

On the effectiveness of professionals in hybrid organizations

L.R. Buning⁽¹⁾, S. Harperink⁽²⁾, P.C. Schuur⁽³⁾

(1) HAN University of Applied Sciences

(2) TSM Business School

(3) University of Twente

Content

1. Introduction
2. The setting of the research
3. Literature summary and contribution
4. Model description
5. Model application - intended working
6. Conclusions



Who are we:

Sander Harperink



Peter Schuur
UNIVERSITY OF TWENTE.

Lejo Buning



UNIVERSITY OF TWENTE.



Introduction

Professional in Hybrid organizations

Laymen



Organization



Context



Introduction

Professional in Hybrid organizations



Laymen



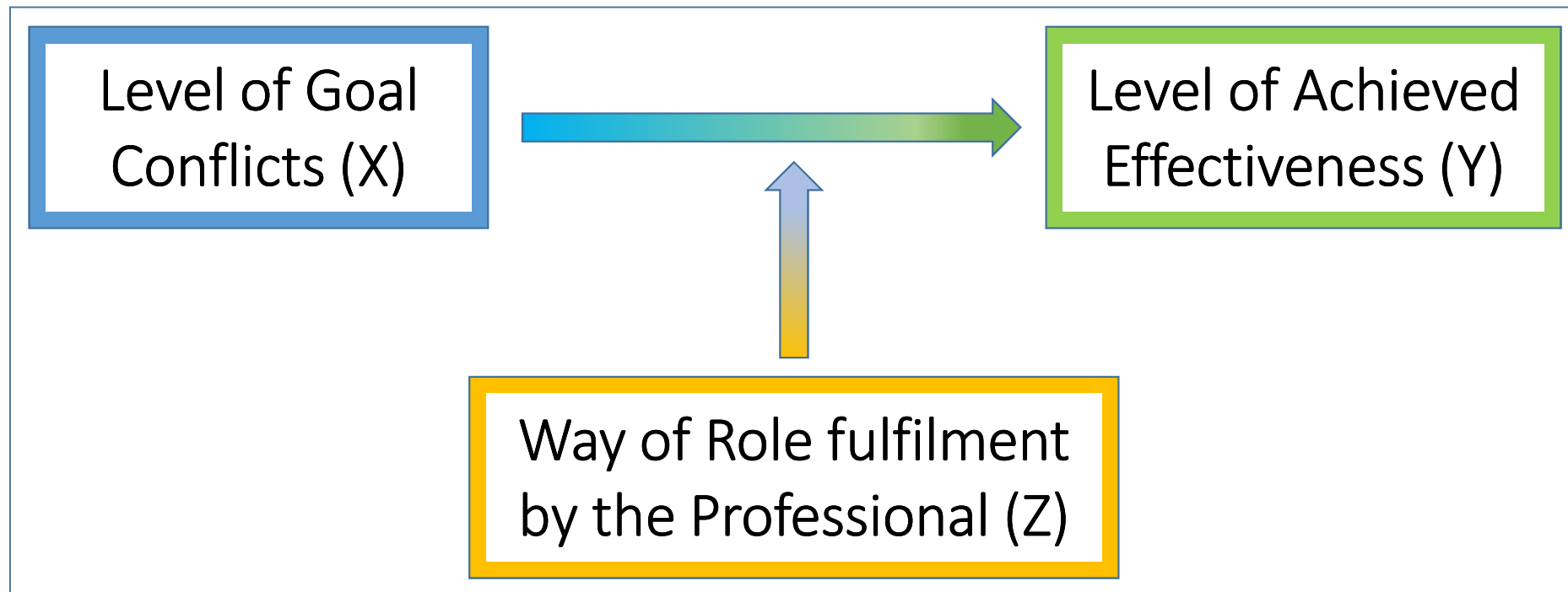
Organization



Context



Introduction - Conceptual model



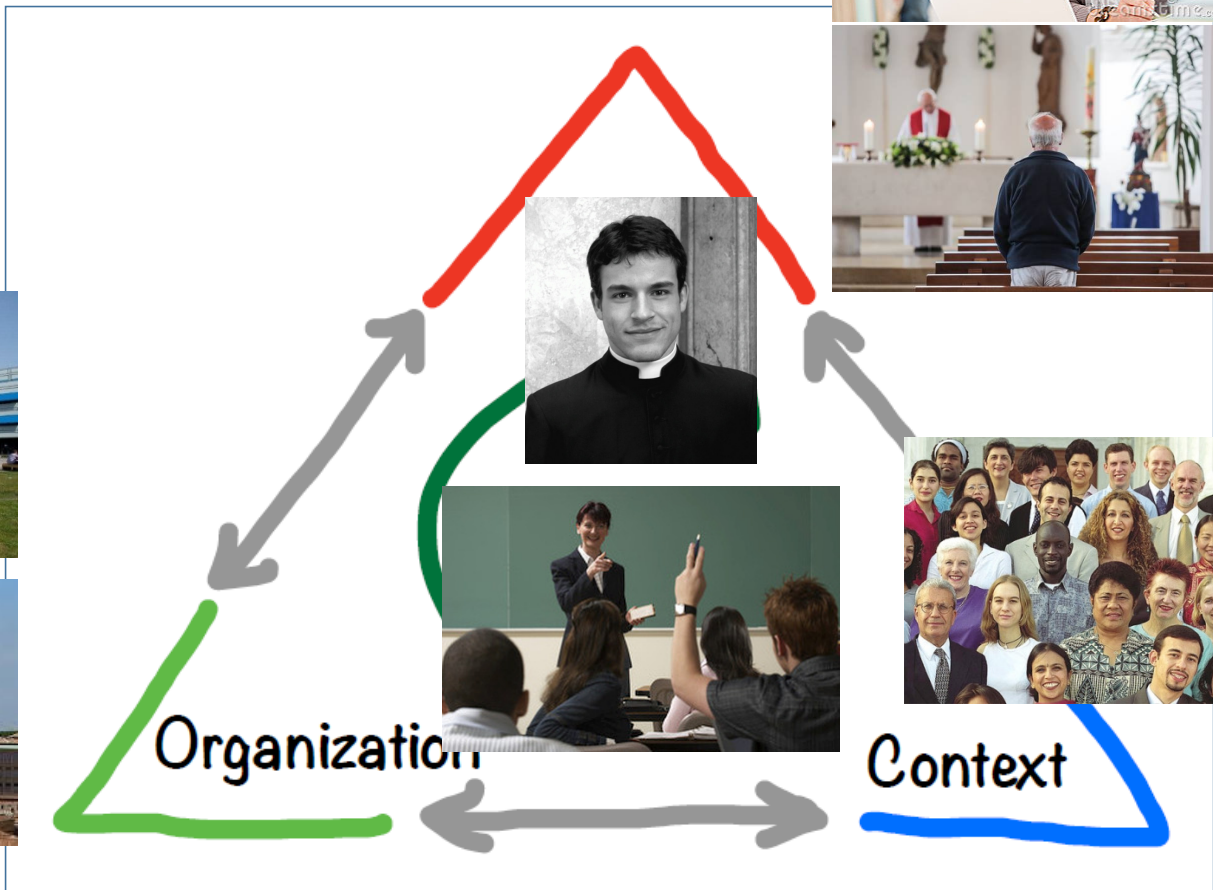
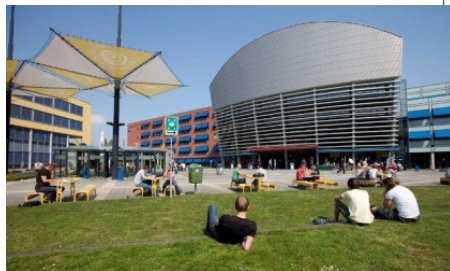
The setting of the research (S.o.R.)

- Role reconsideration, due to
 - ❑ secularization and empowerment (RCC-N)
 - decline of religious beliefs and practices
 - individual autonomy independent of religious leaders
 - ❑ integrated research objective (D-UAS)
 - introduction of the professorship in 2001

The professional deals with multiple stakeholders

- ❑ For that we introduce the “Learning Triangle”

S.o.R. - Learning Triangle



Literature summary and contribution

- Goal conflict
 - ❑ Bartos: Incompatible roles and Values
 - ❑ Segerstrom: more difficulty in reaching a goal

- Role fulfilment of the professional
 - ❑ Higgins: holistic reference of the role fulfilment
 - ❑ We use: Hirschmann: E, V & L.

- Effectiveness

Literature summary and contribution

The existing literature: predominantly on single sectors
D-UAS and RCC-N: professionals in hybrid organizations

Contribute to the literature:

