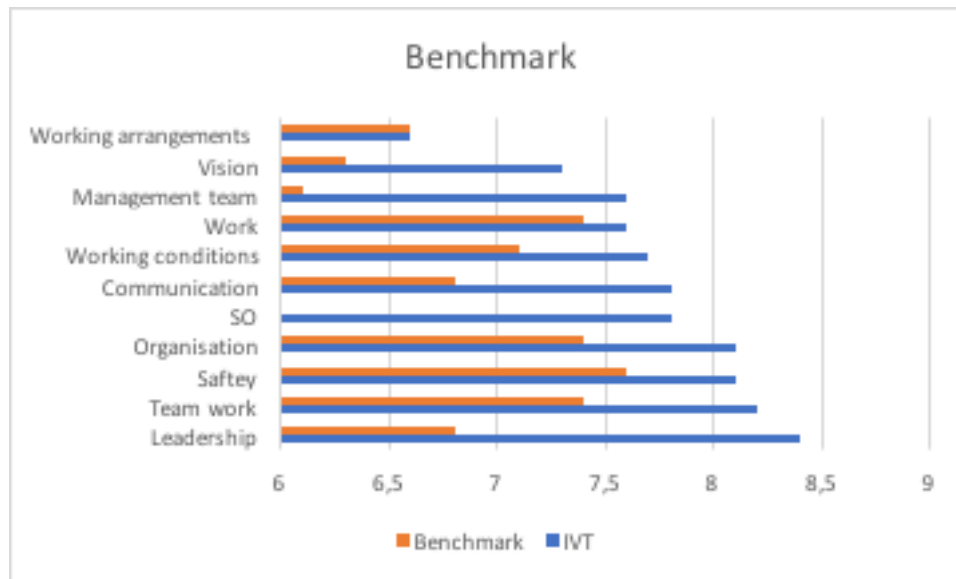


Figure 6-11 Benchmark Integron (2016)

Overall the benchmark showed the incredibly strong performance of IVT in the year 2016. Since it is interesting to see how these scores developed to such an admirable score an analysis of the periods before is performed.

#### 6.7.1.3 Changes within the employee satisfaction results between 2010 – 2016

To fully understand how the employee satisfaction has developed since the introduction of CO in the organization a broader look at the data set regarding 2010 to 2016 is made. During the period of 2010 – 2016 three employee satisfaction enquetes were performed at IVT. These are a valuable source of data since it shows the changes within the company in times of change. Figure 6-12 uses data that was gathered by Expoints, it shows what has changed within the organization in the period of 2010 till 2014. Special attention is given to the changes in terms of employment these experienced a growth in 2012 but decreased in 2014. Also, interesting to see is how the relation with the supervisor has leaped forward since the introduction of CO leading to the potential conclusion that CO influenced this relation. Especially considering that since 2012 the work pressure almost doubled and the team leaders had the difficult task to facilitate this. A more qualitative approach is necessary to make these figures come to life as will be initiated in the next part.

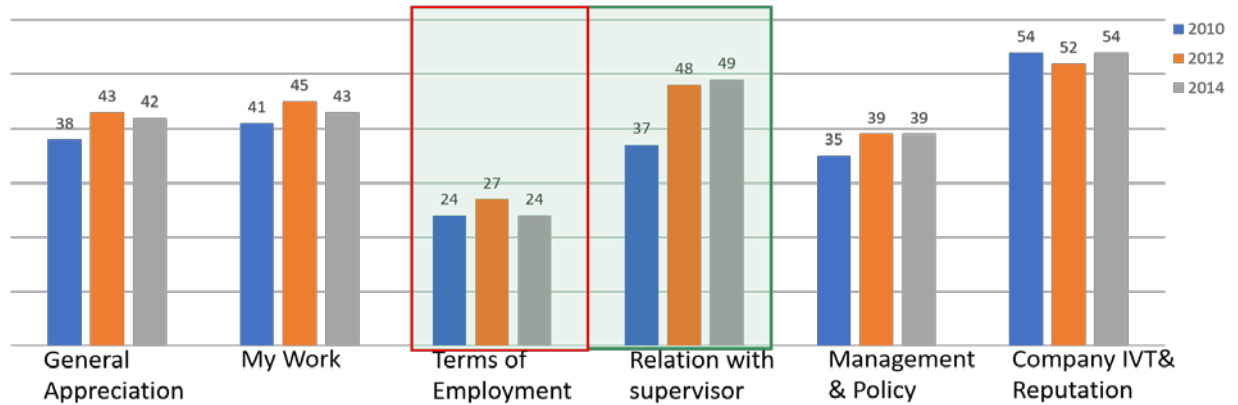


Figure 6-12 Employee satisfaction  
Adapted from: Expoints (2015)

#### 6.7.2 Trends in internal minutes:

Circular organizing requires the organization to perform meetings following a specified structure as described in the literature section of this report. During these meetings minutes are kept and these give a representation of the activities and discussion that were held during these meetings. In this way the internal minutes proved to be a viable source of information providing a better understanding of the subjects that have been discussed in the CO meetings within IVT during the time span on which this research focuses. The researcher has gathered all available minutes regarding the home care division on MT and office level of IVT during this period. These minutes capture information ranging from attendance to subjects discussed, and action points including deadlines. These three subjects will each be discussed in the following segment.

##### 6.7.2.1 Attendance

To understand how the method was valued over the years by the employees of IVT a analysis of the attendance was performed. Since the meetings are open and attendance is not mandatory it allows employees to stop attending when they see fit in that way potentially forming a practical data source.

Data was gathered regarding the attendance of circle members within the office and MT circle by analyzing all the internal minutes of these teams. The MT circle has the highest attendance rate of around 89% while the office circle has an attendance rate of 65% over the period 2013-2016. This period is chosen since these two circles were fully operational in these three years and all the minutes were readily available. These attendance rates are considered high since more than half of the employees felt that attending the meetings was worthwhile. However, the attendance in the operational circles is estimated at 20% which is reasonable considering that employees have to sacrifice their own time to attend these meetings and have to adjust their schedule accordingly. While the members of the office circle and MT circle also sacrifice their own time when they do not perform a specific task in

the circle. In practice, it seems that their direct connection with the office and the colleagues influences the motivation of employees to attend.

These statistics do show that CO really lives within the organization and becomes more present within the higher layers of the organization.

#### 6.7.2.2 Action points including deadline

The meetings held within IVT following the CO method generated a list of action points. These action points show the steps that were formulated to be performed after the meeting giving a feel for what resulted out of these meetings.

