

ORGANISATIENETWERKEN: WAT, WANNEER EN HOE?

Oude IJsselstreek

8 september 2020

Prof. Dr. Patrick Kenis

Professor of Public Governance

Tilburg School of Economics and Management



OVERZICHT

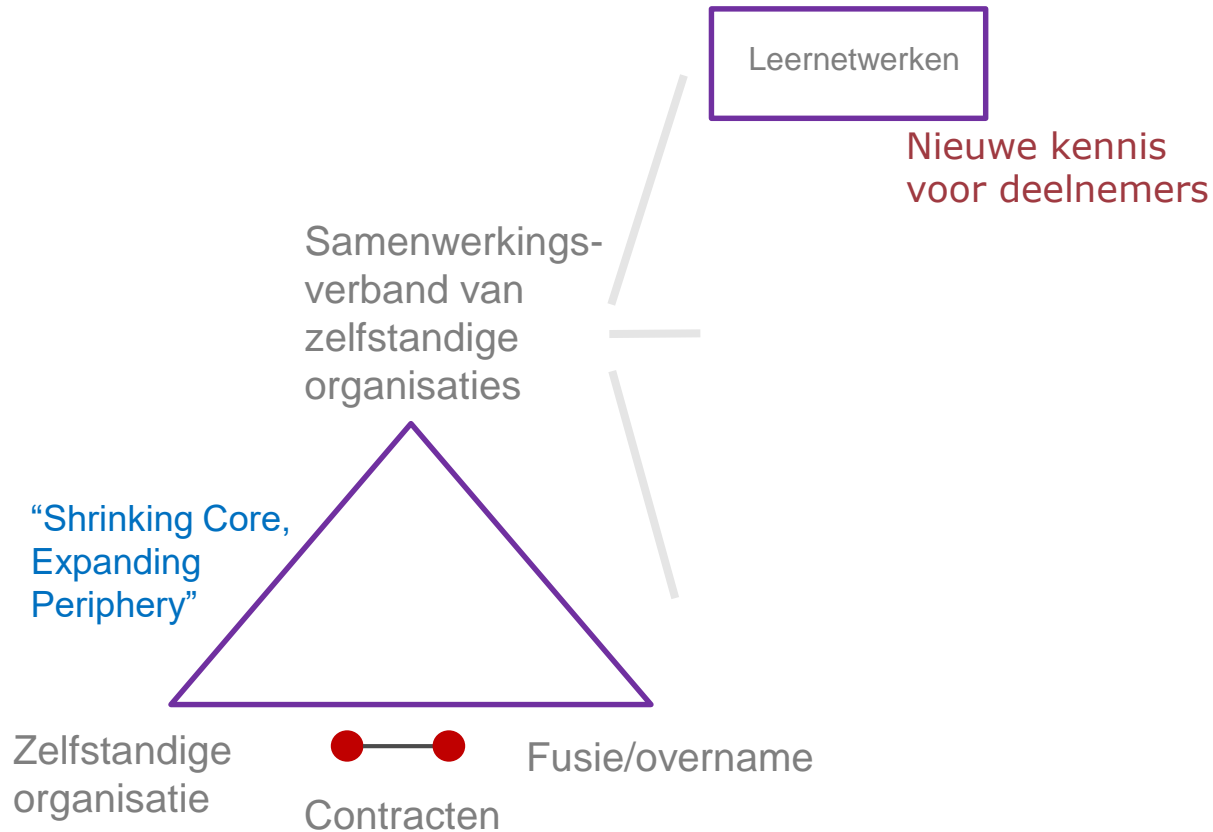
- Wat zijn organisatienetwerken?
- Waarom organisatienetwerken?
- Wanneer werken organisatienetwerken?

WAT ZIJN ORGANISATIENETWERKEN?

