

Towards a new spirit of organizing

Research proposal (October, 2011)

PhD Student:

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Background:

The past two decades a large number of publications have described the importance of a new balance between humanistic and material values. Yet the foundations of organisations date from the Industrial Age. Traditional organisations and institutions cling to values like control, profit, hierarchy, centralisation, large scale, structured and standardised procedures.

At the same time we see new forms of organizing emerging, such as network organizations, virtual communities, social businesses, etc. The new forms that arise seem to be based on new and different values, such as horizontal relationships, bottom up initiative, shared knowledge, reciprocity, co-creation, etc. These new forms show unprecedented staff engagement, eagerness to connect and create community, curiosity and natural learning.

Traditional organizations and institutions seem to have lost this kind of vitality. Yet customers and generation Y employees increasingly look for meaning in their (work) life and although they become more focussed on themselves, they yearn to belong to a community. (Gobillot, 2007)

This has far-reaching consequences for the way organizations work and how people relate to each other in the context of work. It requires a profound rethinking of the way organizations work and leaders lead.

Central research question

Which new ways of organizing and leading are arising?

Research questions

- Which innovative ways of organizing do we see emerging in our time?
- Which forms seem to have both vitality and life and material success?
- Which underlying values can we deduct from these innovative ways of organizing?
- What is essentially different from current ways of organizing and leading?
- Which implications could this have for current organizations and business leaders?

Theoretical background

Several forms of (academic) research may be relevant to this study.

- * Study of (social) innovation (MKB, Dyer, Kuiper & van Amelsvoort 2010), reverse innovation and grass roots innovation (Gupta 2008, Govindarajan 2010), BoP (Prahalad 2004), social business (Yunus 2007, Elkington & Hartigan 2008)
- * Study of Social media and connectivity (Surowiecki 2005, Howe 2008, Shirky 2008, Anderson 2009, Lanting 2010), Enterprise 2.0, (Mcafee 2009, Li 2010) Easycratie (Aslander 2010)
- * Study of The future of management /leadership (Hamel 2007, Gobillot 2009, Birkinshaw 2010)
- * Study of Empowerment/ zelfsturing (Getz & Carney 2009, Bernoff & Schadler 2010, de Groot 2010)
- * Study of succesful business cases (Hsieh 2010, Girard 2009, Getz & Carney 2009)
- * Study of Complexity, ambiguity and emergence (Scharmer 2007, Senge et al 2004) and paradoxes (Schuijt 2009, Van Doorn 2010)
- * Study of Building relationships (Gobillot 2007, Wheatley 2009), community (Block 2009)

Conceptual model

From a preliminary reading of the literature, these ten themes have evolved as underlying values in new ways of organizing. They may be seen as hypotheses, to be tested in the research

1. Leader's mindset
2. Clear purpose
3. Value proposition towards clients and business model
4. Freedom for employees to use their talent
5. Enabling employees to work independently
6. Simple and flat teambased organizational structure
7. Shared knowledge and free information flows
8. Community with clients and stakeholders
9. Facilitating connectedness and strong relationships
10. Horizontal accountability and performance evaluation

Planning:

2011	Orientation and literature study. Interviews with 3 Dutch organizations Publication of 1-2 articles.
2012	Prepare Research an research methodology, Start interviews. Field trips.
2013	Collect and digest data
2014	Final writing

Expected costs

Travel costs for field study and interviews (US, France, Great Britain and Germany)

Travel costs to New Zealand

Access to libraries and subscriptions to academic journals

Travel to conferences

On Ph D student Lenette Schuijt:

- This PhD student is an outside researcher, an independent consultant and director of a company in leadership training and coaching.
- The PhD student has more than fifteen years of experience in the praxis of the research area, and has published numerous(non academic) books and articles.
- See resume and list of Publications

Resume

Name: Lenette Schuijt
Address: H. van Viandenstraat 20
3817 AB Amersfoort
tel. 033 - 465 38 06
fax. 033 - 465 39 48
Date of Birth: 28-08-1959
Languages: Dutch, English, French (fluent) German (reasonably)

Study:

1977 - 1981 Bachelor French Language (University of Leiden)
1981 - 1984 Bachelor Andragology (University of Amsterdam)
1984 - 1988 Masters **Organization Studies** (Universiteit of Amsterdam)
1989 - 1990 Specialization Organisation Development in Education (NOVO)
1990 - 1995 Training Empowerment and Leadership at Landmark Education Corporation
1996 Train the Trainer programme Core Qualities (Kernkonsult)
1998 - 2000 Evening Study Philosophy and Spirituality, Free University, Amsterdam

