

**Curtin Business School
Graduate School of Business**

**The Business Idea: Problems of Readiness and Abandonment
as a Prerequisite to Scenario Thinking and Planning**

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Declaration

This thesis is my own work. No part has been submitted for a degree at this or any other university.

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Abstract

Documenting organisational history and heritage, it is argued, is an increasingly critical precursor to effective corporate and scenario planning. This study proposes that organisational history and heritage can be encapsulated in any local setting through the application of van der Heijden's (1996) conceptual framework i.e. the "business idea". The study demonstrates that documenting the organisational business idea in use is a valid and meaningful planning activity. Secondly, the possession of multiple perspectives on the business idea in use, means that current and future planning teams will collectively be better informed, more competent and ready to abandon established ways of doing business and to strategise about unknown futures.

Interpretivist methodology utilising an embedded single case study method was applied to an organisation undergoing change: the Family Planning Association of Western Australia, Inc. (FPWA). A stratified sample of thirty-four members from FPWA's institutional (Board of Management), corporate, organisational (service managers and coordinators) and technical (service delivery) organisational levels were interviewed, with the intent of capturing broad perceptions from each organisational level of the derived categories of the business idea framework. The categories investigated were those of *organisational purpose*, *customer value created*, *distinctive competencies*, *competitive advantage*, *organisational uniqueness*, *positive and negative forces*, and *results*. The study sought evidence to support each of the derived categories, as well as looking to elaborate on the process and task of business idea investigation and articulation.

Interview outcomes were transcribed, coded and analysed using NUD*IST, the intent being to craft a consolidated model of the business idea in use at FPWA. Multiple perspectives from the four nominated organisational levels were isolated by copying the core NUD*IST database four times. A copy was assigned to each organisational group wherein interviews belonging to the assigned group were retained, and the remainder

deleted, thereby allowing the differences between each group to emerge. Elements of the NUD*IST index system for the core and four derived databases were then exported to Decision Explorer for graphical representation and gap analysis. Narrative analysis was applied to relate the study's findings.

Key internal and external factors were identified as both driving and hindering the evolution of FPWA's corporate culture. It was in these areas that key insights to the meta value of the study emerged. The key driving external force was the changing face of sexual health community issues, specifically the expansion of services beyond women's health to cover men's, gay, lesbian and special need groups—FPWA is *about sex (positive external force)*.

The question of who should pay for sexual health services is also challenged. Concerns over the withdrawal of government *funding (negative external force)* and a lack of perceived *direction (negative internal force)* by members at the organisational and technical levels, has led to behaviour aimed at corporate survival and maintenance of the status quo. Many staff at FPWA were interpreted as clinging tightly to social justice, women's rights issues, reflecting the *humanitarian (positive internal force)* value-based aspects that have sustained FPWA's service over its twenty-five years of service.

The conceptual framework associated with the business idea proved to be essentially a system that maps the organisation's corporate and commercial rationale. The systemic insights that emerged from the study at FPWA enabled the researcher to build a four level hierarchical model of systemic appreciation with van der Heijden's framework as the foundation. Issues of corporate age and stage of growth, systemic archetype and the key question facing the scenario planning team made up the higher levels of an emergent model of scenario planning readiness. The critical thinking associated with documenting the organisational history and heritage in the form of the business idea system has therefore generated a crucial link in the corporate and scenario planning process: the articulation of the key question as a catalyst to the next stage of corporate strategy formulation.

Table of Contents

Declaration	2
Acknowledgements	3
Abstract	4
Table of Contents	6
List of Figures	14
List of Tables.....	15
List of Maps	16
List of Sections.....	20
Operational Definitions.....	22
Chapter 1.....	25
Introduction	25
Research Overview	25
Research Origins.....	26
An Illustrative Vignette: The Broken Hill Proprietary Company Ltd	26
The Notions of Strategic Abandonment and Readiness.....	28
A Model of BHP's Commercial Rationale or Corporate Business Idea.....	29
Key Aspects of Corporate Planning Readiness	31
Critical Thinking.....	31
The Business Idea Framework	32
Isolating Multiple Perspectives.....	36
Systemic Appreciation	37
Articulating the Business Idea	38
Scenario Thinking and Planning.....	39
Critical Thinking Working Frameworks	42
Strategic Drift	44
Strategic Abandonment	45
A Communication Crisis	47
Building Organisational Appreciative Readiness.....	49
Features of Planning Readiness	50

Planning Paradigms.....	53
Theoretical Contributions.....	57
Contribution to the Body of Knowledge.....	58
Research Opportunity	59
Research Overview	60
Research Premise.....	62
Research Environment	62
Research Objectives.....	63
Research Questions.....	63
Ensuing Chapters.....	64
Chapter 2.....	66
The Contextual and Transactional Aspects of the Business Idea.....	66
Scenario Thinking and Planning Context	66
The Business Idea Construct.....	69
The Foundation of van der Heijden's Strategic Conversation	71
The Business Idea as the Organisational Generalised Other Self	72
In Pursuit of Meaning	73
Intractable or Wicked Problems	75
The Critical Questions Have Changed.....	76
The Paradigm Debate.....	78
A New Paradigm.....	79
Van Der Heijden's Processual Paradigm	82
Business Risk and Return.....	84
The Business Idea as a Circle of Influence	87
Change Management Issues	89
Critical Thinking Summary.....	91
Chapter 3.....	94
Research Methodology	94
Issues of Paradigm.....	94
A Received Versus a Perceived View of Reality	95
Inquiry 'From the Inside'	98

Paradigm of Choice	99
Ontology: A Sense of Historical Realism	100
Epistemology	101
Methodology	102
The Role of Critical Theory	103
Political Focus	105
Case Study Methodology and Technique	106
Case Study Issues	108
Chapter 4	109
Host Case Profile	109
The Host Agency	109
Biographical History	109
History	110
Worldview	111
Products and Services	111
Key Issues	113
Social	113
Technical	113
Economic	114
Environmental	114
Political	115
Impending Organisational Transformation	115
Research Site	115
Chapter Five	117
Research Methods	117
The van der Heijden Method	117
Population and Samples	118
Sample Selection Methods	119
Invitation to Participate	120
Data Requirements	120
Interview Questions	121

Internal Environment	122
External Environment	124
How, Why and What	125
Piloting Interview Questions	127
Host Case Interview Phase	128
Contextual Intervening Variable	128
Interview Process	129
Data Capture	131
Data Transcription	132
Data Analysis Tool	132
NUD*IST Project Design	135
Project Preparation	136
Transcripts	136
Base Data	137
Base Categories	140
Data Coding Principles	141
Data Coding Technique	143
Data Coding Phases	145
Content Review	148
Process	148
Task	149
Multiple Projects	151
Articulation	152
Summary	153
Narrative Analysis	154
Chapter Six	157
Research Findings: Meaning and Identity	157
Meaning and Identity: Improve Sexual Health	158
Contributory Findings	158
Major Findings	176
Multiple Perspectives	180

Change of Reporting Format.....	181
Chapter Seven	183
Research Findings: Customer Value Created, Distinctive Competencies, Competitive Advantage & Organisational Uniqueness.....	183
Customer Value Created: Expertise.....	183
Major Findings	184
Multiple Perspectives.....	187
Distinctive Competencies: Health Care Model	189
Major Findings	189
Multiple Perspectives.....	194
Competitive Advantage: Range of Services.....	196
Major Findings	196
Multiple Perspectives.....	200
Organisational Uniqueness: The Place	201
Major Findings	201
Multiple Perspectives.....	205
Chapter 8.....	208
Research Findings: Positive and Negative Forces.....	208
Positive Forces: About Sex and Humanity	208
Major Findings: Positive STEEP Forces	208
Social.....	208
Technical	209
Economic.....	211
Environmental.....	212
Political.....	213
Major Findings: About Sex	216
Multiple Perspectives: About Sex	217
Major Findings: Humanity	219
Multiple Perspectives: Humanity	221
Negative Forces: Funding and Direction	224
Major Findings: Negative STEEP Forces.....	224

Social.....	224
Technical	225
Economic.....	226
Environmental.....	227
Political.....	228
Major Findings : Funding.....	231
Multiple Perspectives: Funding.....	233
Major Finding: Direction	235
Multiple Perspectives: Direction	237
Chapter Nine	241
Research Findings: Results	241
Contributory Findings.....	242
Major Findings	247
Multiple Perspectives.....	248
Chapter Ten.....	250
Research Conclusions.....	250
Précis of Research Background, Intent and Goals.....	250
Research Objectives.....	251
Contribution.....	251
Critical Thinking, Sense-Making Models	252
The Business Idea Sense-Making Framework.....	254
Research Methods.....	256
Elements of the Business Idea of FPWA	258
Organisational Purpose: Improve Sexual Health.....	260
Customer Value Created: Expertise.....	260
Distinctive Competencies: Health Care Model	260
Competitive Advantage: Range of Services.....	261
Organisational Uniqueness: The Place.....	261
Positive Forces: About Sex and Humanity.....	262
Negative Forces: Funding and Direction	262
Results: Good Service.....	263

Holistic Map of FPWA's Business Idea	263
Interrelatedness	264
Multiple Perspectives	267
Institutional or Board of Management Level	267
Corporate Management Team Level.....	268
Organisational or Service Management Level	268
Technical or Service Delivery Level.....	269
Positive and Negative Forces	269
Positive Forces.....	269
Negative Forces	271
Interrelatedness	272
Stage of Growth and Behavioural Archetype.....	272
Corporate Lifecycle Issues	273
Adizes' 'Stable' Growth Stage.....	274
Emerging Stages of Growth at FPWA.....	276
Systemic Appreciation	277
Levels of Systemic Appreciation.....	277
Emerging Levels of Appreciative Readiness	278
The Key Strategic Question Facing FPWA	280
Philosophical Drift	281
Systemic Archetype: Drifting Goals.....	282
A Model of Appreciative Readiness.....	283
Archetype: Fixes that Fail	285
Archetype: Limits to Success	285
Archetype: Success to the Successful	286
Archetype: Tragedy of the Commons	286
Practical Application of the Business Idea Model at FPWA	287
Further Research.....	289
Closing Comments.....	290
Appendix One: Theoretical Contributions.....	292
Appendix Two: Meaning and Identity.....	297

Consolidated Hierarchical Index Tree	297
Appendix Three: Customer Value Created.....	300
Consolidated Hierarchical Index Tree	300
Contributory Findings.....	302
Appendix 4: Distinctive Competencies	317
Consolidated Hierarchical Index Tree	317
Contributory Findings.....	319
Appendix 5: Competitive Advantage	333
Consolidated Hierarchical Index Tree	333
Contributory Findings.....	334
Appendix 6: Organisational Uniqueness	348
Consolidated Hierarchical Index Tree	348
Contributory Findings.....	349
Appendix 7: Positive Forces	360
Consolidated Hierarchical Index Tree	360
Contributory Findings.....	364
Appendix 8: Negative Forces.....	388
Consolidated Hierarchical Index Tree	388
Contributory Findings.....	393
Appendix Nine: Results	414
Consolidated Hierarchical Index Tree	414
Appendix Ten: Positive Forces - Adizes' PAEI Categories	415
Appendix Eleven: Negative Forces - Adizes' PAEI Categories	419
Appendix Twelve: Adizes' Corporate Lifecycle Thesis	424
Appendix Thirteen: Doctoral Research Opportunity.....	425
Appendix Fourteen: Staff Involvement in the Research Study.....	427
Appendix Fifteen: Staff Newsletter Extract.....	429
Appendix Sixteen: Transcript of Interview.....	430
Bibliography.....	432

List of Figures

Figure 1. Qualities of Planning Readiness: Competence and Being Informed	51
Figure 2. States of Planning Readiness: Able and Willing	52
Figure 3. Positioning of the Business Idea in the Planning Context	56
Figure 4. Environmental Turbulence: Dynamic Complexity	57
Figure 5. A Perspective on the Scenario Thinking and Planning Cycle	69
Figure 6. Overview of van der Heijden's Strategic Conversation Process	72
Figure 7. Positioning the Business Idea in the Financial Management Process	85
Figure 8. The Business Idea and Systemic or Market Risk.....	86
Figure 9. The Business Idea and Covey's Circles of Influence & Concern.....	87
Figure 10. Strategic Appreciative Readiness.....	284
Figure 11. Levels of Key Performance Indicators.....	290
Figure 12. Scope and Depth of the Range of Sexuality Services	343

List of Tables

Table 1. Van der Heijden's Expanded Scenario Planning Framework	40
Table 2. Critical Thinking Working Frameworks	43
Table 3. Summary of van der Heijden's Three Planning Paradigms	54
Table 4. Environmental and Matching Systemic Taxonomies	81
Table 5. Summary of van der Heijden's Processual Paradigm	83
Table 6. Critical Thinking Summary	91
Table 7. Interviewee Demographics	138
Table 8. Node 1: Base Data	139
Table 9. Index System: Node 2.1 Meaning and Identity - Charter	143
Table 10. Node Hierarchy: 2.1 Mean and Identity - Charter	145
Table 11. The Critical Structure of the Business Idea Framework	259
Table 12. Multiple Perspectives: Exceptions to Consolidated View by Category (Excluding Positive and Negative Forces).....	266
Table 13. Multiple Perspectives: Exceptions to Consolidated View by Category (Positive and Negative Forces only).....	270
Table 14. Support for Adizes' PAEI Teleology at FPWA.....	275
Table 15. Kim's Systemic Levels of Understanding	278
Table 16. Levels of Strategic Appreciative Readiness	283
Table 17. Business as Usual Incorporating Scenario Thinking	287

List of Maps

Map 1.	A Model of BHP's Commercial Rationale.....	30
Map 2.	The Business Idea Framework: An Overview.....	35
Map 3.	Charter and Mandate: Improve Sexual Health	159
Map 4.	Heritage: Women's Rights - Welfare - Medical Models - AIDS	162
Map 5.	Values: Democratic - Essence	166
Map 6.	Community-based: Balancing Act.....	170
Map 7.	Peak Body: Public Policy	172
Map 8.	Identity: Independent	173
Map 9.	Image: Contemporary Labels.....	176
Map 10.	Meaning and Identity: Consolidated Hierarchical View.....	178
Map 11.	Meaning and Identity: Consolidated View - Improve Sexual Health.....	179
Map 12.	Meaning and Identity: Improve Sexual Health - Board and CMT View	181
Map 13.	Customer Value Created: Consolidated Hierarchical View.....	185
Map 14.	Customer Value Created: Consolidated View.....	186
Map 15.	Customer Value Created: Expertise - Board of Management View.....	188
Map 16.	Customer Value Created: Expertise - Corporate Management Team View .	188
Map 17.	Distinctive Competencies: Consolidated Hierarchical View	192
Map 18.	Distinctive Competencies: Health Care Model - Consolidated View.....	193
Map 19.	Distinctive Competencies: Health Care Model - Board of Man. View	195
Map 20.	Distinctive Competencies: Health Care Model - Corporate Man. View.....	195
Map 21.	Competitive Advantage: Consolidated Hierarchical View	198
Map 22.	Competitive Advantage: Range of Services - Consolidated View	199
Map 23.	Competitive Advantage: Range of Services - Board of Man. View.....	200
Map 24.	Organisational Uniqueness: Consolidated Hierarchical View	203
Map 25.	Organisational Uniqueness: The Place - Consolidated View.....	204
Map 26.	Organisational Uniqueness: The Place - Board of Management View.....	206
Map 27.	Organisational Uniqueness: The Place - Corporate Management View.....	206
Map 28.	Positive Social Forces: Consolidated View.....	214
Map 29.	Positive Technical Forces: Consolidated View	214

Map 30.	Positive Economic Forces: Consolidated View.....	215
Map 31.	Positive Environmental Forces: Consolidated View.....	215
Map 32.	Positive Political Forces: Consolidated View.....	216
Map 33.	Contextual Driving Force: About Sex - Consolidated View.....	217
Map 34.	About Sex: Board of Management View	218
Map 35.	About Sex: Corporate Management Team View.....	218
Map 36.	About Sex: Service Managers View	218
Map 37.	About Sex: Service Delivery View	219
Map 38.	Transactional Driving Force: Humanity - Consolidated View.....	221
Map 39.	Humanity: Board of Management View	221
Map 40.	Humanity: Corporate Management Team View.....	222
Map 41.	Humanity: Service Managers View	222
Map 42.	Humanity: Service Delivery View	222
Map 43.	Negative Social Forces: Consolidated View	229
Map 44.	Negative Technical Forces: Consolidated View.....	229
Map 45.	Negative Economic Forces: Consolidated View	230
Map 46.	Negative Environmental Forces: Consolidated View	230
Map 47.	Negative Political Forces: Consolidated View	231
Map 48.	Contextual Negative Force: Funding - Consolidated View.....	233
Map 49.	Funding: Board of Management View.....	233
Map 50.	Funding: Corporate Management Team View	234
Map 51.	Funding: Service Management View.....	234
Map 52.	Funding: Service Delivery View	234
Map 53.	Transactional Negative Force: Direction - Consolidated View.....	237
Map 54.	Direction: Board of Management View	237
Map 55.	Direction: Corporate Management Team View.....	238
Map 56.	Direction: Service Management View	238
Map 57.	Direction: Service Delivery View.....	238
Map 58.	Results: Consolidated Hierarchical View.....	246
Map 59.	Good Service: Consolidated View	247
Map 60.	Good Service: Board of Management View.....	248

Map 61.	Good Service: Corporate Management Team View	248
Map 62.	Good Service: Service Management View.....	248
Map 63.	Good Service: Service Delivery Group.....	249
Map 64.	Van der Heijden's Generic Business Idea	255
Map 65.	FPWA: Consolidated Business Idea	263
Map 66.	Community: Main Stream	304
Map 67.	Community: Specific Needs	307
Map 68.	Community: Different Relations.....	308
Map 69.	Value: Expertise - Professionalism - Service	311
Map 70.	Wants and Needs: Intangible	314
Map 71.	Wants and Needs: Tangible	316
Map 72.	Intangible: Staff.....	320
Map 73.	Intangible: Glue	322
Map 74.	Intangible: Management Structure.....	324
Map 75.	Intangible: Reputation	326
Map 76.	Tangible: Funding	329
Map 77.	Tangible: Health Care Model	331
Map 78.	Tangible: Systems	332
Map 79.	Service: Cost Effective	336
Map 80.	Stable: Long History - Well Managed	337
Map 81.	Freedom: Uncensored - Flexibility - Creative	338
Map 82.	Range of Services: Market Niches.....	343
Map 83.	Industry Leader: Competitors	345
Map 84.	We're Different: Client Centred - Humanity.....	347
Map 85.	Institution: Public Service - Teaching Facility - Screening.....	351
Map 86.	The Place: About Sex	352
Map 87.	One-Stop Shop: Holistic.....	355
Map 88.	Structure: Professional - Flexible Hours	357
Map 89.	Female: Nurse Practitioners - Doctors	359
Map 90.	Positive Social Forces	367
Map 91.	Positive Technical Forces.....	373

Map 92.	Positive Economic Forces	378
Map 93.	Positive Environmental Forces	383
Map 94.	Positive Political Forces	387
Map 95.	Negative Social Forces.....	397
Map 96.	Negative Technical Forces	401
Map 97.	Negative Economic Forces.....	406
Map 98.	Negative Environmental Forces.....	410
Map 99.	Negative Political Forces.....	413

List of Sections

Section 1.	Charter and Mandate: Improve Sexual Health.....	158
Section 2.	Heritage: Women's Rights - Welfare - Medical Models - AIDS	160
Section 3.	Values: Democratic - Essence	163
Section 4.	Community-based: Balancing Act	166
Section 5.	Peak Body: Public Policy	170
Section 6.	Identity: Independent.....	172
Section 7.	Image: Contemporary Labels.....	174
Section 8.	Success: Good Service and KPIs - Quantitative and Qualitative.....	242
Section 9.	Community: Main Stream	302
Section 10.	Community: Specific Needs	304
Section 11.	Community: Different Relations.....	308
Section 12.	Value: Expertise - Professionalism - Service	309
Section 13.	Wants and Needs: Intangible	311
Section 14.	Wants and Needs: Tangible	314
Section 15.	Intangible: Staff.....	319
Section 16.	Intangible: Glue.....	320
Section 17.	Intangible: Management Structure.....	322
Section 18.	Intangible: Reputation	324
Section 19.	Tangible: Location	326
Section 20.	Tangible: Funding	326
Section 21.	Tangible: Health Model.....	329
Section 22.	Tangible: Systems	332
Section 23.	Service: Cost Effective.....	334
Section 24.	Stable: Long History - Well Managed	336
Section 25.	Freedom: Uncensored - Flexibility - Creative	337
Section 26.	Range of Services: Market Niches.....	338
Section 27.	Industry Leader: Competitors	344
Section 28.	Critical Mass : Barrier to Entry.....	346
Section 29.	We're Different: Client Centred - Humanity.....	346

Section 30. Institution: Public Service - Teaching Facility - Screening.....	349
Section 31. The Place: About Sex.....	351
Section 32. Community Outreach.....	353
Section 33. One-Stop Shop: Holistic.....	353
Section 34. Structure: Professional - Flexible Hours.....	355
Section 35. Female: Nurse Practitioners - Doctors.....	358
Section 36. Positive Social Forces.....	364
Section 37. Positive Technical Forces.....	368
Section 38. Positive Economic Forces.....	374
Section 39. Positive Environmental Forces.....	378
Section 40. Positive Political Forces.....	383
Section 41. Negative Social Forces.....	393
Section 42. Negative Technical Forces.....	398
Section 43. Negative Economic Forces.....	402
Section 44. Negative Environmental Forces.....	407
Section 45. Negative Political Forces.....	410

Operational Definitions

The following working definitions have been developed for this research:

Appreciative System: Vickers (1968, p. xii) individual and group interpretive system, worldview, or way of thinking that alone gives information meaning and relevance, leading ultimately to the definition of acceptable behaviour.

Appreciative Readiness: Vickers (1968, p. 40) notion of an individual's and a group's mental capacity to see, value, and respond to situations in ways that are characteristic and enduring yet capable of change.

Business Idea: van der Heijden's (1996, p. 80) argument that underlying every successful organisation is a taken-for-granted idea acting as a force for business success specific to the organisation. That business idea drives the day-to-day affairs of the organisation. Van der Heijden (1996, p. 80) argues that the basic motor of the idea is the system of distinctive competencies created and exploited by the organisation. Van der Heijden (1996, p. 160) further argues that varied appreciations of the business idea exist throughout the organisation.

Business Success: the business idea embodies an entrepreneurial success formula, what van der Heijden (1996, pp. 59–60) described as a “set of first principles” capable of maximising the return to all interested stakeholders. It includes the idea of current profit or surplus and the notion of continuing profit or surplus potential.

Contextual Environment: the external business environment covering the social, technical, economic, environmental and political issues that impact organisational performance.

Corporate Planning: what Argenti (1992, p. 1) defined as “planning for an organisation as a whole - as a corporate whole”, covering planning “which breaks into strategic plans” for marketing, finance, facilities, human resources etc. (Argenti 1992, p. 12). Argenti (1992, p. 24) further defined the concept as “a process designed to yield a corporate plan - a statement of strategies designed to affect the organisation as a whole”. Argenti further argued that “the purpose of the corporate planning process is to reach an enthusiastic

consensus among the top executives in an organisation as to the half-dozen actions that they have to take in order to place their organisation in strong position to face the long-term future”.

Critical Thinking: Paul's (1990) “strong sense” critical thinking comprising the mental capacity to deeply question one’s own worldview or framework of thought. Strong sense includes the ability to reconstruct sympathetically and imaginatively opposing thoughts, and the ability to reason dialectically between one’s own and opposing points of view.

Critical Theory: in the terms of this research, an examination of how ideology (in this case the business idea) frames and limits conversation for all members exploring the meanings of symbolic aspects of communication (the individual components of the business idea). In exploring the contextual meaning of these symbols Zak (1996) argues that the relationship of hierarchical and heterarchical power and influence within the social reality is noted. In exploring these relationships Guba and Lincoln (1994, p. 109) argue that a diverse sense of historical realism regarding the idea under investigation is captured.

First Principles: Van der Heijden's (1996, p. 60) categories of how value is established and delivered to the customer. Van der Heijden (1996) argues that new ways of creating customer value are discovered through bringing together a number of distinctive competencies that create a unique business success formula—the business idea in use.

Strategic Conversation: Van der Heijden (1996, p. 274) describes the organisation “as a community, based on a system of interactions existing in a strategic conversation”. Van der Heijden further argues that the strategic conversation becomes “an ongoing learning loop of individual perception and conceptualisation underwriting a coherent pattern of action”.

Scenario Planning: what van der Heijden (1996, p. 250) relates as “exploring the future, defining and developing it in the form of a business idea of the organisation and testing that idea against multiple futures as these may unfold”.

Scenario Thinking: what van der Heijden (1996, p. 22) relates as the individual and institutional ability “to think about the future in ways which reduces the complexity of the management task, applying the natural application of structured common-sense thinking to surface descriptions of what could happen in the future”.

Theory of the Business: what Drucker (1994, p. 96) related as the assumptions upon which the organisation has been built. “Assumptions that shape organisational behaviour, dictate its decisions about what to do and what not to do, and define what the organisation considers meaningful results. These are assumptions about markets, who are the customers and competitors and what their values and behaviours. Assumptions about technology and its dynamics, about the organisation’s strengths and weaknesses, about what the company gets paid for”.

Transactional Environment: the internal business environment covering the internalised structures, systems and processes in place set up by management to facilitate the business idea to happen.

Chapter 1

Introduction

Research Overview

This research is a deep-level qualitative management study situated within the non-government, community-based, sexual and reproductive health commercial arena. The host case environment, Family Planning Western Australia, Inc. (FPWA) is used to pursue the notion that a corporate planning team in possession of organisational history and strategic heritage categorised under van der Heijden's (1996) business idea framework, the dominant theory under elaboration, is collectively well-informed. In possession of that knowledge the planning team is more competent, and better able to abandon the ruling commercial rationale in search of new business ideas in the future.

Van der Heijden's (1996) work was conducted in the scenario thinking and planning context, and the characteristics of his framework—interpreted as organisational meaning and identity, customer value created, distinctive competencies, organisational uniqueness, positive and negative forces and results—are the super-categories used to investigate the framework in FPWA. Supporting theories included Whiteley's (1997) PATP critical thinking schema and, as the research unfolded, Adizes' (1988) corporate lifecycle and stage of growth, and Kim's (1995a & b) systemic behavioural archetypes.

The central activity chosen to investigate the business idea in use was corporate planning. Added to that activity was the critical thinking perspectives of corporate planning. Closely connected to these, in the recipient role of the research, was scenario thinking and planning, an activity designed to reach the very heart of an organisation's long-term organisational and strategic concerns.

Research Origins

The research has its origins as a response to controversies surrounding the role of organisational history and strategic heritage in the corporate planning process. Over-arching the controversies is a belief that a corporate planning regimen that fails to capture, investigate, diagnose, and fundamentally challenge the established strategic assumptions, theories of organising and work practices that have underwritten past organisational success or failure will be ineffective. Drucker (1994, pp. 95–96 & 102) related this theme when he wrote:

The story is a familiar one; a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble, often in a seemingly unmanageable crisis. ... The assumptions upon which the organisation has been built and is being run no longer fit reality. ... These assumptions are about what the company gets paid for. They are what I call a company's theory of the business. ... The need is for early diagnosis ... to rethink theory ... there are two preventive measures ... the first is what I call abandonment.

Drucker's themes of theoretical assumptions, systemic diagnosis and strategic abandonment galvanised the researcher's affective commitment to the study.

An Illustrative Vignette: The Broken Hill Proprietary Company Ltd.

One needs to look no further than the financial newspapers to witness the daily reality of Drucker's thesis. A rethink of The Broken Hill Proprietary Company Ltd's (BHP) underlying theory of the business, by a reconstituted senior management group of that firm, has been a crucial step along the road to corporate recovery for BHP. For years a 'blue chip' corporate superstar in terms of market capitalisation, investment analysts such as Oldfield and Hurst have reported BHP has having been in a management and corporate crisis for several years (Oldfield & Kitney 1999; Hurst 1999a and b).

Although not a substantive part of this study the following commentary relating BHP's ongoing corporate recovery process drives home the topical and practical value of this

research. The following material has been based upon information gleaned from the financial news media, publications, and directly from BHP's web site.

Hurst (1999, p. 3) reported that the combination of an abysmal earnings-per-share record over several years, the ever-present reality of depressed commodity prices and an acknowledged insular management style had combined to create a perception that BHP's aristocratic "fiefdom" style of leadership and management. A relic of its long corporate history and heritage, this style of leadership was strangling current and future profit-potential. Various media commentators have related the savage capital market criticism of BHP's Board of Directors, that had led to key changes being made at the Chairman of the Board and Chief Executive Officer levels of institutional responsibility (Hurst 1999a; Oldfield & Kitney 1999; Sproull 1999; Hurst 1999b). Essentially the capital market had lost faith in the ability of BHP's institutional management group to make BHP's corporate business idea happen.

Adapting Drucker's (1994) words to the BHP context, a superstar only yesterday BHP was stagnating and frustrated, in trouble, in a seemingly unmanageable crisis. The assumptions upon which the organisation had been built and was being run no longer fitted reality. Certainly the capital market was of the belief that the assumptions driving BHP's past and future profit-potential no longer fitted the reality of the changing globalised natural resources marketplace. A falling share price reflected this reality, with change being the inevitable outcome of the invisible hand of the capital market passing judgement on the profit-potential of BHP's business idea.

Over the last year a reconstituted senior management group has walked 'The Big Australian' through a fundamental rethink of its corporate purpose and direction. In trying to turn the ailing company around, Paul Anderson, the new American born Chief Executive Officer (CEO) of BHP, and no relation to the author of this thesis, focused initially on producing a fresh organisational charter—a fresh corporate mission statement. Anderson (1999) and his team undertook a total rethink of BHP's corporate business idea, with the aim of recapturing the waning loyalty and support of investors,

employees and other stakeholders. That new corporate charter and mandate embodied a rejuvenated corporate business idea orientated towards tapping into the goodwill of current and potential shareholders.

Anderson's focus was on re-emphasizing the fundamental relationship between business risk and financial return. Sproull (1999) reported Anderson as saying that rebuilding shareholder interest in BHP was about re-building and communicating a new view of BHP's corporate identity and strategic direction, and would be directed towards reducing business risk and optimising shareholder return. Sproull (1999, p. 11) further reported Anderson as saying that the task was about restoring stakeholder faith through "re-establish[ing] a foundation for future growth by eliminating under-performing assets and rebuilding margins ... to earn the trust [of its employees and shareholders by] delivering on commitments". This amounted to a total rethink of BHP's driving force and theory of the business.

In the theoretical context of this study Anderson and the BHP senior management team have undertaken the corporate planning task of fundamentally rethinking and redefining BHP's sense of place in the commercial world. Redefining of that sense-of-place carries with it the implicit and cognitive capacity to abandon and see beyond current theories of the business and work practices still perceived by the owners as meaningful, safe and comfortable. This is the practical value of this research.

The Notions of Strategic Abandonment and Readiness

Picking up on Drucker's (1994) notion of strategic abandonment, this thesis argues that the potential for any corporate planning sense-making community to arrive at a stage of strategy abandonment is heavily reliant upon the planning team having achieved a certain level of psychohistorical appreciation. Appreciation of past organisational strategy choices, corporate personality and current behaviour. This thesis further argues that the task of rethinking and challenging past assumptions, theory and current practices, requires corporate planners who are cognitively ready to abandon and challenge the ruling strategic hegemony. This thesis elaborates on a theoretical and practical framework designed to craft that sense of strategic appreciation and readiness, van der

Heijden's (1996) theory of the business idea, his launching pad to a scenario planning cycle of strategy search.

James (1996, p. 15) argued that the business administrative arena has lacked cogent generalisable sense-making frameworks that are capable of interpreting what has been happening in an organisational setting. From a strategy-making perspective, this thesis argues that Van der Heijden's (1996) business idea framework is a valid strategy sense-making framework, capable of articulating for any user a sense of what has been and what is happening strategy wise for the organisation. It is further argued that a corporate planning team in possession of information categorised within van der Heijden's (1996) business idea framework is collectively well-informed and more competent to strategise and plan about unknown futures or scenarios. At an even deeper level, a corporate planner in possession of this information is arguably more self-reliant, responsive, independent, motivated and task ready.

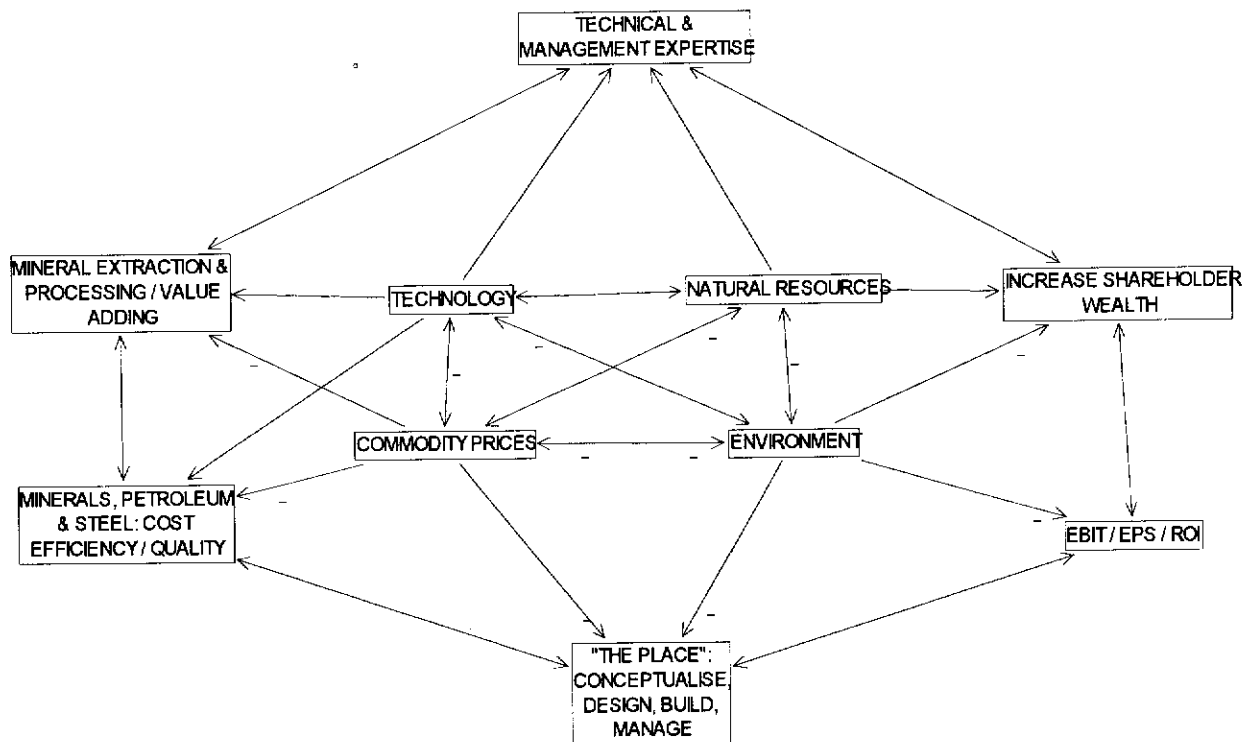
This research argues that the notion of corporate planning readiness, of the style argued in this thesis, is an emerging success trait of professional corporate planning teams. The publicised, and yet to be academically labeled, nature of the work of Anderson and his senior management team at BHP is popularising the underlying premise of this thesis as it is being written. This growing need for greater levels of systemic appreciation and planning readiness is driven by the nature and range of confounding or "wicked problems" (Rittle 1972) confronting contemporary planners. Wicked problems are problems of organised complexity and environmental discontinuity, outcomes themselves of an increasingly turbulent world. Rittle's (1972) suite of "wicked problems" are related in greater depth in chapter two.

A Model of BHP's Commercial Rationale or Corporate Business Idea

A model of BHP's commercial rationale is illustrated in Map 1 below adapted from van Heijden's (1996) business idea framework. Compiled by the researcher from Anderson's text of 4 August 1999 (Anderson 1999), BHP's corporate business idea model begins with the commercial imperative of optimising shareholder wealth, reflected quantitatively in terms of earnings-before-interest-and-tax (EBIT), earnings-per-share

(EPS) and return-on-investment (ROI). Moving anti-clockwise within the model, BHP applies distinctive technical and management expertise to the extraction of valued natural commodities. BHP is a low cost, high quality producer with a reputation for establishing state-of-the-art 'turn-key' internationally competitive natural resource projects.

Map 1. A Model of BHP's Commercial Rationale



This internal profile is under constant pressure from changes in market expectations, key inputs, market demand and supply. Changing expectations in terms of corporate paternalism (i.e. social), value adding (i.e. technical), short and long-term profitability (i.e. economic), ecological expectations and legislation (i.e. environmental and political), act interdependently to confound the ability of Anderson's team to optimise shareholder wealth. Negative labels on directional arrows in Map 1 indicate the negative forces impacting each category.

Minimising the impact of these "wicked problems" (Rittle 1972) demands new and innovative ways of thinking about the past and planning for the future. One such new way is the application of critical theory and critical thinking cognitive techniques to uncover the strategic heritage and hegemony of the organisation, the basic theoretical

features of this thesis. The process can be likened to peeling away the layers of an onion in the search for the central defining and driving forces. This thesis argues van der Heijden's (1996) business idea framework bears intuitive allegiance to this theme and can predictively reach that corporate planning goal.

Key Aspects of Corporate Planning Readiness

Critical Thinking

Holding centre stage as the optimal feature of a corporate planning team ready to plan is a perspective arguing for the greater application of critical thinking appreciative techniques to theorising about the nature of organisations and the strategy in use. The achievement of the levels of critical systemic appreciative readiness argued for in this thesis will better enable a planning team to test the continuing fit of, and thereby challenge the ongoing relevance of, the strategic assumptions, administrative structures, systems and processes in use. Recent notable examples in the literature citing the perceived need for a greater critical thinking approach to strategising have been Stata (1989), Alvesson and Willmott (1992), Drucker (1994), van der Heijden (1996), Whiteley (1997), Slaughter (1996, 1999) and Senge, et al. (1999).

Critical thinking works on the assumption that all theory, in this thesis the strategic hegemony in use is eventually flawed. Fundamentally the argument is that any theory in use is incomplete and provisional. The dogged adherence by organisations and their members to past theories of success can become, say some contemporary theorists, counter-productive and even pathological (Kuhn 1962; Drucker 1994; Adizes 1988; Senge 1990; Kim 1995a & b; McDermott 1996; Adizes 1996 and Senge, Kleiner et al. 1999). Stata (1989) argued that the role of corporate planning is to expose the sometimes fanatical commitment of the firm and its members to one form of "the theory of the firm". Stata's (1989) idea is interpreted as blind allegiance to one model of the structure of the present and one perspective, view or structure of the future.

This thesis has set out to identify, name and map the dominant structure for the host organisation Family Planning Western Australia Inc. (FPWA) as introduced in chapter four. The benefit from achieving this outcome, Senge (1990) argues is that once the

planning team has identified and named the dominant structure, that structure no longer has the same emotive and cultural hold over day-to-day affairs. Thus by implication the readiness journey draws to a close when the hold of any established structure, system and process over the future organisational agenda is loosened.

Interpreted by the researcher as a critical thinking tool of strategic inquiry, van der Heijden's (1996) business idea framework has been utilised to investigate and illustrate the dominant structure for FPWA. Although conceived by van der Heijden as the starting point of a scenario thinking and planning project, this research argues that van der Heijden's (1996) business idea framework is a grand framework of strategy appreciation. Whatever the corporate planning methodology and methods in use, the inclusion and application of the framework at the front-end of any planning cycle will facilitate better corporate planning through establishing mutual strategy appreciation.

The Business Idea Framework

Van der Heijden (1996, p. 59) related the nature and goal of the business idea articulation process as:

The business idea is the organisation's mental model of the forces behind its current and future success. The scenario planner, aiming to accelerate organisational learning, needs to articulate the business idea. Only when articulated can it be studied, discussed, modified, and improved ... the business idea must be built up from first principles.

Van der Heijden's first principles embody the epistemological history and strategic knowledge embedded within the organisation and, as James (1996, p. 42) highlighted, "the more accurate your knowledge of your culture's history, the more aware you are of reality". Van der Heijden's first principles under elaboration in this study are as follows.

- *Organisational purpose*: the role the organisation fulfills within the wider economic, social and political world, embodied in what Sinha (1996) described as its "reason for being". This category of the framework is the members' perceived purpose and

assigned role for the organisation. Exhibiting an air of structural functionalism of the type described by Malinowski (1960), the category embodies the organisational charter and mandate reflecting the organisations' nature, meaning and identity. This category reflects the collective vision of the organisation, pointing to who we are, what we stand for and what we do.

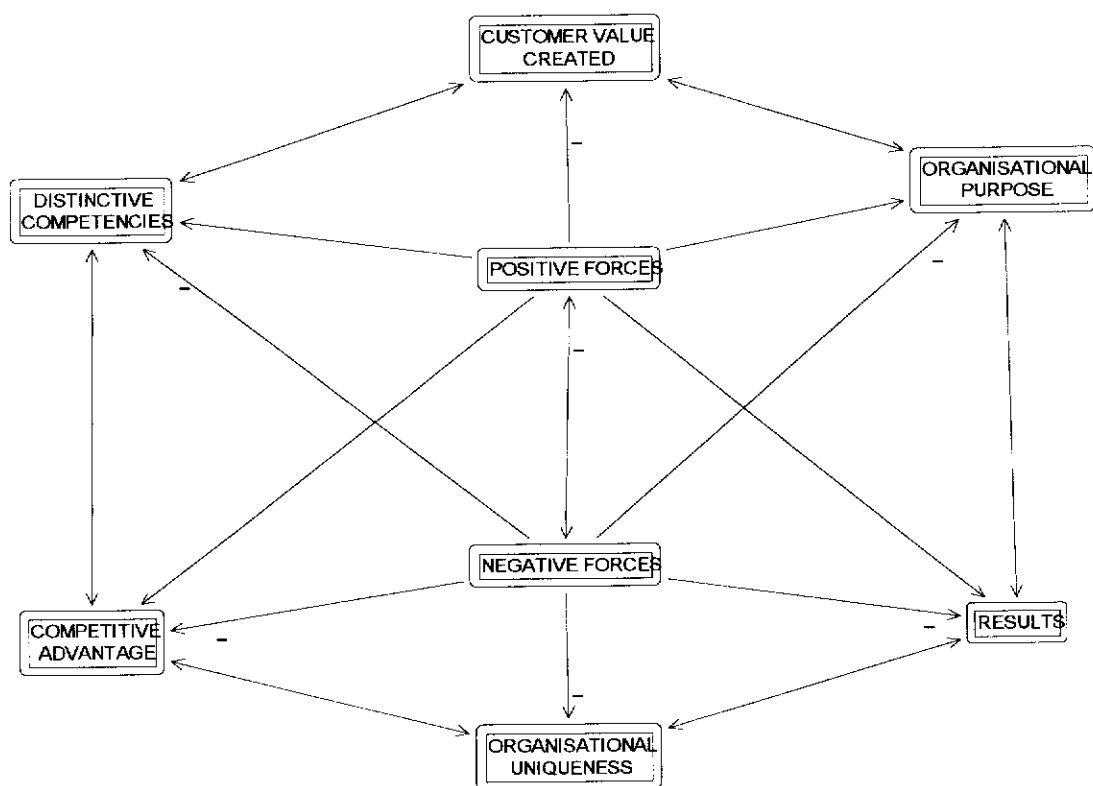
- *Societal or customer value created*: perceptions of client or customer product and service needs, exemplified in what van der Heijden (1998, p. 337) described as the “commercial opportunity offered and exploited by the organisation”. This category embodies the mission of the organisation, reflecting who is the customer, and what are their wants and needs? This category reflects the entrepreneurial spirit of the collective membership in terms of perceived customer wants and needs and how these are satisfied.
- *Distinctive competencies applied*: covering what van der Heijden (1998, p. 338) described as “the people, physical, and other resources, administrative structures, systems, processes and overall expertise applied in meeting customer need satisfaction”. Reflecting what are inputs used in creating value, this category describes how the organisation goes about delivering value to the customer? These competencies are seen what van der Heijden (1996, p. 72) described as “mutually reinforcing each other in a way that enables the organisation to capitalise on the commercial opportunity identified”. Van der Heijden (1996, p. 80) refers to the suite of distinctive competencies as the “basic motor of the organisation”. Like physical motors van der Heijden (1996, p. 68) argued “competencies depreciate over time if not properly maintained”.
- *Competitive advantage exploited*: how the organisation has “differentiated its product or service offering, specifically addressing issues of cost and/or quality of service relative to other providers of similar services within the industry” (van der Heijden, 1998, p. 338). This category describes what the organisation has done to differentiate its services. Van der Heijden argues that competitive advantage is the “manifestation of the business idea”, implying it demonstrates what a theoretical customer will value from any contact with the organisation. Carlzon (1987) expressed this theme as the competitive “moment of truth”.

The previous two categories embody the strategy of the organisation highlighting for a mythical customer ‘this is how we will do it for you’ and ‘what you can expect from experiencing our service’. The organisational uniqueness category that follows describes the features of organisation that says to the customer, ‘after you have experienced our service you will come back and use our service because you can’t get what we provide anywhere else’. The positive and negative forces categories capture the external and internal forces that drive or hold back the organisation. The results category summarises qualitative and quantitative perceptions of the service provided.

- *Organisational uniqueness created*: this category describes what van der Heijden (1996, p. 65) identified as the “systemic uniqueness of the organisation”, highlighting what the organisation does differently and why customers continue to come back to the organisation to have their needs satisfied. This category highlights van der Heijden (1996, p. 65) further described as the “distinctive uniqueness at a wholly superior level of strength”, what he also described as the “uniqueness that makes the organisation different from the others” (van der Heijden 1996, p. 180).
- *Positive driving and negative inhibiting forces* impacting the organisation and the business idea in use: the external and internal social, technical, economic, ecological and political forces that impact the business, either independently or interdependently to aid or limit operational performance and growth. This category identifies the issues that impact upon the sustainability of the competitive advantage.
- *Results*: the valued outcome from the combined effort of organisational members. The category identifies perceived key performance and success indicators. Van der Heijden’s emphasis was on profit-potential, a quantitative focus directed towards optimising the financial wealth of shareholders. The researcher argues the business idea concept is equally pertinent to not-for-profit government, semi-government, and community-based social welfare agencies, where the results of organisational effort are not easily defined or quantified. In those environments economic value or financial return is not the concern of all organisational members.

The core elements of van der Heijden's framework of business success are the substantive categories of this research. Map 2 below combines these categories in an iterative model of the framework (van der Heijden 1996, p. 60–81, 1998). Collectively they form a critical system of cognitive appreciation defined by Bullock (1988, p.138) as “a collection of interrelated items of knowledge or belief, held by and embedded in a group of people”. Negative labels on directional arrows in Map 2 indicate the negative forces impacting each category.

Map 2. The Business Idea Framework: An Overview



Adapted from van der Heijden (1996, p. 69).

Ideologically, the business idea can be understood as an interpretive social formula, creating what Clark (1985, p. 55) described in another context as providing “physical and temporal solidity” for the individual and group stakeholders. Bullock (1988, p. 405) has defined a framework as “a belief system capable of mobilising people and groups for action”. This thesis argues the van der Heijden’s business idea reflects that essence.

This thesis has set out to test the sense-making ability of van der Heijden's (1996) business idea framework through the application of the framework in a live organisational setting. In doing so, the practical value of the framework and the theory behind the value of critical thinking in general would be affirmed.

Isolating Multiple Perspectives

Petit (1967) argued that organisations are composite and situational by nature, pointing to the many and varied interpretations of frameworks such as the business idea. It follows that the business idea in use is situationally contextual and idiographic by nature. Petit (1967) and Clark (1985, p. 53) argued that there are multiple hierarchical and heterarchical perspectives of the business idea in use, up, down, and across any organisation setting, reflecting differing rational explanations of meaning and performance. This aspect of organisational life is a direct result of the differing levels of authority, accountability and professional allegiances reflected across any organisation.

Parker (1995, p. 555) also emphasised this multiple perspective aspect stating:

Cooks, teachers, administrators, managers, porters and students do not all agree on everything about the organisation [they work for], but they agree on some things and differ on others in fairly systematic ways. To argue otherwise would be to deny the possibility of social organisation at all... Most importantly our beliefs and practices affect each other and the world we inhabit.

A key task objective of this research was to determine firstly, whether a diverse idiographic body of knowledge could be shown to exist within the host organisation. Secondly, in search of that diversity of opinion, whether that communally appreciated body of cognitive knowledge and experience could be graphically articulated in a meaningful way.

In selecting an appropriate paradigm to research the business idea, Forester (1992) provided a link based on the idiographic and relational nature of the business idea.

Forester argued that critical theory based inquiry methods are the best way to investigate ordinary action in its positional context. Consequently this research has applied Guba and Lincoln's (1994) critical theory qualitative paradigm of inquiry to the research objectives and questions. The methodological aspects are related in chapter three.

Systemic Appreciation

Interpreting van der Heijden's (1996) business idea framework as an iterative system is crucial to perceiving the practical value of the framework in use. Weick (1990) described organisations as tight or loosely coupled systems with strategy and strategic plans becoming socially binding mechanisms. Weick (1990, p. 6) also argued that people in organisations live by cartographic myths or systemic models arguing that:

In the loosely coupled, chaotic and anarchic world of the organisation differences are everywhere and people need abstractions to smooth over the differences. People need to become cartographers in order to fashion those disconnected abstractions into more plausible patterns. Having become cartographers, people then need to adopt the myth that their maps are a sufficiently credible version of the territory that they can now act intentionally.

It is Weick's view cartographic maps lead people to anticipate a sense of order in the workplace. A map of the business idea system using Weick's (1985, p. 127–128) argument, becomes “a trapping of rationality ... important largely as a binding mechanism ... holding events together long enough and tight enough in people's heads so that they do something in the belief that their action will be influential”.

Planning and strategising activities become in Weick's (1990, p. 8–9) view “devices to hold things together in the minds of organisational members long enough that they perceive a positive outcome for themselves and the organisation”. The business idea in its resemblance to Weick's (1990) notion of systems, encapsulates the organising property of the business idea framework. The later embodies the rules and conventions driving the interdependent actions of defined system components; creating the possibility

of what Tsoukas (1992, p. 149) described as “generating sensible outcomes from sensible sequences”.

Articulating the Business Idea

Pursuing the idea of systemic mental models and maps, the business idea framework is similar to what Bougon (1983, p. 181) had earlier described as:

A cause map of a person's concept-structure that can be interpreted as a map of his or her motivation structure, displaying that person's ends, means, conflicts and contexts for sense making.

In this thesis therefore, the business idea is interpreted as a sense-making map of the chain of events guiding the daily work practices that underwrite organisational performance. This view of the business idea reinforces Weick's (1990) argument presented earlier in terms of the role and importance of organisational maps of workplace reality. A map of the business idea embodies the structures, systems and daily processes. Similar attempts to map are evident in the philosophy, assumptions, theory of organising and practice stages of Whiteley's (1997) PATP critical thinking model.

Picking up on Senge's (1990) theme of the binding properties of dominant organisational structures related earlier, the process of cognitive mapping fosters creative tension as people's mental constructions of reality are investigated, articulated and sometimes shared. That tension is fed through building a diverse group and consolidated view of the many images, pictures or maps of peoples mental constructions of commercial reality (Lindsay &Enz 1989; Fiol & Huff 1992, p. 282; Bougon 1992, p. 369).

Fiol and Huff (1992, p. 269) highlight the value of such cognitive maps to the manager when they state:

Cognitive maps are of potential interest to managers because they are a means of displaying graphically the firm's current strategic position, as various observers understand it, and because they hold promise of identifying alternative routes to improving that position.

In adding further substantiation to the use of cognitive map techniques, Bougon (1983, p. 173) provided an early appreciation of “how people pattern their experience into knowledge and utilise this knowledge to organise themselves and others”. Bougon (1983, p. 174–175) described how people’s experience and knowledge are fashioned into schemas: “unique perceptive patterns of organising, assisting people to conceptualise, learn, remember and act on the basis of wholes”. Van der Heijden (1996, pp. 97–100) reinforced this theme as a key feature of his strategic conversation.

Maps of the business idea are best represented as van der Heijden (1996, p. 69) argues in the form of causal loop inference maps. The research task incorporates building inference models at the technical, organisational and institutional levels of the enterprise. The research is predicated on a holistic appreciation of the organisation viewing it as Petit (1967, p. 346) argued as a composite system. Van der Heijden (1996, p. 75) reinforced this multiple appreciation of the business idea in use when he writes of the many levels of the business idea. Numerous other writers in the cognitive mapping arena reinforce van der Heijden’s perspective (Bolman & Deal 1992; Fiol & Huff 1992; Cossette & Audit 1992; Langfield-Smith & Wirth 1992; Langfield-Smith 1992; Carley 1997).

It is the multiple perspective appreciation of the diverse range of organisational thinking that creates the potential richness that flows from a study such as this. Weick (1990) argues that the true value of the inference mapping process is not in the persistent efforts of individuals and groups to understand the maps of the others from a standpoint of accuracy; a task orientation. It is as Weick (1990, p. 9) stressed “a much larger exercise of appreciation”. Weick infers that the planning process, encompassing the insights, knowledge and learning gained along the way, is equally important as any outcome.

Scenario Thinking and Planning

It is argued in this thesis that readiness to debate the ongoing relevancy of the business idea in use, incorporating the notions of critical thinking, strategy abandonment and

mapping the multiple perspectives of the business idea, reflects the preparatory stage to a scenario thinking and planning process.

Corporate planning can be understood as a process and a “mechanism by which people and organisations gain mastery over their affairs” (Hardy & Leiba-O'Sullivan 1998, p. 468). This thesis interprets a scenario thinking and planning cycle as the front-end of a corporate planning cycle assisting the organisation to achieve the mastery argued for at as early a stage as practically feasible. The scenario process focuses on the need to understand the features of the system in use that are pertinent to the future performance of that system. The first stage of the scenario process that this thesis is preoccupied with is illustrated in Table 1.

Table 1. Van der Heijden's Expanded Scenario Planning Framework

Readiness	Application	Workable Scenarios
Pre-Preparation Business Idea In Use <ul style="list-style-type: none"> • Organisational history • Strategic heritage & hegemony • Multiple perspectives 	Scenario Thinking & Planning Activities <ul style="list-style-type: none"> • Exploring uncertainties • Scenario production • Alternate business ideas in a changing world 	Dissemination & Modification of Scenarios <ul style="list-style-type: none"> • Testing for fit • Gap analysis • Change processes

Van der Heijden's (1996) strategic conversation process, incorporating his scenario thinking and planning strategising framework, is a contemporary model of how a planning team can best gain initial mastery over the organisation's future affairs. Van der Heijden (1996, p. 2) described his strategic conversation as “an efficient approach to strategic business planning, focussing on business ideas in an uncertain world”.

Logically effective business planning must have a plausible starting point. Van der Heijden (1996) argues that point is the business idea in use or the current scenario. Any attempt to craft alternate business ideas in an uncertain world (interpreted as future scenarios) must begin from a point of mutual appreciation of the strategic heritage embodied in the scenario in use. Van der Heijden (1996, p. 107–108) viewed the

business idea articulation process as the task of “understanding the institution”, determining what he called “the character of the organisation” His “first principles” embody the strategic character of the organisation. Van der Heijden (1996, p. 107) uses the articulated business idea to establish a sense of fit between the character of the past and the plausible characterisations of the future.

In the scenario process Van der Heijden (1996, p. 108) metaphorically ‘walks’ the current business idea through alternative worlds to determine whether the current scenario will stand up to the demands of a changing competitive environment. Focusing on strategic fit, the strategic choices become: what are the future structures and systems necessary to trade successfully in those future environments? If existing competencies and strategies fall short of these needs the resolution of competency gaps become the immediate issue. If competencies meet the standards required the issues become that of strategic choice and implementation. Anderson and his team at BHP, it is argued, addressed these very same issues in the vignette related earlier in this chapter.

Scenario thinking and planning is a precursive start to a wider corporate planning process. The latter process, it is argued, is best started by applying open-ended qualitative critical causal thinking, leading to creative thinking focussed on rehearsing carefully crafted stories or narratives about what Schwartz (1992, p. 78) described as “hypothetical futures”. The scenario process results in the capture of what Schoemaker (1995, p. 25) described as an array of “rich detail” that, while often voluminous and highly complex in nature, demands the planning team make a best effort to reconcile the “wicked problems” (Rittle 1972) embedded in the data. Fundamentally the scenario thinking process exposes what Lindsay and Enz (1989) related as the internalised corporate blind spots that hamper continuing corporate development.

The scenario thinking and planning process capitalises on the human capacities of criticality, hindsight, insight, foresight, intuition and creativity—themes related by numerous writers e.g. Schoemaker & van der Heijden (1992, p. 46), Marlow (1994), McDermott (1996) and Slaughter (1996, 1999). The application of these skills enable

informed decisions by a corporate planning team about where the organisation is going, while remaining aware of where the organisation has come from and why is it still here.

Critical Thinking Working Frameworks

Insight into the value of Whiteley's (1997) PATP generic critical thinking working schema has been a driving force behind this study. Knowledge of Whiteley's (1997) schema guided an appreciation of the underlying perspective of van der Heijden's (1996) business idea framework argued for in this thesis. A structured preparatory critical thinking process, in the form published by Whiteley (1997) and van der Heijden (1996), are not yet fully appreciated as necessary and taken-for-granted tools of business success. In the earlier BHP vignette, Anderson and his senior management team at BHP, it was argued, applied an intuitive, but as yet unnamed, structured critical thinking exercise in performing their corporate due diligence and governance responsibilities.

Whiteley's (1997) critical thinking schema comprises four layers of thinking comprising:

- philosophy (P): interpreted as the true nature of the organisation's work;
- assumptions (A): about what can be taken as given in allegiance to that perceived truth;
- theory (T): based on the above assumptions of how work is designed and organised; and
- practices (P): based on those designs how work is to be performed and rewarded.

In Whiteley's (1997, p. 1) words the PATP model of critical thinking:

Allows managers and workers to comprehend the daily practices in terms of espoused theories. The model directs them to ask critical questions not only about the theories, but also about the assumptions upon which they lie. The idea is to provide a way to trace further the practices, theory and assumptions to the epistemological knowledge within the organisation.

Van der Heijden's (1996) business idea framework has been interpreted for this research as possessing similar qualities and features as Whiteley's (1997) PATP critical thinking model. Van der Heijden's (1996) framework is a powerful critical thinking working tool eminently suited to the corporate planning process. The researcher anticipates that the latter would prove a fertile tool to test the validity and value of a critical thinking process in a commercial setting. Whiteley (1997) and van der Heijden's (1996) frameworks are coupled in Table 2.

Table 2. Critical Thinking Working Frameworks

Whiteley's PATP	van der Heijden's Business Idea
Philosophy	Organisational meaning and purpose
Assumptions	Societal and customer value created
Theory	Distinctive competencies applied Competitive advantage exploited
Practices	Organisational uniqueness created Positive & negative driving forces Results

Fundamentally, the goal of both frameworks is to enlighten and inform corporate planning team participants by promoting healthy skepticism of the integrity and consistency of the formulation and implementation of the theory and practice of the organisation.

Aside from initially flagging the true nature of van der Heijden's (1996) business idea, awareness of Whiteley's (1997) framework alerted the researcher to the practical value of undertaking a critical review of the degree of misalignment between the rhetorical and operational reality. In this context Whiteley (1997) refers to the organisational talk and walk, covering what is said versus what is done. Whiteley (1997) relates the phenomena of systemic misalignment as the perceived slow drift of operational structures, systems and processes away from espoused vision, mission and strategy.

The publicised work of Anderson and his team at BHP pointed to the philosophical drift confronting them at BHP, evidenced in the established paternalism and nepotism philosophically at odds with optimising shareholder wealth (Hurst 1999a and b).

Van der Heijden (1996, p. ix) raised the theme of strategic drift in the context of organisations becoming focussed on strategic integration or “groupthink”, versus differentiation or excessive fragmentation. These images emerged from the research findings related in chapter ten. The philosophical drift feature of Whiteley’s (1997) PATP model also proved salutary, adding to the cogency of research findings.

