Way of working
How can our organisation perform even better?

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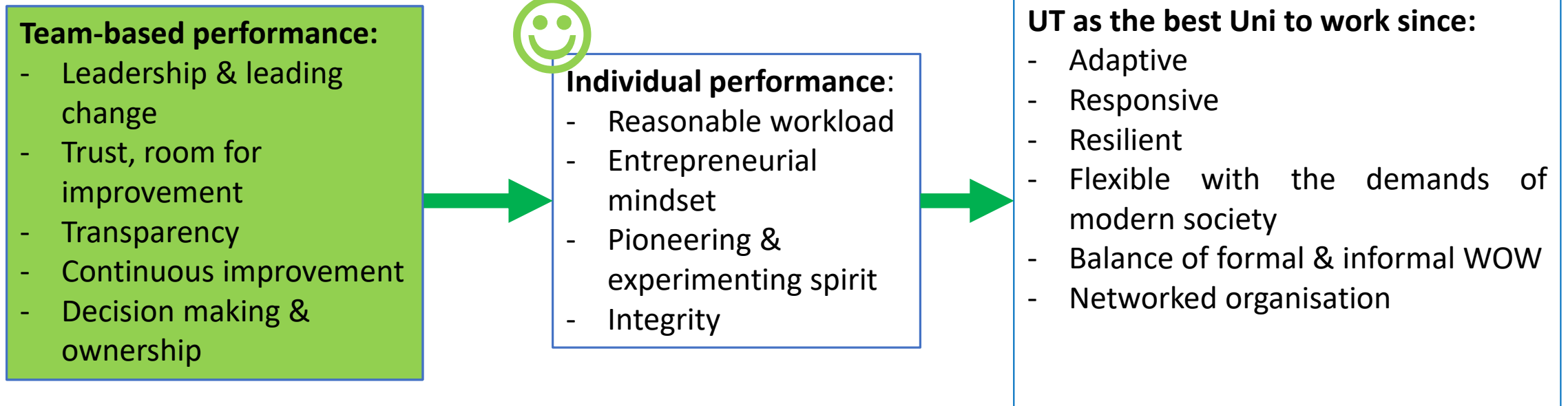
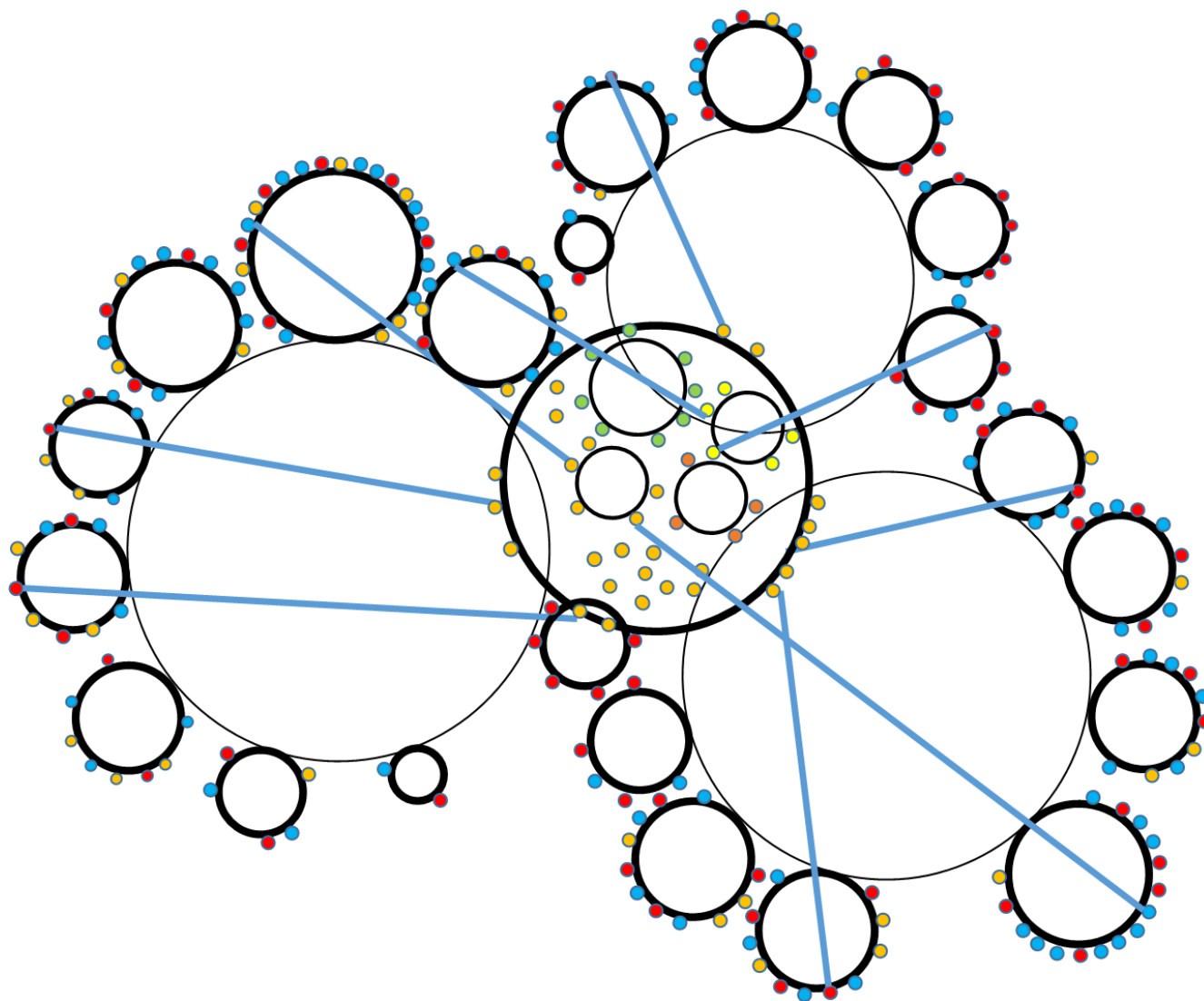Valentine Veenhof

