



Key Success Factors for Communally Managed Companies
-Case SuperStory: Consultive Community for Creative Industries

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Hanna Vuorinen
Leading Transformation Change
MBA Thesis
May 2023

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Year 2023

Pages 55

Many companies are looking to modernise and reform their leadership and management culture to face modern challenges better. Businesses operate in an environment characterised by turbulence, uncertainty and rapid technological, social and political change, unlike anything we have experienced before and in which the old models are becoming obsolete.

The thesis aims to study the communal management model (CMM), the prerequisites for its success, and assess whether the management model in question could work for a consultant company. The client of this thesis, the SuperStory, is a newly grounded company by two individual consultants. They want to gain a more in-depth understanding of the possibilities CMM could offer for the company's growth.

In the literature review, this thesis studies the academic framework of the communal management model and focuses on the implementations done in a Dutch nursing company Buurtzorg. Buurtzorg works in a different industry, so the literature review focuses on determining the essential and applicable key success factors for operating a communally managed company.

The quantitative survey research in this thesis focuses on mapping the readiness of freelance consultants working in the creative industry to form a community-driven network. The research focuses on gathering data on three subjects: The scope of shared values, interdependencies and modularity of work and common denominators for developing work life.

The development phase of the thesis was made as a co-development workshop. All responses to the survey were invited to the two-hour workshop. The workshop participants were experienced in both the creative and consulting industries. In the workshop, participants received information about the theoretical framework of the communal management model and the Buurtzorg operational model as a case example. A general question was posed: What of this model can be applied to a consulting company?

Based on the insights and discussions of the workshop, the community-driven model allows for diversity in perspectives, which can bring significant added value to the customer. Building a corporate culture based on trust, sincerity, and a shared mindset is crucial to the model's success. The working group suggested data collection and iterative experimentation to find a communally managed operational model for the company. Overall, the workshop participants saw many opportunities in the community-driven consulting model, which could offer clients better quality solutions and create added value for consultants themselves.

Keywords: Communal Management, Buurtzorg, Collaborative Network, Consulting, Creative Industries

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1. Introduction

When writing this study, Europe is at war, the world has just survived a pandemic, and artificial intelligence has begun to produce creative content. The leading newspaper in Finland, Helsingin Sanomat, just wrote in an editorial, “Life is overwhelming for many people”, that more than half of all disability pensions in Finland are already based on mental health. According to the article (Helsingin Sanomat, 2023), the number of mental health-based disability pensions for people under the age of 30 has doubled in the 21st century. Over the past fifteen years, the number of sick leave days due to depression has doubled among young women, and those due to anxiety have increased fivefold (Helsingin Sanomat, 2023).

Almost three decades ago, social scientists at the U.S. Army War College coined the acronym “VUCA” to characterise the environment in which their students would need to operate. VUCA—standing for volatility, uncertainty, complexity, and ambiguity—has since become a general term used across the geopolitical and business world to describe the current state of affairs. (Baran & Woznyj, 2021)

The prevailing idea is that in order to thrive in this constantly tumultuous world, organisations and individuals have to be able to adapt fast (Baran & Woznyj, 2021). Agility has become the universal key for the effective management of VUCA. Becoming agile involves competencies such as handling emergencies or crises, learning new tools or technologies, and coping effectively with stress, among others. Agility requires rapidly making sense of new situations and communicating clearly and effectively. (Baran & Woznyj, 2021)

Traditional centralised, hierarchical management models strain these pressures on employees in the midst of demands. Many companies are looking to modernise and reform their leadership and management culture to face modern challenges better. Businesses operate in an environment characterised by turbulence, uncertainty and rapid technological, social and political change, unlike anything we have experienced before and in which the old models are becoming obsolete. (Jordaan 2019, 59-61.)

In an economy that is hard-wired towards competition, collaboration emerges as a response when faced with crises, uncertainty or threats. Moving from competition to collaboration is not merely a matter of acquiring a new skill but primarily a matter of fundamentally changing mental models or mindsets. (Jordaan 2019, 60.)

This thesis studies a modern leadership model called the Communal Management Model (CMM). The study determines the prerequisites for its success and assesses whether the management model in question could work for a consultant company. The client of this thesis, SuperStory is a newly grounded company by two individual consultants. They are looking to gain a more in-depth understanding of the possibilities that CMM could offer for the company's growth.

Based on academic literature, this study explores distinctions between hierarchical leadership, self-organising companies and communal management model. The literature review studies the academic framework of the communal management model and focuses on the implementations done in a Dutch company Buurtzorg. Buurtzorg works in a different industry, so the literature review focuses on determining the essential and applicable Key Success Factors for operating a communally managed company.

Because the client of this study is a newly formed company, the focus is on literature sources that handle mainly starting a new team or company. Less emphasis is put on traditional hierarchical organisations looking to transform into Communal Management. Hence topics like change management, change leadership, and transformational change are left out of the scope of the study.

The literature review determines eight general Key Success Factors for CMM companies.

1. Leadership mindset
2. A clear understanding of the purpose
3. Autonomy with modular work
4. Individual capabilities
5. Standardisation supported by digitalisation
6. Local networks and communities
7. Time
8. Killing the King Bug

The quantitative survey research in this thesis focuses on mapping the readiness of the professionals, freelancers and sole proprietors working in consultative jobs to join a possible community-driven network. The research focuses mainly on gathering data on three subjects:

1. Does the network of consultants share a similar conception of the purpose of their work?
2. Does the network of consultants have much interdependence in how they operate their work, or is their work modular?
3. Does the network of consultants have common denominators as to what they are looking to develop in their personal work life?

The research indicates that this particular network of consultants shares a congruent value base and is motivated by the same reasons. The research indicates that because of the modularity of the work, consultant business has little interdependencies and enables team autonomy.

The development phase of the thesis is one two-hour-long co-development workshop with the founders of SuperStory and the voluntary consultants. The workshop focuses on ideation and open discussion on possible operational models. All responses to the survey were invited to the workshop. The workshop participants were very experienced in both the creative and consulting industries. In the workshop, participants received information about the theoretical framework of the communal management model and the Buurtzorg operational model as a case example. A general question was posed: How could the communal managed model be applied to consulting?

2. Literature Review: Communal Management Model

This study investigates a company that has built an innovative management structure; a Dutch nursing company Buurtzorg. The study will begin with an academic literature review to understand the characteristic qualities of the model they have chosen and developed. The review defines the characteristics of three different management models. First, the review summarises the characteristics of the traditional predominant hierarchical management culture. After this, the review defines the typical methods of a more modern management model: agile leadership focusing on self-directedness. Finally, the review focuses on the features of the management model: communally managed independent teams also referred to as organisations with structural granularity or communal management model.

After the definitions and attributes of each generalised management model, this literature review will investigate the innovative company in focus. The study will examine the market and the industry Buurtzorg operates in, its business and operational model, its digital strategy, and how they do marketing.

The last part of the review will conclude the critical success factors for Buurtzorg and the prerequisites for success for any company that would want to apply the communal management model. The review will also raise some questions about the challenges the model has brought to daylight.

2.1. Operating environment: No leadership becomes a success in the VUCA world

Almost three decades ago, social scientists at the U.S. Army War College coined the acronym “VUCA” to characterise the environment in which their students would need to operate. VUCA—standing for volatility, uncertainty, complexity, and ambiguity—has since become a general term used across the geopolitical and business world to describe the current state of affairs. (Baran & Woznyj, 2021.)

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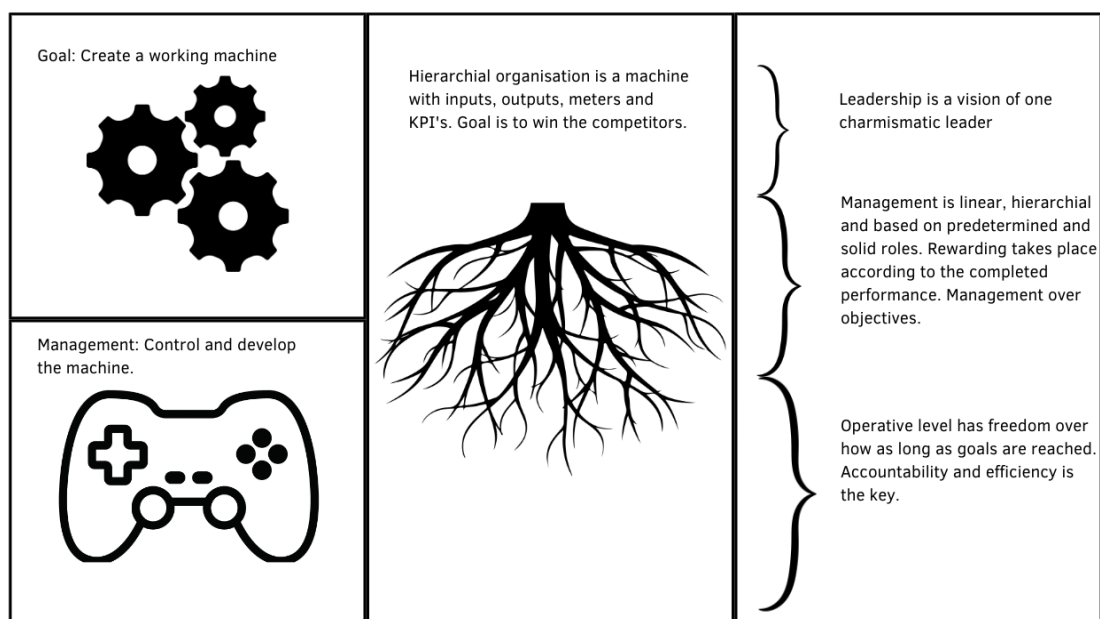
According to Jordaan (2019), the leadership mindset has evolved during human existence, and nothing indicates that it would not keep doing so. In an economy that is hard-wired towards competition, collaboration emerges as a response when faced with crises, uncertainty or threats. Moving from competition to collaboration is not merely a matter of acquiring a new skill set or process expertise—important as those are—but primarily a matter of fundamentally changing mental models or mindsets. (Jordaan 2019, 59-60)

Frederic Laloux is a Belgian consultant and former associate partner with McKinsey & Company who wrote a book “Reinventing Organisations”. The book identifies the different paradigms of leadership models through the ages. Laloux brands his typology with colour codes. Red, amber and orange models are traditional and more primitive. Green and teal are more modern and agile. (Laloux 2016, 16-21.)

According to Laloux (2016, 22-23), the most primitive model is the red type. The guiding principle in this type of leadership was the exercise of overwhelming personal power through fear or submission to keep organisations intact. Such a method in the current world could be applied to street gangs or tribal militias.

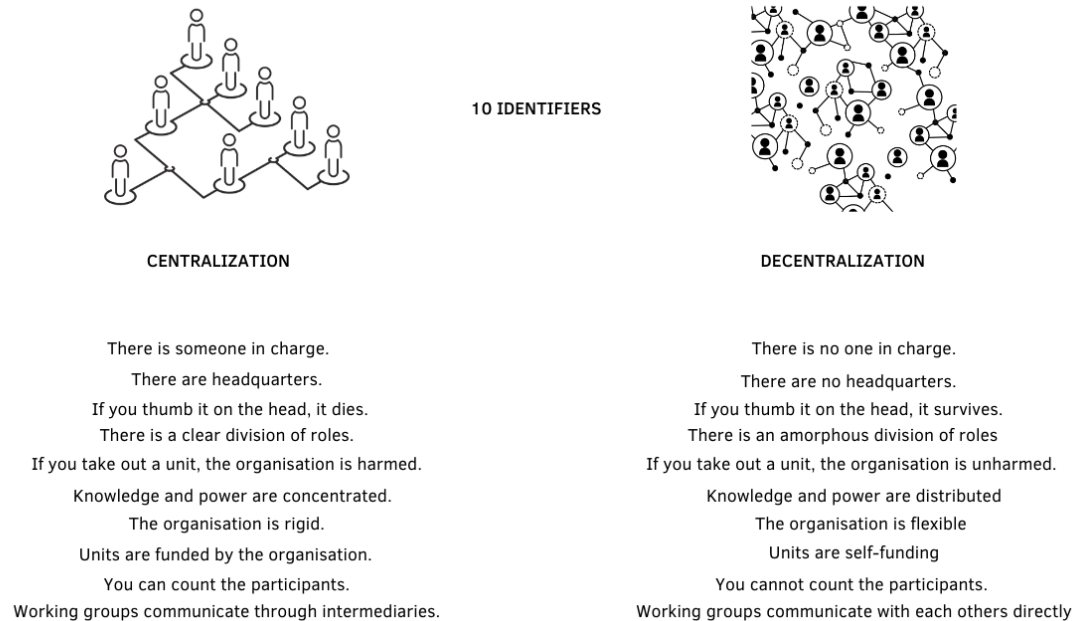
The second most primitive leadership model in the Laloux typology (2016, 24-25) is the Amber type, which is predominant in most military organisations and similar worldwide. Authority in these organisations is linked to formal roles arrayed in strict chains of command. Processes are planned to be replicable in order to create a long-term perspective. Individuals are rewarded when acting according to the process. (Laloux 2016, 24-25)

The most modern yet traditionally hierarchical model in the Laloux typology is the Orange type (2016, 26-31). Orange is the most predominant leadership model in the current world. Orange organisations are managed by objectives. The employees have freedom over how things are done, not about what or why. The company has inputs, outputs, key performance indicators, annual evaluations, and performance metrics. The goal is to beat the competitors and keep growing. Anyone can rise to any position based on their performance. As the Orange paradigm grew dominant, it also encouraged short-term thinking, corporate greed, overconsumption, and the reckless exploitation of the planet's resources and ecosystems. (Laloux 2016, 26-31))



Picture 1: Traditional hierarchical leadership, the Orange model in Laloux typology
(Visualisation by author, based on Laloux, 2016)

Traditional hierarchical organisation is centralised. That has been the competitive advantage for growth. However, according to Ori Brafman and Rod A. Beckstrom (2006), in the VUCA world, the centralised model is becoming increasingly slow, ineffective and exhausting for workers. Brafman and Beckstrom wrote an acclaimed bestselling book, "The Starfish and the Spider - The Unstoppable Power of Leaderless Organisations", in 2006. The book created ten questions to identify if the organisation is centralised or decentralised (Brafman O. & Beckstrom A, 2006:46-56).