Strategic Drift

Whiteley’s (1997) notion of drift targets the noticeable lag between when new organisational philosophies and assumptions are initially conceived, formulated and published, and their effective implementation. For any organisation that lag or transition time between paradigm formulation and implementation, Whiteley (1997) argues is a feature and a function of the organisation’s corporate history and heritage. Associated with these aspects is the strength of commitment and loyalty to established ways of doing things and, therefore the proven ability of the corporate culture to secure commitment to and manage change.

This interpretation of drift was strongly reinforced in the findings of this study as evidenced by the emergent systemic archetype and key question facing FPWA. Emerging from the findings was a corporate dilemma over the continuing commitment and allegiance to a social justice paradigm—with all of the associated structures, systems, processes and issues of equality and effectiveness that such a view entails—versus a more business-like paradigm loyal to issues of commercial efficiency

FPWA exhibited a profile of an organisation experiencing such a lag. The changing face of public sector management as described by Cox—with its greater requirement on government and non-government community funded organisations to become more efficient and business-like—is challenging the very basis of FPWA’s past success.

FPWA's past success was heavily orientated to issues of service equality and effectiveness—features of public sector management highlighted by Cox (1999). The shift of structures, systems and processes towards greater efficiency is challenging the individual and corporate adaptability of FPWA's management and staff.

Strategic Abandonment

As stated earlier, ideas for this research had their roots in the pioneering work of Drucker (1994). Drucker argued for even successful organisations (in reality the corporate planning team) to articulate and periodically abandon the set of strategy assumptions supporting the theory of the business. Drucker stated that for any corporate planning process to be successful, the decision-makers should enter a corporate planning setting ready to embrace a state of strategic abandonment. In this thesis that state of mind assumes that a corporate planner only takes into the planning setting what he or she needs to plan effectively.

Drucker didn't describe how abandonment within a corporate planning team is crafted. The nature of abandonment argued in this thesis borrows from the work of Peck (1987, 1995) whose expertise in the arena of community workshops and community building generally, captures the nature and type of abandonment and community-building conditions considered meaningful in this thesis. Peck's (1987, p. 86, 1995, p. 251) state of communal "emptiness", the third stage of his four-stage model of community building, is an analogy that best describes the abandonment condition reflecting corporate planning readiness in this thesis.

Corporate planning addresses major issues of corporate direction and identity. Peck's (1995) community-building thesis argues that true consensus on what these major issues are can only be generated by a group that has achieved a state of community. Peck (1995) defines the 'miracle' of community as a group working in synch, speaking with authenticity, speaking concisely and, most importantly, actively listening and accommodating what other team members have to contribute. A group openly communicating in this way will achieve the dialectic condition of thesis, antithesis and

synthesis; a feature of the planning process that is highly valued by writers such as Mintzberg (1994). It implies planning members have passed through the evolving stages of pseudo-community, chaos and emptiness, reaching a true sense of communal effort working for a common cause described by Peck (1987, 1995).

The abandonment or emptiness state follows a stage of often chaotic and unstructured searching by organisational members who are looking for answers why past strategy formulas, for example, may no longer be ensuring current and future business success. These past success formulas conceivably embody what Peck (1995, p. 249) labeled as “holding fixed expectations, prejudices, and simplistic outlooks, quick answers, preset positions, the need for certainty, excessive emotional attachment or detachment, and intellectual equanimity”. Peck’s (1995) stage of emptiness seeks to escape from these past anchors, leaving the planning team empty of what it doesn’t need to plan with. The planning team builds the confidence to search for new ideas and ways of doing business.

In this research an effective strategic abandonment condition assumes the organisation’s philosophy of business, made explicit in the business idea investigation process, has been surfaced, shared and laid bare to public scrutiny and debate. The abandonment condition is not the total discarding and sacrificing of core values and basic strategy beliefs per se contained in that view of the world. The abandonment condition and goal is the suspension, reinterpretation and reassessment of the strategic importance of these value systems in the context of future scenarios.

Corporate planning teams are seen in this research as analogous to Peck’s (1987, 1995) notion of pseudo-communities. It is plausible that such concepts as the business idea become a crucial ingredient to crafting a sense of community spirit in the corporate planning process. This belief is based on an expectation that preconceived interpretations of the key values embodied in van der Heijden’s (1996) business idea in use, will be open to debate allowing a sense of community involvement to emerge.

Arriving at an effective abandonment state is arguably a function of how easily the corporate planning team members can suspend individual expectations and agendas in pursuit of group consensus and community. Expectations related by Peck (1987, pp. 94–103) include the need to apply personal ideology and the desire to control, fix or heal corporate problems. James (1996, p. 47) described this readiness trait as the “ability to empathise, to walk in another person’s shoes”, potentially creating within a corporate planning team a better appreciation of the “differences between ourselves and our co-workers”. As Argenti (1992, p. xii) argued, the issue of “understanding planning member’s feelings” is a key perspective of effective corporate planning.

Arguably this ability to empathise is facilitated through shared knowledge and perspectives of the business idea in use, a heightened sensitivity to alternative viewpoints, and the powers of insight and foresight. James (1996, p. 49) based her call for futurists (corporate planners, it is argued, fall within the definition of a futurist) to show greater empathy. James (1996) acknowledges that every manager can relate to being “tugged in opposite directions by a familiar present and an uncertain future, resulting in a loss of balance and an ability to keep things in perspective”.

A Communication Crisis

Group consensus and a feeling of being part of a community are arguably outcomes of a purposeful process of open and meaningful communication. In turn, it seems that such communication is essential to the achievement of community consensus versus groupthink. In the business world of the 1960s, Vickers (1968, p. 130) wrote of what he described as our impending crisis of communication and, by deduction, a threat to community stating:

We have a crisis of communication ... that [our current methods of] communication can no longer mediate change at the rate or on the scale required by the kind of world which our new way of life has called into being. The resultant loss of shared and coherent standards and hence of contact is the state which we call anomie in the organisation and the alienation in the individual. ... [Multi-valued choices are themselves] a

function of our culture, and may well be setting us already problems which are strictly unsolvable in the time and with the means now available [to us].

Along with Drucker (1994), Whiteley (1997) and van der Heijden (1996), Vicker's seminal work was a primary motivational force in this research. Vickers pathway to communicating the often irreconcilable "wicked problems" of organisational complexity identified by Rittle (1972) was through building a critical appreciative system of understanding. A framework of communication that could mediate change and halt the growing spread of anomie and alienation evident in many of the work places of that era.

The researcher has taken Vickers' thesis and related it to the corporate planning process, perceiving the true value of critical thinking techniques such as van der Heijden's (1996) business idea and Whiteley's (1997) PATP frameworks to understand, enlighten and mediate inevitable change. Van der Heijden (1999, p. 90) described his business idea framework as a "communicative device able to build a mutual accommodation of ideas and viewpoints". Whiteley's (1997) intent was to assist managers to question the workings of their organisations. The success of both models in use in this thesis attests to their communicative capacity.

Relating the communication theme to the world of corporate planning, the argument is that during the ongoing strategic conversation process, long-held silences about which issues and what questions are legitimate to raise and debate are broken. These are latent issues and questions about the organisations strategic history and heritage. These "withholds", as Gephart (1993, p. 799) describes them, historically may have alienated people from a fuller participation in strategy investigation and strategy making.

Hurst (1999b) argued that BHP's corporate culture and management style had alienated many staff, many of whom were fearful of speaking out and challenging the financial viability of mooted investment projects. Through modeling the strategic heritage and hegemony in a framework such as the business idea and Whiteley's (1997) PATP,

planning readiness is improved through the increased potential for informed and meaningful inter group communication.

Building Organisational Appreciative Readiness

On the basis of the argument so far it appears that the central challenge to the effective implementation of a corporate planning process is the quality and extent of investigative critical thinking work undertaken to make ready a planning group to enter into informed and meaningful dialectic. Mintzberg (1994) also reinforced this argument. The pre-planning process can be seen as what Redding and Catalanello (1994, p.7) described as the start of a “journey of learning”. It involves crafting what Vickers (1968) imagined as a sense of systemic appreciative insight and readiness; a sense of strategic and normative understanding of the key systemic issues confronting the planning team.

In van der Heijden’s (1996) view, that journey of learning begins with the articulation of the business idea, going onto engage in activities aimed at building and expanding upon the level of strategic appreciative readiness crafted within the manager and the planning team members. The outcome of such readiness, it is proposed, is to prepare the planning team to undertake what Kauffman (1993, pp. 166–168) described as an “adaptive walk”—a search for “catalytic white spaces” or new arenas and stories of business opportunity.

Encapsulated in such a state of readiness are the human traits of mutual trust and respect, critical elements of open communication and community. Building the mutual trust and respect required to enter meaningful dialectic, requires corporate planners who are informed, competent, able and willing to break out of what Adizes (1993) described as thinking in boxes.

McGregor (1960, p. 315) argued that the capacity for readiness is present in all of us. Readiness on the part of a planning team Schoemaker and van der Heijden (1993, p.159) argue is the ability to respond appropriately to “strategic problems and resultant initiatives”.

The capacity of readiness is motivated by the degree of affective commitment to the task (Allen & Meyer 1990). Redding and Catalanello (1994, p. 7) argued that:

Fundamental change most often results from journeys of learning setting out in a direction, of gaining new insights and making discoveries en route, of going back, adjusting old maps, developing revised plans, and taking new action.

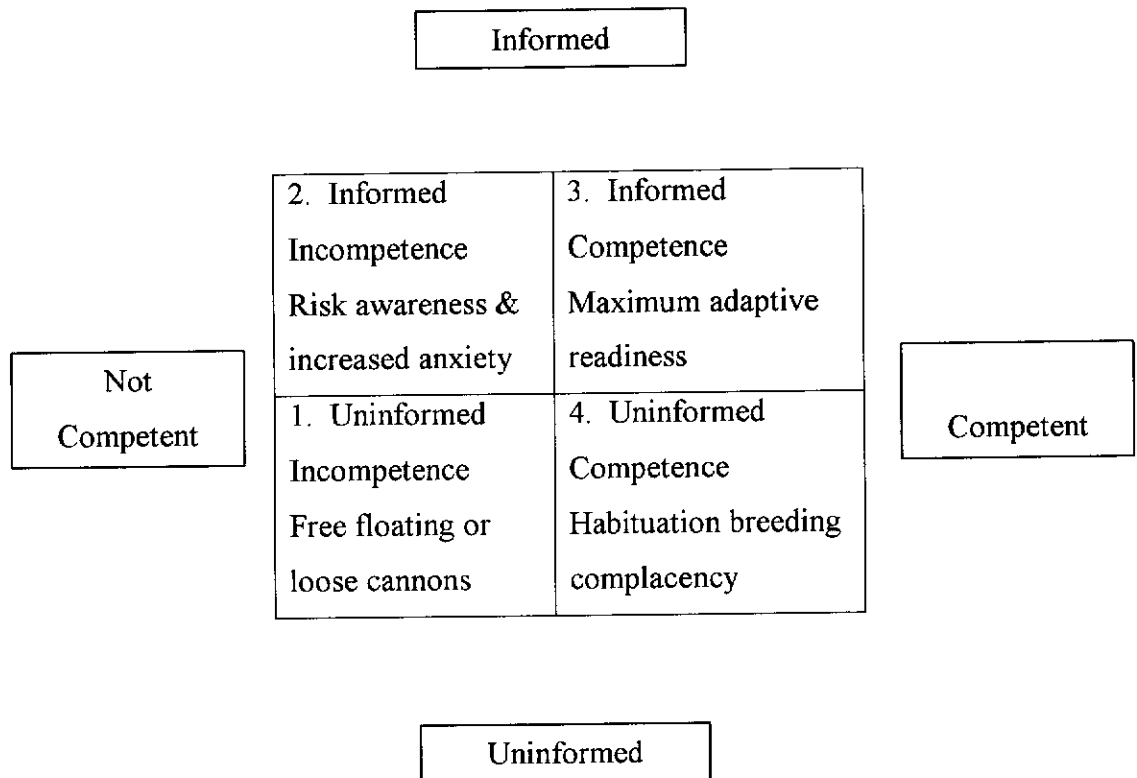
Adjusting old maps and resultant change begins with challenging what Argyris (1984) called model-1 assumptions and theories of success. The process involves readying planning participants for informed model-2 conversation and communication. Here the underlying nature of the prevailing theory is deconstructed, opposing premises pooled, and new integrative solutions found (Pheysey 1993, p. 109; Argyris 1993, pp. 54–55).

Features of Planning Readiness

Literature surrounding appreciative readiness is sparse. Much of the focus in business literature to date has concentrated on what happens after corporate planning has commenced. Little emphasis has been directed to thinking about the individual and group journey towards appreciative readiness. Readiness to plan is considered a function of the individual capacities to participate openly, being fully conversant with the issues under review. This thesis argues that competence is a function of the degree of historical and contemporary appreciation of the system under review.

Within the arena of workplace safety management, Groover (1996, p. 29) identified four states of readiness reproduced in Figure 1 below, framed around the issues of competence and being informed. Being informed and competent are seen as critically meaningful in terms of this research topic. Vickers' (1968) notion of systemic appreciative readiness is interpreted as lying in Groovers' third quadrant; a state of "informed competence". In the context of this research this is a state of maximum adaptive readiness founded upon a wide appreciation of the systemic nature and qualities of the business idea in use.

Figure 1. Qualities of Planning Readiness: Competence and Being Informed

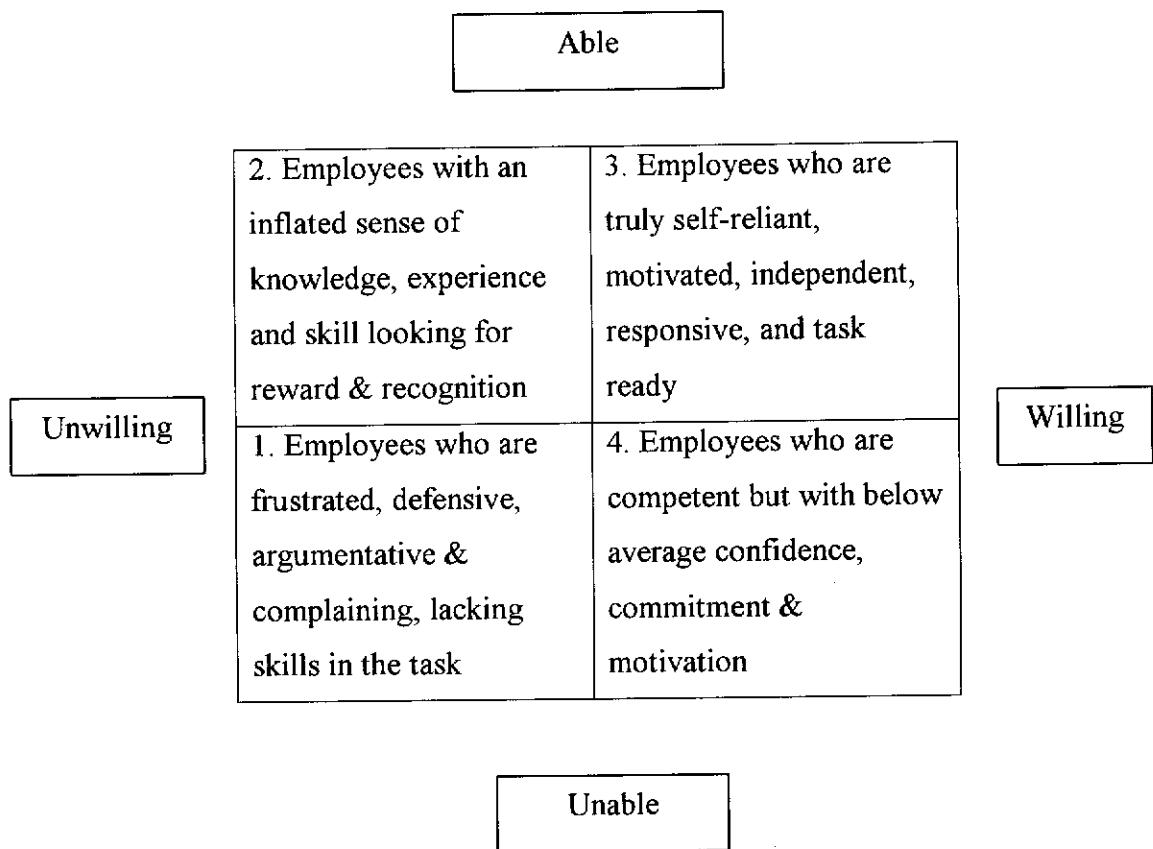


Adapted from Groover (1996, p.29).

Hersey (1996) conceptualised readiness in terms of the ability to exercise knowledge. A function of personal empowerment, the ability of exercise knowledge is a close analogy to Senge's notion of "personal mastery" (Senge (1990a and b)). In Figure 2 below Hersey (1996) depicts four states of personal empowerment centred on the traits of willingness and ableness. Hersey (1996) talks of owned readiness in terms of self-reliant and responsible organisational members. Vicker's (1968) notion of systemic appreciative readiness is interpreted in this research as lying in Hersey's (1996) third quadrant.

Implicit in individual and team-based appreciative readiness is the capacity for building consensus about how core belief systems should be managed in terms of the organisation's strategic initiatives. Also implicit is awareness of the need to negotiate the structures, systems and processes that create corporate success.

Figure 2. States of Planning Readiness: Able and Willing



Adapted from Hersey (1996).

From a planning perspective, the problem is about how best to reconcile what Hampden-Turner (1990, pp. 110–111) related as the values and the interests of all stakeholders; “so that A gets they want as a consequence or precursor to B, C and D getting what they want”. The task is equally important from both an external and an internal stakeholder perspective. In practice, Hampden-Turner (1990, p. 159) argues, it is about how to treat peoples’ opinions and beliefs so that the exchange of ideas and information is enriched, recognising those “ideas that may appear antagonistic and opposed are [most often] reconcilable”.

At a corporate planning team level the appreciative readiness goal is the development of a planning team exhibiting Groover (1996) and Hersey’s (1996) quadrant three readiness traits—a team of self-reliant, motivated, independent, informed and able corporate

planners who are task willing. Articulating the business idea in use, it is argued, facilitates the achievement of this team goal.

Planning Paradigms

Guba and Lincoln's (1994) work on competing paradigms in qualitative research provides a philosophical link to understanding the fundamental importance of van der Heijden's (1996) business first principles. Van der Heijden's first principles of business success are interpreted in this research as a paradigm or world view—a set of basic beliefs that deal with categorical ultimates which, in the case of this research, are the embedded features of the organisation's strategic history and heritage.

Van der Heijden (1996) business idea model embodies a world view that defines what Guba and Lincoln (1994, p. 107) relate in another setting as “the nature of the world, the individuals and the organisation's place within that world and, most importantly, the nature of that relationship within that world and its inclusive parts”. Any corporate planning process in use bears allegiance to a worldview. Some of the planning methodologies experienced by the researcher throughout his twenty-five years of senior business administrative experience, resonated with reports in the literature of corporate strategy being informed by past choices, practices and deficiencies in method. The planning focus in those instances experienced by the researcher in the past were described in the literature as primarily scientific, quantitative and rational, heavily orientated to ‘bottom-line’ accountability.

In the instances experienced by the researcher, arguably little quality time was invested, firstly in surfacing the key assumptions supporting the theory of organising and, secondly, challenging the ongoing relevance of the organisations corporate meaning, identity, purpose and current strategic posture. The rational paradigm summarised in Table 3 below describes the researcher's experience of planning in action.

Whiteley's (1997) PATP model of critical thinking has been used to highlight the contrasting multiple perspectives of how planning is best undertaken. In the design or

rationalist school what needs to be done is easily determined, known and understood by all. In predictable marketplaces—for example Emery and Trist's (1965, pp. 30–31) simple “placid-randomised” and static “placid-clustered” theoretical worlds—low levels of uncertainty and change spawned reliable and proven scientific rational corporate planning techniques. Those objective-planning techniques assisted corporate planners to craft illusions of strategic control. Their success was based on a sense of optimal, easily obtained, clear-cut, corporate and strategic objectives.

Table 3. Summary of van der Heijden’s Three Planning Paradigms

PATP	Rational	Emergent	Processual
Philosophy	What needs to be done is clear to all, easily determined	People will follow their initiative	People are guided by meaning, look for direction
Assumption	One best solution Detached	Many solutions to be tried out Serendipity	Continuous step by step improvement
Theory	Machine metaphor Scientific management	Ecology A suite of laws, Unpredictable Chaos theory	Living organism Complex adaptive
Practices	Predict & control Maximum utility Implement Appraisal & control Focus on causality	Random experiments & filtering Order in the system occurs naturally	Internal processes Integrative systemic appreciation Action & reflection Shared values

Adapted from van der Heijden (1996, pp. 23–52) and Whiteley (1997).

Illusions crafted in such contexts were plausible and comforting, unchallenged by the low levels of transactional complexity and contextual uncertainty. Planners built up an in-depth awareness of a transactional and contextual environments that were largely slow moving and predictable. In these less than turbulent marketplaces, long-held strategy

choices often remained unchallenged for extended periods of time. The pace of change was slow with change arguably incremental.

Periods of stable profit and unquestioned continuing profit-potential underwrote this illusion. The design or rationalist school of strategic thinking, associated with writers such as Ackoff and Porter, is a name given to predict and control corporate planning techniques that objectify the organisation (Ackoff 1981; Porter 1980). In our post-modern chaotic business world however, what is real is a matter of individual and group perception. People look for meaning, and the global appreciation and allegiance people have is strongly influenced by local experience and interpretation.

Van der Heijden (1996) recently reviewed this and two other competing schools of planning as a rationale for advocating the benefits of the scenario process. The latter approach is best suited to environments mirroring Emery and Trist's (1965, p. 26) "turbulent field". Emery and Trist described business life in their turbulent field as one reflecting unremitting systemic uncertainty and unpredictability, with success primarily reliant upon a deep understanding of the interdependence between the economic and all other facets of society—an environment where values become increasingly subjective.

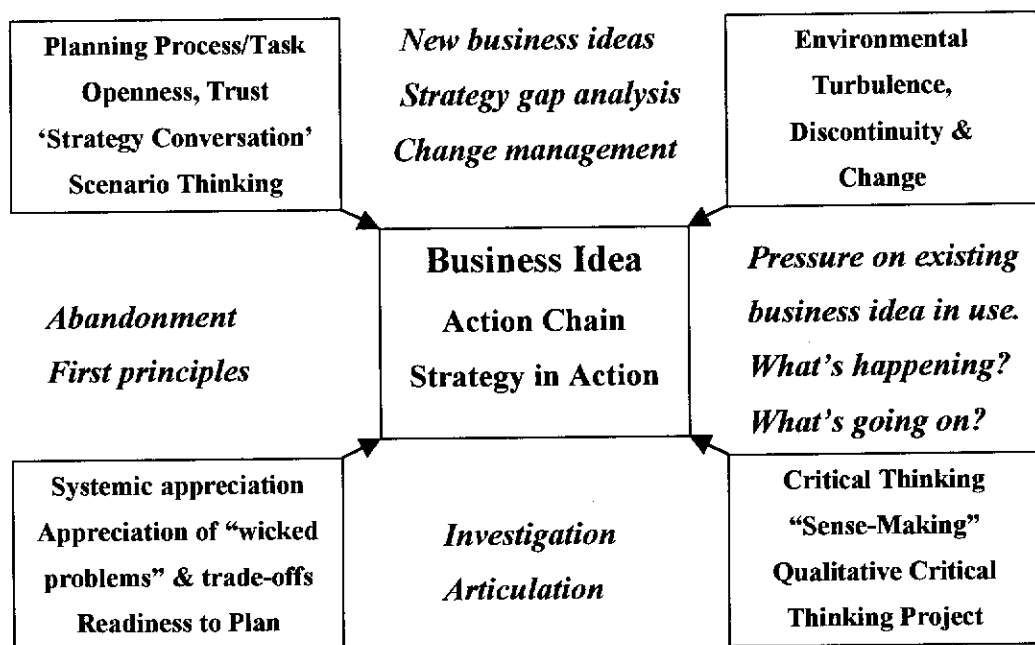
In the planning methodologies experienced by the researcher, what was arguably lacking were the appropriate cognitive tools, such as van der Heijden's (1996) business idea and Whiteley's (1997) PATP frameworks, and the scenario process itself. Lacking these tools the planning team were arguably unable to undertake a values-driven strategy imagination project of the type identified firstly by Emery and Trist (1965, p. 28) and then added to by writers such as Stata (1989) Drucker (1994) and recently van der Heijden (1996). The three tools mentioned in this paragraph all celebrate the underlying meaning and the step by step reinvention of complex, living and adaptive systems.

It is van der Heijden's (1996) process based business idea framework that is the philosophy most closely associated with this thesis. Van der Heijden's (1996, p. xv) view of planning states:

[Planning] is both necessary and efficient for organisations to make an investment in thinking through in advance of where they want to go, and in developing policies and strategies based on this. The aim is to achieve a better-structured and more efficient day-to-day management practice.

This is best achieved, in the researcher's opinion, through gaining a deep appreciation of the organisational system at work. This thesis seeks to examine the practical and predictive ability of van der Heijden's (1996) structured and efficient corporate planning device, to capture that sense of deep systemic understanding. It is argued that the use of an interpretive tool such as van der Heijden's assists organisations to achieve what Emery and Trist (1965, p. 28) described as "some sense of organisational stability" in our increasingly precarious commercial world. The key issues and perspectives discussed above set the theoretical context for this research and are summarised in Figure 3.

Figure 3. Positioning of the Business Idea in the Planning Context



The iterative model should be read clockwise beginning with the notion of environmental turbulence and how organisations should go about reducing risk and

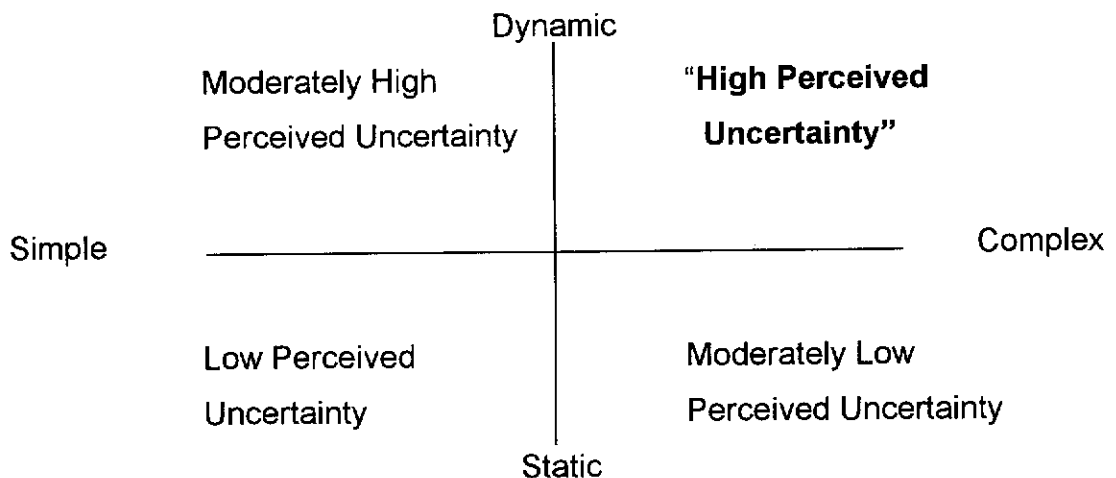
optimising business success through building systemic appreciative readiness. Crucial in that state of readiness is ability to question, the attainment of deep systemic understanding and the use of planning devices that capitalise on these deep appreciative insights. Any planning process that does not firstly prepare, capture and utilise these insights, in the researcher's opinion, is wasteful and ineffective.

Theoretical Contributions

The researcher's theoretical appreciation and belief in van der Heijden's (1996) business idea framework is influenced by a store of writers, aside from those specifically related to this point. Aside from moulding the researcher's worldview, each has in some way influenced the researcher's thinking and thereby the content, intent and direction of the research objectives. A chronological listing of each writer's indirect contribution to the research is included as appendix one.

Embedded in the many interdependent themes in appendix one is an underlying call for a critical review of corporate planning processes. The call is not based on why organisation should plan, but how corporate planners can better plan in our post-modern, post-structural world, cognisant of the ever-increasing dynamic complexity in managing contemporary business affairs (Mintzberg 1994). This "dynamic complexity" aspect was summarised by Duncan (1972, p. 230) as illustrated in Figure 4.

Figure 4. Environmental Turbulence: Dynamic Complexity



Adapted from Duncan (1972, p. 23).

The conclusion is that leaders and managers must take it for granted that business markets will forever exhibit chaotic behavior. In this decade uncertainty has increased markedly through the use of information technology and global business processes. In Duncan's (1972) dynamic/complex quadrant (i.e. the high perceived uncertainty):

- there are a large number of factors and components in the environment;
- the factors and components are not similar to one another; and
- the factors and components are in a continual process of change.

In that high perceived uncertainty quadrant, organisations such as the Shell Corporation argue for scenarios which highlight that "there is no alternative" (TINA) (Shell 1996, p. 1-3). Shell's TINA scenario argues that the social fabric across Western and Eastern cultures is being stretched, and there is no longer any such thing as "business as usual".

In this global business scenario, Whiteley (1997) and Slaughter's (1999) work implies that the capacity for criticality becomes a crucial factor in sustaining business success. In this same world, Wheatley (1994) argues for the use of individual and group self-reflection, a human capacity implicit in the scenario process. All of these authors have a faith in the human capacity for criticality and self-reflection, believing that trait has a vital role to play in a review of an organisations strategic heritage and continuing business success.

Contribution to the Body of Knowledge

In an attempt to assess the readiness of Australian managers to cope with this new competitive environment, a watershed study was conducted in 1995 looking to position Australia in the international competitive environment (Karpin 1995). Some serious deficiencies were identified largely focussed on management and senior management skills. A core competency in business management is that of strategic planning—one of the deficient competencies identified. This in-depth study will be of national significance as it contributes an almost ethnographic analysis of the strategy process. This is especially so in the not-for-profit context, a commercial sector that has received relatively little attention in the strategy literature.

Australian managers and firms face the same competitive challenges as their international counterparts. Globalisation and rapid technological change are forcing all firms, irrespective of product, price or place of operation, to seek out new commercial strategies, structures, systems and processes in order to remain locally and internationally competitive. There is no alternative. For the firm and the manager operating in this complex environment they must adapt or risk irrelevancy. No organisational or individual skill set is immune to the demands of the new global marketplace. This thesis seeks to add to the skill set of a commercially astute international manager.

Knowledge is further enhanced through providing a prototype in an industry that shares many contextual similarities for radical system thinking. This is achieved through a practical demonstration of the value of applying a structured critical thinking technique to problem solving and problem definition. The study also contributes a methodology that is replicable in many of its aspects irrespective of context or industry setting.

Research Opportunity

This research seeks to reveal the range of diverse appreciations of one organisation's strategic heritage and, secondly to determine how an appreciation of past strategy choice better informs a corporate planning team. It argues that a systemic appreciation of this kind is critical to effective contemporary corporate change management. Fundamentally this research argues that an introductory critical thinking inquiry phase of any corporate planning project is a valid and meaningful readiness activity. Van der Heijden's (1996) business idea framework was considered a suitable vehicle to test this driving premise.

Van der Heijden conceptualised his business idea framework as a practical way of orientating the participants of a scenario thinking and planning project to the current drivers of business success. This research argues van der Heijden's business idea framework is a critical thinking working tool eminently suited to revealing the strategic assumptions driving current business success and a tool eminently suited to strategising in the post-modernist era. This research has isolated van der Heijden's framework from his wider strategic conversation in order to test the research objectives.

This research further argues that the critical theory and critical thinking interpretation of van der Heijden's work has gone undocumented by van der Heijden. Van der Heijden (1996, pp. 136–138) did point to the issue when he talked of a more “structured and reasoned approach to futures planning”, in contrast to the application of mere “intuitive analysis” of organisational success. As well, published reviews of van der Heijden's recent work also lack any reference to the critical thinking aspect of his work (van der Heijden 1996; Voss 1997; Schlange 1997; Starkey 1998; Miller, Provo et al. 1998; Schmidt 1998 and van der Heijden 1998). Therefore the research undertaken in this thesis aims to provide a further contribution to the value of van der Heijden's business idea framework as a critical thinking tool of strategic inquisition.

Research Overview

Van der Heijden coined numerous descriptors to convey the elusive nature of his grand theoretical framework of the business idea including:

- “the driving force for success ... the business idea is specific to the organisation and no two organisations have the same idea (van der Heijden, 1996, p. 56)”;
- “the organisations mental model of the forces behind its current and future success ... the business idea is embedded in the language of the organisation (van der Heijden 1996, p. 59)”;
- “a line of strategic reasoning around which people in the organisation can gather (van der Heijden 1996, p. viii)”;
- “the business idea is a tacit and taken-for-granted phenomena while people get on with the day-to-day tasks (van der Heijden 1996, p. 57)”;
- “a tool for analysing business logic (van der Heijden 1996, p. vii)”;
- and embodying “the first principles of profit-potential (van der Heijden 1996, p. 59)”.

The powerful and elusive character of the subject matter indicates its suitability to be incorporated in the arena of critical management studies.

Viewing strategic planning as the arena of business administration under the spotlight, the strategy theory under the microscope is van der Heijden's (1996) business idea. Key

categories of the framework have been identified. This research has set out to find evidence of the interdependent features of those categories and the iterative nature of the framework in use in an organisational setting. Adopting Vaughan's (1992) thinking, this research has elaborated on the theory in terms of the concepts, constructs, and characteristics of the framework in use with FPWA.

The core categories of van der Heijden's business idea framework are not new to the discipline of business administration. The categories of corporate meaning, values, purpose, entrepreneurship, customer value and satisfaction, distinctive competencies and competitive advantage have been widely articulated and debated by respected academic writers over the decades. Each of these writers however does so within their own perspective and context (Porter 1980, 1985; Prahalad & Hamel 1990; Drucker 1994 and Hamel & Prahalad 1994). The uniqueness of the business idea framework comes from the holistic and processual nature of the framework. What van der Heijden (1996) has successfully achieved is the moulding of these independent strategy categories into one grand theory of business success possessing generalisable qualities.

Parker (1995, p. 565) argues that "the purpose of any good theory is not only to revitalise the world, but also to critique it in the hope of changing it". As already stated, this research has set out to elaborate and critique the in use predictive value of van der Heijden's business idea evaluating it as a cogent theoretical framework of critical strategic inquiry. The researcher also perceived that the research would confirm the existence of multiple and stratified slices of divergent appreciation of the business idea in use up down and across the host organisation. Numerous other writers e.g. Petit (1967), Werther Jnr (1996, p. 4), van der Heijden (1996) and James (1996) have written on this theme.

Driving the research methodology is the paradigm of critical theory (refer to chapter three). In the context of this research the critical theory paradigm as related by Guba and Lincoln (1994, p. 109) is considered the most appropriate methodology for capturing a point-in-time picture and resultant sense of strategic "historical realism" for a group of

organisational members. This research assumes that the individual and group members' appreciation of the organisation's business idea is strongly influenced by hierarchical position, accountability, responsibility and the members' professional status.

Research Premise

In summary, the underlying research premise is simple. It states that before beginning any formal corporate strategic planning cycle, the existing mental models or visions of success owned by key stakeholder groups need to be surfaced, shared and communally appreciated. Symbolically the process is intended to capture what Millett (1988, p. 62) and van der Heijden (1996, p. xi) respectively have described as "a sense of organisational identity" and "strategic reasoning" across the organisational setting. The reasoning behind the premise is that this special preparatory planning stage is necessary to make decision-makers ready to plan more effectively. It is argued that the readiness preparation phase will help a corporate planning team to make more informed judgments of idea and fact about the make up and state of business systems under review (Vickers 1968, p. 139; Schwartz 1996, p. 37).

Research Environment

In order to explore the plausibility of this premise it was decided to adopt a qualitative single case study approach similar to that published by Yin (1994). This was done with the view of extending the research to other cases if there was sufficient ambiguity or dissonance in the findings to make this necessary. A small to medium commercial enterprise with limited planning resources was chosen. Details of the host organisation FPWA are explained fully in chapter four.

The decision to follow such a research technique and host case profile was prompted by van der Heijden (1996, p. xiv) who commented that:

The best laboratories to test approaches to strategy are the smaller companies without extensive planning resources. As it turned out the smaller companies have forced us to become very clear about what it is we are trying to do if any practical result is to be achieved. It proved a salutary discipline.

The search for a suitable technique to research in depth the embedded nature of the business idea led to the selection and use of Yin's (1994, pp. 38–44) type-2 “embedded” single case study research technique. As it did for van der Heijden (1996) the case study research design proved salutary to this research. The qualitative research methodology employed facilitated building an in-depth macro and micro appreciation of van der Heijden’s business idea in use.

The methodology applied isolated what Guba and Lincoln (1994) and Vaughan (1992) related as the varied interests of organisational members, highlighting the interconnectivity within complex organisational systems. The research methodology and methods are explained fully in chapters three and five respectively. In terms of the generalisability of qualitative research, Morse (1999) implied that the facts and findings from the single case environment such as this study carry no statistical significance. Nevertheless, the knowledge gained of the predictive value of the van der Heijden’s business idea framework, is considered meaningful in other settings, especially as the activity of systemic appreciative readiness is potentially common to all organisations.

Research Objectives

The following objectives formed the basis of the research work:

- Determine whether van der Heijden’s (1996) business idea framework could be investigated and articulated within a small to medium commercial environment.
- Determine if a set of graphical organisational inference models of van der Heijden’s business idea framework in use could be constructed.
- Determine whether a preparatory critical thinking phase of a scenario planning cycle is a valid planning activity.
- Investigate the nature, components and the practical steps involved in building appreciative readiness in a strategic planning team.

Research Questions

In addressing the research objectives the following research questions were identified:

- How do differing models of the business idea link and combine to form one inference diagram?

- What are employee perceptions of the categories of van der Heijden's (1996) model of the business idea?
- What is the holistic representation of these perceptions across the organisation?
- How diverse are these perceptions across the organisation?
- What are the positive and negative feedback loops driving and constraining perceptions of ongoing success?
- How do these feedback cause and effect loops enhance or limit growth?
- What is the order of events required to make-ready a diverse group to plan?

Ensuing Chapters

Having described the key features of the business idea and why the research is important, chapter two further expands upon the central concept of, and ambience surrounding, the business idea framework. That chapter pursues aspects and features surrounding business idea concept in some depth, expanding on the literature review and discussion regarding the business idea related in this chapter.

Chapter three contains a narrative of the research methodology applied in the study, covering issues of ontology, epistemology and qualitative methodology. Chapter four describes the salient features of the host case organisation, the Family Planning Association of Western Australia Inc. (FPWA). Chapter five narrates the qualitative research methods incorporating data collection, project design, data coding, content review and the computer-based research tools utilised to research the business idea.

Chapters six through to nine (and their supporting appendices: two through nine) detail the major and contributory findings respectively of the study, specifically the scope and depth of concepts, constructs and characteristics found supporting the existence of the business idea phenomenon within FPWA. In relating the findings, chapters six through nine follow a story-like strategic conversation in the true spirit of van der Heijden's (1996) work, relating the host members' collective appreciation of the eight categories of the business idea framework in use. Cognitive mapping techniques are utilised throughout the chapters and supporting appendices, intended to increase the reader's

systemic understanding of the hierarchical flow of meaning beneath each schematic category in use.

The research findings are brought together in chapter ten. The collective view of the business idea in use is graphically articulated and then compared with localised interpretations of the phenomenon. Research objectives and questions are then interrogated in light of the findings of that process.

Chapter 2

The Contextual and Transactional Aspects of the Business Idea

Scenario Thinking and Planning Context

Chapter one introduced the nature and key transactional features of van der Heijden's (1996) business idea framework, as well as the key task related aspects of researching the business idea framework in use. This chapter expands upon the key contextual issues touched upon in chapter one that act to ground, to surround and to elevate the frameworks profile and importance.

As noted in the introduction, the recipient role of the research is the scenario thinking and planning arena. Scenario thinking and planning is best interpreted, in the researcher's view, as the first steps of an overarching structured corporate planning cycle, a cycle that ultimately concludes with what Argenti (1992, p. 12) describes as "strategic and operational plans summarised in the form of a business plan". The scenario approach is a systemic and systematic visioning technique well suited to surfacing rather than suppressing systemic uncertainty. The scenario approach focuses on the very few, but momentous, ideas about the long-term future of the organisation as a whole. The latter is best achieved through dialectic, which is arguably the cornerstone of the scenario process (Morrison & Rometty 1996, p. 54; Schwartz, et al. 1997, p. 41). Working in tandem, the thinking and planning elements of the scenario approach have been labeled by van der Heijden (1996) as the "art of strategic conversation".

A scenario thinking and planning cycle is a process designed to surface and challenge the continuing efficacy of the corporate planner and planning teams long held mental model, or 'microcosm' of the key strategic assumptions underwriting past business success (Wack 1985a, p. 140; Wack 1985b, p. 84; Thomas 1994). That microcosm encapsulates the five or six key strategic assumptions. What Wack (1985b, p. 82) described as the "gut drivers", what Simpson (1992, p. 12) labeled as the "lead-indicators" and what Kassler (1995, p. 38) coined as the "weak and strong" key environmental signals and

issues that have been and will be strategically vital for the organisation. Implicit within that microcosm is the reconciliation of the difficult strategic questions confronting the decision maker. Questions that forever demand the corporate planner to scan the changing contextual horizon, ideas shared by numerous writers in this field (Mason & Mitroff 1981, p. 9; Millett 1988, p. 61; Caplen 1996; Moyer 1996, p. 173). The scenario approach explores both the past and the future, grounded in the current scenario or business idea, in an attempt to ensure the organisation goes down the right road.

Morrison and Rometty (1996) argued that the scenario process embodies an implicit assumption that the future awaits us in many emergent forms. It is argued in this thesis that planning based solely of projections embedded in entrenched ways of conducting business will no longer guarantee success, a theme surfaced earlier by Wack (1985b, p. 73). The scenario technique unshackles entrenched planning processes by looking to find the environmental catalysts that have the capacity to break the nexus between the organisations current transactional and contextual environments.

The scenario approach looks to find and surface any plausible breaks in strategic symmetry, allowing any latent and novel strategies to emerge that have the potential to drive organisational transition and transformation. Writers in the field of chaos and quantum theory provide the metaphorical backdrop to the potential of the scenario process (Jantsch 1980, p. 27; Davies 1989; Zohar & Marshall 1994, p. 25).

These new strategic symmetries or scenarios have been likened to virtual states: in quantum terms, superpositions or multiple constructions of alternative future realities (Eisenhardt, 1989 p 556; Simpson 1992, p. 15; Zohar & Marshall 1994, p 27). Foster (1993, p. 124) introduces the psychological nature of the scenario approach depicting scenarios as “archetypal descriptions of possible futures” combining both quantitative and qualitative assumptions about future strategic environments embodied in a specific framework.

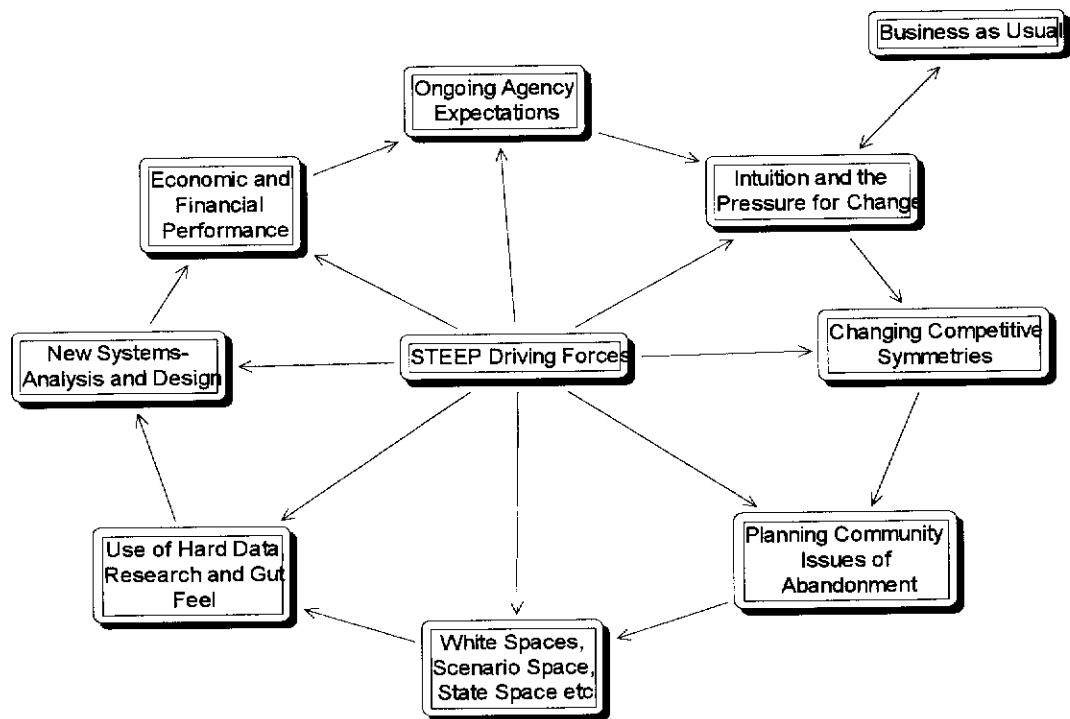
The scenario process interrogates perceptions of customer values embedded in strategic gaps in the arena of competition. Described by Hamel and Prahalad (1994, p 128) as “competitive space”, these commercial opportunities point to the distinctive competencies necessary for future success. Boroush and Thomas (1992, p. 26) have talked of emerging business opportunities as lying in a “scenario space”, to paint a similar image as other writers. Borrowing from chaos theory, Crutchfield et al. (1986, p. 41) talked of “state space”; a concept for visualising where the system maybe heading.

The scenario process is such a sense-making concept able to relate and represent those alternative futures or competitive states for the corporate planning team. The scenario process is capable of providing plausible images of where any organisational system can head. The scenario process is well suited to strategising in environments where technical and competitive change is rapid. In such environments Eisenhardt (1990, pp. 39–41) argues managers use the simple yet powerful tactics of pattern matching to track the critical real time information necessary for effective decision making in such chaotic contexts. The scenario approach relies on contextual pattern matching gleaned from the knowledge and insights of participants.

The powerful nature of the scenario approach cannot be denied. In the researcher’s opinion it is a technique that addresses Vickers (1968) communicative thesis as related in chapter one. The scenario process works to attain a true sense of community of the type talked off by Peck (1987, 1995) a key requirement for a successful scenario project. Van der Heijden’s (1996) version incorporating his business idea framework addresses the need to be critical of the past history and hegemony. The scenario process also has as a goal Drucker’s (1994) notion of the abandonment of past strategic allegiances, looking to rethink and redefine the most likely successful image of future profit-potential.

Bringing together these and other diverse themes argued in chapter one, the rationale for scenario thinking and planning methodology, is depicted as Figure 5. The following figure also merges unpublished thinking of van der Heijden.

Figure 5. A Perspective on the Scenario Thinking and Planning Cycle



Changes in the social, technical, economic, environmental and political environment constantly redefine what should be business as usual. Senior managers, the agents of organisational success, apply their intuition, insight and foresight to scan the marketplace for changing competitive symmetries. Formal planning demands suspension of current perception of business as usual in search of new competitive opportunities-new business models. Supported by hard data, research and the sharing of knowledge, new structures, systems and processes i.e. new business idea models are conceived, tested, implemented and reviewed in an iterative and never ending cycle of organisation transformation.

The Business Idea Construct

The need for a wide appreciation of the omnipotent presence and influence of the scenario approach, incorporating van der Heijden's (1996) business idea framework, cannot be over emphasised. For the purposes of this study an awareness of the many and varied perspectives of the business idea framework and the scenario process is crucial to understanding the role of and power of the framework in use to dominate organisational

life. This study places the business idea framework at the centre of organisational life. It is only possible within this thesis to relay some of the task and process features of the business idea as a tool of inquiry and a phenomenon in use.

The business idea framework is a model for business success founded upon an interpretation of the evolving needs of society. It relates to the interested stakeholder a sense of structural and cognitive order within any organisation and a sense of place in the contextual sense. Arguably a driving fundamental goal of the framework in use is the creation of an air of organisational stability, and some predictability in the overall resource allocation process. This aspect of the framework points to its ability to raise the level of discipline in the management of day-to-day affairs.

The power of the framework in use to discipline, influence, and bind organisational members is, the researcher argues, very strong. The business idea framework at the macro level can be likened to a construct Goffman (1971, p. 15) related as the deep underlying inference structure. Van der Heijden (1996) infers that his framework identifies the deep underlying systemic structure of business success. The structure of the framework carries an inference that can be likened to a complex, high powered, every day cultural phenomenon not easily modified or destroyed. The latter is a theme identified by numerous writers in other disciplines regarding certain cultural phenomenon, and, although taken out of context, the analogy is considered strong (Chung 1991, p. 419; Miller 1993, p. 119; Seligman 1994). Through investigating the business idea a picture of this every day, high powered culture in use can be gained.

On one level, therefore, the business idea framework is a diagnostic and preparatory tool, and the results of any critical appreciation of the framework in use is able to inform management of the power of the heritage and strategic hegemony. Therefore on an even higher level, the business idea framework is an emotive, functional and purposeful empowering force, possessing the power to bind, restrict or empower organisational innovative spirit.

Entrenched loyalties to one and only one view of the business idea can strangle business success, leading to archetypal corporate pathologies described by Adizes (1996), Senge, Kleiner et al (1995) and Kim (1995b). It is the often-blind loyalty by some members to one model of business success that is at the root of most of the calls for the regular abandonment and reassessment of politically and socially strong business ideas.

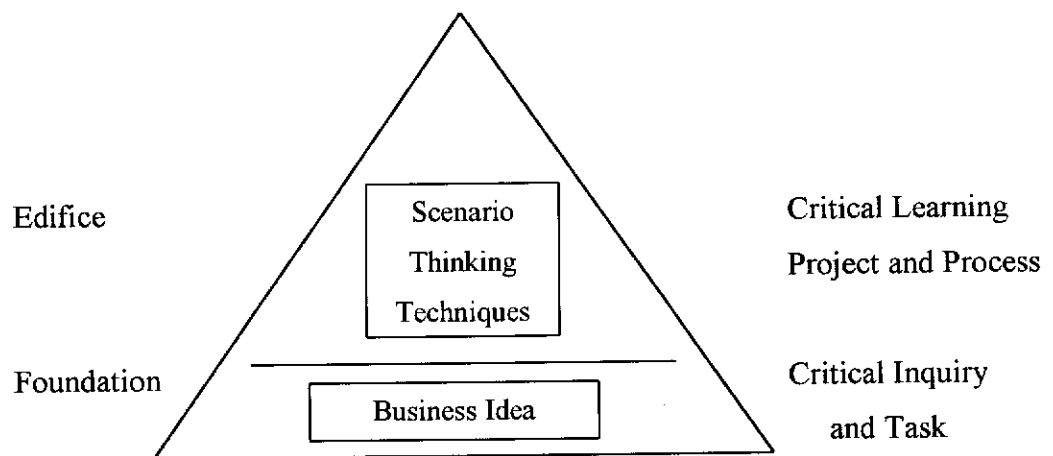
The Foundation of van der Heijden's Strategic Conversation

It is these and other key features of the business idea phenomenon that arguably influenced van der Heijden to formulate the business idea concept as the foundation stone to his strategic conversation. The business idea critical thinking device and tools such as scenario planning are the key features of van der Heijden's (1996) strategic conversation. Cognitive aspects of both the business idea and scenario planning, make up the task and processual aspects of a learning methodology, designed to prepare what Schoemaker & van der Heijden (1993, p. 159) related as the "institutional mind" for multiple futures—looking to rekindle "institutional entrepreneurship".

Together they spell out a set of diagnostic and therapeutic dialectical devices working interdependently, van der Heijden (1996) argues, to surface and challenge current tenets and plausible images of future business success. Together they fashion an appreciation of what the organisation is (i.e. the business idea in use) as well as competing views of what it could to be (i.e. the scenario thinking and planning process).

The business idea investigation task takes place at the foundation level of van der Heijden's strategic conversation. Whiteley's (1997) model of the level of questioning is adapted to visually frame van der Heijden's conversation and is included below as Figure 6. From a scenario thinking perspective, van der Heijden (1996) positioned his business idea schematic model as a scenario planning point-of-departure. Conceptually the task involves building an appreciation of the epistemological foundations of business success: a historically realistic view of the business idea or strategy in use. Practically the task involves what Langfield-Smith (1992, p. 135) described as capturing individual and group cognitive maps of the "key frame of reference".

Figure 6. Overview of van der Heijden's Strategic Conversation Process



Adapted from Whiteley (1995, p. 3) and van der Heijden (1996).

That snap shot encapsulates a point-in-time image of the embedded physiological strategic purpose, systemic structures and processes that shape an organisation's visible outer-skin and ongoing behaviour. Metaphorically the business idea can be understood as comprising the heart, lungs, brain and central nervous system of the organisation. Although not conceived in this context, Bolman & Deal's (1992) notion of a structural frame of reference adds further imagery of the business idea framework. It follows that any attempt to change or modify the organisation's outward appearance and learned behaviour, demands an investigation and assessment of the internal systems and structures sustaining the business idea in use.

The Business Idea as the Organisational Generalised Other Self

Van der Heijden (1996, pp. x–xi) stressed the underlying perspective of the concept of “self” in relating the business idea framework. Borrowing Mead's (1969, p. xii) construct of the “generalised other self”, the business idea in use embodies the generalised organisational character and personality mirrored in the organisation's strategic vision, mission, structures, systems and operational processes.

This research argues that the business idea is on the one hand an overarching meta-model espousing organisational identity and meaning and, on the other hand, a localised phenomenon experienced on a day-to-day in use basis, with local meaning, interpretation and behaviour. Building a macro and micro-appreciation of the organisational self across the many layers of the organisation demands an appreciation by the researcher of the notion of the generalised other self.

The researcher interacts with members of the organisation at the institutional, organisational, technical and heterarchical professional levels. The members of each of those groups harbour different myths, stories and appreciations of the organisational self, specifically in terms of where the organisation has come from, why it exists, as well as the accolades and misgivings of past, present and future performance. Each of these groups it is argued will perceive their immediate view of the business idea differently in terms of the:

- goal vision: the organisational dream;
- business definition: a view of client notions of value incorporating the range of products or services reflected in the business mission; and
- process vision: essentially the business idea in use embodying the scope of operations, and reflecting the “unique formula of success” that will realise the dream (van der Heijden 1988, p. 8).

Every member of any organisation, whatever the level of accountability and responsibility, will look for meaning in their work in terms of the nature of their role, the work performed and what is seen to be valued. It’s about making sense of our work within its transactional and contextual surroundings.

In Pursuit of Meaning

An appreciation of the sense of individual and group meaning locked up in the business idea in use has been strongly influenced by the work of Frankl (1984). Frankl wrote of mankind’s unfailing need to understand their world, arguing it is human nature to relentlessly pursue identity and meaning in everything that we do. Van der Heijden’s

business idea framework it is argued is such an example within the commercial setting. Frankl (1984, p. 94) argued that:

It is a peculiarity of man [kind] that he/[she] can only live by looking to the future ... and this is [their] salvation in the most difficult moments of [their] existence, although [they] sometimes [have] to force [their] minds to the task.

This never-ending personal pursuit, it is argued, carries over into organisational life, formally reflected in the corporate planning process. Frankl (1984) termed this nature of being human as our individual and, by deduction, our organisational “will-to-meaning”. In this vein, the implementation of van der Heijden’s (1996) strategic conversation is the proactive act by the appointed community leader to direct a collective organisational mind to scan the future for meaning and continuing relevance. Ideas from Covey (1989) can be seen to reinforce Frankl’s thesis. Covey (1989) comments that humanity’s greatest power is the freedom of choice, a uniquely human trait built upon the skills of self-awareness, imagination and our independent free will.

The corporate will-to-meaning is carried out, as Duncan (1972) has portrayed, within what Emery and Trist (1965) related to be an increasingly turbulent and complex world, where the notion of organisational self is evermore transitory and illusory. Waitzer (1997, p. 29) described every organisation is a work-in-progress forever unfinished. In the context of organisational studies, Parker (1995, p. 555) had earlier stated all knowledge (and hence strategy choice) is provisional by nature. By deduction organisations never arrive at a final destination, as the ultimate goals, transactional and contextual environments are forever shifting. Deciding what is an appropriate commercial identity to take into future markets is best facilitated through the organisational mind ‘stepping out’ in an act of organisational self-reflection and re-evaluation of the nature of the work in progress. Such is the nature of a scenario thinking and planning process, the corporate planning activity central to this research study.

The former idea bears allegiance to Wheatley's (1994) focus on the need for personal and organisational self-reflection. Van der Heijden's (1996) strategic conversation process is such a communal stepping-out futures search process employing self-reflection, the themes to which have also been reinforced in other contexts by Weisbord (1987) and Peck (1987, 1995).

Intractable or Wicked Problems

Whitehall (1996, p. 146) used the word "intractable" to describe the range and scope of problems that confront contemporary managers. Rittle (1972), quoted in Mason and Mitroff (1981, pp. 9–13), had earlier highlighted the range and scope of what he termed the "wicked problems" facing managers of that era. Rittle argued problems facing managers in the 1970s:

- were unique, sometimes cyclical and transitory;
- had no definitive formulation;
- the problem and solution were often synonymous;
- there was no single criterion determining whether the solution was correct or false;
- there was no stopping and always room for improvement;
- there were many possible explanations;
- there was no identifiable root cause;
- it was not clear if the problem was being attacked at the right level;
- once a solution was attempted it could never be undone; and
- there was usually no right or wrong answer, but moral responsibility for the outcome was assigned.

Rittle's thesis is equally, if not more, relevant to contemporary times. Rittle's suite of "wicked problems" reinforces the argument and image raised earlier that any organisation is forever a work-in-progress. Any business idea in use attempts to reconcile these competing strategic issues, at a point in time, in the attempt to find some common ground in terms of the need:

- to understand the interconnectivity of conflicting costs and benefits;
- to balance the many leverage points, approaches, plausible plans of action;

- to weigh up the high uncertainty and risk in dynamic environments;
- to manage the potential for conflict; and
- to understand the requirement to reconcile social constraints.

This must be done while recognising the high ambiguity inherent in maintaining current and creating future business success. These issues influence every employee and stakeholder defining what Sterman (1994, p. 294) outlined as an:

understanding of the causal structure of the system [in this research the business idea], the boundary we draw around the system, the time horizon we consider relevant, or our goals and values ... the collection of routines, scripts, schemata for possible actions, the cognitive map of the domain.

Rittle's (1972) "wicked problems" are problems of organised complexity, demanding a fundamental re-appreciation of what organisations are, what they ought to be, how they should be organised and what is an appropriate paradigm of leadership and management.

An insight to Rittle's suite of "wicked problems" brings a realisation that an effective business leader must build critical thinking capacities within the corporate planning team in order to manage the growing levels of environmental uncertainty and complexity. That critical thinking capacity, this thesis argues, has the capacity to overturn what Leo (1984, p. 44) related as a dogged, rational-task, planning focus orientated to a "productive, structural, efficient historical results way of thinking and planning". Whereas with a new processual paradigm of the type argued by van der Heijden (1996) represents a new way of corporate thinking and planning.

The Critical Questions Have Changed

As the nature of the problems impacting the business idea have evolved, so must the orientation of the critical questions needed to be applied in making sense of the problems confronting any planning team. As highlighted in chapter one, this decade has witnessed a number of highly respected academics imploring business managers to apply critical

theory and thinking methodologies to the corporate planning process. In addition to those already noted, Hammer and Champy (1993) directed American managers, when examining their businesses, to start asking different strategic questions.

Hammer and Champy (1993) argued that it is important for managers to focus on and ask how can we do what we do faster and how can we do what we do at a lower cost? This is interpreted in this thesis as a narrow, economic rationalist, efficiency driven, objective-task focus to managing and strategising. The host case environment exhibited this largely reactive focus to changing contextual features of their competitive arena, based on public sector priorities shifting towards greater business-like philosophies orientated to productivity and efficiency.

