



Novel Aspects in Facilitating Self-determination in a Self-managing Organization

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Introduction



- Leadership, pay & work design support basic needs, but impact of other workplace factors, e.g. recruitment /induction is unclear
- We don't know how self-managing organizations with minimized hierarchy support basic needs

Research Questions



- How do self-managing organizations facilitate the fulfilment of the three basic psychological needs?
- + What effective, practical means support the fulfilment of the three basic psychological needs?

Methods



- Case study, range of qualitative methods
- Rich data to uncover new means to support self-determination at work

Results: Workplace Designed to Support Basic Needs

← Base: Identity & Values



0. Pre-socialization

- External communications
- Industry events

'(company) has been active in (technology) meetups because for us, community matters.'
- Sr Software Engineer

Results: Workplace Designed to Support Basic Needs

1. Socialization

- Autonomy: discussions on organizational values
- Competence – discussions of the working environment
 - + Recruitment: assignments, expert interviews
 - + Onboarding: tailor-made
- Relatedness:
 - + Recruitment: shared in-group & selection, conversational
 - + Onboarding: support building connections

2. Life: Autonomy

- Base: hiring for value-fit
- Support for autonomous decisions
- Practices & structures for shared and endorsed decisions
- Autonomy-supportive leadership practice

3. Life: Competence

- Base: hiring & selection for needs; the environment
- Range of supportive structures & principles
- Thorough feedback-channels
- Stretching in-role assignments
- Stretching beyond core role

4. Life: Relatedness

- Base: hiring for value-fit, consensualized selection
- Supportive structures; office design
- Minimized hierarchy; symbols & structures emphasizing 'one team'
- Servant leadership ¹, social identity leadership ²
- Highly active Enterprise Social Media



Conclusions: Three Points to Take-away

1 (Pre)Socialization → capability to support basic needs

- Transparency
- Recruiting for value-fit = role-competence
- Onboarding strengthening value-fit; tailor-made

2 Social identity leadership ² → basic needs?

Identity entrepreneurship:

- Crafting what it means to be 'us'
- Openness to exact form
- Authentic, autonomous endorsement

Identity advancement:

- Adding more of the valued in lived experience

Identity impresarioship:

- Integrating the values into structures, events & resources
- + Relatedness; bringing the group together (Leadership) prototypicality:

- Relatedness; leaders as 'one of us'; similar, but different members

3 Self-managing organizations with minimized hierarchy

- Autonomy and competence-supportive by design?
 - Shared leadership → decision making; stretch beyond core role
- Relatedness-supportive by nature?
 - Equality, no power-hierarchies

References

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