Picture 2: 10 identifiers of centralised and decentralised organisations (Brafman O. & Beckstrom A, 2006:54-55).

The book studies the features of decentralised organisations, from Apache Indians to Anonymous Alcoholics. “It is not that open systems (decentralised organisations) necessarily make better decisions. It is just that they can respond more quickly because each member has access to knowledge and the ability to make direct use of it” (Brafman O. & Beckstrom A 2006, 39). According to Branfman and Beckstrom, organisations that are decentralised are more likely to have strong organic growth by networks but most likely lose the ability to generate overall profits (Brafman O. & Beckstrom A 2006, 42-45).

Whereas hierarchical and centralised organisations can provide profits but have high overhead costs and need heavy investments to scale up, decentralised organisations are agile and grow organically but do not provide high profits. Organisations such as Napster, Grokster, Alcoholics Anonymous or Wikipedia are decentralised organisations that have scaled globally. None of them is a profitable business. (Brafman O. & Beckstrom A 2006, 29-82.)

Whereas traditional organisations seek efficiency and productivity from hierarchy and control, some organisations want to reach the same goal with an opposite strategy. Self-managing organisations (or self-directed organisations) see the traditional model as slow, faulty in decision making and expensive due to the many layers of managers. They see an organisation as an organism rather than a machine and work to decentralise power and control to provide as much freedom to individuals as possible. (Harjanne 2021, 7.)

Frank Martela (2021b, 11-19) defines a self-directed organisation as an organisation in which hierarchy has been radically dismantled so that there are no superiors or their power is

significantly limited. Self-directedness or self-management refers to an individual, i.e. an employee. According to Martela, an employee is self-directed when he can promote the organisation's goals independently, using his judgement, without asking permission from his supervisor for everything (Martela 2021b, 11-19).

Tuuva Harjanne is a marketing executive who studied the dark sides of self-directed organisations in her thesis work, "The challenges of self-managing organisations as seen from the ex-employee perspective", to Haaga-Helia in 2021. In her study (Harjanne 2021, 18), she reviewed defining characteristics of self-management and noted that some of the descriptions were so broad that they included a large variety of operating models. Harjanne (2021, 18) found it curious that all writers who wrote a book about the subject came up with a new term describing the same phenomenon with a slightly different emphasis.

Harjanne (2021, 17) based her synthesis on the definition of self-management in prior literature: "Self-management can be defined as autonomous on an individual, team and organisational level, functioning with peer advice and common practices. It is structured as decentralised and co-organized, working dynamically: Its teams, roles and practices are experimental and subject to change when needed. The organisation is based on peer-to-peer relationships with no dominant hierarchies, but natural ones exist. It is human-centric and purpose-driven, adapting to external needs." (Harjanne 2021, 17.)

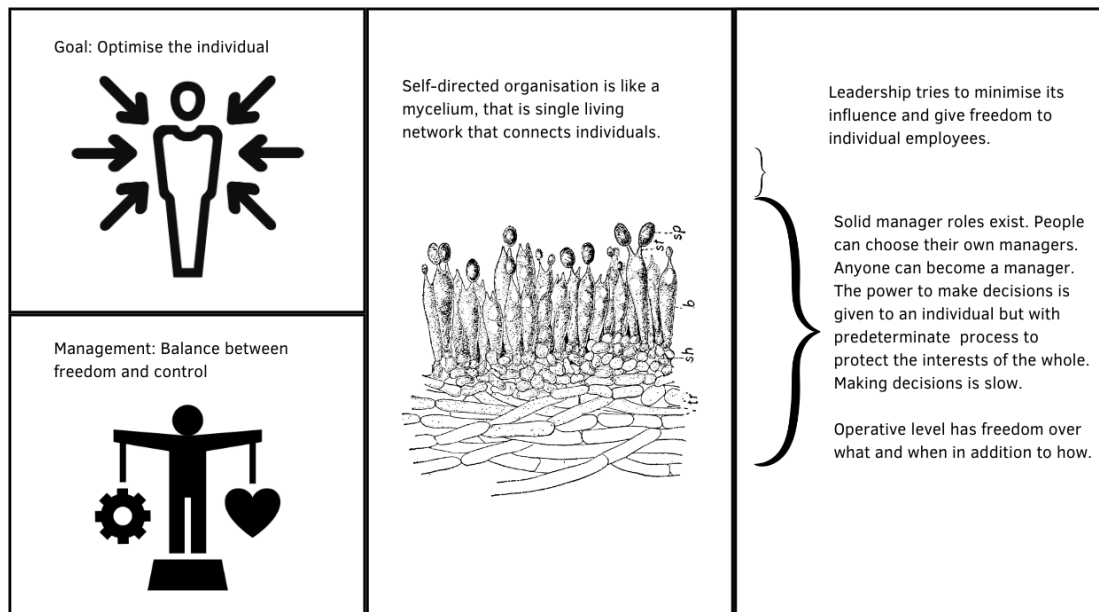
Jori Mäkkeli is a strategist in the established Finnish company Futurice, one of the pioneers in operating as a self-managed organisation. Mäkkeli wrote an article about the company principles and everyday challenges in Haaga-Helia's publication in 2021. "Autonomy and trust in employees can be seen in everything we do. Employees are allowed to choose their own holidays, work equipment and working hours," Mäkkeli writes (2021, 22-27). At Futurice, everyone knows the company salary scale and half of the employees have published their salary on the company intranet. Transparency is one of the core values, as every employee has access to Futurice's operational management system and the documentation of various projects. In addition, transparency is maintained with overviews compiled from business and employee experience metrics. (Mäkkeli 2021, 22-27.)

The self-managed organisation is one network of autonomous individuals, even if working in teams, always aiming for individual freedom. According to Mäkkeli (2021, 22-27), anyone in Futurice can launch an initiative about anything. Individual employees can start an initiative about moving the office, changing the marketing focus, starting an afternoon tea routine or changing the logo's colour. Futurice uses the so-called 3 x 2 decision-making process as the basis for daily decision-making. Ultimately, the person who starts the process will make the final decision but must follow the 3 x 2 process. According to it, the decision-maker must think and find out the impact of the decision on customers, colleagues and Futurice's business

numbers now and in the future. To support decision-making, the person needs to seek sparring help and insight from those affected by the decision and those who know the most about decision-making. (Mäkkeli 2021, 22-27.)

Futurice has a transparent management ladder and superior relationships. Their task is to strive to develop the entire company and its operations and to support individuals and teams in their work. In addition, they ensure that the business is on a sound basis because the management also takes care of a large part of the sales. Management also follows the 3 x 2 process in its decision-making; for example, the company's employees are widely involved in decisions regarding salary models. However, employees can choose their own supervisor from among different alternatives. (Mäkkeli 2021, 22-27)

According to Mäkkeli, self-managed organisations are constantly on the brink of chaos because of the endless need to develop processes to manage autonomy. Too much autonomy and the practices that support it can lead to individualism at the organisational level, where the idea arises that everyone can do whatever they like. On the other hand, overly rigid and directive structures and practices weaken motivation and the number of new business experiments. Futurice has experience in both, and the balancing act is still ongoing. (Mäkkeli 2021, 22-27)



Picture 4: Self-organised management

(Visualisation by Author, based on Mäkkeli, 2021; Laloux, 2015; Harjanne, 2021)

In conclusion, traditional centralised management is slow, ineffective and exhausting in the rapidly changing world and hence not sustainable for the modern world. Decentralised networks can scale globally fast but are not profitable. The self-organised management is agile and meaningful but extremely difficult to scale up, keeping the business small. The communal

management model aims to combine the best features of these models by creating autonomous teams and minimising the management. It combines elements from decentralised organisations, self-managed organisations and traditional hierarchical organisations.

2.2. Communal Management Model

At the end of the 1940s, Great Britain had an unexpected problem. The country was dependent on coal mines that had just been mechanised. Working in mines was physically demanding and dangerous, so with mechanisation, one would have expected productivity and the satisfaction of miners to increase. However, the opposite happened: productivity and work morale decreased. (Salovaara & Mäkkeli 2021,39-55.)

Before mechanisation, coal mining in mines was done in pairs or work groups. Each group agreed on their goals in the employment contract and had to organise all its activities. The teams were responsible for the production and were rewarded according to work done. The team had the freedom to choose their members. Although working in coal mines was dangerous, the workers found the work versatile and meaningful, were proud of their profession and took responsibility for their work. Mechanisation technology brought one-sidedness to work and changed the social nature of work. (Salovaara & Mäkkeli 2021, 39-55) Perttu Salovaara and Jori Mäkkeli wrote an article, "Towards Communal Management", in the Haaga-Helia publication in 2021. They do not suggest returning to dangerous coal mining practices, but they mention this example to emphasise team working as the natural pre-set for people.

Many big Finnish companies like Telia and OP have noted the same principle. Both companies have recognised the need to have people working in autonomous teams. Telia renewed its organisation in October 2019 (Vuori 2021, 19-21). According to Vuori (2021), the core of the new organisational structure consists of cells of 4-8 people. Several cells form departments. In addition, new sensei roles were formed. Sensei supports, helps, and inspires other employees in matters related to customer experience, commercial ability and competence development. At Telia, Sensei roles are temporary. A certain number of hours are set aside for them and done alongside their work tasks. The shared responsibility also applies to the supervisors, who are expected to lead the entire department together, not just their cells. (Vuori 2021, 19-21.)

Telia has been aiming for the company's agility and the teams' autonomy. However, Telia is a big company with annual revenue of 1,2 billion and 2700 employees in 2021 (Finder, 2023). They still have many hierarchical structures and are led by corporate structure but have tried to promote team autonomy. Another company with similar efforts is a banking cooperative, OP Financial Group, which has annual revenue of 1,2 billion, 108 local banks with 13 000 employees (Arvopaperi, 2023). The most significant reforms in OP Financial Group's more than one-

hundred-year history were the change to reduce the organisation's decision-making levels from seven to four, direct operations based on customers' needs, and empower the personnel to think about achieving business goals (Uudistamisheimo 2021, 56-59).

Even if these companies have dismantled hierarchy levels and identified teams as a natural pre-set for human working, they have yet to accomplish autonomy but want to remain in the traditional hierarchy. Organisations that allow autonomy to a team are defined as communally managed (Martela 2021b, 11-19). As the phenomenon is relatively new in modern leadership studies, many similar terms describe the same structure: communal management, communal directiveness, community controllability, or team autonomy.