By deduction, however, what Hammer and Champy (1993, p. 4) wanted managers to do firstly was to reconsider the whole business process and return to first principles, to ask, “why do we do what we do at all?”, a much wider subjective systemic focus. This demands a fundamental reappraisal of corporate existence. Such a review is the hardest of all based on what Argenti (1992, p. xii) argued is the issue of “peoples feelings, emotions, desires, obsessions and even passions” tied up in past decisions and loyalties to how things are done.

Because change is now so endemic in commercial life, it is argued that it is necessary for managers to regularly ask the really hard questions implicit in the previous paragraph. The scenario approach targets these hard questions. In Hammer and Champy's (1993, p. 31) view one further question needed to be asked: “if we were recreating this organisation today, given what we know and given current technology, what would it look like”? In the scenario context, the questions in the preceding two paragraphs target the business idea in use. The question in this paragraph targets alternative images of the business idea.

Hammer and Champy's questions are critical sense-making questions, questions that address the fundamental strategic assumptions, what Brown (1998) described as the

axioms of any business unit. The questions go to the very heart of the organisation's strategic heritage, legacy, identity, character and personality (de Geus 1997, p. 51). The latter are long-held axioms, encompassing assumptions and beliefs about how the world should be and, secondly, reality assumptions about how the world is (Diestler 1994, p. 20). Such assumptions are central to, and implicitly reconciled within, any business idea.

Mintzberg (1994) added further weight to the argument calling for a change in corporate thinking. He called for a move away from strategic programming to strategy making, arguing strategic thinking is now about dialectic: thesis, antithesis and synthesis. Strategymaking is about what Mintzberg termed a soft approach, interpreted in this research as a more critical thinking appreciative approach, orientated to posing the right questions rather than finding right answers. Dialectic in strategy is defined in this research as looking for what Pheysey (1993, p. 109) described as "emerging solutions to problems", an exercise described by Weick (1990) in another context as largely that of building cognitive appreciation rather than a penchant for accuracy. The latter is a feature of scientific rationalist approach to planning whereas the former is processual in nature to which the scenario approach bears allegiance.

The Paradigm Debate

Emery and Trist's (1965) turbulent field thesis, summarised by Duncan (1972) in his environmental uncertainty and complexity framework outlined in chapter one, described the changing environmental context driving this growing call for a re-evaluation of the most effective philosophy of business management. Barley and Kunda (1992, p. 364) have related this paradigm shift. The debate over methodology and method has witnessed a long running dialectic along a continuum from a modernist objective philosophy (i.e. scientific management and systemic rationalism) to a post-modernist more subjective managerial control (i.e. employee betterment, relations, organisational values and culture). Throughout this century the dialectic has twisted and turned in response to increasing systemic complexity and uncertainty (Barley & Kunda 1992, pp. 384-391).

For the senior management team the central problem has always been and remains effective control of the organisation, directed towards minimising risk and maximising

economic and social return, depending on the corporate motive. What is considered the most effective management paradigm to achieve stated organisational goals has never been universally shared. The decision about this is usually left to the experience and discretion of the leader. Van der Heijden's (1996) strategic conversation, incorporating the business idea articulation process, takes a significant step to finding a pragmatic middle ground in the continuing search for a preparatory corporate planning framework. A process that balances the rational (i.e. materialistic) and normative (i.e. cultural values and beliefs) aspects of organisational life.

The business idea is methodologically founded upon van der Heijden (1996, p. 9) processual paradigm of inquiry. Arguably the business idea is a complete philosophy of business success because it merges rational materialistic forces that demand a focus on competencies, results and the bottom-line with a more culturally sensitive philosophy that seeks out identity, meaning and purpose in the work performed. The emergent processual paradigm is heavily orientated to building a collaborative approach in the corporate planning process by utilising the best features of both the rational and normative schools of thought. It follows that in researching van der Heijden's business idea framework, the research methodology pursued should adopt a qualitative approach.

A New Paradigm

Clark (1985, pp. 53–54) summarised the fundamental features of a new processual paradigm, to which it is argued van der Heijden's (1996) strategic conversation, incorporating the business idea framework bears allegiance. Clark (1985) argues that managers are grappling with the following higher level systemic issues, arguably the direct manifestation of Rittle's (1972) suite of "wicked problems":

- the simple to the complex: with shifting and often undefined boundaries of operation;
- diverging hierarchic and heterarchic perspectives: with multiple vertical as well as horizontal perspectives of the nature and role of the organisation by stakeholders, key themes noted in the research objectives;
- mechanical to holographic: reflecting a demand for a humanistic appreciation of the nature of organising versus an image of people as redundant parts of a machine;

- determinate to indeterminate: specifically the growing need to balance Leo's (1984) productive/structural/efficient thinking, identified earlier, with an underlying core values perspective balancing human cost;
- linear to mutual causality: recognising that the growing influence and recognition of chaos theory including the notions of systemic strange attractors, entropy, systemic interdependency and wholeness;
- demonstrating assembled or morphogenetic views: reflecting how change is best understood and facilitated; and
- from objective to perspective: recognising that there is no objective discoverable reality out there, implying success is both illusory and provisional.

Clark's taxonomy of the features driving the paradigm shift from the simple to the complex can be linked to the work of other systems thinkers. Emery and Trist's (1965) causal texture thesis described the ascendancy of environmental uncertainty and complexity. Each of Emery and Trist's four environmental textures (from placid-randomised through to the turbulent-field) identified the features of organisational life expected from any interaction with the identified environmental archetype. Boulding's (1987) systemic taxonomy (i.e. the simple to social) mirrors another perspective of changing systemic complexity, describing four types of systemic archetypes that point to the changing face of the parameters unique to the level of systemic functioning.

Moving from the environment (i.e. Emery and Trist), the system (i.e. Boulding) to the organising pattern, Vaughan (1992) described how organisational size inevitably leads to greater complexity in organising patterns, identifying four levels of group interaction: the simple patterned through to the networked linked. The three taxonomies related are matched in Table 4 below. Each level of the framework points to the ever-increasing complexity, turbulence and uncertainty in our contemporary business world.

It can be argued that contemporary Westernised countries now operate in the complex, socially networked, turbulent world painted by Emery and Trist (1965), Boulding (1987) and Vaughan (1992). That world creates dilemmas for humans restricted by what

Bolman and Deal (1992) describe as biological limits to human memory and information processing potential. That world brought Hammer and Champy (1993) to pose the questions related earlier in this chapter.

Table 4. Environmental and Matching Systemic Taxonomies

Emery and Trist's Causal Textures		Boulding's Systemic Epistemology		Vaughan's Organising Pattern	
Placid Random	Organisations exist adaptively as single entity, quite small units with no distinction between tactics and strategy	Simple	Stable over time with simple observation	Patterned & Groups	Simple patterns of interaction by common values and norms, and a consciousness of kind
Placid Clustered	Emergence of strategy, survival becomes critically linked with what an organisation knows of its environment	Predictable	Established constant parameters	Simple Formal	Simple patterned interaction, consciousness of kind, common values and norms, set goals, formal rules for success
Disturbed Reactive	More than one organisation of the same kind, all are seeking to move in the same direction, need for strategic objective and best choice of tactics.	Complex Semi-Predictable	Parameters change very little giving a high degree of determinism	Complex	Simple formal plus levels of hierarchy, more specialised division of labour, greater degree of centralisation, formalisation, and geographic spread
Turbulent Field	Dynamic but not from interaction of competing firms, but from the field or environment itself	Social Systems	Parameters change constantly. Shifting boundaries. Inability to predict	Networked	Linkages between several organisational forms, including intraorganised networks

Adapted from Emery and Trist (1965), Boulding (1987) and Vaughan (1992).

In this world, arguably the business idea becomes a referential cognitive symbol employees consistently refer to for meaning and purpose in their work. Emery and Trist (1965) stressed this aspect in their fourth causal texture thesis incorporating the theme of employees hanging on to values as anchors giving meaning to what is happening around them. This insight proved highly pertinent in the FPWA case findings related later in this thesis. Many of the organisational members of FPWA have clung tightly to old images of why FPWA was initially incorporated, with the social justice aspirations of many still holding great sway in the total scheme of things. Bolman and Deal (1992, p. 35) captured the plight of many employees in contemporary world stating:

too much is happening too fast for managers [and employees by implication] to attend to everything. They are forced too simplify. They do this by filtering and interpreting their experience in the light of cognitive maps, or frames, that they have developed through education and experience. When frames are off-target or too simple, they distort and mislead.

Many of the members interviewed at FPWA exhibited an image of people who have been forced to simplify their and their organisation's commercial position, as contextual changes driven by funding dilemmas bring forth unwelcome change.

Van Der Heijden's Processual Paradigm

Organisational learning begins with a critical appreciation of the system of rules in place and is best facilitated using what some writers have termed an interpretative or processual model of delivery (Green 1988; Sandow & Rhodes 1996; van der Heijden 1996). An interpretative or processual paradigm has important implications for the choice of research methods to apply the phenomena under study. Van der Heijden's thinking in terms of the rational, emergent and processual paradigms are detailed below in Table 5. The summary was prepared utilising Whiteley's (1997) PATP model of critical thinking. The content of the summary is synthesised from van der Heijden's own investigative work (van der Heijden 1996, pp. 23-52). Whiteley's model facilitates the isolation of the true nature of the individual and consolidated organisational values and beliefs supporting structures, systems and processes.

Table 5. Summary of van der Heijden's Processual Paradigm

PATP	Research	Rational	Emergent	Processual
Philosophy	Ontology	What needs to be done is clear to all, easily determined	People will follow their initiative	People are guided by meaning, look for direction
Assumptions	Epistemology	One best solution Detached	Many solutions to be tried out Serendipity	Continuous step by step improvement
Theory of Organising	Methodology	Machine metaphor Scientific	Ecology A suite of laws, Unpredictable Chaos Theory	Living organism Complex adaptive
Practices	Method	Predict & control Maximum utility Implement Appraisal & control Focus on causality	Random experiments & Filtering Order in the system occurs naturally	Internal processes Integrative Systemic appreciation Action & reflection Shared values

Adapted from van der Heijden (1996, pp. 23–52) and Whiteley (1997).

This research has embraced van der Heijden's processual paradigm, believing the business idea is a living adaptive phenomenon that reconciles in the best way possible competing organisational values, meaning and direction.

A recognition of the underlying importance of any core values bound up in the business idea in use brings an expectation that any research method applied to the study of the

phenomena in use should respect the subjective nature of values, meaning and identity. Any research method looking to craft a sense of systemic appreciation of the business idea must accept the need for the researcher to get very close to the phenomena under study, effectively becoming immersed in the phenomena.

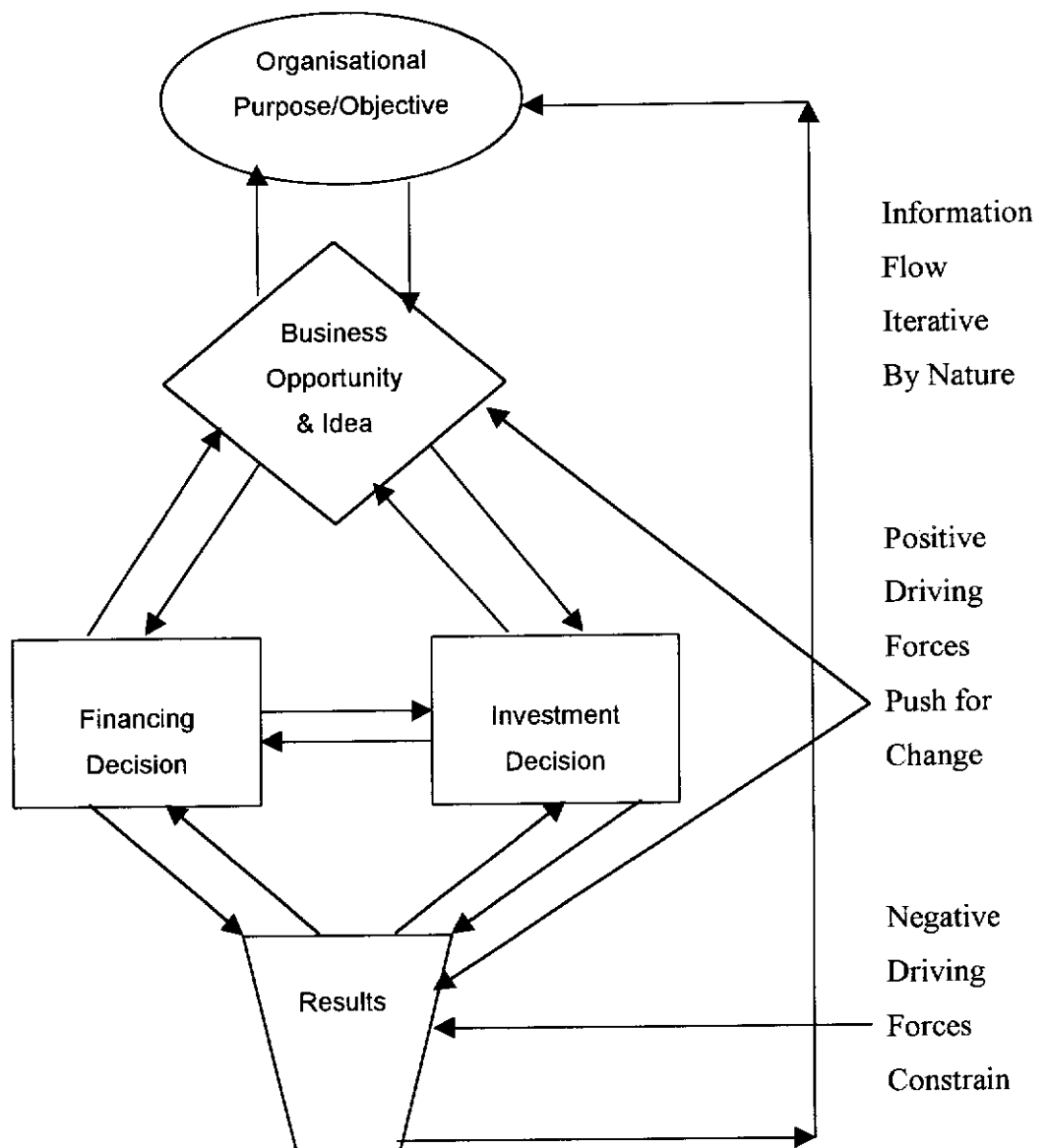
Research methodology and methods are related in chapter three and five. In summary, in the context of this research, a qualitative critical theory ontology and interpretivist epistemology, is considered the most appropriate research paradigm to craft an image of the host case's strategic heritage or legacy (Vaughan 1992, p. 181; Guba & Lincoln 1994; Schwandt 1994). A positivist scientific, rationalist, machine-like objective appreciation of the nature of organisation and work is considered inappropriate to research a value-laden ever-changing subjective social phenomenon such as the business idea. The rationale behind the research methodology is detailed in chapters three and five.

Business Risk and Return

Taking stock of the argument to this stage, the study begins with a recognition of the need for a better corporate planning process to combat what the literature argues is declining corporate planning efficacy. Traditional planning methods have come under increased scrutiny in the 1990s due to the inability of short-term, objective, forecasting and planning techniques to cope with increasing levels of marketplace uncertainty and complexity. The choice of planning methodology and method is a reflection of the paradigm, and a processual paradigm is considered more appropriate to planning situations where the focus is on understanding the long-term interdependency of systemic elements.

From a financial management perspective, the task involves balancing business risk and return. In managing risk and return the management issue revolves around balancing organisational purpose, customer value and expected performance standards, in light of prevailing levels of market risk uncertainty and resource availability.

Figure 7. Positioning the Business Idea in the Financial Management Process



Adapted from Pierson et al. (1998).

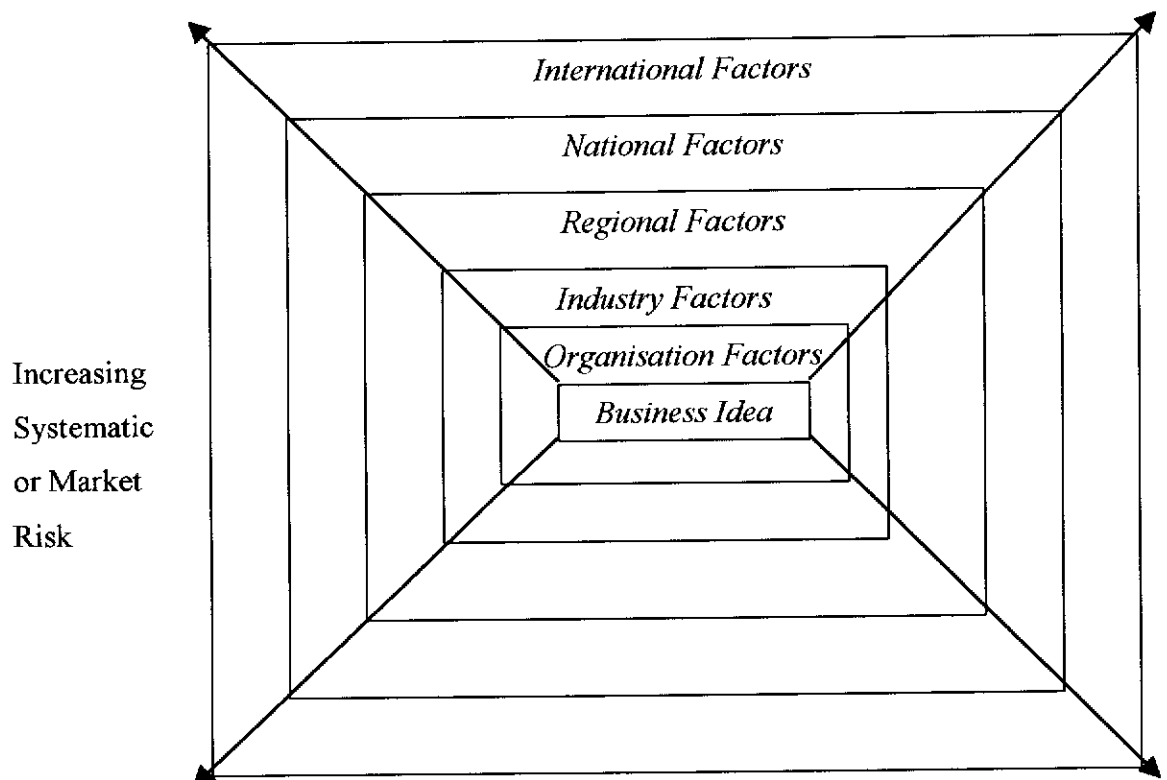
Adopting Malinowski's (1960) theory of structural functionalism, institutions perform a long-term economic and social role in society, committing resources to the satisfaction of culturally determined services. As Figure 7 highlighted, the business idea embodies the investment and financial elements of total risk and is linked to organisational objectives and results. The commitment of organisational resources (i.e. ideas, money and people) flows from the identification of an exploitable commercial opportunity or requisite social

programme. The business idea in use reconciles the total risk and possible return involved in putting the product, service or programme in the hands of the customer.

Risk comes in essentially two forms. Diversifiable or non-systematic risk, encompassing business and financial risk that reflects the opportunity cost of alternative operational administrative structures, systems and processes set in place. Van der Heijden (1996, p. 84) referred to this type of risk as the “predictable risk”. That internal component of total risk is unique to the organisation and is largely controllable through efficient management and administrative processes (Pierson et al. 1998, pp. 274–275). The other element of total risk is the level of external systematic or market risk, what van der Heijden (1996, p. 85) described as “structural uncertainty”.

The strategic conversation process looks to model the structural uncertainty and forces driving systematic or market risk. This enables the creation and appreciation of plausible alternative views of the organisation’s business idea and its relevancy in the future.

Figure 8. The Business Idea and Systemic or Market Risk

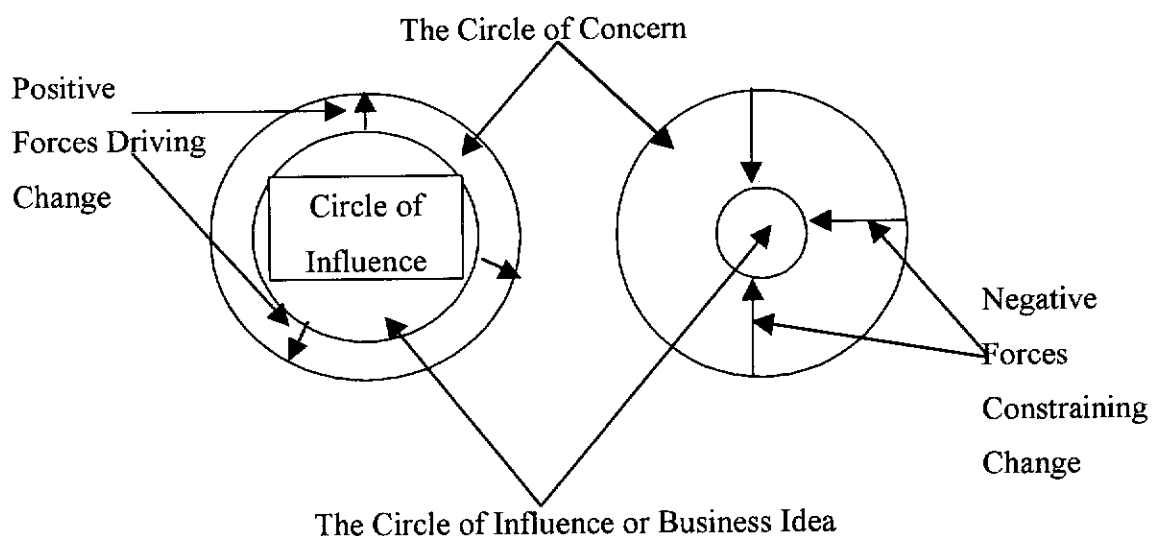


The above model of systematic or market risk endeavours to paint a picture of the growing inability of a planning team to control that feature of total risk. Control over systemic or market risk diminishes as the line of sight shifts from local industry factors. The further out a planning team casts its line of sight, the greater is the complexity, reflecting an ever-decreasing capacity to minimise systematic risk. Management's problems multiply the further away the competitive arena is from the home culture. Business financial returns are reliant on the robustness of the core business idea the further away the commercial idea is from the home market.

The Business Idea as a Circle of Influence

Covey's (1989) models of the circle of influence and the circle of concern provide a synthesis for much of the thinking documented in previous paragraphs. The many proactive and reactive forces documented in chapters one and two act to restrict and constrain market forces impacting the business idea. They interact to conduct a reality check on the business idea in use, holding up the business idea for appreciation and critique. In terms of the business idea and risk Covey's models reproduced in Figure 9 are interpreted as follows.

Figure 9. The Business Idea and Covey's Circles of Influence & Concern



Adapted from Covey (1989).

As a frame of reference or circle of influence any business idea in use is a model of why the organisation exists, what it does, and why it does it a particular way. The arrows represent the directional flow within the two models. A proactive organisation (i.e. the circle on the left) is extending its circle of influence by studying, discussing, challenging, modifying and improving its business idea in an act of strategic conversation (Drucker 1994; van der Heijden 1996, p. 59). The systemic environmental components embodying the circle of concern are managed better through an investment of management time and effort in understanding their systemic nature and strategic impact.

This thesis argues that organisations that are merely surviving in the marketplace are often relying on past business success formulas, reacting to the ebb and flow of market forces rather than proactively searching out new ways of doing business. In the latter context, the underlying strategic concerns are not being dealt with. Organisations that are surviving are merely putting out organisational spot fires, not addressing the underlying systemic problems.

Arguably such organisations are responding to Hammer and Champy's (1993, p. 4) first two questions of "how can we do what we do faster, or at a lower cost?" It follows that organisations focussed solely on questions addressing only established ways of doing business are reacting to market pressures, often failing to address the urgent and important strategic key issues presenting to the organisation (Power and Laughlin, 1992, p. 122). In the researchers opinion, the circle of influence or business idea on the right side is waning under the pressure of key elements of the circle of concern, elements of systemic or market risk and the organisation's reaction to these. Arrows within each circle signify the direction of the dominant positive or negative energy flows.

The BHP example in chapter one is a good example of an organisation that was punished in terms of share market value for not addressing issues in the organisation's circle of concern. The promise of future profits were not high enough such that the capital market was prepared to wait for the old guard at BHP to wright the listing corporate ship. Prior to the arrival of BHP's Paul Anderson in the role of CEO, there existed different

perceptions of the increasing levels of diversifiable risk between the capital market and the senior management of BHP.

The inability of the old guard to convince the capital market they had the ability to manage the risk and realise the potential of their view of the business idea arguably led to Anderson's arrival. Van der Heijden (1996, pp. 93–94) summarised the issue well when he talked of the capital market being prepared to wait for young entrepreneurial companies with a strong, clear-cut understanding of the business idea they are pursuing. Older companies, such as BHP, face a shorter credibility gap between what Whiteley (1997, p. 2) described as their “talk and their walk”—rhetoric versus results.

In terms of Covey's influence models discussed earlier, it is the leader's role to reconcile and push back the pressure of the circle of concern, allowing the circle of influence to aspire to what Adizes (1988) described as a healthy state of organisational “prime”. Adizes (1996, p. 98) described that state of prime as “a balance between organisational control and flexibility with the organisation consistently meeting customer needs”. Maintaining such a healthy organisational state arguably requires the leader to build and foster the capacity for organisational self-reflection (Wheatley & Kellner-Rogers 1995). Such an organisational capacity creates ability in organisational members to challenge long held assumptions about the nature of strategic theories in use (e.g. the business idea) and to predict the outcome for the organisation in continuing to follow these sometimes-outdated views of the nature of the marketplace. In the new BHP, Hurst (1999, p. 3) reported that BHP's senior executives are going to value staff that do “question group strategy and expenditure”.

Change Management Issues

Making changes to the business idea in use becomes a challenging management task. Hall and Reed-Hall's (1990, p. 25) notion of “action chains” is considered pertinent in discussing the business idea within the arena of organisational change and development. As Hall and Reed-Hall point out:

There are important rules governing the structure, though not the content of action chains. Breaking an action chain is one of the most troublesome events with which human beings have to contend with in our speeded up technical world.

The business idea in this thesis is interpreted as an action chain, a system of strategy in use, embodying what Seligman (1994) related as high power. The latter is the ability of the established system to protect itself against any change initiatives. This feature of organised social systems is indicative of what Bednarz (1988) related as the ability of autopoietically behaving social systems to maintain their internal equilibrium and past identity even in the midst of inevitable change initiatives. Within the FPWA case context, many members exhibited this change related phenomenon, firmly hanging onto past images of purpose and success in the midst of a changing market profile.

As the business idea embodies the organisational identity, it follows that any attempt to change that identity will be strongly fought by the collective organisational culture. The leadership task is to target the driving assumptions supporting the established strategic order. Brown (1998) extends this theme into the strategy field, arguing that the challenge of inventing new business models or organisational architectures depends on questioning the underlying assumptions of the corporation. Brown (1998, p. 25) comments that any change process must impact all organisational stratum observing that:

Probably the greatest difficulty we encounter is when we attempt to introduce a technological change that challenges the architecture of a company's revenues [by implication the business idea of success]. This kind of change is the hardest for corporations to accept and act on.

Within the FPWA case study the move from an ability-to-pay funding regime towards a greater user-pays fee-for-service, was a practical example of Brown's imagery.

Resistance to driving market forces extolling the need to modify the business idea is multi faceted, a function of the role of the organisation in cultural life. Morgan's (1986) many "images of organisation" add to the aura and complexity surrounding the core of

organisational life; the business idea. In Morgan's (1986) view, organisations exhibit both mechanistic and life-like organising features, possessing a collective brain that is capable of political activity. These images can lead to views of organisations as psychic prisons, places of domination and control possessing autopoietic qualities yet capable of transformation with the right leadership.

Embedded in this complex image of organisational life is the business idea. It is argued that the business idea is the determining influence, the controlling point of reference within any organisational environment. The business idea embodies the dominant symbols and language of daily work. The framework metaphorically defines and protects the hierarchical and heterarchical structures in place (Barley & Kunda 1992, p. 385). Change initiatives must be cognisant of this reality.

Critical Thinking Summary

Whiteley's (1997) PATP critical thinking model is used as a convenient device to summarise the diverse themes related in chapters one and two.

Table 6. Critical Thinking Summary

Philosophy	<ol style="list-style-type: none"> 1. It is mankind's nature to continually search for meaning in the nature, purpose, processes, tasks and 'wicked problems' encapsulated in home, work and professional life. 2. It is human nature to self-reference, to self-reflect, to be critical by nature, to focus on task and process and to search for order in life 3. Organisations are socially constructed cultural phenomena, pseudo-communities, provisional in terms of meeting the broader community perception of economic and social relevance. 4. Business success is founded upon certain fundamental value-based predeterminates or systemic strange attractors.
Assumptions	<ol style="list-style-type: none"> 1. It is the leader's task to build wide-ranging systemic appreciation within the organisation. 2. A scenario-based critical learning project incorporating a strategic conversation is an efficient and effective planning methodology in the

	<p>continuing search for organisational meaning and identity.</p> <p>3. The central challenge to the effective implementation of a scenario planning task and process is the quality and extent of preparatory work undertaken to make ready a planning group to enter into informed dialectic.</p> <p>4. A preparatory critical thinking phase to a corporate planning cycle is a valid and meaningful activity.</p> <p>5. For corporate planning to be successful, decision makers should enter the planning setting ready to embrace a state of strategic abandonment: an expectation that preconceived notions and key components of the business idea in use will be open to critical debate and ongoing validity.</p>
Theory of Organising	<p>1. Organisations are replete with action chains, instrumentally extended series, mental models, key organising patterns, creating a negotiated order, that define the rules of success and bind all members in the pursuit of personal and organisational success.</p> <p>2. The business idea is a holistic action chain and circle of influence. The embodiment of corporate vision and mission incorporating the few key crucial competencies, the high leverage points, the first principles of success that work together to create organisational uniqueness and ongoing profit-potential.</p> <p>3. Multiple perceptions of the business idea in use exist throughout the organisation. The dissonance or drift between business idea 'talk' or theory and the in use theory or 'walk' inhibits success.</p> <p>4. The business idea action chain possesses high power. Breaking an action chain is one of the most troublesome events humans have to contend with.</p>
Practices	<p>1. The strategic conversation incorporates a task and process aspect and is founded upon the notion of the business idea.</p> <p>2. A qualitative critical thinking inquiry project incorporating the articulation of the business idea in use can effectively capture the holistic cause and effect mental models of key stakeholders.</p>

	<p>3. Dialogue and dialectical processes are an important medium in the search for meaning.</p> <p>4. Self-questioning of employees utilising semi-structured interview processes and grounded theory data analysis principles will confirm the validity of van der Heijden's business idea framework.</p> <p>5. Cognitive mapping techniques will produce a meaningful graphical appreciation of the business idea in use</p>
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Adapted from Whiteley (1997).

The focus now shifts to researching the business idea in a live setting. Chapter three follows with a discussion of the research methodology applied in this study.

Chapter 3

Research Methodology

Issues of Paradigm

In choosing an appropriate research methodology Guba and Lincoln (1994, p. 105) argue that “questions of method should be secondary to questions of paradigm”. The issue is one of choosing the most appropriate research method to achieve stated research objectives. The latter should drive research methodology and methods, not the reverse. Consequently, any methodological edifice must rest upon an underlying philosophical view of the nature of reality. That view of reality determines how a picture of that reality is best captured, related and represented to the world at large.

Quantitative research, what Evered and Louis (1991, p. 11) referred to as “inquiry from the outside”, is “characterised by the researcher’s detachment from the organisational setting under study”, the premise being that the phenomenon under study “is separate from, unrelated to, independent of, and unaffected by the researcher”. In quantitative research Guba and Lincoln (1994, p. 108) argue that a “real” world is assumed and “how things really are” and “how things really work” can be objectively determined.

In contrast, qualitative research, what Evered and Louis (1991, p. 11) describe as “inquiry from the inside”, is premised upon an appreciation that “the researcher can best come to know the reality of a situation by being there, by being immersed in the stream of events and activities, becoming part of the phenomenon under study”. Having borne allegiance to van der Heijden’s (1996) processual paradigm, this research study has adopted an inquiry from the inside qualitative stance to researching van der Heijden’s (1996) business idea framework in use.

This research argues that the adoption of a quantitative “from the outside” (Evered & Louis 1991, p. 11) or “received” (Guba & Lincoln 1994, p. 106) research paradigm is not the most appropriate paradigm to test the predictive use of van der Heijden’s (1996)

business idea. While this thesis has argued that the culturally functional and subjective business idea framework bears potential generalisable and inductive qualities, the framework is not a naturally occurring phenomenon. The framework in use is not independent of any localised setting; hence van der Heijden's (1996) business idea framework when under investigation is context, interviewee and interviewer sensitive.

Van der Heijden's (1996) business idea framework comprises an interrelated set of substantive generalisable categories that frame the inquiry process. This research argues, however, that a methodology founded upon an objective statistical verification of 'a priori' hypotheses of those categories is not the most appropriate method to study those substantive categories in use. The business idea framework is interpreted as an embedded organisational phenomenon of the type alluded to by Yin (1994). Any phenomenon that is embedded in the minds of organisational members, this research argues, demands an interpretative study protocol.

This aspect is reinforced by the reference to the work of Weick (1990) who labeled employees as organisational cartographers. Weick (1990) argues that employees fashion individual maps or trappings of rationality in a uniquely personal attempt to make sense of their world. Bougon (1983, pp. 174–175) had earlier added weight to this argument when he related people's "unique perceptive patterns of organising" their social world.

A Received Versus a Perceived View of Reality

Guba and Lincoln highlighted aspects of their interpretation of the received or positivist view (analogous to Evered & Louis's (1991) "from the outside" view) of reality, compared to a perceived or insider view. The aspects are summarised below as supporting argument for the qualitative paradigm argued for and adopted in this study. The researcher argues that the issues discussed below support the use a critical theory interpretative qualitative paradigm of inquiry (Guba & Lincoln 1994 pp. 106–107).

A qualitative stance does not strip away the contextual or situational variables that ground and impact research findings (Guba & Lincoln 1994, p. 106). Study rigor in terms of precise statistical randomisation, designed to factor out researcher and other

situational confounding variables detracting from the relevance of the findings, is not a prime consideration in qualitative research. From the inside qualitative research methods look at a situation in great depth, acknowledging that researcher bias and confounding contextual variables will impact research findings. Arguably the research findings will more situationally rigorous and data rich because of this acknowledgement.

As stated earlier the business idea embodies organisational meaning and purpose. Unlike the behaviour of physical objects, individual and group behaviour is contextually and deductively framed. Organisations are pseudo-communities, culturally functional and role specific. The ongoing success of any organisation is implicitly bound up in the continuing relevance and legitimacy of the originating purpose, underlying belief systems, corporate objectives, product and service expectations and value. These features of organisational meaning cannot be ignored when undertaking research of the type performed in this study and, arguably therefore, demand a qualitative methodology.

This research argues that van der Heijden's (1996) grand or etic theory of the business idea has strong emic or insider relevance to individuals and organisational groups. By deduction the business idea in use is case and situationally sensitive by nature. In the context of this research, such a belief demands the use of a qualitative paradigm to reveal the degree of affinity of the emic theory in use to the espoused nomothetic hypothesis. The embedded case study method followed in this research is the logical conclusion of this argument.

The essence of qualitative methods is the celebration of unstructured and flexible approaches to data collection and analysis. This extends to the most appropriate choice of methodology in the circumstances (Morton-Williams 1977). Through the use of open-ended questioning and dialogue, insights from divergent thinking and inquiry are collected and valued in the qualitative process, rather than factored out in an attempt to achieve the highest degree of statistical freedom. Most importantly the use of a qualitative approach celebrates the complexity of divergent thinking, as distinct from the quantitative approach that works to minimise the impact of systemic complexity and

confounding issues. While all of van der Heijden's (1996) framework of guiding first principles were the core subject matter of interviews, the uniquely personal reflections of how those categories impacted the interviewee in their every day work were eagerly sought after. Possession of that rich array of data facilitated the emergence of the systemic features of the business idea in use in FPWA.

Acceptance of the contextual and idiographic nature of the business idea in use highlights the interdependency of the business idea theory within the research context. This research is looking for descriptive predictability in members' responses to questions targeting van der Heijden's (1996) first principles but in terms of the interviewees' unique experience. Confirmation and refutation were sought from interviewee responses, as was data that that looked to expand upon key elements of the theory in use.

Van der Heijden's (1996) critical thinking framework is only one grand framework capable of reflecting current strategic business thinking, however as a cultural phenomenon, other theoretical perspectives potentially exist to frame and deduce business success. This research sets out to test the predictive value of van der Heijden's framework as an effective process of critical inquiry, not to argue that van der Heijden's (1996) framework is the only basis of inductive truth.

The insights and reflections of organisational members are value orientated and rich. Conversation in terms of the framework's categories captures the interviewees' perceptions of the evolving needs of society, entrepreneurial spirit, innovation, organisational purpose and meaning. Insights to these issues are intensely personal and subjective. This study argues that these insights were worthy of investigation and articulation. The business idea, however is a socially sensitive politically charged phenomenon and any hope of value neutrality in the inquiry process is impossible, bearing in mind what Hill (1995, p. 143–144) called the "vulnerable position of organisational members and the interviewer". Following on this theme van der Heijden (1996, p. 59) stated that the business idea embodies the establishment of value. What

represents value for individual members and professional work groups is highly political and hence subjective.

As is the case in any qualitative study, the inquirer will directly impact and influence data, data collection, and research outcomes. Van der Heijden's (1996) business idea framework is not an inductive, neutral one-way lens of inquiry. The inquirer must interpret the historical and creative insights of organisational members within the inquirer's own terms of reference and understanding of the framework. Findings are created through the interaction of the inquirer, inquiree and the phenomenon under study. The researcher in this case becomes part of the lens of inquiry. The interviewee and interviewer become interdependent in the in terms of designated research outcome, the former becoming an interpretative mouthpiece for the collective membership.

Inquiry 'From the Inside'

Evered and Louis (1991) qualitative research orientation is interpreted by Smith and Dainty (1991, p. 3) as characterising the "experiential involvement of the researcher, the absence of a priori analytical categories and an intent to understand a particular situation in great depth". This research argues that a from the inside methodological approach is best suited to exploring and validating an organisational phenomenon, in this research the business idea in use, that is situationally embedded.

A from the inside methodological framework is characterised by Cassell and Symon (1994, p. 10) as a "soft and subjective research approach". Morgan (1992, p. 136) argues that participants in the study are not looked upon as things that the researcher can view as "predictable, stable and unquestionably knowable". A from the inside methodological approach looks to delve into the underlying nature of the organisation and the phenomenon under study to find out how the organisation works, how things get done, what are the critical features, the desirable outcomes and the critical language. This approach, it is argued, best suits the appreciative readiness capabilities sought after in this study.

Building such an appreciation of the strategic issues and problems below the surface facilitates what Carlsson, Keane et al. (1984, pp. 36–37) describe “self and organisational reflection and observation”. In contrast, in a from the outside methodological approach the inquirer is detached from the organisation and its members. The more detached the inquirer is from the organisation and its members, in terms of the many aspirations noted in the previous section, the less likely such an outcome is possible, placing a question mark over the research. In the vignette related in chapter one, Anderson and his senior management team at BHP, could not remain detached from the organisation at hand. They had to become subjectively immersed in BHP’s organisational history and heritage.

A soft and subjective approach implicitly embodies a “multi-sensory” perspective on behalf of the researcher demanding “holistic immersion” (Evered & Louis 1991, p. 9). This research argues that an investigation of the business idea in use demands such a research stance. For this study to have been of value the researcher had to become committed to and immersed in the organisation, in an attempt to make-sense of the situation at hand, similar to the process followed by Anderson at BHP. The researcher had to buy in to the organisation. Coping and cognitive survival became a researcher interest, rather than the maintenance of detached emotively safe neutrality. The researcher had to experience and feel the phenomenon in use, in order to build empathy with and the trust and respect of the study participant’s. In effect the researcher experienced the phenomenon in action.

Paradigm of Choice

The most appropriate qualitative paradigm to capture a contemporary snap-shot of the strategic heritage of a case situation such as FPWA is a critical theory methodology, specifically that argued for by Guba and Lincoln (1994). The argument in support of that choice now follows. It is related in the light of Guba and Lincoln’s (1994, pp. 109–111) own argument describing the features of their critical theory paradigm. The argument relates the issues of ontology, epistemology and methodology to specifically researching the business idea phenomenon.

Ontology: A Sense of Historical Realism

From a historical perspective, a meld of both positive and negative social, technical, economic, environmental and political market-related forces have long since identified strategic initiatives that the organisation has collectively responded to. Over time, a succession of managements have put in place a range of organisational structures, systems and processes of a form, it is argued, interpretable within van der Heijden business idea framework. These structures of the past and the present mirror the organisational history and strategic heritage of the organisation that has assumed over time a taken-for-granted, limiting, apprehendable, virtual reality. In other words, the structures, systems and processes act to bind and limit stakeholder actions as if they were real. That virtual reality is perceived as positional with members at different hierarchical levels of an organisation holding perceptions unique to their position.

The organisational history and commercial rationale is interpreted as being capturable at a point in time. This virtual history and heritage is interpreted as having a clear essence and an ongoing subjective effect over current and potential organisational members and other stakeholders. That same history and heritage does not, however, possess the objective form that enables that same binding essence and related effects to be independently observed. The qualitative method thus takes precedence grounded in peoples' perceptions. Guba and Lincoln's (1994) critical theory paradigm accepts that the structures and processes of the past and the present are now historically real and, for many organisational stakeholders, considered to be natural and immutable, exercising a great hold over the future agenda.

Importantly, that historical reality has crystallised over time, up, down and across all layers of the organisation, realities being locally interpreted in the course of organisational members pursuing explicit and implicit organisational objectives (Guba & Lincoln 1994). Whilst the multiple perspectives, or relativism of the local and specific constructed realities of stakeholders is a crucial feature of this study, the study specifically looks to capture a consolidated view of the host organisation's corporate business idea in use.

Epistemology

The epistemological question addresses the relationship between the researcher and the reality under investigation. In this research that reality is the business idea framework in use at FPWA embedded in the minds of members. It follows that having argued for a critical theory qualitative ontological position, the epistemological relationship between the researcher and the subject matter becomes one of subjective interpretation. Guba and Lincoln's (1994, p. 110) support this argument concluding that although their critical theory paradigm argues for a "virtual or historical reality"—recognising the cumulative essence and effect of that reality—that reality is one without objective form, requiring the researcher to interpret the multiple perspectives of that reality.

An organisation's history and commercial rationale is such a virtual reality. Therefore although a reality is assumed, it is localised and intensely personal and any hoped for objective detachment or value freedom between the researcher and the subject matter, in order to determine how things really are in this historical reality, is not possible. The researcher must become experientially involved, immersed in the organisational setting. Issues of trust, caring, compassion, confidentiality and a non-judgmental attitude to the subject matter would become crucial researcher attributes.

As stated in the research overview in chapter one, the characteristics of van der Heijden's (1996) business idea framework—interpreted as organisational meaning and identity, customer value created, distinctive competencies, organisational uniqueness, positive and negative forces and results—are the super-categories being used to investigate the framework in FPWA. Individual perceptions of these first principles of the business idea framework are first of all transactionally based, each organisational member having experienced the phenomena in a unique and personal way.

By deduction, any interpretations of the categories are value-based and bound up in the philosophy of the interviewee. As well the findings of the study are value mediated, bearing in mind the requirement of the researcher to become immersed in the phenomenon under study. An interpretivist epistemology of the type related by Schwandt

(1994, p. 125), thus acknowledges that in studying organisational history and heritage there is a virtual world that pre-exists that we can interpret and come to know.

The findings of this qualitative study would emerge from what Guba and Lincoln (1994) related as the filtering and interpretation of the data within the mind of the researcher. It follows that undertaking a critical review of the strategic heritage and hegemony would demand the researcher and the organisational members become interactively linked. The researcher's background, experience, knowledge and appreciation of the theory under elaboration would be catalytic and confounding. This aspect is a natural feature of the type of in-depth qualitative research to be undertaken in this research.

Methodology

Having drawn attention to the transactional nature of the categories under investigation, this thesis applied the dialogue and dialectical position of Guba and Lincoln's (1994) critical theory paradigm throughout the interview cycle. Open-ended, one-on-one dialogue and dialectic between interviewer and interviewee was consistently sought in each interview, incorporating the use of story and myth to reveal an image of the virtual reality experienced by the interviewee. A semi-structured interview device (related in some depth in chapter five) was employed in all interviews.

Often throughout the interview process discussion moved beyond the simple exchange of characteristics and opinions of the subject matter to the dialectical process wherein higher levels of synthesis were sought; the conversation revealing the constructs and concepts that were to ultimately validate of usefulness of the framework in use. Throughout the interview process the researcher consistently sought clarification, resolution and a synthesis of data towards higher levels of understanding. In the researcher's view van der Heijden (1996) strategic conversation embodies the dialogue and dialectical features of a critical theory research methodology such as that outlined by Guba & Lincoln (1994, p. 109).

In the investigation of the business idea in FPWA, findings have been transactionally surfaced and synthesised from interviewees' stories and myths in pursuit of a historical appreciation of the embedded cultural phenomenon under investigation. Description of personal experience and the use of story and myth proved a key feature of the inquiry process. James (1996, p. 74) argues:

These myths are the threads that link us to our past and shape our perception of the present [and by implication the future]. When we ask why our culture is the way it is and why we see things the way we do, the answer is usually found in these many layered stories that we all unconsciously share.

This research has delved into the interviewees' long-held stories and myths in search of true meaning behind the categories under investigation.

The Role of Critical Theory

Guba and Lincoln (1994, p. 113) argue the ultimate purpose of any critical inquiry process is the critique and likely transformation of an established order. In the context of this research that order is the set of values and beliefs embodied in the structure, localised systems and business processes set in place to make the host organisation's business idea happen. The use of dialogue and dialectic is used by Guba and Lincoln (1994) to begin the process of transforming ignorance and misappreciation into more informed consciousness. This, it is argued, is the intent of the appreciative readiness team building process outlined in chapter one.

The revitalisation of any established strategic hegemony begins with what Murray, Ozanne et al (1994, p. 561) describe as "highlighting and disseminating the range of systemic misappreciation and experience, as a catalyst for change and organisational improvement". An effective tool to initiate this journey of learning is a critical thinking or reasoning inquiry project like the business idea articulation process. Such a project facilitates participants stepping back from a daily preoccupation with what Schram (1995, p. 375) described as an often "narrow, falsely objective, overly instrumental view of reality". Participants are actively encouraged to critically reflect upon the 'daily walk

of business life', focussed on culturally determined ends framed in terms of culturally appropriate means.

That reflection is framed and compared with what is said or espoused of the business idea as the ideal. Whiteley (1997, p. 2) has referred to this ongoing reality check as the identification of any "philosophical drift between the organisational walk and talk". The critical theory paradigm is orientated to conflict identification, mediation, resolution and the emancipation from the double bind of trying to follow an espoused system when the system in use rewards a contradictory behaviour. Successful organisational transformation rests upon aligning the diverse and competing desires, needs and goals of organisational members.

Embodying the ruling strategic hegemony, the business idea on the one hand constrains and binds organisational members, yet provides identity and meaning that guides organisational members in their daily work. The business idea is a socially and politically sensitive cultural phenomenon. Local research into the area carries with it potential for social and political upheaval for all organisational actors. Intruding into the private world of the interviewee creates the collective potential Hill (1995, pp. 143–144) argues to ultimately "impinge the vested interests of powerful persons or the exercise of coercion or domination". Privacy, confidentiality and informed consent it is further argued are crucial features of such socially sensitive research. It is taken-for-granted in this research study that personal views of the efficacy or otherwise of the business idea in use is politically and culturally sensitive.

Research findings have the potential to disrupt and challenge the political status quo, producing dangerous knowledge and insight along the way. This knowledge has the potential to threaten entrenched views of organisational truth in terms of organisational direction and strategic reasoning, resource allocation and control (Kincheloe & McLaren 1994, pp. 138–140). New knowledge and insight are the foundation stones of organisational learning however, pointing to the value of a critical thinking readiness project.

Political Focus

In the researcher's opinion a common and central feature of organisational life is the competition among interested groups for the use and control of key resources. It is the responsibility of senior management to direct and manage the performance of the employees contracted to deliver the client value embodied in the business idea. The political aspects of these two essential features of organisational life directly impact individual, group and ultimately organisational performance.

Murray, Ozanne et al (1994, p. 559) identified this political aspect as a key feature of organisational life pointing to the value of a critical theory interpretative methodology. In performing what Murray, Ozanne et al (1994, p. 559) describe as a "critical imagination project", the latter argue that:

The task of critical theory is to present societal contradictions in the hope of it emerging as a force to stimulate change ... to encourage awareness of potential alternatives ... having an emancipatory interest.

This research is based on an appreciation that the application of a critical theory methodology will surface and highlight divergent understanding of FPWA's business idea in use.

Alvesson and Willmott (1992, p. 13) also drove home this perspective when they stated that:

critical theory's role is to encourage noise and to break taken-for-granted silences-to trigger critical comments and inspire dialogue ... drawing attention to contradictions and latent social conflicts ... conflictual matters can quite often be brought out into the open and resolved through dialogue in which each participant explores each others validity claims and let the force of better argument decide.

The value of van der Heijden's (1996) business idea framework to an organisation searching to overcome such strong political forces lies in the fact that the framework

actually celebrates the many multiple perspectives of the organisational actors. Therefore rather than attempting to eliminate or ignore the political aspirations and perspectives of the many interest groups, that diversity is actually captured and shared with the intent of allowing the force of a better argument to emerge. Investigating and articulating a business idea in use will establish a point of departure along this path of organisational dialogue, conversation and self-reflection. Such a process is arguably what Kincheloe and McLaren (1994, p. 138–140) and Wheatley and Kellner-Rogers (1996) view as better and simpler ways of managing in our post-modern world.

Case Study Methodology and Technique

The argument to this point has highlighted the process features of this study, addressing issues of ontology, epistemology and methodology. At the level of the research method the practical task was to determine a suitable research technique to surface the epistemological foundations of business success embodied in the business idea framework. At the process level the issue has been one of understanding the nature of the van der Heijden's (1996) strategic conversation and business idea articulation process. The latter is the starting point to a much larger journey of critical strategic appreciation for any organisation. In this research the insights gained into the predictive in use value of the framework have come through the application of Yin's (1994) embedded single case study technique.

Stake (1994, p. 246) argues that the case is the bounded functional system and instrumental object of study in this research. Adopting the second of Stakes' troika of case types, the chosen host organisation and its collective membership have provided the instrumental medium of insight into the business idea framework in use. Playing a secondary role, the host organisation has facilitated an understanding of the framework, through the researcher's ability to contextually frame and interpret the multiple perspectives of the phenomenon seen through the eyes of organisational members. This research adopted the single case study research technique, recognising the need to focus on understanding the dynamics of the phenomenon (i.e. the business idea framework) under study, in a local setting and at great depth.

Eisenhardt (1989, p. 534) argues the case study is an appropriate strategy to test theory where the phenomenon is embedded and reflecting multiple levels of analysis. The case approach involves investigating historically what is there and how it got there. This process of exploration has, as an underlying premise, the need to understand day-to-day problems, issues and relationships between the guiding first principles or concepts under review. The goal is to establish what Bennett (1991, p. 94) argues as “an understanding of the phenomenon in use as a foundation to theory improvement”.

The case approach thus facilitates issue development. Stake (1994, p. 239) foreshadowed this, arguing that “far-reaching change-related problems would emerge as a consequence of placing the status quo on the public record”. Vaughan (1992, p. 175) views the case study as an appropriate medium “to test whether the guiding theoretical notions can be explained” in light of research findings. In Vaughan’s view, theory elaboration is the process of refining a theory, model or concept in order to specify more carefully the circumstances in which it does or does not offer potential for explanation. This research sought in practice the insights of both Stake and Vaughan as related above.

This research begins with a preliminary theory (e.g. the business idea). This research adopts the premise that the business idea in use is what Yin (1994) argues to be a secondary or embedded unit of analysis, while individual organisational members are the primary units of analysis. Yin’s (1994) type-2 embedded, single case design was chosen as the appropriate research technique. While the host organisation chosen was not viewed as a critical, extreme, unique or a revelatory case, the number of complex subgroups requiring extensive analysis provided the opportunity to satisfy and enhance research objectives, questions and findings (Yin, 1994, pp. 38–44).

Although FPWA was not considered a critical, extreme, unique or revelatory host case the testing of the business idea schema in a not-for-profit commercial setting is revelatory bearing in mind the schema has its roots in the for-profit sector. This thesis argues that the business idea schema documented in this study is a grand theory, and that

any results from the application of the schema in a not-for-profit commercial setting would add weight to this fundamental tenet of this research.

Case Study Issues

Stake (1994, p. 244) summarised the conceptual issues confronting the case researcher. These include:

- selecting the phenomenon and the issues to investigate, extending to research objectives and questions;
- bounding the case and conceptualising the object of the study;
- determining data selection and methods of data analysis to develop understanding and insight to the phenomenon;
- determining ways of triangulating observations and the bases of interpretation;
- selecting the key insights and expanding on these in terms of research objectives; and
- developing assertions and key findings about the case and the phenomenon.

Points one and two have been examined in chapters one through three. Chapter four follows, setting the scene in terms of the salient features of the host case organisation. It concludes with a summary as to why the host organisation proved salutary in pursuit of the stated research objectives. Data selection methods, data collection and analysis techniques are covered in chapter five. Key findings, insight and assertions are covered within chapters 6 through to ten.

Chapter 4

Host Case Profile

The Host Agency

Family Planning Western Australia Inc. (FPWA), an autonomous, internationally affiliated, Perth based, non-government, not-for-profit community agency was selected as the host organisation for this case study. Annual reports, promotional literature, strategic plans and other available internal documentation was scanned for elements of the agency's philosophy, history, range of products, services and topical issues confronting FPWA's senior management team. Themes that surfaced were merged with key comments raised in introductory discussions with senior corporate management. This initial exposure to the agency raised the following key themes and competing issues.

Biographical History

The agency has over twenty-five years of proven service and commitment to the sexual and reproductive health industry. Servicing the broader Western Australian community, the agency's purpose and ongoing work is founded upon a strong social welfare and justice ethos. Education and training is a core focus of the agency's work which is directed towards preventative health care and is designed to foster overall community wellness in this sensitive and intensely private area of personal life.

The agency's comprehensive suite of interrelated products and services targets the needs of women, resulting in the agency being strongly labeled as 'for women'. At the time of the study, the agency had a combined work force of eighty-nine, with a diverse blend of full-time, part-time and casual professionally trained staff. Many of the staff have a long association with the agency. All but three of the staff are female. This latter staffing feature acts to reinforce the view that the agency's primary focus has been the sexual and reproductive health needs of women.

Committed to excellence in sexual health care, the agency markets itself as ‘specialists in sexual health, extolling itself as the leading provider in the industry. As a professional health provider, the agency espouses a strong people focus in all work processes, underwritten by issues of equality, effectiveness and quality of care. This is in contrast to issues of economic value and efficiency as the central driving force.

History

Begun in the early 1970s, this Federal and State funded community-based agency was established to give women easy access to inexpensive contraception and related clinical services. There was a strong ‘women helping other women’ focus to the services offered. Men’s health played virtually no part in the first twenty years of the agency’s life. Men’s health issues have only recently begun to take a higher profile, as easy access by women to contraception is now a reality, and the broader holistic perspective of sexual health and wellness has become better recognised.

Staff employed in service delivery have long exhibited a strong volunteer and social justice work ethic. Staff seek out the agency as a place to work, believing they are putting something back into the community, specifically in terms of women’s sexual health and reproductive issues. Staff have been described as being emotively ‘driven’, believing in the agency’s cause. This social justice aspect of the agency’s work has arguably brought high levels of what Allen and Meyer (1990) have labeled as affective (i.e. wanting to work for the agency) and normative (i.e. believing they should work for this or some similar agency on moral grounds) commitment from agency staff. Allen and Meyer (1990) argue that the latter form of employee commitment is an increasingly rare form of employee motivation. Importantly, the social justice aspect of the agency’s work is the central feature of the agency’s embedded normative culture.

Balancing the competing and evolving normative (i.e. the cultural system) and strategic appreciative systems (i.e. the business idea in use) is the emergent challenge for the host case management group, a conceptual theme identified by Vickers (1968) several decades earlier. This act of balancing value systems and social processes is arguably a

bigger management challenge, where the service being delivered is a social necessity and where service delivery staff exhibit high levels of affective and normative commitment to the agency and its work.

Worldview

The agency's public documents espouse the philosophical belief that all people have the right of free access to information and personal choice regarding their sexuality and issues of equality. This view is based on the assumption that acceptance of one's sexuality is integral to ongoing personal health and hygiene. The implication is that a failure to cope with one's sexual identity and needs can lead to dysfunction in this private area of life, with the potential to harm overall self-esteem and self worth. The latter impacts the person's ability to develop and grow meaningful human relationships.

The agency has a long history of successfully responding to community needs in the arena of sexual and reproductive health. Over the years, the agency has followed a 'pro-choice' stance in terms of a person's overall sexual health preferences. The agency has long advocated the use of safe sexual practices and the removal of any laws discriminating against people on the basis of sexual preferences or gender. Throughout its history, the agency has participated in community policy formation in the area of sexual health and reproduction, slowly taking on a peak-body like professional image and status.

Products and Services

The agency is organised along professional lines, providing a stepped program of services with increasing specialisation and focus on the individual. Programmes initially target the broad community, closing with a range of service programmes tailored to the specific needs of identified disadvantaged groups. The programmes are listed below progressing from the general to the specific. Products and services cover:

- *Health promotion and public affairs:* statewide community-based health promotion programmes. Media based and delivered, this work is designed to raise the general

level of community awareness of important sexual health issues. The emphasis is on prevention regarding enduring and emergent sexual health issues.

- *Library and information services*: covering an extensive range of specialised sexual and reproductive health information the agency's library is open to health professionals and the general community from all walks of life.
- *Telephone help-line*: confidential sexual health advice from professionally trained health professionals. This is the first point of direct contact with the agency's health professionals.
- *Clinical services*: professionally trained health clinicians providing confidential medical services to the general community. Clinical services are the best known and most widely used of the agency's services. The clinical area provided the formative years of the agency. In addition to the 'bread and butter' contraceptive and related services, screening for breast, cervical and sexually transmitted diseases (STDs), for example, have taken on greater importance in the clinical area. Other programmes such as counseling grew out of experience and knowledge gained by the collective agency staff recognising the need to take a more sensitive approach to the 'softer' emotive side of the health provision.
- *Education and training*: in sexuality and reproductive health issues to a wide cross section of the community including professional, nurse practitioner and community-based groups. The pre-eminence of the clinical side of the business has come under review as the preventive side of the agency's work assumes greater importance.
- *Counseling*: personal and couples counseling in highly sensitive areas of sexual health, reproduction and performance, an area which grew out of clinical services and the range of issues requiring treatment.
- *Tailored sexual health and reproductive support programmes*: to a range of disadvantaged community groups including for example the intellectually and physically disabled and sex industry workers.

Significant institutional knowledge is embedded in the health care structure now in place, a core feature of van der Heijden's theme of systemic organisational uniqueness. For the agency his comprehensive suite of interrelated services has created uniqueness that

ensures the agency has remained relevant within the wider sexual and reproductive health and wellness industry in Western Australia.

Key Issues

A number of key driving forces impact perceptions of the most appropriate future directions for the agency.

Social

Easier access by women to contraceptive and reproductive services generally has brought into question the agency's underlying key strategic assumptions. In contrast, men's health has become an increasingly important community focus. Sexuality issues in the 1990s have broadened to include the 'hard' clinical issues of screening for sexually transmitted diseases, as well as other sensitive community screening programmes such as breast and cervical cancer.

The definition of health has been widened to include the 'soft issue of mental well being, with an explosion of interest in people being better informed. Clients are encouraged to discuss sexual issues with the aim of increasing sexual health awareness and eliminating taboos associated with the concept of, and the word 'sex'. The agency is currently challenged to identify where its future lies, bearing in mind an agency mandate and charter that commands senior management and staff to raise the overall level of sexual health of all members of the West Australian community.

Technical

Technical aspects impact the agency's service in two ways. The 'hard' aspects of screening for detectable maladies is paralleled with the 'softer aspects of the need for technical and professional competency to deal with existing and emergent sexual health issues. Medical science is continually improving screening techniques driving sexually related health programmes, contemporary examples being breast and cervical screening.