When analyzing the amounts of time an action point was on the minutes an indication of how effective the organization is in dealing with these points is generated. While most action points are tackled before or within the next meetings some action points seemed to stay longer on the agenda. There have been cases that an action point took about 8 meetings before it was resolved. An example of this is the action point: *“Internal procedure consequence failure to comply with code of conduct”*<sup>5</sup>. This action point was a struggle with in the MT and took multiple meetings to be resolved. The figures in appendix 3 show the variation in the amounts of meetings necessary to resolve the action points from the agenda. Most of the action points are resolved after two meetings while some take way longer. This might indicate that there is some sort of hold up to solve certain points. However, on most of the action points generated by the method the organization seemed to respond quickly, tackling these points before the next meeting. This speed could give the organization the advantage within the market.

#### 6.7.3 Validating the existence of circular organizing in IVT

Multiple aspects of circular organizing have been touched upon during the previous parts of the research. Though the method relies on multiple principles to show its real potential. In order to validate that the implementation of circular organizing within IVT covers all four aspects the principles are validated on their presence.

Decision making by informed consent:

This was observed broadly and also in over sixty meeting minutes that were analyzed, which included the use of the consent principle within the organization.

Self-organizing circles:

These circles were originally formed during the introduction with help of the sociocratic centrum. During the years, some slight adaptations have been made to the circles and the way they perform but each new employee still gets the chance to learn the clean method and gets offered a seat in the within the circles.

The use of self-organizing circles is confirmed by Annewiek who states “ At IVT, after a year or two years, we have conducted an audit with two members of the delegate and one of each circle to ask a few questions about how they felt it went. Not everything was

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<sup>5</sup> Interne procedure consequentie niet naleven gedragscode



implemented. So, then we made the next leap forward<sup>6</sup> ” and is evaluated at least once a year.

The double linking process:

This appears to perform exceptionally well within the organization. The double linking principle can be traced back via the minutes, which report that almost all meetings included a delegate and a leader from the lower circles.

Also, an interview with one of the delegates gives an insight in the amount of information shared by this double linking process: Seeing that you can just give your opinion you are not just there for yourself you are there for the department, you have to take the opinion of your supporters, and I am a person who pushes before giving consent, so that I have all the information available to take back to my supporters. <sup>7</sup>

Hierarchy of accountability levels.

IVT has a clear hierarchy of accountability levels that is not only seen in how the subjects during the meetings are dealt with in each circle but also in the way ideas or strategy problems flow throughout the organization. Large strategy problems are mostly discussed at MT level while smaller strategy discussions are performed at team level. When a discussion point becomes too large for the circle where it started it moves up through the organization.

Combining all these observations it is concluded that IVT has implemented CO using all four principles. So, all further conclusions are based on the findings within an organization that truly uses CO and not merely a toned-down version of it.

#### 6.7.4 Staff engagement

According to Seville (2017), organizations really need their people. This is especially true in the home care sector that is highly dependent on their employees. Since the total expenses of a home care organization consist around 74% out of employee costs, as is evident from figure 6-13 (source of this data: Intrakoop, 2016), one can establish the importance of these employees. This distribution of costs shows the true reliance on staff in home care to deliver the service since the organization otherwise would have most likely cut down the percentage of employee costs in regard to the total expense of the organization. Leading to the interest in the staff engagement of IVT. Adding to that staff engagement is a great indicator for organizational resilience as indicated by Seville (2016). She defined staff engagement as a combination of: the competence, commitment, connection and supportiveness of the employees.

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<sup>6</sup> Original dutch tekst: Bij IVT hebben we toen na een jaar of twee jaar hebben we een audit gehouden met twee mensen van de afgevaardigde en nog iemand van elke kring om een aantal vragen te stellen hoe ze vonden dat het liep. En er was toen lang nog niet alles ingevoerd en dat werd ook wel duidelijk. Dus toen hebben we de volgende slag daarna gemaakt

<sup>7</sup> Original dutch tekst: Kijk dat je ook gewoon je mening kan geven je zit er niet alleen voor jezelf je zit er ook gewoon voor de afdeling je moet door de tijd heen de mening van de achterban meenemen, en ik ben er ook zo eentje die gaat pushen voordat ik mijn consent geef en ook gewoon dat je het terug kan brengen naar de rest.

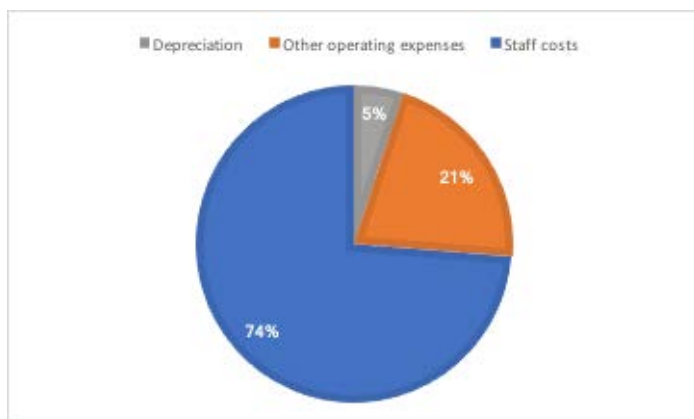


Figure 6-13 Key components of total costs in home care sector

The determination of the staff engagement within IVT starts with the benchmark done by Integron. Integron concluded that IVT has the highest employee engagement of the sector and awarded the 'belevings award 2017 for the semipublic sector' to IVT.

The interviews the researcher conducted at IVT, showed that a clear positive trend regarding the employee engagement was present since the start of Circular organizing. All team leaders who were included in the interviews showed a positive attitude regarding the engagement of their team had developed after the introduction of CO. This was traceable after the coding process regarding the interviews. An example of what was identified as a positive attitude regarding employee engagement is given by the statement made by Yvonne "People not only have the impression that they can think with and contribute to the organization, but they can actually do that. But most of all they feel that they are heard and are part of the department, and not everything is imposed from above but that they are allowed to think." <sup>8</sup>

A team that supports the ideas and plans of the company shows high levels of employee engagement. By including the group in the decision-making process, ideas necessary for the development of the organization are truly supported. This statement is also backed by the statement of the team leader of Homecare "SKM meetings reach about 25 people times four groups. So around 100 people are interested and feel the need to come and think with the group. In this way, you reach a substantial group of employees, and that is highly appreciated by the employees. They really have the feeling of being taken seriously plus getting involved and informed by IVT which is a very transparent organization." <sup>9</sup>

<sup>8</sup> Original Dutch text: Uiteindelijk is het wel een plus want ik heb wel een idee wat we nu elke keer doen dat het wel gedragen wordt.

<sup>9</sup> Original Dutch text: SKM-bijeenkomst gauw 25 mensen hebt zitten maal 4 teams dus dat er al gauw 50 mensen zich geroepen voelen om en geïnteresseerd zijn om mee te praten en mee te denken dan bereik je toch een zeer grote achterban zeg maar. En dat wordt ook erg gewaardeerd door de medewerkers he. Ze hebben echt het gevoel van we horen erbij we

As stated by Seville (2017) committed employees are created by enabling them to be part of the solution. CO within IVT shows this in a very pure form by allowing each employee disregarding the level of expertise to be part of the solution.