Work:

Jan. 1991 - now	Director van Crystal River Consultancy Projects a.o.: <ul style="list-style-type: none"> • Developing and Leading Management Development programmes in several companies and within Public Administration (a.o. Kandidatenprogramma ABD) • Coaching companies in culture change programmes (o.a. P & O Nedlloyd, Mobil Plastics, Cigna Insurance, Child Protection Council, Ministry of Finance, Social Services Tilburg) • Consulting in vision and strategy development in companies, a.o. a health care organization, a social service, a housing organization, an insurance company, a technical consultancy, an international transport organization • Lecturing and leading workshops on themes like soul & business, leadership development, paradoxes, meaningful work, inspiration, organisational identity, culture and communication. • Leading retreats for executives (reflection, inspiration)
2011 - now 1999 - 2011	Lecturer at the <i>Masteropleiding</i> Human Development (S & N University) Lecturer at the <i>Masteropleiding</i> Educational Management (NSO/UvA)
1994 - 1996	Leading training programmes for Landmark Education in Germany, Switzerland, Sweden and the Netherlands
1987 - 1992	Management trainer/consultant at In Service Training Institute for Teachers at the University of Amsterdam. Developing and leading management training courses for school leaders in higher, secondary and vocational education.

Qualities:

Clear, structured, overview, analytical skills
Enthusiasm, inspiration and passion
Practical, concreteness, no nonsense.
Patience, empathy.
Critical, professional, business orientation
Language skills, verbal skills, expressiveness

Publications

Met Ziel en Zakelijkheid, *Scriptum 1999, revised edition 2009*

Leiderschap voor een mooiere wereld. Moed, verbinding en vertrouwen
(edited, with Henk Jan Hoefman) *Asoka, 2009*

De Kracht van Bezieling. Drijfveren van individuen en organisaties
(revised edition) *Asoka*, 2008

Het Mysterie van Creativiteit. Scheppingskracht in organisaties
(edited, with Henk Jan Hoefman), *Asoka*, 2008

Spiritualiteit werkt... in je werk, *Ten Have* 2007

Praktijkboek Paradoxen , *Asoka* 2006

Zintuigen aan het werk. Sensitiviteit ontwikkelen in organisaties
(edited, with Henk Jan Hoefman), *Asoka*, 2006

Passie voor Compassie. Tussen kracht en kwetsbaarheid
(edited, with Henk Jan Hoefman), *Asoka* 2005

Praktijkboek De Kracht van Bezieling. Oefeningen en praktische adviezen over het ontdekken van je
zielsdrijfveren, *Asoka*, 2005

Het Menselijke Gezicht van Werk (edited, with Henk Jan Hoefman) *Asoka*, 2004

Adviserend verkopen, *Samsom*, 2001

Articles:

Leiderschapsontwikkeling: een nieuw tijdperk *Holland Management Review*, september 2011

Levensbeschouwing in de praktijk van onderwijsorganisaties: een brede benadering *Tijdschrift voor
Onderwijsrecht en Onderwijsbeleid*, 2010-2011 nr. 5

De toegevoegde waarde van de leider (met A. Bongers) In: HJ Hoefman en L.Schuijt *Leiderschap
voor een mooiere wereld*, *Asoka*, 2009

Volharding: als de creatieve stroom blokkeert In: HJ Hoefman en L.Schuijt *Het mysterie van
creativiteit*, *Asoka*, 2008

Leiders en paradoxen. Over het werken met paradoxen in de context van leiderschapsontwikkeling
Holland Management Review, januari 2005.

Inspirerend en geïnspireerd leiderschap In: T. Hardjono en H. Klamer *Breng spirit in je werk*
Meinema, 2005

Op het kruispunt van beroep en roeping In: HJ Hoefman en L.Schuijt *Het menselijk Gezicht
van werk*, *Asoka*, 2004

Talent ontwikkelen in scholen In: *MESO Magazine*, april 2004

De inspirerende schoolmanager In: *Toolkit Onderwijsmanagement katern 9* (2002)

Het begeleiden van veranderingen in de onderwijsorganisatie In: *Toolkit Onderwijsmanagement, najaar 2002*