There has been an increase in mature-age women clients resulting in the need for training in menopausal aspects of women's sexual and reproductive health. Also recently there

has been a surge of interest in men's health related testing and sexual health issues influenced by the greater acceptance of the gay and lesbian community and the important issue of sexually transmitted diseases.

Economic

Economic rationalism has made inroads into all Federal and State funded social welfare programmes. The agency has experienced funding cuts in the past. Funding is now pegged and subject to annual review, awaiting a firm decision as to whether funding will remain with the Federal Government or come under State Government control. A long period of uncertainty over funding has directed the agency to consider fee-for-service and related productivity initiatives.

All service areas are charging a scale of fees related to the client's capacity to pay, balancing the social justice, free-access-to-care philosophy with the availability of scarce financial resources and a philosophy based on economic rationalism. This is a major issue for the agency, one that challenges the agency's social justice ethos. The Federal Government, the agency's current primary funder, is pushing for greater efficiency and effectiveness in terms of client numbers, with the aim of getting the best economic return from the social welfare dollar. Client turnover and staff hours have become administrative 'business success' operational performance benchmarks.

Environmental

Driven by changing population trends, plans are in place to further extend the agency's clinical services beyond the central business district and into suburban and regional centres. Two outlying clinics have proven successful to date. These initiatives have targeted key groups: teenage to younger adults and immigrant groups. The agency is struggling with how to extend its services beyond its city institutional base in order to reach as wide a slice of the community as is practically possible. Funding is a key issue, as are the well as structures and processes necessary in these new and unfamiliar markets. Decentralisation is a strong corporate and central driving issue.

Political

There is an ongoing debate as to what level of government should control spending in the highly sensitive area of sexual health. Government is also redefining the role and minimal expectations of funded service providers in this and other social welfare arenas. These and the other issues listed earlier are directing the agency to revisit the true nature of its role and its work. Is the agency an information disseminator and training facility, an independent commercial organisation or both? Uncertainty over funding is driving this survival aspect.

Impending Organisational Transformation

A number of features over the years have contributed to bringing the agency to a point of impending transformation and renewal. The agency is arguably at the crossroads of the next stage of organisational change and development. For a number of years the agency's view of itself as a strong crusader for women's sexual and reproductive health rights was not under challenge. Corporate identity, meaning and purpose were easily defined and supported by a historically strong clinical service culture orientated to women's sexual health needs.

Strategic assumptions tied to this historical view of the agency's identity, meaning and purpose have come under scrutiny and review, driven by the key internal and external driving forces documented earlier. These impactors have acted to challenge long-held assumptions about the future for the agency and the form that future will take. These themes mirror key perspectives of FPWA's business idea related at a theoretical level throughout chapters one and two.

Research Site

The features highlighted above contribute to making the agency a site well suited to researching a strong and vibrant business idea that is in use but under challenge. Shifting community values and priorities in terms of sexual health and well being, combined with a push by government for economic rationalism, efficiency and effectiveness are creating pressure for the agency to change. Imbued with a strong normative culture, the agency is struggling with issues of collective identity and purpose. The agency is endeavouring to

remain true to the spirit of its charter as it moves to redefine its corporate purpose and expand into new areas of work.

The agency runs the risk of losing government funding and support as it moves to embrace a mix of government funding and fee-for-service work. The Board of Management and senior management must balance the interests of the community, employees, government and other stakeholder groups. In pursuing that consensus, the question becomes how does the agency balance its high level of normative social justice, with the increasing pressure for greater productivity, efficiency and economic accountability? As it adapts its structures, systems and processes to accommodate funding requirements, the agency runs the risk of losing the affective and normative commitment of its staff.

The introductory discussions and desk audit pointed to an agency and a business idea under challenge. The agency has a professional health care social-service heritage currently marketing a holistic suite of interrelated sexual health and wellness programmes and processes. Holism in health care provision is a strong force capable of binding a diverse array of professional groups. Professional organisations are also political by nature. Professionals regularly compete for limited supplies of resources in the pursuit of professional status and recognition. In light of the apparent strength and multiple perspectives of the business idea in use, it was felt that the agency would provide an excellent host site to research van der Heijden's (1996) grand theory.

Chapter five follows with a narrative of the research methods employed in the study.

Chapter Five

Research Methods

The van der Heijden Method

The protocol used to investigate Family Planning Western Australia, Inc. (FPWA) business idea in use has, wherever practical, followed the researcher's interpretation of van der Heijden's (1996, pp. 133–172) published methodological thinking. Any departures from van der Heijden's methods were premised on the need for academic rigour, the research objectives and the unique attributes of FPWA.

As already discussed adherence to van der Heijden's (1996) thinking began with a research methodology bearing allegiance to his processual paradigm. The small to medium commercial enterprise chosen as the host case exhibited a transactional and contextual profile considered sufficiently fertile to meaningfully investigate the business idea in use. (Refer to chapter four for a narrative introduction of the host organisation.) The research objectives and questions detailed in chapter one have related the goals of this research. The data collection, project design, data coding and review methods applied in pursuit of the stated research objectives are now outlined and discussed.

Van der Heijden (1996, p. 138) offered two methodological pathways to building a meaningful localised database of the business idea core categories in use. Firstly, through a one-to-one interview round between the researcher (i.e. the interviewer) and the organisational member (i.e. the interviewee) (van der Heijden 1996, pp. 145–149). Secondly, through a strengths, weaknesses, opportunities and threats (SWOT) focus group management team exercise (van der Heijden 1996, pp. 140–142).

This research study adopted the former, believing that the political sensitivity of the information sought warranted such a culturally sensitive and highly subjective personal approach. Time was also not a constraint for the researcher and the one-to-one interview route was easily facilitated. The researcher believed, as did van der Heijden (1996, p.

143) that the interview method would provide very rich data. That premise was proven as the study matured. The one-on-one interview technique produced an extensive database of transactional and contextual information (i.e. the internal and external business environments), enabling an intensive wide-ranging content review and narrative analysis (van der Heijden 1996, p. 154).

Population and Samples

The academic rigor expected of doctoral work resulted in an extension of the number of interviews beyond the immediate management group of around fifteen normally employed by van der Heijden. Members of FPWA interviewed were selected from the nominated hierarchical and heterarchical stratum of the organisation (van der Heijden 1996, p. 150). Overall, this sampling method ensured that multiple perspectives of the business idea in use had the opportunity to emerge from the data collected.

In the host case, the strata initially extended to the institutional (i.e. Board of Management), organisational (i.e. corporate, operational and supervisory management staff) and technical levels (i.e. service and product delivery staff) of the host organisation (Petit 1967). Heterarchical professional and other interested work groups (i.e. doctors, nurses, counselors and educators) were also identified based on the nature of the professional health service provided by the agency.

The members of each of these groups in the host case were easily isolated. Research objectives sought to identify divergent appreciations, if any, of the business idea in use between these nominated organisational strata. A fourth 'hybrid' group emerged between the institutional and organisational levels as awareness grew of the role and responsibilities expected of the Corporate Management Team (CMT), originally grouped at the organisational level.

Van der Heijden's (1996, p. 150) sample of fifteen organisational members, interpreted by the researcher as an arbitrary point of data saturation, was extended in this research to thirty-four. Aside from issues of academic rigour, it was decided this number was

necessary to glean a wider appreciation of multiple views of the business idea in use. At the Board of Management or institutional level, four volunteer community representatives were interviewed out of a total population of seven. Members interviewed from this comprised the Agency President, Treasurer, Federal Government nominee and the elected staff representative.

Within the Corporate Management Group the total population of three—comprising the Chief Executive Officer, Senior Service Delivery and Finance Managers—were each interviewed. Members of this group were initially grouped within the second level organisational stratum. These three key professionals were identified as a separate group during the interview round as the researcher became increasingly aware of the hybrid nature of their role, that is, the reconciliation of institutional, organisational, administrative and technical managerial responsibilities and accountabilities.

At the organisational level, the total population of eleven service managers and coordinators, covering all professional services offered by the agency, was fully sampled. At the technical or service delivery level, a total of sixteen care and service deliverers were sampled out of a total population of sixty-eight. A significant proportion of that sixty-eight were part-time and casual staff.

Sample Selection Methods

At the institutional level, advice was taken from the Chief Executive Officer as to which members of that population would, in his opinion, have the time to participate in the study. All of these community volunteers were very active in professional pursuits outside of the agency. The members of that governing group considered to be the most active in the agency's day-to-day affairs were invited to participate. All members invited to participate elected to do so.

The small corporate management team was selected by default. It was expected that the organisational service delivery and coordinating management population group would also self-select, believing that the members of this group would be keen to participate in

the study because of the very nature of the subject matter. All members of both populations invited to participate elected to do so.

At the technical level, selection was on the basis of length of service and the service delivery area of work. Advice was sought from the Chief Executive Officer who compiled a suggested list of service delivery staff with service from one month to twenty-three years. Again all members invited to participate elected to do so.

Invitation to Participate

All members invited to participate were written to by the researcher (refer to appendices thirteen and fourteen). The intent behind this communication phase was to cognitively ready participants to discuss their perceptions of the agency's organisational and strategic history. The personally addressed communication detailed the intent of the study, the business strategy issues to be covered in the interview, the interviewee selection criteria and the crucial issue of interview confidentiality.

To add to the credibility of the project, information was placed in a staff newsletter detailing the nature and intent of the study (refer appendix fifteen). Penned and signed by the Chief Executive Officer, the newsletter article was intended to emphasise top management support for the study. Throughout the whole on-site phase of the study, all study participants were informed of their right to withdraw from the study at any stage. All thirty-four interviews scheduled and undertaken were successfully completed. Success in the interview phase was defined as the collection of meaningful data in terms of the stated research objectives.

Data Requirements

Research and interview questions focussed on the collection of data concerning the core categories of the business idea framework defined in chapter one. Interview questions in this study extended beyond the features of the business idea related by van der Heijden (1996, p. 160) namely:

- the customer value created;
- the nature of the competitive advantage exploited;

- the distinctive competencies that create the competitive advantage in their mutually reinforcing interaction;
- All this configured in a positive feedback loop in which resources generated drive growth.

Questions were also drafted addressing what van der Heijden described as:

- “organisational purpose” (van der Heijden 1996, p. 160);
- “organisational uniqueness” (van der Heijden 1996, p. 162);
- “two categories focussing on the systemic driving and inhibiting forces impacting the agency and the industry” (van der Heijden 1996, p. 167), and
- “results”, an unnamed category inferred to by van der Heijden, interpreted in this research as beyond the category of organisational uniqueness to include perceptions of what represents corporate success (van der Heijden 1996, p. 69).

This extension of the questioning led to the establishment of eight supercategories comprising the researcher’s interpretation of van der Heijden’s (1996) business idea.

Interview Questions

Interview questions taken into the research environment are reproduced and discussed below. Throughout the complete interview cycle, the semi-structured interview questionnaire was used as a guide, a prompt and a strategic “conversation trigger” applied in the pursuit of meaningful data to support the existence of the predefined categories of the business idea (van der Heijden 1996, p. 143).

The need for interview flexibility was continually reinforced throughout the interview cycle. Conversation would often shift from one category to another, as interviewees opened up about their perceptions of the agency’s organisational heritage. All interviews started from a point of asking the interviewee for their appreciation of the nature and goals of the organisation. From that point of departure all conversations flowed freely in and around the core subject matter. Where data on a category of the framework was not

forthcoming through the normal flow of conversation, the interviewer fell back on the interview questions designed to introduce the category into the conversation.

The first five questions targeted what van der Heijden (1996, p. 154), identified as the “internal agenda”, the systems, structures and processes in place over which the organisation has a large degree of control. As described in chapter two, control at this level targeted the management of diversifiable or non-systematic risk, the area of organisational life that van der Heijden (1996) described as the transactional environment. Van der Heijden (1996, p. 154) described the transactional environment as the place where the competitive “games are being played out in the market place or with stakeholders” The first five interview questions are now reproduced and discussed.

Internal Environment

Question One

How would you explain to potential clients of the Agency your understanding of its nature and its goals?

Question Two

How would you explain to the same potential client why they should prefer the Agency to satisfy their needs to any other like provider?

The first two questions addressed the range of diverse understandings of organisational identity, nature and corporate goals in terms of why current and potential clients use and re-use the organisation’s products and services. In addressing the customer value created, the intent was to identify the industry arena of competition, the nature of the products and services offered, who the customer was, what were their cares and worries and what represented value to the customer.

It is argued that these questions capture key elements of the agency’s managerial philosophy, embodying the belief and value systems that support the operational systems and processes in use on a day-to-day basis. It is further argued these first two questions drive the key assumptions that flow from the philosophical truths uncovered. It is further argued that the first two categories of the framework ultimately define the distinctive

competencies required to create the competitive advantage that leads to the emergence of a sense of organisational uniqueness (van der Heijden 1996, p. 161).

Question Three

In your view what does the Agency have to do well in the eyes of its clients in order to deliver on its service promise?

This question focused on building an understanding as to why the organisation has been, and will continue to be, successful. The question targeted what the organisation does well on a day-to-day basis, relative to other providers of services to the industry.

From van der Heijden's (1996, p. 161–162) perspective, the organisation is differentiated on the basis of whether things are done better, at a lower cost, or a combination of both. Issues expected to surface from this question were those of cost, service and product quality, and the basis of product and service differentiation between the competition.

Question Four

In your view what makes the Agency unique compared with providers of similar services?

Building upon an appreciation of the nature of competitive advantage created, this question sought feedback on the underlying systems, structures and day-to-day processes set in place that ensures the competitive advantage created is capitalised on. The question sought to discover what van der Heijden (1996, p. 162) looked upon as the qualities that makes the organisation different when compared to the competition.

Question Five

What do you see as the key components creating this uniqueness? How are these components sustained and are other providers able to emulate them?

A derivative of van der Heijden's (1996, p. 162) “devils advocate” question, the question regarding uniqueness looked to uncover data pointing to the “sunk costs” and “uncodified knowledge” (van der Heijden 1996, pp. 63–65, 165). These two themes

cover “activity specific assets, legal protection, reputation, trust” and “embedded process, networked team knowledge” respectively.

These five questions identified the transactional elements of van der Heijden’s (1996) business idea in use focussing principally on the transactional context. Utilising Whiteley’s (1997) PATP model of stratified thinking, the questions are summarised below:

- Question one captured the underlying managerial *philosophy* driving the organisational purpose, extending to how the organisation conducts its affairs in pursuit of that broad purpose. That philosophy embodies the generally accepted sense-making universal categories of meaning.
- Question two documented the commercial *assumptions* that flow from those decisions covering who is the customer, what do they value, how that value is best created, in what form and how that value is best placed in the hands of the customer. These assumptions or concepts support the managerial philosophy.
- Questions three and four address the *theory* of how work is organised, covering the range of distinctive competencies, organisational structures and process systems in use in pursuit of competitive advantage. Theories of how work is best organised have resulted from a synthesis of day-to-day operational requirements.
- Question five identified the day-to-day work *practices* that create positive results for the client and the organisation, that leads to the creation of a sense of uniqueness that creates repeat business. The practices are the typical yet distinguishing characteristics that make the organisation different.

External Environment

The final two questions targeted issues and themes impacting the business idea from an external perspective, what van der Heijden (1996, pp. 155–156) described as the “contextual environment”. This last set of interview questions is now discussed.

Question Six

If you were a member of a competitor management team how would you go about attracting clients away from the Agency?

Question Seven

What are the ongoing issues and concerns that absorb a lot of your operational and administrative time, effort and energy?

Data was sought regarding what drives the organisation and the industry. As well, data was sought regarding what issues hold the organisation back and give organisational members the most concern. Van der Heijden (1996, p. 155) grouped these under the STEEP taxonomy of “external contextual factors” combining Social, Technical, Economic, Environmental and Political developments. It is from the external contextual database that van der Heijden and many other scenario planners build the scenarios to describe alternative plausible futures facing the organisation. Van der Heijden (1996, p. 152) emphasised the need to isolate the transactional and contextual databases, the criteria for allocation being “whether the company has control over the issue”. The same allocation criteria were followed in this study creating two categories labeled as the positive and negative forces.

How, Why and What

The how, why and what style of interview question, reflected the exploratory and explanatory nature of the study. The choice of the latter type of questions was a feature of Yin's (1994, p. 6) perspective on the style of question required to collect the in-depth and extensive range of historical and contemporary knowledge of FPWA's business idea in use. Yin's (1994) “archival” and “case study” research techniques were merged in this study, bearing in mind the business idea embodied a transactional (i.e. historical) and a contextual (i.e. contemporary) analysis. The interview regime was orientated to revealing, exploring and explaining the interviewees' perceptions of FPWA's strategic history and heritage. The study also looked to reveal the contemporary issues and events impacting FPWA and its business idea.

The line of questioning outlined above produced an extensive database on the very complex subject matter. Despite the extensive array of data, the key issues and aspects of the framework in use were easily isolated across the nominated stakeholder groups. The

how, why and what style of questioning recognised that having been invited into the host organisation the researcher would have little or no control over, and direct access to, the historical or contemporary nature of the embedded business idea phenomenon. The research technique thus demanded a subjective interpersonal approach, appreciating that the researcher could not remain detached from the object of study; i.e. the business idea, bearing in mind the data was embedded in the minds of the interviewees.

Consequently it was a requirement of this study that the researcher become immersed in the organisation, an essential ingredient to pursuing an Evered and Louis (1991) “from the inside” qualitative methodological approach as related in chapter three. The style of questioning detailed and discussed above, ensured this fundamental research requirement was met.

The researcher drew out meaningful data through the use of various interview techniques. The use of story and myth was an effective tool. James (1996, p. 74) highlighted the need to “harness the power of myths and symbols as part of thinking in the future tense”, arguing that:

Myths are the threads that link us to our past and shape our perception of the present. When we ask why our culture is the way it is and why we see things the way we do, the answer is usually found in these many-layered stories that we all unconsciously share. Although idealised and exaggerated, they represent our culture’s deepest beliefs and perceptions.

In terms of this research the culture under investigation is the strategic heritage and hegemony bound up in the business idea. The researcher encouraged all interviewees to reveal what James (1996, p. 75) described as the “survival tales, stories of heroes, of violence, of respect and honour” in the context of the organisation’s strategic history and hegemony. FPWA proved a site rich in organisational history and heritage.

Building a knowledge base of some of the organisational strategic myths assisted the researcher in understanding what was happening for many of the interviewees. Myths or mental models are cognitive filters. James (1996, p. 75) stated it as “when we try to process new information about our lives or our work, we naturally filter it through our existing beliefs”. In terms of the organisation’s strategic heritage and hegemony, this research set out to capture what those filters were in use for individual members.

Piloting Interview Questions

The researcher undertook pilot interviews; firstly to build confidence in his ability to publicly converse in the subject matter with authority and, secondly, to obtain constructive feedback and insight regarding the delivery, content and intent of the interview questions. The pilot process outlined the predefined selective or substantive categories which, when combined with the pre-set questions, emphasised the elaborative nature of the study (Vaughan 1992). The experience and feedback obtained was outside of the host case, utilising individuals working at the institutional, organisational and technical levels of their respective places of employ.

The process involved firstly discussing the nature of the study, the research objectives and the type of the data sought. The interviews were undertaken in a semiformal way, bearing in mind that the intent was to better understand the semantic and practical issues central to the interview process. Definitional issues and points of clarification arising during each interview were noted for post-interview clarification, discussion and reflection. The seven interview questions were discussed reflectively at some length, regarding the interviewee’s misgivings or misappreciation of each question. Suggestions were made as to how the question might be better phrased without the underlying intent of the question being negated.

The outcome from this reflective process was the inclusion of a mythical customer into questions one and two, the intent being to place the interviewee in a position of having to explain to a potential customer why they should choose the organisation’s services over any other provider of similar care. It was felt that the direction of these two questions was also proactive, enabling the interviewee to build a sense of ownership of the

interview at an early stage; i.e. this was their perceptions of the business idea using their imagery. The decision to adopt this proactive opening question did much, in the researcher's view, to foster open and fertile conversation throughout the fieldwork.

Other major themes that emerged in pilot discussions included the distinction between question three and four, what the organisation has to do well and the nature of the organisational uniqueness created. Question three targeted issues of quality and cost; question four targeted how the organisation went about its daily activities. Definitional issues were revealed regarding the meaning of the word 'nature' and the word 'goal' in terms of the organisational purpose, aims and goals. The researcher entered the formal interview cycle better prepared to respond to these interviewing and semantic issues.

Host Case Interview Phase

The insights gained from this piloting process facilitated the researcher completing one round of thirty-four in-depth interviews over a six-week period. This short and intensive interview period sought to capture a diverse appreciation of the business idea at a point in time, looking to capture a sense of strategic historical realism—an ontological key tenet of Guba and Lincoln's (1994) critical theory research paradigm. The decision to follow such a short and intensive interview time frame was driven by the desire to minimise any possible impact of confounding environmental forces on local perceptions of the business idea in use.

Contextual Intervening Variable

Aware of the need to isolate the business idea in use at a point-in-time, the researcher was alert to the potential for emergent contextual events or issues to confound the data. One key contextual event unfurling throughout the entire interview phase was a widespread community debate into the moral right and wrongs of contemporary abortion practices. In terms of the research, this debate proved timely, magnifying the intensity of interviewee reflections and feelings. The contraception and abortion components of women's health rights were the very issues that led to FPWA's incorporation over twenty-five years ago.

Prompted by the arrest and possible criminal conviction of two Western Australian medical practitioners charged with the unlawful termination of pregnancies, the abortion debate was endemic throughout the Western Australian community during the first half of 1998, the crucial period of data collection for this study. Heated debate ebbed and flowed in the media, on the streets and in the State Parliament between the supporters of a 'pro-choice' versus a 'right-to-life' view of contraception and abortion practices. The agency became a focal point of reference for the media. The researcher perceived a strong practical and reasoned response by the agency to the community debate. The researcher interpreted what appeared to be a calculated response to the debate as a medical approach to the issue, rather than a political or social stance aligned with either a pro-choice or pro-life moralistic stance. The agency simply told it as it was.

The abortion debate was serendipitous to the research, but not in the researcher's opinion confounding. Importantly for FPWA and this study, the debate resurrected the issues of organisational meaning, identity and purpose for all stakeholders, putting the founding philosophy or worldview of the agency firmly under spotlight. How the agency reacted and responded to the debate became a talking point for many of the interviewees. Many of the old myths and stories, images of 'what it used to be like around here', were discussed by numerous interviewees. Interviewee comments and reflections often became passionately idealistic over the agency's past, present and future.

Interview Process

The researcher personally conducted all thirty-four face-to-face interviews. The interview process followed what van der Heijden (1996, pp. 145–151) labeled as the "few general rules"—the core features of the interview method. The politically sensitive nature of the knowledge sought guided the interview technique.

The interviewer worked hard to build a sense of trust with all interviewees, endeavouring to craft an open and relaxed interview environment—an environment considered conducive to a strategic conversation. The researcher believed the creation of such an environment was crucial to gaining meaningful insights and anecdotal evidence of the phenomena and its core categories. Van der Heijden (1996, p. 143) argued that this

aspect was crucial for an effective interview process. Guba and Lincoln's (1994) critical theory methodology of dialogue and dialectic implicitly demands such a rapport between interviewer and interviewee. It was felt that unless the researcher could get the interviewees to 'open up' and share their deepest thoughts and feelings about the subject and any related matter, any insights would lack the richness and fertility needed for meaningful qualitative research findings.

Interviews were conducted in the interviewee's place of choice. The process began by explaining the purpose of the interview, including the researcher's study programme. Considerable time was spent building rapport with the interviewees who were encouraged to talk of their background, history and their sense of place in the agency. The researcher explained the business idea concept in general terms. This was followed by an explanation of how the participants' reflections on the components of the business idea would help the researcher and, indirectly, their organisation. Through the combination of the initial letter and this introductory phase of the interview, it was felt that all interviewees would be more ready to discuss their experience and insights regarding the subject matter. Van der Heijden (1996, p. 143) argued that this "introductory rapport-building phase" sets the tone for the rest of the interview and, by implication, the quality of data collected.

Throughout the interview cycle, the researcher pursued a facilitative-reactive mode of inquiry, recognising that the conversation had an agenda or ends in mind; i.e. the interviewees' range of experience and insights into the core categories of the business idea in use. The interviews were semi-structured and open ended, although bounded by the need to collect specific data on the core categories of the business idea framework in use. In conducting the interviews, the researcher's intent was to craft a free-flowing strategy conversation between interviewer and interviewee, in and around the core themes of the business idea. The researcher only took control of the conversation where discussion digressed to themes interpreted by the researcher as beyond the research objectives and questions. By participating in the conversation, the researcher affected what was discussed; however, this participation was grounded in the stated research

objectives. It is acknowledged that the introduction of such research subjectivity is a hallmark of qualitative research.

At all times the researcher was cognitively tracking conversation content, ensuring that data on all features of the business idea was captured. Clarification and feedback between interviewer and interviewee, was a constant feature of the conversation process that was designed to ensure that the interviewer captured as clearly as possible the true meaning of the interviewee's words, symbols, myths, stories and anecdotal evidence. The use of active listening skills by the researcher was critical throughout the interview phase. Van der Heijden (1996, p. 149) emphasises that the fundamental objective of the interview is that it feels to the interviewee "like an informal natural conversation, encouraging airing of personal opinions, rather than espoused theory or the party line". This study has endeavoured to follow that fundamental tenet of meaningful qualitative research.

Data Capture

The researcher sought the permission all interviewees to tape record interviews in full. All participants were warned of this request in their introductory letter, and all agreed to this request at the time of the interview. The researcher guaranteed participant anonymity in return for that consent. The researcher believed that the recording of interviews would relieve the pressure of note taking, giving the researcher more cognitive freedom to participate in the conversation. Most importantly, word for word transcripts were a prerequisite for later importation into a qualitative data analysis software tool.

Data capture via tape recording was considered counter productive by van der Heijden (1996, p. 149) who argued that most interviewees are uncomfortable knowing their words are being recorded, despite any guarantee of anonymity. Cognisant of van der Heijden's view, the researcher expended great effort to build trust with each interviewee, stressing the confidentiality issue.

The issue of confidentiality was strongest at the technical or service delivery level of the organisational hierarchy. Some organisational members were fearful of the possible

repercussions of their forthright critical comment on organisational performance falling into management's hands. Protection of interviewee identity has been a hallmark of this research, extending into the thesis stage to the use of coding of interview names, the code for which is known only to the researcher.

Data Transcription

As agreed with each interviewee, the researcher personally transcribed all thirty-four interviews word-for-word. This task was a core tenet of the confidentiality contract. Aside from issues of confidentiality, the researcher gave this guarantee believing that the completion of this prolonged task would also facilitate the researcher getting as close as cognitively possible to the research data, i.e. becoming fully immersed in the embedded phenomena. This decision facilitated the establishment of more meaningful text units for later data coding, sorting and review. Text units of meaning in this study have been defined as the smallest part of the interview to be coded and retrieved, thereby determining the 'fineness' of coding achievable (Qualitative Solutions and Research Pty Ltd 1997, p. 46; Gahan & Hanninbal 1998, p. 13).

All transcripts were read and re-read by the researcher for accuracy relative to taped interview recordings. The researcher established all textual units of meaning from his reading of and reflection upon each interview. Text units were established either as words, phrases, sentences or paragraphs, based upon the researcher's interpretation of interviewee meaning. A copy of each transcript was returned to the interviewee for review (refer to appendix sixteen). No changes to transcript content were forthcoming from any of the interviewees.

Data Analysis Tool

QSR NUD*IST (Qualitative Solutions and Research Pty Ltd 1997), a qualitative data analysis software package, was utilised as the primary tool of data coding, data interrogation and content review. NUD*IST stands for "Non-numerical Unstructured Data Indexing Searching and Theorising". QSR NUD*IST "is a computer package designed to aid its users in the handling [and managing] of non-numerical and unstructured data in qualitative analysis. NUD*IST aids this process by enabling the

coding of data in an indexed data system, the searching of text or patterns of coding and the theorising about the data” (Qualitative Solutions and Research Pty Ltd 1999, p. 10).

NUD*IST is a computerised relational database. Metaphorically, a NUD*IST project is an indexed filing cabinet that links identified, high-level data categories and concepts with supporting constructs and characteristics in a tree-like hierarchical structure of meaning. Chapters six through to nine (and their supporting appendixes) relate and represent the tree-like structure of meaning for the business idea categories for FPWA.

NUD*IST can manage a variety of qualitative research designs including the requirements of this study. NUD*IST caters to numerous research projects, including those that are “preplanned and shaped from the start”; what are effectively top-down theory elaboration projects, this research study being such an example (Qualitative Solutions and Research Pty Ltd 1997, p. 10). That style of project is compared to the more bottom-up theory building project, where theory “takes shape as data accumulate, requiring flexibility and ongoing analysis as early ideas are changed as the data indicate new understandings” (Qualitative Solutions and Research Pty Ltd 1997, p. 10).

This study utilised NUD*IST’s flexibility, in the sense of being able to:

- efficiently manage documents and a multitude of text units (thirty four interviews);
- create and manage emergent ideas (i.e. categories, concepts, constructs and characteristics); and
- build detailed knowledge of and sensitivity towards the core subject matter (i.e. the business idea), allowing the researcher to ask questions, identify and interrogate patterns of meaning in the text.

Utilising the concept of ‘nodes’ as the files holding the textual units of meaning, NUD*IST assisted the researcher by building a structured complex array of major and minor branch node addresses attached to a central trunk or core idea. In the case of this research, the central trunk or core idea is the investigation of van der Heijden’s (1996) business idea model in use at FPWA. The major branches are the selective or substantive

categories of the business idea framework. The minor branches or sections comprise the concepts, constructs and characteristics supporting the major categories. The minor branches or sections are the visual edifices of support to the underlying core foundational categories and concepts. A deep structural appreciation of the central idea can be the outcome from the construction of a NUD*IST indexed system. In the researcher's opinion a NUD*IST index system becomes a mental model and image of the central idea under investigation.

Within NUD*IST nodes are the "containers for the researcher's thinking as well as the results of asking questions about the data" (Qualitative Solutions and Research Pty Ltd 1997, p. 6). A node is essentially an address in an index system and symbolically represents an object and position on a tree. A NUD*IST index system can contain any number of hierarchically linked nodes and positions in that system, wherein any number of text units and/or emergent ideas can be stored and referenced (Qualitative Solutions and Research Pty Ltd 1997).

A node can exist as a free node, free from any organisation or relationship to any other node or nodes. In the very early stages of data coding in this study, NUD*IST's free node facility was used extensively. Free nodes allowed the researcher to store tentative concepts, constructs and characteristics. Once sufficient evidence had emerged from the data, confirming the validity or otherwise of any tentative ideas, the free nodes were transferred to the permanent index system.

In addition to the text units coded to the node, a NUD*IST node stores a definition and an unlimited number of coding memos and is able to record the initial and subsequent explanations of any changing appreciation of node meaning and content. Much of NUD*IST's power as a research tool lies in its responsiveness and flexibility. NUD*IST allows the researcher to enter and delete text unit coding at will, as well as alter, shift, copy, merge and browse nodes as "ideas emerge, merge and codes are rethought" (Qualitative Solutions and Research Pty Ltd 1997, p. 6). As well, NUD*IST's index system search facilities allow the researcher to explore data across the index system,

pursuing hunches, testing and exploring theories or hypotheses about the data in terms of the central idea under investigation.

Fundamentally, NUD*IST is a practical user-friendly interactive tool for managing and exploring interview data or other types of written transcript (termed documents in NUD*IST) that lead to the creation or elaboration of new or existing ideas and theories. This research elaborates on an existing grand theory—van der Heijden's (1996) business idea. The researcher considered NUD*IST to be an efficient and effective research tool to pursue the stated research objectives and questions.

NUD*IST Project Design

The research began with predefined categories being the core elements of the business idea framework. Thus the research did not start totally 'shapeless' and in search of an emergent theory. The study did not involve the researcher in what NUD*IST described as a search down "expansive trails of evidence, using luck or his or her nose in asking what is going on here" (Qualitative Solutions and Research Pty Ltd 1997, p. 27). The research task was to seek confirmation and possible elaboration of a model of understanding, a known yet elusive phenomenon—van der Heijden's (1996) business idea framework.

This research was shaped, firstly, by the fact that the research was bounded and framed by the framework under study and, secondly, through the application of case study, desk audit and open-ended qualitative interview research techniques. These features collectively defined and narrowed the source of evidence (i.e. the host case organisation and organisational members), pointing to the value of NUD*IST as an appropriate engine of research inquiry.

NUD*IST's ability to store, define and edit any number of documents, demographic variables, categories, concepts, constructs and characteristics of the phenomenon under study made it a suitable tool for data investigation, management, interrogation and articulation of the phenomenon. Whilst NUD*IST was described as a filing cabinet for a project, a task-driven perspective, the value of NUD*IST to the researcher lay primarily

in the flexibility the package accorded as the project matured i.e. a process perspective. NUD*IST is described by the manufacturer as “a tool kit for tending a growing project” (Qualitative Solutions and Research Pty Ltd 1997, p. 31). In the researcher’s opinion this proved an apt analogy.

Although the study began with predefined categories, the researcher was not irretrievably locked into these categorical decisions. Throughout the coding and content review phases of the project (discussed later in this chapter), NUD*IST aided the researcher to create new categories as they materialised, helping also to create, shift, alter and merge the concepts, constructs and characteristics supporting each category. Aside from these aspects of the NUD*IST document and index systems, the researcher was familiar and comfortable with the NUD*IST package, having previously applied the package in doctoral course work.

The NUD*IST project design phase was a crucial phase of the research process. The need to best combine multiple sources of data in the one project, while allowing for the separation of those same sources of data in the index system for later review, was a compelling issue for this study. Separating the multiple sources of data in this study was a fundamental requirement, bearing in mind the research objectives. Research objectives targeted the multiple perspectives of the different hierarchical and heterarchical strata of the organisation. The ability of the research tool to isolate these different perceptions would determine the ultimate value of the research. In the researcher’s opinion NUD*IST would efficiently and effectively assist study objectives.

Project Preparation

Transcripts

Thirty-four transcripts were readied for importation to a NUD*IST project labeled FPWA. Transcripts were read and re-read by the researcher for spelling errors and authenticity relative to recorded interviews. Texts units, “the smallest portion of a document that NUD*IST treats as a unit of coding and analysis”, were established in each transcript by the researcher (Qualitative Solutions and Research Pty Ltd 1997, p.

33). Being very close to the data, the researcher could apply intuitive appreciation when establishing the text units.

Each transcript was sectionalised using the interviewer questions and points of clarification as sub-headings. Sub-headings linked interviewee responses with interviewer prompts, critical when interpreting the meaning of any text unit within the content of the wider conversation. Each transcript was given a label from A1 through to M11, and a suite of headers detailing date and time of the interview, where the interview was conducted, the hierarchical position, area, role responsibility of the interviewee and the interviewee's length of service. Each transcript was saved in plain text format (i.e. ASCII) for importation to the NUD*IST project FPWA.

Base Data

It was at this point that key decisions were made regarding how the transcripts would be introduced to the NUD*IST index and document systems. This study was able to begin with certain key parameters, the concept of shape referred to earlier in this chapter. Knowledge of the interviewee's position, area of work and role were collated in tabular form as detailed in Table 7. The table was imported to the NUD*IST project FPWA.

It was the researcher's intuitive appreciation from his reading of the data that the demographic variables of area and role could be of immense value within the data interrogation stage. Aside from the institutional, organisational and technical hierarchical levels established as the prime multiple perspectives of this study, the emergent professional nature of the agency pointed to other group perspectives of note.

The heterarchical groupings of doctor, nurse, educator and counselor were thus considered worthy of recognition and capture. As well, the clinic, counseling, library, education and special programme business units were recognised as potentially holding different perspectives of the framework in use. In the context of the study, the issue of gender was not considered crucial, as all but two of the interviewees were female.

Table 7. Interviewee Demographics

Document	Hierarchy	Area	Role
A1	Support	Admin	Clerk
A2	Support	Admin	Clerk
A3	Support	Admin	Clerk
B1	Board	Management	Policy
B2	Board	Management	Accountant
B3	Board	Management	Counselor
B4	Board	Management	Lawyer
C1	Corporate	Management	Leader
C2	Corporate	Management	Accountant
C3	Corporate	Management	Coordinator
D1	Service	Clinic	Doctor
D2	Service	Clinic	Nurse
D3	Service	Clinic	Nurse
D4	Service	Clinic	Nurse
D5	Service	Clinic	Clerk
D6	Service	Clinic	Clerk
D7	Service	Clinic	Doctor
D8	Service	Counseling	Counselor
D9	Service	Education	Educator
D10	Service	Clinic	Clerk
D11	Service	Education	Educator
D12	Service	Education	Clerk
D13	Service	PFP	Counselor
M1	Manager	Quarry	Nurse
M2	Manager	Clinic	Nurse
M3	Manager	Management	Marketing
M4	Manager	Education	Educator
M5	Manager	Library	Librarian
M6	Manager	Clinic	Doctor
M7	Manager	Counseling	Counselor
M8	Manager	Education	Educator
M9	Manager	Education	Educator
M10	Manager	PFP	Counselor
M11	Manager	Phoenix	Counselor

The base data listed in table 7 was introduced to NUD*IST to cater to these identified groups.

On importation of the above table, NUD*IST assigned the base data node addresses listed in Table 8. With the base data resident in project FPWA, the thirty-four raw files were introduced individually to FPWA.

Table 8. Node 1: Base Data

<i>Node #</i>	<i>Descriptor</i>
(1)	/Base Data
(1 1)	/Base Data/Hierarchy
(1 1 1)	/Base Data/Hierarchy/Support
(1 1 2)	/Base Data/Hierarchy/Board
(1 1 3)	/Base Data/Hierarchy/Corporate
(1 1 4)	/Base Data/Hierarchy/Service
(1 1 5)	/Base Data/Hierarchy/Managers
(1 2)	/Base Data/Area
(1 2 1)	/Base Data/Area/Admin
(1 2 2)	/Base Data/Area/Management
(1 2 3)	/Base Data/Area/Clinic
(1 2 4)	/Base Data/Area/Counseling
(1 2 5)	/Base Data/Area/Education
(1 2 6)	/Base Data/Area/PFP
(1 2 7)	/Base Data/Area/Quarry
(1 2 8)	/Base Data/Area/Library
(1 2 9)	/Base Data/Area/Phoenix
(1 3)	/Base Data/Role
(1 3 1)	/Base Data/Role/Clerk
(1 3 2)	/Base Data/Role/Policy
(1 3 3)	/Base Data/Role/Accountant
(1 3 4)	/Base Data/Role/Counselor
(1 3 5)	/Base Data/Role/Lawyer
(1 3 6)	/Base Data/Role/Leader
(1 3 7)	/Base Data/Role/Co-ordinator
(1 3 8)	/Base Data/Role/Doctor
(1 3 9)	/Base Data/Role/Nurse
(1 3 10)	/Base Data/Role/Educator
(1 3 11)	/Base Data/Role/Marketing
(1 3 12)	/Base Data/Role/Librarian

Every text unit in every document was assigned three base data node addresses. For example, every text unit in interview B1 was automatically assigned base data nodes of:

- 1.1.2: (Base Data/Hierarchy/Board);

- 1.2.2: (Base Data/Area/Management); and
- 1.3.2: (Base Data/Role/Policy).

For interview M11 every text unit was assigned base data nodes of:

- 1.1.5: (Base Data/Hierarchy/Managers);
- 1.2.9: (Base Data/Area/Phoenix); and
- 1.3.4: (Base data/Role/Counselor).

NUD*IST described base data information “as a series of variables with associated mutually exclusive values, and for each such variable, a document has at most one of those values” (Qualitative Solutions and Research Pty Ltd 1997, p. 166). For B1 and M11 above, the variables are hierarchy, area and role. Each carries one mutually exclusive node address (or value) for each one of those variables.

The value of the base data information and index tree system to the study was the potential offered to the researcher in the investigation and interrogation stage of the study. Existence of the base data nodes would assist in the search for the occurrence of words and phrases within and across the nominated groups.

Base Categories

At the completion of that project establishment process detailed above the business idea super categories identified earlier were established in NUD*IST as follows:

- **Node 1 or Base Data** contained the predefined interviewee data covering hierarchy, area and role attributes imported using NUD*IST’s table importation process.
- **Node 2 or ‘Mean_Ident’** stands for organisational purpose, meaning and identity targeting question one.
- **Node 3 or ‘Cust_Value’** stands for customer value created essentially capturing who is the customer and what are their cares and worries targeting question two.
- **Node 4 or ‘Dist_Comp’** stands for the range of distinctive competencies covering issues such as physical assets and intellectual property targeting question five.

- **Node 5 or ‘Comp_Adv’** stands for the nature of competitive advantage covering why FPWA is successful relative to the competition targeting question three.
- **Node 6 or ‘Org_Unique’** stands for organisational uniqueness in terms of the underlying structures, systems and processes targeting question four.

Three additional nodes were established. Nodes 7, 8 and 9 captured interviewee perceptions of the positive and negative forces impacting organisational performance and success. These additional nodes are as follows:

- **Node 7 or ‘+Ve Forces’** reflects answers to question six and the issue of positive environmental forces.
- **Node 8 or ‘-Ve Forces’** reflects answers to question seven and the issue of negative environmental forces.
- **Node 9 or ‘Results’** a category used to capture the unsolicited views and comments of interviewees regarding the key operational and financial performance indicators.

Data Coding Principles

The grounded theory technique of open coding, conceptualisation and categorisation of data related by Strauss and Corbin (1990) was applied in the interrogation of data utilising NUD*IST’s “free node” tool kit (Qualitative Solutions and Research Pty Ltd 1997, p. 78). Strauss and Corbin (1990, p. 61) describe the process of open coding as “the breaking down, examination, comparison, conceptualisation and categorisation of interview data”. The same authors later describe open coding as “fracturing the data”—a process of identifying categories, their properties and dimensional relations (Strauss & Corbin 1990, p. 97).

NUD*IST’s document and indexing systems incorporating document coding, editing, searching and questioning routines facilitated this conceptual data coding and interrogation process. NUD*IST’s free node facility assisted the researcher to capture and label emerging concepts and categories from the systematic reading and interpretation of interview data. Described in NUD*IST as “data up”, the free node facility aided the building of higher level constructs and concepts out of the data through

a process of “thinking out aloud” about its meaning (Qualitative Solutions and Research Pty Ltd, 1997, p. 78).

A structured hierarchical critical thinking approach was used. The numerous daily practices and characteristics identified as the normal traits of the category in use were isolated and clustered beneath a complex construct or descriptor of the overall activity performed. Thinking extended to clustering these localised constructs beneath a more generalised concept describing the range of activities surfaced. The concepts formed the links to the category under investigation.

NUD*IST’s free node coding option facilitated the application of Strauss and Corbin’s (1990) grounded theory axial coding techniques to the data, enabling the researcher to develop a hierarchical index system of categories, supporting concepts, constructs and characteristics. Van der Heijden (1996, p. 152) labeled this cognitive process as the clustering of ideas (i.e. the ideas in this research are equivalent to textual units of meaning) and the linking of these under higher level constructs and concepts.

Strauss and Corbin (1990, p. 97) describe axial coding as the bringing together of a diverse array of free categories, based on the making of connections between a category and sub-category. This cognitive process was applied in this study. In undertaking this cognitive leap of abstraction, the casual conditions, the nature of the phenomena, the context of the discussion, the intervening conditions and how the interviewee handled and worked with the concept in the real life setting was interpreted by the researcher when coding interviewee data.

In summary, every textual unit of meaning coded by the researcher fell within the following hierarchical framework (Angus & Robertson 1992):

- category: a generally accepted, sense-making universal notion (i.e. in the case of this research van der Heijden’s (1996) business idea categories);
- concept: a general idea giving support to the universality of each of the category;

- construct: a complex idea supporting that concept resulting from the synthesis of a many simpler ideas; and
- characteristics: the typical, distinguishing qualities, traits or simple ideas used to form a construct.

Data Coding Technique

NUD*IST's coding tools facilitated the researcher building a structured tree-like interdependent system of meaning beneath each selective category. An example of the index system crafted in this study is provided below in Table 9. A section of Node 2, *Mean_Identity* (Meaning and Identity), is reproduced from the NUD*IST project FPWA, showing the cascading tree like nature of a NUD*IST index system.

Table 9. Index System: Node 2.1 Meaning and Identity - Charter

<i>Node #</i>	<i>Descriptor</i>
(2)	/Mean_Identity
(2 1)	/Mean_Identity/Charter
(2 1 1)	/Mean_Identity/Charter/Mandate
(2 1 1 1)	/Mean_Identity/Charter/Mandate/Improve Sexual Health
(2 1 1 1 1)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Time Frame
(2 1 1 1 2)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/How Wide
(2 1 1 1 3)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Increase Awareness
(2 1 1 1 3 1)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sexual Health Issues
(2 1 1 1 3 1 1)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sex_Hlth_Iss/Evolving
(2 1 1 1 3 1 2)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sex_Hlth_Iss/Sensitive
(2 1 1 1 3 1 3)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sex_Hlth_Iss/Cyclical
(2 1 1 1 3 1 4)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sex_Hlth_Iss/Broad
(2 1 1 1 3 1 5)	/Mean_Identity/Charter/Mandate/Imp_Sex_Hlth/Incr_Awareness/Sex_Hlth_Iss/Low Priority

NUD*IST's capacity to hold unlimited branches and subcategories assisted the researcher to build a suite of concepts, constructs and supporting characteristics beneath each predefined category. The suite of evidence supporting each category is fully explained in chapters six through nine and supporting appendices two through nine. The melded grand framework is brought together in chapter ten, where key exceptions between the nominated sub-groups are highlighted and interpreted.

Once the core index system had been crafted, the researcher was able to identify a place, or the need for a new place, for even the smallest text unit. This enabled, as related in NUD*IST as the continual refinement and expansion of the index tree system (Qualitative Solutions and Research Pty Ltd 1997, p. 78). The researcher was constantly aware of the possibility of force fitting data to the theory under elaboration, what Vaughan (1992, p.195) related as a cognitive trap for the unwary qualitative researcher.

This acknowledgement of the potential for bias within the research was constantly at play in the researcher's mind, engaging the researcher in a perpetual mental dialogue with the data and the research objectives. The potential for forcing the data is real; however, the researcher considered the research methodology, methods and findings detailed in the thesis would lay bare the thought processes of the researcher regarding this aspect of the qualitative research discipline.

The interdependent category, concept, construct and characteristics captured in the structure are easily illustrated. In Table 10 below, Node 2.1 *Charter* and 2.1.1 *Mandate* were identified and acknowledged as universal descriptors of organisational meaning and identity (Malinowski, 1960). Node 2.1.1.1 *Imp_Sex_Hlth* (short for Improve Sexual Health) was interpreted as the localised construct of FPWA's chartered organisational mandate. Nodes 2.1.1.1.1 *Time Frame*, Node 2.1.1.1.2 *How Wide*, Node 2.1.1.1.3 *Incr_Awareness* (Increase Awareness) and the sub-nodes attaching to the later node are the distinguishing qualities, attributes and traits supporting the construct *Imp_Sex_Hlth*.

During the data-coding phase, the order of recognition of each of the descriptors was not uniform, reinforcing the need for the researcher to remain flexible to any emerging new ideas in addition to rethinking past coding. The construct *Imp_Sex_Hlth* emerged in the first page of coding for interview B1 as Free Node 3. It was not until coding for B3 (third in the order of data coding) did the concepts of *Charter* and *Mandate* surface. The characteristics of *Imp_Sex_Hlth*—those of *Time Frame*, *How Wide* and *Incr_Awareness* (Increased Awareness)—were introduced during the coding of interview B1.

Table 10. Node Hierarchy: 2.1 Mean and Identity - Charter

Level	Node #	Descriptor	Sub Node	Descriptor
Category	2	<i>Mean_Ident</i>		
Concepts	2.1	<i>Charter</i>		
			2.1.1	<i>Mandate</i>
Construct	2.1.1.1	<i>Imp_Sex_Hlth</i>		
Characteristics	2.1.1.1.1	<i>Time Frame</i>		
	2.1.1.1.2	<i>How Wide</i>		
	2.1.1.1.3	<i>Incr_Awareness</i>	2.1.1.1.3.1	<i>Sex_Hlth_Iss</i>
			2.1.1.1.3.1.1	<i>Evolving</i>
			2.1.1.1.3.1.2	<i>Sensitive</i>
			2.1.1.1.3.1.3	<i>Cyclical</i>
			2.1.1.1.3.1.4	<i>Broad</i>
			2.1.1.1.3.1.5	<i>Low Priority</i>

The value of NUD*IST in this data coding is to hold these free ideas in abeyance awaiting the researcher to capture and name the mental constructs and concepts that provide the logical linking of ideas.

The sub-construct of *Sex_Hlth_Iss* (Sexual Health Issues) emerged during the coding of interview B2, pointing to the nature of sexual health issues as *Evolving* (interview B1), *Sensitive* (interview B1), *Cyclical* (interview M3), *Broad* (interview B3) and *Low Priority* (interview B2). NUD*IST's cut, paste, insert, merge and delete features facilitated the easy attachment of new themes as they emerged. Importantly, throughout the data coding cycle, the interviewees' own words and phrases were utilised as node labels wherever possible. On reflection the rich data obtained enabled validity and cogency of the research findings to emerge.

Data Coding Phases

Data coding followed logically after the completion of the interview, transcription and text unit allocation phases of the study. These three phases covered a five-month block

from March to August 1998, followed by a period of thesis writing. Data coding began in November 1998 with the Board of Management group, moving through the Corporate Management and Operational Management groups and closing at the end of February 1999 with the Service Delivery group.

First phase coding began with documents B1 through B4 to C1 and ending with C3. Beginning the coding process with B1 was a reasoned and intuitive judgement on the researcher's behalf. On reflection, the researcher considered the B1 interview to have exhibited the most wide-ranging appreciation of the numerous transactional and contextual issues raised throughout the entire interview cycle. Having begun the coding process at the Board of Management level, coding followed in numerical order with B2 to B4. The researcher followed on with this top-down coding direction onto C1 through to C3. This phase of the coding was completed by December 1998.

Considerable time was invested in the coding of B1. The researcher was aware that this document would be foundation of the index system. NUD*IST's free node facility was used extensively during this embryonic stage of the coding process. The researcher began the coding process by allocating free nodes to each new text unit encountered. Wherever possible, interviewee words were used as the free node descriptor. Live coding happened in blocks, bounded firstly by the direction and content of the conversation and, secondly, by the cognitive capacity of the researcher to manage a burgeoning bucket of unstructured free nodes. Van der Heijden (1996, p. 152) described this "bucket of unstructured free data as a set of random thoughts".

Regular time outs were taken from free coding to reflect upon the flow of conversation to that stage, the nature and description of the free nodes, the prevalence of coding and the consideration of emerging links in the captured thoughts and ideas of the interviewees. Where the researcher was of the opinion that the permanent recognition of that evidence was warranted, the free nodes were transferred to the index tree system using NUD*IST's coding palette of cut, paste and merge features. This recognition was based on the prevalence of coding to the node, the emerging weight of argument and the

researcher's growing 'gut-feel' for the emergent themes and issues. Being so close to the data had nurtured a growing intuitive appreciation for the emerging themes. This early stage of the coding demanded that the researcher apply reflective interrogation, critical reasoning and intuitive deduction from the evidence before him.

Text units were often posted to more than one node descriptor. As the researcher's knowledge of organisation and the merging key issues grew, the existence of subtle nuances in the interviewees' language alerted the researcher to the many embedded themes with each conversation. Van der Heijden (1996, p. 152) pointed to these many levels of meaning in conversation when he talked of the existence of "language traps", noting that "ostensible answers to specific transactional questions very likely also contain embedded or implied references to contextual themes and vice versa". Throughout the whole coding phase of the project, the researcher interrogated every text unit for any perceived embedded content.

The need for such coding discipline was arguably an outcome of the researcher's decision to establish some text units as sentences and paragraphs, demanding the researcher remain on the lookout for dependent and independent clauses embedded in the sentences. An example of this is text unit 6 in B1 reproduced as follows. In response to a question on organisational identity, meaning and purpose, the interviewee responded with:

It's actually designed with a purpose in mind, the purpose is to enhance the sexual health of the Western Australian community (B1: 6).

This text unit was coded firstly to NUD*IST Node 2 referenced as *Imp_Sex_Hlth* (Improve Sexual Health), specifying organisational purpose and meaning. The same text unit was also coded to Node 3.1 referenced as *Community*, (refer to appendix three for discussion of this node) denoting who is the customer. The word "enhance" alerted the researcher to look for references to the key characteristics or examples of how the organisation went about enhancing or improving the community's level of sexual health.

There is a multitude of examples of this multiple coding of text units in the research. Again with interviewee B1:

I think it is an organisation dedicated to sexual health (B1: 16).

This text unit was again coded to Node 2, *Imp_Sex_Hlth*. In the researcher's opinion the word "dedicated" carried a nuance of distinctive competency, prompting the coding of the text unit under Node 4 creating of the construct *Reputation*. (Refer to appendix four for this node.) Again the researcher was alerted to be on the lookout for what the organisation did on a daily basis, the characteristics of the construct *Reputation*.

At the completion of coding for B1, the researcher undertook a total review of the index tree and supporting coding. Definitions and explanations were inserted into each node address. The concepts, constructs and characteristics, listed below each category of the business idea were reviewed twice for duplication of meaning and sense making. This iterative process of revisiting the index system for duplication of meaning and emergent themes was a regular feature of the data-coding phase of the study, reflecting the iterative nature of the qualitative research process.

NUD*IST's indexing system allowed the research to be broken up into meaningful and manageable cognitive groupings, bearing in mind the sheer volume of data to be coded and the complexity of the framework. NUD*IST facilitated easy attachment of text units to the burgeoning index tree. Five hundred nodes were resident in the index system after coding of the first seven interviews. Data saturation emerged at eight hundred nodes after the twenty-third interview, with only forty nodes added in the last ten interviews. The total number of nodes at completion of the 'first pass' data coding process was eight hundred and forty-two.

Content Review

Process

At this stage of the study the range and depth of transactional and contextual information available was at maximum saturation. The research task moved to a total review of the content of the index system, targeting consistency of coding and a review of overall

meaning and relevance in light of the research objectives and questions. The in-depth index system content-review phase, undertaken throughout March 1999, interrogated all eight hundred and forty-two nodes existing at the end of the first pass coding cycle. This second pass content-review phase resulted in the merger and collapsing of over two hundred of those node addresses. The content-review phase of the study closed with an index tree system of six hundred and forty-three nodes. The hierarchical index systems reproduced appendices two through nine represent the complete index system for FPWA's business idea in use.

The content review stage involved the researcher interrogating each node address, initially correcting for obvious miscoding. The content review process also covered matching node content with node definition and the elimination of inconsistencies, including, where necessary, the alteration of node title, definition or the merging of nodes that, on reflection, were a duplication.

Thirdly, the process looked to confirm the logical top-down flow of argument from concept through construct to supportive characteristics. Fourthly, the process considered the category, concept and construct relationship within the immediate category and the wider business idea framework. Overall, in terms of node housekeeping, node transfer and or merger, NUD*IST's cut, paste, merge and insert features were invaluable throughout the intensive content review stage.

Task

The content review task began with Meaning and Identity Node 2 (chapter six), and effectively involved a review of the philosophical heritage of the agency. Node 2 was interpreted in this study as the beginning point of the business idea in use. This was a reasoned judgement on the researcher's behalf, believing the concepts and constructs attaching to that category were the originating forces driving perceptions of all other categories of the business idea.

Hard copy reports were printed in blocks of meaning bounded by concept related constructs and characteristics. Breaking the review task down in this way enabled the researcher to interrogate the data in a structured and meaningful way, building confidence in the resilience of the argument assembled below each category. Essentially the process enabled the researcher to 'build comfort' in the flow of content, structure and meaning bound up in the concepts, constructs and supporting characteristics attaching to each substantive category.

The researcher completed each substantive node before moving on to the next. This ensured the independence and integrity of the substantive nodes. The review phase progressed onto customer value created node 3, moving methodically through to the results category, node 9. The process was iterative, both within each category and across all other categories of the business idea. The fundamental interdependency of category, concept, construct and characteristic within the framework was evident to the researcher throughout the data-coding phase. This interdependency was continually re-affirmed during the content review phase.

For example, a review of the concept *Heritage* (chapter six, section 2, node 2.3), specifically its supporting construct *Women's Rights* (node 2.3.1), had a consequential flow-on effect to downstream nodes. The construct *Women's Rights* covering *Contraception* (node 2.3.1.1), *Abortion* (node 2.3.1.3) and *Pro-Choice* (node 2.3.1.3.2) was linked to:

- established perceptions of the agency's *Image* (chapter six, section 7, node 2.5.5.2) as catering to the needs of females historically *Responsible* (node 2.5.5.2.1.2) for *Contraception* (node 2.5.5.2.2.4) within sexually active *Heterosexual* (node 2.5.5.2.6) relationships;
- recognising the agency's *Main Stream* (appendix three, section 8, node 3.1.1) clientele as *White Middle Class* (node 3.1.1.1) *Proactive* (node 3.1.1.1.1.1) *Females* (node 3.1.1.1);
- acknowledging that the predominance of female *Staff* (appendix four, section 14, node 4.1.1);

- highlighting the unique mix of *Female* (appendix six, section 34, node 6.7) nurse practitioners, doctors, counselors and educators affirming the female persona of the service; and
- recognising that *Women's Health* (appendix seven, section 34, node 7.9.15) issues are, on the one hand, a positive driving force within the agency and a negative inhibiting force on the other due to the *Missapprec* (appendix eight, section 42, node 8.8.8.1.1) or *Stereotype* (node 8.8.8.1.1.1) of the agency as being largely *4 Women* (Node 8.8.8.1.1.1.4).

It was this type of interrelated and interdependent holistic evidence that built the cogency and predictive value of the framework to build a believable model business idea in use.

Multiple Projects

The study sought to investigate and articulate multiple perspectives of the business idea in use. This investigative process was achieved firstly by developing a macro project titled FPWA (Family Planning Western Australia, Inc.). This consolidated project contained the index tree structure crafted from the stories, myths and ideas of all thirty-four interviewees. At the completion of the process of building and refining the consolidated project, four copies of FPWA were established and relabeled as follows:

- FPWA_B, representing the Board of Management (containing documents B1 to B4);
- FPWA_C, representing the Corporate Management Team (documents C1 to C3);
- FPWA_M, representing the managerial and supervisory members (documents M1 to M11); and
- FPWA_D, representing service delivery and support staff members (documents D1 to D13 and A1 to A3).

Isolating the data to reside in each of these projects was easily accomplished by deleting interviews (and thereby the coding) not required in the subproject (e.g. interviews B1 through to B4 were removed from projects FPWA_C, FPWA_M and FPWA_D). At the end of this process FPWA_C only contained interviews C1 to C4, and so on for each of the four sub-projects.

Basically, the consolidated FPWA index tree was utilised as a template and the basis of interlevel comparison. Once the sub projects had been spun-off, every node in each of the four subsidiary projects was interrogated, and any node without coding was deleted from the tree structure. This methodology facilitated the hierarchical and heterarchical comparison of professional viewpoints embedded in the main project.

Appendices two through nine relate the content of each of the four subsidiary index systems relative to the consolidated index system of FPWA. A review of each appendix highlights the gaps in recognition of key concepts, constructs and characteristics between each of the groups.

Articulation

A key objective of the research was to pictorially depict of the host organisation's business idea in use and its constituent categories. As a research tool of inquiry, NUD*IST (version 4.0 was used in the study) lacked graphical modeling and cognitive mapping capabilities necessary to achieve this research outcome. In its simplest form NUD*IST is a text analysis package, allowing the user to code text units with certain attributes (i.e. base data), the goal being to build a hierarchical, tree-like, causal flow of meaning and understanding.

DECISION EXPLORER (Banxia Software Ltd 1997) (DE) was used to pictorially depict the localised concepts, constructs and characteristics of the business idea in the research setting. DE is a cognitive mapping, PC-based tool designed to model cognitive thought or "pathways of thinking" on a complex idea (Qualitative Solutions and Research Pty Ltd 1997, p. 197). In this study the complex idea is the business idea in use within FPWA, and the pathways of thinking are the hierarchical NUD*IST trees for nodes 2 through 9, the eight categories of the business idea and supporting concepts, constructs and characteristics captured in this research.

