# How to establish a *culture of autonomy* through

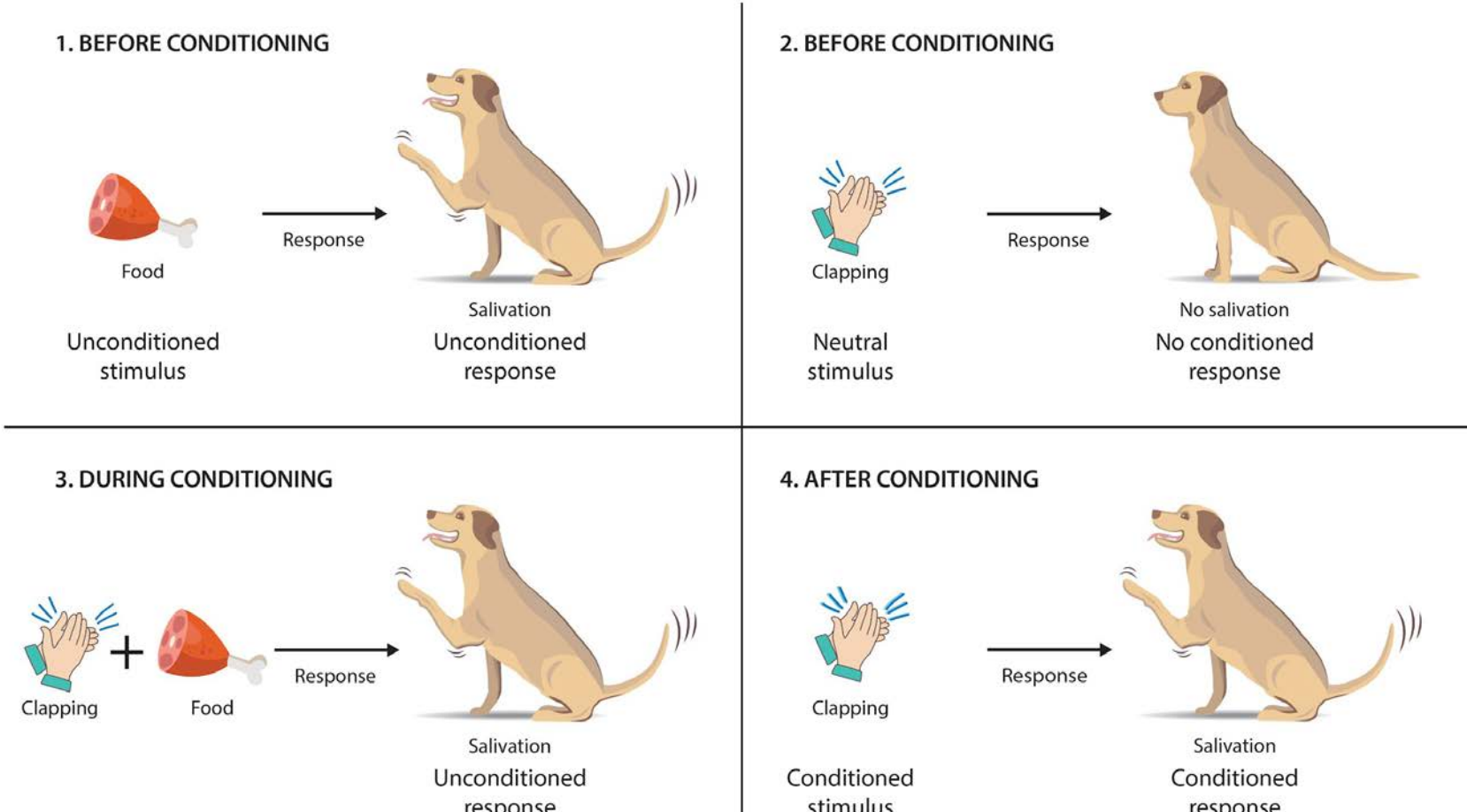
# *Integrative Intelligence*

Agile, Sydney 2019

Sharda S. Nandram

industries are increasingly experimenting with self-managed approaches, but they're missing the most important point: the notion that it all starts with the mindset.

# But mindset is conditioned



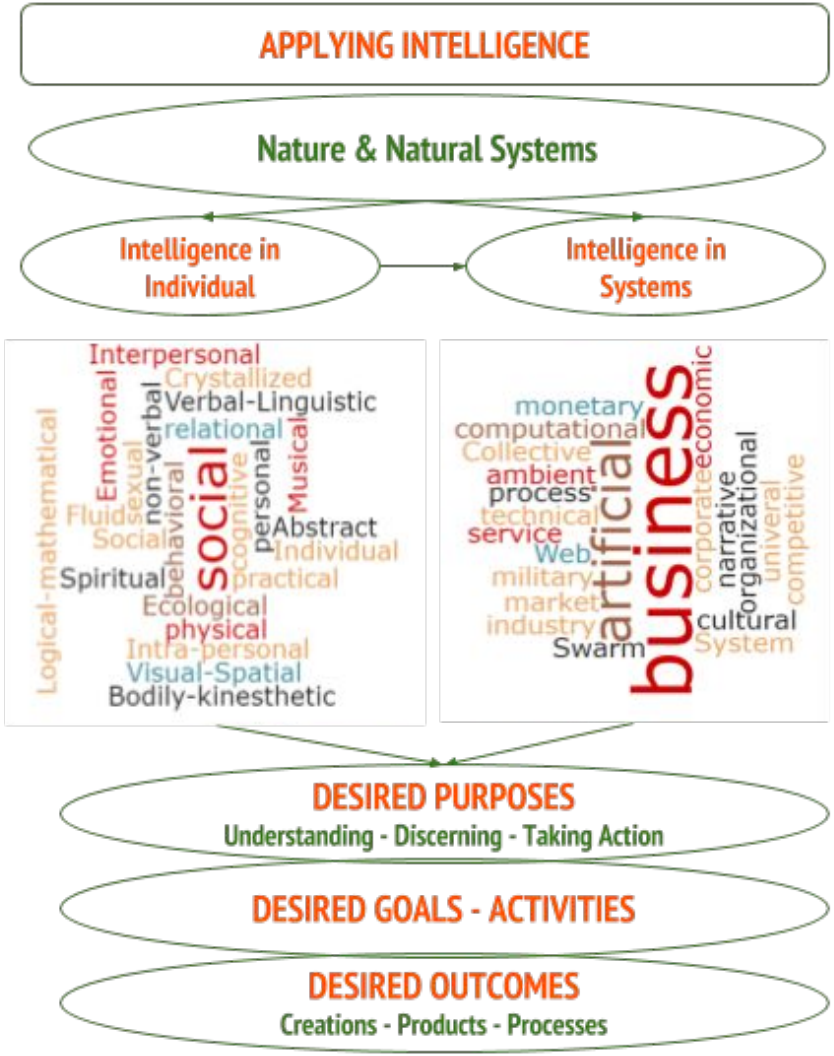
# Integrative Intelligence

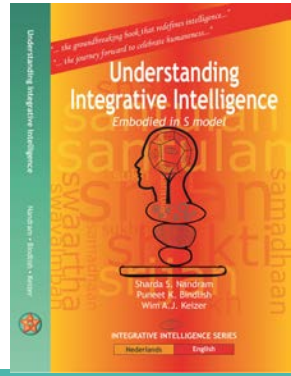
## What is it and how to nurture it as individual and organisation for better self-management?