José Franken

Architecturing UT WOW

Team-based performance:
- Leadership & leading change
- Trust, room for improvement
- Transparency
- Continuous improvement
- Decision making & ownership

Individual performance:
- Reasonable workload
- Entrepreneurial mindset
- Pioneering & experimenting spirit
- Integrity

UT as the best Uni to work since:
- Adaptive
- Responsive
- Resilient
- Flexible with the demands of modern society
- Balance of formal & informal WOW
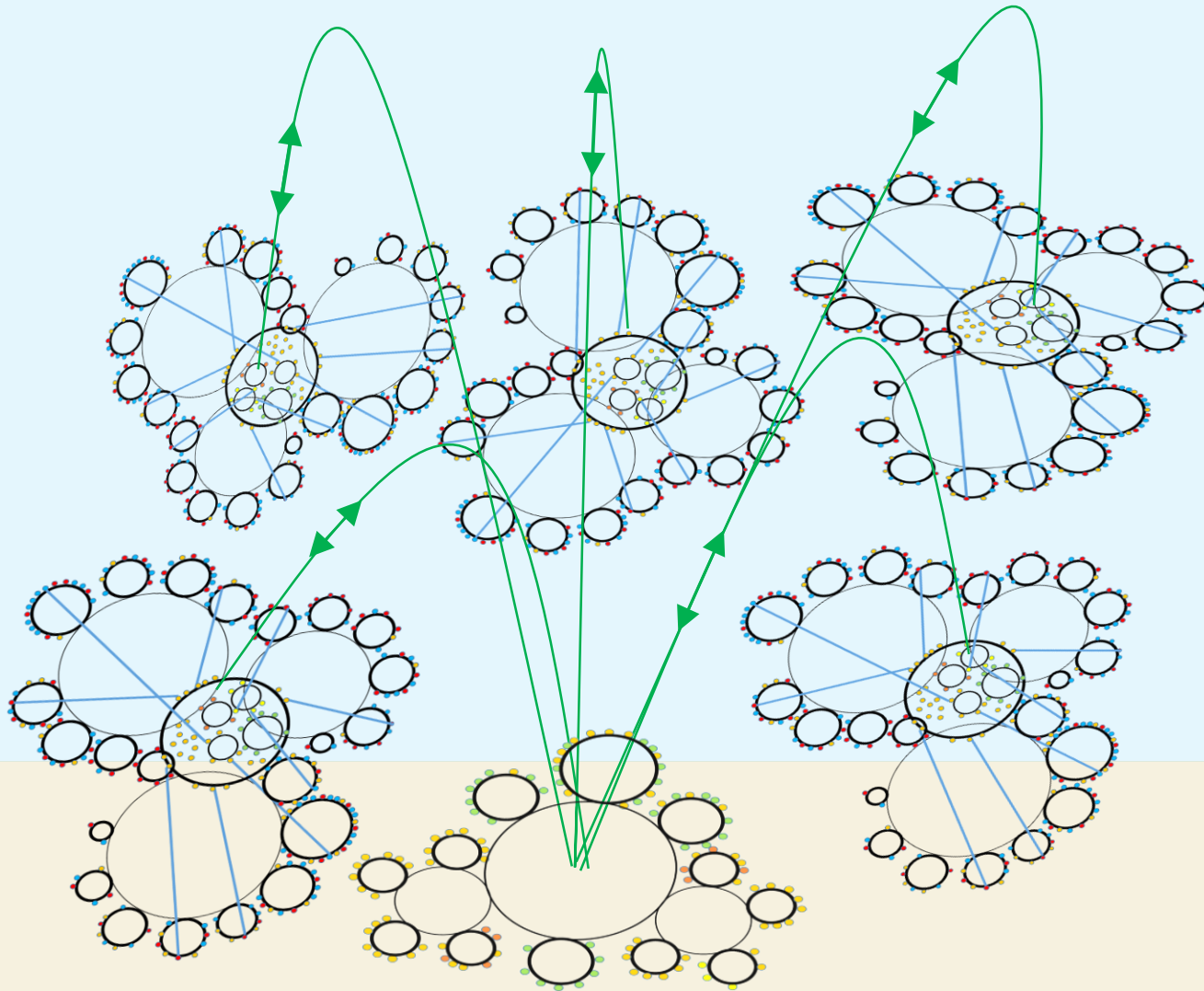- Networked organisation

This team concept - visualized
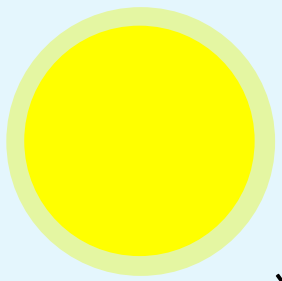
World

Academic world

Norms and values

World

VSNU
Legal framework, ministries
Academic world, integrity

Teams and responsibilities

Teams are groups of people, who work together on a **shared goal**

So, it is important that goals are determined, accepted and shared in a group. Otherwise, it is not a team yet.

High Performance Work Practices (HPWP) are based on **autonomy in decision making for primary processes.**