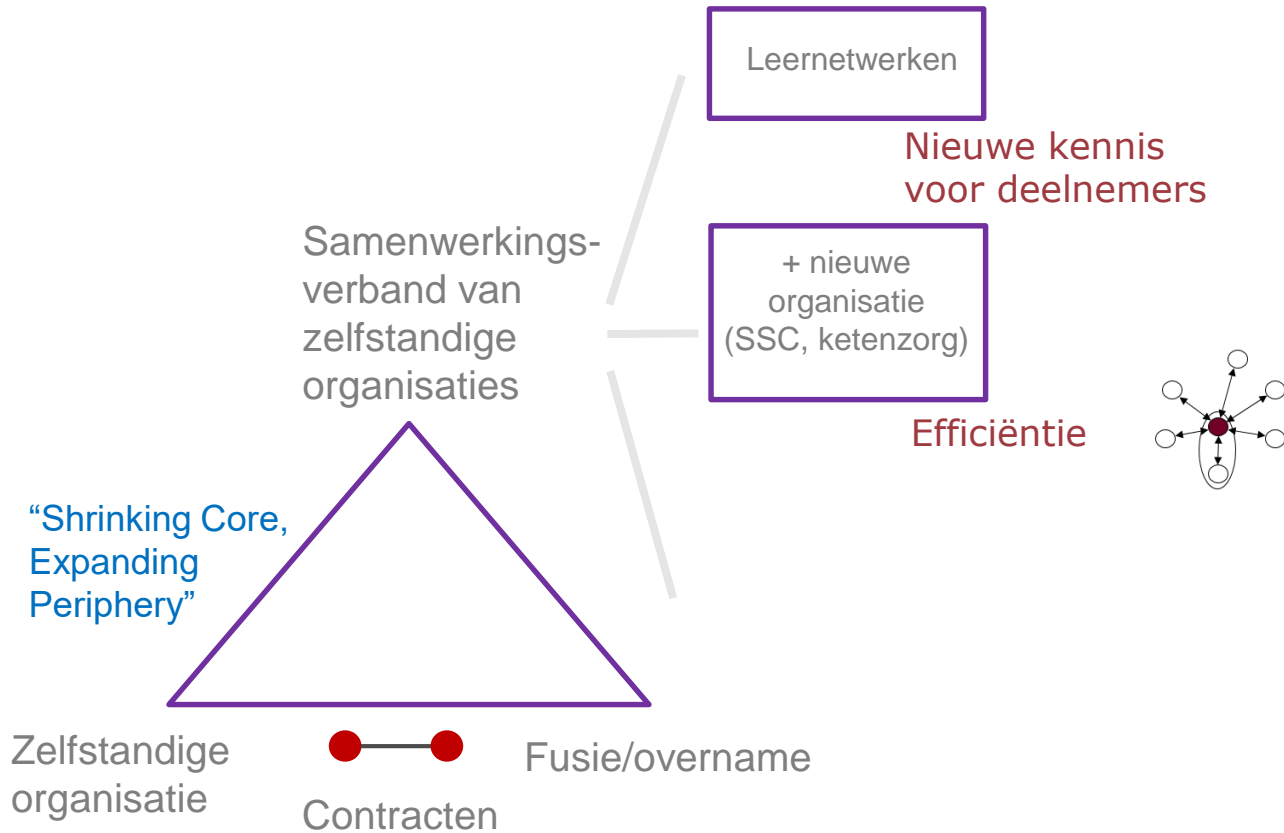
SAMENWERKENDE ORGANISATIES



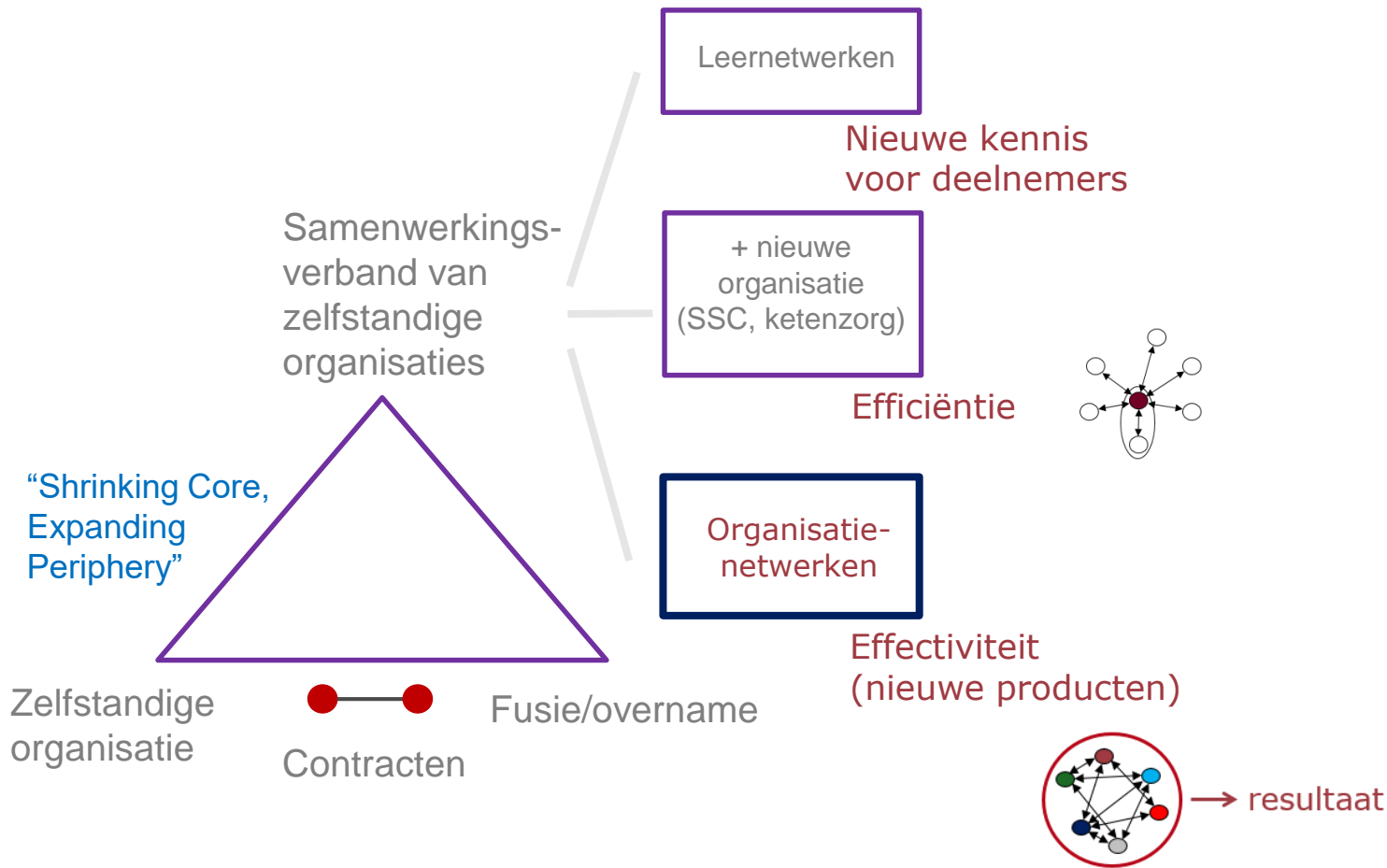
SAMENWERKENDE ORGANISATIES



SAMENWERKENDE ORGANISATIES



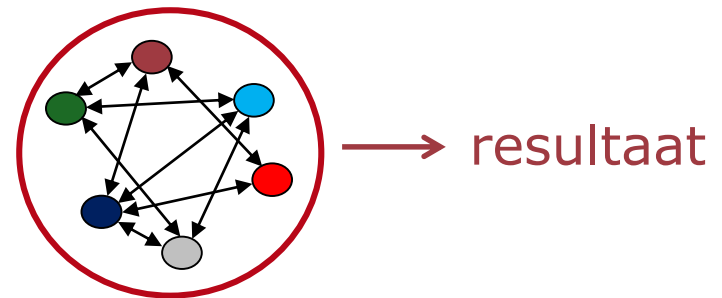
SAMENWERKENDE ORGANISATIES



ORGANISATIENETWERKEN ...