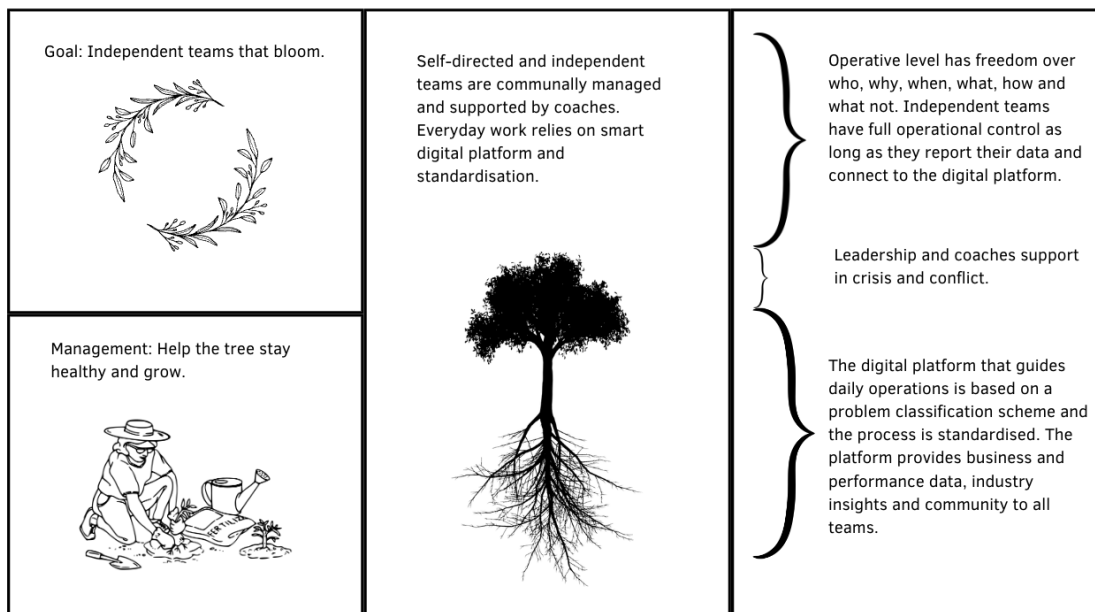
Frank Martela defines communal management as an organisational structure where work is coordinated together. A team is a unit that steers together towards a shared goal. It depends on what kind of division of responsibilities and work best promotes this goal. The teams decide how to promote their work together - usually in continuous dialogue with the customer. (Martela 2021b, 11-19.)

Harjanne defines Communal management as co-managing or community-managing in which the entire system promotes and maintains more democratic procedures, re-framing the discourse on self-management (Harjanne 2021,17). Whereas self-management has a single individual in focus, communal management puts a team there.

For many software development companies, agile teams are no news. Agile project management has been widely used in digital companies. It allows software project managers and employees alike to adapt to changing circumstances rather than try to impose rigid formal controls, as in traditional linear development methods. (Augustine et al. 2005, 85.)

Sanjiv Augustine, Bob Payne, Fred Sencindiver and Susan Woodcock wrote an article about Agile project management in software development for the Communications of the ACM in 2005. According to them, usually, software development is done in organic teams of seven to nine members. Organising a project into organic teams implies a minor interaction penalty regarding communication and coordination overhead. However, according to Augustine et al (2005, 86), all autonomous teams have a manager in the agile management model used in software companies: "The agile manager is responsible for establishing clear roles and responsibilities to ensure proper team alignment and accountability," the team writes. An agile project team balances on the edge of chaos –a concept from complexity theory. Systems with too much structure are too rigid, while systems without enough structure spiral into chaos. Leading a team by nurturing small organic teams, establishing a guiding vision, establishing simple rules, championing open information exchange, and managing with a light touch is the winning combination. (Augustine et al. 2005, 86.)

One company has taken team autonomy to a new level and found a practical operational model to fulfil the previous Augustine goal to nurture small organic teams, establish a guiding vision, establish simple rules, champion open information exchange and manage with a light touch. In the following, we will study this company to identify the defining characteristics of the communal management model.



Picture 5: Communal Management Model

Visualisation by author, based on Martela 2021, Martela 2021b, Salovaara & Mäkelä, 2021

2.3. Buurzorg -Case Study of a self-directed, autonomous teams

Buurtzorg is a pioneering healthcare organisation established in 2006 with a nurse-led holistic care model that has revolutionised community care in the Netherlands. The organisation employs over 10 000 nurses and assistants in 850 self-managed teams. Their back-office team of 45 people is only 8% of the company as opposed to 25% in comparable organisations (Buurtzorg, 2022).

Buurtzorg started with just one self-directed community nursing team. Jos deBlock, a home care nurse with management experience and a background in business administration, established the financial and operational model. Gonne Kronenberg and Ard Leferink developed the Buurtzorgweb: the lean, technology-enabled administrative system (Monsen & deBlock 2013, 55).

In the Buurtzorg model, the nurses are divided into community-directed teams of a maximum of 12 people (Grey, Sarnak & Burgers 2015, 3). According to the CEO Jos de Block (2011, 84), each team takes care of the assessment, planning, and coordination of patient care and discusses the continuity with one another. There is no leader within the team; they work based on consent (deBlock J 2011, 84). Buurtzorg nurses are responsible for the entire range of home-care services: assessing patients' needs, developing and implementing care plans, providing services or scheduling medical visits as needed, and generating the documentation needed to facilitate continuous care and billing (Grey, Sarnak & Burgers 2016, 3).

The teams manage themselves. Community-managed teams care for their clients, plan their activities and work shifts, recruit new employees, build a regional network of experts and rent their premises. They find consent in a team on who will be on call during Christmas and who will have summer vacation at the same time as school. (Vuori 2021, 28-30.)

Whereas Grey et al. (2016, 3) define Buurtzorg teams as “community-directed” teams, the CEO himself talked about “self-directed and autonomous teams”. According to Frank Martela (2021a, 6-11), de Block visited Aalto University to showcase the Buurtzorg success. “The company grew rapidly and, with its turnover of 300 million euros, had already taken over 70 per cent of the Dutch home care market - less than ten years after its establishment. The employees were satisfied - year after year, the company has won the Netherlands' best employer competition - and customer satisfaction is clearly better than competitors. Despite this, the company could offer home care at 20 per cent lower costs than its competitors,” de Block said (Martela 2021a, 6-11).

Compared to some of the self-directed organisations, an individual in the Buurtzorg team may have less autonomy than an individual in a self-organising company, for example in Futurice, where employees are allowed to decide their own holidays, choose their own work equipment and decide their own working hours (Mäkkeli 2021, 22-27). However, a team in Buurtzorg has significantly more autonomy than a team in Futurice. In Buurtzorg, the teams have no supervisors, and the company has no middle management - only thousands of nurses doing customer work and less than fifty people in the head office in back-office tasks serving them. Buurtzorg teams are supported by coaches, who help the team find consent, but have no official authority over the team. (Vuori 2021, 28-30.)

In Buurtzorg, teams are responsible for customer relations. Buurtzorg means “neighbour care” in English. Getting to know local communities and networks is a key success factor. Networks are necessary because nursing work focuses on empowering the client to be self-directed in their recovery. Buurtzorg supports the customer in building a network that supports their rehabilitation. As the nurses are part of the local networks and communities, they naturally promote the company. (Vuori 2021, 28-30.)

2.3.1. Market & Industry Characteristics

The nursing market has continued expanding. People are living longer than ever in Europe. The number of people of working age in the EU is shrinking while the number of older people is expanding (Eurostat, 2022). In Europe, the growing demand for elder care is especially challenging. People over 55 comprise over one-third of the EU population (Harris R, 2022).

Especially in Europe, people live longer than ever and in addition, they prefer to live in their homes. Unlike in some countries where several generations live together as an extended family, in Europe, more than 30% of the elderly live alone. The cultural norm of autonomous generations shifts the responsibility of elderly care from individual families to the state in financial and labour terms. (Harris R, 2022.)

In the Netherlands, according to Verdun (2022), due to demographic changes (strong increase in the number of elderly) and higher costs related to technology and pharmaceuticals, spending on healthcare will double by 2040. It will then be more than 20% of the GDP. In addition, one in four people in the workforce will be active in the healthcare sector. Currently, one out of six employed people works in the healthcare sector. (Vardetun, 2022.)

As elderly care is cutting a bigger and bigger slice in governmental budgets in all European countries, there has been a general necessity to find cost-effective solutions to provide the service required. In the Netherlands, in the mid-2000s, the sector was characterised by a lack of continuity of care and was faced with declining quality, rising costs, and a disillusioned nursing workforce (BGC Foundation, 2018). Market incentives were introduced to reduce costs, and home care subsequently became highly regulated, forcing control over nurses' actions and everyday work. Certain tasks were restricted to be done in minute-based timetables. The regulation resulted in increased fragmentation of care, heavy paperwork, and less time spent caring for patients. (Monsen & deBlock 2013, 55.)

Fragmented work becomes ineffective. Big home care organisations hire many low-educated nurse assistants with highly regulated timetables with even larger numbers of patients. According to Monsen & deBlock (2013, 55), some patients have to deal with more than 30 different nurses in a month. Nobody has the "overall picture" of the patient. The Buurzorg model was founded in reaction to a system that emphasised paperwork and highly regulated care rather than time spent with patients (Monsen & deblock 2013, 55).

In conclusion, the nursing market has been growing and will keep expanding. Governmental funds mainly cover the cost of service in Europe, so there is and will be a strong will to manage the cost level without compromising the quality of service.

2.3.2. Ownership and Business Entity

According to The Netherlands Chamber of Commerce KVK (2022), Buurtzorg Nederland is a “stichting” in Dutch, meaning “foundation” in English. In Holland, a foundation can make a profit, but its primary purpose is to support a non-profit cause. Possible profits must be allocated to the foundation's cause or purpose. (KVK b, 2022.)

A foundation has a board but no shareholders in Holland. The purpose of the foundation does not have to be charity. For example, professional football clubs or broadcasting companies can be “stichting” as well. A foundation operating as a business usually pays corporate income tax. Some foundations are eligible for certain tax benefits. (KVK b, 2022.)

According to RTL News in 2018, The Buurtzorg Foundation has funnelled at least 1 million euros to Dutch companies run by CEO Jos de Blok. The home care institution has also provided loans to foreign companies in which De Blok has interests (RTL, 2018). *Buurtzorg Concepts and Consultancy B.V.* is registered as a “Private company with regular structure” (KVK c, 2022). According to the RTL article (2018), de Blok owns 35% of the company that manages the intellectual property of the “Buurtzorg concept”. Healthcare institutions pay this company for using their formula. In addition, de Blok owns 27% of the company Ecare, that has developed the software solution that Buurtzorg and other health care companies are using. In addition, de Blok is co-owner of several health-related companies in Holland, Sweden and USA. According to de Blok statement in RTL (2018), “all transactions between the foundation and the commercial BVs will be tested in advance by the tax authorities.”

In conclusion, there is a strong ideological intention in the way Buurtzorg has been built. The founders' purpose has been to transform the industry, and they have chosen a non-profit foundation as the business entity. As more and more businesses are bringing values and purpose to the core of their business, it is worth considering: Is it better to come up with a purposeful company rather than an ideological foundation that can have problems with publicity if making massive profits? In 2022 Buurtzorg had revenue of 350 million only in Holland, making it a major business stakeholder in the industry (KVK, 2022). In 2017 Buurtzorg had issues with the tax authorities who disputed Buurtzorg's positioning as a non-profit organisation and claimed €6.5 million in back taxes for the period 2009-2014 (Vardetun, 2017).

2.3.3. Business Model

Light home care in Holland is paid by the municipalities, while medical home care falls under the obligatory Dutch health insurance scheme. All the activities covered by health insurance are typically contracted by the health insurance companies for a period of one year, with each contracted provider having volume limits (Vardetun, 2018). Buurtzorg has several predictable multi-year contracts that Buurtzorg has with insurance companies (Vardetun, 2020). The

agreement made in 2018 between Menzis and Buurtzorg was for three years and had an overall framework of between €150-200 million. In addition to traditional homecare services, the new agreement also covers such issues as prevention, e-health, neighbourhood networks and client self-sufficiency (Vardetun, 2018).

All nurses in Buurtzorg work under a monthly salary and a union agreement. All nurses are paid a standard annual increase according to their education level. Bonuses are based on years of working for the company. (Grey, Sarnak & Burgers 2016, 3.)

Professor and doctor Sharda Nandram from Nyenrode Business University has studied the unique features of Buurtzorg Business Model. Dr. Nandram has more than three decades of consulting and entrepreneurial experience across Healthcare, Banking & Insurance, Public Government, Education and Sports sectors (Nyenrode, 2022). According to Dr. Nandram (2014) Buurtzorg has been aiming to keep overall casts as low as 0.5 percent.

