

LEADING SUSTAINABLE COMPLIANCE THROUGH PEOPLE CENTERED ORGANIZATIONAL DEVELOPMENT: GATES' 5DS LOOP METHODOLOGY USING SEAM TOOLS

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ABSTRACT:

Standardization of performance is a progressively emphasized strategic direction for many organizations as a tool to assure predefined levels of quality for products and services. In healthcare, an increasing demand for better quality & safety of services has been witnessed for the past twenty years where market competition is growing, the expectations of patients and payers are elevating, and organizations are demanding accreditation standards as contractual requirements. Accreditation was created to serve as a tool for quality improvement. However, it is seldom considered by staff as, merely, extra work. This is diminishing the sense of ownership of change, and thus affecting sustainability of performance the day after accreditation. This creates a critical challenge for policy makers and healthcare managers that have to choose the appropriate accreditation organizational methodology to reach, not temporary, but sustainable compliance. This paper studies the impact of implementing 5Ds Loop methodology created and used by GATES management consultancy firm (since 2006) with its last updates (in 2016) after integrating many of SEAM principles and tools (Socio-Economic Approach to Management created by ISEOR) to form a people-centered, holistic organizational development meant to lead to sustainable compliance. 5Ds involves active listening in **D**agnosis of strengths and weaknesses, management capacity building in **D**eveloping potentials, teamwork in **D**esigning solutions, support in **D**oing and implementation, and empowerment in **D**riving from within.

Results from GATES interventions especially those harvested from a hospital case study shows how compliance and accreditation could be a result of a smooth metamorphic change process starting by following the 4Ps sequence. Starting by empowering **P**eople who create better **P**rocess leading to a compliant **P**roduct getting accredited with a high rank and consequently producing **P**rofits and intangible gains.

Keywords: Healthcare, Hospital, Sustainable Performance, Organizational Development, Accreditation, Change management, People-centered, 5Ds Loop, GATES, SEAM.

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COMPLIANCE CENTERED CHANGE

In the past years, standardization of practice and compliance has become a main strategy guiding decision making in organizations. This applies as well to healthcare, where health policy-makers are as well as upper managers of healthcare organizations (HCOs), swept with accreditation and certification of HCOs, where accreditation has become an indicator for better quality and safety of patients and their families as well as a tool for enhancing their public image and attracting recognition. However, taking into consideration the experience of healthcare organizations worldwide, and the way they are managing compliance focusing on documentation, impacts of accreditation on safety and quality of services is yet not strongly evident. (ISQua Tokyo Annual Conference, 2016).

Hence, the market of healthcare is bombarded with obligatory and voluntary standards like ISO and national accreditation standards, and HCOs are investing a great deal, concentrating on accreditation beyond investing in implementing quality improvement initiatives of proven impact. Based on Gates auditing, training, & consultation experience in more than 250 organizations mainly in healthcare, the focus on quality management is becoming more dominant than focusing on the quality of management. This seems like working on the effect more than working on the cause as well as focusing on one function of management which is control, rather than strengthening management practice holistically by empowering planning, organization, leadership, and control altogether. This is causing the organization to be contaminated by a virus we, at Gates, call the Compliance Centered Change virus (Triple C Virus) where the main focus in change management and organizational development is compliance and standardization.

THE NEED FOR SUSTAINABLE COMPLIANCE

Based on our observations and interventions in organizations having CCC virus, compliance that is mainly mechanical, is suffering from fluctuating sustainability. Greater emphasis of upper management is on process and outcome improvement rather than staff capacity building, teamwork, and satisfaction. In addition, it is observed that there is a deficiency in a prerequisite effective

management practices and an integrated multidisciplinary capacity-building program resulting in a common language. Moreover, externally packaged standards, and accreditation compliance management are being utilized to pressure the people of the organization, when those must be engaged and worked with, in a manner leading to metamorphic change coming from inside. This lack of metamorphic style has led those people to lose ownership of the change process and perhaps view it as a burden rather than an opportunity.

All this led us to believe that putting people at the center rather than the process in this “4Ps Sequence”: People→ Process→ Product→ Profit. This makes it more cause-effect based and sustainable. Hence, accrediting people based on competence, productivity, and satisfaction is a prerequisite to accrediting organizations as per Gates interventions and approach. Consequently, Gates Group has spent years creating, testing and improving its organizational development methodology called 5Ds Loop.

5Ds stands for: Diagnosis, Develop, Design, Do, and Drive. 5Ds works through engagement of people & development of their management multidisciplinary skills.

The main challenge with accreditation of hospitals in developing countries is non-sustainability of performance improvement initiatives. Once the auditors steps out of the door, things go back to the way they were until they return years later, where things are fixed temporarily mainly on documents to earn accreditation once more.

