action given the individuals involved, and the difficulty in obtaining a skilled T-Group facilitator that would gain the trust of the individuals concerned.

5.1.2 Phase B: Strategic Interventions.

The possible options for strategic intervention are given below:

- Integrated strategic change
- Trans-organisational Development
- Mergers & Acquisitions
- Culture Change

SJMC being currently, a one-facility organisation, would not be open to consider the second and third options at this time. However, there are good reasons to consider integrated strategic change and culture change. The table below presents the related views on this.

Exhibit 31: Strategic Interventions

NO.	STRATEGIC INTERVENTIONS	APPROPRIATE FOR SJMC	REASONS	PRIORITY I – immediate II - development
1	Integrated strategic change	YES	The Management Team would need to review the focus of the organisation and realistically view its position vis-à-vis its industry structure and the new competitors coming in. This will then relate to its focus on customer service and service delivery options that are competitive. There will need to be changes made in workflow and systems as well as, staffing and performance management issues. There is a possibility that there should be changes made within the management team also, or a re-defining of its roles and responsibilities.	I
2	Trans-organisational Development	NO	Not at this time.	-
3	Mergers & Acquisitions	NO	Not at this time.	-
4	Culture Change	YES	Over time, SJMC needs to develop key behaviours tied to their core values and mission that will promote a positive culture change that is more open and receptive to new ideas and innovations. This would give it the new impetus to be self-evolving rather than conservative.	II

The options of Strategic Intervention and Culture change would have to be selected and begun. These will involve various activities that would take a period

of time and therefore they might need to be started off and then run concurrently with the following Phase C, the Techno-structural and Human Resource interventions.

5.1.3 Phase C: Techno-structural and Human Resource Interventions

The possible interventions are :

a)   Techno-structural Intervention:

- Structural Design
- Downsizing
- Re-engineering
- Work Design
- Total Quality Management

b)   Human Resource Intervention:

- Goal setting
- Performance Management
- Reward Systems
- Career planning & development

The table below presents the related views:

Exhibit 32a: Techno-structural Interventions

NO.	TECHNO-STRUCTURAL INTERVENTIONS	APPROPRIATE FOR SJMC	REASONS	PRIORITY I – immediate II - development
1	Structural Design	POSSIBLE	Based on the results of the Process Consultation in Phase A, this could be an option to re-structure from a functional design to a matrix design. The decision would have to be reached within the management team.	II
2	Downsizing	POSSIBLE	This has implicitly begun with the policy of non replacement of staff from non-critical roles.	On-going
3	Re-engineering	NOT LIKELY	The organisational culture would be more receptive to something gradual.	-
4	Work Design	POSSIBLE	This may help to build employee morale and motivation – and should be considered.	I
5	Total Quality Management	YES	This is already in place – though not fully implemented. There needs to be more commitment towards the later phases of measurement and monitoring for corrective actions.	I

Exhibit 32b: Human Resource Interventions

	HUMAN RESOURCE INTERVENTIONS	APPROPRIATE FOR SJMC	REASONS	PRIORITY I – immediate II - development
1	Goal setting	YES	This should be put in place to ensure that company objectives are synchronised with departmental and individual performance.	I
2	Performance Management	YES	A performance management system should be set in place to ensure that the compensation systems are fair and reward the right behaviours.	I Pilot project has just been implemented.
3	Reward Systems	YES	This should be reviewed and non-healthcare professionals who hold pivotal roles should be recognised on their functional industry structure. A more innovative reward system needs to be designed to cater to the pull factors for skilled professional healthcare staff from new establishments, as well as, overseas.	II
4	Career planning & development	YES	A programme for career pathing should be set up to create a sense of loyalty for staff who are career minded – so that they are more inclined to grow with the organisation. More importantly a special career development programme for the management team that would promote more balanced personal development of individual team members.	II

5.1.3.1   Techno-structural Interventions

These interventions are required to smoothen out the work flow and promote a healthier working environment. However, the exact nature of the changes required can only be specified after the process consultation with the management team, who will need to agree on the accepted behaviours and norms that will guide the organisation in future. These norms and behaviours should be linked to the mission, objectives and strategic intent of the organisation such that there is a seamless practice of the behaviours that contribute to the overall quality objectives.

5.1.3.2 Human Resource Interventions.

The human resource interventions are basic towards a re-vamping of the human resource systems to make them more relevant and linked to key business objectives. These actions will move the human resource function from a caretaker function of payroll and benefits administration to one of a key player in contributing to the strategic intent of the organisation by linking rewards to desired performance.

There could also be further improvements in the human resource function, as for example, improving the recruitment and selection methods, and the employee recognition initiatives. However, all these would flow naturally from a successful process consultation that would include a survey of the critical success factors already identified.

5.1.4 Summary of Interventions Recommended

The list of interventions so far identified will need to be scheduled and planned to ensure that they are paced in way that gains the acceptance and commitment of the parties concerned. Whilst the interventions initially will address the management team, the later phases will impact the whole organisation, and this needs to be clearly agreed on from the outset, and planned.