Seville, (2017) uses an example to show employee engagement during the outbreak of an epidemic in a hospital, in that specific case she defines that the employees who showed up showed true staff engagement.

In a slightly adopted form this applies to IVT as well. The organization has a policy that employees are asked when they call in sick to look for other options than just plain being sick. The sick leave numbers show that this helps the organization by minimizing the amount of sick days.

Another great example is during the second event defined in chapter 6.3. During the large inflow of employees and clients a large strain was placed on the office. The director introduced this during the meetings and the whole organization gained a 'go for it mentality'. They expected 400 extra employees, however it became around 800 employees that had to be integrated within the organization. During this process, the organization showed great strength and motivation by performing at maximum productivity to integrate these new employees.

Combining all these findings leads to the conclusion that IVT scores high on staff engagement and this has increased since the introduction of CO in the organization. Showing the potential influence of CO on staff engagement.

#### 6.7.5 Leadership

An important factor regarding organizational resilience is the way leadership is perceived within an organization. As indicated by Seville (2017), leadership is not about one director in the organization taking charge and providing direction. It is about the complete picture in which leadership is much more diverse and is provided by multiple sources throughout the organization. Leadership is according to Seville (2017) a combination of the ability to paint a vision to be visible and accessible and to build the team. CO seems to provide an ideal framework to structure leadership in such a way that it is given by the persons closest to the fire.

Distributed leadership is a strong characteristic within IVT as found in a research by Exploits. Figure 6-12 shows the increase in evaluation of the relation of an employee with the direct supervisor in the period 2010 till 2014. The year 2012 shows the strongest increase in relation with the supervisor and this is also the year that CO was implemented by IVT.

The year 2012 had some specific situations that would lead to the expectation of a lower score on the relation with supervisor instead of higher. As shown in Figure 6-2, the margins regarding the business turnover were getting to a minimal level, leaving just 0,22% margin for potential profit. This is also the year that the municipality of 's Hertogenbosch started

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worden serieus genomen we worden erbij betrokken we worden erbij geïnformeerd IVT is ook een hele open transparante organisatie wat dat betreft.

experimenting with the available time necessary for a clean and livable house. It used to be around four hours per client, but in 2012 these experiments set the average on two and a half hours. The training coordinator and quality employee states that "A good example is that we have a lot of employees that come from the old situation in which there was between four and five hours per client ... that has been transformed to max two and a half hours per client due to changes in rules and regulation. In this situation, it is especially important as team leader to talk with your circle about how to realize this in such a manner that it remains good for client and employee<sup>10</sup>."

This proved to work since the statistics show an increase in the valuation of the relation with supervisor as shown in Figure 6-14 instead of the expected decrease due to the increased work pressure and financial stress within the organization.

Terry Lundgren chairman, president, and CEO of Macy's states "The only way to address uncertainty is to communicate and communicate. And when you think you've just about got to everybody, then communicate some more." (Carey, Patsalos-Fox, & Useem, 2009, p. 5) CO provided just that. During these hard times team leaders and the director started communicating more effectively than before. As stated by the director of IVT "The value of the method for me is that in principle you can start an open conversation. Where before this was much less the case."<sup>11</sup>

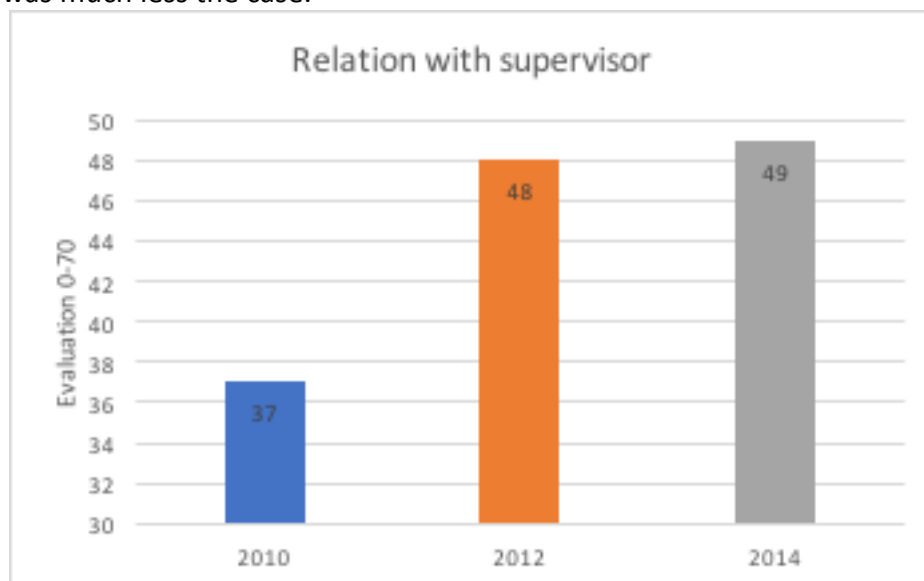


Figure 6-14 Relation with supervisor adapted from Expoints (2014)

<sup>10</sup> Original Dutch tekst: Ja een heel goed voorbeeld daarin is dat we heel veel medewerkers hebben van oud IVT die hadden destijds nog vier of vijf uur voor een cliënt. En daarbij en dat we hele andere wet en regelgeving hebben gekregen over een schoon en leefbaar huis. Waarin je je werk opeens heel anders moest gaan organiseren in twee tweeënhalf uur max bij de cliënt je werk gaan doen en hoe pak je dat dan aan. En dat is dan ook belangrijk dat je daar als leidinggevende in je kringen mee met hen over praat van hoe kunnen we dit nou realiseren dat het voor de cliënt nog goed blijft

<sup>11</sup> Original Dutch text: meerwaarde van de methode voor mij is dat je in principe open het gesprek aan kunt gaan. En dat was daarvoor was dat veel minder het geval.

The expert of the sociocratic values the openness of the leadership within the company, especially the director. The director of the sociocratic centrum states "The power of IVT is that the director is very good with the financial side, so the first time I joined the MT circle, I normally have to beg to discuss the financial numbers in the circle, but with him it was bam and it was on the table but it was so detailed that people were questioning what they had to do with that." According to the director of the sociocratic centrum, the director of IVT learned to discuss the numbers in less detail, discussing just a few key figures and he has to keep in mind that he doesn't have to explain all the details.

The learning process in leadership and the relation with the supervisor took a major leap by introducing the key CO principles in the organization and the coaching the organization received throughout this process. Allowing the organization to build strong teams while the vision of the organization became clearer. All the circles discussed the vision of IVT and inputted their opinions and ideas in order to optimize the strategy.

During the observations, the visibility of the leader became apparent. When there were specific topics on the agenda that the director of IVT could clarify than he would be there. Sometimes giving a presentation about the subject and always taking his time to answer questions from the group. When the researcher interviewed certain groups they all indicated that it was nice to see the director every once in a while, to enlighten certain topics. However, some groups also indicated that it would be alright if a specialist from the department that the topic is about would give the presentation. All in all, most employees truly valued the visibility of the director. Team leaders also benefited from the CO structure since the groups had a guideline and a date when topics would be discussed and how they could input a certain topic.