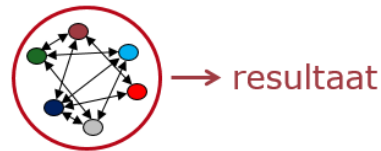
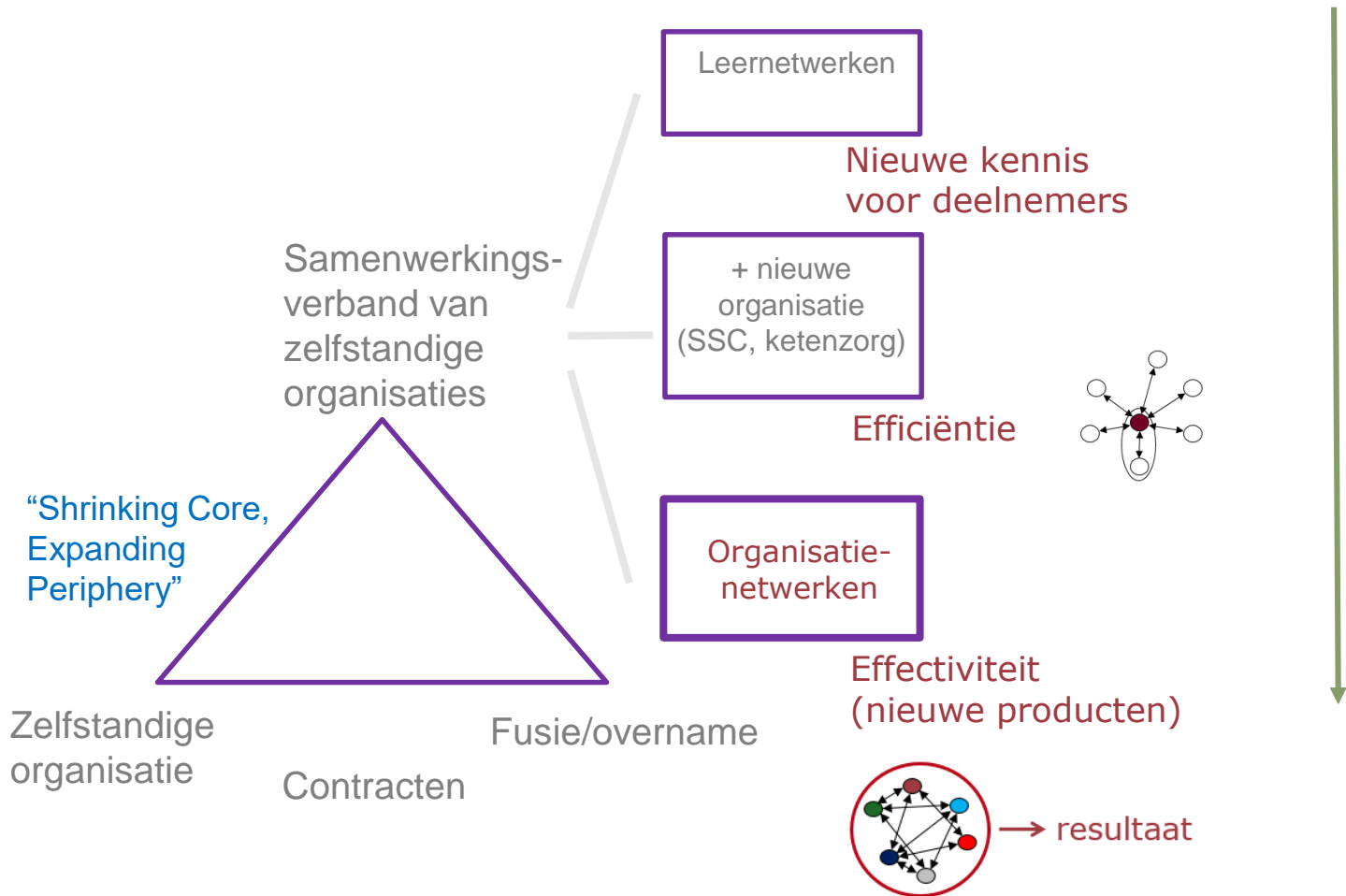
.... verbinden en delen informatie, middelen, activiteiten en competenties van soevereine¹ en unieke organisaties om samen een outcome te bewerkstelligen die geen van de organisaties afzonderlijk tot stand kan brengen.

¹ geen eenheid van eigendom en leiding (*authority, chain of command*)



BIJZONDERE EIGENSCHAPPEN VAN ORGANISATIENETWERKEN

Toename directe
winst voor
eindgebruiker

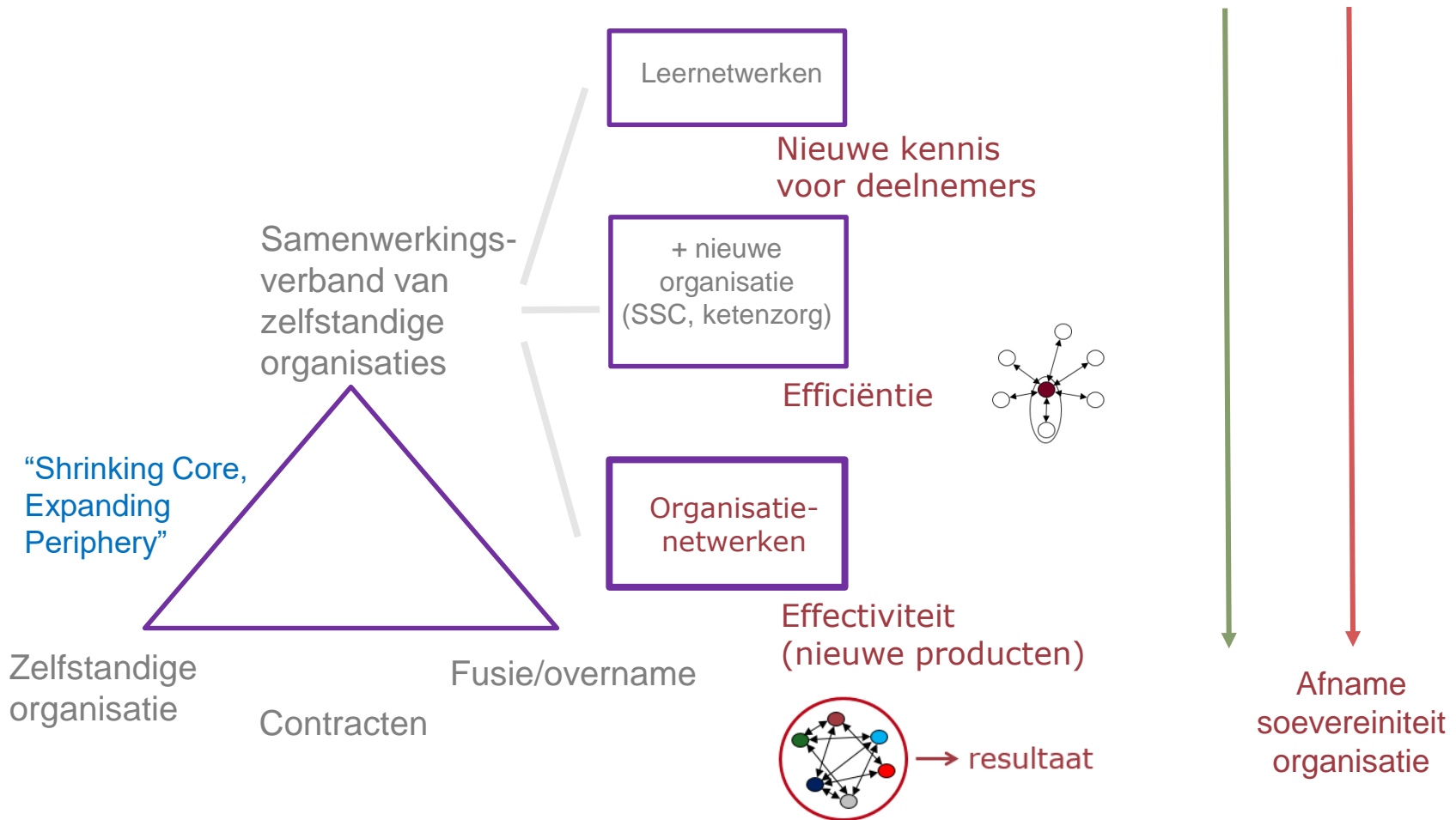


WAT ORGANISATIENETWERKEN KUNNEN

- Creëren van werkgelegenheid in achtergestelde regio's
- Verminderen van woonschuldenlast
- Verminderen van het spijbelen en schoolverzuim
- Integratie van nieuwe burgers
- Omschakeling naar duurzaam, koolstofarm en betaalbaar energiegebruik
- Verhogen van levenskwaliteit voor kwetsbare ouderen die nog thuis willen blijven wonen
- Voorkomen en stoppen van kindermishandeling
- Betere ambulante zorg voor mensen met een ernstige psychiatrische aandoening
- ...