Methodology

The main purpose of this study is to test the impact of the 5Ds Loop methodology on sustainable compliance to standards in a hospital setting. This methodology complements the Socio-economic Management theory (SEAM), and consists of three main pillars:

- Human-centeredness and ownership of change,
- Capacity building of key persons,
- Technology management, especially automation of procedures and documentation.

This study uses an action-research approach as described by Susman and Everet (1978) to test a solution concept. There are many different types of action research (Kemmis & McTaggart, 2000). Susman and Evered adopt a specific interpretation of action research that fits the purpose of testing solution concepts. They state that action research has six characteristics: a) Action research is future oriented, aimed at creating a more desirable future. b) Action research is collaborative, creating interdependence between the researcher and the client system. c) Action research implies system development, generating mechanisms for problem solving in the client system. d) Action research generates theory grounded in action by applying theory in diagnosing situations and developing interventions, and by evaluating interventions to test the underlying theory. e) Action research is agnostic, acknowledging that every situation is unique and may require reformulation of previously developed interventions. f) Action research is situational. Susman and Evered propose a cyclical process of action research, as shown in the cyclic model of the 5Ds Approach.

Based on the above mentioned pillars, the 5D Loop Methodology follows several steps and uses multiple tools; some of which are in-house developed and some are adopted from other OD methodologies, such as SEAM and TQM. This methodology includes collective tools using the power of each tool to integrate with other tools in the Methodology aiming at creating greater impact.

Based on the SEAM approach, Gates has developed an OD Methodology that follows Gates' philosophy, pursued defined steps, and uses reliable tools, seeking OD that will not only deliver economic performance, but will sustain that performance, since the economic performance is made by the people of that organization, and since this approach deals with training these people and rendering *them* capable of performing and achieving and enhancing economic performance. Therefore, it is about developing the organization through developing its basic elements, developing its **people**.

This Methodology also targets the reduction of hidden costs, those which are not accounted for in other methodologies, and which cause much inefficiency and loss, hindering the realization of optimal performance.

Gates Philosophy, upon which this methodology is based, states 9 key points;

The first item is: an organization is a living system: Connecting familiar, yet very different concepts helps to bring about greater understanding to complicated topics. For example, the best analogy for an organization is to be viewed as a tree. Interestingly, Hank Moore described the analogy of growing a business to growing a tree in his book "The business tree" (Moore, 2009) (Figure 1).

In his business tree, the **roots** are the basic structure of the tree which gives it its strength. In the business tree, the roots are the organizational structure & management team. The shape of the tree will depend on the shape of the roots - the **visionary management**. With proper nourishment, the business tree will achieve healthy growth by growing steadily, optimally, and profitably. With neglect, the "business tree" will never reach its potential and eventually die.

However, in Gates' Organizational Tree, the **roots** represent organizational structure and management. They give strength to the organization, and they determine its eventual shape. They are crucial for the vision and survival of the tree/organization.

The **branches** are the processes, through which resources flow in order to reach the leaves. Proper yearly care of the tree is similar to the yearly planning cycle. Without effective planning cycle, the tree stops growing. Some of the ineffective or malfunctions of the existing processes must be "cut off", so that the other parts may optimally use the resources, and flourish. Trimming the ineffective branches is like OD or business process re-engineering.

The **leaves** are the ideas, their resources come from the roots, and they complete the nourishment of the tree by interacting with the external environment to produce further resources for the growth and end-products of the tree. The leaves exchange resources with the external environment, and they give hormone to the tree, to be used in making the flowers and the fruits. Similarly, in organizations, these ideas create produce for new products in the organization, they exchange with their environment and they feed the tree, complementing the roots. Moreover, having many leaves gives the image of a very productive tree.

Flowers are accreditation. They are the stars hanging on the tree, appealing to viewers, and the pride of the organization. They are the result of the

tree/organization's hard work, and are generally a nice way to show productivity. But they are not the end-product.

The main reason for the existence of the tree in relation to its environment is generating **fruits**. In organizations, they are the services or products that the organization gives; the end point of all the work. The good quality fruit with profitability quantities are only produced when good care of the tree is in process.

To weather the forces of change that naturally occur in the marketplace, the healthiest "organizational trees" have a management culture that takes the time "to understand how the company has grown" and analyzes "the relationship of each branch, twig, and leaf to the others."

Healthy, nourished, and growing business trees always:

1. Give customers products/services they cannot get elsewhere
2. Offer products/services at reasonable prices
3. Have leaders whose can-do spirit seeps throughout the total organization
4. Create an employee culture based upon trust and empowerment
5. Respond to the always-shifting winds in the marketplace
6. Foster collaboration and knowledge-sharing between all departments
7. Realize success is not an entitlement, but rather the by-product of smart and ethical growth strategies.

Just like all healthy trees grow, all healthy businesses will grow. Proper nourishment by mobilizing resources is the key and companies that "plan to grow and grow by the plan" will build strong roots with a dense trunk, creating a regenerative and expanding system of branches, twigs, and leaves.