Combining the multiple sources of evidence, it became apparent that leadership was valued higher since the introduction of CO in the organization.

#### 6.7.6 Situation awareness

Situation awareness is a combination of sensing when to act and looking for opportunities. As indicated by Seville (2017) an organization should be able to turn their people into sentinels of the organization. Allowing the organization to be aware and respond to signals of change. Situation awareness is a more varied indicator within IVT. At some events, the organization showed a strong situation awareness reacting quick to changes, at other points this was less visible. In 2015 as described in case two, which concerns the large inflow of employees, the organization was able to take over clients and employees of two home care organizations that went bankrupt in the area of 's Hertogenbosch.

By being alert to these changes the organization was able to start immediately with hiring the employees that came from the bankrupt organization. As stated by the director of IVT: "On Wednesday the bankruptcy was pronounced and on Thursday we started the recruiting process with the first employees. On Thursday, Friday and on Saturday and later on we

heard that T-Zorg started the requirement process on Monday. At that time, we already hired most of the employees.”<sup>12</sup>

This is an example of the flexibility and situation awareness of the company IVT. It is also in line with the statement made by Seville (2017) that proposes to an organization to develop a mindset within your team to explore alternative futures. The director prepared the organization by announcing this strategic move early on. About two weeks before the official bankruptcy teams within IVT were informed about the move and were motivated to take over these clients and employees. The organization showed real flexibility since it set out to take over 400 clients and ended up taking in round 800 clients. In this situation, the organization took a crisis situation of another company and turned it into a profitable move for IVT.

Not everything was favorable at IVT. The company experienced a difficult situation regarding the in-house education plan. Due to a limitation on the amount of care hours that IVT could supply the education program took a hit. Limiting this amount caused for a decreased inflow of students within the organization. At this time, the organization was allowed to grow but had trouble finding enough employees. As stated by Mieke, “When you do not educate you create an enormous outflow which results in an employment gap of three years out of internal supply.”<sup>13</sup> This is not the only company in the branch that limited the amount of education within the organization. But the market today proves the potential that IVT missed. Bloemendaal, Essen, Kramer, & Windt, (2015) state that almost 100% of the vacancy for a district nurse with requirements for higher vocational education and 66% of the vacancy a requirement for an intermediate vocational education are qualified as hard to full fill. This fact is also experienced by IVT.

Concluding there is a mixed performance regarding situation awareness in which the organization shows the potential to act quickly on changes in the market. But limits itself from the option to use the full potential just as almost all competitors by limiting investments in difficult times. CO has provided a platform in which all employees have the ability to come forward and give the organization information about their analysis and the opportunity to explore alternative futures. In this way facilitating the organization to score higher on situation awareness.

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<sup>12</sup> Original dutch tekst: op woensdagmiddag was het faillissement uitgesproken. En wij hadden op donderdag al de eerste medewerkers hier op sollicitatie zitten. Op donderdag vrijdag en op zaterdag en achteraf begrepen we dat T-zorg pas op maandag de eerste gesprekken ging voeren. Toen hadden wij het grootste gedeelte al binnen.

<sup>13</sup> Original dutch text: Als je niet opleidt zit je nu met een enorm uitstroom gat als je drie jaar niet opleid krijg je drie jaar geen nieuwe medewerkers vanuit je eigen vijver

#### 6.7.7 Effective partnerships

Effective partnerships allow an organization according to Seville (2017) to enhance the resilience of the broader system. Since effective partnerships could help an organization in times of stress and can help the organization flourish in better times. It is interesting to see how many of the characteristics defined by Seville (2017) match a common saying within the organization. Some interviewees mentioned that employees of IVT have a real soul for care and that this shows by how these employees try to reach out to their clients and help them in times of distress. Even during the observations, it became apparent that especially the employees that worked directly with the clients felt a real connection with these client by using their own time to check in with the people when something happened and fighting for these clients when they felt the organization was doing them wrong. This can partly be traced back into the client score throughout the years. Since the introduction of CO, the client score dropped, however the workload increased tremendously almost doubling the work per hour. Also, the way it was measured changed in that year. However, the organization kept the score well above satisfactory.

Periode	Client score	Measurement technique
2010/2011	8,5	External measurement
2012/2013	7,5	Internal measurement
2014/2015	8,1	Internal measurement

*Table 3 Client score*

*Adapted from data available within IVT.*

During the interviews, effective partnerships was however a subject that got minimal attention from the interviewees. Though, one relation is especially valuable for IVT and that is the relation with the municipality of Den Bosch. Seville (2017) states that an organization should help partners that they work with become more resilient, because when the broader system becomes more resilient the organization itself becomes more resilient too.

The director of IVT states that " We not only focused on our client and their situation, but also on our real customer in this case the municipality. By not only focusing on the basic requirements for care but also trying to exceed those, we could bring the municipality more stability. " <sup>14</sup>

The organization IVT helped their partner become more resilient too. Vice versa the municipality enables IVT to respect their employees and award them a permanent work contract with an infinite duration, achieving greater stability for IVT.

However, there is little evidence that this increased drastically since the introduction of CO. Employees showed great commitment to their client before CO and kept this up. Also, the organization proved to be committed to their partners without CO. Making the influence of CO on Effective partnerships low.

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<sup>14</sup> Original dutch tekst: We hebben ons niet alleen op de behoefte van onze directe klanten gefocussed maar ook onze echte klant op in dit geval de gemeente. Doordat we niet alleen op de basisbehoeften focussen maar ook die proberen te overtreffen hebben we de gemeente meer stabiliteit kunnen bieden.

#### 6.7.8 Innovation and creativity

Innovation and creativity are important enablers for organizational resilience as described by Seville (2017). These factors can be used to truly differentiate the organization from competitors. During the interviews and the analysis of the activities during the years almost all interviewees indicated that the circles didn't revolutionize the company. However, there are some indications that the organization is learning and adapting more effectively since the start with CO. Seville (2017) argues that the organization should create an environment for learning, feedback and ongoing improvement. Some innovations within the nursing and healthcare team could be detected. However, as stated by one of the teamleaders "these innovations would have been done with or without Circular organizing". Especially during the analysis of the minutes of the higher teams it becomes apparent that zero ideas regarding new innovations or creative solutions have come from lower circles. The director observed that "there where no new ideas". There is, however, the potential to give feedback on ideas, says the team leader of healthcare and nursing: "Employees can give their input on the ideas from the organization and me, since we have to get everybody on board, so it should be in a strategy meeting. In that way, we can strengthen the plan that is proposed."<sup>15</sup>

In this manner, the potential to input feedback and create an environment of ongoing improvement has been strengthened by CO. However, when comparing the organization to the branch no truly new innovations stand out.