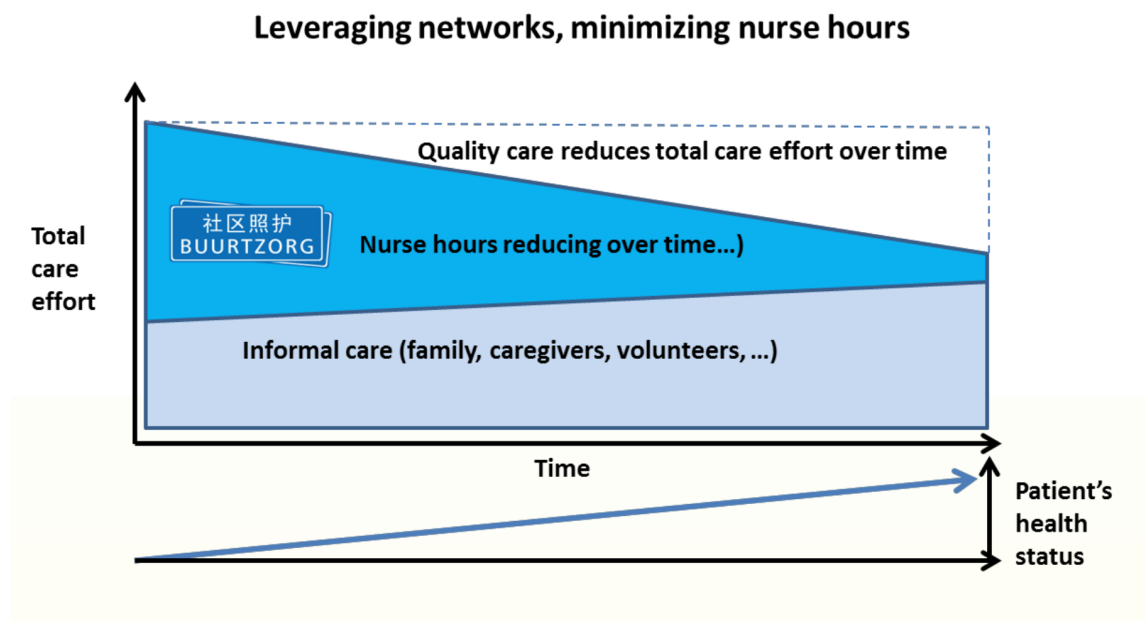
Overhead costs refer to costs required to operate a business which don't directly associate with creating the service. For example a service-based business such as nursing would normally have overhead expenses such as rent, utilities, marketing, repairs, insurances and administrative costs (Investopedia, 2022). Buurtzorg financial department takes 8% of company resources compared to industry average of 25% in comparison to traditional companies. In Buurtzorg the team is half the size of normal and has no leadership. The company does not have a Chief Financial Officer at all. (Buurtzorg, 2022.)

Another innovative business solution according to Dr Nandram (2014), is the productization in Buurtzorg. The norm of the industry in nursing companies traditionally is to have a portfolio profiled per service and have fees per category of care. At Buurtzorg, all products are grouped together resulting in an average fee. (Dr. Nandram, 2014.)

The CEO de Block (2011, 86) explained the logic in an article in Journal magazine: "For the most important costs, we put a norm and connect it to the income per hour. For example, we get 56 euros per hour from the insurance company: The money we pay for housing may not be more than one per cent of the turnover. In this way, all the teams can easily count their results and know that their productivity should be approximately 58 per cent. So everyone feels responsible for the results: as a team and for the organisation as a whole." (deBlock J,2011, 86.).

Another innovative business solution in Buurtzorg is the aim to reduce the fragmentation of care per client. The number of care providers per client was reduced radically (Dr Nandram, 2014). Where traditional nursing organisations focus on efficiency and have highly separated tasks, counting every minute, Buurtzorg nurses take time for coffee and to talk to the family members and neighbours of the patient (Harjanne 2021, 16).

In conclusion, the Buurtzorg business model can be simplified under two principles. The communal management model aims to minimise overhead costs. All services are grouped together, resulting in an average hourly fee. Stephan Dyckerhoff is the President and CEO of Buurtzorg Neighborhood Care Asia Ltd. For the 14th Swiss Re CRO Assembly in Rüschtikon 2018, Dyckerhoff opened Buurtzorg's disruptive business model. In 2017 the company made 400 million euro in revenue serving 80 000 patients a year. They had only 50 people in the back office, coordinating the work of 906 teams and almost 10 000 nurses. (Dyckerhoff, 2018.)



Picture 6: Leveraging networks correlates to fewer working hours from nurses (Dyckerhoff, 2018)

Dyckerhoff argues that quality care reduces care effort over time. The health and welfare of a single patient is considered dynamic in Buurtzorg. They believe that they can improve the patients' health and make their clients more independent even late in life. When the most expensive care is used to better the health status of each client, the need for more experienced care decreases and the clients need less support from Buurtzorg. The efficiency comes from a service that actually works. (Dyckerhoff, 2018.)

2.3.4. Forming the Teams

Buurtzorg wants to keep the organisation as simple as possible to secure the minimum overhead costs. The company consists of 850 teams that self-organise themselves as a community. According to Vuori (2021, 28-30) these communally managed teams have very few structural rules. One of them is a size limit: there can be a maximum of 12 nurses in one team. The limit has been defined here so that cooperation would be easy and everyone would retain an

understanding of the overall picture. If the nursing team's number of clients increases so that there is a need for 13 nurses, the team will be split into two. The new teams can take on new clients and increase the number of nurses up to the limit of 12 people. (Vuori, 2021, 28-30.)

According to Monsen & deBlock (2013, 56), nurses form teams independently. Either the teams grow organically as described above, or a small group of community nurses who have worked together previously approach Buurzorg to officially request to be declared a Buurzorg team (Monsen & deblock 2013, 56).

The nurses on the teams are all highly educated. Almost 65 per cent have bachelor's degrees and can care for any kind of patient who needs care at home. The nurses are generalists who can handle activities from low-level care to highly specialised care, such as infusion therapy and palliative care with morphine therapy. (deBlock J 2011, 83-84.)

Traditional nursing organisations have fragmented services with several cost levels performed by a variety of different level professionals, from assistant cleaners to highly educated nurses. Buurzorg has hired more educated and experienced professionals, offering the "lower" level services under one team. De Block (2011:85) believes that the quality of the service is born in the relationship with the client. So highly educated nurses who reflect on their work with colleagues better guarantee quality care than describing all the processes in detail. Of course, the processes must be adequate, but reducing complexity reduces the chance of failures. (deBlock J 2011, 85.)

When the average level of education in a company is relatively higher than in comparison, it will increase the general ability to place things in broader contexts. In which case, community-driven activities in favour of common goals can be smoother. In addition, trained professionals often have a strong professional identity, which motivates them to see the work they do as valuable in itself. They are, as it were, accountable, i.e. responsible for their own work. (Koistinen & Kostamo 2021, 61-74.)

In conclusion, the highly educated and experienced nurses are committed to performing "low-level" tasks to gain management over themselves. More experienced employees can coordinate and operate the assisting and supportive tasks more efficiently than in a hierarchical management model, where central management orders demanding work for more experienced employees and assistive tasks to more junior employees.

2.3.5. Coaches

The management structure in the Buurtzorg organisation consists of two directors and 15 coaches as facilitators of 850 self-managed teams (Buurtzorg, 2022). There is no middle management (Dyckerhoff, 2018). One coach often facilitates about 30 to 40 teams (Dr Nandram, 2014).

All coaches have a nursing background and act as team facilitators. Coaches support all teams, the start-ups, as well as more established teams. They encourage teams to take responsibility and improve their problem-solving abilities but coaches themselves have no authority over the teams. Coaches support teams and individual members in increasing their productivity if needed. A coach can share what has been a good practice somewhere else without proposing a specific approach, as teams have autonomy in developing approaches for their specific context. Coaches also support the teams in coping with illness absences. (Dr Nam, 2014.)

In conclusion, the Buurtzorg organisation depends on objective coaches that can mentor several teams and provide suggestions to possible conflicts and crises. The coaches are a more cost-effective management model than traditional hierarchical management because one coach can facilitate up to 40 teams which means up to 480 employees.

2.3.6. Task allocation & meeting practices

In the communally managed teams in Buurtzorg, tasks in the team rotate periodically. The team does not have a designated team leader and no one can only do patient work, but each nurse in turn is responsible for shifts, mentors, takes care of the team's well-being or manages the office (Vuori 2021, 28-30). Teams do not have shared tasks, so they are independent. Interdependency between teams would cause complexity and endanger autonomy.

The personal development of each nurse is discussed in the team. According to Koistinen & Kostamo (2021) the Buurtzorg employees feel that they have more opportunities to improve their work. They have been able to develop professionally in the direction they want and work closely together with like-minded people. On the other hand, operating an independent team requires constant and close communication with several parties, readiness for compromises in bigger decisions, increased responsibility for one's own work and the ability to resolve conflict situations. Some of the employees apply to work at Buurtzorg specifically because of the benefits, while a few leave as their subjective experience of the work culture feels too demanding. (Koistinen & Kostamo 2021, 61-74)

Ben Wenting is a senior consultant who has worked as a Director in Instituut voor Samenwerkingsvraagstukken (Institute for Cooperation Issues) since 1981. Together with his partner Astrid Vermeer, they have developed the Solution Focused Interaction Method. This method leads to communication with more results and less energy loss. In recent years, their focus has been on advising organisations in various industries to achieve a form of self-organisation and guiding teams in their development towards self-management. The institute works with 10 advisors/trainers/coaches, who have been involved in the development of the organisational model. (IVS, 2022.)

Ben Wenting (2013) published three video tutorials about Buurtzorg team meetings. Buurtzorg meetings are solution-oriented meetings consisting of five agenda sections:

1. Announcements
2. Any Other Business
3. Agenda scheduling
4. Agenda and Discussions
5. Decisions

During Announcements, short informational messages can be told to the team by anyone. If the topic raises much discussion, a new Agenda Item is made for further discussion. (Wenting, 2013.)

Agenda is preplanned, and items are suggested in advance. During Any Other Business, team members can ask quick questions that can be immediately answered. If discussion arises, an item is added to the Agenda. It is important to have this section in the beginning of the meeting, to be able to prioritise the agenda. (Wenting, 2013.)

Before going through the issues on the Agenda, each meeting must be scheduled. During Agenda Scheduling, items can be added to agenda or postponed. In case there are too many items on the agenda, suggestions are asked from the team. The participant who brings in the topic also determines the time needed to process it. The same team member can also decide that the item can be postponed. (Wenting, 2013.)

After the timetable is settled, the Agenda is discussed item by item. With each item, clear questions are asked: What is the question? Are you looking for advice or a decision? What is the suggestion? What are the consequences of this suggestion? What are the disadvantages? What are the advantages? Can you name the benefits? After the discussion, the Decisions are made by voting. (Wenting, 2013.)

In conclusion, the task allocation in the teams is democratic when it comes to supportive and administrative tasks. All team members must bear the responsibility of doing their chores when

it is their turn. Decisions about the core operations as well as administrative solutions are done as a team and by voting if there is no general consent on the matter. All employees must accept that there will be compromises at times.

2.3.7. Software: The Buurtzorg Web

One of the seven Buurtzorg key success factors by Stephan Dyckerhoff is the “Smart IT “. Ten thousand nurses work with ten thousand iPads in real-time and all digital. The iPad is the core working tool for all Buurtzorg nurses. Buurtzorg web consists of Health Intelligence, health records, a billing & reimbursement section, payroll and HRM, planning & scheduling and the platform to connect with the entire Buurtzorg community. (Dyckerhoff, 2018.)

The digital platform enables online scheduling, documentation of nursing assessments and services, and billing as well as the sharing of information within and across teams (Grey, Sarnak & Burgers 2016, 3). All the information on team performance, interventions and outcomes are transparent and each team can compare their performance with other teams. Regional coaches and head office can view all the data and support teams, where needed (Buurtzorg, 2022).

The operational work is based on the Omaha System (2022), which is a research-based, standardised taxonomy for health care. The Omaha System (2002) consists of three relational, reliable, and valid components designed to be used together:

1. Problem Classification Scheme (Client assessment)
2. Intervention Scheme (Care plans and services)
3. 3. Problem Rating Scale for Outcomes (Client evaluation)

Buurtzorg has incorporated OMAHA into its own IT system Buurtzorg Web. The second success key factor that Stephan Dyckerhoff (2018) identifies is “Standardisation”. All nurses, despite their physical actions at their patients' home, use the same standardised process to evaluate and plan care. The web-based software has been built to support the business model specifically. It aims to cut all possible overhead costs, reduce coordination and management referred to in Buurtzorg as “bureaucracy”, increase productivity and improve the quality of service. (Buurtzorg, 2022.)

The Buurtzorg web was built first for the company itself but was later opened to other companies as a service. The Buurtzorg Service is used by over 30 other organisations in the Netherlands hoping to reduce their administrative costs as well. (Buurtzorg, 2002.)