Both companies and trees must sustain growth while maintaining core values. They must be flexible, changing and shifting while keeping roots/principles intact. Creating this balance can be a significant challenge, but it is vital to thriving trees and innovative companies.

This philosophy complements that of the 5D Loop methodology and SEAM. Just like SEAM philosophy, our organization tree is alive and depends on its roots and must be developed by giving its roots what they need in order to change it and improve. Furthermore, the tree changes through a natural process from within and nothing can grow a tree but itself. Even when the farmer uses fertilizers to make more fruits, this change would not be sustainable because it didn't come from within the tree.

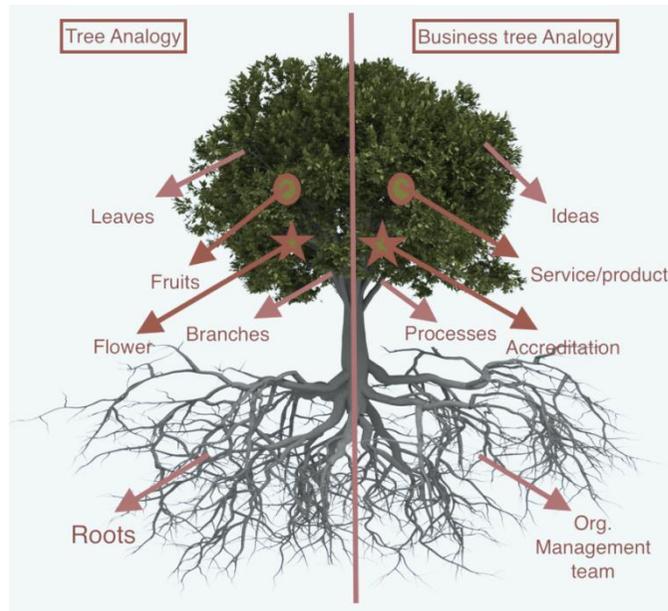


Figure 1: The Organizational Tree
 Source: Gates Group (Olleik & Al-Rabbaa)

The second item of Gates Philosophy is: believing in people. But first, one must understand people, and know that people are *learners by nature*. Humans have come a long way in their endeavor for perfection. They have the innate love for learning, and consequently for those who teach them. People of the organization are **eager to learn**, and they are thirsty for development. When they are asked about their problems, and when they see hope for change and can trust the facilitator, the spark for change begins and they become eager to learn. People are also **strategic**; they know what they want, and how to get it. The leaders must never underestimate that. They are also disobedient by nature. It is only natural that people tend to stay in their comfort zone, **resist change**, but also fear it, because they fear what they don't know. Once the OD practitioner understands that, he will realize that people need to be led along a way they know, have to start with ways they understand, and surely not drastically change their habits. SEAM assumes that people are **actors**. They are constantly acting their roles in the organization, and the management is also acting its own role. The OD practitioner must transform these people from actors to believers. They must come to believe in their role in the organization, that they are an essential part of it, and the impact of their change movement.

Third is Effective listening; as per SEAM, people want to talk, the management must listen. Just like a doctor diagnosing a patient, the facilitator is diagnosing the organization. As mentioned earlier, the patient tells the doctor the diagnosis, the latter must only listen effectively to solve the case. The facilitator must practice cognitive interactivity; when the ideas are in the minds of the people being interviewed; those ideas are in the gaseous state. When they say them out loud to the facilitator, they are transformed to the liquid state,

beginning to take shape. After that, as the facilitator writes them down to act upon them, they are hence in the solid state, and no more disregarded.

Another point worth mentioning in this item is Contradictory inter-subjectivity. In reality, people have different views, perspectives, and agendas. It is only natural that their ideas may oppose and they will disagree. The facilitator must be aware of that, and must exploit diversity as a factor of richness, cherish the differences, and act like every one's opinion is valid.

Forth, capacity building; accrediting organizations might be a mainstream method for increasing revenues, market share and profitability. Nevertheless, since people are the main elements of the organization, accrediting people has found much success in raising productivity, minimizing costs, and improving profitability. When people's capacities are built, they present better teamwork, better knowledge of their work, healthier communication and stronger cooperation. Especially in diverse multinational organizations, where there is no common language or similar culture in the workplace, capacity-building will tear down that barrier, create a common language, and improve relationships and leadership.

The fifth point in the Gates philosophy is: be a leader. Gates believes that leadership is neither fully innate, nor fully acquired. Leadership is a continuum. Since leadership is defined by the influence one has on others, there are levels of leadership i.e. the extent to which one can influence others. One leader may drive people to the point where they are ready to give their lives to his cause, while another leader may only drive them to donate money, when they are not willing to die for his cause. This "leadership dose" depends on several factors: traits, skills, behavior, and agility.