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<sup>15</sup> Original dutch text: Input gebracht vanuit de organisatie en ook vanuit mij van goh we moeten een bepaalde kant op en daar moeten we iedereen in mee krijgen dus dat zal in de beleidsvergadering zullen we het moeten toelichten he mensen mogen daar eventueel input op hebben kunnen we het nog eventueel wat aanscherpen hier en daar.



## 6.8 Conclusion

Using the multiple sources that were available during the time of research, there are strong indications showing the positive effects of Circular organizing on Resilience in IVT home care. The benchmark regarding the financial performance of the company gave valuable insights and showed the strong position of IVT. A combination of all the available data sources allowed the researcher to validate the theoretical model and indicate the areas where the potential link might be visible. Figure 6-15 shows that the global link between circular organizing and organizational resilience appears to be present since the increase on multiple factors for organizational resilience. The increase is not equal on all the factors as indicated by the dotted line in figure 6-15 which is broader at the top indicating a high presence as a result of CO and a small bottom indicating a lower presence as a result of CO. Overall there seems to be a broad foundation relating CO to organization resilience.

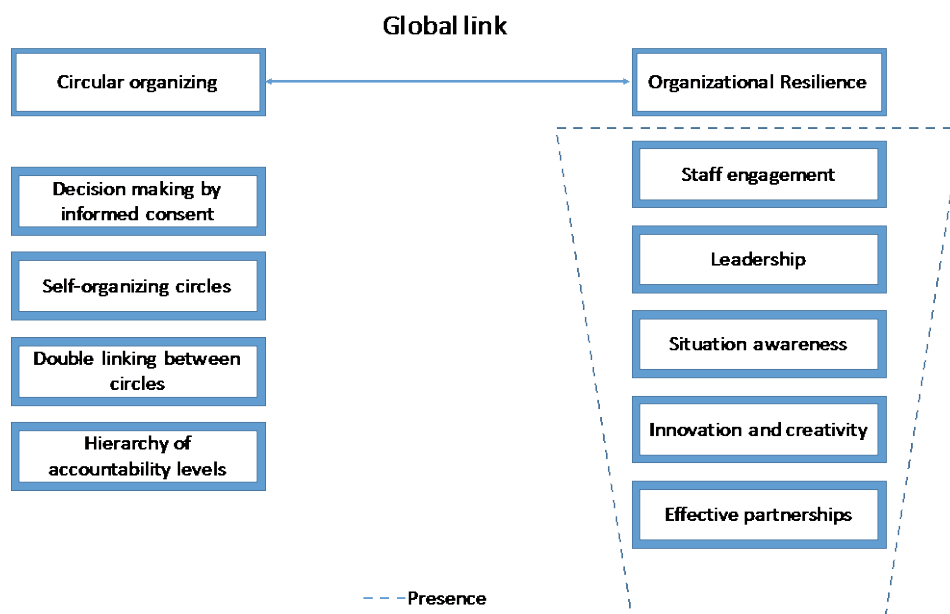


Figure 6-15 Link circular organizing to organizational resilience

## 7 Discussion & Conclusion

The research into the two subjects' circular organizing and organizational resilience is increasing rapidly. Nevertheless, the potential influence of circular organizing on resilience has not yet been researched extensively. Literature shows that there is a potential link between circular organizing and organizational resilience, especially when comparing the research done by Buck & Endenburg, (2006) into the effects of circular organizing and the research of Seville, (2016) into factors that influence organizational resilience. Empirical research into this relation was, however, lacking till now. This positive link between CO and organizational resilience can become visible by matching the advantages given by CO and the indicators for a resilient organization.

The case study, done within IVT home care, aimed to research the potential link between CO and organizational resilience. Figure 4-2 shows the expected global links between CO and organizational resilience.

For the CO side an in-depth check of the presence of all four principles of circular organizing was done at IVT. Key elements of resilience were identified and classified by their presence at IVT too.

Furthermore, the financial performance of IVT during the period 2010 – 2015 was analyzed and benchmarked with the sector. This benchmark indicated that IVT has showed the ability to remain sustainable in a challenging time.

During the research, circular organizing showed to deliver a strong impact on the first three factors regarding organizational resilience. These three factors are leadership, situation awareness and staff engagement. How these factors were influenced is discussed in detail in chapter 6.

Minor influences of CO were found in the last two factors regarding Innovation and creativity and effective partnerships. of organizational resilience. These factors are generation of innovative ideas and bonds with external partners.

Theoretically a further development project that focusses within the IVT organization on how to generate more innovative ideas and strengthen the bonds with external partners could help IVT to become even more resilient.

Within the research, it became apparent that the team leaders felt that they could excel regarding organizational resilience if they had a more defined organizational goal. CO proves to be a method that helps structure and refine the strategy however the defining part is for a great deal in the hands of the management team. The clearer the end goal is and the better team leaders know where they are now and where they are going the stronger CO seems to show its strengths. This is in line with the statement made by Anniewiek, "The organizational goals are the center of the organization and the people are there to help reach these objectives. The organization is not built around people, but the people are in

the process and should perform their tasks.”<sup>16</sup> This can only be executed in an effective manner when the organizational goal is clear throughout the organization. CO relies for a great deal on the vision and mission the organization sets out.

The global link found between CO and organizational resilience in IVT was in line with the expectations resulting from the literature study regarding the two research fields. It was however observed that a full integration of CO in the purist form as defined by (Endenburg, 1998; G. Romme, 2016) was lacking within IVT. The organization did not legally own itself and the CO did not reach the top of the organization in the sense that the supervisory board did not use the CO principles.

Nevertheless, the results found suggest that there is a high potential that implementing the core principles of CO can lead to a more resilient organization.

In summary:

IVT's organizational resilience appears to have increased, since CO was introduced and implemented in the organization.

Thus, this case study suggests a positive influence of CO on organizational resilience.

Further research:

It could be really beneficial for the research field to get a better understanding in the dynamics between the core principles of CO and the individual influences that these core principles have on organizational resilience and its indicators. Knowing the impact of the individual principles could help with defining the focus areas for companies when implementing CO with the goal of reaching organizational resilience.

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<sup>16</sup> Original Dutch text: De doelstellingen zijn het centrum de mensen zijn er ten bate van de doelstelling. De organisatie wordt niet om mensen heen gemaakt, de mensen zitten in een process en moeten daar hun taken vervullen. Ik ben daar steeds vanaf die teamvorming van wat voor rol jij in een team speelt, in dit team speel ik die rol en in dat team speel ik die rol.

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6j&sig=ivLLi3gKnWcbO1383ougO1dHeZ4

## Appendix 1: Interview structure

### Introductie

Doel vaststellen invloeden van SKM

Dit interview zal ingaan op de gebeurtenissen binnen IVT Thuiszorg.