According to CEO de Block (2011), building the IT system in house and coordinating it would have caused the company solid long-term overall costs. The IT solutions were decided to be bought as SAAS (software as a service). In the beginning the company paid the IT service provider a certain amount of money for every hour of care delivered (deBlock J 2011, 86). It is

to be noted, that the software provider is owned by the same people in Buurtzorg leadership and de Block himself owns 27% of the company Ecare, that has developed the software solution that Buurtzorg and other health care companies are using (RTL, 2018).

The IT solution has been built on 3rd party software. Since 2017 Buurtzorg has used Google Workspace services as part of their digital platform (Google, 2022). “Buurtzorg is always changing so a long-term contract wasn’t right for us,” says Edwin Oude Middendorp, who helped found Buurtzorg in 2006 and now acts as IT Advisor. “We thought Google Workspace gave us the flexibility we needed and it had a lot of apps that could help us improve our collaboration and productivity.” (Google, 2022.)

In conclusion, Buurtzorg aims to make long term deals with their clients but prefers short-term solutions with its own service providers to maximise efficiency and agility and to minimise overall costs. The digital platform that guides the daily operations is based on a problem classification scheme and the process is standardised.

2.3.8. Marketing

Buurtzorg does not have a Chief Marketing Officer nor marketing team at all (Business Agility Institute, 2018). Promotion is based on the fact that the independent teams are integrated into local communities (Vuori 2021, 28-30).

Buurtzorg supports its customers to build a network that supports their rehabilitation and becomes integrated to those networks at the same time. The independent teams have the freedom to promote their work. For example, members of Buurtzorg team in Amsterdam created a weekly radio show, Radio Support Stockings, on which they broadcast neighbourhood health news and activities, live music and patient interviews. Some teams regularly publish articles for local publications about the effects of mobility on patients with dementia. One team of Buurtzorg nurses organised a race for patients using walkers or other assistive devices after a patient pointed out how few competitions exist for the elderly. (Monsen & deBlock 2013, 56.)

All these promotion actions that come from the teams organically engage the company tightly to local networks. The company brand is not protected by guidelines nor is there anyone hired in the headquarters to do any coordination about the promotion. The agile leadership model has become such a strong part of the company brand that fluid marketing supports it. (Monsen & deBlock 2013, 56.)

Ju-Yeon Lee and George S. Day (2019) published a book called “Handbook on Customer Centricity - Strategies for Building a Customer-Centric Organisations”. In the fifth chapter, they define the characteristics of fluid marketing organisations. According to the book (Lee & Day 2019, 2) a company that is able to anticipate changes and adapt to new competitive landscapes

and customer requirements is a fluid marketing organisation. The type of company is inherently more agile and can quickly pivot in response to changing markets. The company can integrate, build and reconfigure internal and external competencies to address rapidly changing environments. (Lee & Day 2019, 2.)

Lee & Day categorise fluid marketing companies and place Buurtzorg under “Structural granularity” meaning companies that have small cross-functional units. “To allow employees to be quickly redeployed to new opportunities in the market, firms create small autonomous units that are responsible for a defined set of customers or geographic areas but organised horizontally across their functional end-to-end operations,” Lee & Day define the category (Lee, 2019:30).

In conclusion, Buurtzorg is very fluid with promotional activities and has created a brand that is based on leadership model and operational agility which gives room for organic marketing from independent teams.

2.3.9. Key Success Factors

Stephan Dyckerhoff is the President and CEO of Buurtzorg Neighborhood Care Asia Ltd. For the 14th Swiss Re CRO Assembly in Rüschtikon 2018, he identified his view on Buurtzorg’s Key Success Factors. According to Dyckerhoff, they are

- Nurse centricity (Happy Nurses, Happy patients)
- Neighbourhood focused (Low travel times and familiarity with patients’ environment)
- Patient-centricity (Providing tailored care for the patient with a focus on re-gaining maximum independence)
- Leveraging networks (Informal networks are more important than organisational structures)
- Lean management (Self-steering teams of generalists and no/low hierarchy)
- Smart IT (Health Intelligence, Health Record, Billing/Reimbursement, Payrolling/HRM, Planning/Scheduling, Community)
- Standardisation (standard management process from assessment, care planning, process management to outcome evaluation). (Dyckerhoff,2018)

The challenges related to the implementation of community control vary greatly between different organisations (Koistinen & Kostamo 2021, 61-74). Based on the seven Buurtzorg key success factors by Stephan Dyckerhoff (Dyckenhoff, 2018), this chapter generalises the prerequisite for success for any company looking to adapt to communally managed model. These generalisations are also based on the Harjanne research (2021) about the challenges of self-managing organisations and the general observations about Finnish communally directed

or self-directed organisations from Martela, Mäkkeli, Koistinen and Kostamo (Martela, 2021; Mäkkeli, 2021; Koistinen & Kostamo, 2021).

The eight Key Success Factors for any new company considering communal management as a leadership model that can be pointed out based on these sources are:

- Leadership mindset
- A clear understanding of the purpose
- Autonomy with modular work
- Individual capabilities
- Standardisation supported by digitalisation
- Local networks and communities
- Time
- Killing the King Bug

The first key success factor is Leadership mindset. Frank Martela points out that two of the Finnish self-organising companies such as Reaktor and Futurece have built their growth on a strong belief that when the best workers are offered the best conditions, the experts are allowed to do their work together in a way they consider reasonable, the best possible results follow. Allowing workers to have autonomy has resulted in strongly committed experts becoming part of the work community. (Martela 2021 a, 6-11.)

Autonomy motivates experts, and motivation supports more autonomy. The more inherently motivating employees feel their work tasks are, the more likely community-driven organisational models will suit them. (Koistinen & Kostamo, 2021:61-74.) Also, according to an article by Mäkkeli (2021, 22-27), the first key success factor for community directed organisation to success is leadership and founders having a fundamental belief that good customer work comes from well-being employees who have enough motivating and interesting work and enough autonomy to make decisions related to their work.

The second Key Success Factor is a clear understanding of the purpose. According to Harjanne, leaders who want to build a self-managing organisation should first and foremost ask themselves whether the organisation's purpose is clear and guiding all actions (Harjanne 2021, 67). Clarity of the purpose must be according to Harjanne (2021, 67) combined with storytelling and sensemaking. The clarity of the purpose and ability to communicate it effectively helps the team motivate and organise its work (Harjanne 2021, 67).

The third success factor is Autonomy with modular work. Most of the work outputs in communally led teams should be small-scale independent entities and have few interdependencies with other activities, other stakeholders or other teams (Koistinen & Kostamo 2021, 61-74). Such as in Buurtzorg where the work output is practically a one-to-one

care relationship, and the patients have no interdependencies. Another example could be a small-scale software development company that can naturally succeed in close cooperation between a few autonomous IT professionals and the client to build a communally managed team. Whereas developing a mammoth healthcare information system requires coordinating the work of hundreds of professionals towards one big goal (Koistinen & Kostamo 2021, 61-74). Also according to Harjanne (2021, 54) studies, task allocation is easier with teams that are less interdependent.

In her study, Harjanne (2021, 57) concluded that the growth challenges of self-directed companies are linked to the size of the company “as not many global companies of substantial size have transformed to radical self-managing organisations, there is little information on how organisations with tens of thousands of employees operate in a self-managing manner”. Based on her literature review the global level of business becomes complex and requires leadership oversight in decision making. (Harjanne 2021, 57.)

As we see in the growth of Buurtzorg from one team of nurses to organisation with 9000 employees (Buurtzorg, 2022), the prerequisite for the success of communal directed companies is not the size of the company, but rather the size of the work output one team is assigned to. According to Koistinen and Kostamo (2021, 64-74), communally directed companies require some kind of strong modularity from the activity itself or its output. It must be clear to the operators how the smaller contributions are integrated into a meaningful part of the larger whole (Koistinen & Kostamo 2021, 61-74).

If the leadership strongly believes in workers' motivation and intentions and the work outputs are modular and lacking interdependencies, autonomy can be established for the teams. Koistinen and Kostamo (2021, 61-74) note that management is moving from the actors to the interfaces of the activity itself, meaning the conditions of joining.

From the conditions of joining we come to the fourth Key Success Factor: Individual capabilities. Communally managed working methods are not for everyone. In her study in Harjanne (2021) interviewed ex-workers in self-directed companies. There are several managerial issues that Harjanne points out. Many self-directed companies face challenges related to fragmentation and defocusing, invisible hierarchies, role ambiguity and issues related to wellbeing (Harjanne 2021, 29). Harjanne study suggests that the ex-employees experience self-managing organisations struggling to put the ideals into practice. In their experiences, the top challenges were linked to the distribution of power, wellbeing, ensuring coordination and providing direction (Harjanne 2021, 62).

According to Mäkkeli, working in a community directed company places great demands on employees. Employees are expected to have highly developed self-management skills. The ones

who lack the skills can be left without support. Moreover, the continuous discussions can frustrate those with strong management skills. (Mäkkeli 2021, 22-27.)

In Buurtzorg, according to Koistinen & Kostamo (2021, 61-74), the nurses praise that working in community-directed teams has improved their opportunities to do work that they feel is important. They have developed professionally in the direction they want and work closely with like-minded people. On the other hand, the operation requires constant and close communication with several parties, readiness for compromises in bigger decisions, increased responsibility for one's work and the ability to resolve conflict situations. Some employees apply to work at Buurtzorg specifically because of the benefits, while few left because of perceived difficulties. (Koistinen & Kostamo 2021, 61-74.)

When considering leaving out traditional operational management, it is to be considered if the team has all the information, knowledge and understanding of the bigger picture so they have the prerequisite to make good decisions as a team. Strong coach-type roles are to be implemented if the company is new and the knowledge is not yet available to the workers. (Koistinen & Kostamo 2021, 61-74.)

If an experienced team of well-communicating generalists can be formed to work with modular outputs, the next Key Success Factor is Standardisation supported by digitalisation. Many of self-organising companies have identified the need to offer transparency and information on digital platforms, but according to Harjanne (2021, 31), that does not seem to be the way to success. Her study points out that many workers feel left alone with their problems because of the information overload that comes from full transparency. Other problems Harjanne identified in self-managing organisations were lack of structuring of work and inefficient decision-making (Harjanne 2021, 27).

One of the seven Buurtzorg key success factors by Stephan Dyckerhoff is the "Smart IT ". Ten thousand nurses work with ten thousand iPads every day. The iPad is the core working tool for all Buurtzorg nurses. (Dyckenhoff, 2018) Buurtzorg nurses are not suffering from the information overload that comes from full transparency because of the standardised process for patient work. Buurtzorg has incorporated OMAHA into its own IT system Buurtzorg Web. All nurses despite their physical actions at their patients home, use the same standardised process to evaluate and plan care. (Buurtzorg, 2022.)

If the autonomous team of experienced, self-managing generalists who share a strong sense of purpose work with modular work-outputs that have little or no interdependencies with tasks that can to some extent, be standardised, the sixth Key Success Factor is Informal Communities.

The word "Buurtzorg" translates to "Neighbor Care" in English. Getting to know the local communities and networks is the key to success (Vuori 2021, 28-30). The focus of nursing work

is on empowering the client to be self-directed in their recovery. Buurtzorg supports the customer in building a network that supports their rehabilitation (Vuori 2021, 28-30). According to Dyckerhoff, even the nurse working hours can be minimised by leveraging informal networks. The more Buurtzorg customers integrate into local networks, the more Buurtzorg integrates. “Informal networks are much more important than formal organisational structures,” Dyckerhoff states (Dyckerhoff, 2018).

Communally directed company needs to have its cells integrated into several local communities and networks so that it can bring new individuals to these networks and strengthen the communities and the individuals in the process. The work, the sales and even the marketing happen in the local networks. Members of Buurtzorg team in Amsterdam created a weekly radio show, “Radio Support Stockings”, on which they broadcast neighbourhood health news and activities, live music and patient interviews. Some teams regularly write articles for local publications about the effects of mobility on patients with dementia. (Monsen & deblock 2013, 56)

Every organisation must consider what community orientation means particularly to them. There are as many ways to implement of community management as there are organisations implementing it. Everyone must build their own solutions that suit them best (Koistinen We & Kostamo 2021, 61-74). The seventh Key Success Factor is Time. Buurtzorg was founded in 2006 (Buurtzorg, 2022), and in 2007 they had one team with four nurses (Dyckerhoff, 2018). It takes time to make the first cell function and find it’s working principles.

Community steering is not a straightforward savings program. According to Koistinen & Kostamo (2021, 64-74), it is most natural to start building community control in small steps, by conducting small-scale experiments based on existing know-how, by utilising and sharing.

According to Harjanne (2021, 2) the community directed work methods are demanding to both workers and employers. The Harjanne study provided a unique viewpoint that self-management is the preferred form of organising for many experienced professionals but self-managing organisations fail in taking ideals into practice causing difficulties in organising work. Power is not fully decentralised as there are informal hierarchies and top management has not fully let go of control. As a result the balance between freedom and responsibility suffers, creating pressure to the employee and possibly resulting in wellbeing issues. (Harjanne 2021, 2.)

