

## Summary (final thesis)

Titel: Onder het topje van de ijsberg.  
Het onbewust vernieuwend leervermogen bij procesherinrichting van ziekenhuizen.

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This research discusses the unconscious renewing learning ability of people in organizations. Unconscious renewing learning ability consists of two components; the first element is the ability to examine the influence of the unconsciousness on someone's thoughts and behavior. The second component refers to the ability to use the results of the former to influence and adjust the unconsciousness. In organizational change, the unconscious renewal learning ability is stimulated by means of meetings between different people with interaction, dialogues, shared sense-making discussions and shared processes of reflection. Through the use of the unconscious renewing learning ability, learning processes and process renewal arise.

Reasons for this research have been the many unsuccessful transformations in organizational change. Failure is usually caused by the transformation strategy, which is often rational and systematic, and focuses on consciously influencing and changing the thoughts and behaviors of human beings and organizations. However, human behavior largely consists of unconscious and automatic actions. Although the unconscious does influence the human being itself and the organization where one works, the influence itself is invisible.

In this exploration it has been examined to what extent the influence of the unconscious behavior, the unconscious renewing learning ability, has been taken into account in the transformation strategy of process redesign in three Dutch hospitals. Process redesign indicates a transformation of hospital care process in care pathways, which are specified by patient groups. In order to achieve the research objective, a qualitative exploration has been conducted, consisting of a couple of interviews and reflective meetings with project designers, project supervisors and project members of each process redesign project. This research aims to contribute in the development of successful transformation strategies of process redesign in the hospital care.

As a result of this research, four issues have been identified with respect to unconscious renewal learning ability and process redesign.

The first issue relates to a priority problem. Medical specialists consider the patient as their number one priority. Therefore, discussions about possible problems and solutions considering the process redesign are deferred.

Secondly, specialists usually fail to notice the sense of urgency, which result in a lack of intrinsic motivation to profoundly examine the problems and solution in the care process.

A third problem refers to the hierarchical structure of the hospital. Just a few people have formal competence about decisions related to activities and resources. This results in limited self-organization, with limited possibility for processes of learning and renewal.

The last issue concerns difficultness in meeting the variety and diversity of opinions and points of views of everybody involved in the redesign process, especially, when taking into consideration that most specialties are represented by only one person. Especially the diversity of opinions and point of views stimulates a rich process of learning.