Some people are born with the predisposition for leadership; they possess leadership **traits**. These people, if not trained to acquire the next level (**skills**), they have a certain, limited leadership dose. But when trained, they acquire those leadership skills. Only then, they are raised to the next level of leadership. The third level is attained when one's **behavior** is suitable for the situation, for the follower's traits and culture, and so on. This is when the leader is able to analyze the many factors that must influence his leadership style. The final level of leadership is when the leader learns to be **agile**; to be flexible, and change his leadership style according to the factors analyzed in the third level.

Four quotients make up a leader: Intelligence Quotient (IQ), Emotional Quotient (EQ), Social Quotient (SQ), and Knowledge Quotient (KQ). Each of these quotients can be attributed to one of the levels expressed above, just like IQ, the only innate quotients, is parallel to the first level-traits, and the other acquired quotients KQ, SQ, and EQ, may be attributed to the second (Skills), third (Behavior), and forth (Agility) respectively.

Through leadership, the change catalysts will be empowered. Hence, resources will be allocated wisely, and metamorphic style of leadership will prevail. The metamorphic style refers to the state beyond transformation; metamorphosis will change the whole living thing, naturally, and internally, to become developed, improved, and more mature. The goal of metamorphic leadership is to upset the status quo. It does not settle for the habitual processes. It does that by changing the rules, challenging the existing, to bring out the better. It is motivated by the greater good, and interdependence of the leader and

follower is the main driver of that relationship. It feeds the highest needs levels (self-actualization) and its performance results are extraordinary.

The sixth item in Gates Philosophy: provide holistic solutions. The balance between structural and behavioral interventions must be kept; as well as the balance between context specificity and generic contingency. What this means is that the facilitator must know the OD intervention methodology, but also the specific context of the industry being dealt with, and the organization being developed. Also, sustainability is a fragile facet. Only holistic solutions can preserve it. Looking at the whole organization may lead to the surfacing of the real problems, whereas focusing on only one aspect may hinder the understanding of the challenges. Holistic solution also means that both qualitative and quantitative data must be used in order to view the bigger picture. The facilitator may go gradually through the 5Ds Loop methodology, but s/he must always have a comprehensive vision.

Then, there is “improve economic performance”: any organization that wants to survive, let alone succeed, must always seek to improve its economic performance. In order to do that, the organization must account for the Gross Profit per Staff Hour instead of ROI. This stems from the “potentials” visualization of people, rather than viewing them as overheads.

The final item in the Gates Philosophy is innovation. Innovation is a key success factor for any change process. Change without innovation is worse than not changing at all. It surpasses creativity and is a success factor for any organization that wants to survive in the ever-expanding competition.

This methodology works through *appreciating, listening, teaching, and empowering* people. The competent people are the main success factor for achieving quality results. Quality of services is not a mere compliance to a set of statements of expected performance. What defines the quality of the service is the provider of the service.

In healthcare particularly, due to the lifesaving nature of this industry, service quality is crucial. This methodology considers the competencies of the service providers to be the hallmark of the quality of care.

The Preparatory Phase: During the phase of the project, the intervention team understands the organization’s goals and objectives and the normative references that the organization is to be compared to. In return, the top managers are informed of the methodology and plan. The commitment of the top management to the success of the project is ensured, because any performance improvement initiative is doomed to fail when the leaders do not believe in it. Once this is achieved, the people of the organization will feel hope and believe the management’s commitment to improvement, which will motivate them to participate.

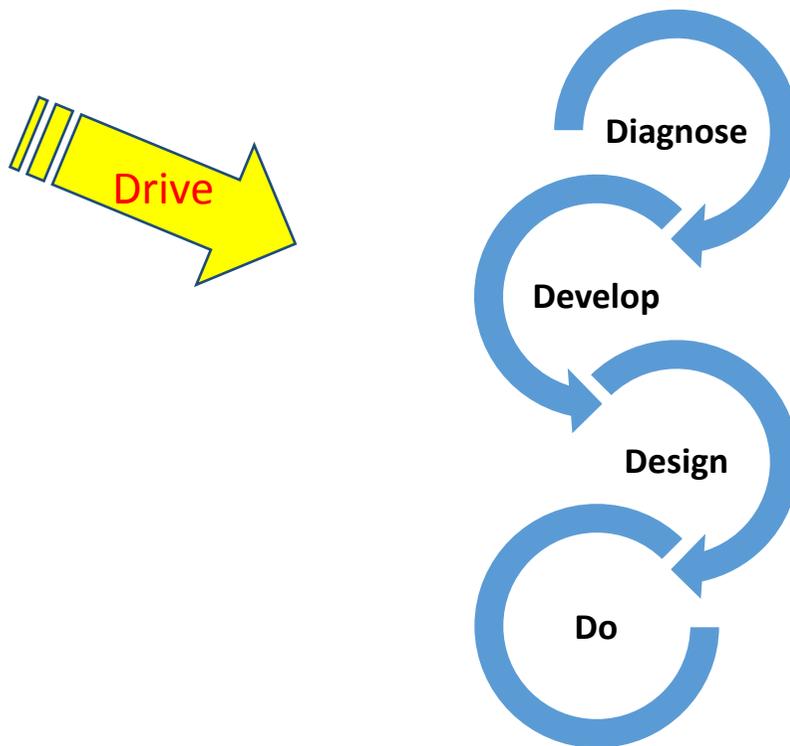


Figure 2: the 5Ds

The steps of the methodology were as follows:

1. **Diagnose:**

At the debut of the project, we conduct a baseline assessment of the organization, through two methods: a) standards review, comparing the performance of the organization to the normative reference chosen by the organization, and b) interviews conducted with heads of departments and middle managers. We refrain from communicating the baseline results--which are typically low--with the people, stemming from our belief of the detrimental effects on their motivation and will to participate. However, top management is well-versed of the baseline results.

The standards review is followed by a Gap Analysis, defining the difference between the reference and the actual performance.

In the interviews conducted with key staff, we use SEAM's HORIVERT method. We listen to the people; just like a physician diagnoses a disease by listening to the patient. The direct interviews are followed by focus-groups discussions, aiming to identify the main dysfunctions they perceive to be hindering improvement in the organization.

After obtaining a sufficient number of dysfunctions, the facilitator reflects his perception and groups these dysfunctions into themes and sub-themes of dysfunctions.

2. **Develop:**

Developing the potential and the skills of the people is hallmark of the 5Ds Loop methodology. The middle managers underwent training on topics such as Executive Quality Management and Financial Management. A wide array of managers and senior employees were trained in a participatory manner, based on the needs identified in the first diagnostic phase. The training sessions aim to unify the language of the managers, to provide common skills required in all positions, and which will enhance the communication between them. After Competency Grids were filled, the dysfunction seemed to be the lack of competencies in management position.

Training should reach level 3 & 4 which is change and behavior and producing impact as per Kirkpatrick's Training Evaluation Model.

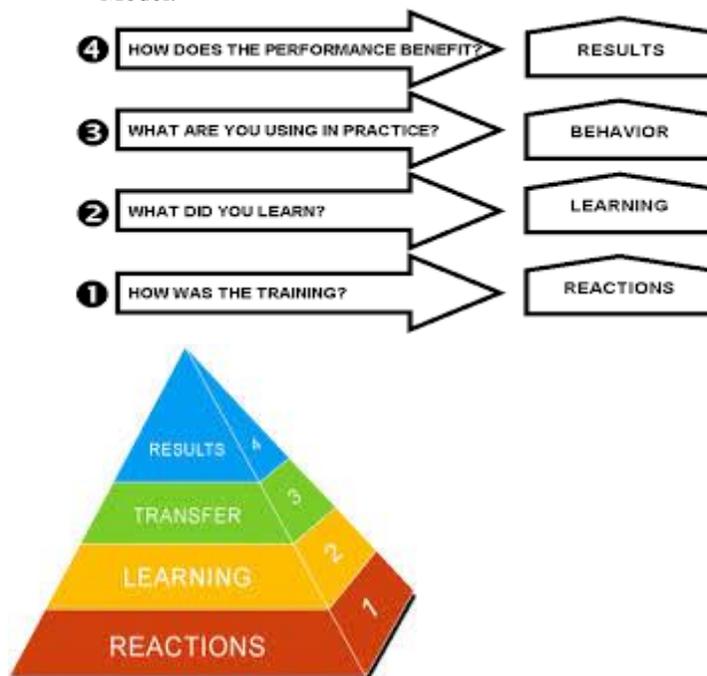


Figure 2: Kirkpatrick's Training Evaluation Model

Source: (Kirkpatrick & Kirkpatrick, 1994)

Design:

Empowered managers design their organization. In this step, the organization's people create the structure of their work, gaining ownership of this change. We believe that once the people are persuaded, they will give and they will sustain. The middle managers are enabled; they organize their processes, their workflows, and their documents.

In this step the staff, with the facilitation of the mediator, will design the new departmental strategic & operational plans with performance indicators targets. The staff will establish IESAP through

recommending adjustments in organization setup (organizational structure, policies and procedures, and job descriptions).

The tools used are SEAM's Adjusted HORIVERT, PNAC, hidden cost calculations and Economic Balance.

The planning cycle can be described as two types. The *regular comprehensive planning cycle* is an annual process that includes the general PI plan, while the *problem-specific planning cycle* is triggered by a problem raised by the people from many sources or departments. It may be performed more than once yearly (e.g. quarterly).