The prerequisite for success, according to literature, seems to be the ability to keep the operations limited until the first cell is functioning in a way that can be duplicated. As the first team establishes the operational model, they must win one more battle. The last Key Success Factor for a communally managed company is Killing the King Bug.

A company that has only one owner gives the person complete freedom to make the changes he wants to the operational model of the company. This means that reforms can be implemented effectively, or new innovative management models, such as communal management models, can be rolled out quickly. Relying on one person also has its downside: if a figure who opposes community control were to come to power, it would be easy for him to overturn all previous practices that were found to be excellent. (Launonen 2021, 31-35.)

Taking community control to action in organisations may require "enlightened autocrats". The problem with this kind of leader-led model is the so-called king bug. The king bug refers to a situation where community manoeuvrability is tied to a specific person or group. (Launonen 2021, 31-35.)

In Buurtzorg, a handful of people own the non-profit organisation with thousands of nurses. The non-profit organisation is dependent on two companies. The person that is a relevant stakeholder in all these three organisational entities is the CEO Jos de Block. (RTL, 2018)

The king bug is most strongly maintained by the fact that employees do not have ownership and power in organisations, in which case significant changes cannot be made without the consent of those at the top of the hierarchy. Yesterday's revolutionaries are often tomorrow's despots, and if the continuity of reforms depends on a certain individual, then the continuity of the model is, unfortunately on a shaky foundation. Often, an effective way to ensure a journey towards community control is to go into a so-called no-return situation, i.e. to make changes in such a fundamental way that it is extremely difficult to reverse them. (Launonen 2021, 31-35.)

Community directed companies must protect themselves from the innovative leader. Ownership of the company does not have to be the only solution, but all companies must find a way to evaluate and if needed, question the leadership. An advisory board formed by the workers could work as well.

3. Research: Consulting Industry

The goal of the thesis is to investigate the communal management model and the prerequisites for its success and to assess whether the management model in question could work for a consultant company. In the literature review, this thesis determined the essential and applicable key success factors for operating a communally managed company.

The quantitative research focused on evaluating the readiness of freelance consultants working with creative industries in Finland to form a collaborative network. Shared values and purpose of work, nature of work (interdependencies vs. modularity) and individual capabilities were

studied in a cross-sectional survey. The single measurement was done with digital survey from which the desired values were analysed.

The research focuses mainly on gathering data on three subjects:

1. Does the network of consultants share a similar conception of the purpose of their work?
2. Does the network of consultants have much interdependence in how they operate their work, or is their work modular?
3. Does the network of consultants have common denominators as to what they are looking to develop in their personal work life?

The digital survey was published in Survey Planet made for freelance consultants, sole proprietors, and self-employed professionals. Companies with several employees were excluded from the research.

3.1. Research Process

The topic of the final thesis was limited to dealing with the development of creative economy companies in a network-like manner. Professional consultants or professionals who do similar work as a freelancer or on a part-time basis were wanted to participate in the research. Since there was no ready-made network for these actors, they could not be reached from one place either. Experts were sought through the author's personal network, as well as through representatives of the creative economy, such as Audiovisual Producers Finland associations.

A personal invitation link to the digital survey was sent to sixteen consultants, and the message was asked to be shared via their networks. The study collected quantitative data through electronic data collection forms. Quantitative results have been broken down into diagrams and analysed to form the current situation's most realistic and timely view.

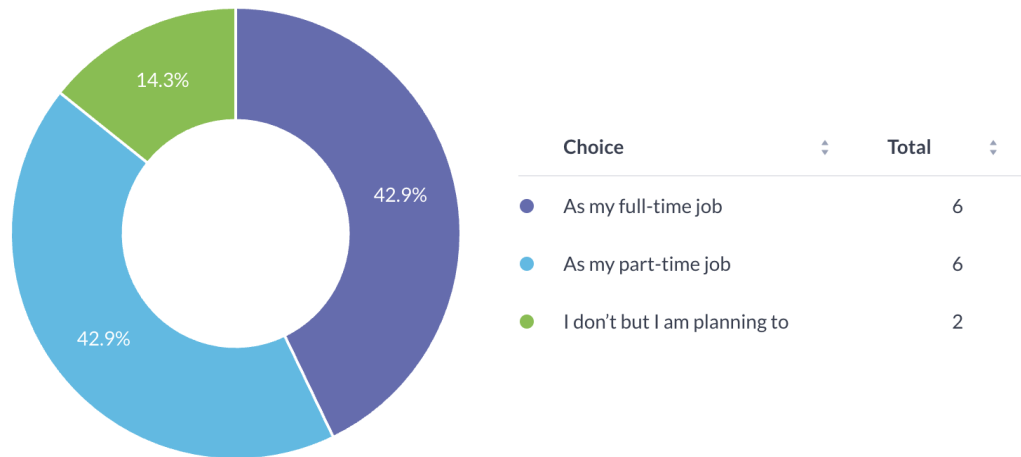
During this study, all responses have been treated as anonymous because there are only a handful of consultants working in the creative industry.

3.2. Data collection

There were a total of nine questions in the survey, which were used to survey the possible common value base of the interviewed consultants, their interest in community development, and the possibilities of the consulting industry.

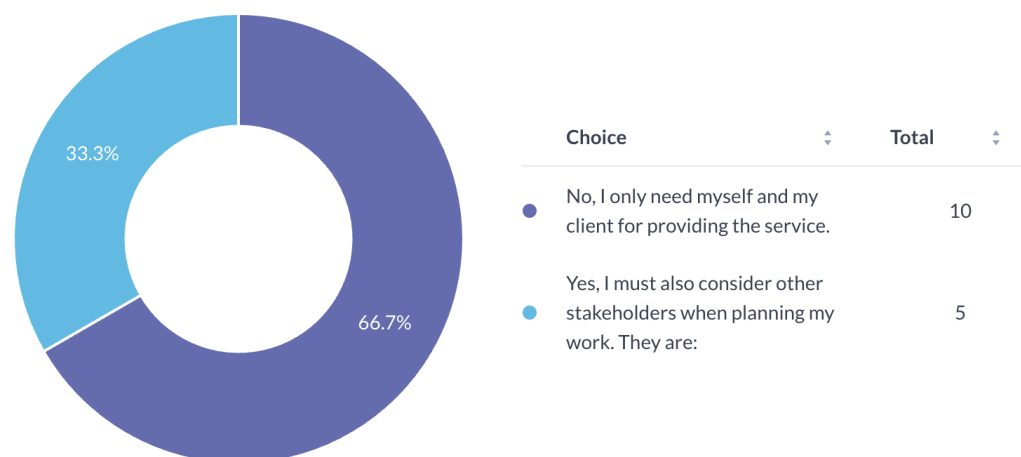
Networking enables cooperation between professionals from different backgrounds. The first question surveyed how much of the respondents worked in consulting full-time and how many did it in addition to other daily jobs.

To the first proposition, “I am offering consultative services to creative industries”, results were the following: (n=14)



Picture 7: Background information about consultants working full time.

Based on the literature review, the communal management model works best when the work is modular and has little or no interdependencies. To the second statement: “In addition to my client and myself, my consultancy services have other interdependencies” the results were the following: (n=15)

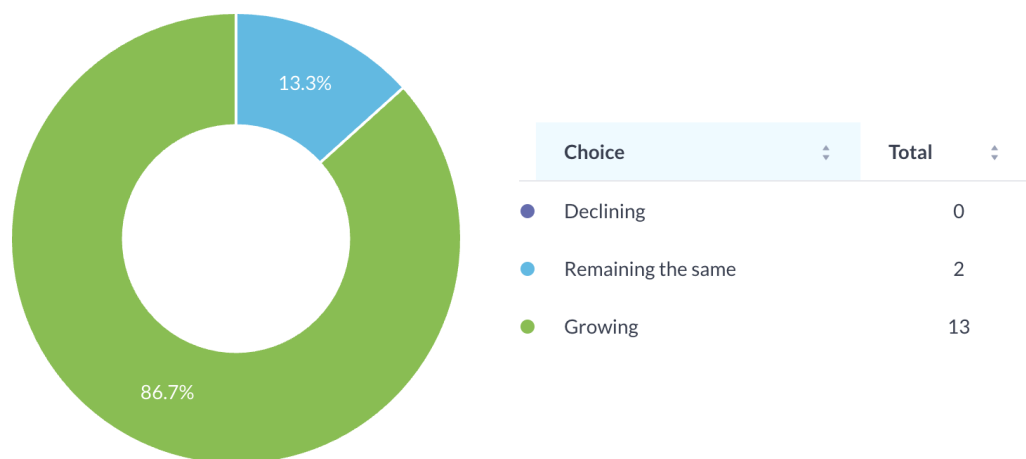


Picture 8: Interdependencies of consultant work

The survey found out what kind of interdependencies the consultants have. Answers came from four consultants:

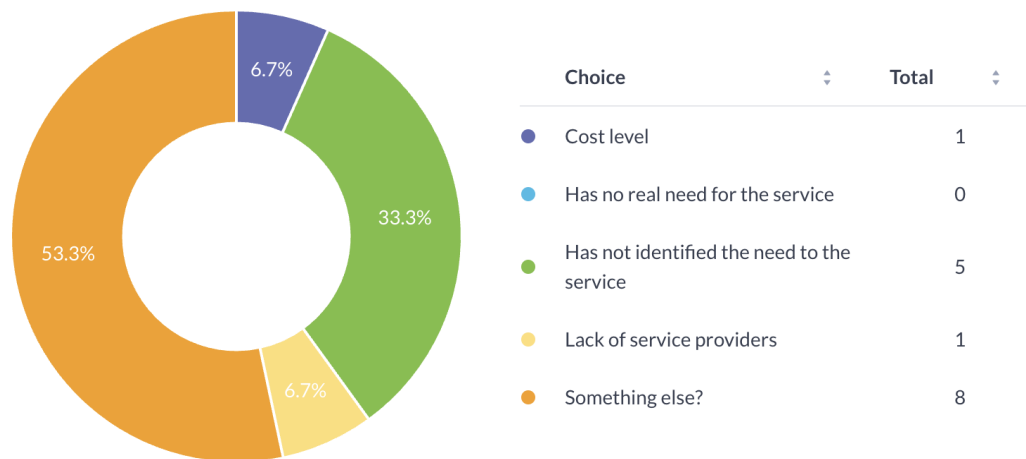
- A University of Applied Sciences and a city
- Sometimes I use freelancers for executing the work, for example, videographers, photographers and social media managers
- Subcontractors.
- Not always, but sometimes I work with graphic designers, other photo-/videographers etc.

The third question was about the consulting services in the creative industry: “How do you evaluate, based on your expertise, the demand for business consulting services in the creative sector in Finland for the next ten years?” Results were as follows: (n=15)



Picture 9: Perceived industry growth for consulting services on the creative sector.

The fourth question explored the consultants' view on why companies in the creative industry do not buy the current services of business consultants. The question “What do you consider to be the main barrier for the creative companies currently in Finland not buying consulting services?” was answered as follows (n=15)

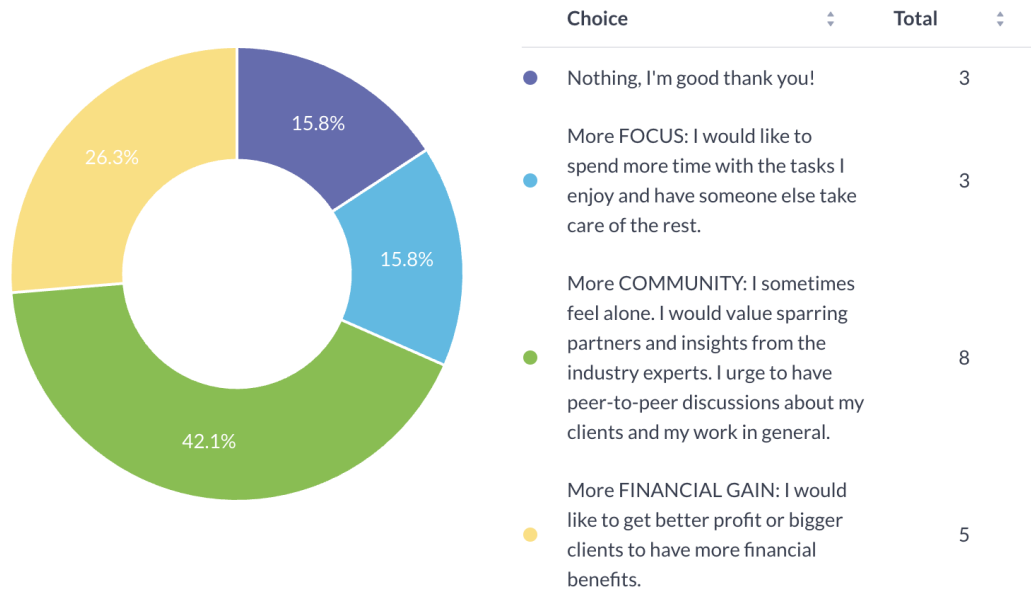


Picture 10: Perceived barriers for selling consulting to creative industries.

