
POSTER ABSTRACT**Coaching Leadership in Small Scale Normalized Living**

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Antje Proost¹, Griet Robberechts¹: Woonzorgnet-Dijleland, Leuven, Belgium

Our human resources policy not only seeks to anticipate current developments but also wishes to play a pioneering role. This starts with a strong vision in which employees are partners in the organization of care and not mere suppliers of care. Where giving and taking responsibility, open communication and autonomy in connection are realized (and not hollow concepts). This also means that we are a flat organization where there are few or no hierarchical structures. The demand from employees for more collaboration, a different model of leadership, the convergence of responsibilities and authority was a clear message for us to tackle the organization thoroughly. A good organization is crucial for a company to function well. This includes having competent employees, sufficient finances and adequate equipment.

Innovative labor organization

According to the IAO (Innovative Labor Organization) method, we want to examine in each of the four residential care centers how we can come to a team that has sufficient regulatory capacity to

- work autonomously with responsible employees;
- ensure the quality care that we use in our vision;
- have sufficient manageability and flexibility for this;
- create more innovative capacity;
- with sufficient participation;
- in mutual cooperation.

Step by step we discovered that the IAO fits seamlessly with the operating principles of Small Scale Normalized Living. From our strong belief in the power of the capacities and competencies of employees and the continuous will to invest in employees, the step to this new organizational model is a logical next step. An obvious choice that also led to confrontations: how do we distribute tasks and responsibilities in the organization today? Do we really give employees the necessary autonomy that they need? Do we let employees shine sufficiently in all their potential? Do we involve them in those processes in which they need to be involved? Which sub-processes run centrally or decentralized?

With a critical eye and the constant desire to improve, we laid the foundation for the care model of the future.