The complete NUD*IST index systems for Family Planning Western Australia, Inc., covering FPWA, FPWA_B, FPWA_C, FPWA_M and FPWA_D, were exported to

DECISION EXPLORER (DE) firstly in the sections as reported upon in chapters six through nine. As well, for all projects, the full tree for each category was exported. DE's hierarchical tree mapping analysis option was used to map each section and the complete tree for each category. (Refer to chapter six, section 1, map 3 to visualise this process).

DE was then used to model the researcher's interpretation of the central driving theme for each category. For the Meaning and Identity category this was the construct of Improve Sexual Health. The full NUD*IST tree supporting FPWA's Meaning and Identity category was reorientated in and around this central driving theme. (Refer to chapter six, map 11 to visualise this process in use.) DE's power was the flexibility accorded to the researcher to cluster groups of concepts, constructs and characteristics in and around the driving theme identifying the directional links, the flow of meaning and loops of influence within each model.

Map 11, chapter six melds four key clusters of Meaning and Identity in and around the central construct of organisational purpose; i.e. the construct of Improve Sexual Health, illustrating the causal flow of influence between the key concepts, constructs and characteristics supporting the core category. The ultimate value of the DECISION EXPLORER package to this study was the insight it afforded to researcher to reduce four hundred and fifty nodes into one high level model of the business idea in use. The evidence of that power is included in chapter ten, Research Conclusions, where the model of the agency's business idea is reported and discussed at the highest level.

Summary

This study set out to remain faithful to van der Heijden's research methods. The need for academic rigour and the requirements of data input resulted in the extension of the interview cycle to thirty-four interviews. All interviews were tape recorded for ease of analysis. Organisational participants were selected on the basis of population size and length of service. All members invited to participate in the study elected to do so. All interviews were successfully completed in terms of the semi-structured interview questions taken into the interview setting. The semi-structured interview instrument was used as a prompter—the researcher launching each interview from the same point of

departure, believing that the conversation should flow openly in and around the core categories of the framework under investigation.

Following a pilot interview process, all interviews were conducted, transcribed, coded and content interrogated and reviewed by the researcher. The outcome from this process was a researcher immersed and very close to the phenomenon under study. NUD*IST and DECISION EXPLORER were the PC-based tools of data investigation and articulation. The former aided the researcher to build a structured indexed framework of supporting concepts, constructs, and characteristics supporting the core categories of the central idea; i.e. the business idea. The ease of copying and editing multiple views of the business idea in use affirmed the value of NUD*IST to this study.

The DECISION EXPLORER package accepted the complete NUD*IST index systems for the main and subsidiary projects, pictorially representing and relating these as hierarchical causal inference models of meaning in and around the business idea subject matter. Compensating for NUD*IST 4.0's lack of graphical modeling capacity, DECISION EXPLORER's value to the project was its ability to import the NUD*IST index systems, and pictorially reproduce a suite of cognitive maps or inference models depicting the hierarchical flow of appreciation in and around the core subject matter. Labeling reported in each level of a map of the NUD*IST index systems are the same as those derived in the respective NUD*IST project.

Narrative Analysis

The discussion in this thesis now moves on to a descriptive commentary of the contributory and major findings from the investigation of the business idea in use at FPWA. Research findings are related across chapters six through nine of this thesis. A detailed strategic conversation narrating the concepts, constructs and characteristics supporting Node 2, *Meaning & Identity* category for Family Planning Western Australia, Inc. follows as chapter six.

The narrative within chapter six contains the following structure:

- a restatement of the nature of major category or branch of the framework, its meaning and sense of place in the overall business idea framework;
- a descriptive story-like narrative of the contributory findings. The minor branch groupings or section headings relate the concepts, constructs and characteristics supporting the category. Wherever possible the interviewees' own words have been used to substantiate and frame the story;
- a summary of the major findings for the category. A high-level interpretive label is attached to the category providing an image of the nature of the category in use in the host environment;
- a hierarchical map of the category and supporting sections is included indicating the flow of strategic thought through each of the models;
- a summary of the major findings and a map of the driving central theme; and
- a recognition of the significant differences in perception between the nominated stakeholder groups and the consolidated business idea in use is reported.

Manning and Cullum-Swan's (1994) narrative style has been applied to relate the study's findings. The narrative style used reflects Manning and Cullum-Swan's (1994, p. 464) systematic "top-down" form. That style begins with the categories of the business idea framework looking for the exhaustive meaning within the text to support the validity of the framework. This style was considered the most appropriate to suit the deep-level elaborative nature of this study.

The narrative is bounded by the preconceived categories of van der Heijden's (1996) business idea framework. In contrast to Manning and Cullum-Swan's (1994) top-down style wherein the researcher's words are the primary source of meaning, the narrative style applied in this thesis, wherever possible, used the words, ideas and thoughts of the interviewees. The intent of the narrative is to contrast the dimensions of the business idea at FPWA at both a group and a holistic level, rather than to illuminate in-depth the personal lives of each of the interviewees. Thus the interviewee's words and ideas have been used to mould an organisation-wide appreciation of the framework in use.

Beginning with the *Customer Value Created* category (node 3 in the FPWA project) and closing with the *Negative Forces* category (node 8 in the FPWA project), the contributory findings incorporating concept, construct and characteristics supporting each category are moved to the appendices (three through eight). This step was taken to maintain brevity and clarity for the reader, acknowledging very early the deepening complexity of the major and contributory findings. In following this reporting style there is no intent to downgrade the importance of the contributory findings. The later are central to understanding the independent nature of and interdependent relationship between each category of the business idea in use at FPWA.

Within chapters seven and eight, reporting of nodes 3 to 8 comprises:

- a restatement of the category's identity;
- a hierarchical map of the category, a summary of the major findings and a map of the central driving theme; and
- a discussion of the key differences between each of the nominated groups.

The findings are brought together in chapter ten wherein the full model of FPWA's business idea in use is reported and research objectives and questions reviewed.

Chapter Six

Research Findings: Meaning and Identity

This chapter is the first of four relating the findings from the investigation of the business idea framework within FPWA. Discussion in this chapter focuses on the Meaning and Identity category. The findings for this and other categories for FPWA have their origins in the index systems reproduced in appendices two to nine.

In relating the findings of that greater index system, each category was split into sections relating key concepts that head the contributory findings. Commentary is provided that relates the supporting constructs and characteristics attaching to the concept heading each section. Each section is also pictorially mapped illustrating the hierarchical causal flow of meaning. Minus signs on directional arrows within each map indicate a negative force at work. At the end of the discussion, a summary of the major findings is provided bringing together the themes noted in the contributory narration. The multiple perspectives of the nominated hierarchical groups are reported and elaborated on.

In relating and representing the meaning behind each concept, the discussion utilised, wherever possible, the members' own words, phrases and sentences. The narrative, top-down, story-like reporting style of Manning and Cullum-Swan (1994) has sought to engage the reader in a 'generalised' strategic conversation. The intent was to build an image of the thinking, argument and flow of meaning for the category within FPWA. Where the member's own words were used, the symbol //...// is positioned at the start and end of the quotation. As well, the concept, construct and characteristic labels contained in each section of the index were highlighted in *italicised bold*, indicating the source of the reference. Where the researcher sought to add clarification within the body of the quotation, the following notation of [*...] surrounded the researcher's comments.

Key: Member's words //.....//

Concepts, etc. ***bold***

Researcher's words [*.....].

Meaning and Identity: Improve Sexual Health

The first element of van der Heijden's (1996) business idea framework establishes the agency's reason for being, giving the members a sense of place for the agency's work within the wider economic, social and political world. Questions within this category sought to capture the members' appreciation of the agency's mandate, seeking to capture an image of the agency in terms of who we are, what we stand for and what we do.

Contributory Findings

Section 1. Charter and Mandate: Improve Sexual Health

Discussion in this and later sections of this chapter and its associated appendices traces the hierarchy of meaning related below beginning at the concept or construct level.

Concept

The first concepts below the core category are those of Charter and Mandate.

Charter and Mandate

The agency's *//**charter**//* or *//**constitution**//*, *//**mandates**//* the agency *//to be at the forefront of anything which is sexual and reproductive health related.//* Thus the organisation's role is to *//provide sexual health care//* which, *//at a very simplistic level//*, is designed *//to educate the public broadly//* in *//all aspects of sexuality.//* This defines the industry of competition as *//**improvement of people's sexual health**.//*

Within the Charter and Mandate concepts, the construct of Improve Sexual Health generated several characteristics.

Construct

Improve Sexual Health

The agency's *//mission statement is to **improve sexual health** in the community//*, *//in whatever shape or form that takes.//* Unlike a really big business, arguably *//our charter*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [*****.....].

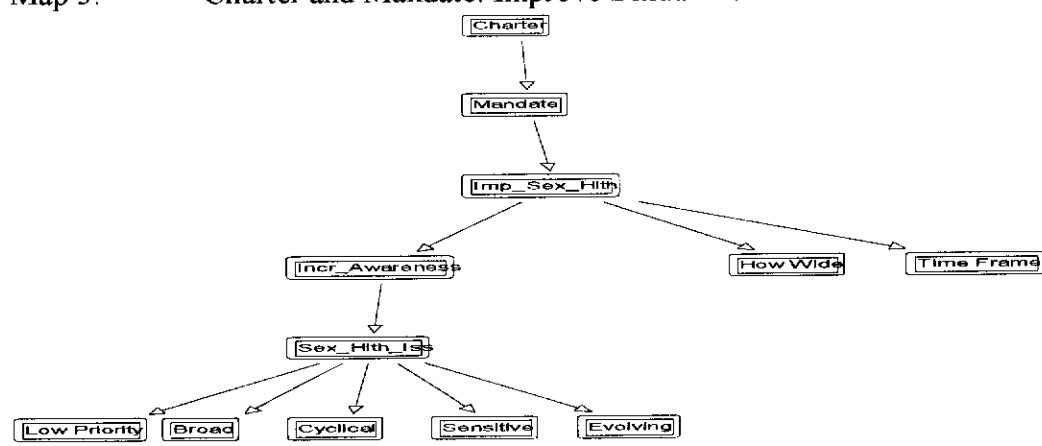
is to become redundant.// This is interpreted **time wise** as a stage //where the agency no longer has to do health promotion// work, its services being //not necessarily needed out there.// Being an organisation that deals **broadly** //with sexual health and all aspects of sexuality//, a key issue for the agency has become //how do you define sexual health.//

Characteristics

//The aims and objectives are [***community**] awareness and education.// //Providing education// and //information//, thereby //raising the communities awareness.// This is achieved through //spreading the word// and //challenging the status quo in terms of what we see as a very sexually repressed society.// //What we knew about sexual health twenty years ago would be different to what we know now.// //It's developed//, **evolved**, bringing a realisation that //the nature of the job is changing.//

The agency is a place where //they [***the clients**] have permission to talk about the unspeakable.// There is a //stigma that's attached to sexuality.// //Sexuality is not talked about// and //we are talking about a **sensitive area**//, //dealing with often sexual taboos, or social mores that are the fundamental basis of our sexual morality.// Sexual health and reproductive issues are //cyclical.// //A lot of these battles that we think we have won keep rearing their ugly heads again.// That cyclical nature has bred an air of frustration in some organisational members, as, outside of the agency, //I don't know that anybody is that interested.// Sometimes it feels like sexual health is a **low priority**.

Map 3. Charter and Mandate: Improve Sexual Health



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [***.....**].

Section 2. Heritage: Women's Rights - Welfare - Medical Models - AIDS

Concept

The second concept is that of Heritage.

Heritage

//The agency started up in 1971// driven by the //changing attitudes through the 1960s and so on.// //When we started twenty five years ago we were quite outside the realms of where society was in terms of talking about sexual and reproductive health.// The agency was viewed as a radical organisation, with the council having the //strongest feminists in terms of women's rights in Western Australia.// The agency started out with a //real grass roots type theme// of //women listening to other women.//

Within the ***Heritage*** concept, the constructs of Women's Rights, Welfare Model, AIDS Epidemic and Medical Model generated several characteristics.

Constructs and Characteristics

Women's Rights

*The agency's service was all about //women providing a community service for other women. Female doctors are available so women felt that the person they were talking to understood the issues.// So the //uniqueness part of it was the **women's** health movement and the provision of female doctors.// //Women getting reasonable sort of information on birth control or pap smears//, //a real human **rights** thing.//*

*//The reason it started was because women were finding it difficult to get contraceptives from doctors.// Back then //most people didn't use **contraception** [*the contraceptive pill] and had a burning desire to use it.// So //we used to basically provide choice for termination and contraception because that wasn't available.// //The Government wasn't going to change the law, so they got railroaded into providing money basically to prevent pregnancies.//*

Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

*//FPWA originated from the **abortion debate** of the 1970s// advocating a **pro-abortion** position on this sensitive community issue. The recent **abortion debate** brought it all back, you know.// **It strengthened the community support we had.** //From a profile point of view it [***the recent abortion debate**] has been great for us.// **It sounds callous but we couldn't have thought of a better issue**, **it gave the organisation a cause.** // Over the years, the agency has moved to a less radical position of being pro-abortion to being **pro-choice**, advocating that **it's up to the woman as to whether she has an abortion.** //*

Welfare Model

*The agency has come from **a welfare mentality** and has largely **held onto that attitude.** It has attracted people [***staff and clients**] who have always worked in that environment.// Over the years, the agency has crafted an image that **it's almost like this thing is a benevolent welfare organisation.** That's how we came to be// drawing a clientele where **the gimme factor comes into it.** //*

*It's an agency that **is not and has not historically been a market focussed organisation.** //It's not a **hard-edged business.** // Its prime focus has always been a **concern for people who are disadvantaged, who are not empowered or who are vulnerable**; therefore, the agency doesn't **turn anyone away if they're needing a particular service.** //That's our bottom-line, our philosophical statement.//*

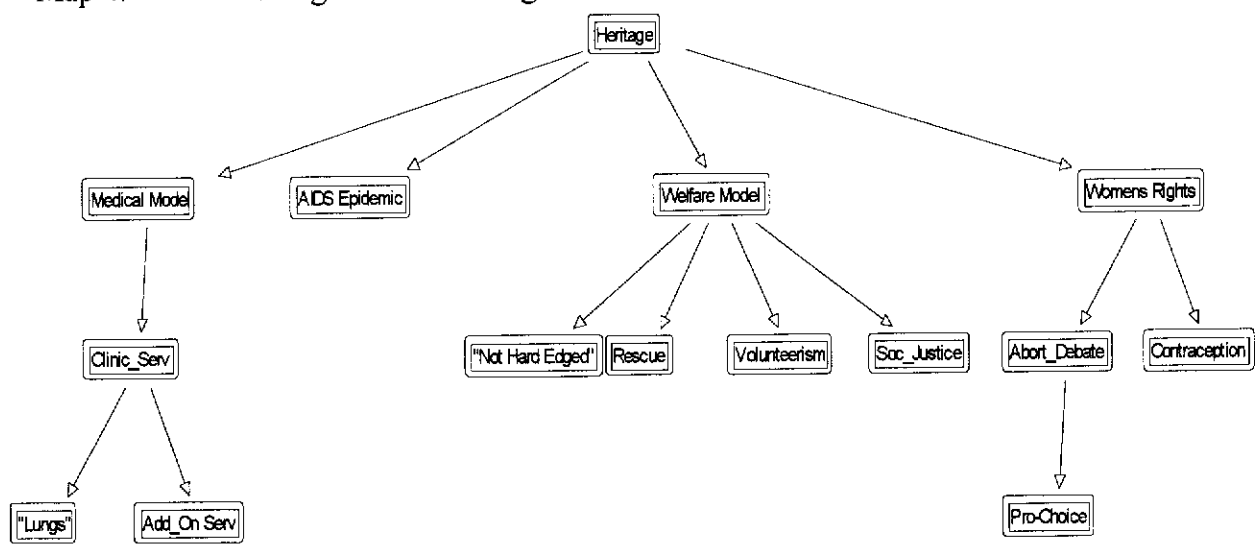
*Consequently, the agency is **very social justice driven.** // The question becomes **if you ran it like a business how profitable would it be?** Historically, **the prime motivation is not the money.** //It's not about money all the time. We've got to see these people and they can't afford it// **because of the non-profit social justice side of it.** // From a staff perspective, **my own philosophy sits very well together in my own understanding of what I'm here to do and what the aim of the organisation is here to do.** // Arguably this aspect of dedication and caring produced an organisation that **seems almost like a volunteer type of community service organisation.** //*

Medical Model

The agency has worked on developing *//more of a service delivery model now rather than a crusading [*medical] model.* The later model historically *//tells patients what to do.* The **medical model** *//is about pathologising the individual.* That model of operation produced an agency that *//sometimes I think went into a bit of **rescuing**.* This has changed. Some *//people [*staff] have [*started to] let go of that a bit since they understand the person has a problem before they came to us, and we may not be able to fix all of their problems.* The medical or clinical side of the agency *//is what's been around for the longest. It's the area that reaches most of the population. People know we exist because of [* the reputation of our] **clinical services**.*

Relating the clinic to the whole agency *//it's not the heart. But it feels like it's the **lungs**. It makes the organisation breathe. It takes air into the rest of the organisation. It doesn't necessarily pump the organisation, but its necessary to survival* *//Clinical services are at the heart of what we do in the sense that much of our training is dependent on us having a clinical service.* The agency has *//changed substantially over the years to incorporate a number of different services.* Education, professional training and counseling have all *//fed through from the clinic.* *//I sense counseling has grown out of the clinic*, *//almost like an **add-on**.*

Map 4. Heritage: Women's Rights - Welfare - Medical Models - AIDS



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

Section 3. Values: Democratic - Essence

Concepts

The third group of concepts is that of Values, Essence and Democratic.

Values

The notion of values is at the core of the agency's work. FPWA *//is a **values-driven** organisation and still has this flavour of sort of working and advocating for something.//* Overall *//I think anyone who tells you that FPWA isn't a values driven organisation is not objective and is having a bit of a lend of themselves.//*

Essence

That values orientated sense of social justice permeates the agency. One staff member described the agency's set of core values as the *//essence//*, noting how fundamental this aspect of the agency's heritage was to the agency's commercial future stating, *//I call the essence the humanitarian thing. If we lose that then I think we'll just become another sexual health service. That is something that distinguishes us from other services.//* That essence flows, as one staff member describes it, from the act of giving permission to the client to discuss the intensely personal.

Democratic

The agency comes from *//a participative decision making culture.//* *//It's an organisation where staff have always had a sense of ownership//, //staff feeling they have just as much right to make those decisions as the managers do.//* *//It's a wonderful **democratic** place//, where //everybody gets to say his or her thing.//* Some staff comment that *//it's a little too democratic//*, while others say *//in other areas it's brilliant that it is democratic.//*

Within the Values, Essence and Democratic concepts, the constructs of Community, Humanity and Education generated several characteristics

Constructs and Characteristics

The notion of working within a community is a strong historical theme. *//I actually felt very much part of a **community**. I recognise that that's very attractive for a lot of people.//* Such a working environment demands that *//anybody [*staff] who comes in has to be part of a team//*, willing to work within a *//community services group ethic.//* *//It's a way of thinking that says everyone [*clients and staff] has to be treated equally.//*

The outcome of this has resulted in the agency crafting a *//very **caring** environment.//* *//When they come, I think they [*the clients and new staff] are surprised with the amount of empathy that exists within the organisation. They expect maybe sometimes to be treated more like a number as opposed to a person. That would be one of our strengths is that we treat people as people.//* *//The culture is we are very nice people.//*

As a democratic organisation *//there is **no discrimination** in terms of who can access the services. It's open to anyone.//* *//As an organisation we don't discriminate in terms of age or culture, religion, socio-economic background or disability.//* *//It's inclusive of everybody//* and *//open to anyone.//* In terms of the agency's services, *//the agency is open and broad in our display of our services here.//* In terms of what *//you might want to talk to them [*the staff] about with regard to sexuality and the nature of sex work, they are very **open** about that.//*

The agency reflects a supportive culture. *//There is a lovely feel about this organisation, really **supportive** environment.//* *//Because of the mission, goals and ethos, the agency is very accepting place to work.//* *//In the workplace, if someone has got personal problems, in my experience the staff are very supportive.//*

Humanity

*//There is a sense that the organisation is selling **humanity**//*, crafting over the years a more humanitarian approach to health delivery through *//acknowledging somebody [*the*

clients] as *human*// *//That would be one of our strengths is that we do treat people as people//*, treating everyone ***equally***. This has given the organisation *//an edge*. There is *something very human//* about the agency's work.

A person's sexual being is *//so personal//*, *//a very important part of their existence, their being//*. One staff member described their work as wanting *//to do what we can to enable somebody to feel good about themselves, to feel good about their **sexual being**. To feel able to enhance his or her enjoyment and pleasure out of themselves and out of their sex//*. Affirming and validating men and women's sexuality, it is argued, is vital because *//affirmation is hope//*, and *//one of the ways you improve self-esteem is saying you are a positive, open person//*

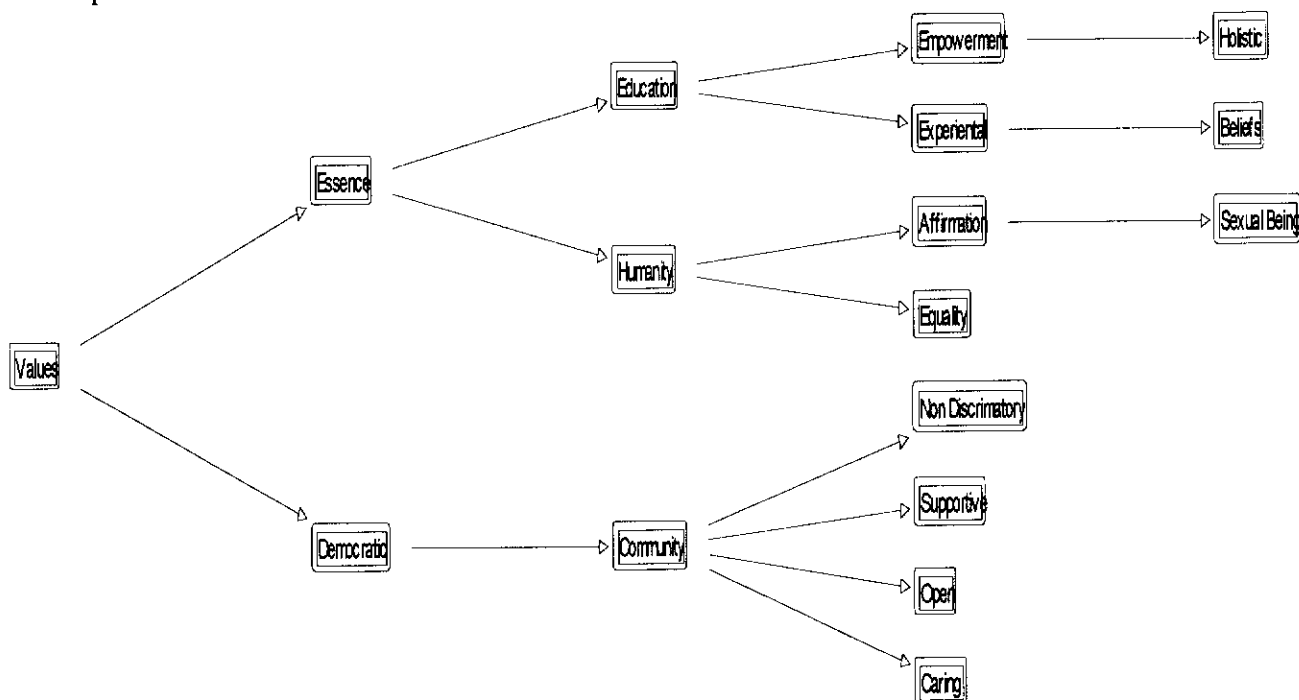
Education

*//It is the need of both health professionals and the general community to have access to information and **education** in all health related issues//* FPWA is meeting that need, being *//the foremost organisation in Western Australia on sexuality education, on the contraceptive issues, planned parenthood issues//*. So its *//role is educational//* as *//an educative instrument//* which *//fits into the aims and objectives which is awareness and education//*. The agency provides *//education and training and programmes. Professional education and training to doctors and nurses, and other health professionals//*. *//I see us as educators in the broadest sort of sense//*. This abides well with the Commonwealth Government who perceives the agency's most important function as *//the area of training and education//*

The agency's professional education focus is primarily a *//one-on-one//* clinician and client focus. Across the whole agency the education provided is *//very **experiential**//*, designed to *//get people to have an 'aha'//*. Overall, the educative thrust *//encourages self-learning//* and, in the context of the client, *//looking at attitudes, working with people's **beliefs**//*, *//to establish what their needs, wants and values are//*

In terms of the client, this inclusiveness teaching orientation is *//more a responsibility thing I think.//* We are encouraging clients through the clinician *//to take responsibility for themselves.//* *//We want to teach our clients about being responsible because our clients have to learn about responsibility.//* It's an *//enabling facilitating role//*, designed to **empower** people to take control of this important aspect of their lives. Taking responsibility involves viewing the sexual health issue holistically *//because it's really hard to look at a sexual problem in isolation because it doesn't exist in isolation.//* *//We are holistic in our approach to sexuality//*, *//with that one person central to a whole lot of other areas.//* *//Our clinicians are trained to think that way too.//* As an agency *//we look at sexuality as it is related to not only the physical health but also your emotional and spiritual health.//*

Map 5. Values: Democratic - Essence



Section 4. Community-based: Balancing Act

Concept

The fourth set of concepts are those of Community-based and Balancing Act.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Community-based

FPWA is *//a major organisation based on a community model//* Historically, a *//volunteer type//* *//very **community-based** sexual health service//*, the agency was founded with a mandate to *//provide a range of services to the community//* requiring a real *//grass roots//* *//outreach//* type of *//community involvement//* One member described the nature of the agency as only being *//of use to the community if it can reach out there [*into the community]//* The agency is *//community funded from taxpayers funding//* but *//autonomous from the government which is probably a strength//*

Balancing Act

There is a shift happening in terms of the underlying corporate objective. One staff member described the agency as *//it's less of cause now and more of a business//* This evolution has brought the agency to a point of debate *//to do with the business versus the non-business. Whether you are an agency like a welfare agency or a business//* This debate has materialised through the *//very mixed message we get from government. They are saying on the one hand you should be more business-like, be more commercial. But then written into our [*funding] agreement is that we [*the agency] may not charge for medical services//* This dichotomy is really one of a clash of *//political beliefs about how health care should be provided//* A philosophical debate regarding *//payment for service//* and looking to find *//a better **balance**//* between ability-to-pay and user-pays.

Within the Community-Based and Balancing Act concepts, the constructs of Teaching Focus, Service Ethic and Business Focus are now discussed.

Constructs and Characteristics

Teaching Focus

A key feature of this balancing act is an appreciation of the agency, firstly as an education and training facility which, from the point of view of the agency's principal

funder the Commonwealth Government, is *//our most important function: public information, training and education.*// It is a perspective that views the agency's mission as *//we can't possibly provide all the services necessary to everybody. So then it comes back to training.*// *//We realise we can't do it all and that we need to be training other people to do it as well, whatever the area of sexuality.*// *//So we have to educate people to go out there.*// *//To teach the rest of the GPs [*general practitioners] and to provide a good as service as we do.*// *//So mainly we are trainers* //and the agency theoretically is *//a **teaching** establishment.*//

It follows that *//if we're seen as a teaching establishment, we have to have clinics to be able to teach*// to facilitate that training focus. A related issue is the *//national accreditation*// of courses offered with the relevant national colleges of nursing and medicine. This teaching focus highlights the learning focus of the agency's work. *//It assumes that people don't know everything—that you go on **learning**.*//

Service Ethic

//We are here to provide a service//, and *//we are here to serve.*// *//It's that social-service and social conscience, the **service thing***// which, historically for the agency, has always been to *//provide a good service if not better than we are doing.*// The agency's *//prime motivation is providing the service that it does*// out of *//a concern for people who are disadvantaged, or who are not empowered or who are vulnerable.*// One staff member described it as *//at the end of the day, the service is what we are here for. I don't like tokenism.*//

From a user-pays, economic perspective, historically the *//whole point of the organisation basically is that it is **free**.*// *//That's our bottom-line that's our philosophical statement that we need to offer. So we basically say we don't turn anybody away.*// This free service heritage has been under pressure due to reduced funding. Fees have been

introduced *//depending on their [*the client's] ability to pay//*, with a *//variety of different fee structures//* reflecting *//concessions made to the unemployed.//*

Business Focus

//Are we trying to educate and provide a service or are we trying to collect money?// The agency is grappling with this complex “wicked” problem (Rittle 1972). One staff member described the issue as *//in the past I think it would be true to say that there wasn't a business focus, cause it wasn't needed.//* The agency's *//whole origin was along the lines of it not being a business.//*

Part of the recent internal problems relating to the agency's quest for survival and growth has been a *//two pronged message. Number one: work as efficiently as possible, and [*number 2]: save as much money as possible.//* *//I think it's saying we are a business and we've got to behave like a business.//* The latter involves recognising the need *//to focus more on the clients, on efficiency and effectiveness.//*

This means *//the clinic has to run faster. You have to see more people in less time. Numbers. It's numbers, numbers. It's people's heads you know, butts on the chairs, that sort of stuff.//* Economically *//it means that user-pays basically//*, working from the pretext *//you [*the clients] have to pay.//*

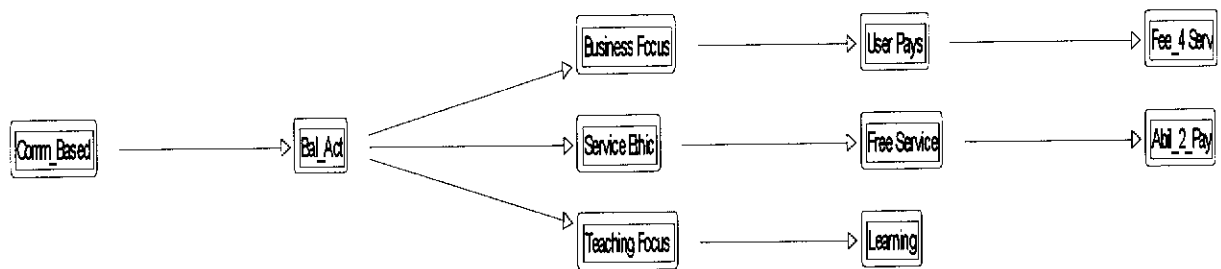
The newer external focus has meant *//we need to be (*more) independent, develop new opportunities, business, and ways of spending money//*, cognisant that *//if we want to expand clinical services, we are going to have to find other ways of finding financial resources to do it. We won't get it from the Government.//* The agency will need to be a *//bit more market and business orientated in our approach//*, *//focussed on more entrepreneurial and more business like ways of doing things.//* Implicit in such a view is that people *//will value a service if they pay for it//*, the notion of **fee-for-service**.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

Map 6. Community-based: Balancing Act



Section 5. Peak Body: Public Policy

Concept

The fifth concept is that of Peak Body.

Peak Body

The agency has a *//really strong role//* to play in the industry, creating the impression that *//a place like FPWA can actually drive community attitudes.//* The agency has *//got links in and right throughout the other States.//* Also the agency is *//driven by our international obligations.//* As *//a community organisation, we [*the agency] are in a very different position to any other business.//* *//In a way we are an advocacy type of organisation and for me that's the overarching sort of aim. Underneath is the trying to provide excellence in particular areas linked to that.//* The agency's ability to hold itself out as a specialist in its arena means that we are a *//peak-body.//*

Within the Peak Body concept the construct Public Policy generated several characteristics.

Construct and Characteristics

Public Policy

//The agency acts as an advocate to promote legislation to change what we feel is necessary.// Having *//been set-up with an initial view of being a partly policy focussed body//*, the ongoing pro-activity in sexual health issues such as the abortion debate

Key: Member's words *//.....//*

Concepts, etc. ***bold***

Researcher's words *[*.....]*.

continues to //reinforce the importance [**and role*] of the agency.// From a **public policy** perspective //the agency is very non-political.//

The agency has crafted a peak-body image through //a dedication to providing all kinds of services towards sexual health// Because the agency has a //whole lot of different client groups each coming for different things//, //you have to provide services that cater to those needs.// //Counseling, clinics, education, prevention and support to people, and abortion.// Apart from FPWA //there's no organisation that has it all.// Relative to the competition //we have a much more **diverse range of services** as well as all of the expertise and experience.//

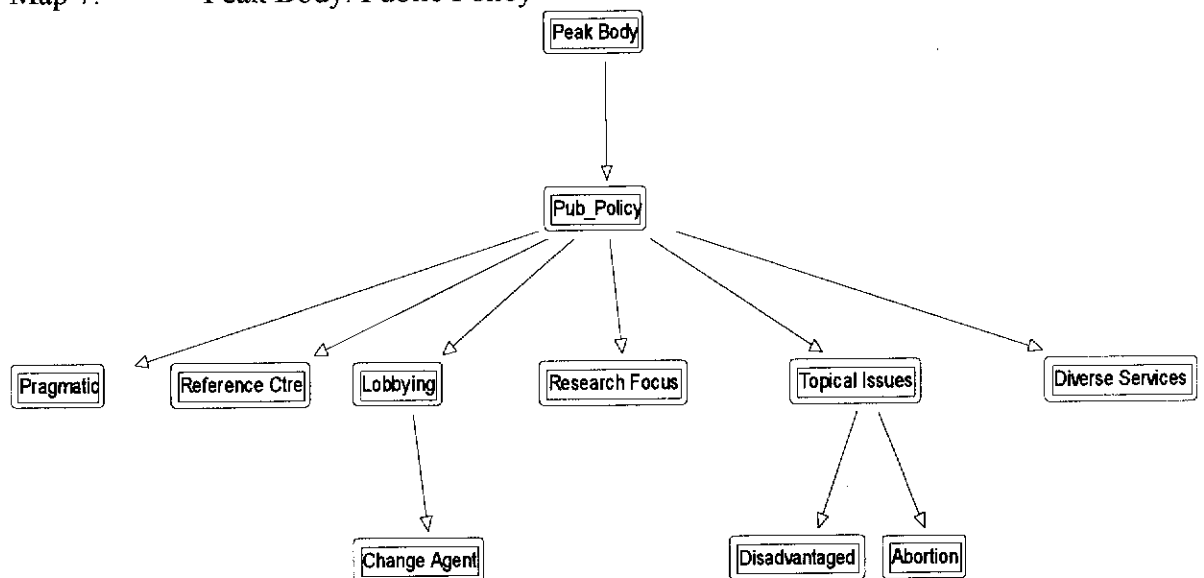
//We pick up needs, we pick up areas that we need to be getting into and usually do something about it. Like the Phoenix [**sex worker*] project. Like the PFP [**physically and intellectually handicapped*] project.// Issues to do with //self-esteem, contraception and sexually transmitted diseases, all sorts of **topical issues** to do with sexual health.// The peak-body image allows the agency //to comment on political things like most recently the **abortion** debate.// //I see the recent abortion issue as actually being good for us in that we were out there and we were advocating on behalf of what we saw was right for the community.// //Some of our programmes meet special needs// as we //try to open up to all different types of cultures and we have special programmes for that.// The agency's //focus has been on service. It has been a concern for people who are **disadvantaged**, who are not empowered or who are vulnerable.//

We are also //seen as experts, [**part of that reputation*] coming through our affiliation nationally [**generating*] lots of **research** data.// //We provide for the funders what they can't get anywhere else: a large body of statistics.// //We need to research and know exactly what is required before the money [**government funds*] is spent in the wrong area.// The agency is a //leader in sexual health services.// //Even outside [**medical*] specialists sometime refer [**their clients*] to FPWA for problems they can't cope with.//

As a **reference centre** //we have a really good image as being experts. I am frequently called upon by Government, doctors and by the press, about can you tell us about this[*and that to do with sex issues].// The agency thus possesses //a credibility that is well and truly established.//

In terms of sexual health //the agency has this reputation as the place to go if you want that sort of information.// With this credibility the agency and its staff are able to //lobby politicians//, //advocating for people with disabilities// as an example, //trying to influence legislation in key areas linked to sexuality.// Fundamentally //the agency is about challenging the status quo in terms of what we see as a very sexually repressed society.// //It's a **change agent**, and that hasn't changed over the years.// The agency //promotes legislation to change what we feel is necessary.// The agency's policy stance //is one that says lets look at things practically//, in other words **pragmatically**.

Map 7. Peak Body: Public Policy



Section 6. Identity: Independent

Concept

The sixth concept is that of Identity.

Identity

FPWA is *//an incorporated association//*, *//a non-government agency that receives substantial amounts of government money.//* It's *//identity is that of a non-government organisation [*ngo].//*

Within the Identity concept, the construct Independent generated several characteristics.

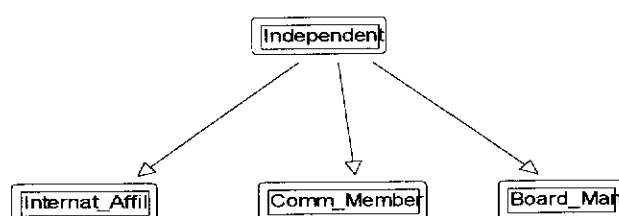
Construct and Characteristics

Independent

*//We are the leading non-government agency in Western Australia in the [*sexual health] area.//* *//Part government, part community funded//*, with a style *//more aligned to private organisations I think than public service organisations.//* *//So we are one of those ngo's which is a terminology used for, other places call them quango's, which are organisations that are quasi-government organisations. What they are organisations that are **independent**.//* *//I think it is good because we can represent the community and not have to kind of tow a safe line.//*

The agency *//has an [*independently appointed] **Board [*of Management]** and membership.//* *//The **members** are people who choose to apply and take out membership of FPWA, much like a football club or a cricket club.//* FPWA *//is owned by the members.//* The agency is **internally affiliated** being *//a member of the International Planned Parenthood Federation.//* This factor has caused the agency to retain its name over the decades, despite the Family Planning corporate name being perceived by many as *//actually quite limiting//* in the context of the work offered by the agency.

Map 8. Identity: Independent



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*

Section 7. Image: Contemporary Labels

Concept

The seventh concept below the core category is that of Image.

Image

//People don't really know much about FPWA. They think it is just a clinic.// //It has actually a good name and a bad name.// In contrast, one staff member stated *//everyone will tell you the name FPWA is appalling, totally inappropriate.//* Further regarding the name one staff member stated *//the whole name and terminology and philosophy around FPWA is relatively antiquated, I believe, antiquated and out of date.//*

Within the Image concept, the construct Contemporary Labels generated several characteristics.

Construct and Characteristics

Contemporary Labels

The name, Family Planning, *//conjures up pictures of planning families, and we do a lot with preventing pregnancies, contraception. We do deal with unplanned pregnancies as well//*, but in addition to these *//traditional family planning type// **contemporary labels** or //stereotypes//*, the agency offers help with *//body image and gender, sexual roles, abortion, sexual difficulties, gay and lesbian issues.//* These stereotypes *//out there [***in the community**] of what FPWA does are damaging//* and tend to *//scare people away.//*

Stereotypes such as *//being seen, particularly because of its history, as specialists in women's health.//* FPWA also has a *//very female persona.// //Women's sexual health is generally what FPWA is all about.//* A *//very caring service for [***well**] women.// //We started off as a family planning practice, begun for women largely, [***so**] women's sexual health has been most of our focus.//*

Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

This persona has an impact on male perceptions of the agency as *//a lot of males that I have spoken to just think it's **for females**//* Historically this is because *//the responsibility for contraception [***has largely**] rested with women. It rests with the women that come in here.//* We are starting to see some changes with *//the number of couples increasing [***implying men are becoming more involved in the area of contraceptive decision**]//*

Another label is *//most people believe it's a family planning organisation, as in it helps you **plan and manage families**//* Consequentially when the agency's full range of services is explained to many in the community, they respond with *//oh we didn't know that, we just thought it was planning families.//* FPWA was very apt name *//when FP first started in the early seventies, as [***the services offered were largely**] restricted to family planning.//* *//It's still got this perception of the family.//*

As one staff member related, *//I suppose it's in the specialist field of contraception where we are mostly seen.//* Additionally, *//the propaganda that is out there continues to see the identity of FPWA as being central in the **abortion** debate in Western Australia.//* Many teenagers see the agency as *//the place [***to go**] if you were pregnant or [***want to**] be on the [***contraceptive**] pill.//* The agency is now known as a *//sexual health service provider.//* *//A major organisation dealing in sexual and reproductive health.//* One staff member described the service delivery as very important. *//That's the backbone. We have to keep that going. The other is the icing on the cake if we have the time.//* As an agency *//we offer excellence in the service delivery.//*

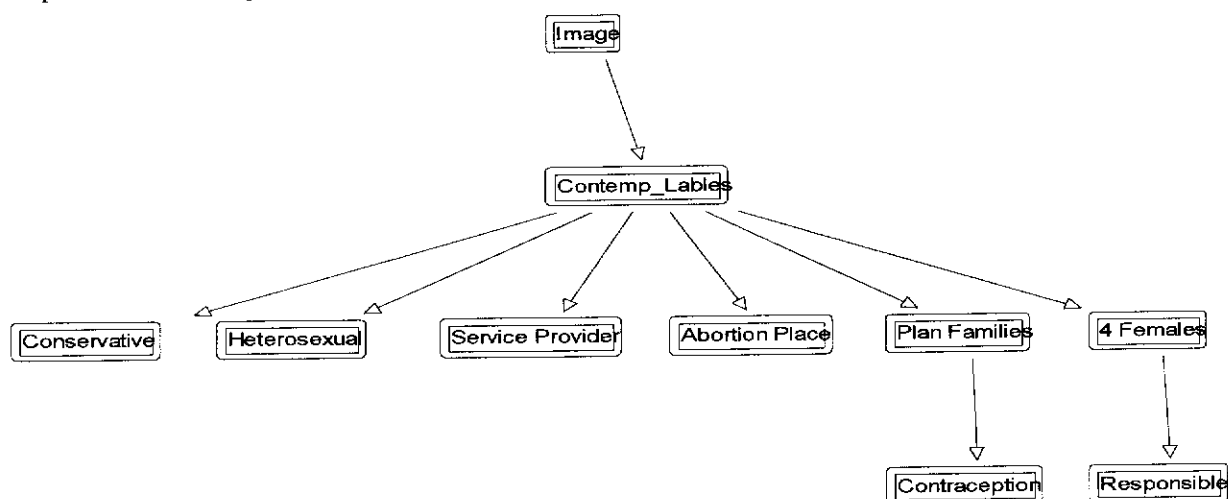
The *//agency sees few gay people either male or female//* leading to the *//old middle class, white, Anglo-Saxon, **heterosexual** image.//* The agency is *//bordering on a conservative health based approach to issues such as abortion.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

Map 9. Image: Contemporary Labels



Major Findings

Historically FPWA was **mandated** to **improve the sexual health** of the Western Australian community. To date this **independent** not-for-profit **community-based** agency has achieved this aim through a number of strategic thrusts; principally, **increasing awareness** of key **sexual health issues** with the provision of clinical and other related services and increasingly as a peak-body advocating for legislative reform.

In looking to satisfy the many sexual health wants and needs of the community, the agency's **charter** gives due recognition to the **cyclical, evolving** and **sensitive** nature of sexual and reproductive health. Over the years the range of sexual and reproductive issues have **broadened**, but in many ways sexual health issues are still a **low priority** to many in the community outside of the agency.

The agency's work over the years has focussed primarily on women's sexual and reproductive health rights, beginning with the easy access by women to contraceptive information and use. The **contraceptive and abortion** focus has shifted from pro-abortion to one of **pro-choice** in the resolution of unplanned pregnancies. The agency comes from a **welfare model** based on a **social justice** and **volunteerist** mindset, many staff feeling passionately about **women's rights** in this important area of social life.

As access to contraception has become easier, other sexual health issues have raised their head over the years such as the **AIDS Epidemic**, forcing the agency and its staff to re-evaluate long-held beliefs about sexual health and organisational priorities. Changing customer wants and needs has seen the agency expand beyond clinical services into the related **add-on** areas of counseling, education and training by incorporating programmes designed to suit the needs of certain disadvantaged community groups. The clinic has been the '**lungs**' of the agency and it remains the area that is best known.

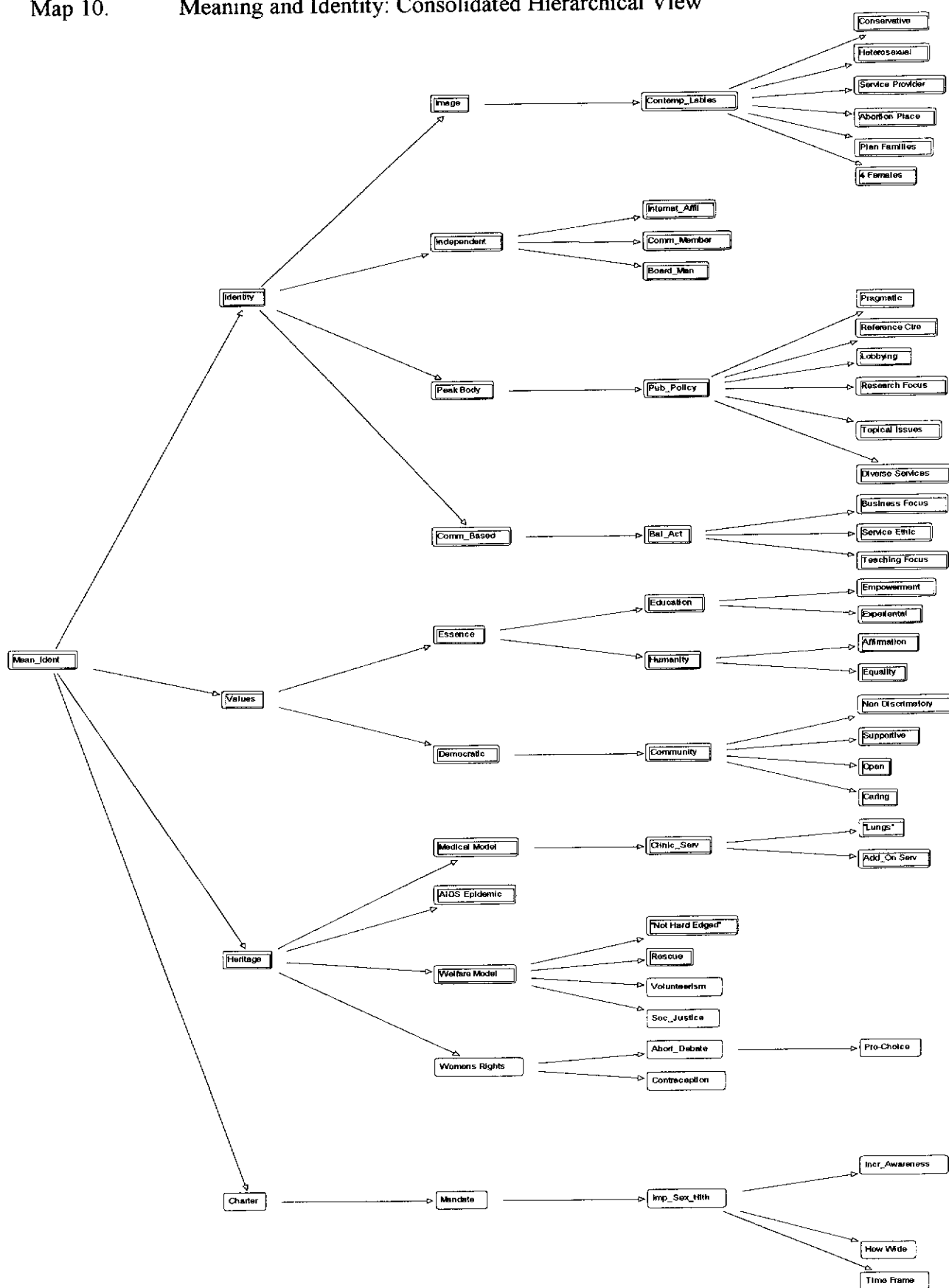
The agency has a strong history of participative **democracy**, with all staff having some say in the agency's affairs. This **community** aspect of the working environment produced a **caring, supportive, open** and **non-discriminatory** culture that extended to the agency's treatment of its clients. From a client and staff perspective the focus is on the person, in **essence** selling **humanity** incorporating **equality**, the **affirmation** of the individual and their **sexual being**. The agency's work is based on an **experiential holistic** model, using education to **empower** clients to take responsibility for their health rather than merely **rescuing** the client.

The agency is not a **hard-edged** business. It is attempting to **balance** the competing **ability to pay**, largely **free service ethic** tied to the agency's social welfare and social justice philosophy with the more **user-pays, fee-for-service business focus**. Its identity as an independent, **internationally affiliated** organisation with pre-eminence in the sexual health arena has given it **peak-body** status where it is able to influence **public policy** in this area.

As a **reference centre**, the agency takes on **topical issues** in sexual health, **lobbying** for change in what it sees as important community sexual health issues. The agency is a tool of social and political **change**. As well as its advocate role, the agency is the major **service provider** of sexual health services in the state. Advocating for **abortion** and other sexual health rights has **labeled** the agency as largely **for females, heterosexual**, an **abortion place** and where you **plan your family**. These stereotypes do not do justice to the **diverse** array of **pragmatic** services offered.

Map 10.

Meaning and Identity: Consolidated Hierarchical View



standing heritage of female sexual health care is highlighted, pointing to the negative contemporary labels attached to the agency because of that service heritage. As well, the growing call for a fee-for-service, more business-like focus has the potential to impact the strong social justice social welfare value-based nature of the service.

Multiple Perspectives

Utilising the consolidated Meaning and Identity index tree as the basis of the multiple perspectives review, each of the four subsidiary projects (FPWA_B, FPWA_C, FPWA_M and FPWA_D) were interrogated section by section and node by node for incidence of coding relative to the consolidated view. The result of this process for the Meaning and Identity category is included as appendix two under the heading of Consolidated Index Tree. Alongside each concept, construct or characteristic of the category is the recognition of coding within each of the subsidiary projects.

As an example, all groups other than the Service Delivery group commented upon the characteristic of Time Frame (address 2.1.1.1.1). The letter “x” was recorded alongside the node address and above the subsidiary project where coding was forthcoming. At the completion of this process, a look back across all sections revealed gaps in group appreciation across key concepts, constructs and characteristics that proved worthy of recognition and comment.

For the Meaning and Identity category a scan for gaps in the incidence of coding revealed only one area of major divergence of appreciation worthy of comment; section 3 Values: Democratic and Essence, between the Board and Corporate Management Team (CMT) and the Service Management and Delivery groups respectively. Within the Board and Corporate Management Groups, appreciation was lacking regarding the Community and Humanitarian based aspects of Openness, Support, Non-Discrimination, Equality and Beliefs identified by the Service Management and Delivery groups as fundamental core features of the agency’s service ethic.

The Board and CMT Management groups maps, which mirror each other, are reproduced below as Map 12.

three through eight respectively. It is stressed most vigorously that this change in reporting style in no way downgrades the importance of the contributory findings in the overall scheme of this study.

Chapter seven now follows relating a summary of the major findings for the Customer Value, Distinctive Competencies, Competitive Advantage and Organisational Uniqueness categories. In preparing each summary, the story and argument is again firmly anchored in what individual member's have said, the intent being to retain the important threads, emerging themes and important interconnections between each category of the business idea framework in use.

Aside from shifting the contributory findings to the appendices, the same method of identifying the multiple perspectives of the category and any emergent differences between the nominated employee groups related in this chapter is again applied in Chapter seven. Chapter seven also concludes with an interpretation of the driving central theme for the category.

Chapter Seven

Research Findings: Customer Value Created, Distinctive Competencies, Competitive Advantage & Organisational Uniqueness

This chapter relates the major findings from an investigation of the following four categories of the framework:

- Customer Value Created;
- Distinctive Competencies;
- Competitive Advantage; and
- Organisational Uniqueness.

The major findings related in this chapter have been written in a narrative style, the intent being to create a brief but clear picture of the category in use without losing the important details and emergent key threads. Each category is now related.

Customer Value Created: Expertise

Having related the members' collective vision of who we are, what we stand for, and what we do, the category of Customer Value Created relates the collective appreciation of the core features of the agency's mission. Represented in this section is the members' understanding of who is the customer and what are their wants and needs?

Expectations of customer wants and needs are the assumptions that define the scope and depth of products and services offered (van der Heijden 1998, p. 337). In terms of Whiteley's PATP schema, this category identifies "what can be taken as given in allegiance to the philosophical truths" identified in the Meaning and Identity category (Whiteley 1997, p. 2). The following summary relates those 'givens' for FPWA.

In contrast to the discussion in chapter six, the contributory body of conversation and maps supporting the Customer Value Created category can be found in appendix three, Section 9 to Section 14. The major findings related below are prepared from data

contained in those sections and by reference to the consolidated hierarchical tree illustrated in Map 13. The central feature of the category at FFWA is its Expertise represented in Map 14.

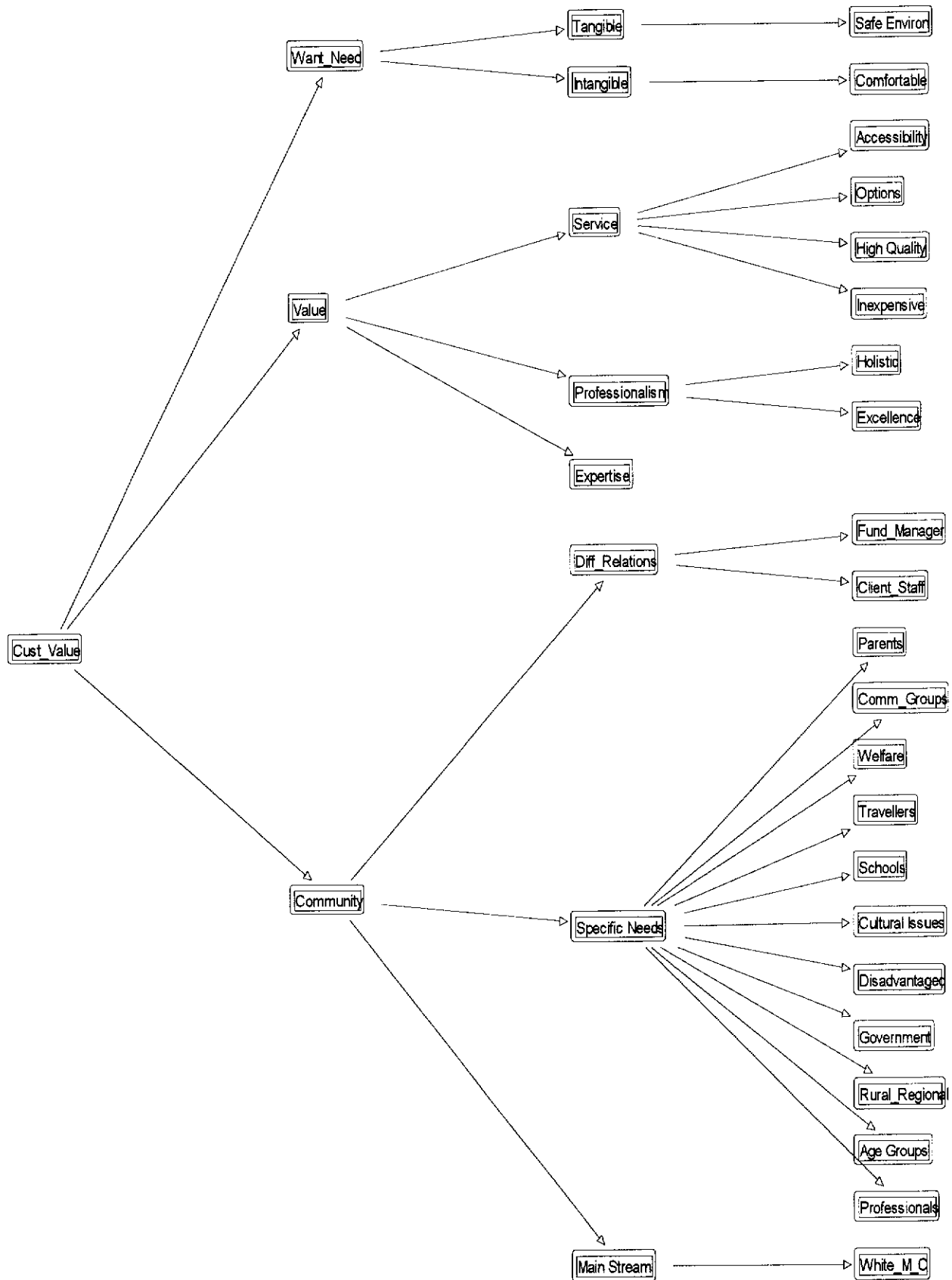
Major Findings

The agency's mandated customer is the wider Western Australian **community**. The prime **main stream group** is **proactive, white, middle class females**. Historically it has been women who have taken **prime** responsibility for contraceptive control in sexually active heterosexual relationships. Consequently female sexual health has been the agency's prime focus over the years. While historically men have been a **secondary, insignificant, reactive** group to this stage of the agency's development, there is a shift to raise the profile of **men's sexual health**. As well, in the course of trying to improve the level of sexual health in the community, the agency has recognised the **specific needs** of certain user groups. Special needs based on **age**, geography, **cultural background**, social status, nationality and the physical and intellectually **disadvantaged**, to name a few, are acknowledged. Programmes are now in place to address needs in this area.

The agency has two customer groups generating two **different relationships**: firstly, the **client off the street and the service delivery staff** and, secondly, that between **agency management and funding bodies**. Both clients and funders **value** the experience and **professional excellence** provided by the agency. The agency's **expertise** is highly valued, based on the **holistic** nature of the care provided. The service is **inexpensive**, of **high quality** and features an extensive and easily **accessible** range of **service** and care **options**. As the nature of the subject matter is highly **sensitive**, the agency has set out to craft an environment perceived as a **safe** and **comfortable**.

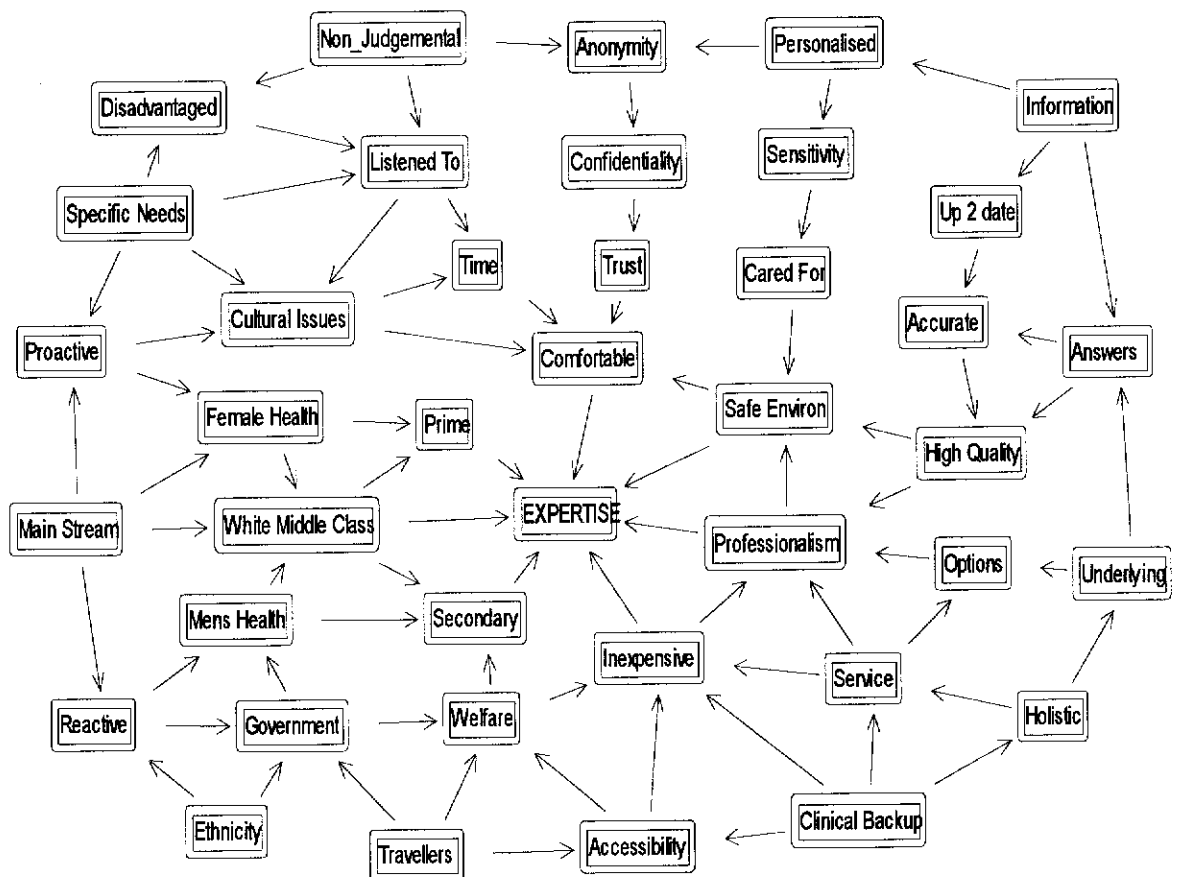
The agency stresses the **intangible** nature of the **personalised** service. Clients are made to feel **cared for**. Enough **time** is provided to ensure clients are **listened to** and **choices** made available. **Confidentiality** and **anonymity** are crucial features of a service that is heavily reliant upon the **trust** factor. The agency's **tangible promise** is to provide **accurate, up-to-date answers** and **information** to a client's **underlying problem** or issue, backed up by the best clinical services.