This question had several additional notes from the consultants:

- Lack of substance knowledge among the service providers. We have only a few consultants that have a clue about the ecosystem of the music industry + a strong competence in business development
- Cost level also!
- They don't understand what consultant can do for them. Many creative or design driven companies in Finland are driven by design, not economic growth or economic sustainability and they are not looking for consulting services to help with their business model until it's absolutely necessary.
- Lack of real value and deep understanding of the market
- The way of thinking "I don't need any help" , "I can do it myself", "I know the best" etc.
- Has not identified the need + lack of service providers + cost level
- Not necessarily an informed buyer, and might be easier to stay in status quo
- Little understanding of the benefits / lack of understanding + Cost level

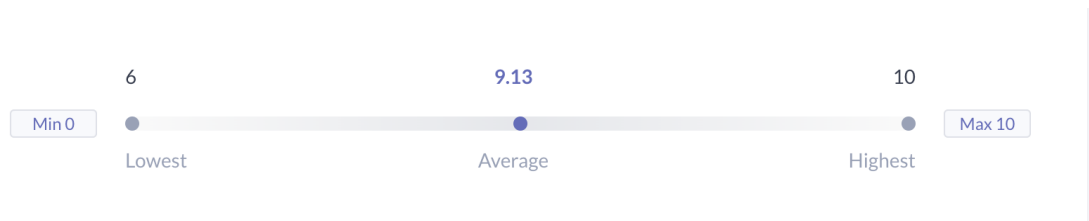
The fifth question identified what kind of work-related needs or personal urges these consultants currently have. “What would you like to add more to your work life as a consultant?” was answered as follows: (n=15)



Picture 11: The hopes for developing consultants’ own work life

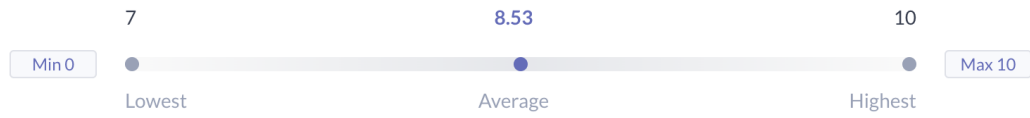
Based on the literature review, the communal model works if the group shares their values and purpose of the work. The following questions (A-D) were asked to evaluate the common value base that the consultants may have:

- A. Please evaluate how much you agree with the following statement: The companies working in the Finnish creative sector would succeed better if they only had more business and leadership capabilities. (n=15)



Picture 12A: Dispersion in responses about leadership capabilities in creative industries.

- B. Please evaluate how much you agree with the following statement: I have additional value to give to creative companies in Finland so that they can become more profitable. (n=15)



Picture 12B: Dispersion in responses about the perceived personal value to creative industries.

- C. Please evaluate how much you agree with the following statement: Financial stability is the cornerstone to building a sustainable working culture. (n=15)



Picture 12C: Dispersion in responses about the importance of financial stability to sustainable work culture.

- D. Please evaluate how much you agree with the following statement: In an industry that suffers from a labour shortage, companies must focus especially on high-quality management in order to stand out. (n=15)



Picture 12D: Dispersion in responses about importance of quality of management in an industry suffering from a labour shortage.

In the end, the survey allowed participants to give any open comments. One was made:

“Consulting film and tv production companies and in creative industries in general is well recognized in many territories outside of Finland. Aim would be to have thriving consulting service providers who deal with clients both domestically and abroad.”

3.3. Data analysis

Based on question 1, all respondents work in consulting, offering services to companies in the creative economy. So, the survey managed to reach its target audience. The consulting industry in the creative field is reasonably small in Finland, so fifteen respondents can be considered a good result.

Based on the survey, the consulting work is not heavily interdependent on other actors but reasonably modular. Modularity is one of the cornerstones of community-based work, so based on this answer, the consulting industry would be suitable for community-based management.

Most consultants estimate that companies in the creative economy will need even more consulting services in the future. As an obstacle to why the current services are not purchased, the respondents offered the sum of several different things. The question was formulated so that the respondent could choose only one option. The question should have been formulated so that more than one option can be chosen. The single answer that received the most votes was indicating that companies "have not identified the need for the service". However, most of the respondents saw that the current obstacle to buying is a combination of many things. There are no excellent service providers, the need has not been identified, and the services are too expensive.

The fifth question surveyed what kind of work-related needs freelance consultants have. One could choose several options for the question. 42% of respondents wanted more community elements to their work life, and 26% hoped to achieve better financial results. 16% of the respondents were satisfied with doing it alone or with the current operating models and did not need anything more.

In addition, the study evaluated whether the value base of the consultants is consistent. In communal management, the meaning and values of work emerge in everyday work. The consultants were reasonably unanimous about the correlation of financial and management skills to the company's success. To the statement, "The companies working in the Finnish creative sector would succeed better if they only had more business and leadership capabilities," consultants agreed almost unanimously.

In other statements, the dispersion was moderate (from seven to ten and from six to ten), but the statement "Financial stability is the cornerstone to build a sustainable working culture," caused the most dispersion (from two to ten). Possible conflicts of values should be dealt with in a timely manner in a self-directed cell. Conflicts based on conflicting values can be difficult, if not impossible, to resolve, even with the help of coaches.

4. Development work: CMM workshop for freelance consultants

After the survey, all respondents were invited to continue the discussion at a workshop in Helsinki on March 24, 2023. The private meeting room was reserved for two hours. The workshop was recorded, but the transcript will not be published to protect business secrets. Almost all the participants were previously unknown to the client, but all were already known to the author from her personal network.

The development phase was done in a co-development workshop in an open dialogue with participants. The following steps of joint development were used.

- **Outlining the initial development need:**
The general question was to familiarise the participants with Buurtzorg management model (CMM) and to determine which parts would apply to consulting. The participants also evaluated which risks and possibilities would communal management model bring to consulting.
- **Inviting and motivating participants to joint development:**
Each participant introduced themselves and told about their work history with consulting and creative industries. In addition, everyone gave an example of a project which was fulfilling.
- **Selecting development needs:**
Since the workshop was evaluating how the freelancer consultants would react to a communally managed way of working, the process in the workshop aligned with the theme. The author gave the participants the freedom to react and come up with discussion points that were relevant to them.
- **Creating development ideas:**
The consultants by nature started to bring development ideas to the discussion as soon they faced possible risks. The workshop was based on organic dialogue and did not need strong facilitation to find development ideas.

The most concrete steps of the co-development process could not be applied because of a shortage of time. Planning and concretising the operations in practice, piloting, evaluating the pilot and stabilising the operational model are up to the client of the work to see through if they decide to investigate further.

4.1. Profile of the participants

Client was represented by two people; a business strategist and a visualist who collaborate under the brand SuperStory. They have been working with the Chamber of Commerce strategy, with companies in gaming and events as well as ecosystem development projects like the Finnish AV Growth Deal. In addition, SuperStory works with several other industries such as intelligent garbage cans. The visualist is focused on strategic visualisations, UX design and marketing content.

In addition there were six independent consultants in the workshop.

Participant 1: Teacher at the University of Applied Sciences, producer, and dramaturg with experience in TV, events and art. Currently working on Doctoral Thesis on leadership in the film and tv-industry. Consulting part-time as a freelancer. Experience in developing work communities, creative hubs and collaborative networks.

Participant 2: Chief People & Culture Officer in an international company with 700 workers. Background as an entrepreneur and artist manager. Experience in people leadership, building talent success and combining personal career development of employees to commercial success.

Participant 3: Business development and growth marketing consultant with ten years of experience abroad. International clients, e.g. in Sweden, USA, Ireland and Switzerland. Background in management consulting in the IT sector, driving operational sales and synchronising sales and marketing teams.

Participant 4: CEO of a service company working in the film and tv industry. Business education and background in marketing from a US-based distribution company. The current company offers services to production companies but also provides education and mentoring for freelance employees.

Participant 5: Certified executive coach, former ballet dancer and Big4 business consultant who worked from London with the world's biggest luxury brands. In her current work as a coach, she combines the science of neuroplasticity and the strength of the body and helps her clients change deeply rooted behaviour and thought patterns.

Participant 6: Producer focused on non-fiction content, MBA studies in Haaga-Helia focusing on employee experience on leadership in tv and film productions in Finland.

In summary, it can be stated that the participants of the workshop were very experienced in both the creative industry and the consulting industry. All of them had experience with developing processes and leadership methods for companies working with creative industries.

All notes from the workshop are anonymous to protect the trade secrets of the consultants and their clients/employers.

The first thing discussed in the group was the notice that all participants in the event were homogeneous. All were ethnically similar (Finnish) women aged around 30-40 years. The survey and the invitation to the workshop were sent to people representing different genders and age groups, but those who came to the workshop were very uniform.

A private meeting room was reserved for the workshop, and the time was reserved for two hours. The topic sparked a wide discussion, and the time could have been used considerably more. People found much common ground, and the discussion was active and solution-oriented.

4.2. Development work

The author briefly presented the strengths and weaknesses of the different management models studied in the final thesis. More emphasis was used to present Buurtzorg's operational leadership model as a case example of the communal management model. The author presented Buurtzorg's operational methods, business model, and communally managed teamwork model.

At the beginning of the workshop, a general question was posed: What of this applies to consulting? Finally, the eight prerequisites for success chosen by the author were reviewed. The discussion at the workshop is divided into three parts in this analysis: considerations, risks and opportunities. After the general presentation, the author wanted to see which issues the workshop participants would tackle first. The discussion mainly focused on the personal abilities of community-driven teams. Several participants thought about how much mental maturation is required for this delivery model.

After the first discussion, the author went through Buurtzorg's example in more detail. After that, we discussed the suitability of the delivery model for consulting. The discussion is broken down into two headings: risks and opportunities.

4.3. General considerations

After the general introduction of the Buurtzorg operational model, a discussion immediately arose about the abilities of individuals. The participants thought about what personality types might be in the teams and concluded that the operating model requires above-average mental maturity from all participants.

One of the participants highlighted the Finnish sister hospital Koksa, which is also strongly organised around independent teams. The working group considered that the caring industry in question has been strongly hierarchical, which may have partly led to a longing for independence.

The working group also considered whether community spirit is especially a trend in this care industry. Do people, in particular, who are used to structures, want to take power into their own hands? It was jointly stated that Buurtzorg's delivery model is certainly not suitable for everyone but requires a certain mental capacity and character from people, as well as personal maturity. In addition, a certain kind of culture is needed in the company so that the whole package is fulfilled. The consultants immediately assess that several different factors are required for success, which must be fulfilled.

4.4. Risks

When comparing industries, the working group noted that, compared to nursing, consulting is not binarily standardised. When treating an older person, one can ask whether the patient is healthy or not, and three different nurses will probably give a relatively similar solution as a treatment procedure. There is no corresponding binary in consulting because there is no right and wrong solution. Thus, building standardisation is more complex for the consulting industry, which is more subjective. This observation sparked an interesting discussion. How does the consulting network find the best solution to the company's problem without everyone considering their own solution the best? If the consultants working in the network are united by the same values and common goals, are the proposed solutions completely different in the end?

In addition to finding consensus in customer situations, the working group also thought about how individual consultants or cells commit to the requirements of community development. What prevents cells from competing with each other or breaking away from the network? What happens if a cell fails? What makes a cell share valuable information with the network? Can this

collaborative network be created from scratch or must there be some failed organisational structure based on which a new way of working is created?

The working group estimated that Buurtzorg's model requires more mental ability from all team members and is risky for competition. In addition, the working group considered whether buying from a consultant network is more difficult and unclear for the customer than dealing with a traditional operator.

One of the consultants was also worried that the customer would need to be “a better buyer” for this service. Would the network of consultants seem too non-specific and require more expertise from the client? Another consultant pointed out that the new way to buy consulting services is possibly the entire go-to-market strategy. A new way of working can be a big marketing effort. The participants pondered how to create such trust that a new way of working could be established. Can a new way of working be brought to existing networks and customer relationships?

