Heads and tails: both sides of the coin: an analysis of hybrid organizations in the Dutch waste management sector
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Appendix 1: Sensitizing concepts

**Dimensions: On which dimensions can an organization be hybrid?**

**Structure and activities**
- What is the legal form of the organization?
- What is the structure of the organization? (important points in the study of the organization’s chart include its functional divisions, the division of power and clues to its managerial dynamics)
- Which activities does the organization employ?
- Are there any written rules or guidelines concerning mixing public and private activities?
- Are the organization’s public and private activities separated from each other in an organizational, financial or administrative sense? If not, why is this not the case?
- How are the costs calculated of the organization’s activities and are those included in its business proposals?

**Strategy and culture**
- How does the organization describe its mission and core values?
- Which global goals does it strive to achieve and what is their relationship with each other? (Global goals can be societal, political or economical)
- How is the organization positioned (as a public, private or a hybrid enterprise)?
- Which groups (or subcultures) can be found within the organization and do they have their own sets of values? How do they relate with each other?
- What are the most common tensions arising between different departments?
- Which professional group dominates the organization? (the technicians, the entrepreneurs, the jurists, …)
- Which characteristics of employees are deemed to be important? (eg, integrity, customer orientation, entrepreneurialism, …)
- Which different atmospheres can be found within the organization?
- Where do the roots lie of the organization and can they still be seen somewhere?
- How best to climb the corporate ladder in the organization?
Governance and politics

- What precisely is the object of governance in the organization?
- Which parties take part in the governance of the organization?
- How is the organization’s internal governance system structured and what is its focus? (eg, integrity, finances, efficiency and effectiveness, legality, performance, …)
- Does the organization describe in its annual report which commercial activities it employs and what their costs and benefits are?
- What does the publicly accessible information the organization provides say about public and private income and expenditure?
- In which way and about which aspects regarding its hybrid activities does the organization provide publicly accessible information? (eg, degree of hybridity and how it is organized; risks of hybridity for the execution of the organization’s public activities, …)
- Do the controller, the internal and external accountant have a role in supervising the organization’s commercial activities? Is there a protocol in which it is described what they especially have to focus at? To who do the controller, the internal and external account report?
- How and regarding which aspects are the members of the supervisory board informed about the organization’s commercial activities?
- How does the supervisory board balance the various interests concerning commercial activities?
- Is there any protection for whistleblowers and / or guidelines for handling complaints?
- Is the organization actively followed and controlled by any external parties?
- With which outside groups does the organization have contacts and which outside groups influence the organization? (eg, customers, (local) politics, collaborators, competitors, banks, trade unions, customer associations, (organized) citizens, governments, media, suppliers, …)
- How is the influence of politics felt in and by the organization?
- How autonomous is the management of the organization in taking decisions? (rule-bound versus non rule-bound)
- How does communication take place within the organization?
Effects: what are the positive and negative effects of hybridity?

Structure and activities
- What kind of activities is employed more or less now or is under pressure?
- Does the combination of public and private activities lead to (tangible) synergy?
- What is the relationship between public and private activities? Do public activities profit from the fact that the organization also provides services for commercial customers or is it the other way round?
- Which way is the organization heading? (towards more public, commercial or hybrid activities)
- What are the most prominent risks hybridity poses to the organization’s strategy?
- How and by who are the risks shared?
- Is it possible to fiddle the cost price?
- Are cross-subsidies possible?
- In how far do the original expectations concerning the organization’s hybridity meet its results?

Strategy and culture
- Are there tensions or clashes between values and / or strategic goals?
- How do they manifest themselves and how are they dealt with?
- Which group’s values dominate?
- Does the combination of public and private values create synergy and how does it show itself?
- Does the combination of public and private values lead to the creation of a specific hybrid culture for the organization and how does it show itself?
- What were the most important lessons and insights in this respect?

Governance and politics
- How are problems / tensions dealt with which are due to conflicting interests by parties in the organization’s governance arrangement? Which group’s interests have the priority?
- How does the combination of the steering impulses of the various actors in the organization’s governance arrangement lead to synergy?
- Do the organization’s regulators have an adequate insight in the effects of its hybridity?
- Which direct and indirect effects of its management does the organization have to take into account and how do they relate to each other? (e.g., societal and/or political legitimacy, strengthening of the organization’s competitive position, quality of public service provision, satisfaction of shareholders, …)

- With which external parties does the organization have conflicts and how are they dealt with?

- Is the organization’s societal legitimacy higher because it also provides commercial services?