Map 13. Customer Value Created: Consolidated Hierarchical View



The central theme in this category is interpreted as the construct of Expertise. The following map is a visual representation of the key features embodying the agency's range of expertise.

Map 14. Customer Value Created: Consolidated View



Map 14 is a visual interpretation of the key components of the agency's prime customers and what they value in terms of the agency's underlying service. The agency's clients are interpreted as valuing its overall Expertise, and the map depicts the directional or causal flow of meaning in and around that driving construct.

The map melds two key aspects of the category. The intangible and tangible value-based features of the service are related on the right hand side of the model. The left-hand side

reports the key customers of the service with proactive, white, middle class females as the most prominent clientele.

Multiple Perspectives

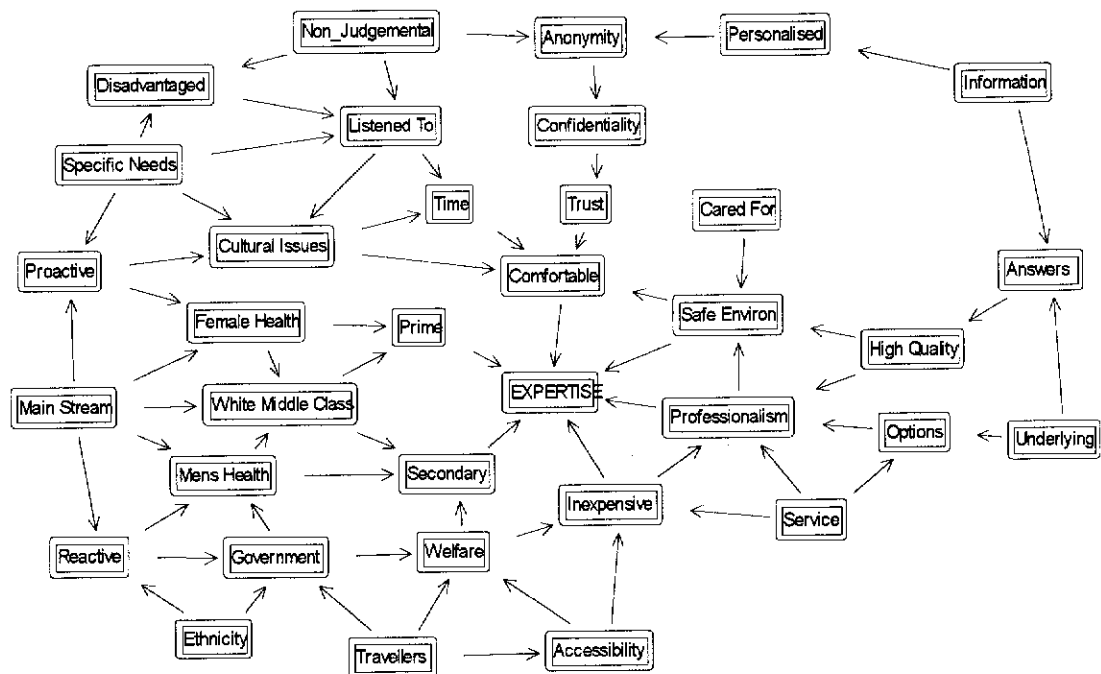
Reference to appendix three revealed only minor differences of appreciation for the Service Management and Delivery group when compared to the consolidated map. Both groups shared a common appreciation of the key issues behind this category for FPWA.

There were significant differences between the Board and Corporate Management groups however and the consolidated view. In Section 12, Values: Professionalism (refer appendix three), the Board and Corporate groups did not raise the key issue of Professional Excellence in terms of the Holistic nature of the agency's service. The latter groups also lacked reference to the Sensitivity aspects of the service noted in Section 13 (refer appendix three), a key Intangible feature of the service.

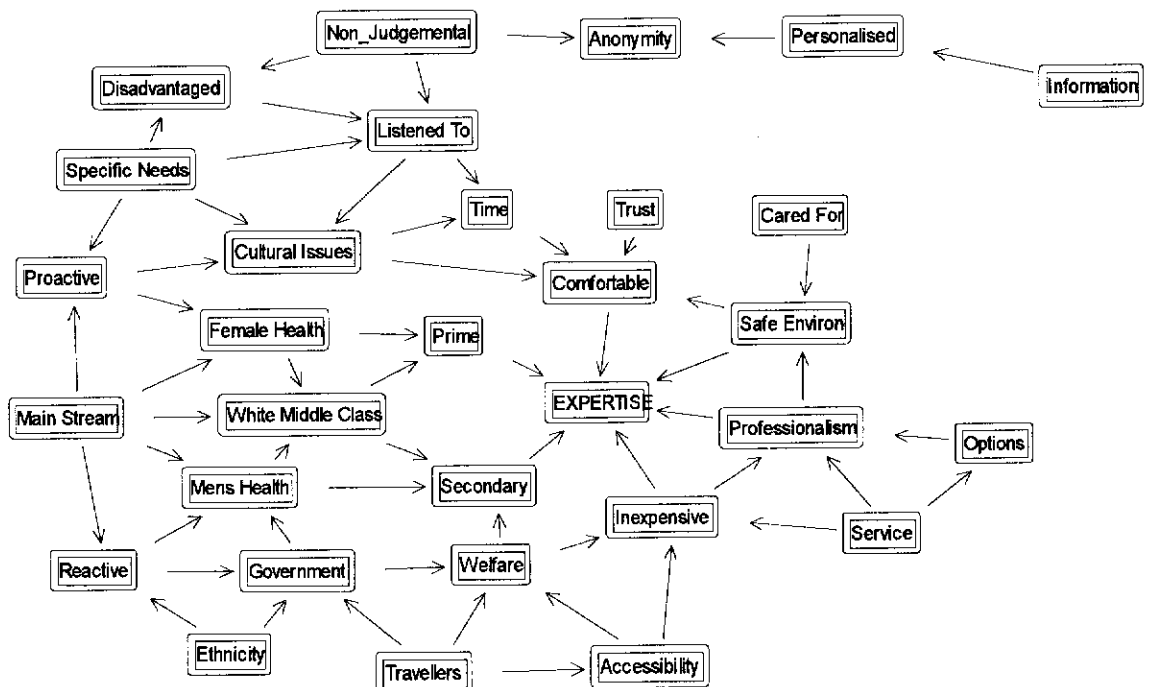
As well, the former groups lacked reference to two critical Tangible aspects of the agency's service promise noted in Section 14 (appendix three), those of Accurate and Up-to-Date Information and Answers to the clients Underlying Problem. Reference was also lacking from this group to the critical importance of the Clinical Back-Up within the agency's total service. Evidence exists that the lack of any real day-to-day involvement and the lack of hands-on health care experience in this and any other health care arena have been the root cause of this lack of operational perspective.

Aside from these common issues, exceptions between the Board and Corporate groups were recognisable. At the Board of Management level the aspect of service Choice (Section 13, appendix three) went unrecognised, as was any recognition of the differing relationships between Client and Staff and between Funder and Management (Section 11, appendix three). The former is an overall reflection of the different issues facing the institutional versus the managerial and technical levels. Maps of the Board and Corporate Management groups, Map 15 and Map 16, highlight the differences identified earlier.

Map 15. Customer Value Created: Expertise - Board of Management View



Map 16. Customer Value Created: Expertise - Corporate Management Team View



Distinctive Competencies: Health Care Model

So far this thesis has related members' perceptions in terms of:

- who we are, what we stand for and what we do (Meaning and Identity); and
- who is the customer and what we can do for them (Customer Value Created).

This category highlights members' perceptions of how the agency goes about delivering value to customers.

The findings under this category describe the “assembled human competencies and physical assets that mutually reinforce each other” in a way that enables the agency to capitalise on an identified business opportunity (van der Heijden 1996, p. 72). The category relates the first of two elements comprising FPWA's “theory of organising” (Whiteley 1997, p. 2).

Following the style of reporting applied to the Customer Value Created category, the contributory body of conversations supporting this category can be found in appendix four, Section 15 to Section 22. The major findings related below are taken from that data and the consolidated hierarchical tree illustrated in Map 17. The central feature of the category is the agency's Health Care Model that is illustrated in Map 18. Disparate multiple perspectives worthy of illustration for this category are represented in Map 19 and Map 20.

Major Findings

The agency's distinctive competencies reflect two perspectives. From an **intangible** or ‘softer’ aspect, the agency has assembled a **female**-dominant professional work force, highly **experienced** in sexual and reproductive health issues. The staff are considered the agency's **key asset**, reflecting a legacy focussed on women's contraceptive and related health issues; i.e. women helping other women. More recently there has been recognition of the growing need for care provision in sexuality generally, irrespective of gender or **gender preference**. This corporate and corresponding cultural change in direction is taking place ever so slowly.

The **social justice** and welfare work ethic embodied in the agency's charter and mandate has been the cultural **glue** that has melded the many diverse professional groups into one highly committed work force. The majority of staff are heavily **committed** to their work, believing that working in the sexual health arena is personally rewarding. Many staff embody affective and normative commitment, in that they feel they want to and ought to give something back to the community in this crucial area of life.

This expresses itself in some sense of volunteerism and related **self-sacrifice**, with a reduced emphasis in terms of remuneration and conditions. Personal **rewards** for many staff come from a sense of **ownership** and **pride** in their work, as well as being associated with the agency. As a result of past successes, the agency has grown beyond the **management structure** of a typical small community-based agency. In those environments the **Board of Management** have more active involvement in the agency's day-to-day affairs.

In FPWA's case, separation of ownership, responsibility, management and performance of work has taken place, resulting in a four layer professional structure, mirroring a typical commercial enterprise. The perspectives of the agency's identity and purpose are varied, based on the responsibilities and accountabilities demanded at each functional level. At the Board level, the issue is the **protection** of the agency's **charter** and mandate. The volunteer community professionals are there to protect the community, the providers, the government and the interests of paid staff.

At the CMT, or **professional management** level, the issues are ones of **direction** and **structure**. Executives at that level are responsible and accountable for institutional and organisational performance. At the **Service Management** level, the issues are those of **implementation** and monitoring the performance of **Service Delivery** staff charged with **doing** the work. At the Service Delivery level the issues are the delivery of meaningful, up-to-date caring health service. FPWA has crafted a **reputation** as **The Place** to go in Western Australia for information and clinical services in the arena of sexual and

reproductive health. The agency is considered to be a **specialist**, a reference centre for all issues to do with sexuality.

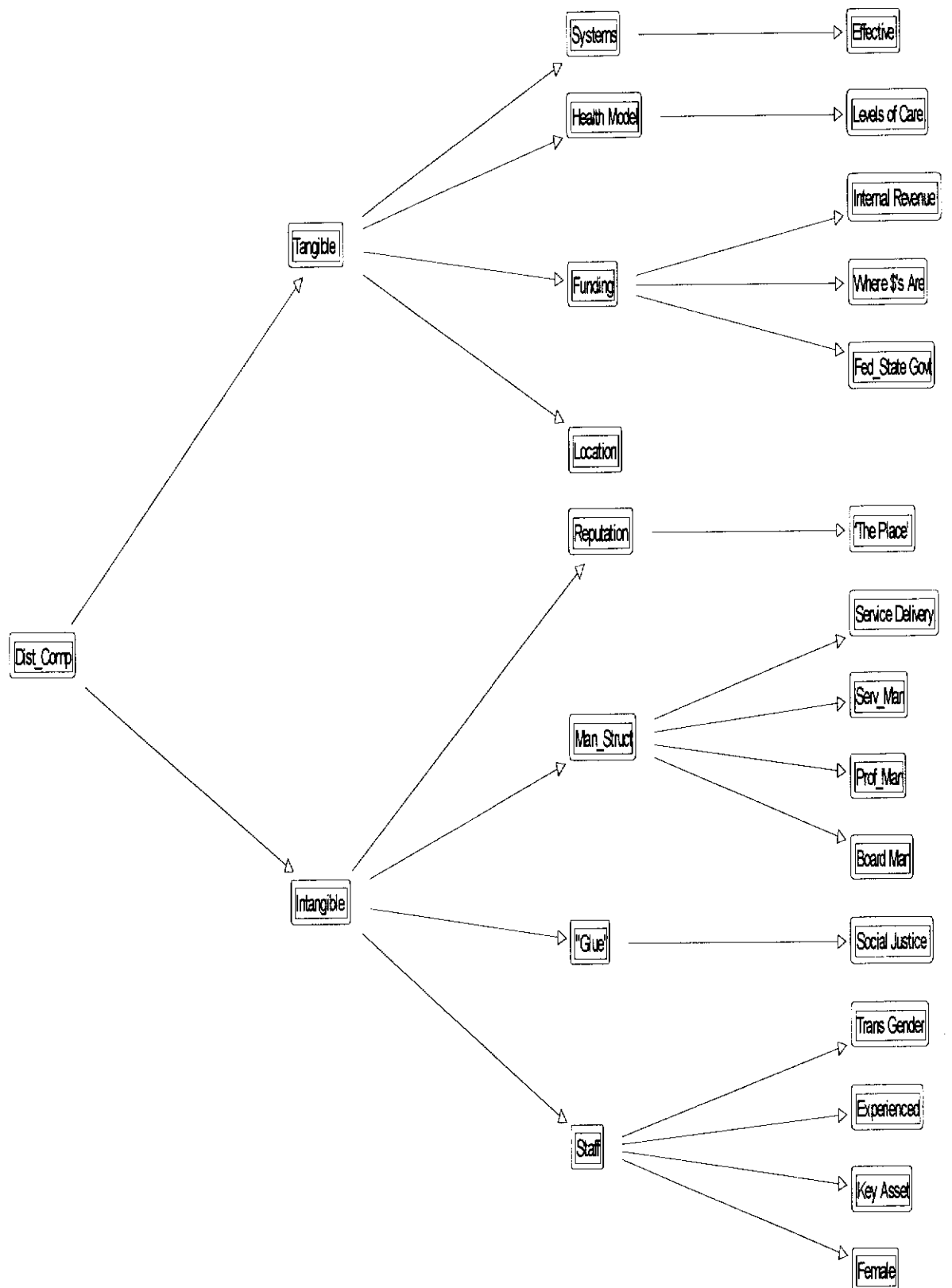
Professional development is a cornerstone of the agency's activities. Staff are actively encouraged to function at the leading edge of their arena of professional interest. **Interpersonal** skills are high on the list of key success traits, based on the agency's espoused value that staff are to value clients as people not numbers.

From a **tangible** or hard perspective, the agency works out of a central city **location** that is not easily accessible by non-metropolitan users. The agency has recently acquired a purpose-built facility, providing a permanent home for the agency. A significant part of the sexuality market is in the suburbs and outer regional areas however. Consequently, the agency reaches only a small percentage of its total potential market.

Federal and State Governments provide seventy five percent of the agency's total revenue. Governments' **priority** is health **promotion**. Funding levels are no longer safe or **predictable**. Political agendas drive the sexual and reproductive health industry, the agency being largely at the mercy of the Federal Government regarding the level and range of and the minimum expectations of **funding** provided. Realistically the agency pursues funding **wherever the dollars are**, as long as it has a sexual health persona. In an attempt to remain commercially viable, as well as gaining greater control over its corporate destiny, the agency is reviewing ways of generating higher levels of discretionary **internal revenue**.

The agency has a **health care model** of immense range and depth. Beginning with a macro **health promotion** and prevention focus targeting the broad community, **levels of care** become progressively more personal, beginning with **community education** provided to small community groups. Individuals can access the agency's services through the **telephone support** and information 1800 line, enabling clinicians to either set up appointments for clinical treatment or refer the caller on to a more appropriate service provider.

Map 17. Distinctive Competencies: Consolidated Hierarchical View



The above map relates an interpretation of the key components of how the agency goes about passing on its Expertise, thereby Improving the Level of Sexual Health in the Community. That Expertise is bound up in the agency's highly reputable **Health Care Model** wherein the competing issues of all stakeholders is reconciled.

Map 18 describes four key areas of the category. The right hand side of the map melds the crucial soft or Intangible issues encapsulated in the staff working in the agency. Commitment based on a social justice philosophy reveals a strong focus on professional systems of care and continuing education designed to ensure the agency's unquestioned expertise and reputation for effective health care remains just that.

That reputation is supported by a management structure, highlighted on the left-hand side of the map, containing sufficient checks and balances to ensure the priorities of all parties, specifically those of government are catered to. Government funding is seen as positive on the one hand, but negative on the other requiring the agency to chase funding Where[*ever] the Dollars Are. Physical access to the agency's services is restricted due to the limited amount of funding available to extend the service beyond the inner-city area.

Multiple Perspectives

Reference to appendix four revealed few differences of appreciation in this category between the Service Management and Delivery levels relative to the consolidated view. Both of those practically-focused groups shared common perceptions of key issues central to this category in use.

Again there were significant differences between the Board and Corporate Management groups relative to the consolidated view. At the Board of Management level, appreciation was absent regarding the importance of Effective Professional Systems noted in Section 22, Tangible: Systems (appendix four). As well, appreciation was absent regarding the day-to-day role of Service Delivery staff and their Doing role noted in Section 17, Intangible: Management Structure (appendix four). There would appear to be a link between these two aspects, pointing to a lack of insight into the increasingly

Competitive Advantage: Range of Services

Findings to this point have identified the FPWA members' collective appreciation of:

- who we are, what we stand for and what we do (Meaning and Identity);
- who is our customer and what we can do for them? (Customer Value Created); and
- this is how we go about delivering value (Distinctive Competencies).

Findings summarised in this section identify what differentiates the agency's service in contrast to other providers of sexual health care services?

The fourth category of the business idea schema, this category relates how the agency has reconciled the competitive issues of service and product cost and quality (van der Heijden 1998, p. 338). The findings identify the second of two interdependent categories making up FPWA's "theory of organising" (Whiteley 1997, p. 2).

Following the same pattern of reporting used to relate the categories of Customer Value Created and Distinctive Competencies, the contributory body of conversation and maps supporting this category can be found in appendix five, Section 23 to Section 29. The major findings related below were prepared from reference to that data and to the consolidated hierarchical tree illustrated in Map 21. The central feature of the category is the agency's Range of Service illustrated in Map 22.

Major Findings

Clients using FPWA's **service** can expect an **inexpensive**, high **quality**, client centred service. That client centred service is undertaken within what staff perceive as a relatively **stable** organisational setting. The agency has crafted this reputation as a stable, caring and sensitive place, based on a **long history** of providing effective professional sexual health care to the Community.

Staff believe clients can feel safe and confident that the broad range of sexual health issues provided by the agency are handled sensitively and professionally. Funders have gained confidence that the agency is **well managed** financially, based on the ability of the agency to deliver on past service promises. The agency is also relatively **flexible** and

sensitive to calls for use of **business names** that better target its services to specific groups, such as that proposed for the new off-site counseling unit.

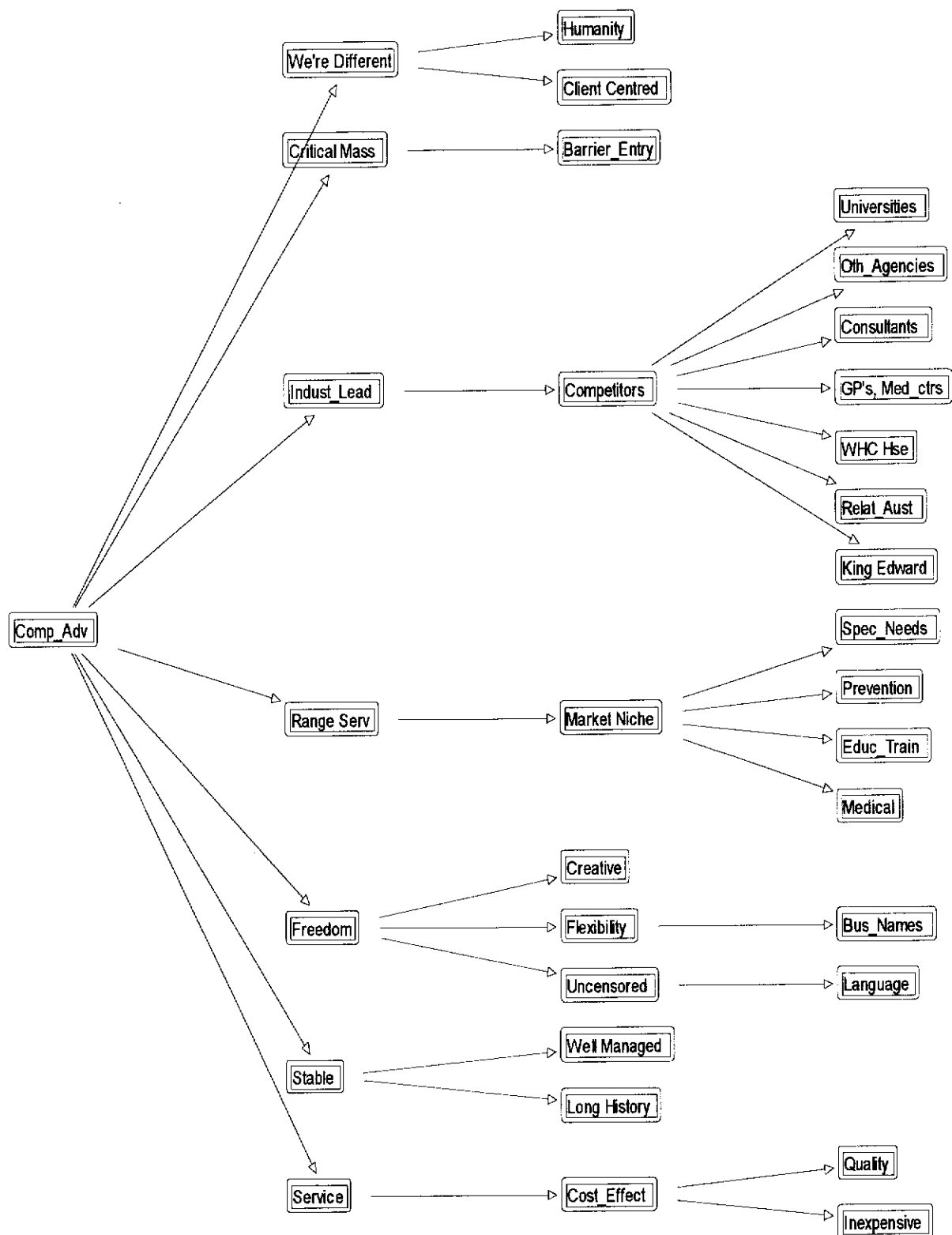
The **People First**, **Quarry** and **Phoenix** programmes are practical examples of the agency's commercial ingenuity. Being an independent non-government agency FPWA is **uncensored**. It can address sensitive issues in the sexuality industry, normally off limits to government departments. Issues of **language** and political sensitivity do not hamstring the agency. As well, the agency's independent identity gives it the organisational flexibility and freedom to be as **creative** and challenging as social mores allow, often pushing social boundaries.

The **range of services** offered is wide, recognising the agency's mandate to increase sexual health within and across the West Australian community. In addressing this mandate, the agency has attempted to reconcile the geographical spread of the client base bearing in mind the agency's client-focussed philosophy of care. Health **prevention** media campaigns target the widest possible audience, **promoting** safe sexual practices and providing **information**.

Care in this area has a macro, impersonal nature when viewed from the agency's perspective, care provision being organisationally detached. The personalised one-on-one service to the community at large is offered through the agency's inner city and suburban facilities. There **medical**, **counseling** and **telephone** help is provided to anyone able to access those facilities.

Realising the agency can't hope to provide one-on-one care to all members of the community, the agency identified the need to educate other health and community professionals to take that specialised care into the community. The agency's outreach services, in the form of **community** and **professional education** and training, is designed to take the agency's care out into the wider community.

Map 21. Competitive Advantage: Consolidated Hierarchical View



Organisational Uniqueness: The Place

Discussion within the categories of Customer Value, Distinctive Competencies, Competitive Advantage and Organisational Uniqueness has related the organisational members' collective appreciation of:

- who we are, what we do and what we stand for (Meaning & Identity);
- who is our customer and what we do for them? (Customer Value Created);
- how we go about doing it for them (Distinctive Competencies); and
- what differentiates our service from the competition? (Competitive Advantage).

Organisational uniqueness is the fifth category of the schema and is related below. The category highlights what van der Heijden described as the organisation's "distinctive uniqueness at a wholly superior level of strength" (van der Heijden 1996, p. 65). This category of the model describes those features of the host organisation's service that says to a mythical client: 'after you have experienced our service you will come back and use our service again because you can't get what we provide anywhere else'. Essentially this category captures an appreciation of the irreplaceable qualities of the agency's service. In terms of Whiteley's PATP schema, this category, the first of three categories of the schema interpreted as falling at the "practical" level, highlights the unique results of the "daily practices" at a systemic level (Whiteley 1997, p. 2).

Following the same pattern of reporting used in this chapter, the contributory body of conversation and maps supporting this category can be found in appendix six, Section 30 and Section 35. The major findings related below were prepared from reference to that data and to the consolidated hierarchical tree illustrated in Map 24. The central feature of the category is a view of the agency as **The Place** to go for sexual health services, which is illustrated in Map 25.

Major Findings

The agency has been long recognised as **The Place** for women to go for a unique "women helping other women" sexual health service. It has achieved this reputation through the employment of **female doctors** and **nurse practitioners**. The nurse

practitioners perform a unique role in that they are trained to work **independently** under medical supervision, servicing the agency's **well-women** clients.

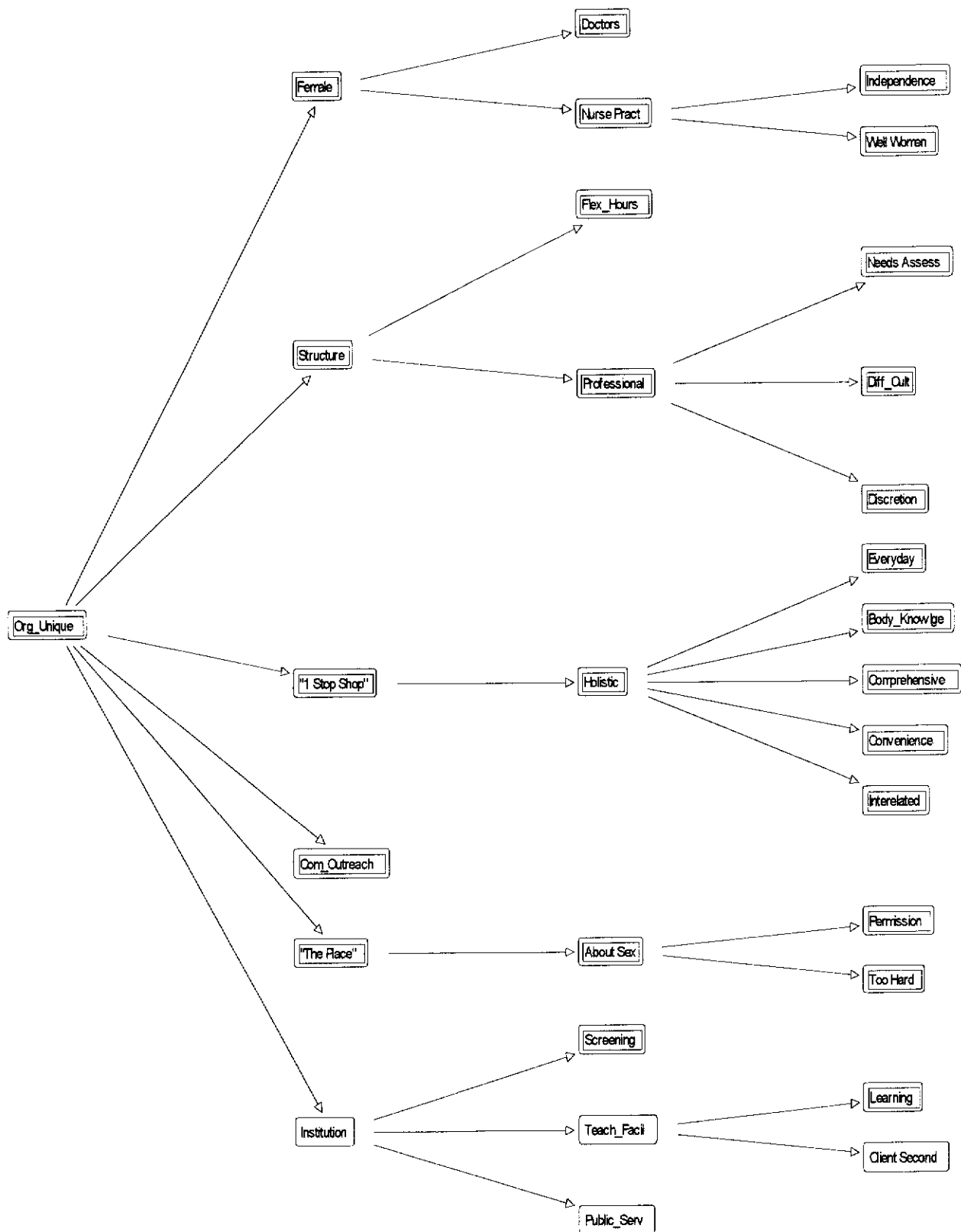
The agency has also crafted an image as the place to go to **about sex**. As an independent non-government agency, FPWA has the freedom and flexibility to take on that role. The agency has taken on the responsibility of providing a safe and comfortable place for clients to talk about what for some is the **too-hard** and a **shadow** element of many people's lives. Fundamentally, the agency provides an environment where people are given **permission** to talk about the unspeakable.

Because the agency works **everyday** in the area of sexuality, it has accumulated a **comprehensive body of knowledge** and range of services in the sexuality area. The **interrelated holistic** nature of the care provided is recognised and highly respected throughout the community. Aside from being looked upon as inexpensive, high quality service, the care is valued for the **convenience** it provides clients who are able to access the central city location. Overall, the agency has crafted at its central city location an image as a **one-stop shop** for sexual and reproductive health needs.

The agency works along **public service** guidelines, with the majority of staff having a public service background. The agency has a professional **structure** and professional management. Professional discretion and teamwork play a crucial role in work undertaken within the agency. The agency melds health professionals with **differing cultures** and origins of training. **Education, counseling** and clinical or **medical** services have different teaching models. Education is heavily group orientated. Counseling uses an open-ended one-on-one reflective relationship; while medical services are more close-ended, working with a presenting sexual aspect that is often easily isolated and treated.

Flowing through the agency's work is the notion of **learning**. From a staff perspective, all are encouraged to maintain skills and knowledge in their respective disciplines. Staff are encouraged to work as a **team** that is designed to maintain and upgrade **professional** systems and processes.

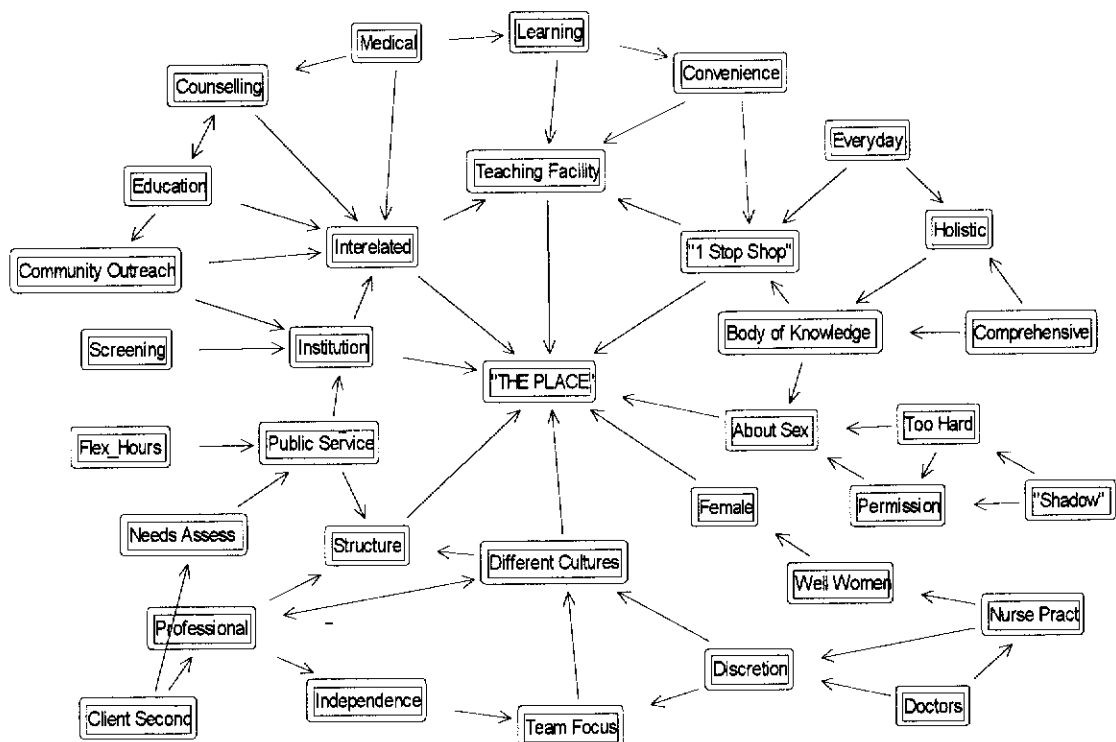
Map 24. Organisational Uniqueness: Consolidated Hierarchical View



From a client perspective, agency staff adopt the **holistic** model designed to look at the whole person. The teaching focus is client empowerment, designed to assist the client to take full responsibility for decision making in their lives.

The image of the agency as a **teaching facility** clashes with the client centred focus, some staff often seeing **clients** as **secondary** in the total equation. The performance of **screening** services adds to this issue, as statistics collected are used to assist government in anticipating sexual health trends and needs identification. The agency itself has a long history of pro-actively anticipating client wants and **needs** in the sexuality arena. The agency has an **institutional** persona. The agency's **community outreach** has revealed concerted efforts to take its expertise beyond the inner city institutional base into the community, however, through the provision of professional training and education for doctors and nurses. This reflects an effort to reach people where they are. This evolution in direction acknowledges that the agency cannot achieve its mandate from a central city base.

Map 25. Organisational Uniqueness: The Place - Consolidated View



Map 25 is a visual representation of the key components of the agency's organisational uniqueness. The agency is **The Place**, the only place in Western Australia with a reputation as a One-Stop Shop About Sex. The map melds the agency's public service, institution-like, health service image with the shadowy area of sexual health, pointing to the comprehensive body of sexual and reproductive health knowledge embedded in the interrelated suite of service options.

Multiple Perspectives

Reference to appendix six revealed little divergence of appreciation between the Service Management and Delivery groups relative to the consolidated index tree. As with other categories, significant divergence existed between the Board and Corporate Management groups and the consolidated view.

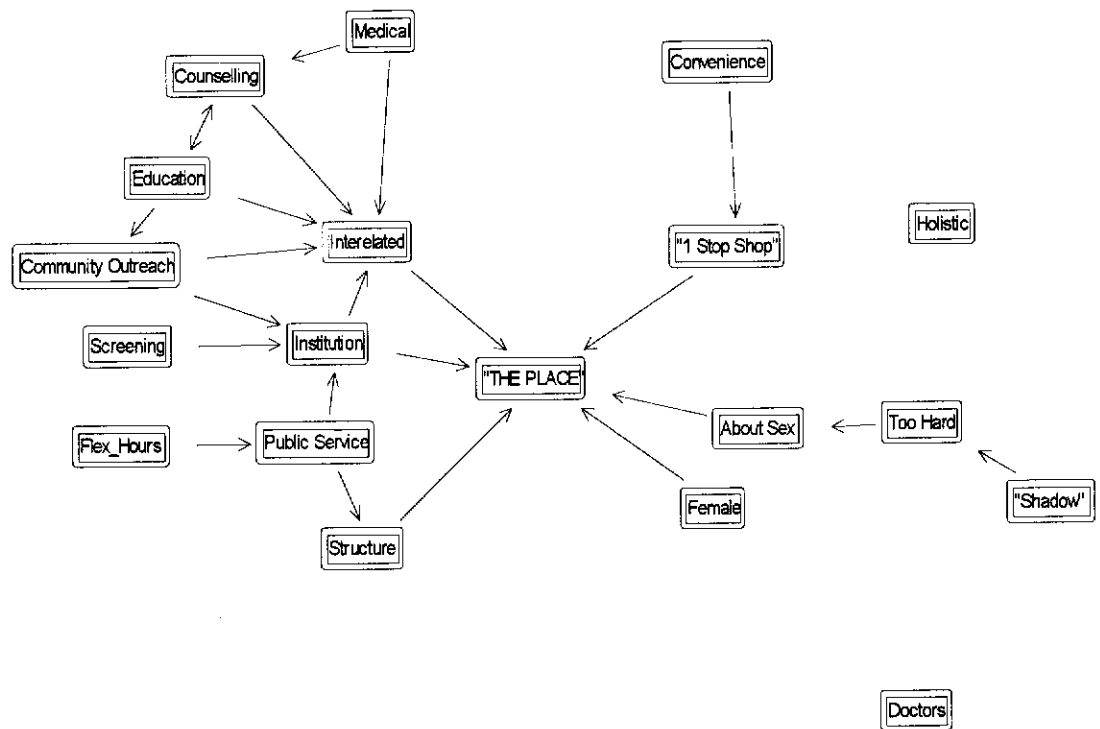
The Board of Management group represented in Map 26 below failed to acknowledge the teaching role of the agency discussed in Section 30 (appendix six). Allied with that absence was a lack of appreciation of the agency's Comprehensive Body of Knowledge discussed in Section 33 (appendix six).

There was a lack of recognition regarding the professional dynamics of the competing professional groups and working cultures operating within the agency, the need for unbridled professional discretion in service delivery and client needs assessment included in Section 34 (appendix six).

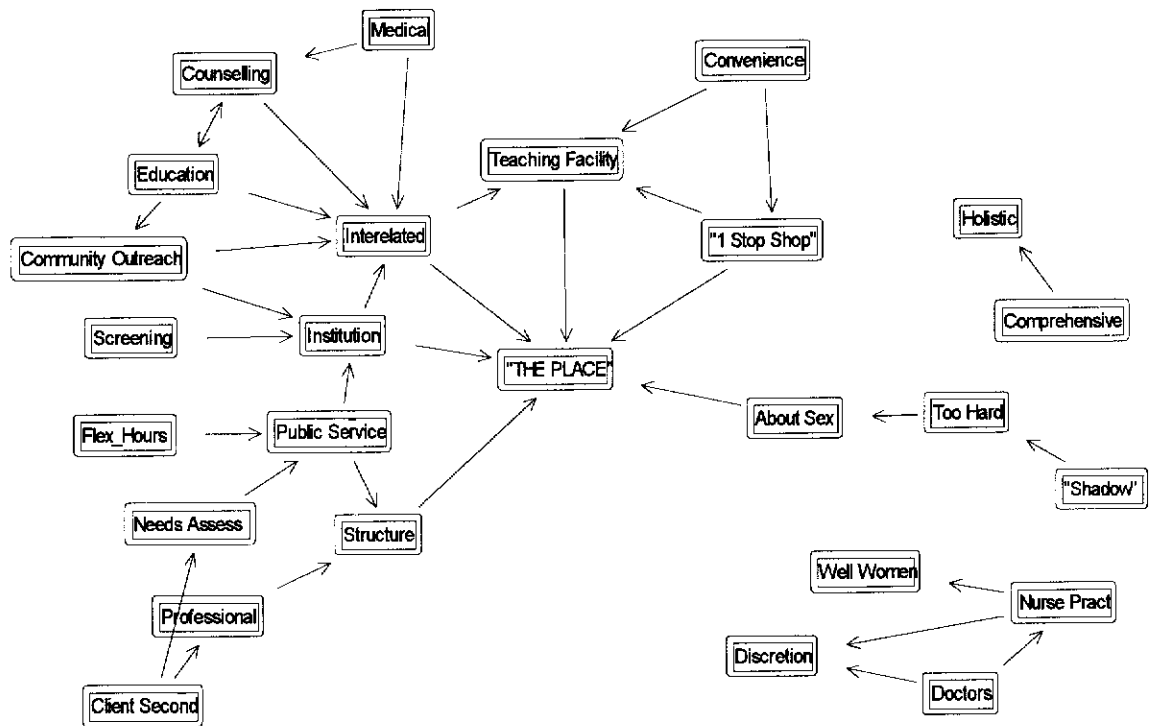
The unique heritage afforded to the nurse practitioner in clinical services, noted in Section 35 (appendix six), was a key perspective absent within that group. The Corporate Management showed a similar lack of appreciation of the importance within these same areas of uniqueness represented in Map 27 below.

The differences highlighted above point to a lack of insight across the organisation as to the key features that set the agency apart from other providers of similar health care services.

Map 26. Organisational Uniqueness: The Place - Board of Management View



Map 27. Organisational Uniqueness: The Place - Corporate Management View



Discussion now moves to members' perceptions of the contextual and transactional forces embedded in FPWA's business idea in use. A key objective of the study was to identify the positive and negative forces driving and constraining the ability of FPWA staff to pursue the sexual health service aspirations related in chapters six and seven.

Findings from that part of the study, focused on the positive and negative forces, are related in chapter eight. A STEEP data categorisation process (i.e. Social, Technical, Economic, Environmental and Political issues) was utilised to craft an understanding of the positive and negative feedback loops pushing and pulling the interdependent categories of the schema. The STEEP process and definitions are related in that chapter.

Chapter nine, the final chapter under the findings heading, relates members' perceptions of what are the valued results of the agency's collective effort.

Chapter 8

Research Findings: Positive and Negative Forces

Positive Forces: About Sex and Humanity

The findings from a review of data coded to the positive forces category relate members' insights of the positive forces impacting FPWA's daily operations. Data for this category was coded using a STEEP environmental taxonomy comprising social, technical, economic, ecological (i.e. environmental) and political forces (van der Heijden 1996, p. 154). Although the STEEP method is taken out of its original context, these forces, it is argued, independently and interdependently pressurise the business idea in use.

In relating the findings, the many concepts, constructs and characteristics have been grouped under a contextual or transactional label, based on the researcher's interpretation of the datum's locus of origin. Following the same pattern of reporting used in chapter seven, the detailed contributory body of conversation and maps supporting Section 36 to Section 40 can be found in appendix seven.

The following summaries have been prepared from reference to that data and to the consolidated hierarchical trees illustrated in Map 28 and Map 32 below. The notions of About Sex and Humanity, the central positive contextual and transactional features of the category, are summarised and illustrated in Map 33 and Map 38. The results of an investigation into the multiple perspectives of each force are illustrated in Map 34 to Map 37 and Map 39 to Map 42.

Major Findings: Positive STEEP Forces

Social

Contextual

The agency is driving what it believes is the sexual health agenda. The work is part of the shadowy side of community life as it is **about sex**. Sex is a very **sensitive** area of **community attitudes** and social life and working with sexual mores demands an

environment where **anonymity** is guaranteed. **Fear of unprotected sex** running rife in the community drives government involvement in the area. Sex, sexuality and sexual mores are an emotive topic, still subject to intense community debate as evidenced by the recent **abortion debate** in Western Australia. That recent debate did much to reunite organisational members under a **common cause**, rekindling issues of originating corporate purpose and ideals. Sexual health is very controversial and often **trendy**. Money can be easily wasted, and **client needs** should drive the industry rather than the political aspirations of industry players. **Special groups** have been identified and the needs of **young people** made a priority.

The social ethos behind how the service is provided is shifting. Clients are increasingly being expected to assume greater **responsibility** in terms of paying for the service under a **fee-for-service commercial** philosophy. As well, clients are being asked to assume greater responsibility in decisions regarding how they satisfy their sexual health needs. The latter is achieved through a greater focus on empowering clients using an **education and training** model versus a medical model. The latter is historically focussed more on rescuing and solving clients' problems for them.

Transactional

The **social** justice and welfare **ethos**, embraced by many of the agency's **staff**, drives work attitude and **commitment**. Many of the staff find the agency's work very **satisfying** and nourishing, leading to a perception that a key feature of the agency's model is the notion of a **sense of humanity**. Many staff see a conundrum in that the increasing move to a fee-for-service commercial focus may jeopardise the very basis of the agency's past success—that sense of humanity.

Technical

Contextual

The industry is changing because of new **technology**. Advanced screening and other computer based systems of care provision are impacting health care priorities and practices, forcing a change in the image of the industry. The cost of providing health care

is prohibitive. The greater cost of computer based technology coupled with a finite amount of funding is driving a health competitiveness model of operation in FPWA that is increasingly focussed on quantitative input, results and user-pays. This is in philosophical contrast with a client ability to pay model of care embedded in the agency's history. The **collaborative model** of health care provision is considered an 'middle-of-the-road' model of operation. The latter is based on empowering the client to take responsibility for their sexual health, incorporating fee-for-service. Implicit in empowerment is the value of learning through **education and training**. The agency is increasingly being asked to see its role as that of a **teaching facility**, incorporating a clinical service rather than the reverse.

Transactional

The components of the agency's **health care model** are a positive force in its day-to-day affairs. The model is extensive. Beginning with a 'broad-brush', **health promotion** focus, the model narrows the community focus to **community education** that is increasingly focussed on addressing issues of **behaviour**. Opportunities exist in this niche to provide education and training in the **childcare** and commercial **work places**—the latter facilitated through the possible use of mobile clinics. The **information service** is critical, with the **Internet** providing new opportunities to improve client access to the agency's services. Opportunities exist to offer a **research** service within the information and library service as well.

Postgraduate and professional training is an increasingly fertile area of the agency's expertise, with inquiries coming from **overseas** health organisations. The agency's reputation feeds off the highly respected **clinical service** it has provided over the years. Opportunities exist to expand clinical expertise by adding services such as **terminations**, **vasectomies** and **minor procedures**. **Counseling** is increasingly seen as a driver of services, especially now that interpersonal **relationships** are seen as key determinants of individual self-esteem and self worth. The need for **special programmes** is recognised as ethnicity and issues of language are emergent issues. The needs of **Non-English-speaking background** clients are an important consideration. The selling of **sex**

supplies through the conversion of the agency's front entrance to a **shop front** style was another suggested innovation. The expanding health care model reflects an increasing **business focus**. **Fee-for-service** is an emerging feature of the model, capitalising on the **directive, client-centred** focus explicit in the evolving service model. Issues of **time** and a **caring** attitude, where **quality** of care is **not compromised**, are important features of a vibrant fee-for-service performance based system. The agency is able to capitalise on a fee-for-service system of performance, reliant on its **reputation** for service and **pre-eminence** in sexual health.

The quest for professional excellence drives many **staff**. **Professional development** is encouraged. The focus on professional education and training has established a nexus between education and training and the **clinical services**. The latter becomes a tool to pass on expertise, as well as a sieve for capturing emerging sexual and reproductive health issues—the '**lungs**' of the organisation in a metaphorical sense.

Economic

Contextual

The increasingly **limited** amount of government **funding** is a driving force on the one hand and an inhibiting factor on the other. The issue is one of perspective, and its resolution is a function of entrepreneurial flair. Non-recurrent, **campaign-based** government funding is irregular and unpredictable. The provisional and reducing value of recurrent funding is also driving the agency to consider alternative **commercial fee-for-service** opportunities. The **education** and training units are leading the fee-for-service push by increasingly winning valuable fees. The type of work undertaken by the agency is becoming increasingly more **complex**. The **time factor** has become a key issue especially in the clinic area with appointments being restricted to twenty minutes.

Transactional

The **FPWA name** carries with it immense **goodwill**. Many main stream users relate to the agency. Many, however, are put off by the name, and the agency has adopted the practice of using **business names** considered appropriate to the expected clientele. In

terms of this business names push, FPWA has acted like a parent **holding company**. **Work practices**, in terms of **staff** efficiency and productivity, are increasingly important concerns for management, specifically in the area of time management, systems, standing orders and cost minimisation. Clients are seeking an **inexpensive, easily accessible** service that is approachable.

Environmental

Contextual

Sexual **health trends** come and go, changing in ways that are unforeseeable. New diseases also emerge, such as the AIDS epidemic. **Men's sexual health** is a recent driving force, as the profile of prostate cancer is raised. **Research** has highlighted that men are very blasé about their sexual health. **Women's health** is still a key focus. **Population trends** are seeing more and more outer-lying **suburbs** and regional-centres. The agency is not reaching those outer areas, specifically the **rural community**.

Becoming more **commercial** through pursuing **fee-for-service** opportunities will relieve some of the uncertainty over funding dynamics. Fee-for-service will not enable the agency to establish clinics in every large regional and rural population centres though. An effective way that the agency can reach those members of the community is through education and training. The latter should focus on other health **clinicians**, who are able to take the agency's knowledge and expertise back to their community. The **competition** is **fragmented**, with no other organisation of the size and the pre-eminence to really challenge the agency's lead in this area.

Transactional

Change is endemic throughout our contemporary world, and the agency is not immune. Sexuality boundaries in the community are changing and the agency needs to become proactive in searching for refinement to the existing **business idea** model. **Fear** of change and resulting **conflict** are by-products of the change process. Change also follows from the building of networks and alliances with other Family Planning agencies that are able to pass on their experience and report any emerging trends from around the country.

Political

Contextual

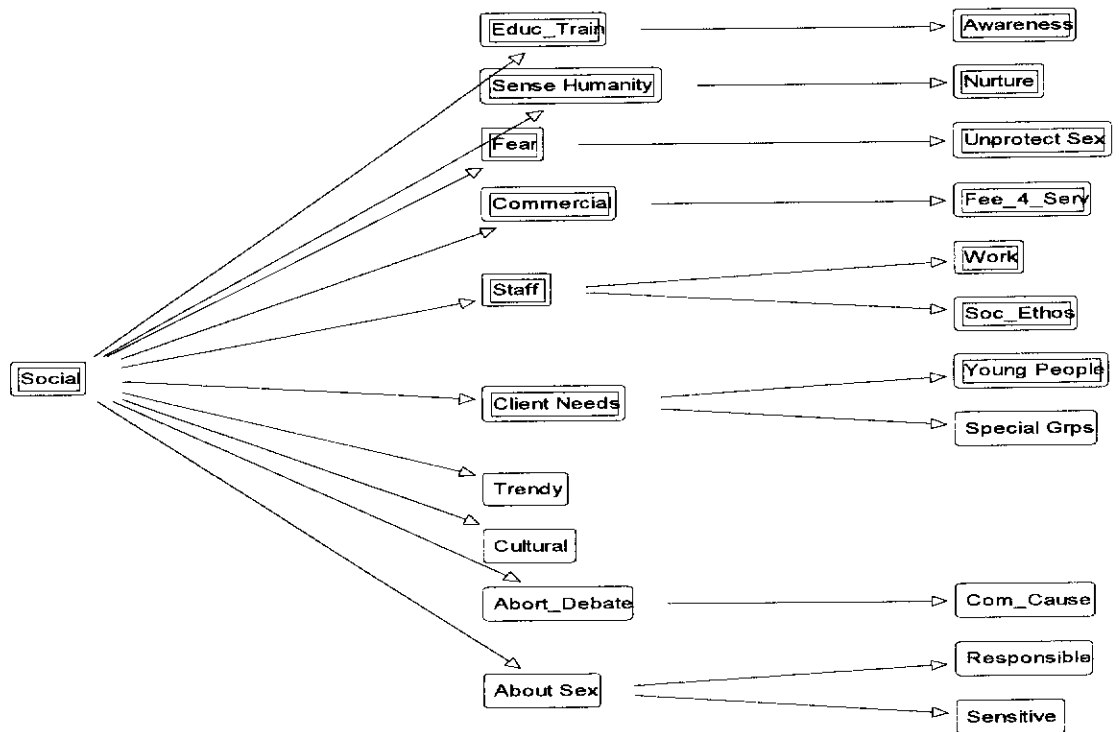
Government priorities are a significant driving force. Historically government has tended to focus on sexual health issues and non-recurrent media **campaign** spending that is often politically expedient and correct. The recent interest in, and money for, men's and aboriginal health are two practical examples of government's changing agenda. Recurrent funding is undergoing reprioritisation, away from a focus on clinical services by moving to that of community education and professional training, capitalising on the agency's professional reputation. The agency is constantly aware of the need to **present** its work in a language that government wants to hear. The agency is also aware not to get offside with various sectors of the medical fraternity concerned over loss of clients through referral.

Transactional

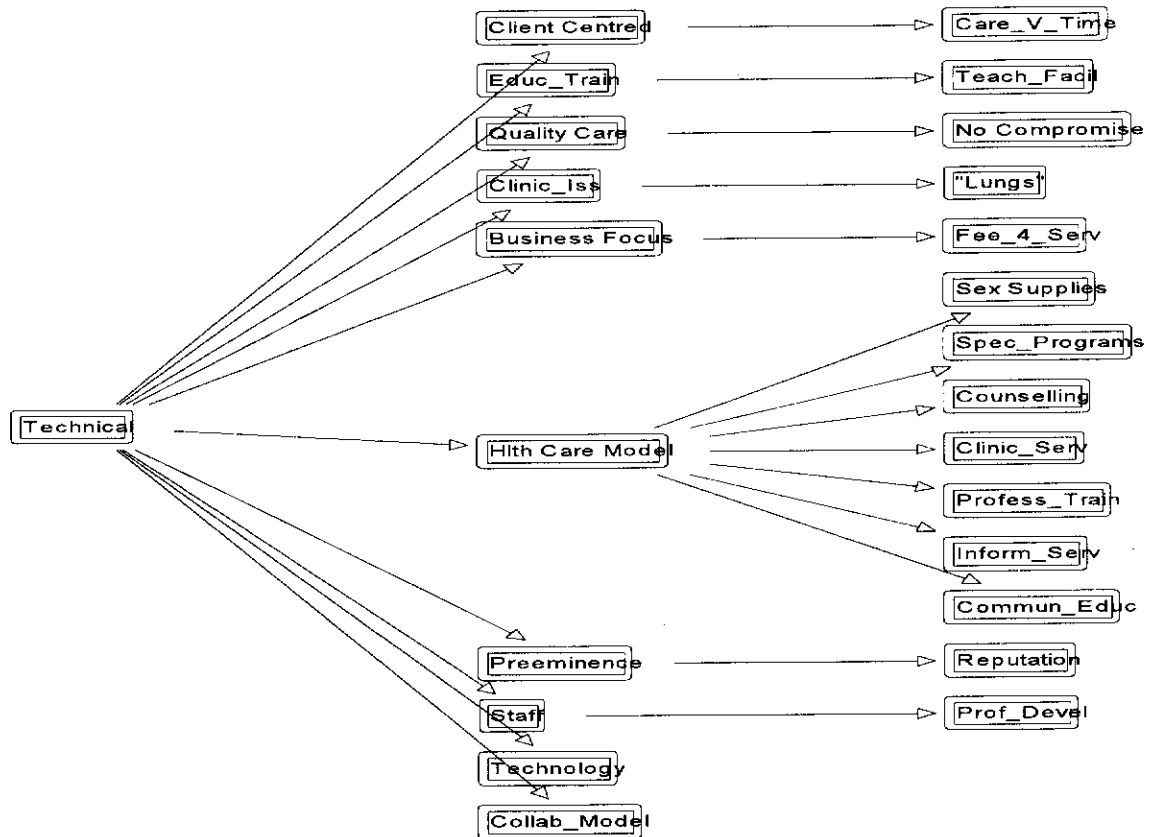
The agency's **chartered** mandate is to improve the community's overall level of sexual health. This commands the agency to be at the forefront of anything to do with sexual health. Just what become the organisational boundaries in terms of sexual health work is shifting as the agency's quest to take greater control of its corporate destiny lead it into new areas of commercial interest. The recent **twenty-fifth anniversary** celebrations were a **milestone** focusing attention on the agency's continuing **relevance**. Recent **staff** changes have seen some changing of the guard, with new, younger staff heralding in a **new era** for the agency.

How the agency **diversifies** its service base is a politically sensitive issue. The agency lacks a strong **membership** base but does interact with numerous stakeholder groups keenly interested in the alternative service directions the agency may adopt. In establishing a new corporate direction, the agency possesses a degree of organisational **freedom** and **flexibility** enabling it to move in directions that see it remaining true to its corporate mandate. **Education and training** is a focus that potentially satisfies all interested stakeholders. The agency's marketing and **promotional** stance must balance the political interests of all stakeholders.