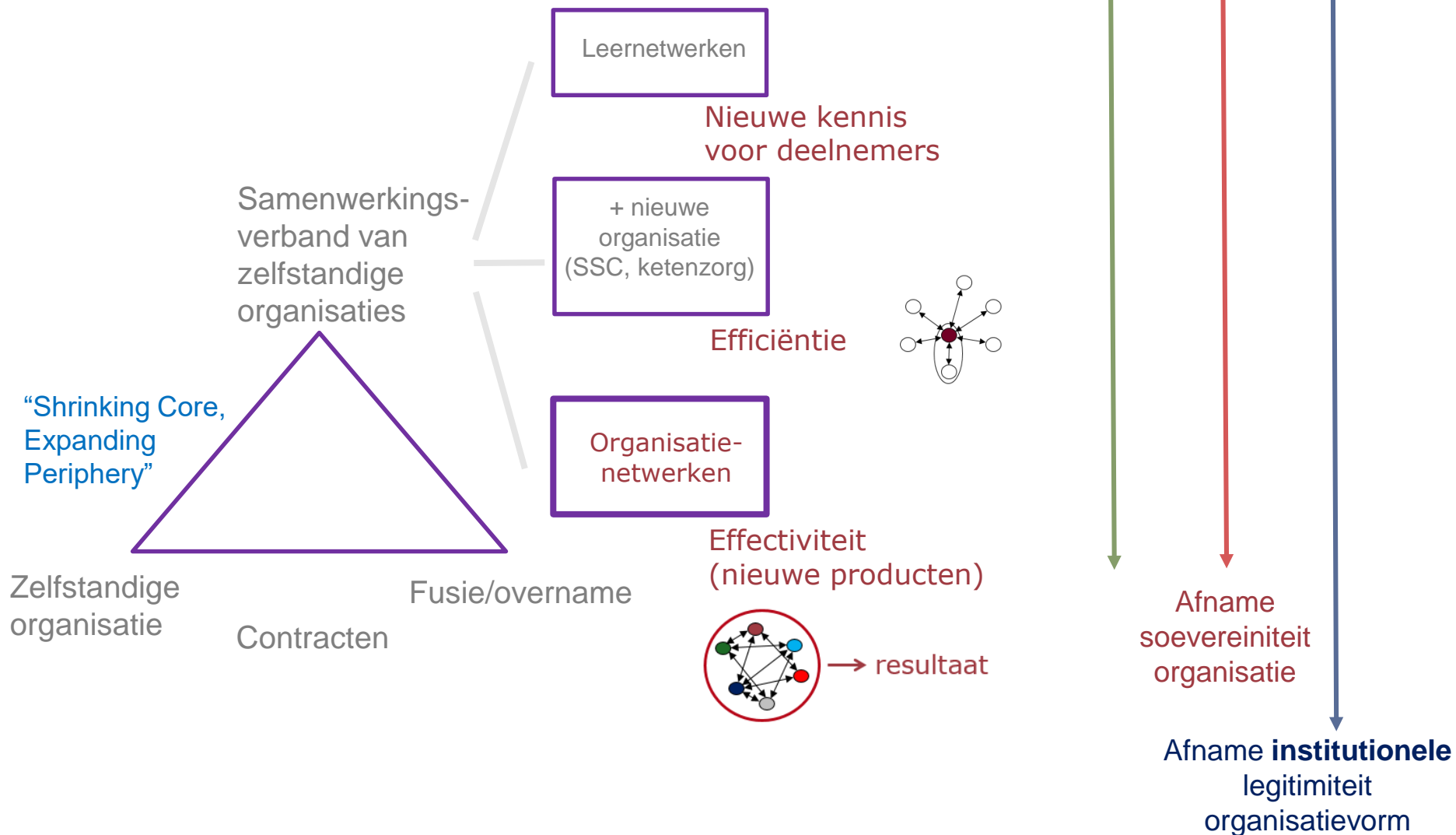
BIJZONDERE EIGENSCHAPPEN VAN ORGANISATIENETWERKEN

Toename directe
winst voor
eindgebruiker



BIJZONDERE EIGENSCHAPPEN VAN ORGANISATIENETWERKEN

Toename directe
winst voor
eindgebruiker



WAAROM ORGANISATIENETWERKEN?

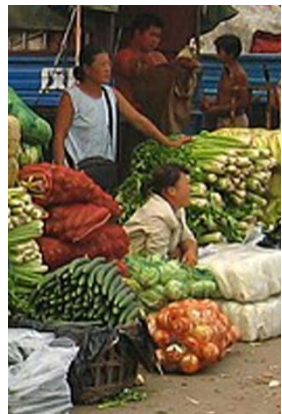
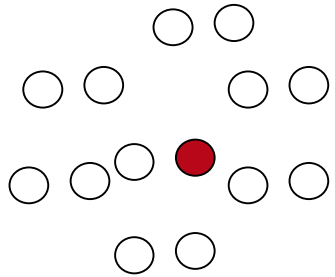
KLASSIEKE VORMEN VAN ORGANISEREN STAAN VAAK HAAKS OP COMPLEXE PROBLEMATIEK

Wethouder:

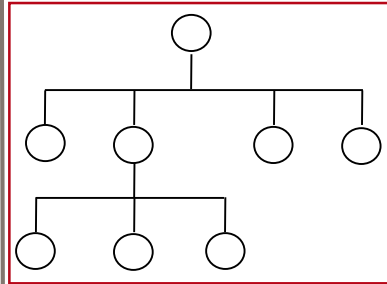
*“In mijn gemeente zijn er
meer probleemjongeren dan
inwoners!”*

HET ORGANISATIENETWERK PAST BIJ BEPAALDE UITDAGINGEN ...