integrative intelligence is already intrinsically present [in all formal and informal human institutions]:

it just needs to be nurtured towards a higher purpose, a coherent outcome

# Flow of Intelligence

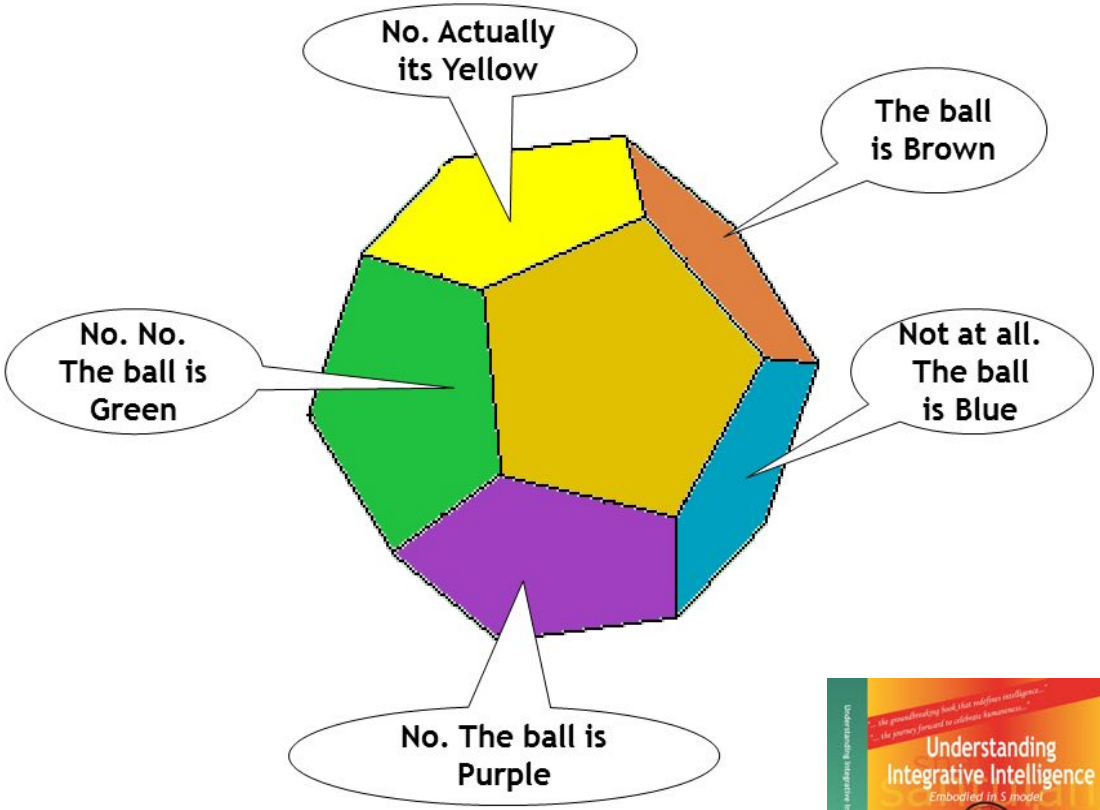


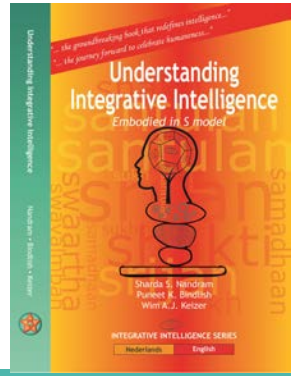



**HOLISTIC -** a **way of understanding** (or deciding or acting) in which all possible aspects of any context (what) from all **possible perspectives** (how) and for all **possible purposes** (for what) are considered (or acted upon).

**INTEGRATIVE -** the **intent of relating** all possible aspects, perspectives and purposes under **holistic understanding** of any context towards a **Coherent View** among all observers of the context in focus **without discarding** any aspect, perspective and purpose

**G-LOCAL -** culturally **embedded locally** and **integrative globally** in a holistic manner



# Integrative Intelligence: Key Elements

**ENTITY**
as a detached observer

**ADOPTED CONTEXT**

**Objects of Reality**
with **INTERRELATIONSHIPS**

**ENTITY**
as an actor

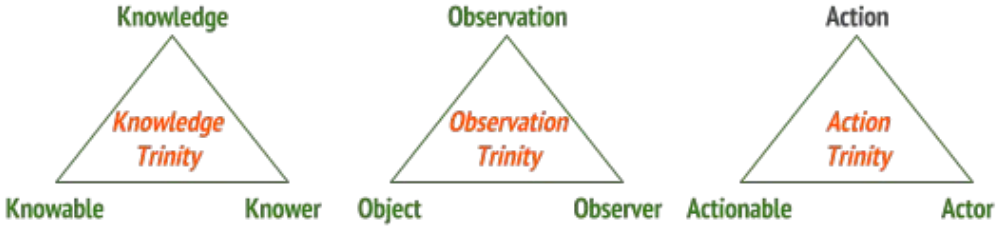
Other **OBSERVER ENTITIES** with their *worldviews* (perspectives and purposes)

**ENTITY's WORLDVIEW**

**PERSPECTIVE**
Explanation
Etiology
Futurology

**PURPOSE**
Epistemological
Axiological
Praxeological

**ASPECTS**
Some examples




a **type of intelligence**
an **entity's ability** to
apply oneself to
**holistically interrelate**
all aspects, all
**perspectives** and all
**purposes** of other
entities in one's **adopted context** with an **a priori intention** to achieve a **Coherent View**
(without discarding any aspect, perspective and purpose in that adopted context)