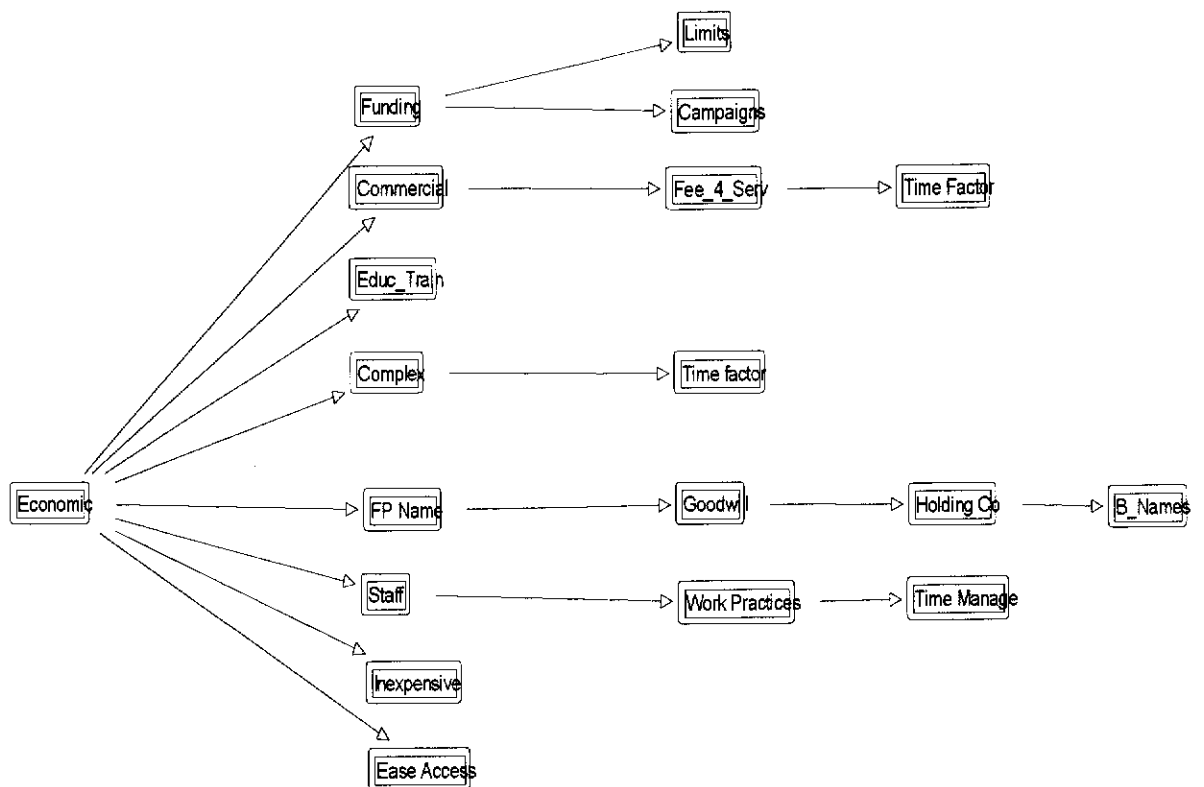
Map 28. Positive Social Forces: Consolidated View



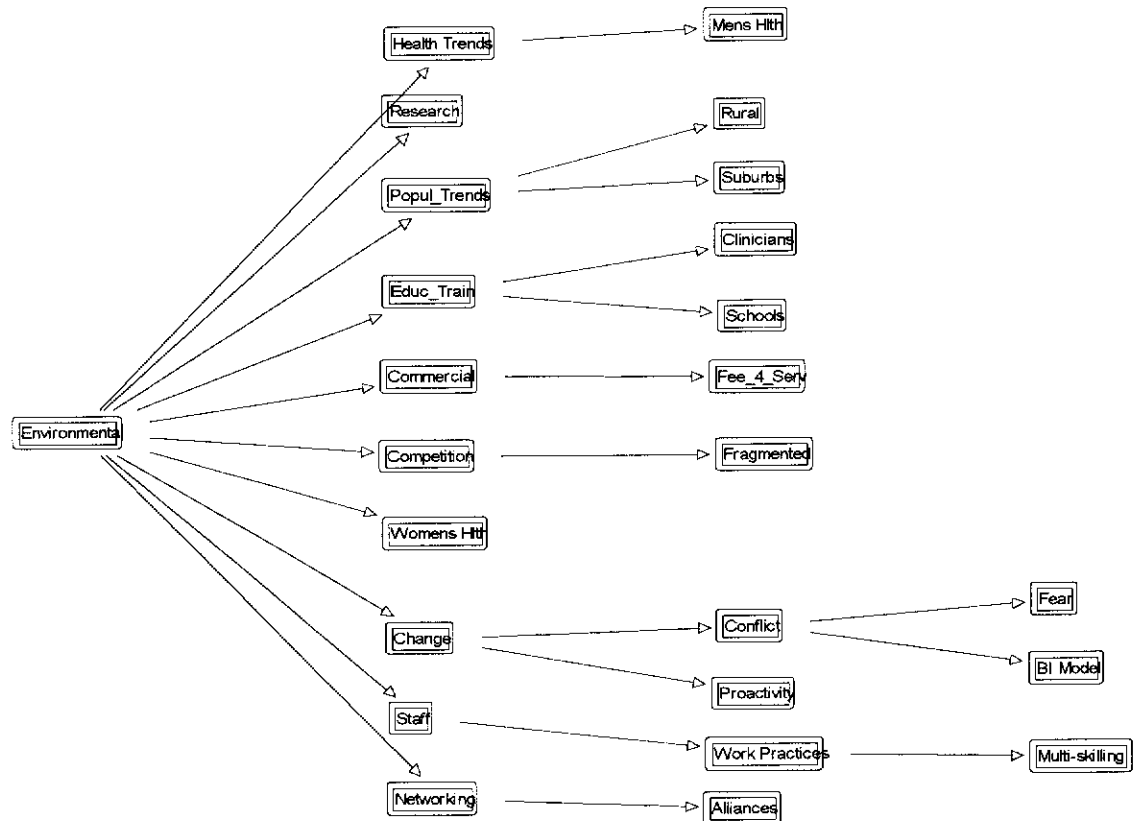
Map 29. Positive Technical Forces: Consolidated View



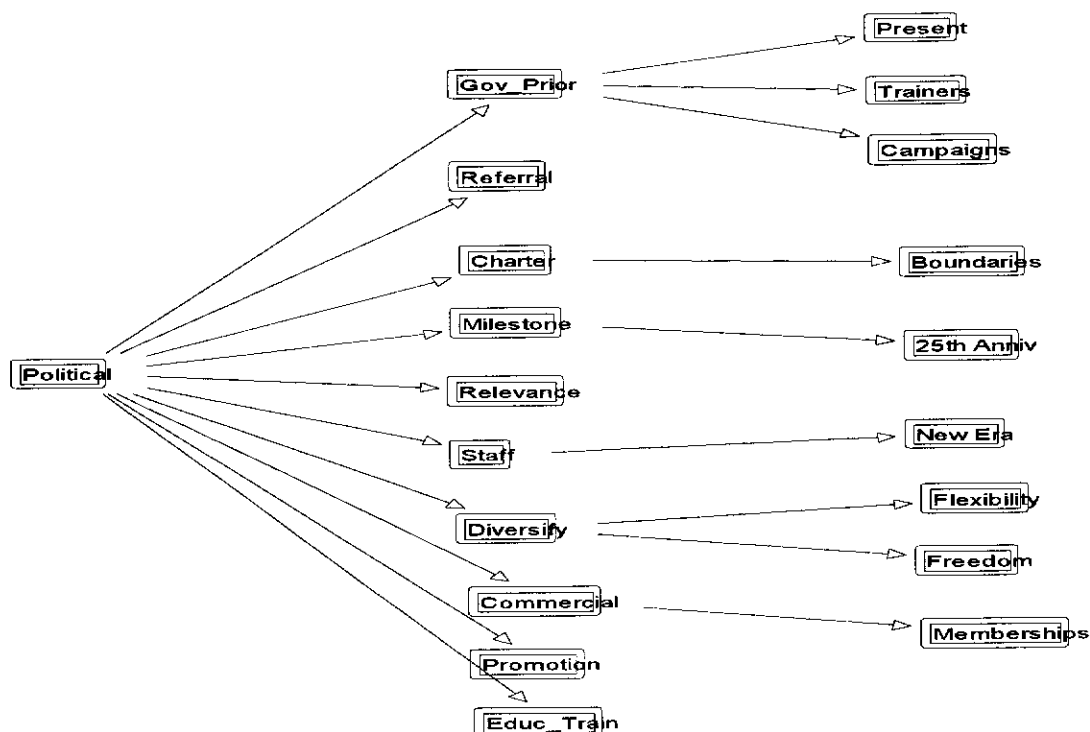
Map 30. Positive Economic Forces: Consolidated View



Map 31. Positive Environmental Forces: Consolidated View



Map 32. Positive Political Forces: Consolidated View



The contextual and transactional forces are now brought together under two positive driving constructs, the constructs of **About Sex** (the positive contextual force) and that of **Humanity** (the positive transactional force). Both are now summarised and graphically depicted in below Map 33 and Map 38.

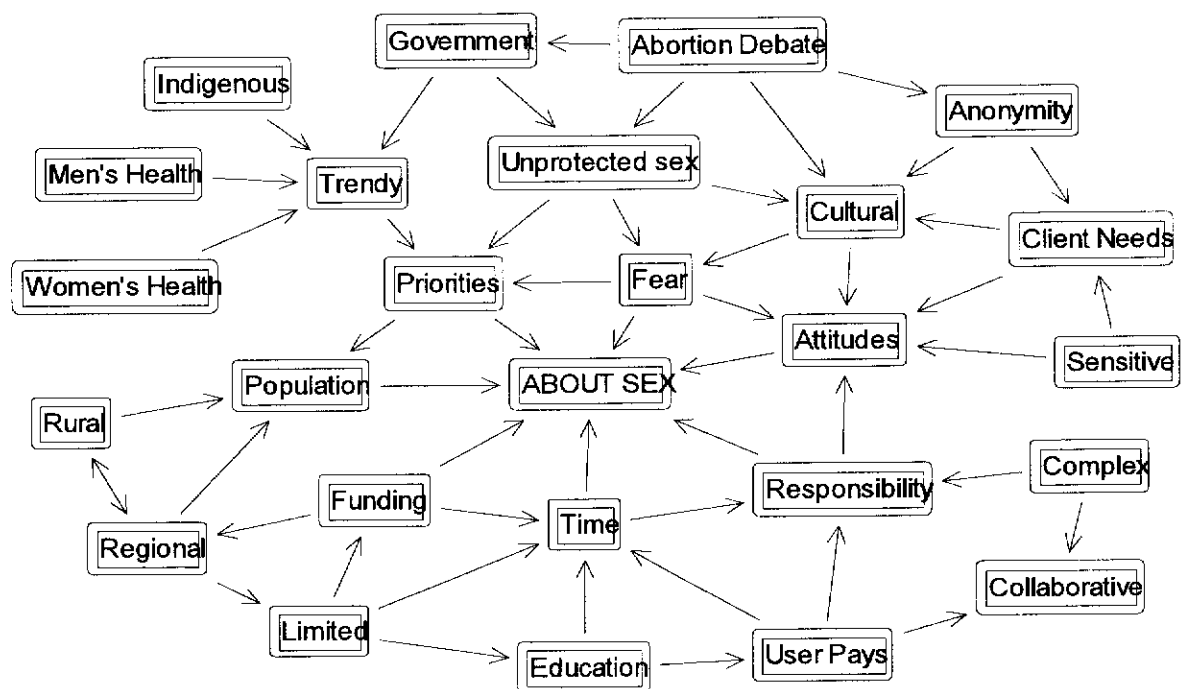
Major Findings: About Sex

The agency's work is **about sex**, a **sensitive** area of social life and a function of **cultural attitudes**. The agency provides anonymity and a **sensitive** environment where clients can obtain sex-related help and advice. Government's involvement in the industry is long-standing, driven by the **fear** of rampant **unprotected sex** and the results of such community behaviour. Sexual health has increasingly become **trendy** as controversial issues such as the **abortion debate** come and go, perpetuating the negative and shadowy nature of sex. Too often the **needs** of disadvantaged **client** groups are forgotten, however, in the wider scheme of things as the focus shifts from one topical health issue and resulting promotional **campaign**, to another.

An **education and training** focus is increasingly seen as a way of changing the health care philosophy away from welfare towards the **collaborative** model that is designed to empower and direct clients, rather than perpetuating the rescuing nature of the welfare model. Factors in this shift include the increasingly complex nature of sexual health issues and the **limited** amount of funding available to the agency.

The needs of **regional** and **rural communities** are not being adequately serviced. **Government priorities** still drive the industry and, unless the agency takes a more **commercial fee-for-service** orientation, it will remain corporately vulnerable to changing political agendas. **Competition is fragmented** in the industry, and the agency remains the pre-eminent agency dealing with sexuality issues in the state.

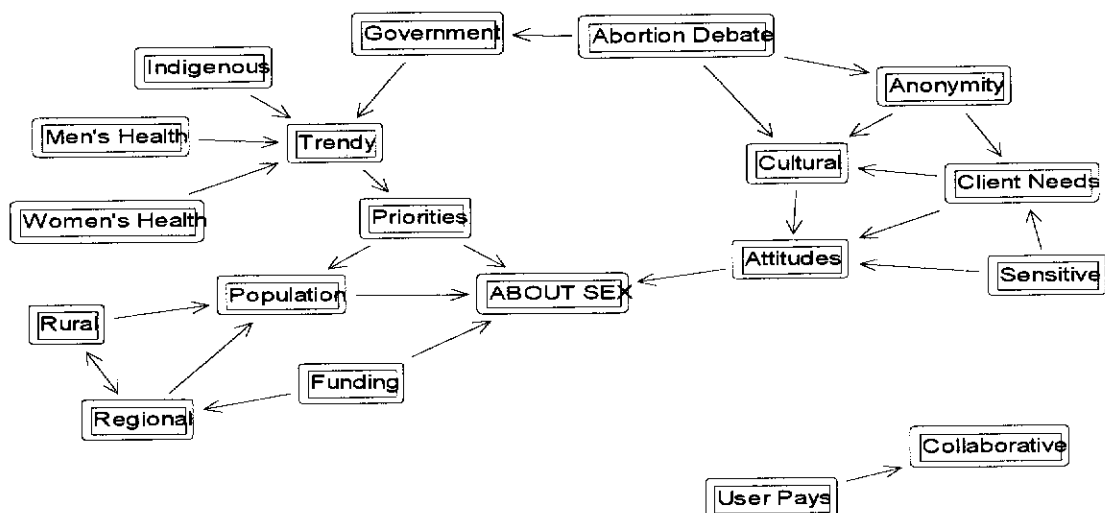
Map 33. Contextual Driving Force: About Sex - Consolidated View



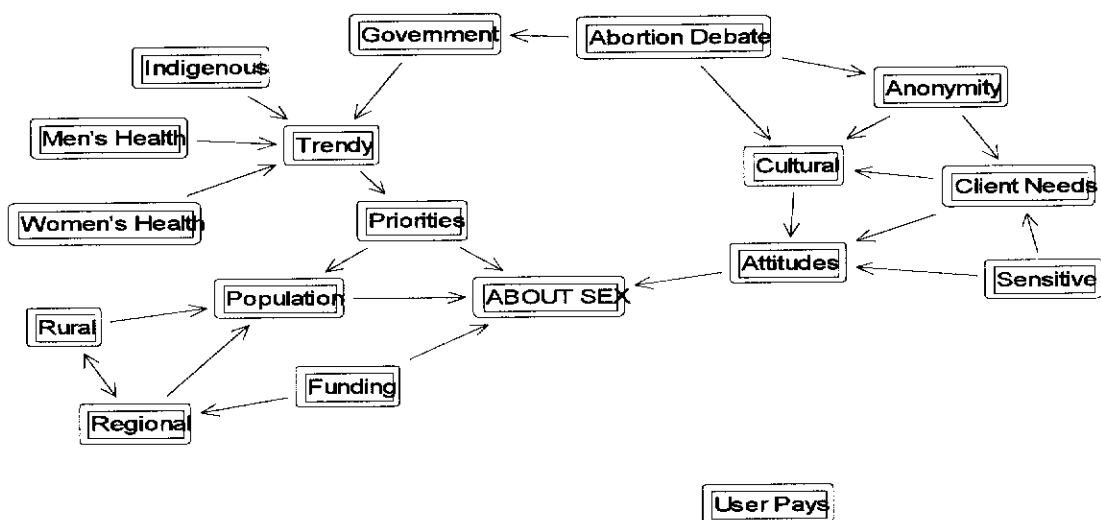
Multiple Perspectives: About Sex

Reference to appendix seven revealed some degree of divergence of appreciation between the Board of Management, Corporate Management and Service Delivery groups relative to the consolidated map. Views for each of the four groups are reproduced below highlighting the gaps in group appreciation.

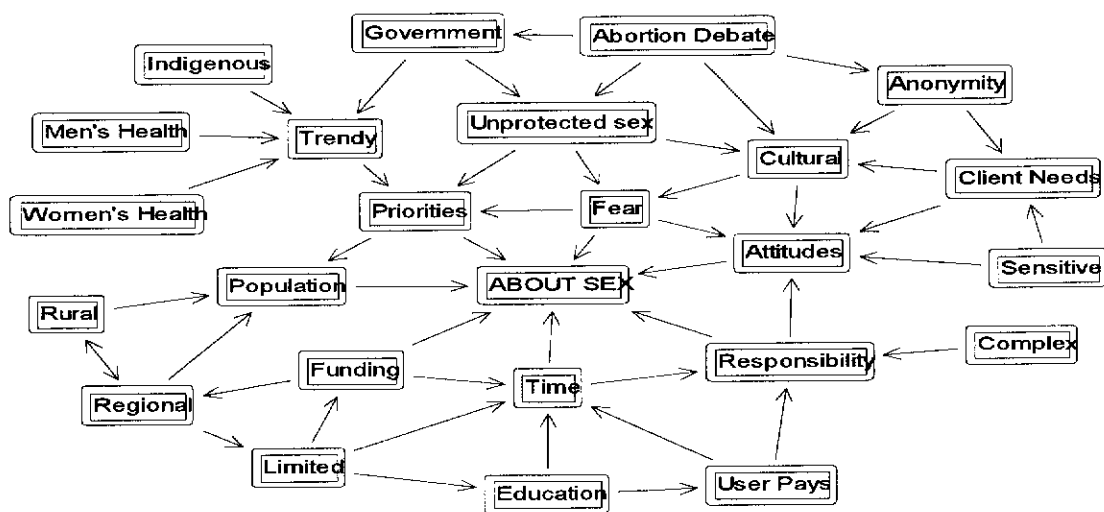
Map 34. About Sex: Board of Management View



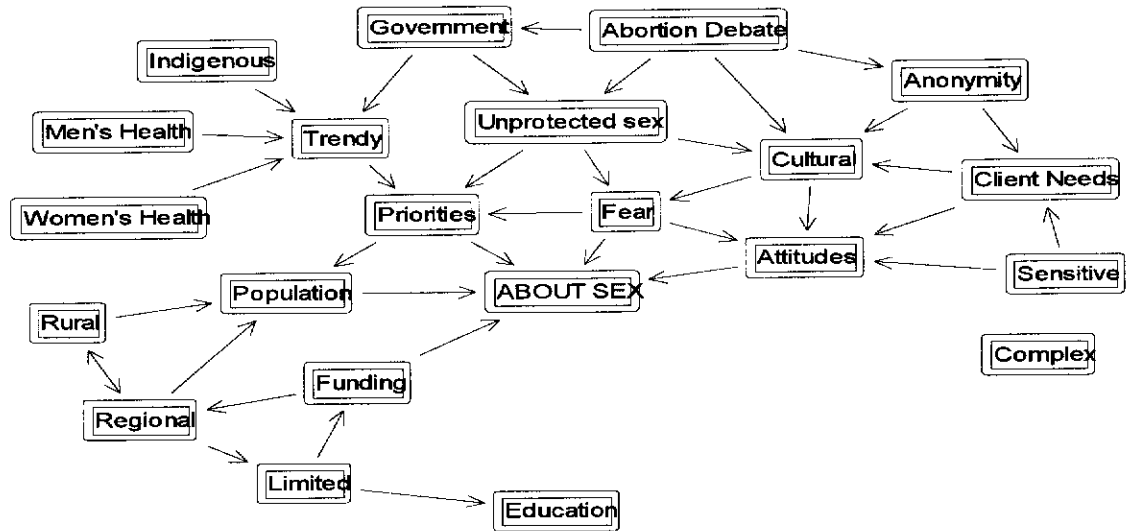
Map 35. About Sex: Corporate Management Team View



Map 36. About Sex: Service Managers View



Map 37. About Sex: Service Delivery View



Sex and its changing persona was acknowledged by each group as the over-arching, positive, contextual, external force. A comparison of each model highlighted variances in relation to three systemic elements of that force. Firstly, the notion of fear, brought about by widespread unprotected sex. Secondly, the increasingly complex nature of delivering professional sexual health care, and thirdly, changing attitudes in terms of who bears the ultimate responsibility for funding the sexual health programmes.

These interrelated issues impact each group differently depending on stakeholder accountability; i.e. the Board of Management is accountable to the community, the Corporate Management team to government, Service Delivery to the client, with Service Management accountable to all stakeholder groups.

Major Findings: Humanity

At the core of the agency's **work** is the notion of **Humanity**—the driving tenet of the agency's **social ethos**. That **sense of humanity** is reflected in the strong affective **commitment** of staff to the agency's **work** embodied in the **health care model**.

The social justice and humanitarian desire to provide an **inexpensive, easily accessible** service to the community begins at the **health promotion** level targeting sexual **behaviour**. The model becomes increasingly personalised by moving through to

community education and **professional training** phases that target **schools, work places, community groups** and other health professionals seeking **postgraduate** qualifications in the sexuality area. The service incorporates an **information service** soon to be on the **Internet**. The backbone of the service has been the **clinical services**.

Opportunities exist to expand clinical service into various **minor procedures** including **mobile clinics**. **Counseling** and **special programmes** make up the balance of the model, with both becoming increasingly important as individuality and relationships take on a higher profile.

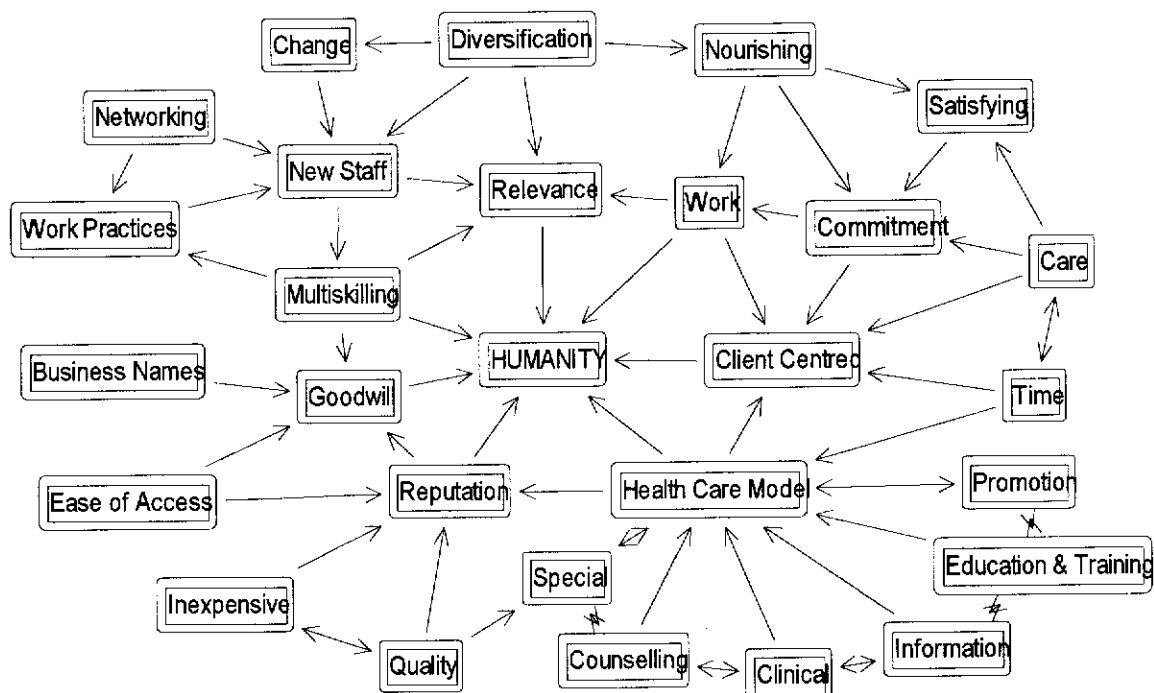
The work is very **client centred** and increasingly focussed on empowerment through **directing** clients to the choices of options open to them. **Quality of care** is of prime importance, and the debate over sessional **time** limits **has not compromised** quality. Reduced funding levels are directing the agency to take a greater **business focus** including **fee-for-service**.

This reality will require the agency to work out ways of protecting the humanity aspect of the service. The agency has a great **reputation** built upon the calibre of the **staff**. Ongoing **professional development** has enabled the agency to build **pre-eminence** in the sexuality area.

This has resulted in the **FPWA name** building **goodwill**. Despite this fact, new ventures have been established through the use of **business names**, under the auspices of the FPWA banner, giving the agency a **holding company** like status. **Change** is increasingly seen as inevitable, as the agency and its staff consider the ongoing **relevance** of its health care model. The agency's twenty-fifth anniversary has been a milestone in this review.

The need to **diversify** is recognised. **New staff** are ushering in this **new era**. The agency has a history of being **flexible** enough to cope with the **fear** and conflict coming from change initiatives. The sense of humanity is a driving force in determining where the **constitutional boundaries** begin and end in tackling sexual health problems.

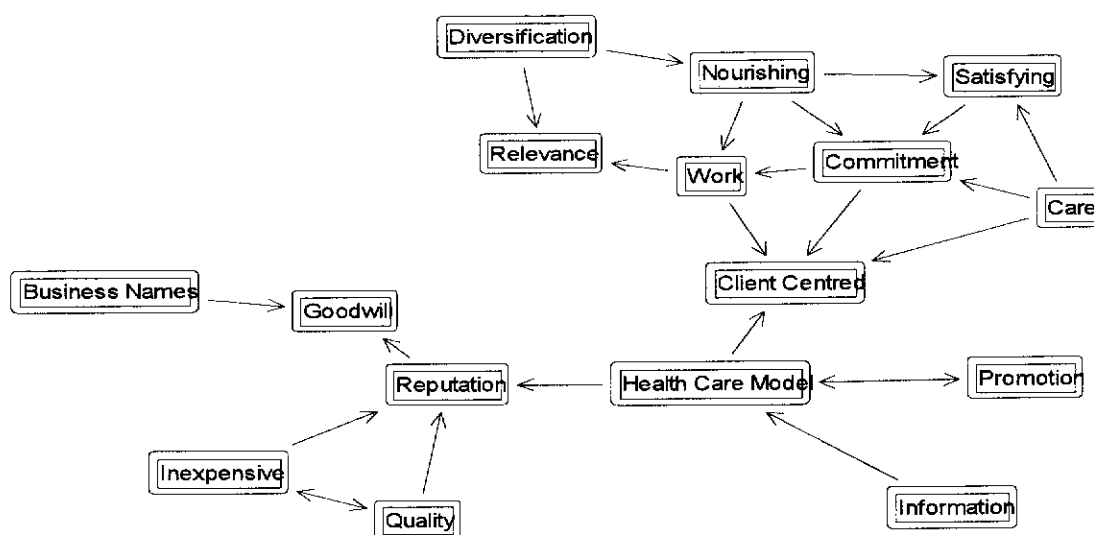
Map 38. Transactional Driving Force: Humanity - Consolidated View



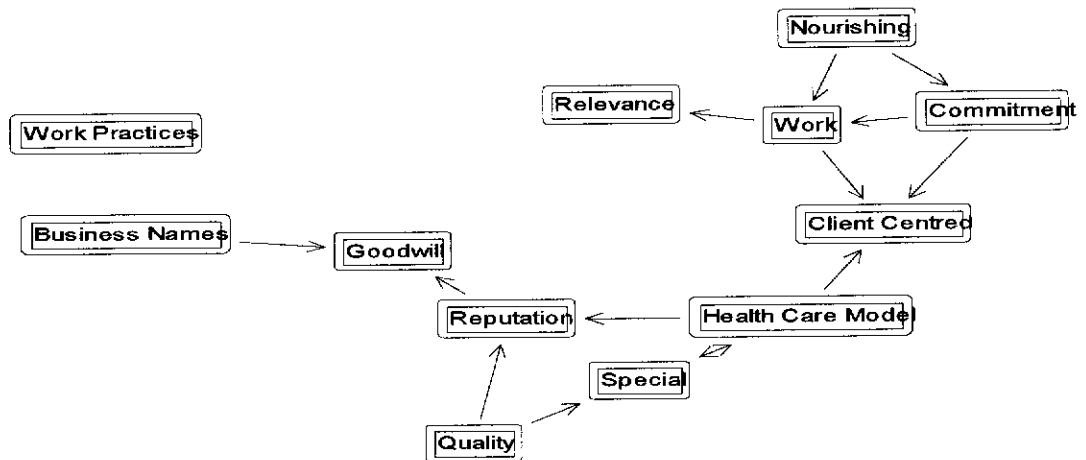
Multiple Perspectives: Humanity

Reference to appendix seven revealed some divergence of appreciation between the Board of Management, Corporate Management and Service Delivery groups relative to the consolidated map. Views for each of the four groups are reproduced below, highlighting the gaps in appreciation for transactional construct.

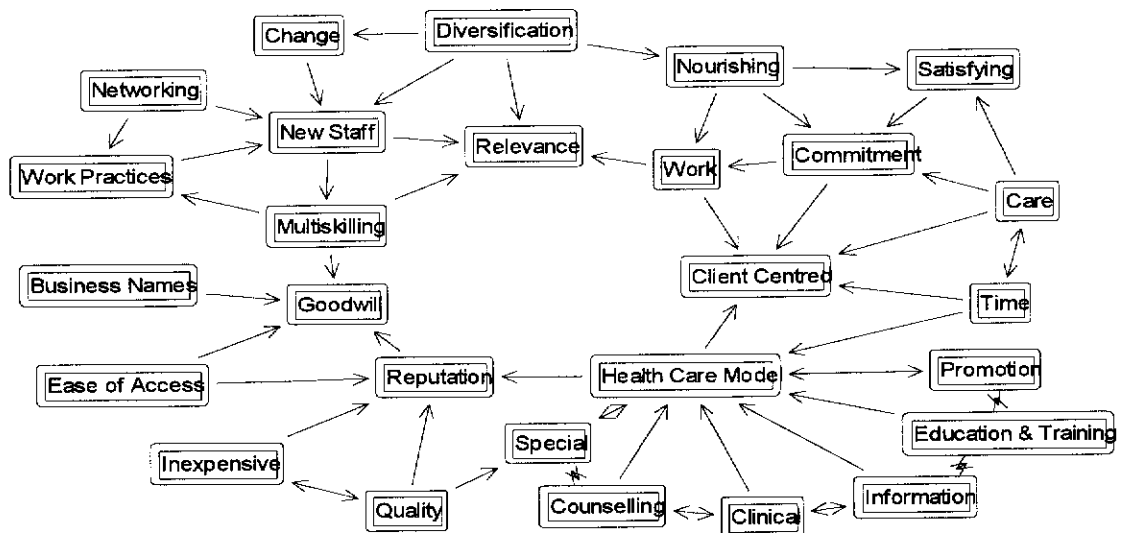
Map 39. Humanity: Board of Management View



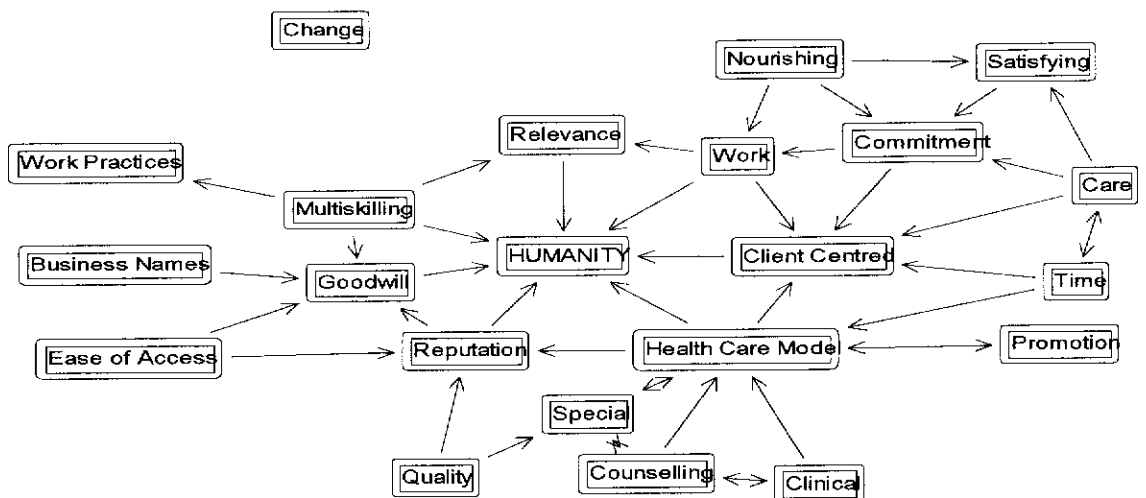
Map 40. Humanity: Corporate Management Team View



Map 41. Humanity: Service Managers View



Map 42. Humanity: Service Delivery View



The construct of Humanity was acknowledged by all four groups as the over-arching positive transactional or internal force. The Service Management group perceived the construct as permeating all areas of the agency's business idea. The humanity aspect is the central feature of the agency's client centred focus and the basis of the health care model. That health care model builds and continually reinforces the agency's reputation and business image as a caring service organisation.

The other three groups had different insights as to just how fundamental and commercially valuable this intangible construct was to the continuing success of the agency. While both the Board of Management and Corporate Management groups recognised the existence of the construct, neither acknowledged that the humanity aspect was centrally bound up in the expertise, health care model, range of services, goodwill and continuing reputation of the agency.

The humanity aspect was seen as that quality that labeled the agency as different. Many Service Delivery group members are firmly hanging onto this long-held core value, as a means of negotiating the wave of change moving across the agency and the industry in general. The humanitarian feel within the agency is under siege.

The diversification of services away from a prime clinical focus to that of education, training, health promotion, and information provision—combined with an influx of younger staff with counseling and education backgrounds, plus the increasing shift to user-pays—are the roots of any possible transformation. The clinical focus has been the core value creating corporate success to this stage of the agency's corporate life. The education and training focus is the emerging true nature of the agency's work.

Discussion now moves to the negative forces that, it is argued, have acted to hold back, restrain and restrict the ability of staff to raise awareness of sexual health issues and ultimately improve the level of sexual health in the community. The same process of reporting has been followed when relating the Negative Forces in this section.

Negative Forces: Funding and Direction

This section relates the members' appreciation of the negative forces impacting the agency and its stakeholders. Again the reflections have been grouped under the STEEP taxonomy applied to the reporting of the Positive Forces category comprising the social, technical, economic, ecological (or environmental) and political variables. It is argued that the negative forces identified act independently and interdependently to frustrate, hinder and hold back the agency's efforts to improve the level of sexual health.

In relating the findings of the five sections of this category, the concepts, constructs and characteristics have been grouped under a contextual or transactional label, based on the researcher's view of the locus of the negative force. Following the same pattern of reporting used to report the Positive Forces category, the detailed contributory body of conversation and maps supporting Section 41 to Section 45 are found in appendix eight.

The following summary has been prepared from reference to that data and to the consolidated hierarchical trees illustrated in Map 44 to Map 47 below. The notions of Funding and Direction, the central contextual and transactional themes of the node, are illustrated in Map 48 and Map 53. The results of an investigation into the multiple perspectives of each force are illustrated in Map 49 to Map 52 and Map 54 to Map 57.

Major Findings: Negative STEEP Forces

Social

Contextual

Community attitudes and **prejudice** inhibit the agency's ability to carry out its mandate. For example, agency staff have found it difficult to access the state and private high **school** systems. As well, religious groups advocating the **right-to-life** have great sway over access to communities adhering to certain spiritual and religious beliefs. The agency's clients are mainly **well people**. As the agency is not working with very unwell people, concern over government **funding priorities** is real. **Past closures** and related **redundancies** brought on by funding restrictions have impacted morale and led to a focus on self-preservation. **Mistrust** of management has grown, as the long-held **norm** of caring for staff was **broken**.

Transactional

The **women's health, social justice** aspects of the agency's **heritage** are seen as positive forces on the one hand and inhibiting forces on the other. Both cultural aspects are strong. The agency's social justice, **volunteerist** ethos is evolving under the pressure of funding changes. Many members see the agency now as having less of a social justice **cause**, and this has not yet been replaced by anything equally meaningful. Many staff expressed **fear** over the agency's future in light of funding cutbacks. Many sensed a degree of **passivity** within the agency with management viewed as **lacking the guts** (i.e. strength of purpose) to stand up for key sexual health issues in case funding was politically compromised. **Risk-taking** that may result in the agency **losing its core funding** is thus an issue: an issue of survival. The **security** of remaining with tried and trusted service models would also be a factor behind this lack of entrepreneurship. A sense of **internal struggle** over women's health, social justice aspects, funding and risk-taking is evident.

Staff are **homogenous** in their sexual health outlook. Supporting this aspect is a cultural trait of staff being **warm and fuzzy** towards clients and fellow staff members. **Liking each other** was a supporting descriptor. Both of these aspects are an internal product of the perception of the caring nature of the organisation. Many staff are concerned with the growing focus on numbers and a perception of a loss of **professional discretion**. Some would see any significant loss of professionalism as a reason to **leave**.

Technical

Contextual

The agency is under increasing pressure to adopt a **business-like, competitive model** of operational **efficiency** and effectiveness that is driven by funder expectations. Yet its **hands are tied** because of the Medicare funding agreement it has with the government which does not allow the agency to bill for medical services. The operational status of the **nurse practitioners**, a unique feature the agency's clinical service, would be under

threat if a shift was made to a Medicare based billing system, as the former do not have medical provider numbers.

Transactional

Many **long stay staff** find the agency a relaxed and **comfortable** place to work. Secure funding in the past has left many staff with little impetus to leap into new and challenging service areas. Calls for change meet with resistance based on **inflexibility**. There is a strong **minority** still holding onto the agency's women's health heritage. Business administrative and **management skills**, specifically **financial management** and **planning**, are seen as **ineffective** and in need of recognition. **Planning** has been **ad-hoc** with strategic direction largely **emergent** and most often serendipitous in nature.

Issues of efficiency and effectiveness are outcomes of staff **productivity**, the latter a function of **time** availability and the **complexity** of work. Staff are more accountable for the number of client episodes per session. The reduced length of consultation has generated some **client dissatisfaction**. The pressure of time and numbers resulted in some internal infighting and jealousies, as the **professional structure** and groups compete for recognition and status.

Economic

Contextual

The message from Government is that the agency must become more **business-like**. **Economic rationalist** issues of cost cutting and productivity are seen as **threatening** the existing welfare agency culture. **Culture shock** is evident. Recent redundancies highlighted that the agency is just as cut-throat, manipulative and uncaring as anywhere else. The levels and frequency of recurrent and non-recurrent funding are driving this cultural adaptation. **Business money** is **sparse**, as donating to agencies such as FPWA is **not** seen as commercially **attractive**. As well, the loss of FPWA's public-benevolent **legal-status** makes donating financially less attractive. **Amalgamation** with other similar services is a threat. **Cuts in services** and **who should pay** for the service are core issues.

Transactional

Misappreciation exists within the community over the **FPWA name** and the range of services offered by the agency. For many, the agency's **image is stereotyped**, including labels such as **abortion-place** and **for-women**, limiting the appeal of the agency to a wide section of the market. Many people simply **don't know** what the agency provides.

The agency has a **service culture** with staff largely from **government backgrounds** with **little bottom-line thinking**. A business culture requires people with displayable **business acumen** and **enterprise**. **Marketing** and promotional skills are seen as lacking, as the agency looks to target **clients** who need the agency's services. Finding and **retaining** good staff is becoming an increasing issue. Decreasing levels of affective **commitment** is an issue in terms of the cost of staff, and large numbers of **casual** staff in the industry is a concern. Loyalty to the agency is shifting to the individual and the profession. Many staff work for other suppliers and **competitors**. Medical and counseling services can be **emulated**.

Environmental

Contextual

Limited **funding** means the agency does not have the **critical mass** to reach all areas of the state. The **infrastructure** needs of **serving regional areas** are prohibitive. The agency's ability to extend its services beyond its metropolitan base is limited by funds. The agency is under-personed and under-resourced to meet the changes to demographics and the widening geographic expectations of its mandate.

Transactional

The agency has an inner city **institutional** persona. It has a **stable reputation**, having been around for twenty-five years. That stability has bred a culture of maintaining the **status quo**. It also has a reputation of being **slow-to-move** as sexual health issues emerge. Many staff see the agency as under **threat**, should it continue to maintain its present image.

Many staff believe the agency needs to become clear on its long-term **vision**, seeing the future as **lacking clarity** and **blurred** in terms of strategic **priorities** and direction. For some staff, this has led to a **confidence crisis** breeding a sense of **survival** and **self-perpetuation**. The issues relate to whether such a community-based agency has a '**sunset**' **clause** of no longer being needed, or should the agency exist in perpetuity. **Communication** between **staff** of the many issues in and around the organisation's uncertain future is a factor in the confidence crisis. The growing **lack of cohesion** is arguably an outcome of the **territorial** nature of professional health organisations.

Political

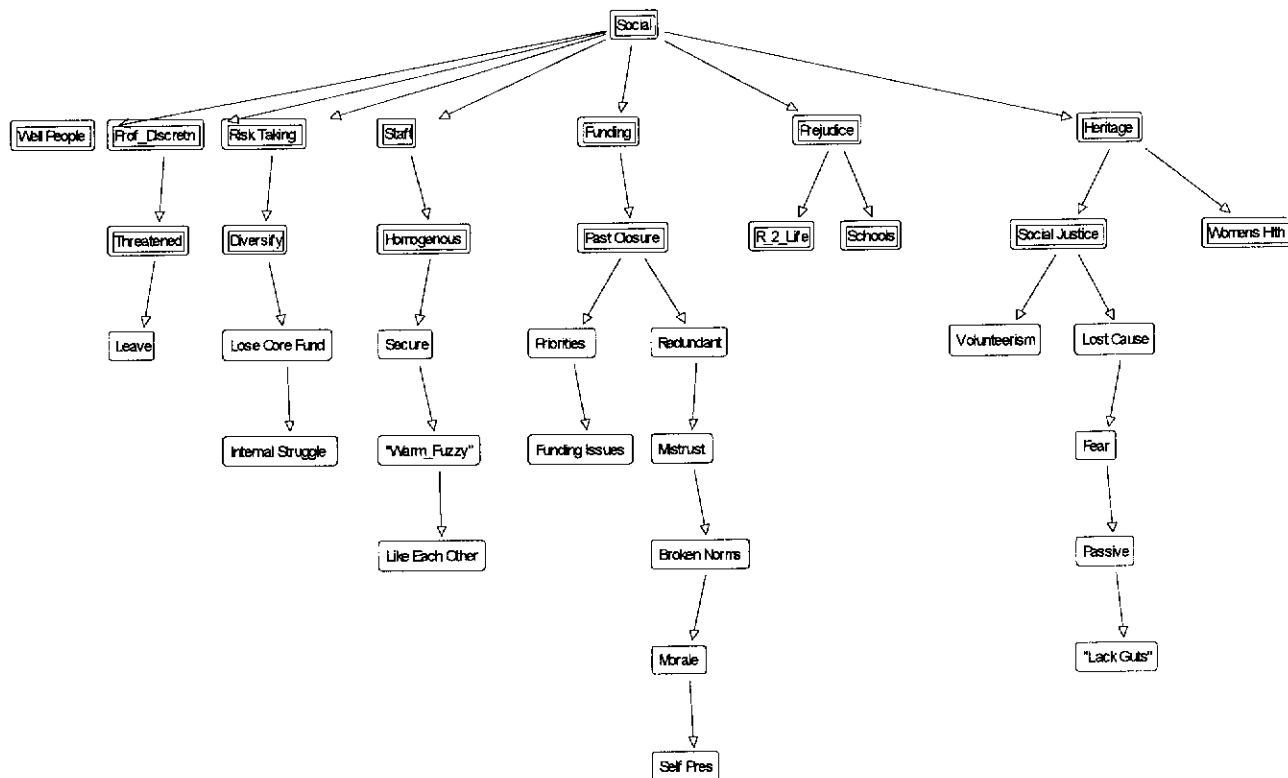
Contextual

The Federal **Government** has different **funding priorities** to that of the agency. The government, its politicians and their advisers have their own **agendas**, objectives and desired outcomes based on individual and political beliefs and electoral aspirations. The agency can largely only **react** to which way government policy turns. Should funding be withdrawn or **devolved to the State**, **closure** or some form of different operational structure is most likely, with the main **sufferers** being the community and individual **clients**. There have been many years of **endless pressure** over the maintenance of **core funding**. The recent move to **tendering** for specific projects and services has added to this fear, as more and more competitors enter the market.

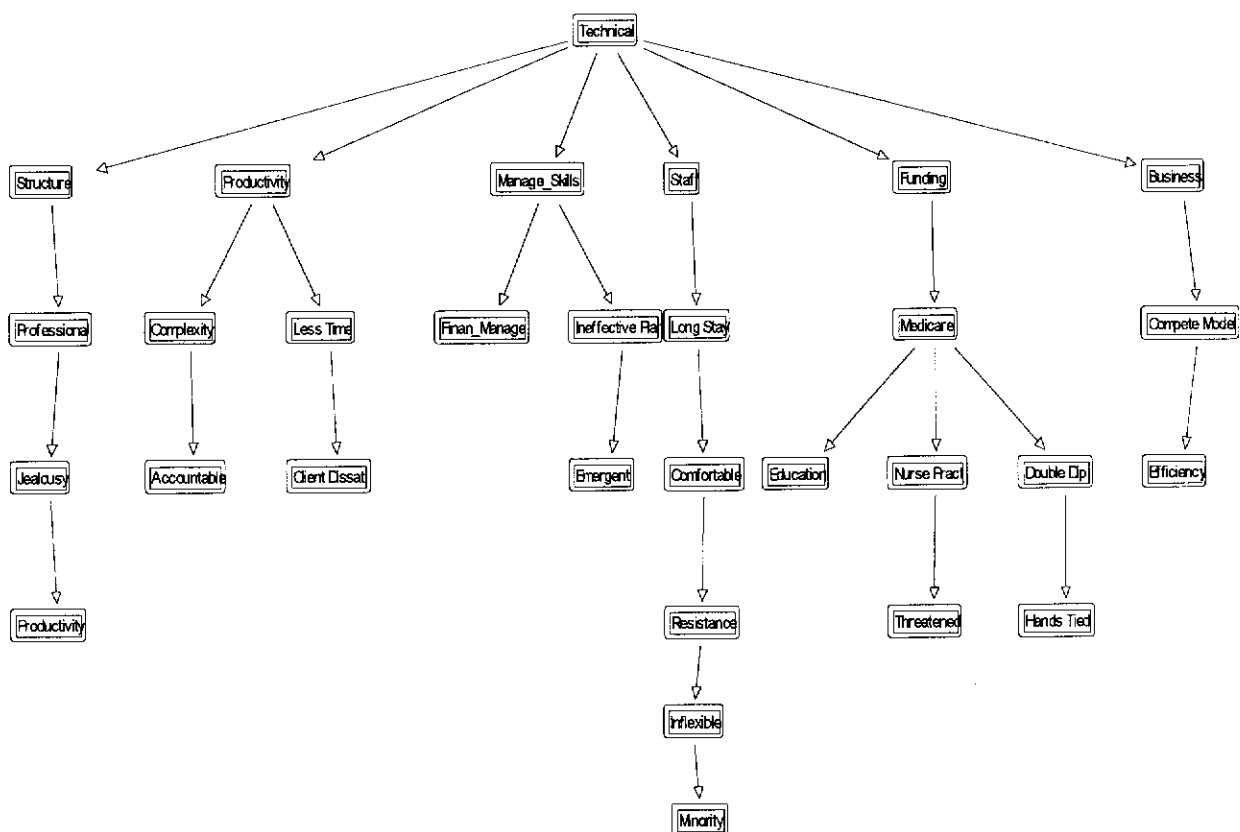
Transactional

The recent move to a more **hierarchical accountability structure** is an attempt to eliminate indecisive decision making, resulting from the past failure of the participative-management style of operation to deliver quick and effective action. The management structure has a Board of Management at the top. Many members of the Board lack **health expertise** and the **time** to devote to the role. The CMT or **professional management** group is often **paralysed** by the inability of the participative-management style of community involvement to facilitate quick decision making. The **Service Management** group is renowned for their inability to **implement** policy decisions.

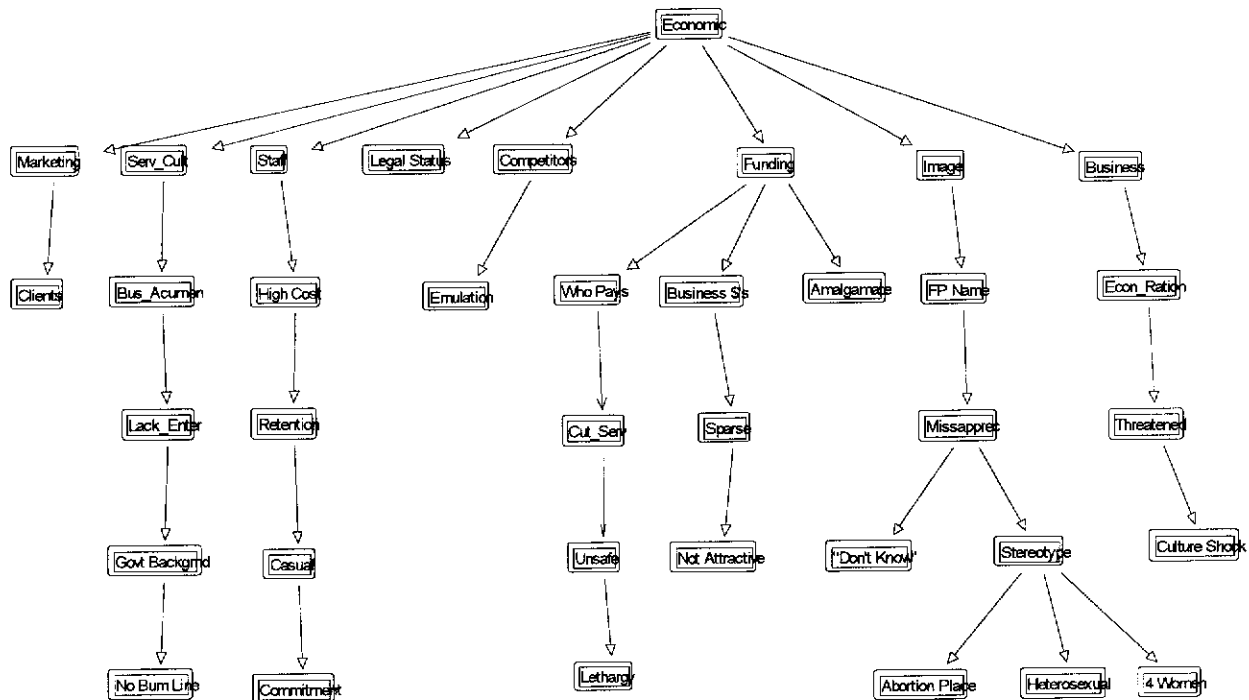
Map 43. Negative Social Forces: Consolidated View



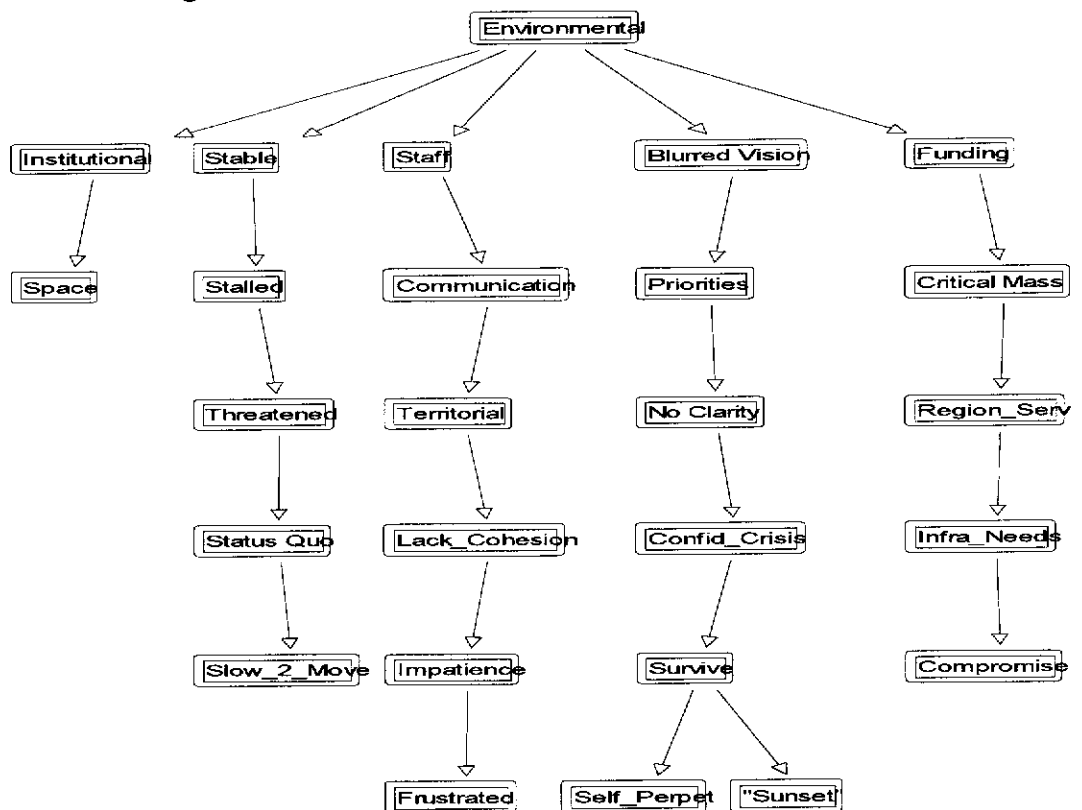
Map 44. Negative Technical Forces: Consolidated View



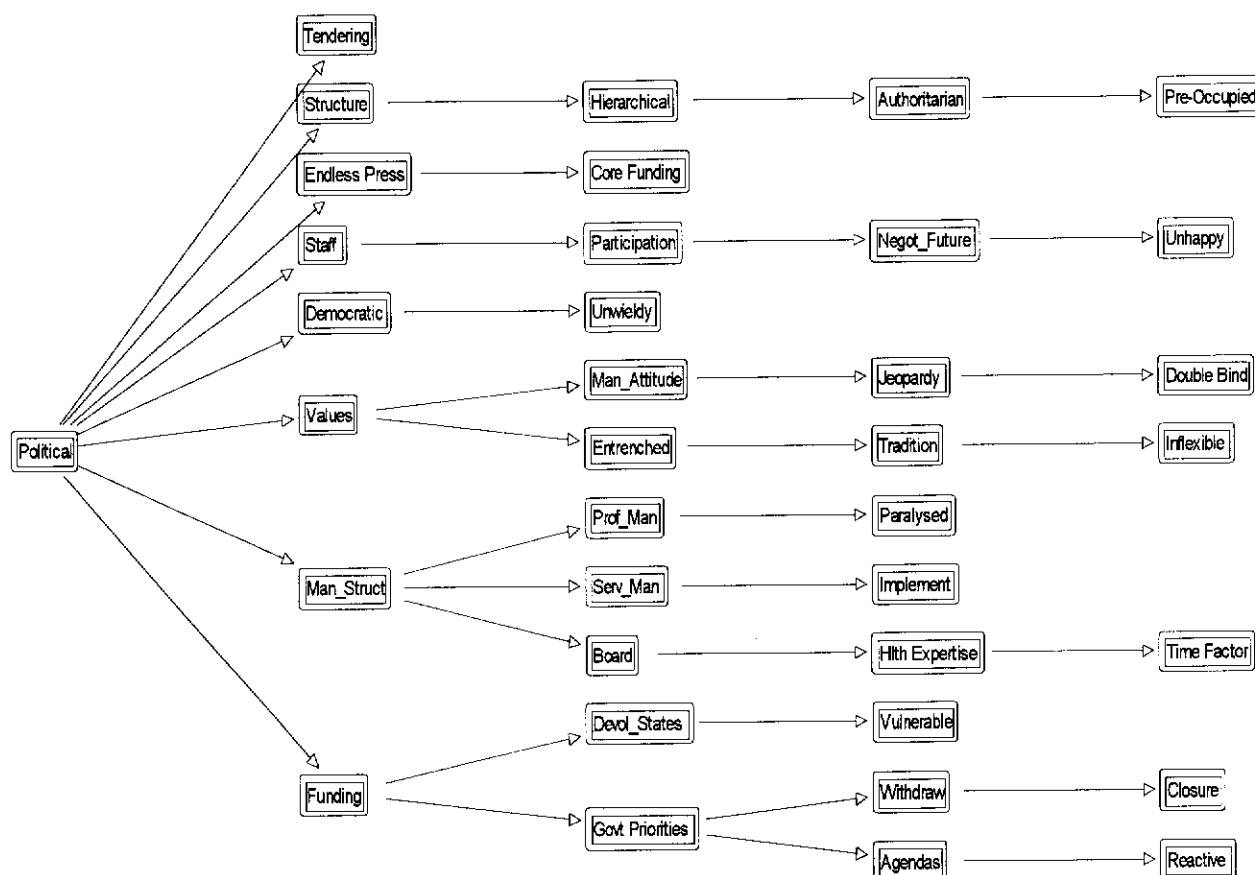
Map 45. Negative Economic Forces: Consolidated View



Map 46. Negative Environmental Forces: Consolidated View



Map 47. Negative Political Forces: Consolidated View



The contextual and transactional negative forces are now brought together under two driving constructs considered fundamental. These are the notions of Funding (i.e. the negative contextual force) and that of Direction (i.e. the negative transactional force). Both are summarised and graphically depicted in Map 48 and Map 53. Differences in perspectives between the four nominated groups are highlighted and discussed.

Major Findings : Funding

The message from government, the agency's primary **funder**, is that the agency must become more **business like**. **Economic rationalist** concepts of cost cutting and productivity and issues of **efficiency** and effectiveness, are key features of this new world.

Competitive **tendering** processes emphasise the changing face of government **funding**, with tendering for most sexual and related health programmes reduced to a size that

promotes competition. Agency staff have experienced many years of **endless pressure** and resultant uncertainty over the continuation of non-recurrent and **core funding**.

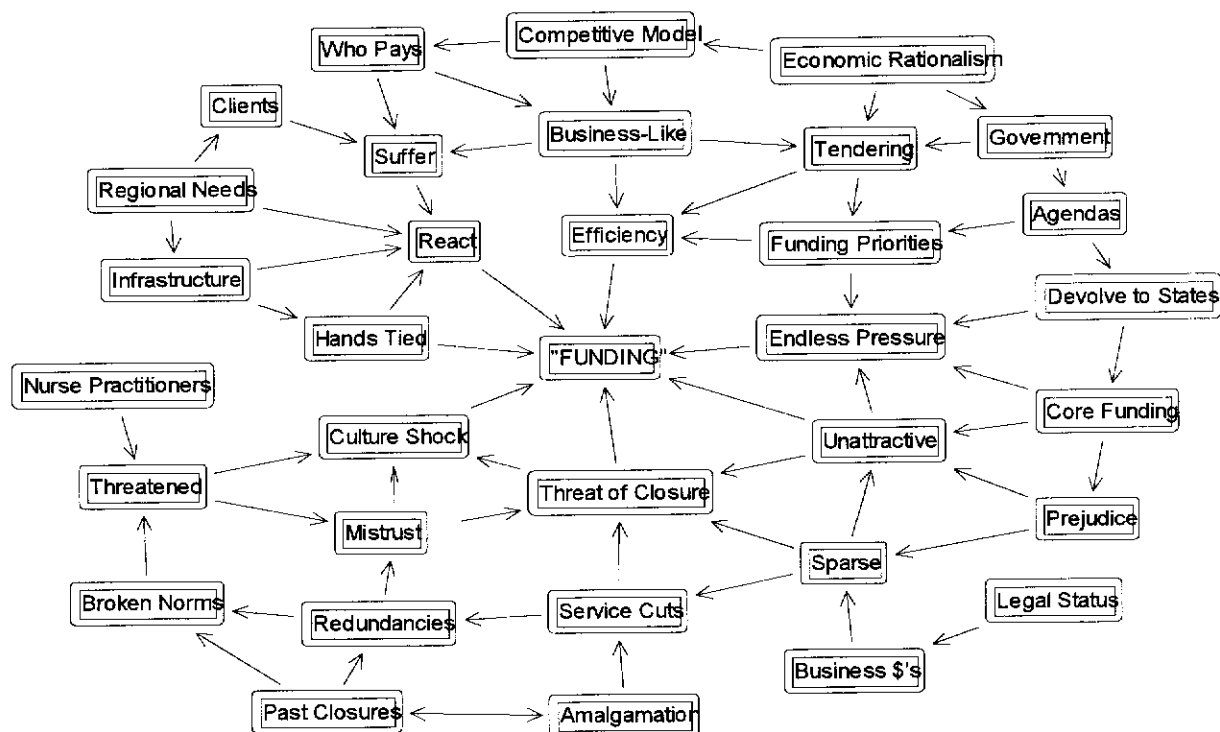
FPWA has its own corporate objectives which don't necessarily agree with the **agendas of government**, politicians and their advisers. Politicians have their own **funding priorities** that sometimes suit the political aspirations of the few. In the past, the agency has largely only been able to **react** to changes in government policy in the sexuality area, its **hands have been tied** economically because of restrictions placed upon it by the Medicare funding agreement. As a matter of course, the agency tends to bid **where the money is**, in its continuing search for non-recurrent funding. As a result, the agency has struggled to build a **critical mass** and **infrastructure** that can **service regional areas**.

Donations from **business** are **sparse** as the agency and its cause are **not as attractive**, especially now that the agency has lost its public-benevolent **legal status**. Issues of **who should pay** for the service, **cuts in services** and the possible **amalgamation** of the agency have been consistently on the internal agenda. The possibility that recurrent funding may **devolve to the State** is a concern to many staff with **closure** a distinct fear.

Besides personal upheaval over such a course, staff recognise that it's the **clients** and the general public who will **suffer** most, through the dissipation of the agency's sexual health expertise. Community **prejudices** also impact what and where the agency can preach it's pro-choice versus **right-to-life** message.

Overall, concern over **funding priorities** is very real. **Past closures** and **redundancies** have already **broken** the organisational **norm** of caring for staff, leading to feelings of **mistrust** and uncertainty among many staff. **Nurse practitioners**, in particular, feel very **threatened** over their continuing employability if the agency moves to a Medicare model of funding. The move to adopt the **business-like competitive model** has spawned **culture shock** in those staff who felt largely safe and comfortable with the welfare agency model.