Governance & Organization Foundation:

A preliminary strategic plan was set with the participation of the senior employees and middle managers. An organizational chart is the first step towards the organization or reorganization of any institution. Therefore, an organizational chart was set, as well as the Terms of Reference of the executive committee, hospital committees, a list of processes of each department, and job descriptions of senior and middle managers.

Performance Management:

With the facilitation of the intervention team, the middle management then sets the performance policies, processes, and the tools it shall use for monitoring, such as key performance indicators, performance appraisal procedures, progress reports, customer feedback...

At this point, the management team has gained competencies, has communicated the plans and new policies and procedures to all staff members, and is persuaded of the change initiatives being made, because they are their own.

3. **Do:** After the system has been designed, the people have been trained, and the procedures have been set, the system starts to move smoothly through a series of monitoring and evaluation procedures that generate data, analyzed and checked by managers and supervisors. The unsatisfactory performance indicators, generated through staff and patient surveys, KPI measurement, and performance appraisals, are treated as new dysfunctions. This activity is the new diagnostic phase which starts the new 5Ds cycle. Note that the normative standards are not introduced to the people in the first cycle. That is due to the fact that this methodology does not intend to change the habits of the employee or impose any obligations. Rather, the people believe in the change, are rendered eager to learn, and are satisfied.

In the second cycle, however, the diagnosis—or, re-diagnosis—of the organization happens in a participatory manner with the facilitator as well, but to a lesser extent than the first. During this cycle, continuous quality improvement is introduced, which will teach the people how to resolve their dysfunctions on their own.

The third cycle of the loop is where the standards are introduced. The people are prepared to tackle any non-compliance issue; they are equipped with the assessment techniques to identify them, and are well-versed of the required know-how to solve them. The fourth cycle marks the introduction of the first mock audit by an external body. At this point, the organization has enough maturity to accept the results, eliminating the risk of resistance to change.

4. **Drive:** The fifth “D”. This is not a regular chronological step, rather a continuous effort to transform the people along the change continuum. Change is crucial for any development initiative, driving that change is key. The velocity of change is set by the moderator as necessitated by the people. Leadership behavior is dictated by the way the leader envisions the people (Olleik, 2017). Gates’ 5D Loop methodology follows the principles of loving and caring. When the facilitator and the intervening team lead the change by transforming the people through listening to them, and through moral incentives and refrain from telling them what to do, but guiding them to create their *own* change, resistance to change is minimized, and performance is improved sustainably.

5Ds Loop & Performance Improvement

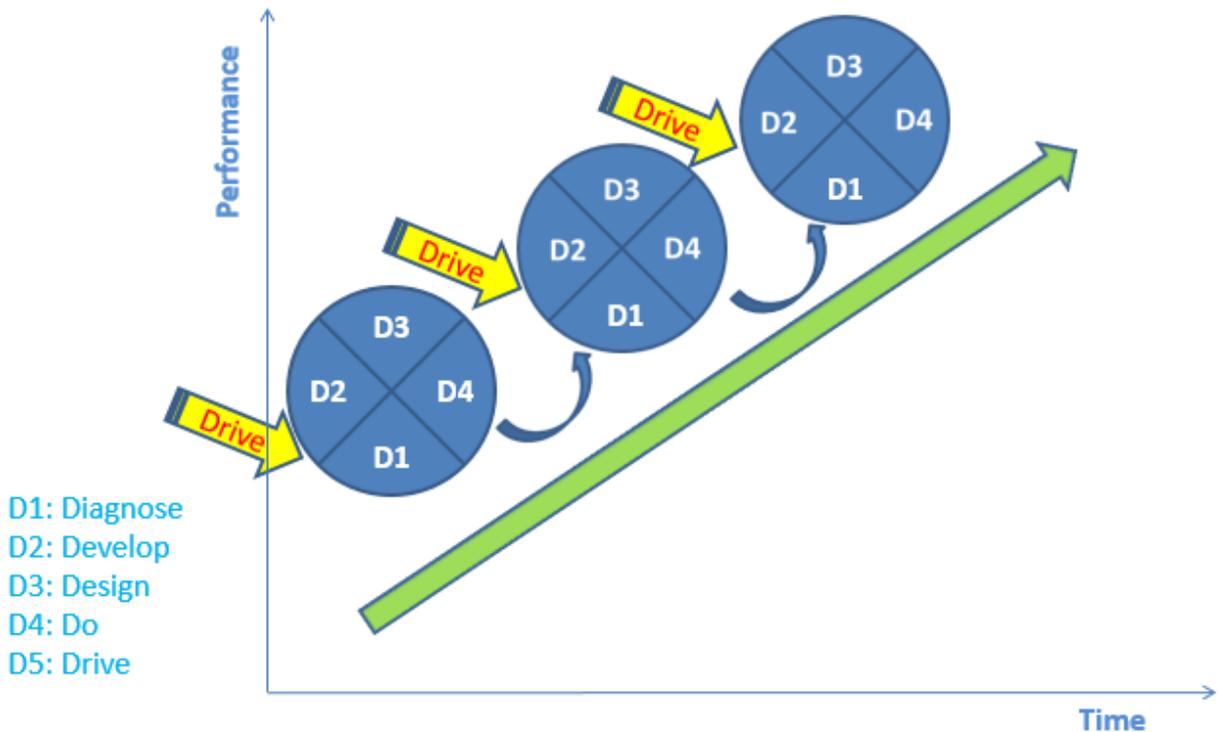


Figure 3: Increasing performance with time through the 5Ds Loop Methodology
Source: Gates Group