In addition, there was much discussion about the conceptualisation of the service and storytelling. The service must be easily available for purchase by the customer. A clear concept and framework around which the operation revolves must be created. A process must have a beginning, an end and deliverables so that it can be bought, sold and many. Success requires that the service is well-known and well-conceptualised.

In addition, the working group considered whether the possible consultant network should have both project managers and substance experts in each team. The discussion about what kind of roles should be in a self-directed consulting team was short due to lack of time. However, it was concluded that mainly someone always leads projects, and both managers and substance experts are needed in consulting. In addition to that, the consultants work with various content producers, coders, and designers in the network.

4.5. Possibilities

The workshop participants saw many opportunities in the community-driven operating model. The participants felt that the consulting network could offer the client better quality solutions than traditional consulting offices. Traditional companies never say they do not know what to do. This results in all customers being offered the same long-honed and developed process for finding solutions. The point of view can remain limited, and when focusing on processes, the end customer is forgotten. When work is done with those who are at the customer interface, the customer's experience remains present in the strategy work as well.

Traditional consulting companies believe in their perfected process so strongly that it does not even allow innovation. They can sometimes remain blind to the fact that the answer could have been found through a different process or network. The client company is left with a bunch of knapsacks with an impressive logo in the wake of a traditional consulting company, but no one knows how to apply them in practice.

Added value for the customer is the fact that there is diversity in the consulting network and that different top professionals in their field look at the matter from different perspectives. Consulting companies are often homogenous ethnically and in terms of education or work experience. The working group unanimously stated that although there was not much diversity among the participants of the workshop in question, the network should specifically be built on different perspectives and backgrounds.

In addition, it was stated that often the best questions and questions come to the company from outside the industry. The network would enable different operating models, where the industry's substantive expertise and other necessary strategic expertise from outside the traditional network would bring significant added value to the customer.

While the working group saw that building a communally managed corporate culture is not simple, they saw many opportunities if it succeeded. One of the participants told a practical example of a company where burned-out staff were arguing with each other. The teams were careful that no one exceeded their authority or did "other people's work". Several employees were exhausted and cried in meetings.

That participant brought a new way of thinking about management to that company. If every employee was treated like an artist manager treats an artist, what kind of results would you see in the company? Artist managers help artists to become the best versions of themselves, build supportive teams and succeed in their careers. If each individual worker finds, like an artist, the best version of himself and is able to do the work he loves in the best possible way, does it affect the company's result? The participant named this "the vision of possibilities". The strategy worked, the company made 25% revenue growth in a year, and the number of sick leaves and unnecessary employee costs was drastically cut.

When the employees started to perceive the company as a collaborative network instead of competing teams, the company hierarchy and leadership started to change. The operational model, the teams, the job descriptions, the way the company worked with their talent and clients went through transformative change. The vision of possibilities is based on each person figuring out "what makes you, you". Changing this mindset created the baseline for trust in the company.

Based on the participant's example, the working group concluded that a similar mindset is necessary when establishing a consulting network. An independent consulting cell can bring community and support to the consultants themselves.

When building a community, the importance of storytelling was emphasised. According to the working group's experience, the culture in Finland traditionally loves failure. Alcoholised musicians, degenerated athletes or professional criminals lead the sales statistics of autobiographies. A change in the narrative is needed for a communal way of working, which also changes the worldview. What kind of impact can a community have if it can tell its story impressively?

The participants concluded that there was no need to find one correct answer in the end. An independent cell succeeds if each individual realises their own strengths and what they bring to the negotiation table. A shared mindset, common values and understanding of a common goal form the basis for a creative process that takes shape over time. Sincerity and trust are built in practical work in every cell, every day.

The working group was critical regarding possible competition between cells or separation from the network. However, corporate culture and relevance were seen as the answer to why consultants would remain part of the network. If we go back in time, sum up one of the participants, people have wanted to work together. When you connect relevance and what one is good at, does it even occur to compete? When we think of the company as a collaborative network, instead of seeing teams competing with each other, we frame the working life from a different perspective than many organisations. "It's about beliefs, attitudes and what many consulting firms lack - relevance," one of the consultants concluded.

In addition, almost all of the participants were either entrepreneurs or part-time entrepreneurs. They felt that the idea of a consulting cell and a network brings added value to everyday work as well. Added value comes not only from asking someone else for an offer in an e-mail but from hearing someone else's conversation with their customer. When working in the same space, you can bring new perspectives to the other person. All participants were also driven by the desire to develop their own activities and understanding continuously.

In addition, the peer-to-peer network was considered to bring additional value to life in a broader way. In response to the question of how the autonomous team of consultants from the non-binary industry find a unanimous answer to the customer's dilemma, the working group proposed data collection and iterative experimentation. According to some participants, consulting work can be standardised up to a certain point.

4.6. Conclusion of development work

There were several general considerations and risks that were discussed during the workshop. Participants discussed the mental maturity required for team members, the potential risks of competition and conceptualisation, and the importance of having both project managers and substance experts in each team.

Regarding the mental maturity required, it is important to recognise that this model may not be suitable for everyone, and it requires a certain type of culture to succeed. It is also interesting to consider whether community-driven teams are a trend in the care industry and whether individuals who are used to hierarchical structures are drawn to this model. It will require practical piloting to see how independent freelancers and entrepreneurs can collaborate in a network, breaking free from a structured hierarchy.

The risks and challenges highlighted by the working group are also important to consider. For example, the complexity of standardisation in consulting compared to nursing and the potential for individual cells to compete with each other or break away from the network. It is also important to consider how to create trust with customers and how to effectively conceptualise and market the new way of working. Overall, it seems like the workshop participants engaged in a productive and thoughtful discussion, highlighting both the potential benefits and risks of implementing a communal management model in consulting.

The group also identified several possibilities and advantages of the community-driven operating model for consulting. They noted that such a model could offer better quality solutions to clients compared to traditional consulting companies. The network's diversity, both in terms of expertise and backgrounds, would enable different operating models and bring significant added value to customers. Building a corporate culture based on a shared mindset, common values, and a common goal could be challenging, but if successful, it could transform the operational model of the consulting company and its clients.

The working group emphasised the importance of storytelling to change the narrative and worldview of a communal way of working. They also noted the importance of individual strengths, shared mindset, common values, and understanding of a common goal in building a creative process that takes shape over time. The group was critical regarding possible competition between cells or separation from the network. Still, they saw the corporate culture and relevance as the answer to why consultants would remain part of the network.

The working group also saw additional value in the peer-to-peer network, which would enable consultants to continuously develop their own activities and understanding. When it comes to finding a unanimous answer to the customer's dilemma, the group suggested data collection and iterative experimentation, as consulting work can be standardised up to a certain point.

Based on the insights and discussions of the workshop, it can be concluded that a community-driven consulting operating model can offer many benefits compared to traditional consulting companies. The community-driven model allows for diversity in perspectives, which can bring significant added value to the customer. Building a corporate culture based on trust, sincerity, and a shared mindset is crucial to the success of the model. Storytelling is also emphasised as an important tool for changing the narrative and worldview. The working group suggested data collection and iterative experimentation as a way to find a unanimous answer to the customer's dilemma. Overall, the workshop participants saw a lot of opportunities in the community-driven consulting model, which could offer clients better quality solutions and create added value for consultants themselves.

5. Discussion

The topic of the thesis was broad. The research was about alternative management models for a new consulting firm that would like to find a competitive advantage in the community. The study delved into the operations of one company that has successfully implemented a community management model in independent nurse teams.

Since the research was about a company operating in a different industry, it was clear that no directly applicable model for the consulting business could be found through this thesis. However, it is important that when evaluating alternative management methods it is possible to somehow validate what new things can be brought to the consulting industry from elsewhere.

The survey should have taken into account the age and gender of the respondents because it was noticed in the workshop that all the volunteer participants were homogeneous in terms of ethnicity, age and gender. The strength of networking comes precisely from diversity and the meeting of different people, so no direct conclusion can be drawn from the dialogue of the workshop as to how a diverse self-directed consulting cell would work.

However, it can be estimated that all those who participated in the workshop were very strong professionals from the industry who were united by the desire to do meaningful work as a community. Academic research hardly offers more to the needs of the client company. If the company considers it relevant, community development can be piloted in practical every day work life, because eager consultants were found in this workshop.

6. Conclusion

This thesis discusses communal management and team autonomy in modern organisational structures. It gives examples of companies, such as Telia and OP Financial Group, that have recognised the importance of autonomous teams and have implemented it to varying degrees. The article defines the communal management model (CMM), where work is coordinated together, and a team is a unit that steers together towards a shared goal. The agile project management model for software development is also discussed, highlighting the importance of an agile manager establishing clear roles and responsibilities while nurturing small organic teams.

The thesis focuses on studying a Dutch company Buurtzorg, which is a successful healthcare organisation that uses a nurse-led model of holistic care. The organisation has revolutionised community care and has grown rapidly since its establishment in 2006. Buurtzorg employs over 10,000 nurses and assistants in 850 self-managed teams, with only 8% of the company being back-office staff. The teams are self-directed and autonomous, and responsible for the assessment, planning, and coordination of patient care. They have no leaders and work on the basis of consent. The teams are responsible for their clients, plan their activities and work shifts, recruit new employees, build a regional network of experts, and rent their own premises. Buurtzorg's success can be attributed to its community-focused approach, with nurses being part of local networks and communities and empowering clients to be self-directed in their own recovery. Despite offering less autonomy to a single employee, the communal management model in Buurtzorg offers more autonomy to independent teams. By doing this, Buurtzorg has managed to offer home care at 20% lower costs than its competitors and has won awards for being the best employer in the Netherlands.

Buurtzorg Nederland is a Dutch foundation that operates as a business. The primary purpose of a foundation in Holland is to support a non-profit cause, but it can make a profit. Buurtzorg has several predictable multi-year contracts with insurance companies, and it pays corporate income tax. The nurses who work at Buurtzorg are paid a monthly salary and bonuses based on years of service. Buurtzorg's business model focuses on keeping costs low, and it has an innovative approach to overhead expenses and productisation. However, in 2017, Buurtzorg had issues with the tax authorities, who claimed €6.5 million in back taxes for the period 2009-2014.

Since this study aimed to evaluate what benefits a communal management model could offer consulting, the literature review focused on identifying eight key success factors that any company considering communal management as a leadership model could evaluate. These key success factors were identified in several sources. The first success factor is having a leadership mindset that believes in offering the best conditions to workers for the best results, which includes autonomy and motivation. The second is having a clear understanding of the purpose and communicating it effectively to motivate and organise the team. The third factor is autonomy with modular work, which means small-scale independent work outputs with few interdependencies. The fourth factor is individual capabilities, as communal management is not for everyone and requires employees with highly developed self-management skills. The other success factors are standardisation supported by digitalisation, local networks and communities, time, and "Killing the King Bug," which means letting go of the traditional hierarchical structure. As the company grows, it is essential to maintain modularity and autonomy and not lose sight of the purpose.

The quantitative survey research in this thesis focuses on mapping the readiness of freelance consultants working in the creative industry to form a community-driven network. The research focuses on gathering data on three subjects: The scope of shared values, interdependencies and modularity of work and common denominators for developing work life. Based on the survey, the consulting work is not heavily interdependent on other actors, but reasonably modular. Modularity is one of the cornerstones of community-based work, so based on this answer, the consulting industry would be suitable for community-based management.

The quantitative study evaluated whether the value base of the consultants was consistent. In communal management, the meaning and values of work emerge in everyday work. Dispersion in the value-focused questions was moderate. The consultants were reasonably unanimous about the correlation of financial and management skills to the company's success. To the statement if the companies working in the Finnish creative sector would succeed better if they only had more business and leadership capabilities, consultants agreed almost unanimously.

The development phase of the thesis was made as a co-development workshop. All respondents to the survey were invited to the two-hour workshop. Participants of the workshop were very experienced in both the creative industry and the consulting industry. All of them had experience with developing processes and leadership methods for companies working with creative industries. In the workshop, participants received information about the theoretical framework of the communal management model and about the Buurtzorg operational model as a case example. Was prevailing question posed: What of this is applicable to consulting?

Based on the insights and discussions of the workshop, it can be concluded that the community-driven model allows for diversity in perspectives, which can bring significant added value to

the customer. Building a corporate culture based on trust, sincerity, and a shared mindset is crucial to the success of the model. Storytelling is also emphasised as an important tool for changing the narrative and worldview. The working group suggested data collection and iterative experimentation to find a unanimous answer to the customer's dilemma. Overall, the workshop participants saw many opportunities in the community-driven consulting model, which could offer clients better quality solutions and create added value for consultants themselves.

The most concrete steps of the co-development process could not be applied because of a shortage of time. Planning and concretising the operations in practice, piloting, evaluating the pilot and stabilising the operational model are up to the client of the work to see through if they decide to investigate further.

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