### Start SKM

- Hoe is het besluit voor SKM tot stand gekomen?
- Wat waren de eerste reacties hierop?
- Wat speelde er dat jaar wat mogelijk invloed had op deze beslissing?
- Wat was de invloed van het negatieve bedrijfsresultaat 2011 2012 op deze beslissing?
- Hoe beïnvloedde de financiële prestatie van IVT de reactie van het personeel op SKM?
- Zat er een verschil tussen de afdelingen en hun reactie op SKM?
- Werd SKM als een grote verandering gezien binnen de organisatie?

### Verschillen

- Welke verschillen zijn merkbaar sinds invoering van SKM?
- Heeft hiervoor een cultuurverandering plaatsgevonden?
- Hoe worden problemen nu ontdekt?
- Hoe verloopt het proces om deze problemen op te lossen?
- Kunt u een voorbeeld geven waarin SKM een oplossing opleverde?
- Kunt u een voorbeeld geven waarin de organisatie bekend werd van een probleem door een SKM-vergadering?

### Performance

- Wordt er door SKM meer lange termijn gekeken?
- Hoe doet de organisatie het volgens u?
- Is de organisatie succesvol?
- Welke risico's zijn er voor IVT
- Wordt er geleerd van onverwachte veranderingen in de markt
- Waar merkt u dat aan.

### Omgaan met verandering

- IVT lijkt veel veranderingen in bijvoorbeeld regelgeving tijdelijk op te vangen met eigen vermogen, waarom gebeurt dit?
- Wordt dit besproken in de SKM-vergaderingen?
- Hoe wordt omgegaan met momenten dat de huidige strategie van IVT niet goed functioneert.
- Wil IVT van imago veranderen en zich meer focussen op hun winstgevende stichtingen.

### Aantal medewerkers



- Vanaf 2012 tot 2014 was er een sterke daling in het aantal medewerkers. Heeft SKM dit beïnvloed?
- Hoe wordt is er gereageerd/ omgegaan met de grote instroom van personeel in 2014-2015.
- Heeft of had men meer kunnen doen om functies te behouden
- Kunnen medewerkers anders worden ingezet binnen IVT? En gebeurt dit ook?

#### Invloeden SKM strategic resilience

- Kijkt de organisatie nu meer naar mogelijkheden om te overleven?
- Worden nieuwe kansen in de markt beter benut? Bijvoorbeeld nieuwe subsidiemogelijkheden voor onderzoek en opleiding?
- Hoe wordt er omgegaan met slecht presterende afdelingen?

#### Klant relatie IVT

- Wordt het imago wat IVT uitstraalt besproken?
- En hoe probeert men beter te zijn dan de concurrentie?

#### Succes

- Hoe wordt succes ervaren binnen IVT?
- Wat voor veranderingen veroorzaakt dit in de opvolgende jaren?

#### Ingerijpen middels SKM binnen het leiderschap

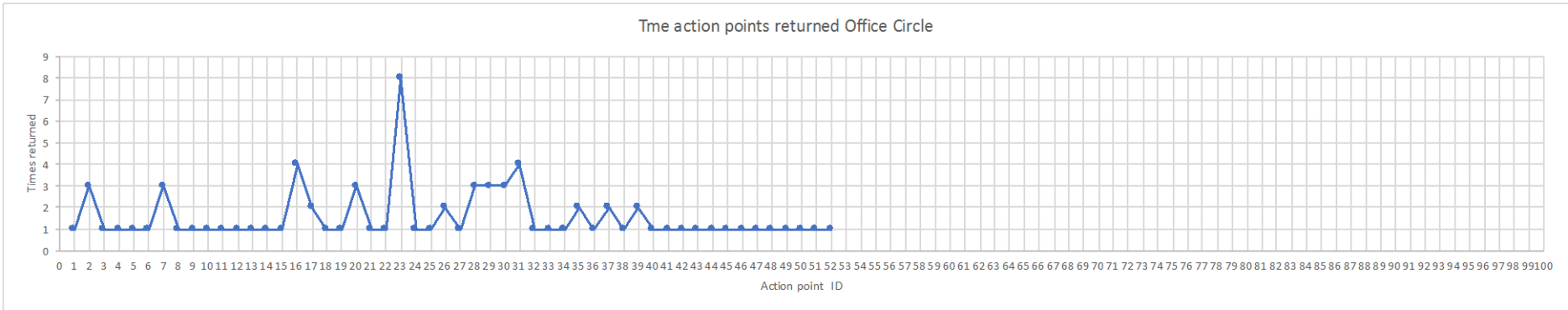
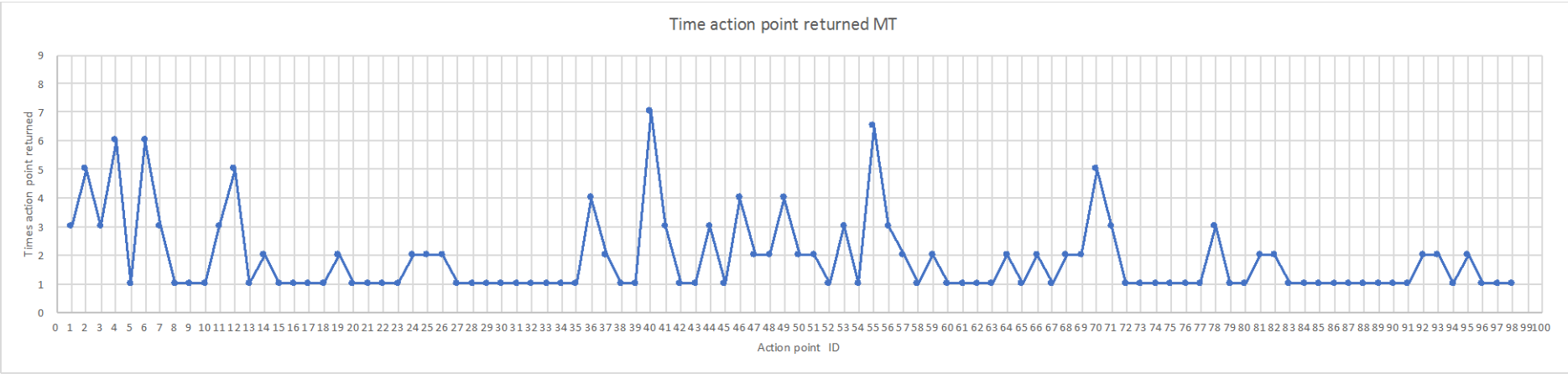
- Zijn er voorbeelden waarin de kringen de koers van het leiderschap hebben veranderd?
- Had de groep vroeger inspraak in het management?
- Hoe is deze dynamiek veranderd?