**Markt/
Competitie**
"buy"



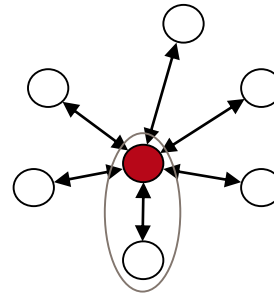
Hiërarchie
"make"



Regelgeving en
bureaucratie

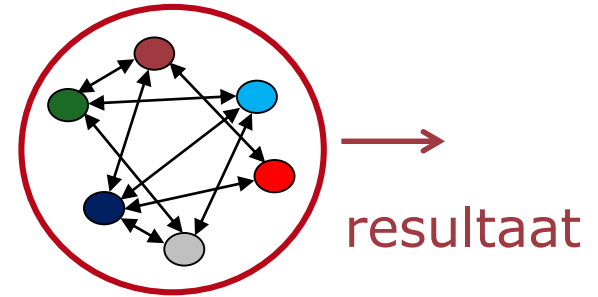


Samenwerken
"ally"



Samenwerken met
anderen om de
toegang tot
middelen te
verzekeren of
onzekerheden te
reduceren, etc.

**Organisatie-
netwerk**
"join"



Netwerk als
productiesysteem.
Er wordt waarde
gecreëerd op het niveau
van het netwerk.

Operationele complexiteit

VOOR COMPLEXE PROBLEMATIEK ...

Simple, Complicated and Complex Problems		
SIMPLE	COMPLICATED	COMPLEX
Baking a Cake	Sending a Rocket to the Moon	Raising a Child
The recipe is essential.	Rigid protocols or formulas are needed.	Rigid protocols have a limited application or are counter-productive.
Recipes are tested to assure easy replication.	Sending one rocket increases the like lihood that the next will also be a success.	Raising one child provides experience but is no guarantee of success with the next.
No particular expertise is required, but experience increases success rate.	High levels of expertise and training in a variety of fields are necessary for success.	Expertise helps but only when balanced with responsiveness to the particular child.
A good recipe produces nearly the same cake every time.	Key elements of each rocket must be identical to succeed.	Every child is unique and must be understood as an individual.
The best recipes give good results every time.	There is a high degree of certainty of outcome.	Uncertainty of outcome remains.
A good recipe notes the quantity and nature of the "parts" needed and specifies the order in which to combine them, but there is room for experimentation.	Success depends on a blueprint that directs both the development of separate parts and specifies the exact relationship in which to assemble them.	Can't separate the parts from the whole; essence exists in the relationship between different people, different experiences, different moments in time.

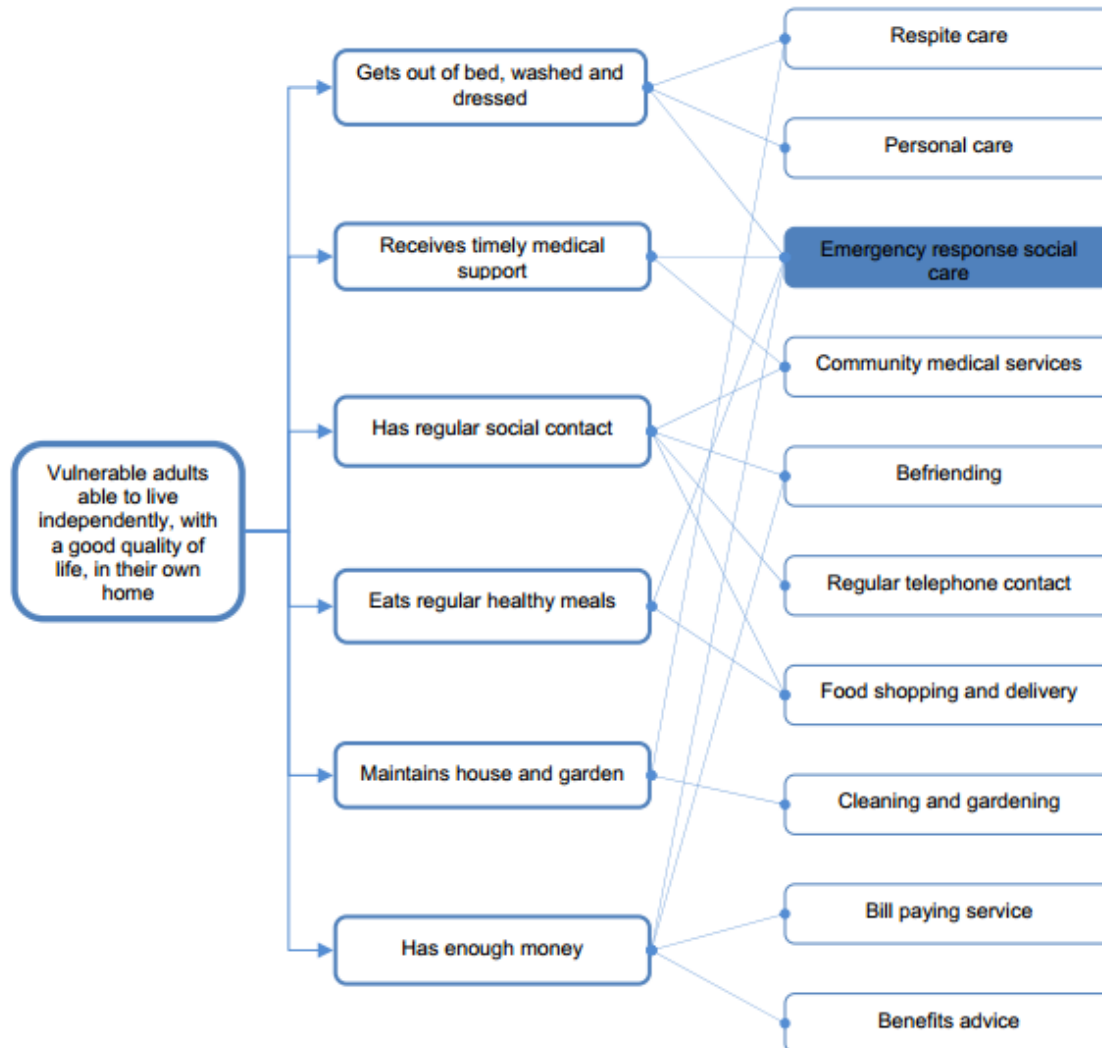


GETTING TO MAYBE: THIS BOOK IS FOR THOSE WHO ARE NOT HAPPY WITH THE WAY THINGS ARE AND WOULD LIKE TO MAKE A DIFFERENCE. THIS BOOK IS FOR ORDINARY PEOPLE WHO WANT TO MAKE CONNECTIONS THAT WILL CREATE EXTRAORDINARY OUTCOMES. THIS IS A BOOK ABOUT MAKING THE IMPOSSIBLE HAPPEN
HOW THE WORLD IS CHANGED.

