



**ORGANISATIONAL DIAGNOSTICS
AND
PLANNED ORGANISATIONAL CHANGE**

**AN APPLICATION OF AN ADAPTED VERSION OF SOFT SYSTEM
METHODOLOGY :**

THE CASE FOR A PRIVATE HEALTHCARE INSTITUTION

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To Him be praise forever.

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EXECUTIVE SUMMARY

THE RESEARCH PROJECT

This is an exploratory, qualitative study that utilises an adapted version of Soft Systems Methodology developed by Dr Mohd. Yusof Omar, to conduct an organisational diagnosis and plan interventions for change for a complex organisation. The target of the study was the 15-member senior management team of Subang Jaya Medical Centre (SJMC). Data was collected over a period of 8 months (Jan-Aug 2001), via participant observation using the framework of action research.

THE FINDINGS

It was determined that the organisation exhibited borderline capability to weather anticipated changes in the future, due to the composition of its current management team and their internal dynamics. It was recommended that the key intervention to be made was a facilitated process consultation to review the current gaps in the Quality System, and, flowing from there, to address the issues raised and agreed upon within the management team. The criterion for identification of gaps or critical success factors was the mean score of <4 on the diagnostic elements and their link to the Quality System. However the question remains as to whether the team members themselves would respond to such an initiative – given that they exhibit reluctance to change their way of inter-relating. To achieve a measure of success the initiative to change would require a champion – someone who would challenge the status quo, and act as a catalyst.

THE METHODOLOGY

The Model of Organisational Diagnosis and Planned Change developed by Mohd. Yusof Omar, involved the use of a Likert-based measurement instrument to assess the organisation on the following structures and systems:

1. The Self Actuation Structure
2. The Individual Actor System
3. The Group Actor System
4. The Dissipative Structure System and
5. The Six Level Organisational Diagnostics

The findings of the diagnostics were then matched against the ISO 2000 system requirements, and, also the conceptual model of the Quality System currently implemented in SJMC. The gaps so identified were the critical areas that required intervention.

The intervention approaches were drawn from the intervention model developed by Cummings & Worley (2001). The selection of appropriate interventions and their implementation priority were done by the researcher based on the analysis of data, and her understanding of the cultural perspectives of the organisation.

The selected interventions were then scheduled on a Gantt chart Action Plan format for presentation to the organisation.

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