The Figure above, copied from Gates consultancy procedure, represents the repetition of 5 Ds in its 1st cycle where you complete it in an unperfected but comprehensive way. In the 2nd cycle, staff shall be able to improve their

performance based on re-diagnosis and situation analysis where they close more loop holes. In the 3rd cycle of 5Ds Loop, we introduced standards and guided the staff to complete self-assessment and integrate non conformities within the pool of dysfunctions. Upon completion of more cycles, and closing loops, we introduced the concept of external auditing after staff demanded this to assure their performance level. This how the process went smoothly & metamorphic until we reached readiness to compliance where the journey of sustainability and continuous improvement starts.

RESULTS

The intervention led to a steady increase in compliance rate from 20% at baseline to 70% after the third 5Ds cycle, and then to 92% after the forth cycle. The four cycles were completed within a mere 10 months. The sustainability of the compliance was the main impact of the intervention.

Specific observed improvements included:

- ✓ Effective Organizational Structure, which was created by the middle managers,
- ✓ staff satisfaction rate increased from 30% to about 70%,
- ✓ Productive Middle Management Team, capable of performing quality improvement initiatives and monitor performance,
- ✓ better team work & cooperation, and has a common language,
- ✓ clearer governance structure with executive council,
- ✓ and a clear, tested organizational development methodology.

Impact of SEAM on 5Ds:

The fourth impact was on the Facilitator himself. The Facilitator has been using a consultancy methodology created by a healthcare solutions provider company called “GATES” that has been working in organizational development, training, and accreditation management since 15 years. The methodology previously used by the Facilitator is called the “5Ds Loop”. After using SEAM, many upgrades have been added to 5Ds. These upgrades were:

Improving Diagnosis phase: The Facilitator used to used many tools in the assessment phase like conducting gap analysis, performing some semi-structured interviews, and SWOT analysis on Mangers level mostly with participation of key staff in some cases. Looking into HORIVERT method of SEAM and how it gets, by effective listening, ideas by from their gaseous state into solid state from inside of people, and grouping them into subthemes and themes in a tree structure created a rich inventory of authentic ideas of players that is well categorized and useful for analysis. Then reflecting these ideas within the operational level cluster and the strategic management cluster and between the two levels and the debate, negotiation, and consensus in the Mirror Effect meetings creates more harmony between two levels. This interactive reflexive process creates more appreciation of managers to the fortune they have in their staff after their potential is tapped .that is worth appreciated. Moreover, it is believed that HORIVERT fosters management commitment and support with strategic decisions as the Trihedron of SEAM demonstrates. This why HORIVERT have been adopted by the Facilitator to improve Diagnosis part in 5Ds loop Methodology in addition to using SWOT that is a useful tool to look

internally for dysfunctions and points of strength and externally for opportunities and threats in the diagnosis phase.

Moreover, the Facilitator discussed with GATES experts to stop using gap analysis according to standards in the first cycle of 5Ds loop since it minimize the important role of contradictory inter-subjectivity in encouraging people to talk since it makes them feel that there is an external force intruding their organization and micro environment telling them what is the recipe of problems they have. This tends to create resistance from the actors side which are disobedient by nature as Henri Savall says. Consequently this makes actors feel from the early beginning of an OD intervention that they do not have much ownership of the change process going on.

On the other hand, the Facilitator sources of diagnosis were gap analysis and observations of the expert on one hand and the perceptions of staff about the problems on the other hand equally weighted. However, it is learned from SEAM and from this intervention that the Expert should only listen first, and if asked, can present his reflection on the situation. The Facilitator, even though he/she maybe an expert in the methodology (subject) of OD and in the sector of the product of the organization (object) as 5Ds recommends, and even though this shall grants him/her a double layer of generically contingent knowledge, he/she should be very patient not to share his/her opinion on problems and solutions and be very patient as SEAM teaches us to let some of these common problems and solutions come from the players. Players, as well, could come up with new ideas that the Facilitator could learn and add to his knowledge base. When the players are thirsty to bring up creative solutions, and when their trust level becomes high through the interaction, they shall tend to ask for the Expert Opinion which shall only be provided at this stage as SEAM teaches us.