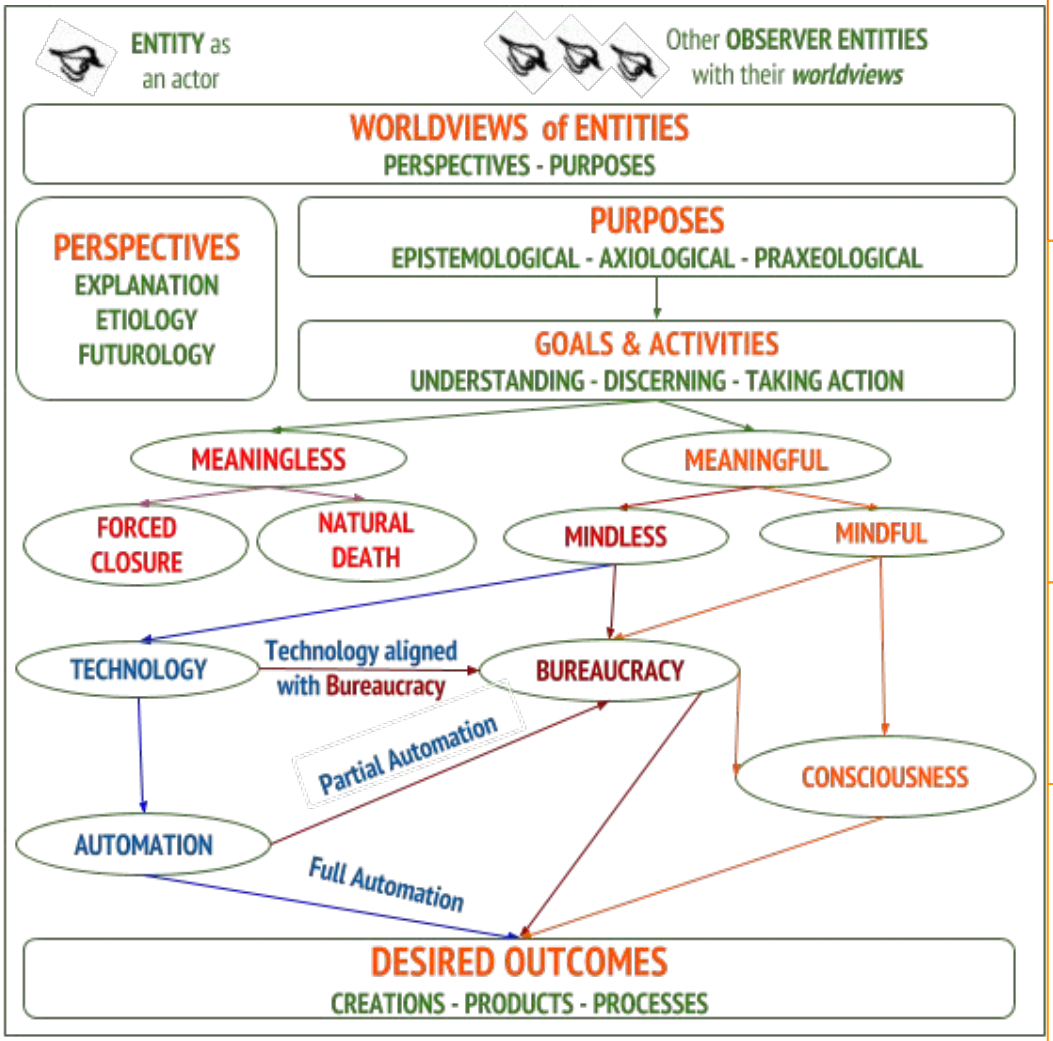
# Integrative Intelligence: Applying

**ENTITY**
as a detached observer

**ENTITY's WORLDVIEW**

- **PERSPECTIVE**
  - Explanation
  - Etiology
  - Futurology
- **PURPOSE**
  - Epistemological
  - Axiological
  - Praxeological

**ADOPTED CONTEXT**




## INDIVIDUAL

Comfort vs Joy

Skill vs Art

## ORGANIZATION

Decentralized Autonomous

vs

Integratively Self-Managed

## ECONOMY

Efficiency vs Effectiveness

## SOCIETY

Mistrust vs Trust

Clean vs Pure

BUURTZORG

# Buurtzorg Story

## Journey towards simplification by self-management

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# Buurtzorg: Founder's motivation

- Dissatisfied professionals, **lack of autonomy**
- **Excess of bureaucracy**, more busy with rules & policies than client care
- Aiming at a **holistic organization model** in which theory & practice are equally important while focussing on both individuals & **community**
- Guiding principle: **clients' well-being**, values capabilities, needs
- *Motto: humanity above bureaucracy*

# Buurtzorg: Early years (2007-12)

- Started for care delivery **model for home visiting**, personal, nursing care
- **Optimal Autonomy** - Independent teams, maximum of 12 nurses serving 40 to 50 clients - assessment and care
- **Generalists**, 50% Bachelor educated nurses
- **Self Organization** - Teams responsible for the complete process: clients, nurses, planning, their education budget and finance, coordination activities
- **Formal Organization Structure** - 2 Directors, 55 staff, 20 coaches, 950 teams, 14000 nurses serving 90,000 clients
- **Complexity reduction** (with use of **Information Communication Tech.**)
- External Expertise: Supervisory Board, eCare IT, Training Institute(s)
- **Informal networks** important than formal organizational structures

# Innovative features compared to earlier Self Management

**No hierarchies**, **no external /internal leaders** but coaches in districts.

Teams strictly designed up till 12 members only.

**Role rotation** and **breadth & depth of craftsmanship** - Tasks should be executed by every member in team. Additional roles that rotate each 6 months

Create room again for profession & natural tendency to serve clients in the best possible way; developing their **entrepreneurial attitude** & **craftsmanship**

**Small headquarter** that supports the front line nurses and nurse assistants.

**overhead costs as low as possible**

**Omaha Quality system**

**Reduce the fragmentation of care per client** (per client around 3 to 4)

Virtual platforms for **effective**, scheduling, sharing experiences and developing innovative solutions to problems, sharing knowledge and eLearning modules

**Coaches** are facilitators of teams and have a nursing background

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# Buurtzorg: Netherlands & Future

## Different Types of Clients

- Chronically ill and functionally disabled
- Elderly with multiple pathology
- Terminal phase
- With symptoms of dementia
- Released from the hospital and are not yet fully recovered

## International Focus

- Community care
- 25 countries like Sweden, Japan, China, USA, UK, India, Taiwan