The table following presents the selected interventions in summary, with their priority listing, anticipated duration in work-days, and estimated budget. The concept of work-days involves the calculation of the sum of accumulated work-days per person for the target group involved in the intervention process

Exhibit 33 : Summary Table of Selected Interventions

NO.	INTERVENTION	PRIORITY		DURATION IN WORK-DAYS PER EVENT	ESTIMATED BUDGET
1	Process Consultation	I		15X4 = 60	Accumulated salary costs for the team for 4 days
2	Third Party Intervention	I		Together with above	Consultant costs 5,000 x4
3	Teambuilding		II	15 X 2 = 30	Team salary for 2 days Training costs 4000x2
4	Inter-group Relations		II	Together with above	Together with above
5	Integrated Strategic Change	I		As decided on by the team	To be determined on agreement of actions
6	Culture Change		II	As decided on by the team	-ditto-
7	Structural Design / Downsizing		II	As decided on by the team	-ditto-
8	Work Design	I		As decided on by the team	-ditto-
9	Total Quality Management	I		As decided on by the team	-ditto-
10	Performance Management systems & Goal Setting	I		As decided on by the team	-ditto-
11	Reward system review		II	As decided on by the team	-ditto-
12	Career planning & development		II	As decided on by the team	-ditto-

A proposed action plan is drawn up to facilitate an implementation roll-out of the different phases of intervention. The action plan is provided on the following page.

Exhibit 34: PROPOSED ACTION PLAN FOR SJMC

IMPLEMENTATION ROLL-OUT FOR SJMC - MARCH TO JUNE 2002
ACTION PLAN - 1ST QUARTER

NO.	ACTIVITY	PRIORITY	March				April				May				June			
			wk1	wk2	wk3	wk4	wk5	wk6	wk7	wk8	wk9	wk10	wk11	wk12	wk13	wk14	wk15	wk16
1	Process Consultation with external facilitator-3rd Party	I																
	-present project to management for approval																	
	- schedule session dates																	
	- session documentation and feedback																	
	-activate decisions reached																	
2	Teambuilding	II																
	- planned group sessions to promote better understandi and relationhips within the mgt team																	
3	Intergroup Relations	II																
	- to be developed together with the Teambuilding initiative																	
4	Integrated Strategic Change	I																
	- announcements of change initiative and first steps at implementation																	
5	Culture Change	II																
	- activities targeted at supporting strategic change initia training, communication and internal marketing																	
6	Structural Design / Downsizing	II																
	- as needed depending on process consultation decisions																	
7	Work Design	I																
8	Total Quality Management	I																
9	Performance Managements Systems & Goal Setting	I																
	- activities 7-9 to be implemented as decided on at the process consultation meeting and monitored regularly																	
10	Reward system review	II																
	-to be implemented with management team consensus change has brought positive outcomes																	
11	Career planning & development	II																
	- career planning & development programmes to be launched from management team and cascaded down																	
12	Management Review to Assess Impact																	
	- scheduled special review to monitor impact of change initiatives began in March																	

5.2. Conclusion

The recommended interventions propose broad sweeping changes to the organisation based the critical success factors indicated and their impact on the quality system of the organisation. However, keeping in mind the diagnostic findings, we also note that these recommendations may or may not be accepted by the management team. It is clear that whatever the weaknesses we have identified thus far, the organisation has fared well over the last 15 years since it was founded, and is standing on solid ground as far as its survival is concerned.

However, the future promises various challenges for private healthcare in Malaysia, and the question that remains to be answered is whether, given the composition and working style of SJMC as it stands now, whether it is prepared to face the challenges of the future. The strong conservative element among the management team is a critical factor that cannot be ignored – and it is this that might yet determine the viability of the organisation in the coming years.

With impending globalisation and increased competition, the comfort zones may no longer be safe ground on which to stand and build a defence. It will be up to the few individuals of the team who exhibited stronger characteristics of self actuation and dissipative elements that may need to spearhead activities for the future. This can only happen if the balance of power is re-aligned, or if there is more co-operation between the two factions in the management team. It is anticipated that a successful process consultation would provide the impetus for such a change.

The action plan offered may be used as vehicle for change, provided it has an appropriate champion. The likely candidate to carry the message is the TQM Administrator who is also the Quality Management Representative. Provided she can lobby the necessary support from the rest of the team, she may yet be able to set the ground for rejuvenated organisation.

In the final analysis, the viability of SJMC in the long term will be determined by its capacity to adapt and respond effectively to new and demanding challenges. The organisation would need to move from conservatism to a state of bounded instability or dissipativeness in order that it can seek a new equilibrium. To paraphrase the words of Rosabeth Moss Kanter, *"The elephant must learn to dance".* In order to do this effectively, the key individuals would need to self reflect and review their contribution to the organisation in a holistic manner, with an openness of mind and spirit that will challenge their world views and accepted behaviour patterns. There needs to be a close merger between the individual actors and the organisation as an actor system in itself. The forces need to act as one with one goal and direction.

The coming years and development in the industry and economic situation will be crucial to the viability of SJMC. It will face organisational turbulence if it chooses to ignore the signs and stay in the same mode. It would a matter of interest to observe the development of the organisation in the next few years, in parallel with developments in its competitors in the industry. Further studies or comparative analysis would shed further light on the situation for industry watchers.