

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.