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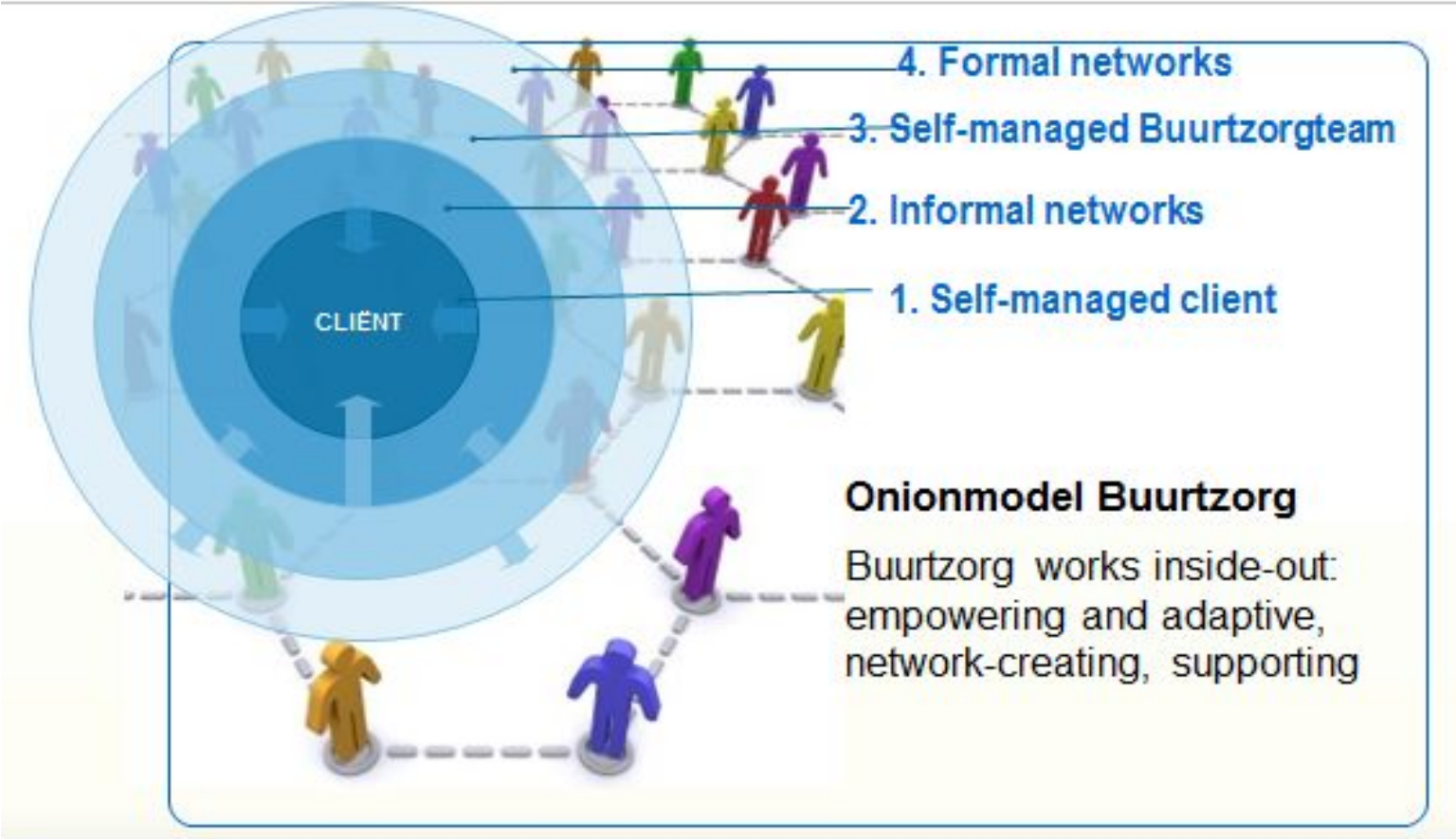
# Buurtzorg: Chain of care, knowledge and networks

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# Integrative Intelligence: Buurtzorg

**BUURTZORG**
as Principal observer entity

**ADOPTED CONTEXT**

**ENTITY**
as an actor

Other **OBSERVER ENTITIES** or Stakeholders with their ***worldviews*** (perspectives and purposes)

**ENTITY's WORLDVIEW**

**PERSPECTIVE**
Explanation
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Futurology

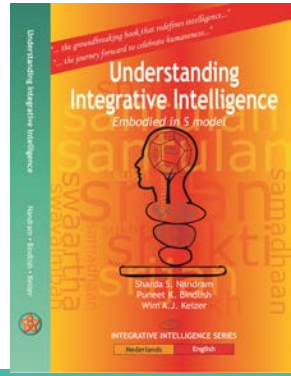
**PURPOSE**
Epistemological
Axiological
Praxeological

**Onionmodel Buurtzorg**

Buurtzorg works inside-out: empowering and adaptive, network-creating, supporting