Source: Westley, F., B. Zimmerman and M. Q. Patton, 2006, *Getting to Maybe: How the World is Changed.*

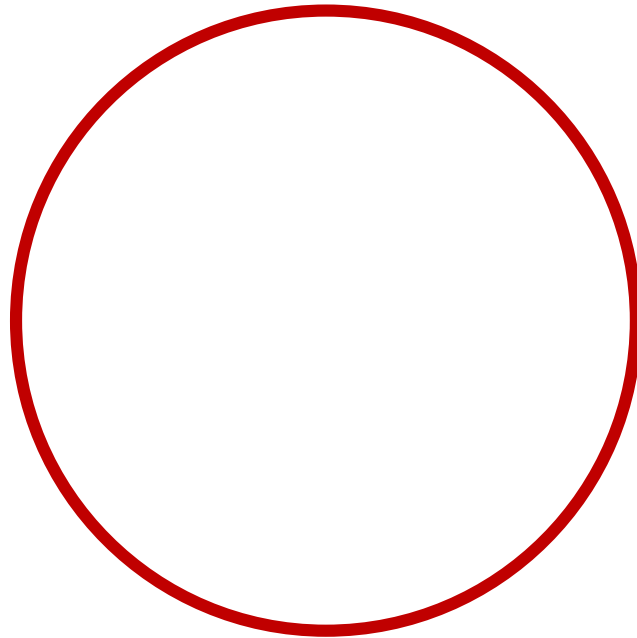
ANTWOORD OP MAATWERK

Figure 1: Mapping the impact network for the British Red Cross's Emergency Response Care in the Home Service in Nottinghamshire



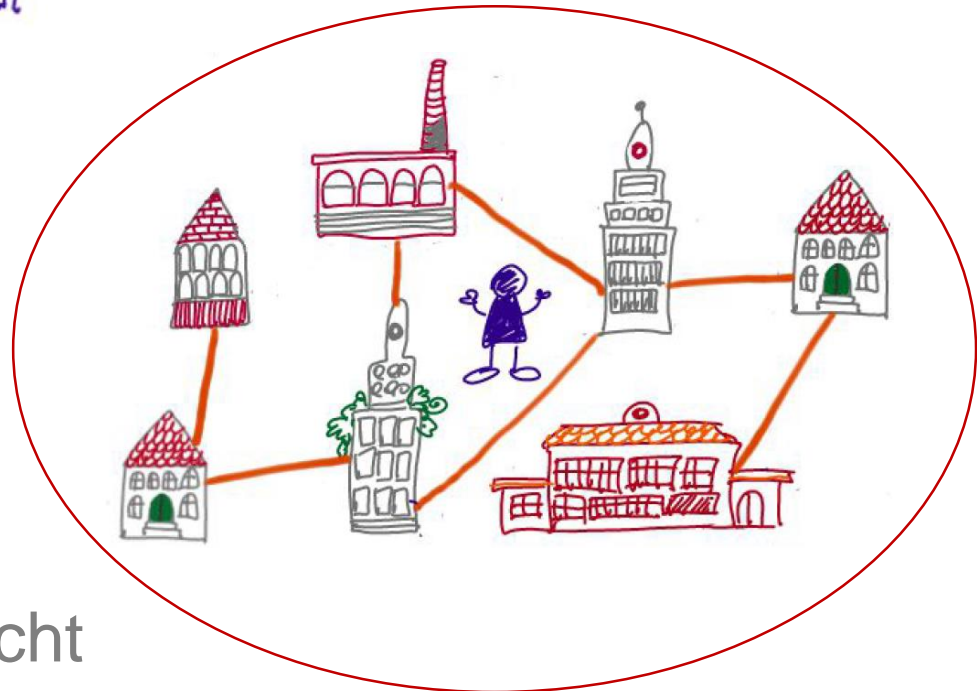
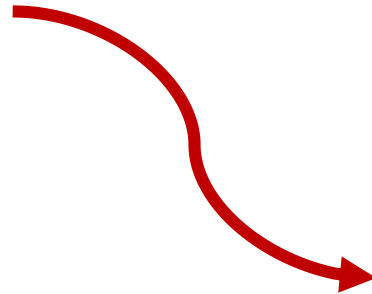
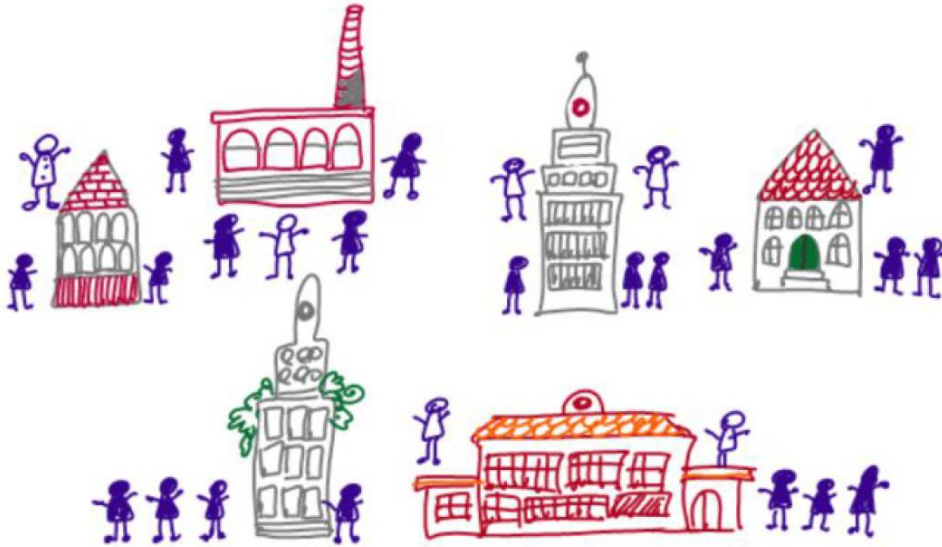
Bron:
Joe Ludlow and Belinda Vernon (2011) Impact networks. Charities working together to improve outcomes. NPC.

HOE WERKEN ORGANISATIENETWERKEN?



ORGANISATIONENETWERKGERICHT ...