So, if we go for teams, we need to give them autonomy in decision making processes in their primary tasks. Of course these tasks need to be defined & aligned within the entire organisation.
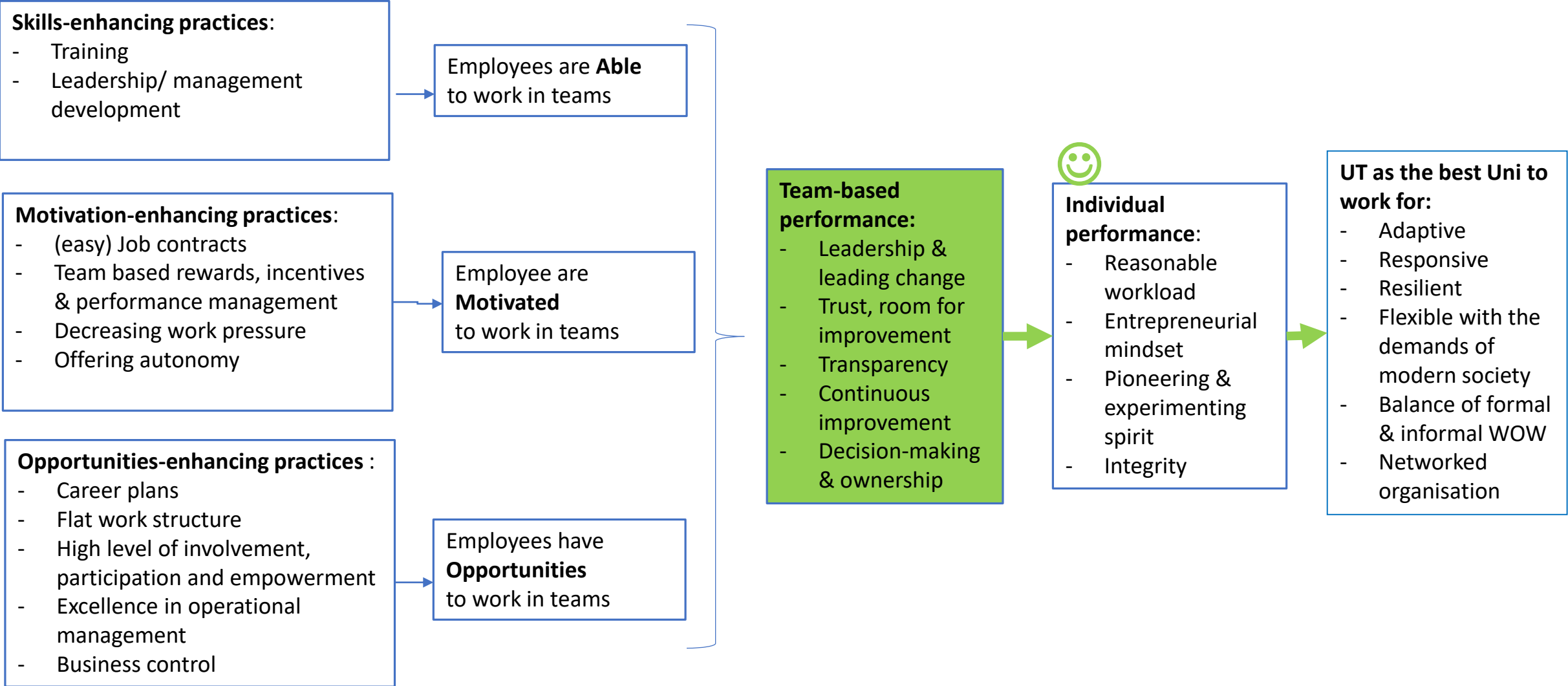
Responsibilities are related to a **role**

So, if individuals accept different roles, they also accept all role responsibilities. Depending on the combination of roles, different "packages" of responsibilities will exist.

Architecturing UT WOW

Performance = $f(A,M,O)$

Skills-enhancing practices:
- Training
- Leadership/ management development

→ Employees are **Able** to work in teams

Motivation-enhancing practices:
- (easy) Job contracts
- Team based rewards, incentives & performance management
- Decreasing work pressure
- Offering autonomy

→ Employee are **Motivated** to work in teams

Opportunities-enhancing practices :
- Career plans
- Flat work structure
- High level of involvement, participation and empowerment
- Excellence in operational management
- Business control

→ Employees have **Opportunities** to work in teams

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What might change due to team-based concept

❑ Capitalize and share good existing practices

❑ Align WoW practices

❑ Lead vs manage (be clear on WHAT, give freedom on HOW)

❑ Let go of responsibility ⟷ *Dialogue* ⟷ Accept responsibility

❑ .....

Work in progress ☺ - looking forward to your feedback

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