Adopting People-centered Approach:

As a result of diagnosis phase, The Facilitator used to work on Developing People skills and motivation, Process improvement mainly using BPR, and Product specifications that shall be focused on customer requirements, and on Profit that is affected directly by activities causing an increase of revenues or decrease in costs without going deeper in some cases into the root causes of economic performance that are structural and behavioral as SEAM demonstrates. The approach of bringing out solutions in an organization used to focus on the 6Ps all together to generate solutions as 5Ds used to be.

After using SEAM, It is perceived by the Facilitator that the order of these “Ps” matters. The most important “P” in the 4Ps value chain is the people. People have to be well selected, trained, and motivated to create good Processes. Then if we have the right people who are carrying out rigorous and relevant processes with appropriate Place & Provisions of technology, the Product shall be more compliant to customer needs. After the first 3Ps are produced sequentially, the 4th P which is the profit shall be a natural result.

For the sake of preserving ownership of change for the actors which shall result in more sustainable performance, the order of 4Ps where sequenced to become as figure 18 below shows:

Figure 3: Representation of the 4Ps



The feedback from evaluating profitability, product quality, & process effectiveness & and efficiency is collected by the people who analyses root causes and shed the light on opportunities for improvement. People then, shall act to improve people behavior and to create a better process with the required appropriate place and provisions to produce a smarter product and consequently gain more clients generating better profits. The 4Ps used almost the same naming as Ishikawa when he categorized type of causes of problems under: People, Policy, Procedure, and Place when using the fishbone diagram.

A similarity is recognized between 4Ps and the principle of the Profit. Marcus Lemonis (CEO of Camping World) is a business turnaround king who judges businesses with the People-Process-Product principle. He recognizes that the most important “P” is people, and that the right people are effective while the wrong people are destructive. The second “P” looks at how organizations create, deliver, and sell the process. Finally, the third “P” determines whether the product is an excellent one and a relevant one. And the last “P” is the sustainable development of an organization by gaining profits.

4Ps are as well similar to the Balanced Score Card (BSC) 4 perspective. (Nair, 2004). In BSC the foundation or fundamental cause for strategic success has to do with people. Decades ago Peter Drucker recognized that innovation from creative people provides the only assured source of long-term success and competitiveness, because every other aspect of an organization can be duplicated by others. The right people must be hired, properly trained and mentored, and the learning process should become continuous and endless. Peter Senge, in his very influential book “The Learning Organization”, described a healthy organization as one in which a learning culture prevails, fostered both by formal and informal learning and by abundant internal communication in all media. In learning and growing organization, where the culture encourages people make suggestions and questions the status quo, a steady flow of new ideas arises from the rank-and-file employees. These ideas are vital to the future of the organization, because they come from the experts. Thus the people are directly involved with the business processes on a daily basis. Improved business processes lead to improved products and services. For example, if an improved process saves time, this results directly in a shorter delivery time to the customer as something that any customer will appreciate. Finally, improved customer satisfaction leads to loyal customers and increased market share – that is profits, “which directly affect the bottom line, ROI or ROCE (return on capital employed) in the private sector, or NOR (net operating result) or IOH (overhead) in the public sector”.

In conclusion, 6Ps value chain suggests that the milestone for success of any business is having the right people on board. It has been said by Osama Hourani, a successful Lebanese millionaire living in America whom the

Facilitator met in 1998: “find the person then open the factory and not the opposite”. It was a short wisdom still recalled since that time.

On the other hand, SEAM puts people in the center again, when Henry Savall says, “in SEAM, not only the client is king but also our staff are kings”. SEAM considers that the people of the organization are the ones to analyse customer feedback not an external body. Thus, empowering people and listening to get all the outputs and ideas out of them is what makes them in the center of change process. External auditing and identification of problems and imposing the diagnosis on people kicks them out of the change process because they may not own any idea not coming through them.

A last very important aspect in putting people in the center as SEAM suggests, is making the ultimate result of economic performance related to people. It is the HCVAC that calculate in a way the average monetary value of the contribution per one staff hour. It is like substituting the famous Return on Investment (ROI) which is used to determine profitability level of an organization by the Return on People or ROP. This relates all profit to people rather than to investment.

Hidden Cost Calculation: The Facilitator has been working in Quality Management System Development for more than 15 years. It was always a challenge to calculate the ROI of quality improvement initiatives that has been demanded to be a convincing tool of persuasion to all actors in the economic feasibility of any intervention. With the Hidden Costs Calculation tool that bases calculations on consequences and indicators of dysfunctions, feasibility, cost-benefit analysis, or economic balance seems doable as experienced in this intervention concerning turnover. Consequently, it is complimentary and necessary to use this tool that is adopted by 5Ds Loop methodology

CONCLUSION

We conclude that whatever the development initiative intended, no sustainable development can be achieved without empowering people who shall lead and own the change and strengthen the organization structure and management practices to prepare it for any development initiative as accreditation standards compliance management.

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