Instellungsgericht



Organisationenetzwerkgericht

HET BELANG VAN GOVERNANCE

Faciliteer
creëren
van purpose

+

Faciliteer
ontwikkeling
oplossingen
voor de vier
basisproblemen
van organiseren

+

Besturings-
toezicht

Harvard Business Review
Special Issue

The Best of HBR
Spring 2020
HBR.org

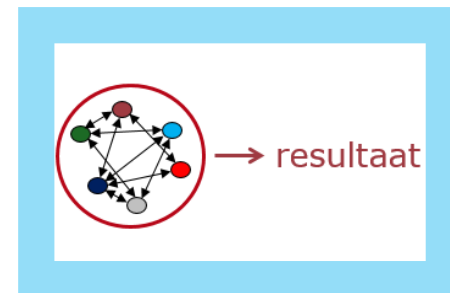
How to Lead with Purpose

Advice on building your mission, guiding your team, and creating greater social value



Plus:
A playbook for turning ambition into impact
page 90

Functionele differentiatie	Functionele integratie
(1) <i>Taakspecificatie</i> Welke taken moeten worden uitgevoerd?	(3) <i>Beloning</i> Hoe wordt de noodzakelijke motivatie voor het uitvoeren van de taken verzekerd?
(2) <i>Taaktoedeling</i> Wie voert de taak uit?	(4) <i>Informatie</i> Waar komt de informatie vandaan voor het verzekeren van de coördinatie?



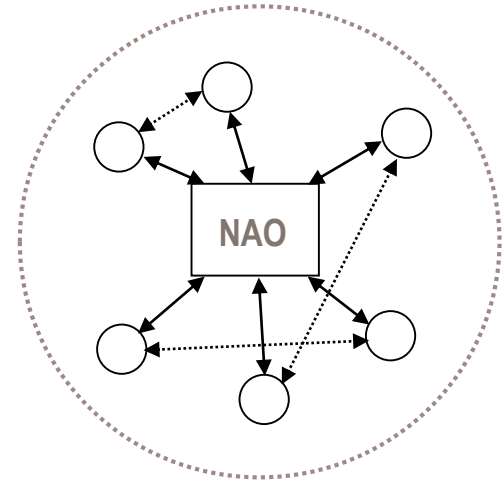
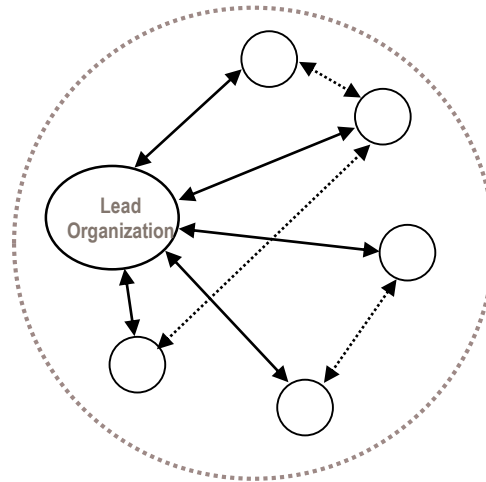
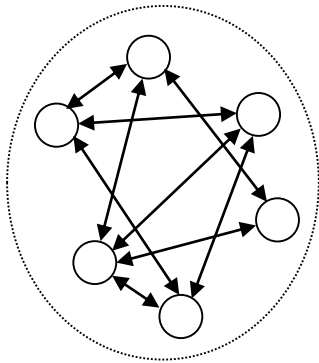
OPLOSSINGEN ONTWIKKELEN VOOR DE VIER KLASSIEKE BASISPROBLEMEN

Figuur 1: De vier basisproblemen van georganiseerd handelen

Functionele differentiatie	Functionele integratie
(1) <i>Taakspecificatie</i> Welke taken moeten worden uitgevoerd?	(3) <i>Beloning</i> Hoe wordt de noodzakelijke motivatie voor het uitvoeren van de taken verzekerd?
(2) <i>Taaktoedeling</i> Wie voert de taak uit?	(4) <i>Informatie</i> Waar komt de informatie vandaan voor het verzekeren van de coördinatie?

Kenis, P., & Raab, J. (2020). Back to the future: Using organization design theory for effective organizational networks. *Perspectives on Public Management and Governance*.

WAAR COÖRDINATIE BELEGGEN?



Bron: Keith Provan & Patrick Kenis (2008) 'Modes of Network Governance: Structure, Management, and Effectiveness'. *Journal of Public Administration Research and Theory*.

WAAR COÖRDINATIE BELEGGEN?

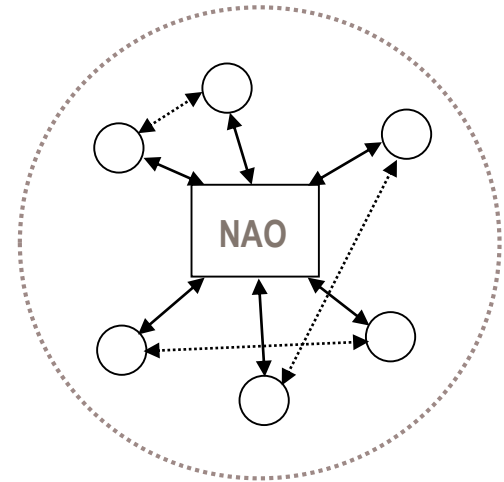
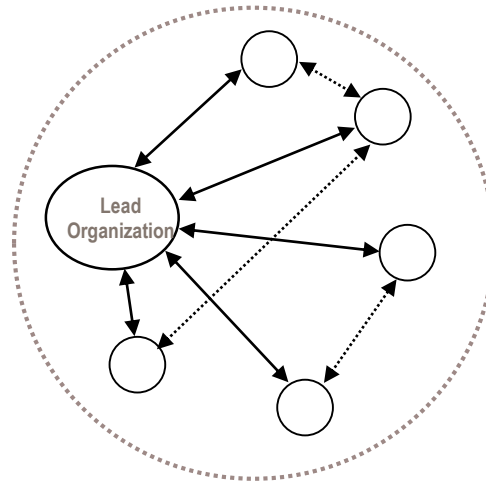
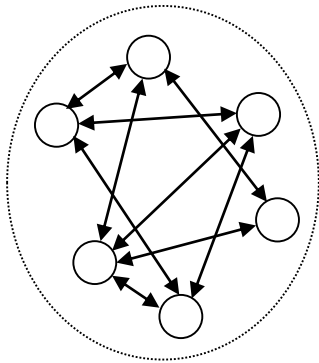


Table 1
Key Predictors of Effectiveness of Network Governance Forms

Governance Forms	Trust	Number of Participants	Goal Consensus	Need for Network-Level Competencies
Shared governance	High density	Few	High	Low
Lead organization	Low density, highly centralized	Moderate number	Moderately low	Moderate
Network administrative organization	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High

Bron: Keith Provan & Patrick Kenis (2008) 'Modes of Network Governance: Structure, Management, and Effectiveness'. *Journal of Public Administration Research and Theory*.

WAAR COÖRDINATIE BELEGGEN?