**Objects of Reality**
with
**INTERRELATIONSHIPS**

**ASPECTS**
Some examples



# Integrative Intelligence: Buurtzorg

ENTITY
as a detached
observer

ADOPTED CONTEXT
BUURTZORG
CLIENT IN COMMUNITY

ENTITY's
WORLDVIEW

PERSPECTIVE
Explanation
Etiology
Futurology

PURPOSE
Epistemological
Axiological
Praxeological

ENTITY as
an actor

ENTITIES OUTSIDE BUURTZORG: FAMILY, SOCIAL TIES,
CARE PROVIDERS, INSURANCE, GOVERNMENT

WORLDVIEWS of BUURTZORG
CLIENT CENTRIC WORLDVIEW

PERSPECTIVES
BUURTZORG
HUMANITY
ABOVE
BUREAUCRACY

PURPOSES BUURTZORG
CRAFTSMANSHIP, CLIENT ATTUNEMENT , ICT ENABLER,
ENTREPRENEURIAL FREEDOM, LEADING CLIENT CENTEREDNESS

GOALS & ACTIVITIES AT BUURTZORG:
INTEGRATING SIMPLIFICATION by
NEEDING, RETHINKING, COMMON-SENSING

MEANINGLESS

MEANINGFUL

FORCED
CLOSURE

NATURAL
DEATH

MINDLESS

MINDFUL

TECHNOLOGY

Technology aligned
with Bureaucracy

BUREAUCRACY

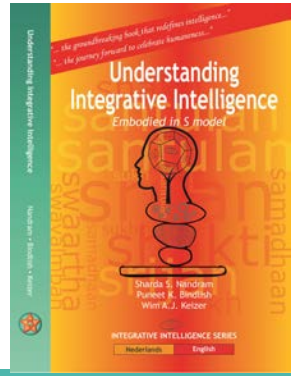
Partial Automation

CONSCIOUSNESS

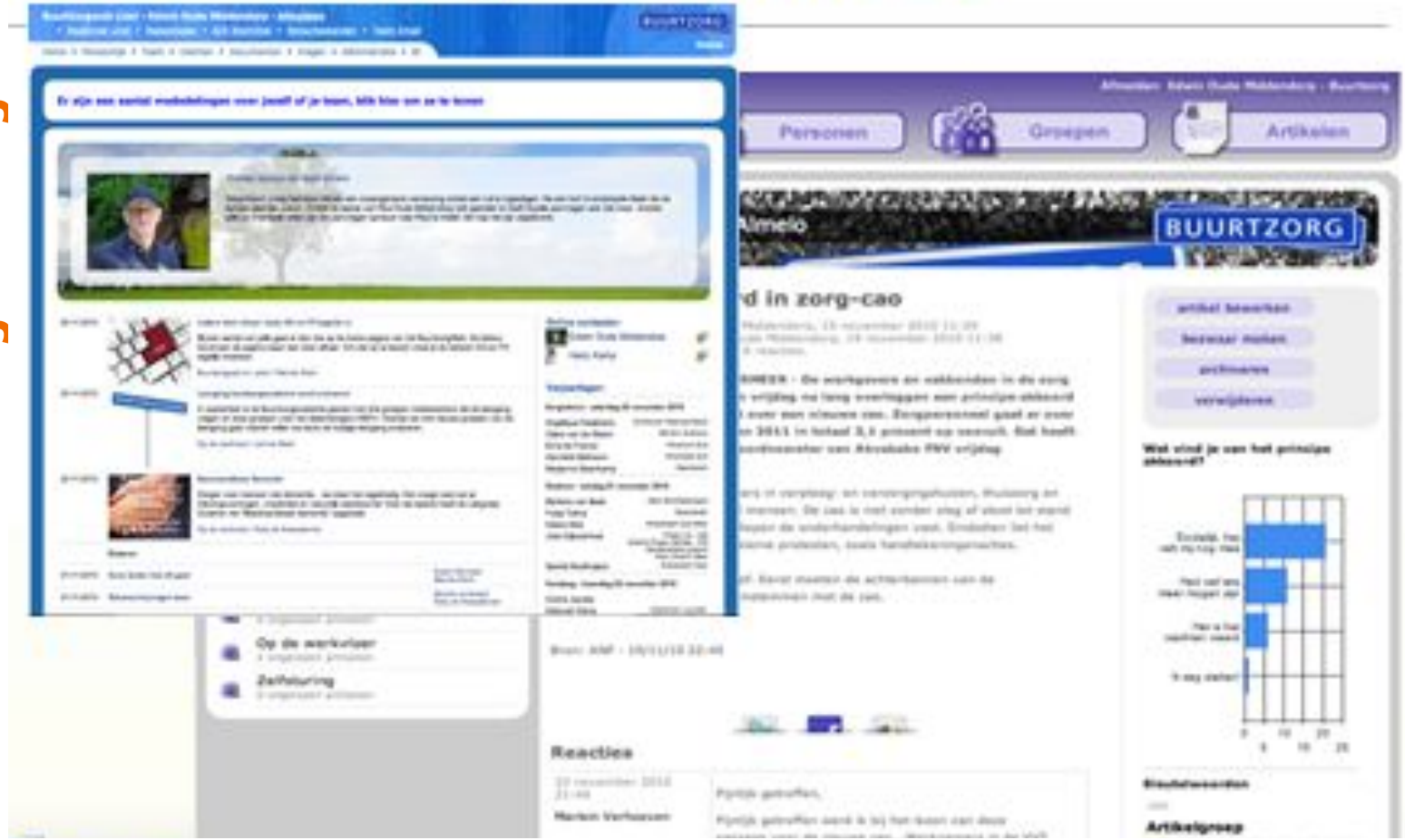
AUTOMATION

Full Automation

DESIRED OUTCOMES
CREATIONS - PRODUCTS - PROCESSES



# The community - Health 2.0
## Internal knowledge sharing

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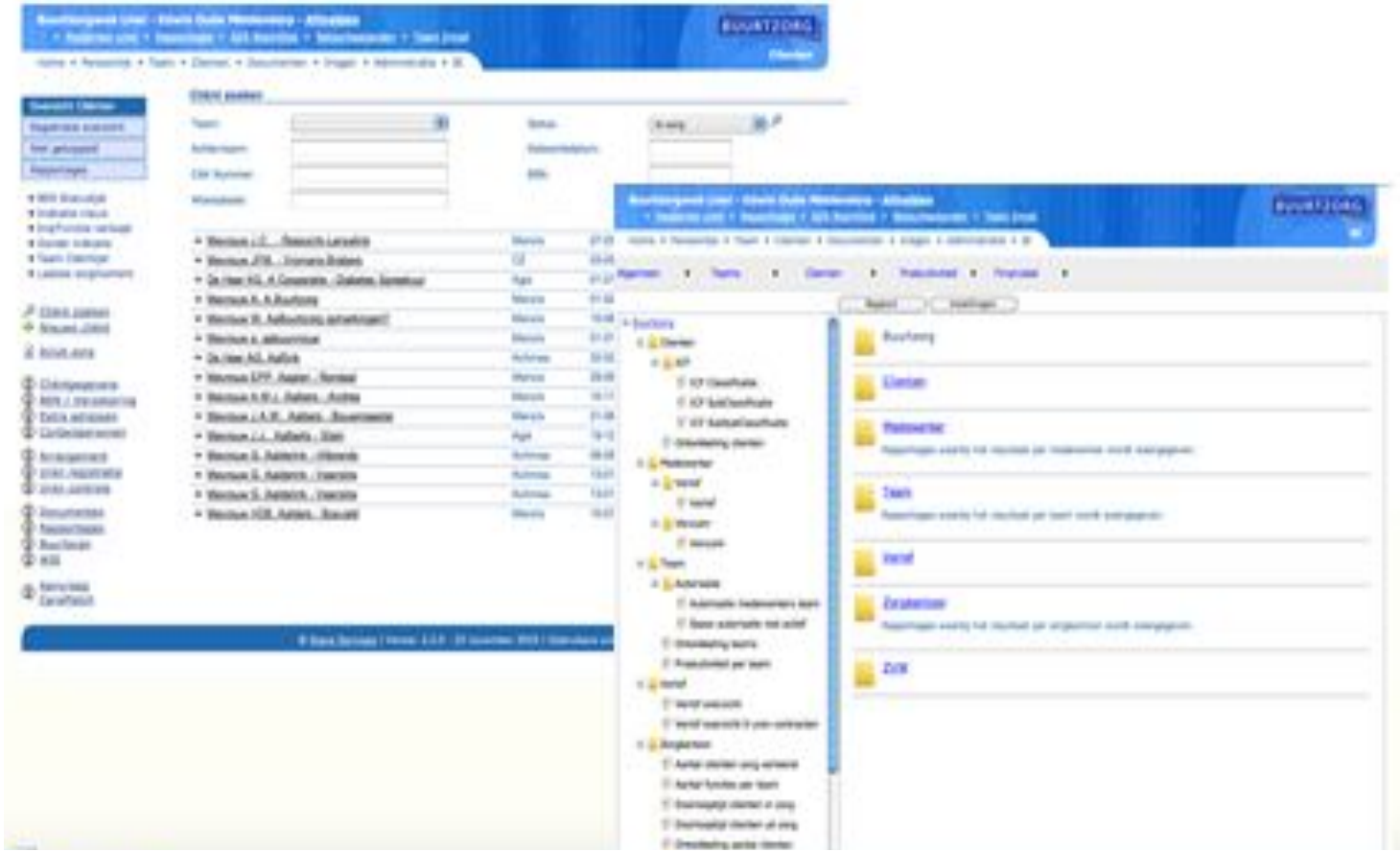
# Client administration and Business Intelligence