## Appendix 2: First round coding

Absenteeism  
Agenda  
announcement vs opinion forming  
Awareness  
Before SKM  
Bottom-up approach  
Change regulation  
Client satisfaction  
Company Growth  
Company image  
Competition  
Consent principle  
connection between departments  
Creating support  
Crisis  
Current problems within the organization  
Differences before after SKM  
Diverging from decisions  
double linking  
Educating SKM  
effectiveness  
employee commitment  
employee connection  
employee satisfaction  
employee satisfaction  
enhancement between departments  
environment of the company  
execution employee  
Fear for transition.  
Fear to deliver input  
Feeling heard  
Financial results  
Flexibility  
Growth Organization 2015-2016  
Implementing works council  
Influence team leader  
information need  
Information Provision  
informed consent  
Initial doubts about SKM  
Inner motivation  
Internal communication  
Intervision sociocratic centrum  
involvement employees  
Lack of goal realization  
Leadership  
Management team MT  
Marketing  
measure progress  
Meet demands  
minimize cost

Monthly lunches  
Motivation Implement SKM  
Motivation works council  
Multi annual policy plan  
no demand for works council  
Not sociocratic  
opinion forming  
Organizational Figures  
Organizational Performance  
planning  
Problems with or  
potential for SKM  
Potential problems  
Potential start of SKM  
Potential to influence results  
potential to influence results on the long run  
Potential to influence strategy  
Potential to measure progress  
Potential to readjust  
Potential to think with the company  
Previous situation  
Problems with CO  
Professionalization  
quick scan  
re-active  
Risk  
Scale  
scale advantage  
Schooling SKM  
Secrecy  
Separating strategy from operational decisions  
Short lines  
SKM combination works council  
SKM principles  
Split three foundations  
Start  
Steering by board of supervisors  
Strategy  
Supervision on leadership  
support circle  
Support for SKM from employees  
Take over clients and employees  
Tension between organizational goals and personal ambitions  
Test  
Think up solutions  
Three foundations  
top down  
Transparency  
Understanding the decision  
visibility of leadership  
vision  
What is policy

Appendix 3: Action point minutes



## Action points MT

Nr	Action point ID	Times
1	Oriëntatie naar systemen die het verlof van medewerkers kunnen bijhouden	3
2	Kosten per medewerker algemeen in kaart brengen	5
3	Verbetervoorstellen n.a.v. MTO en in relatie tot verminderen verloop personeel V&V	3
4	Proces van doelrealisatie binnen SKM scholing	6
5	Inventariseren behoefte personeelsfeest	1
6	Opstellen document handavingsgesprek gedragscode	6
7	Rookbeleid bespreken bij FA	3
8	Reiskosten V&V en acceptabele afwijking in route	1
9	Plan van Aanpak In voor Zorg! bespreken in MT-kring	1
10	Creëren overzicht op persoonsniveau van SKM kring indeling	1
11	Inventarisatie opzet Alpha hulp in de praktijk	3
12	Notitie door Bram voor alle medewerkers over regeerakkoord, dienstverlening aan huis en de gevolgen voor IVT	5
13	Bespreken financiële resultaten 2012	1
14	Uitkomst inventarisatie behoefte aan personeelsfeest	2
15	Opstellen notitie financiële resultaten 2012 – gevolgen financiën 2013	1
16	Uitzoeken oorzaak hoge verzuimcijfers V&V	1
17	Productieoverzicht aanpassen	1

18	Plan van Aanpak ziekteverzuim bespreken	1
19	Budget teamuitjes doorgeven aan managers	2
20	Faciliteren van asbak buiten	1
21	Draaiknop op deur kraamzorg	1
22	Plan van Aanpak Ziekteverzuim rondsturen	1
23	Aanpassing PvA ziekteverzuim naar afd. TZ en versturen aan Bjarne	1
24	Vragen omtrent PvA ziekteverzuim naar FW doorspelen en terugkoppelen aan MT-kring	2
25	Aanpassing document vergoeding kilometers en tijd voor uitvoerende medewerkers	2
26	Plaatsen van hoofdlijnenbrief zorgakkoord op Intranet	2
27	Aandacht voor verlofuren en registratie hiervan in nieuwsbrief	1
28	Opstellen overzicht met jaartotaal verlofuren en aantal opgenomen verlofuren per medewerker en verstrekken aan teamleider	1
29	Ideeën en suggesties omtrent huurmogelijkheden bij Bram aanleveren	1
30	Vergoeding registratie Kenniscentrum Kraamzorg opstellen	1
31	Klachtenprocedure & bijbehorende documenten op intranet plaatsen, waarbij intranet leidend wordt voor het documentenbeheer	1
32	Check formulier Geweld, Seksuele intimidatie en geweld	1
33	Opstart plus-min uren potje HbhH communiceren via nieuwsbrief	1
34	Invoeren regeling plus-min uren via FA	1

35	Aanpassen gedragscode en plaatsen op intranet en opnemen in personeelsinformatiemap	1
36	Voorstel schoeisel herschrijven en richtlijn bedrijfskleding opstellen	4
37	Overzicht verlofuren uitvoerende medewerkers	2
38	Communicatie richting medewerkers omtrent verlofuren & uitleg bij loonstrook	1
39	Uitvoering en communicatie BIG herregistratie	1
40	Interne procedure consequentie niet naleven gedragscode	7
41	Procedure AG&SI herzien en in aanvulling hierop formulieren aanpassen door P&O	3
42	Overzicht verzuimcijfers payrollers HbH	1
43	Aangepaste leaseauto overeenkomst voor alleen zakelijk gebruik	1
44	Beloning voor laag ziekteverzuim	3
45	Uitwerken toekenningscriteria leaseauto	1
46	Check stand van zaken m.b.t. leaseauto's en evt. deelname door nieuwe medewerkers	4
47	Verzoek aan FA om maandelijks overzicht openstaande verlofuren kantoormedewerkers aan managers te sturen	2
48	Focus Werkt benaderen i.v.m. procedure bellen zieke medewerkers	2
49	Overzicht met openstaande verlofuren kantoormedewerkers maandelijks naar managers.	4
50	Evaluatie SKM MT-kring	2
51	Bjarne coördineert afspraak Hulpkring 'Interne procedure dossieropbouw niet naleven gedragscode'. Terugkoppeling volgende vergadering	2
52	Rooktegel informatie verzamelen	1
53	Uitwerking procedure AG&SI	3