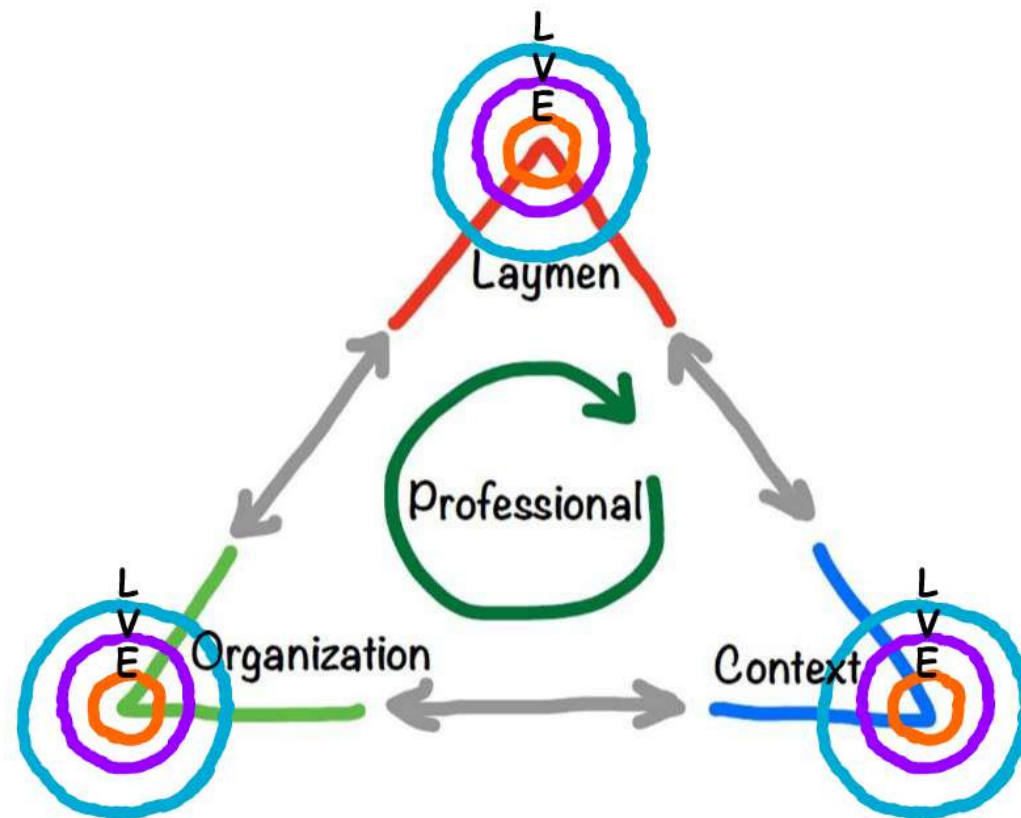
- taxonomy for handling conflicting goals within hybrid organizations.
- model (diagnostic as well as curative) to handle conflicting goals

Model description

- Hirschman's response to unsatisfactory situations:
 - ❑ "Exit" or leaving without trying to fix things
 - ❑ "Voice," speaking up and trying to remedy the defects
 - ❑ "Loyalty" Loyal to stakeholder goals

Inspiration by this approach, lead to introduction in the "Learning Triangle"

Model description



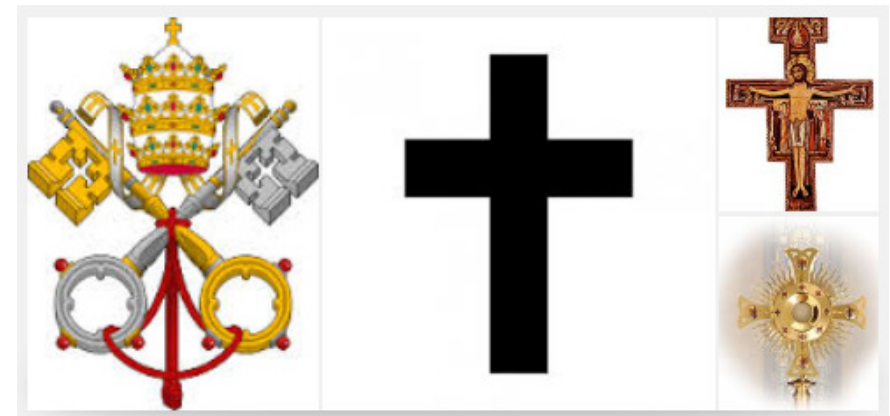
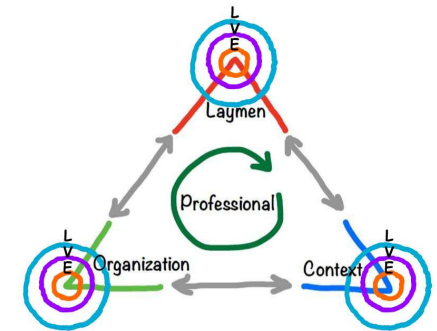
Model application - intended working @ RCC-N

Case: euthanasia

- *Parishioners* : Exit
- *Church* : Loyalty
- *Society* : Voice

➤ Secularization & societal empowerment

- *Church* : Loyalty
- *Society* : Loyalty



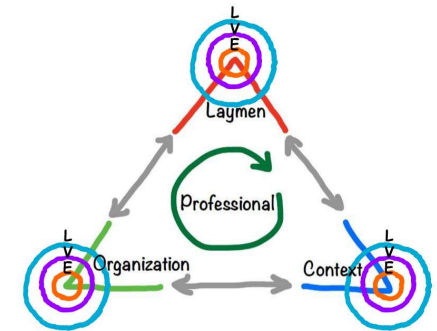
Model application - intended working @ D-UAS

Case: Final Thesis

- **D-UAS** : Voice
- **Industry** : Exit
- **Student** : Loyalty

- **Limited publication**

- **D-UAS** : Loyalty
- **Industry** : Loyalty



Conclusions

- The professional balances behavior versus three stakeholders, on forthcoming dimensions: “exit”, “voice” or “loyalty”
- D-UAS and RCC-N: show similar processes
 - ❑ a unifying model for professionals in hybrid organizations
- Research continues:
 - ❑ a diagnostic tool to ascertain the level of conflict
 - ❑ curative tool to guide the professional

The next steps:

- empirical model
- depth interviews with professionals in D-UAS and RCC-N.

Questions