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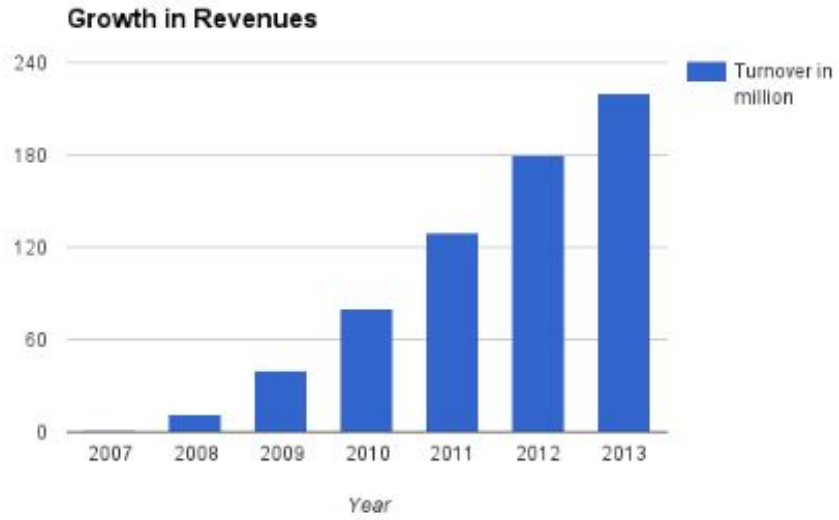
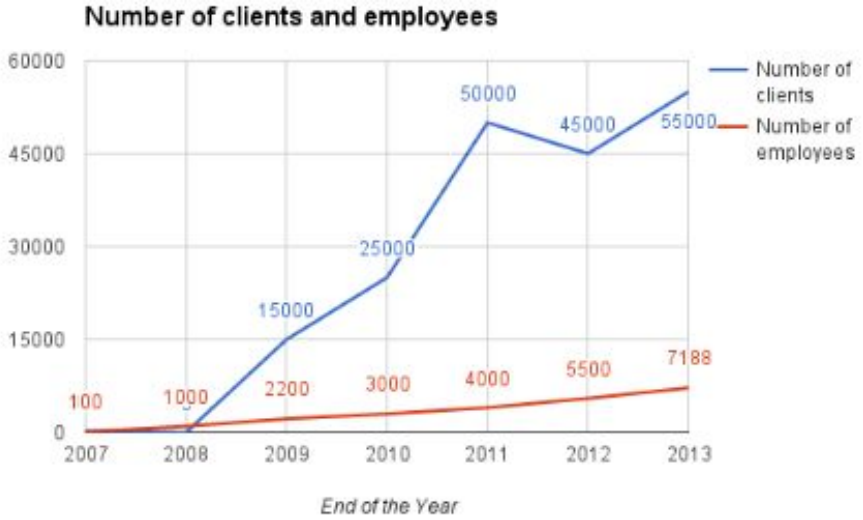
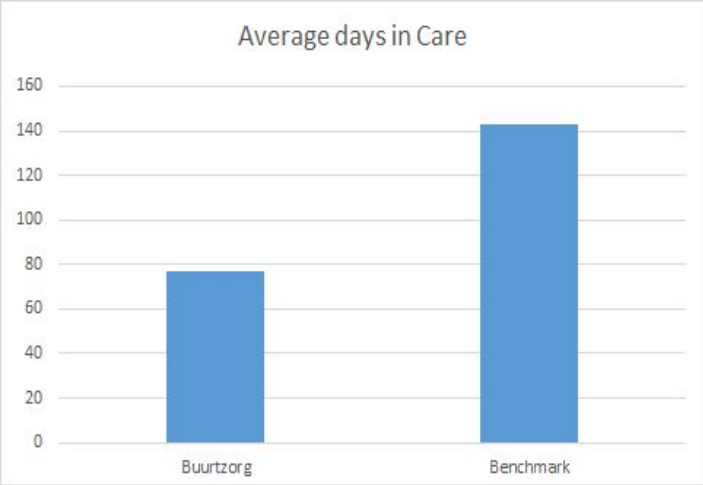
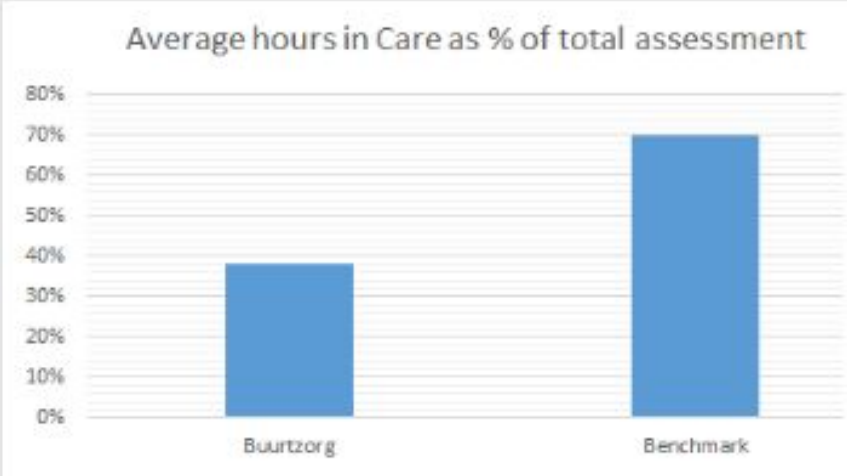
# Proven outcomes @ Buurtzorg