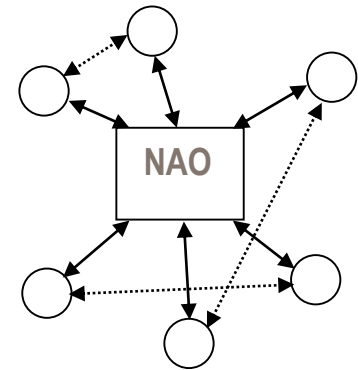
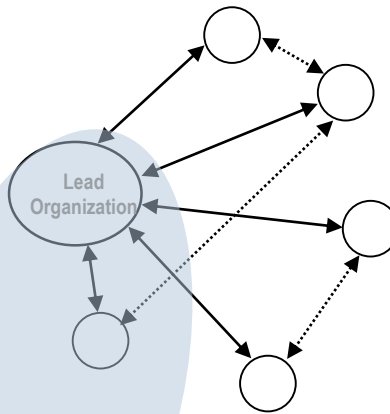
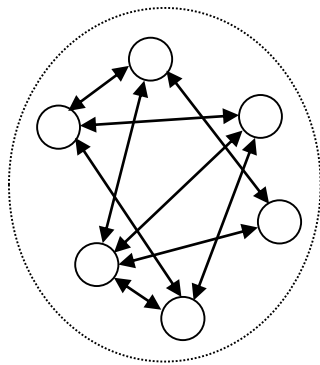
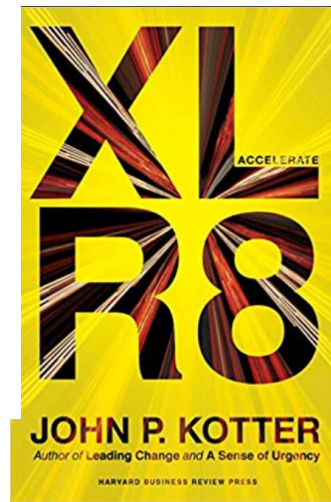
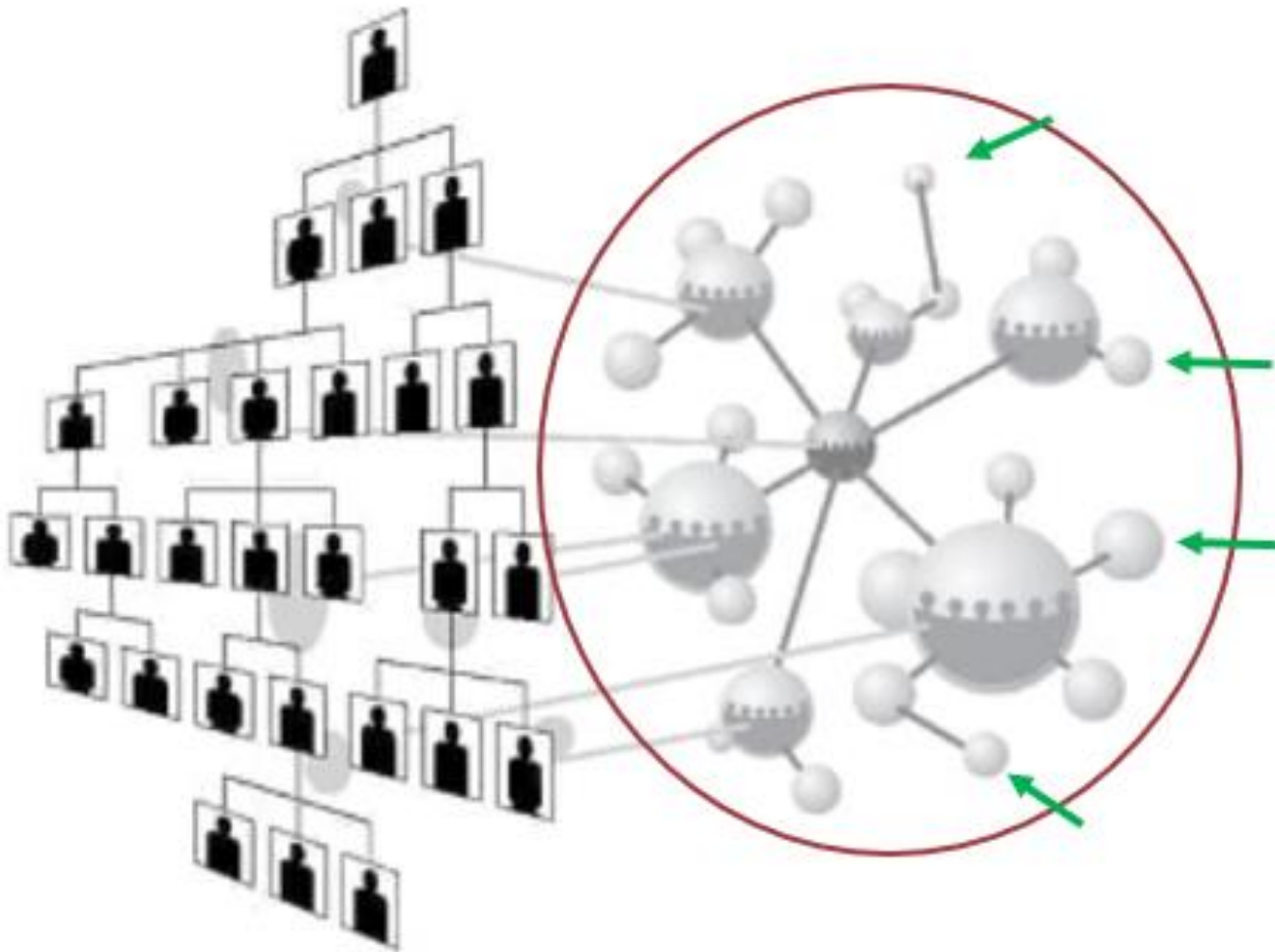


Table 1
Key Predictors of Effectiveness of Network Governance Forms

Governance Forms	Trust	Number of Participants	Goal Consensus	Need for Network-Level Competencies
Shared governance	High density	Few	High	Low
Lead organization	Low density, highly centralized	Moderate number	Moderately low	Moderate
Network administrative organization	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High

Bron: Keith Provan & Patrick Kenis (2008) 'Modes of Network Governance: Structure, Management, and Effectiveness'. *Journal of Public Administration Research and Theory*.

PERSPECTIEF EIGEN ORGANISATIE (BIJVOORBEELD GEMEENTE)



HARTELIJK DANK VOOR JULLIE AANDACHT!

Prof. Dr. Patrick Kenis

Professor of Public Governance

Tilburg School of Economics and Management

p.n.kenis@uvt.nl