54	uitwerken scenario's IVT Extra / Familiae en agenderen voor MT-informeel	1
55	Opzet IVT extra	6,5
56	Samenwerkingspartner afd. V&V	3
57	Opstart hulpkring MTO	2
58	Terugkoppeling doelstelling medewerkerstevredenheidscijfer	1
59	Besluitvorming m.b.t. invoering telefoonetiquette afd. KZ en TZ	2
60	Voorstel wel/niet verplichten van half uur pauze per werkdag voor kantoormedewerkers ter besluitvorming.	1
61	Reden stijging verzuim kantoor nakijken	1
62	Voorstel terugbrengen MT-kring vergaderingen van 6 naar 4 per jaar	1
63	Tekst m.b.t. minuren regeling aanpassen & regeling communiceren met FA	1
64	Herstel verrekening minuren afdeling kraamzorg met verlof 2015 Regeling tekstueel aanpassen	2
65	Verkapt verzuim doorgeven aan FW bespreken met TL	1
66	Voorstel regeling pauze ter consent aanbieden in de afdelingskringen	2
67	P&O gaat de nieuwe regeling leaseauto's richting de medewerkers communiceren.	1
68	PDCA-cyclus n.a.v. aanbevelingen MIC-commissie	2
69	Voorstel hoe om te gaan met ziekmeldingen op kantoor ter consent in onderliggende kringen inbrengen	2
70	Doorvoeren tekstuele wijzigingen AG&SI	5
71	Voor de onderliggende kringen een samenvatting opstellen van het Dossier niet-naleven gedragscode	3

72	Afspraak evaluatie Erasmusbrug met afd. TZ	1
73	Uitslag enquête en vervolgstappen project duurzame inzetbaarheid vermelden in de nieuwsbrieven	1
74	Samenstellen lijst medewerkers waarbij opzegtermijn in huidige contract aangepast moet worden	1
75	Opvragen openstaande punten uit MIC analyse bij Mieke t.b.v. PDCA cyclus	1
76	Opzet maken t.b.v. aansprakelijkheid bij mogelijke ongevallen kraamzorg	1
77	Aanpassen standaard informatiebrief KZ en voorwaarden op site en in informatiebrochure KZ	1
78	Status SKM binnen RvT	3
79	Aanpassen protocol Extreem weer & publiceren in nieuwsbrief	1
80	Check verzuimcijfers en terugkoppeling via mail	1
81	Verschil antwoordsnelheid TZ & KZ navragen bij Erasmusbrug	2
82	Document MIC commissie versturen	2
83	Protocol Extreem Weer opnemen in personeelsinformatiemap	1
84	Referentiecheck Verstegen Accountants vanuit cliënten	1
85	Vaststellen beleid inz. opvragen referentiecheck bij externe partij	1
86	Terugkoppeling workshop Duurzame Inzetbaarheid (leercultuur / leerklimaat)	1
87	MIM procedure aanpassen a.d.h.v. op- en aanmerkingen	1
88	Openstaande punten MIC analyse aan MT leden mailen ter follow-up	1
89	Vaststellen beleid inz. opvragen referentiecheck bij externe partij	1
90	Communicatie MIM procedure via nieuwsbrief en IVT kwaliteit	1

91	Terugkoppeling MIC analyse naar Mieke	1
92	Onderzoeken mogelijkheden COR	2
93	Voorstel verlof bij officiële feestdag	2
94	Terugkoppeling invoering de Kanteling	1
95	Opname Klokkenluidersregeling in IVT kwaliteit en nieuwsbrief	2
96	Stroomschema de Kanteling aan Patrick mailen	1
97	Begroting 2017	1
98	Notitie medezeggenschap binnen IVT	1

## Action points Office Cirkel

Action	Action points	Times
1	SKM notitie meezenden met vergaderstukken volgend overleg	1
2	De verhoudingen van de kosten bedrijfsbureau t.o.v. de andere afdelingen opnemen in de BSC	3
3	Gegevens BSC aanvullen met cijfers 2012	1
4	Voorstel declareren kilometers fiets/brommer vergoeding	1
5	Wijze van terugkoppeling van besluiten in andere kringen, hoe wordt dit georganiseerd?	1
6	Duidelijkere omschrijving van de vergoeding voor het bijwonen van SKM vergaderingen door kantoormedewerkers	1
7	Uitwerken proces van doelrealisatie voor Secretariaat	3
8	Bespreken ondersteuning aan afd. TZ en KZ door medewerkers BB	1
9	Invulling van besluit vergoeding bijwonen SKM vergadering'	1
10	Voorstel bezetting bedrijfsbureau	1
11	Voorstel interne verhuizing	1
12	Niet houden aan afspraken betreffende diplomering bespreken in MT	1
13	Informeren alle kringen over wijze van communicatie richting het BB inzake genomen besluiten waarbij het BB een rol heeft in de uitvoering	1
14	Samenstelling ziekteverzuim kantoor (werk gerelateerd, trends, etc.) inzichtelijk maken. Terugkoppeling naar Bram en tijdens volgende vergadering	1
15	Bezetting afd. P&O op woensdagochtend	1
16	Medewerkers bedrijfsbureau vermelden het persoonlijke	4

	telefoonnummer in de mail ondertekening.	
17	Hulpkring bereikbaarheid BB om invoering uit te werken	2
18	Uitwerken van de regelgeving omtrent vakantie- en verlofaanvragen door hulpkring	1
19	Aanwezigheidslijst SKM vergadering maken	1
20	Opstellen proces van doelrealisatie per afdeling	3
21	Voorstel interne telefoonetiquette	1
22	Proces van doelrealisatie omzetten naar Jip- en Janneke taal	1
23	BSC bedrijfsbureau	8
24	Handleiding 'niet storen' telefoon rondmailen	1
25	Instellingen telefoon Kim wijzigen	1
26	Doelstelling verzuim 2015 rond sturen	2
27	Aanleveren 2/3 key indicatoren t.b.v. proces van doelrealisatie en de BSC	1
28	FA past proces van doelrealisatie aan	3
29	P&O stelt proces van doelrealisatie op	3
30	Opzet bedrijfsaccount LinkedIn	3
31	Proces van doelrealisatie door Facilitair	4
32	Procedure AG&SI aanpassen	1
33	Verzuimredenen HbH januari 2015 in kaart brengen	1
34	Aanpassing telefooncentrale	1
35	Evaluatie bereikbaarheid Bedrijfsbureau	2
36	Verzoek tot monitoring telefonische bereikbaarheid bedrijfsbureau aan andere SKM kringen	1
37	Verdeling werkplekken ZoCo's bespreken met Petie	2
38	Terugkoppeling hulpkring MTO over speerpunten	1

39	Weergave bereikbaarheid op intranet aan passen	2
40	Andere term voor verkapt verzuim bedenken	1
41	Proces van Doelrealisatie afronden	1
42	Terugkoppeling pauzeregeling kantoor aan Yvonne van Erven	1
43	Voorstel pauzeregeling kantoor	1
44	Voorstel lunch/werkoverleg Bedrijfsbureau	1
45	Casa IVT bespreken tijdens volgende SKM vergadering	1
46	Enquête speerpunten MTO	1

47	Terugkoppeling MTO enquête	1
48	Planning werkoverleg BB	1
49	Notulen niet meer behandelen, maar meenemen tijdens bespreken van de actie- en besluitenlijst	1
50	Uitkomsten MTO enquête bij MT-kring inbrengen	1
51	Uitkomsten MTO enquête bij BB werkoverleg inbrengen	1
52	Verklaring hoisting en back-up gegevens IVT door Infoland t.b.v. accountant	1