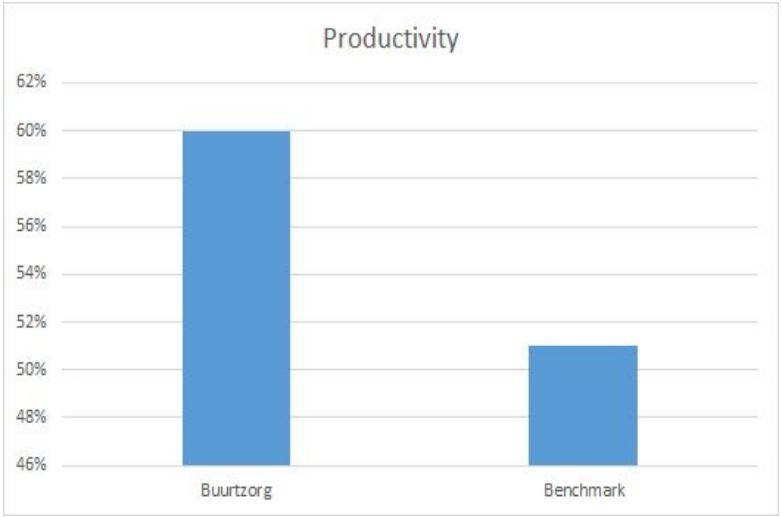


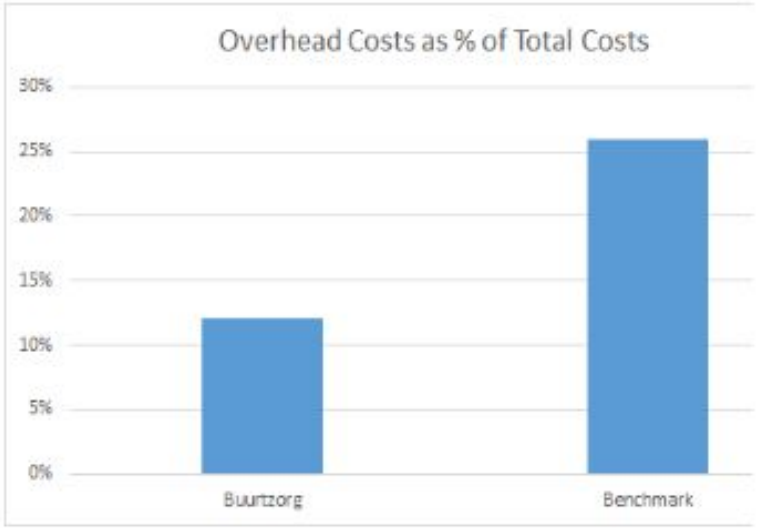



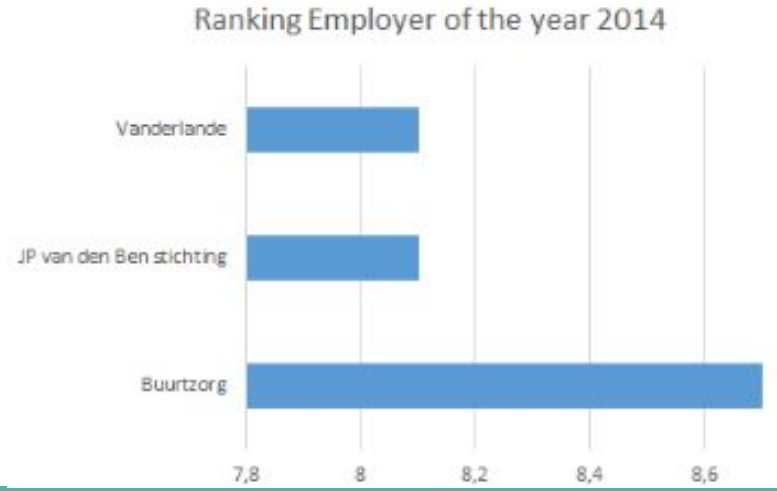



# Proven outcomes @ Buurtzorg



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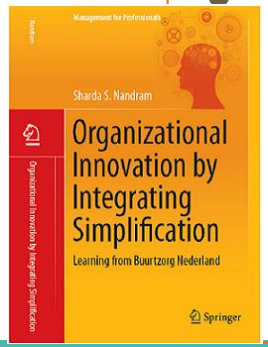
Integrating Simplification

Organizational innovation to operate as per client focus and serving the client is the main driving force and the organizing principles consist of **three core processes**:

- **Re-thinking** - Continuously connecting to different types and sources of information and reconstructing perception of reality
- **Needing**- The process of systematically identifying and assessing what is needed
- **Common Sensing**- Designing and implementing tasks according to the current circumstances or new perceived reality until this doesn't work because the context has changed or someone has a better alternative




**MINDSET | ORGANIZATION | LEADERSHIP**

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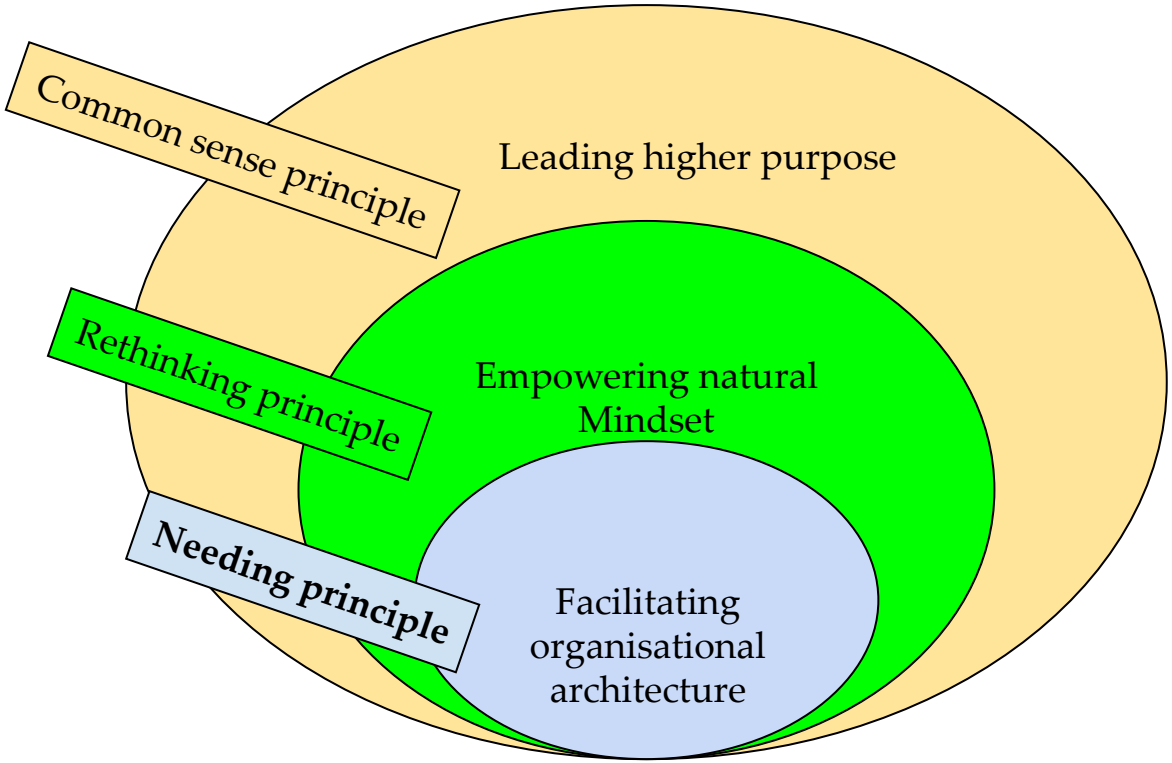
| IST | Autonomy |
|---|---|
| **Organizational Architecture** | **Building activities and processes by Integrative Self-Management**<br>1. Integrative **Intelligence** - Self-responsible<br>2. Integrative **Craftsmanship** - Self-reliance<br>3. Integrative **Leadership** - Self-freedom |
| **Integrative Mindset** | **Seeing and acting from self-determination**<br>1. **Needing** - perceive reality by assessing clients' needs<br>2. **Rethinking** - finding new approaches<br>3. **Common sensing** - solution by common sense/ pragmatic |
| **Leadership** | **Inspiring by caring, respecting and loving**<br>1. Disciplined to client centeredness as the **higher purpose**<br>2. Letting go control, **minimizing bureaucratic systems**<br>3. **Focus on** mindful and meaningful activities |

# Integrating Simplification: autonomy, trust, minimum bureaucracy

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Praan Solutions
Praan Uitgeverij
Skerpe Jeugd

# Dabbawala Story

## Journey towards effectiveness and efficiency

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# Dabbawala Story

## Journey towards effectiveness and efficiency

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# Dabbawala

In 1890 Bombay, Mahadeo Havaji Bachche started a lunch delivery service with about a hundred men.

- High intensity of migrants
- No fast-food culture
- There was a lack of effective system for lunch
- No man should be deprived of food
- Selfless service (Tukuram philosophy)

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# Dabbawala

- Dabbawalas move cooked food in dabbas i.e. tiffins to the workplace of people from their homes and bring them back again.

- They have over 200,000 customers and move over 400,000 dabbas on an everyday basis.

- Walk or cycle to families 8.30-9 am
- Then to bring tiffins to railway station

## Dabbawala

- A cooperative structure
- These dabbawalas have no formal learning or schooling
- They are from underprivileged surroundings and
- They are employed as dabbawalas to brush up their skills and to provide them with a career
- Recruited for three months, after good work inducted in organization

## Active in Mumbai

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# Dabbawala

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Dabbawala

- The fundamental unit of organization is a Dabbawalla
- There are 5000 of them in the system
- There are about 600 supervisors
- Not much hierarchy, president also works with the dabbawalas
- Each Dabbawalla is assigned (a set of) upto 30 customers in a specific geographical area
- A pre-assigned and fixed route and carries the lunch boxes to the nearest railway station

Dabbawala

Upto 8 Dabbawallas - as a team:

- ➔ responsible for sorting the lunch boxes at the railway station (codification system: origin box, team member, destination, location building, floor number)
- ➔ the teams are responsible for operational execution; picking up, transporting, sorting and delivering
- ➔ Members of a team await at destination to distribute to proper destination

Dabbawala

Upto 8 teams form a group

The groups are responsible

- ➔ for entire operations from the customer care to quality
- ➔ look after the complaint management
- ➔ look after the revenue management

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Dabbawala

The way of organizing:

- ➔ Empowers autonomy
- ➔ Creates business opportunity, volume
- ➔ Dabbawala enjoys trust from customer
- ➔ Locals show tolerance and sympathy
- ➔ They highly regard their work, feel pride
- ➔ Achieved six sigma certificate

Dabbawala

- *Error is horror* is the operational motto:

  When a dabbawala meets an accident en route, alternative arrangements are made to deliver the boxes. Therefore minimum of errors
- Not eaten food (if customer applies a sticker) goes to poor: serving poor in society
- Customers are highly satisfied, they are served most of the time by the same dabbawala: they consider their customer as God (feel work as serving God)

# Patanjali Ayurved

## Journey towards a disease free society

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Patanjali

Baba Ramdev established the Patanjali Ayurved Limited in 2006 along with Acharya Balkrishna with the objective of establishing science of Ayurveda in accordance and coordination with the latest technology and ancient wisdom to realize a disease free nation following Swadheshi or Indian Heritage

Patanjali

# COMPANY PROFILE

- Estd. Date : formed as a Private Limited Company on 13th January, 2006
- converted into Public Limited Company on 25th June, 2007.
- Company : Patanjali Ayurveda Kendra Pvt.Ltd.
- Promoters : Mr. Babukaji Shrestha, President
- Mr. Raju Shrestha, Managing Director
- Mr. Pawman Subedi, Director
- Type of Business : Sole Distributor of Ayurvedic Product of Divya Pharmacy
- Divya Yog Sadhana, Divya Prakashan & Patanjali Ayurveda Ltd., Haridwar, India

fppt.com

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Patanjali

Patanjali produces FMCG products, the highly demanded items in Indian households.

Baba Ramdev has become a credible face in Indian households. He gained his popularity through Yoga and Ayurveda. It is his dream for Patanjali to make every product that the average Indian uses from dawn to dusk.

Active in whole India

UNIVERSITY OF PATANJALI

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Patanjali

Lots of focus on research, education, creating awareness

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Patanjali

- ➔ Like any other big FMCG company, Patanjali have an impressive food park, stretching across acres and acres of land
- ➔ state-of-the art machinery imported from around the world
- ➔ the factory floor governed by intricately detailed standard operating procedures with workers in hair nets and gloves

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Patanjali

- ➔ Baba Ramdev term working in Patanjali as Seva of the Guru
- ➔ Employees are made to realise that they're working for a larger goal of Swadeshi
- ➔ However, most of the things are like any other formal organization with a hierarchical system
- ➔ dedicated HR department

Patanjali

- ➔ Baba Ramdev himself try out every new product.
- ➔ And only then he gives the final seal of approval on all the new products.
- ➔ He is personally involved in pricing
- ➔ He is the face of Patanjali while he does not own shares
- ➔ Decision making is prepared well and sharp following Yogic mindset
- ➔ Time is not wasted in meetings- usually in 5 minutes internal decisions are made by CEO Bal Krishan

Patanjali

- ➔ Time is not wasted in meetings- usually in 5 minutes internal decisions are made by CEO Bal Krishna
- ➔ Expertise of workers is valued
- ➔ The field requires specific expertise
- ➔ Employees prepare well what they want to discuss with CEO
- ➔ Not much spend on packaging, advertisement so that retailer can earn and customers are willing to pay instead of going for a foreign brand

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Patanjali

- There is a very different culture of work, which is a unique in Indian corporate life. The first — feet-touching.
- When the saffron dhoti- and shawl-clad Ramdev enters the complex, workers abandon their posts, rush out and queue up to touch his feet.
- The same treatment is given to Acharya Balkrishna.
- Meetings aren't the standard round-table affairs. During meetings, Ramdev sits on a high seat. Everyone else from the CEO to factory workers sit on the floor, below him. This is according to the Indian value system of respecting a teacher (Guru).

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Patanjali

There is a Gurubhai culture at Patanjali, a sense of brotherhood and equality — as disciples of the same teacher

*Seniors as a Gurubhai* rather than their boss

Baba Ramdev terms working for

Patanjali as service

for the benefit of the nation

of *swadeshi*, of "Indian heritage"

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Patanjali

**May 26, 2019, Geneva:** Patanjali Ayurved Limited's Managing Director, Acharya Balkrishna received the 'UNSDG 10 Most Influential People in Healthcare Award' on behalf of Patanjali Group of Institutions in Geneva

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## Patanjali

- Patanjali is one of the fastest growing company, in 2006 the growth in turnover was 150%.
- Profits margins around 10%
- Company is investing a lot in research
- Patanjali sells its products though about 5,000 distributors, 10,000 health centers, 100 mega stores
- Besides the retail market it employs more than 15,000 people
- Acharya Balkrishna (born 4th August 1972) owns 98.6% of Patanjali Ayurved, and as of March 2018, has a net worth of US$6.1 billion.

**Growth Rate of 49% over the past 5 years**

**39% Return on Equity in FY 2013-14**

**1200 Crore Annual Income in FY 2013-14**

**Fastest Growing FMCG Company in India**

❖ Tabulated presentation

## IN LEAPS & BOUNDS

The Patanjali growth story so far

| | Revenue (₹ cr) | Net profit (₹ cr) | Net profit margin (%) |
|---|---|---|---|
| 2011–12 | 453 | 56 | 12.36 |
| 2012–13 | 849 | 91 | 10.72 |
| 2013–14 | 1,191 | 186 | 15.62 |
| 2014–15 | 2,006 | 317 | 15.80 |
| 2015–16 | 5,000 | NA | NA |

Sources: Registrar of Companies, Ministry of Corporate Affairs and Patanjali

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Patanjali

- Patanjali enjoys the trust built by Ramdev over the years.
- Baba Ramdev personally take care of everything. He is involved in everything from designing the product to promoting it.
- In fact, he promotes the brand himself and doesn't hire any celebrity to do that.
- He is a credible face when Ayurveda is considered in Indian households.
- Workers have a huge trust in Ramdev. He is Guru to them.
- And working in Patanjali means serving the Guru and who is fighting for a greater cause.

# Overall conclusions

Organizing meaningful and mindful work as main expressions of integrative intelligence aiming a coherent outcome in various ways:

Serving a higher purpose, giving trust and autonomy empowering employees towards high productivity

Integrating actions and thoughts in organizing the structure while respecting the intelligent mindset and possibilities of intelligent systems

# Thank you for your valuable time

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