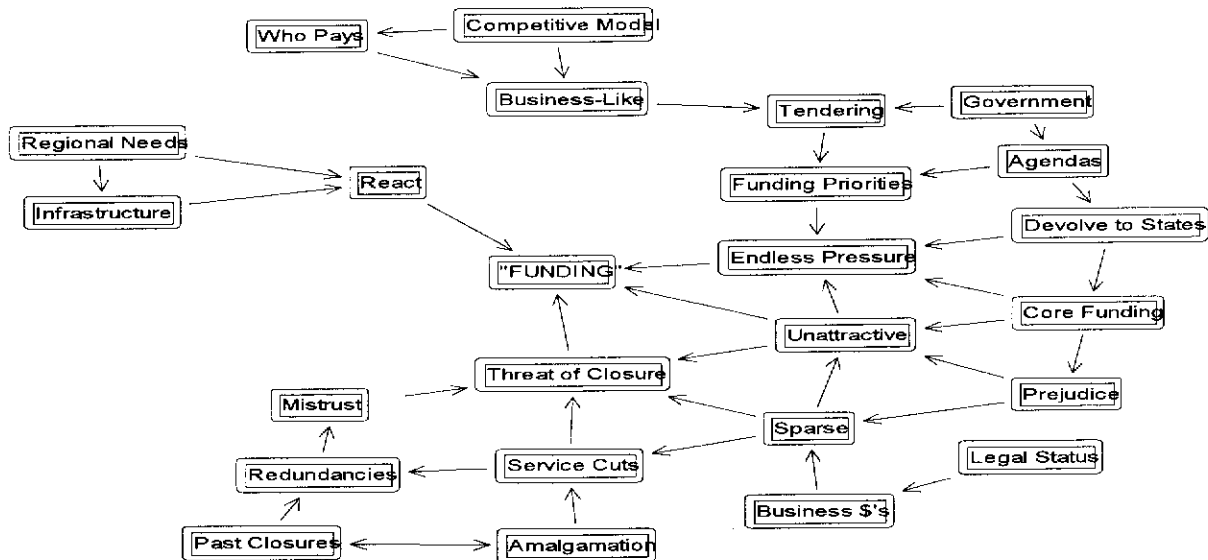
Map 48. Contextual Negative Force: Funding - Consolidated View



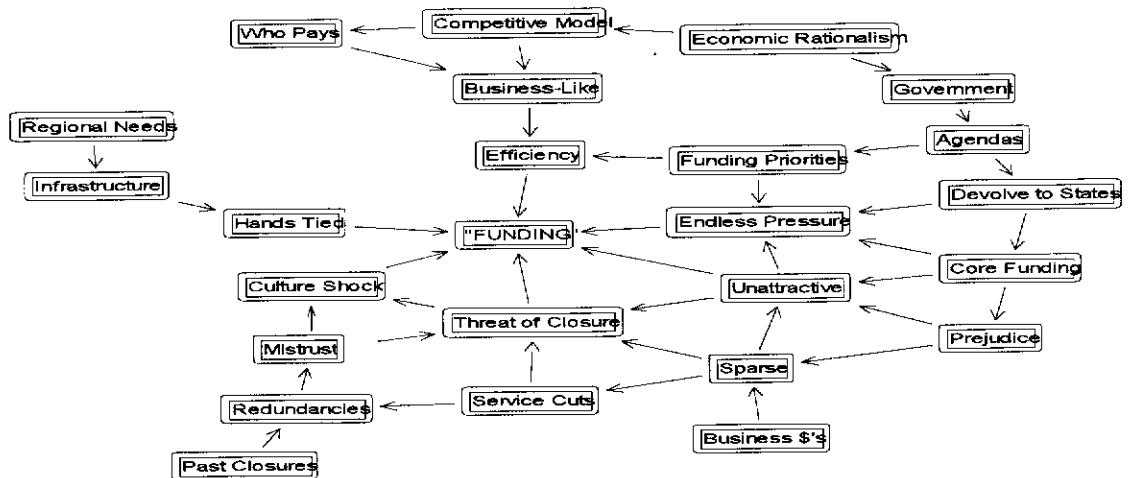
Multiple Perspectives: Funding

Reference to appendix eight revealed some degree of divergence of appreciation between the Board of Management, Corporate Management and Service Delivery groups relative to the consolidated map. Views for each of the four groups are reproduced below highlighting the gaps in group appreciation.

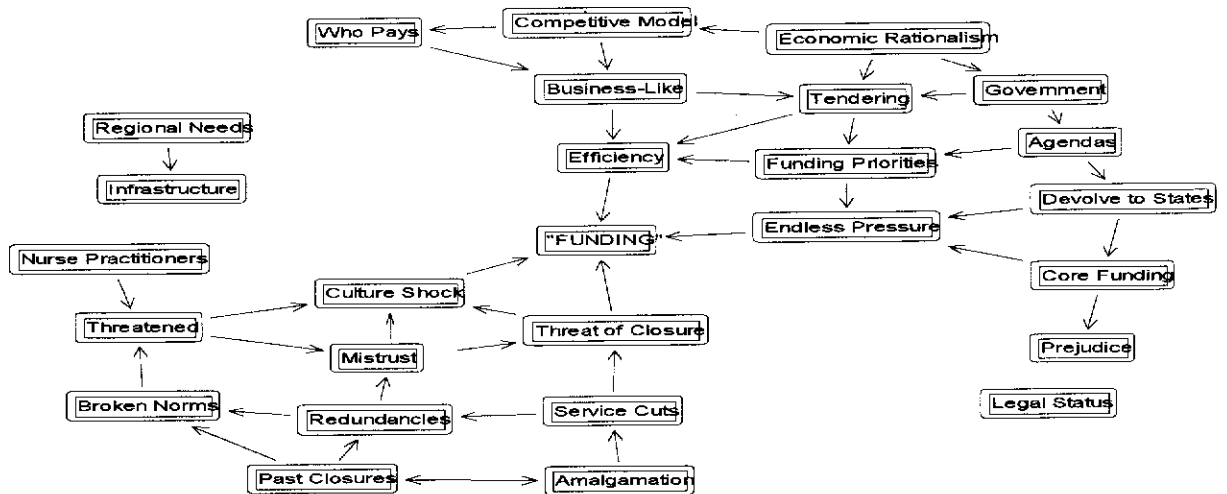
Map 49. Funding: Board of Management View



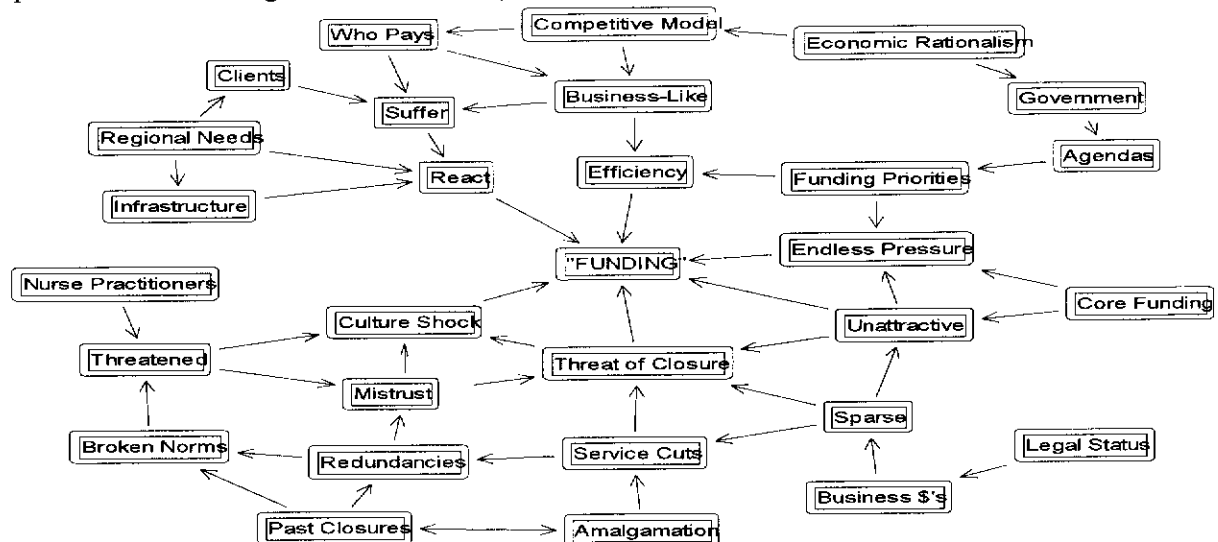
Map 50. Funding: Corporate Management Team View



Map 51. Funding: Service Management View



Map 52. Funding: Service Delivery View



Uncertainty over funding was a very strong negative feeling running through the administrative hierarchy. As indicated by a review of each map, each level harbours common, as well as localised concern over financial uncertainty, reflecting the many factors associated with uncertainty over the agency's funding.

At the service levels, the Service Delivery group showed a lack of recognition of the practical limitations placed on senior management in securing funding. In the area of corporate donations, appreciation was lacking of the prejudice over donors being associated with the shadowy side of sex thus limiting philanthropic and business donations.

As well, competitive tendering has encouraged other agencies to tender and win sexual health funding that was once the realm of the agency which, when grouped with the dilemma of the Medicare agreement, has left senior management with its hands tied and the agency virtually at the government's mercy. Service Management showed similar thinking, although not the same concern, over the impact of the funding devolving to the state government or how service cuts will impact clients.

Both the Board and Corporate Management groups showed no concern over the impact of service cuts on clients. Importantly neither raised the issue of how a change to Medicare funding would impact nursing practitioners. A key issue not appreciated by both of these groups was the impact of breaking the long-held social more of caring for staff. Having created a precedent of service cuts, closure and staff redundancies, the level of trust has been damaged.

Major Finding: Direction

Uncertainties over the agency's corporate vision and mission, and issues of corporate **function** and **direction** are endemic across all hierarchical levels. A majority of staff perceive the strategic vision and mission as **lacking clarity** and being **blurred** in terms of definitive corporate **priorities**. For many staff this has initiated a corporate **confidence crisis**, with staff feeling very **threatened** by the surrounding contextual issues that the agency has been **slow to move** on and address.

Talk of personal **survival** and corporate **self-perpetuation** are now common, with staff who feel threatened hanging onto the comfortable **security** of the agency's **stable** and proven **status quo**. Staff openly talk of a **lack of cohesion** within the **professional structure**, raising issues of communication. The **territorial** nature of the **institution** fuels this reality, with each group looking to advance its professional image and maintain **professional discretion**.

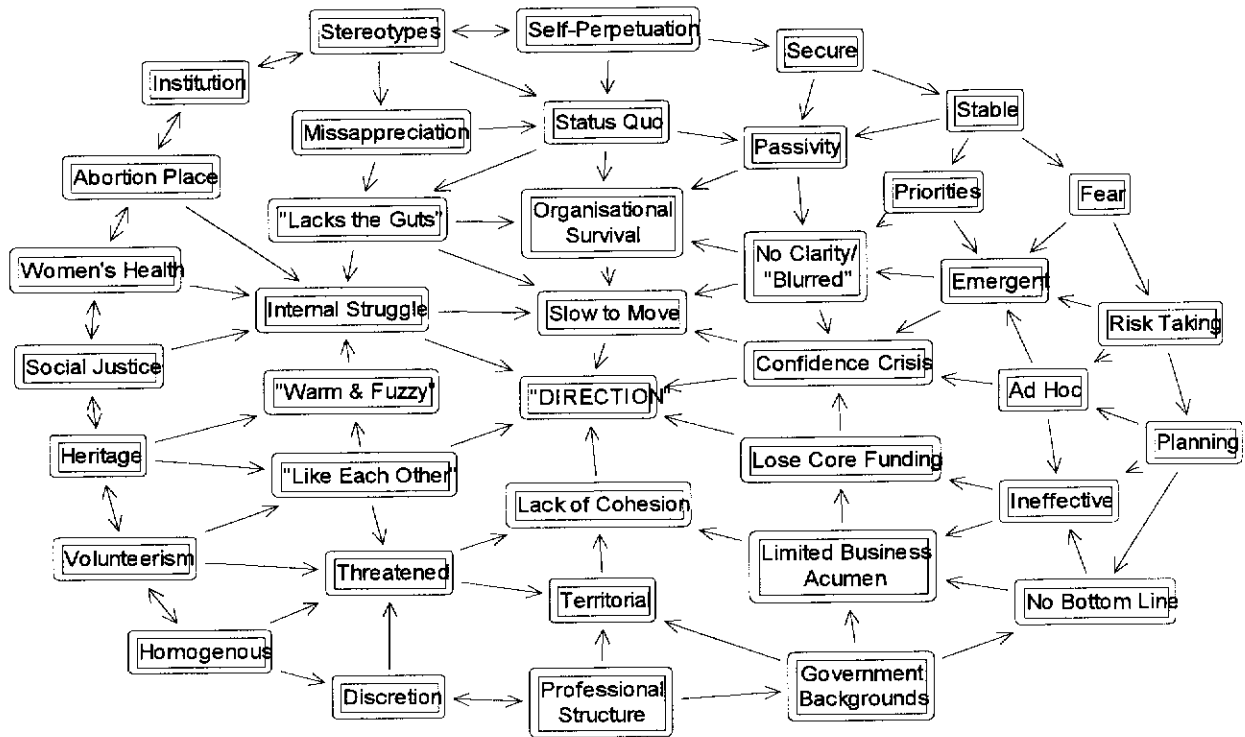
Uncertainty over funding has been the contextual catalyst in this transactional drama. **Fear of losing core funding**, and a resultant lack of **risk taking**, has led to a state of corporate **passivity**, many staff now feeling that the agency as a whole **lacks the guts** to stand up for important sexual health issues. A sense of **internal struggle** is under way as the largely **homogenous** staff, selected for their **social justice and volunteerist beliefs**, face the reality of a service that is not cost effective in the real world.

Staff who have been encouraged to be **warm and fuzzy** and to **like each other** are facing the reality that the agency can no longer guarantee perpetuation of the status quo and established mores. The agency's name and image are seen as crucial factors in holding the agency back. Its **heritage** as a **woman's sexual health** provider and **stereotypes** such as **abortion place** continue to perpetuate a wide-ranging **misappreciation** within the community of who and what is FPWA.

Staff selected for their health expertise are seen as lacking the financial management and planning skills to resolve these wide-ranging corporate issues. **Planning** in the past is seen as **ad hoc** and **ineffective** with strategic direction largely **emergent** and serendipitous.

Most staff are from **government backgrounds** with **little bottom-line** experience and **training**. Most staff have never been encouraged to test their **business acumen** and **enterprise** in an environment increasingly focussed on commercial responsibility and financial **accountability**.

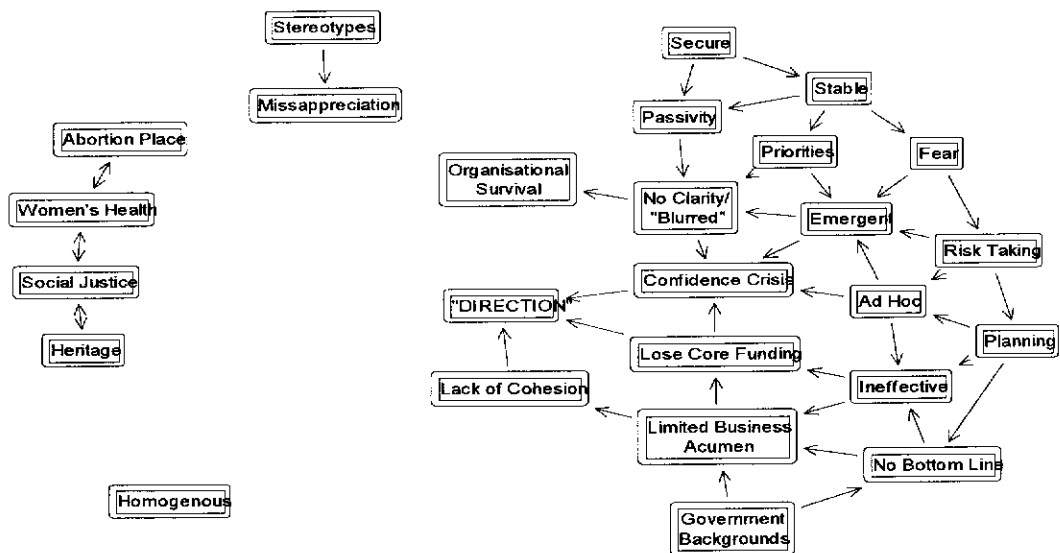
Transactional Negative Force: Direction - Consolidated View



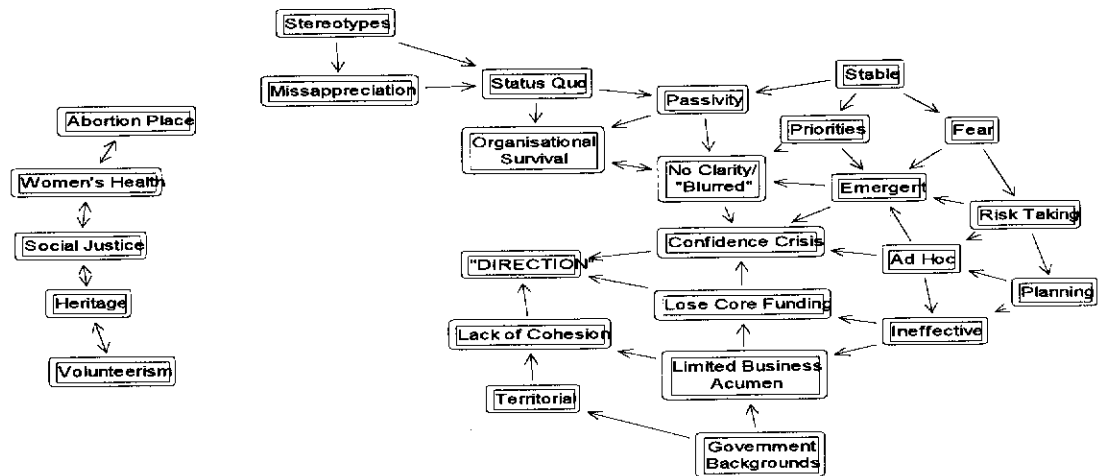
Multiple Perspectives: Direction

Reference to appendix eight revealed some degree of divergent appreciation between the Board of Management, Corporate Management and Service Delivery groups relative to the consolidated map. Views for each of the four groups are reproduced below highlighting the gaps in group appreciation.

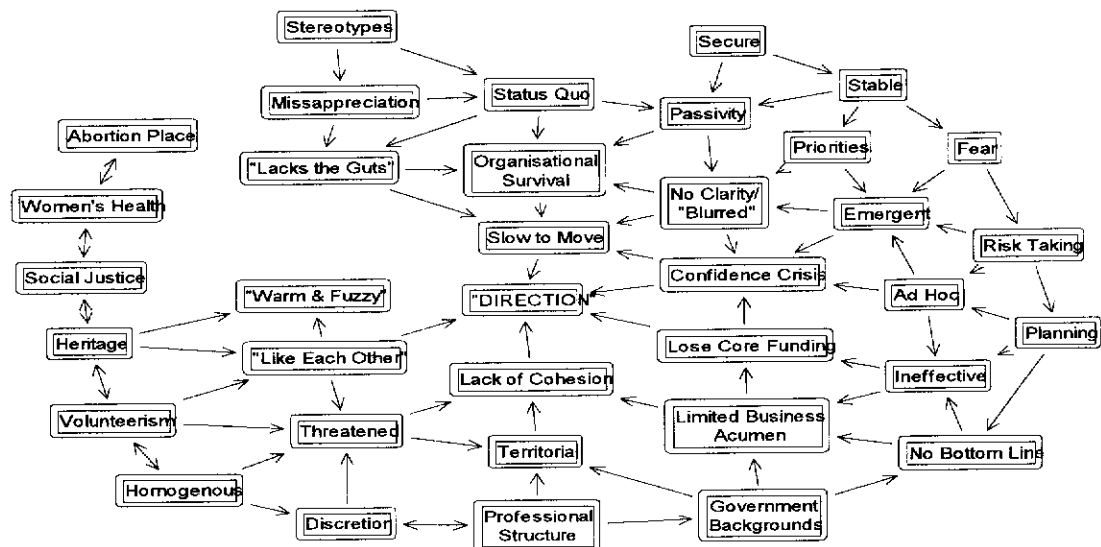
Direction: Board of Management View



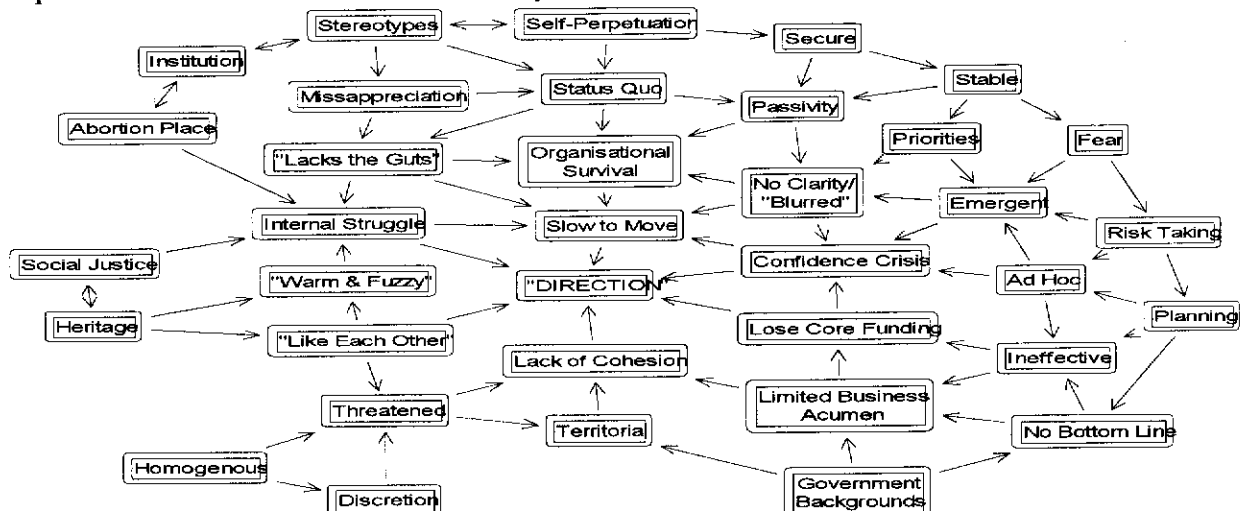
Map 55. Direction: Corporate Management Team View



Map 56. Direction: Service Management View



Map 57. Direction: Service Delivery View



The sense of internal struggle over the agency's corporate function and future direction is an endemic recurrent theme across all hierarchical levels. This theme of an unclear, blurred and therefore uncertain corporate direction is arguably the outcome of:

- a highly sensitive, emotive and politicised subject matter (About Sex);
- the clash between a work ethic driven by service and equality (Humanity); and
- performance criteria focused on economic efficiency and effectiveness (Funding).

The Service Management and Delivery groups largely share a common appreciation of the issues making up this negative force. The latter did not recognise that the numerous professional groups were not presenting a united front when faced with overturning long-held views on the central role of women's health. Nor did that group perceive the volunteerist ethic as holding the agency back. The former group did not recognise that many Service Delivery staff are perpetuating the status quo to avoid change—a form of self-defence.

The Board and Corporate Management groups similarly shared a common appreciation of the issues within this negative force. Significantly though, they did not show any insight regarding what effect the lack of a clear corporate direction was having on Service Management and Delivery staff's outlook. The Board and Corporate Management group are seen by those groups as lacking the strength of purpose to make the hard decisions. While the internal struggle goes on, staff focus significant effort on maintaining the status quo directed to organisational and personal survival.

The homogeneity of a staff profile largely orientated to social justice work is seen as a force holding the agency back. Such a work ethic has a unique culture where everyone is meant to be warm and fuzzy and where everyone is meant to like each other. Consequently threatening issues are not easily raised, debated or resolved. Many see the issue of funding and direction as having being avoided. Many are focussing their personal efforts on their professional territory and discretion as a means of coping.

Chapter nine presents findings regarding valued service outcomes.

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Chapter Nine

Research Findings: Results

This category reduces the innumerable practical characteristics of the agency's service to key systemic values and variables that point to the current state of performance and continuing viability of the organisation. The concept of profit, and the process of crafting continuing profit-potential, is the central force driving the business idea model (van der Heijden 1996, p. 60). Success in that model is based on the capacity of the organisation to create value for stakeholders. This is achieved through creating an economic surplus for reinvesting in developing the long-term strength of the organisation. Thus success is an expectation that future profits or surpluses will eventuate and growth will ensue.

In the business world, the objectives of profit and continuing profit-potential are seen as a taken-for-granted. This belief is seen in the financial media in a preoccupation with the optimisation of shareholder wealth through the maximisation of earnings-before-interest-and-tax, and related earnings-per-share. Thus in the for-profit business sector, success is easily defined and evaluated in economic terms. While the business idea talks of profit and continuing profit-potential, however, this research argues that the business idea model is a grand framework of success. The model is an equally valid tool of historical analysis for not-for-profit government, semi-government, and community-based social justice social and social welfare agencies. Family Planning Western Australia Inc. is one such archetypal institution. The community of Western Australia owns FPWA and any operational surplus are reinvested into service improvement and expansion.

In those latter environments, the constructs of economic value added and financial return are not the prime concern of organisational members. In not-for-profit, social justice driven organisations, the core values are those of caring and respect for the client and the community. It is becoming generally acknowledged, however, that an appreciation of the need for the optimal spending of scarce community funds is an important variable in current and future service provision. In other words, government funded community

service organisations, should be business-like and more accountable for spending priorities and predefined valued outcomes.

The results from community service work is not easily defined, accurately measured nor meaningfully quantified, however. The corporate objective and performance of agencies like FPWA cannot thus be easily defined or objectively determined. As one staff member reported:

In FPWA you can't measure it according to profit. That really frustrated me when I was writing tenders because I was always used to focussing on how much money [*profit] we were going to raise. That's because the prime motivation is not the money. The prime motivation is providing the services (B1: 95–97).

The contributing and major findings gleaned from members relating agency successes are now presented. A consolidated hierarchical tree, illustrated in Map 58, also follows. The central theme of Good Service emerging from this category is illustrated as Map 59. The multiple perspectives of Good Service are illustrated in Map 60 to Map 63.

Contributory Findings

Section 8. Success: Good Service and KPIs - Quantitative and Qualitative

Discussion in this section traces the hierarchy of meaning related below beginning at the concept level.

Concept

The concept below the core category is Success.

Success

The agency has been *//doing a good job over the years and the funding increased year after year.* **Success** has come about because of a *//strong commitment [*by staff] to*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

what the agency does, to what each staff member does well// which is to //provide a very good service, which sort of happens on an individual client basis.// Most of the staff believe //that people should be treated well as clients.// //At the end of the day the service is what we are here for// and the agency //offers the very best client centred care.// Overall the agent is very good at //providing the best possible service in the most efficient and cost effective way to our clientele whoever they may be.// The agency's success is about the //the diversity we provide//, //the different variety of services offered.//

Within the Success concept, the constructs of Good Service and KPIs (key performance indicators) generated the characteristics related below.

Construct

Good Service

*//I think it is a bit hard to define. It's not just about numbers. I think it has to be about quality of care. It's about we have a minimum standard of time that it takes to perform the service. That's where I see the bottom-line. That is the standard we are not going to go below.// //I certainly think from the clients that we get here, they do have that sense that we are there for them. They're not just bums on seats and we just dispense medicine and give counseling.// It is acknowledge that //the problem with having a **good service** is that you are going to have delays.// Some staff //find it frustrating to be pushed for time because many of us like the idea of being able to give a good service.//*

Key Performance Indicators

*The challenge for the agency //is to find some baselines, for unless we have some goals, targets and directions, the agency runs the risk of not evolving, of becoming redundant in its staticness.// //We need some quantifiable measures of how we know we've succeeded, some **KPIs**.// //The only baseline that we have is the work we were doing last year.// //I think we don't do evaluations well. We are not good at being able to say 'by the end of the year we have dealt with this, this and this'. We will not have evaluated the*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

programme and will not know that we have done a pretty good job here, or know whether we should continue to do this because there is a need to do it.// At the moment what the agency creates programmewise //is largely demographic stuff: who did we see, postcodes, ages and stuff, what did we see the client for, who saw them, for how long.//

Characteristics

Quantitative

There is a //growing expectation that the agency must meet certain criteria in terms of numbers.// //We've got to play a numbers game, where we can turn around to the government and say, 'not only have we provided x amount of pap smears, x amount of this, we have also done all of this other work'.// //Quite deliberately in the last year, through performance appraisal for example, we have started to systematically raise with staff issues such as efficiency and productivity.// //Numbers are incredibly important in terms of our funding.//

*//For a lot of things that we're doing it can't be measured, can't be **quantified**//, however. //Yet we are being monitored much more on our time management// the message being //we have to have better time management.// //We have been looking at the waiting **time** for consultation// to raise awareness that //clinicians have a commitment to the client waiting as well.// //I think the bottom-line is you have to accept we have clients waiting, that we can't take too long and have people leaving.//*

*//We also have a minimum standard of the time that it takes for each consultation. That it's the bottom-line// that's the **trade-off**. The reality is //one's given a printout and we have a number and you know everyone is sort of listed there. You suddenly see that you've seen five and someone down there has seen ten.// //Unfortunately when people start using statistics people feel threatened.// //Everybody has become defensive saying well you know we've got more involved clinical consults than we had before. We've got less time than we had.// But the message is clear, //clinics have to run faster. You have to*

*see more people in less time. It's numbers, numbers and numbers.// //It's an unfortunate thing that a lot of community organisations like FPWA have to face the provisions of statistics, what other agencies often refer to as **client hits**.//*

From government's perspective *//I think the emphasis has gone to how many people have gone through the door and it is necessary to provide government with substantiation for the funding.// What this focus on numbers has brought is recognition //that our **numbers** in the clinic are **declining**.// //The clinic numbers do go up and down bit and management worries about that//, but //we are getting new clients all the time, and we can get thirty new clients in a day.// //There are lots of possibilities why numbers are declining//, but what it has done is raise awareness //that it is really important to look for other markets.//*

Overall in this industry *//I don't think you can measure actual, just like I don't think you can measure what a doctor or a nurse does. You can't measure all the variables with people. The human factor. None of those things [*statistics] take into account the human factor.// The reality is that the focus is now on //whether we're making enough money. Recovering the cost of the project. We don't want each project losing money.// As //an agency that has traditionally spent all the money ever given to us// it is a major change to have to start to //work efficiently as possible, save as much money as possible.//*

Qualitative

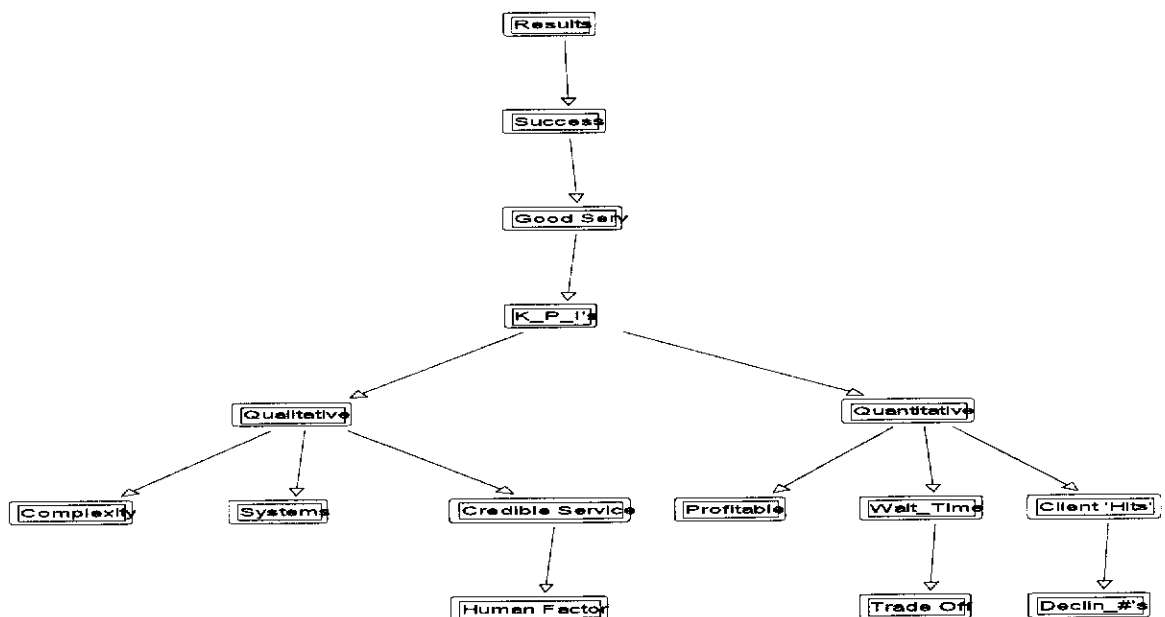
Thus the agency's historical *//focus has not been cost.// Success is //more than raw numbers.// //It depends on what you are looking at as the agency's success. I think it is our pre-eminence in areas such as our education.// Also a //lot of our recognition comes from people coming to the clinic.// It's about //raising the profile of the organisation// through //providing a major service surrounded by relevant individual projects.// It's about //trying to include certain groups of people such as ethnic minorities.// Overall it's about //the types and **quality** of the different projects that are provided.// //The feedback*

we get from clients is that we offer something that is more than just a professional relationship [**and clinical*] service.//

//We want best practice and our focus is completely client driven.// Admittedly //in the past we've been so focussed on that to the exclusion of looking at any bottom-line or any sort of real productivity increases or anything like that. But we are becoming more focussed on trying to integrate that as well but not wanting to lose the quality.// //We don't cut the quality to meet the standards of the budget.// It's not worth the risk. //That risk is the quality service, the people to people contact, the valuing of people, that friendly service will be somehow thrown out of the window.// //I think we would lose our clients, quite frankly//, if we compromised on quality, on //the **human factor**.//

FPWA provides a highly **credible service**. //It's the nurses, the doctors, the health professionals, and educators that come in and do our educators course. This year it has just been unbelievable the numbers that want to come and do it.// It has in place, and is continuing to refine, **systems** that look to manage the burgeoning **complexity** of the work undertaken by the doctors, nurses, counselors and educators.

Map 58. Results: Consolidated Hierarchical View



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [**.....*].

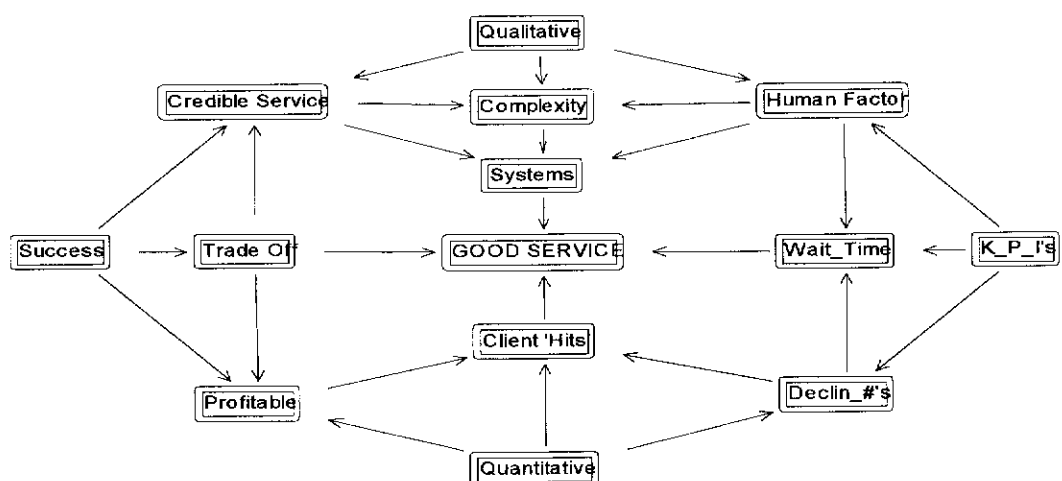
Major Findings

FPWA is a highly successful agency. That *success* has come about because of the long-standing, unquestioned commitment of the agency and its staff to improving the sexual health of the community, specifically the sexual health needs of women. Over the years FPWA has provided a very *good service* with funding continuing to increase with the success that comes from building a reputation as a stable, well-managed agency.

The agency is currently endeavouring to balance the increasing need of government to see *quantitative* outcomes from the service and the desire to pursue best practice in terms of client centred care. Not having a history of bottom-line efficiency and productivity as measures of success, many staff are struggling to balance the competing interest of cost and *quality*. In the past the agency has been able to grow without the need for quantitative baselines, goals and targets.

The need for *key performance indicators* focused on issues of *client hits*, *waiting time*, *systems and complexity*, to name a few, are reflections of the need for a more business-like approach to operating a contemporary community-based health care agency. What is at risk though is the *human factor*—that sense of humanity that has underwritten past success. To lose that essence labels the agency just another health service provider. That sense of humanity and being a place to go for caring services has been the very feature that labeled FPWA as different, creating its competitive advantage and perpetuating its uniqueness.

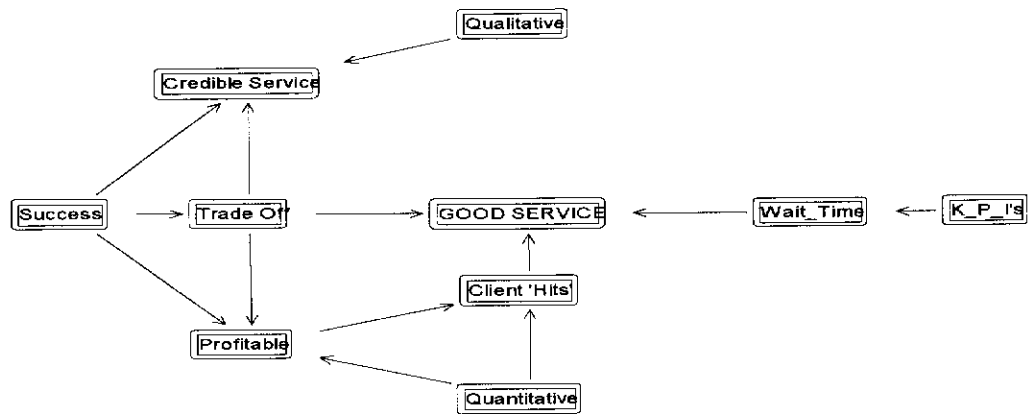
Map 59. Good Service: Consolidated View



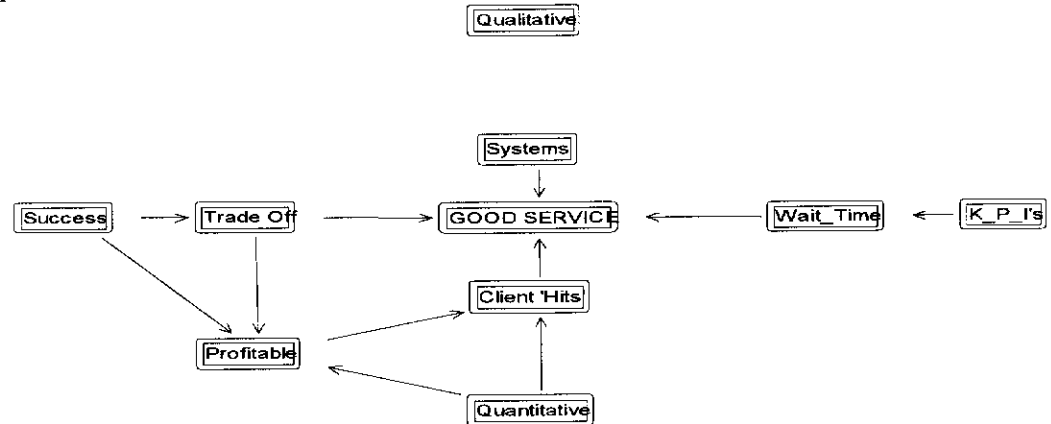
Multiple Perspectives

Reference to appendix nine revealed a difference of priorities between the different hierarchical groups in comparison to the consolidated view of this category depicted in Map 59. Those differences are illustrated below.

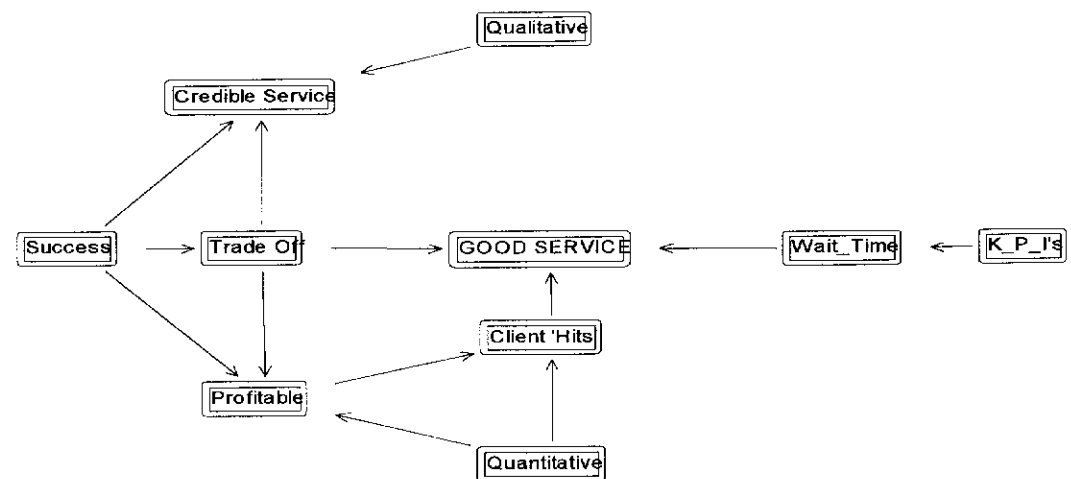
Map 60. Good Service: Board of Management View



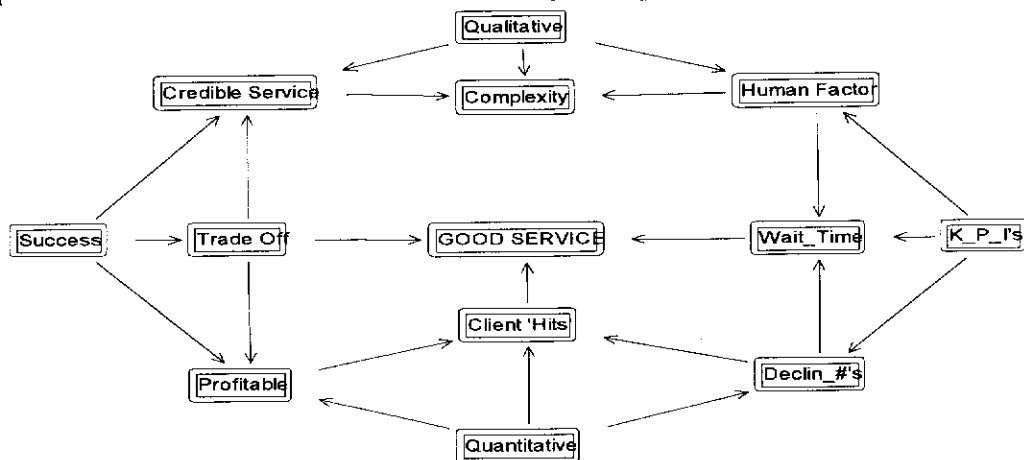
Map 61. Good Service: Corporate Management Team View



Map 62. Good Service: Service Management View



Map 63. Good Service: Service Delivery Group



The absence of the interrelated notions of the complexity of the work, humanity and the issues of declining clinic numbers, at the Board, Corporate and Service Management levels is an emergent feature from an inter-model comparison. At the Service Delivery level there is genuine concern that the increasing preoccupation with quantitative results, efficiency, effectiveness, money, surpluses and service cutbacks has the potential to do long-term damage to the agency and its competitive position. One staff member at the service delivery level summarised the issue succinctly:

*It's //the organisational essence, the humanitarian thing. If we lose that then I think we'll just become another sexual health service. That essence has distinguished us from other services.// //The agency in a sense is selling humanity// and //the risk is that [*unless we can reconcile the competing issues of cost and quality] the quality service, the people to people contact, the valuing of people, the friendly service will somehow be gone out of the window.// //It almost seems like, as we become more competitive, we stand to lose possibly that essence of what we are as an organisation.//*

Chapter ten now follows. FPWA's business idea is modeled, research objectives and questions interrogated and the steps to appreciative readiness related and illustrated.

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....]

Chapter Ten

Research Conclusions

Précis of Research Background, Intent and Goals

Applying a qualitative, critical theory methodology and single case study research technique (Guba & Lincoln 1994; Yin 1994), this research has sought to add value to van der Heijden's business idea grand framework (van der Heijden 1996). The research has argued in favour of the frameworks' usefulness as a critical thinking, sense-making model of organisational history, heritage and strategy appreciation, possessing the capability of crafting high levels of scenario thinking and planning readiness. The framework was interpreted as a practical planning tool that any corporate planning team could apply to critically and intelligently reveal the key strategic issues confronting the organisation.

Van der Heijden's (1996) business idea framework encapsulates the rationale of why the organisation exists, generating philosophical insights into the organisation's historical roots. As well, the framework in use relates the practical determiners of success, the distinctive competencies, competitive advantage and the sense of corporate uniqueness that has been the basis of past success or failure. Further, the framework is potentially able to point to the theoretical stage of organisational growth and development incorporating the forces that affirm or challenge the organisation's future viability. The omnipotence of the framework in use, indicated by findings and emergent insights from the study as related in this chapter has, in the researcher's opinion, confirmed the undoubted value of the study.

The business idea framework is taken from the scenario thinking and planning discipline. The latter is a future, sense-making, planning process and technique, orientated to capturing images of what contextual and transactional environmental forces mould and drive an organisation and its arena of competition. The scenario approach utilises this fertile information to identify plausible images of what the contextual and transactional

arena of competition in the future might look like. Armed with these powerful insights, the risk and uncertainty inherent in the strategic decision making process is reduced.

Research Objectives

With this in mind, the research objectives firstly set out to determine whether a plausible inference model of the host organisation's (i.e. Family Planning Western Australia, Inc., FPWA) organisational history and commercial rationale, its business idea in use, could be captured, investigated and meaningfully articulated.

In capturing that information, the research sought to identify the multiple perspectives of FPWA's business idea at the institutional, organisational and technical levels of work, cognisant of the benefits of understanding these various insights to the business idea in use at those different hierarchical strata. It was believed that the richness of information resident at each of those composite levels of the organisation would make the process highly worthwhile. The research findings detailed in chapters six to nine, in conjunction with the conclusions related in this chapter, confirm this belief.

Contribution

The motivating desire was to add further insight and value to the overall corporate planning readiness process. Value in the research was seen in the confirmation that a preparatory, critical thinking, appreciative readiness, planning process was a valid and meaningful corporate planning activity. Underscoring that quest was a belief that through articulating the business idea in use the level of individual and team competence and readiness to plan would be heightened. Critical appreciative readiness is a front-end planning thesis and outcome targeting the capture, interpretation and intelligent reconciliation of what has been and is happening to the organisation. It is an individual and team-building sense-making exercise.

The research was built upon a growing awareness that no organisational system can stand still and that there are forces at work pushing and pulling the collective organisational effort in one direction or another. Getting in touch with those forces and

the key strategic questions should be a taken-for-granted planning pursuit and goal. Overall the research had its origins in the desire for corporate planners to be better prepared to plan through having an informed critical appreciation of, and insight into, the past and the present.

Critical Thinking, Sense-Making Models

The future presents itself in many forms. James (1996) argued that many people avoid the future rather than embrace it. Much of the angst and fear encompassed in a fear of the future is based on individual and group ignorance of the nature of change and a growing inability to predict, craft and sustain valued outcomes. Arguably humans and human systems (in this case our organisations) crave stability, control and systemic predictability. The performance of western capital markets confirm this argument from an economic point of view, validating public corporations able to sustain corporate performance and economic growth defined in terms of earnings-before-interest-and-tax and earnings-per-share. The BHP vignette in chapter one underscored this argument.

The corporate planning process generally has been struggling to find a generic planning methodology that can deliver and sustain the kind of results valued by the capital market. Over the last few decades much faith has dissipated in the ability of objective, rational, logical and linear planning processes to predict the future as they once reliably did. Successful, contemporary planning arguably now rests upon the underlying presumption that corporate success is now largely provisional, transitory and a highly subjective process.

Scenario thinking and planning celebrates this subjective process. The success of the scenario process, it is argued, is positively correlated to the ability of the corporate planner and planning team to cognitively abandon and challenge past success models. It is further argued that any corporate planner and planning team can only abandon past success models, and strategise about the future if they are informed, competent, willing and able to do so. This argument is the fundamental rationale for this thesis.

James (1996, p. 15) referred to the inability to plan effectively as the “cultural blues”, further arguing that the “blues” arise from the absence of a theoretical and practical framework capable of helping those responsible for planning to make sense of what is happening to the organisation. Van der Heijden’s (1996) business idea framework was interpreted by the researcher as a framework of historical appreciation, sense-making and systematic diagnosis, with the potential to bridge that the practical vacuum.

The business administration arena has been quietly gathering a suite of cogent sense-making tools to address this argument. Van der Heijden’s framework, the subject matter of this research, was interpreted by the researcher as bearing allegiance to Whiteley’s human resource management PATP hierarchical critical thinking working model (Whiteley 1997). Both frameworks, it is argued, will help planners to overcome James’ concept of the planning “blues”.

Whiteley’s PATP tool was conceptually conceived to cater to the critical sense-making needs of human resource practitioners. That arena long awaited a cogent appreciative framework such as Whiteley’s (1997) PATP, a model capable of helping practitioners understand and overcome cultural differences and miscommunication across organisational hierarchies. Whiteley’s model assists managers and employees to position and equate rewarded actions and behaviour in the context of espoused corporate beliefs and the advertised culture. Van der Heijden’s (1996) business idea was interpreted by the researcher as a model of strategic appreciation similarly capable of helping practitioners capture the nature of the interrelationship between espoused strategy, its theoretical origins and strategy in use.

Both models, it is argued, have addressed Vickers (1968, p. 130) thesis that the business administrative practitioner of that era lacked the cognitive techniques, tools and resultant systemic appreciation to solve the administrative “wicked problems” (Rittle 1972) confronting them. The administrative challenge has not waned, only intensified with increasing complexity. The idea of change is now an endemic and increasingly taken-for-granted social phenomena. The researcher believed van der Heijden’s (1996) business

idea framework was an important addition to a tool bag of change management processes addressing Vicker's thesis.

Thus the research was motivated by the perceived need to find better ways of understanding, positioning and managing the relentless corporate change process. This thesis argues that the implementation of an effective corporate change management process is conditional upon the scale of informed competence embedded in the change management team. Maximum adaptive readiness, a state of informed planning competence, is achieved through the effective application of a preparatory critical thinking technique and process directed towards capturing the full spectrum of the organisation's cultural heritage, its stage of growth and any maladies impacting past, current, and future performance.

This argument has become increasingly credible as corporate downsizing and the emphasis on contract based tenure has become the norm. Mackay (1999) argued employee tenure is arguably shorter than it has ever been. Departing employees take with them the corporate history, the local myths, stories and experiences of how and why work is and used to be done in a particular way. That history has a precious intangible value to the organisation. It should be critically recorded, analysed and kept as a permanent record of the basis of past organisational success and failure.

The Business Idea Sense-Making Framework

The business idea articulation process can also be likened to mapping the current business scenario, a precursor to identifying alternative scenarios or structures of the future. The elements of the business idea framework investigated in this research are reproduced in Map 64 below. Each independent category of the framework links to form an interdependent iterative system of the commercial rationale of the organisation.

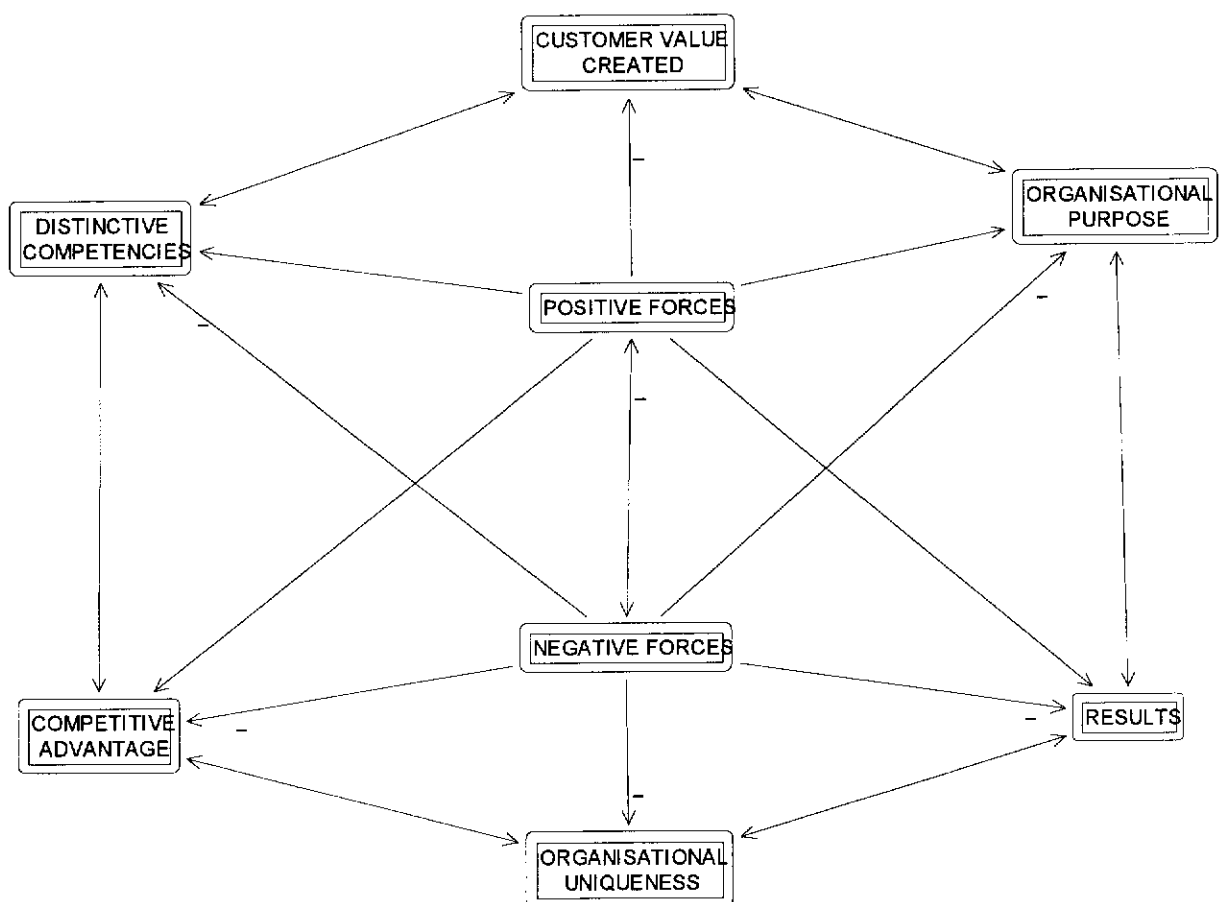
The model begins with a statement of the organisation's ruling corporate purpose and identity (i.e. labeled Organisational Purpose). The latter embodies the corporate philosophy and purpose, conceived to satisfy the evolving needs of society. The organisation's response to these evolving needs is reflected in the service product

assumptions that bear allegiance to the perceived customer need (i.e. labeled Customer Value Created).

From these philosophical beliefs and customer value assumptions flow decisions of how work should be organised and structured (i.e. the labels of Distinctive Competence and Corporate Advantage). That theory of organising underwrites the daily work practices and events that create, reinforce or question organisational uniqueness in terms of what and how things are done (i.e. labeled Organisational Uniqueness).

What is rewarded are the valued results of the organisations collective effort (i.e. labeled Results). Impacting the model is a teleology of positive and negative forces that interdependently act to reflect organisational flexibility and adaptability.

Map 64. Van der Heijden's Generic Business Idea



Adapted from van der Heijden (1996).

Van der Heijden (1996) conceived the business idea as a generic model and, although this research has specifically addressed the heritage of a not-for-profit business enterprise, the value of the framework to the for-profit arena was not in question. In his thesis van der Heijden (1996, pp. 59–61) talked of the business idea in terms of “profit and profit-potential”. The value of van der Heijden’s (1996) business idea model lies in its portability across all commercial environments. This argument adds further weight, plausibility and integrity to the untapped potential of the framework and this research.

Any one of a multiplicity of corporate sagas reported in the daily financial newspapers could be related using van der Heijden’s business idea framework. Chapter one pointed to the case of BHP (The Broken Hill Proprietary Co. Ltd) and its ongoing journey of corporate renewal. The researcher saw a close analogy with the reported due diligence of BHP’s new Chief Executive Officer and this research study, both unfurling at the same time. Both BHP’s Chief Executive Officer and the researcher have searched for an appreciation of the corporate history and heritage of their respective corporate environments.

The research questions are now interrogated in terms of the findings from the fieldwork undertaken at FPWA.

Research Methods

Question One: How do differing models of the business idea link and combine to form one inference model?

The investigation of FPWA’s business idea in use was based upon thirty-four interview transcripts obtained from four nominated hierarchical stakeholder groups. As related in chapter five, the interviews were recorded, transcribed, imported and coded to the one project (headed up FPWA). NUD*IST (Qualitative Solutions and Research Pty Ltd 1997) and Decision Explorer (Banxia Software Ltd 1997) were the qualitative tools of investigation and articulation. Text unit coding and content review was completed in NUD*IST. Upon completion of this in-depth phase of the project, the complete index system for FPWA’s business idea was exported to Decision Explorer for articulation, the

intention being to visually depict the interconnectivity of each concept, construct and characteristic contained in the tree-like index system.

Upon finalisation of project content analysis, four copies of the NUD*IST project FPWA were taken, each relabeled with the name of the nominated hierarchical group under investigation. The multiple perspectives of each group were captured firstly by removing the interviews (and thereby the data) outside of the nominated group and, secondly, by deleting addresses in the common index system that failed to hold text units after interview culling. Addresses on the common index system were deleted, working up from the characteristic level thereby enabling differences between groups to emerge.

For example, interviews not pertaining to the Board of Management group were removed from a copy of the FPWA relabeled FPWA_B. This act exposed addresses in the index system in the latter project empty of text units. Addresses not holding data at the characteristic level in FPWA_B were deleted on the basis that there was no textual support for that element of the common index system within the subsidiary project. This process was followed for each of the other three copies of the main project labeled FPWA_C (Corporate Management Team), FPWA_M (Service Management) and FPWA_D (Service Delivery).

Appendices two through nine highlighted the gaps in appreciation between each of the groups from this process. The researcher believed that this process would isolate the key differences in the multiple perspectives of the business idea in use across each of the nominated group. Table 12 and Table 13 that follow later in this chapter relate the outcomes from this investigative process at a macro level. Both tables identified the differing perspectives by exception to the consolidated view.

In building a map of the positive and negative environmental forces impacting FPWA, data initially captured and classified under the contextual and transactional STEEP taxonomy (i.e. the social, technical, economic, environmental and political forces) was reclassified, regrouped and relabeled. The relabeling was done firstly from a contextual

or transactional perspective and, secondly, from the perspective of whether the emergent force had a positive or negative impact on the agency. This process proved salutary, with key insights to the meta nature of the positive and negative features of these key elements of the business idea, emerging in the response to questions five to seven.

Plausibility

The consolidated features and illustration of FPWA's business idea related in Table 11 and represented in Map 65 are considered a believable and trustworthy record of FPWA's commercial history, heritage and strategic legacy. This belief is based on the incidence of contributory data gathered from each of the nominated hierarchical groups and the research methodology and methods related in chapters three through nine. The exceptions to the consolidated view of FPWA's environmental forces, related in Table 12 and Table 13 are also considered a believable and trustworthy record of the multiple perspectives of each of the nominated groups. This perception is again based on the incidence of contributory data gathered from each of the nominated hierarchical groups and the methods outlined earlier in isolating the issues pertinent to each group.

Elements of the Business Idea of FPWA

Question Two: What are employee perceptions of the categories of van der Heijden's theoretical model of the business idea?

The consolidated images of FPWA's business idea related throughout chapters six to nine and appendices two to nine, are now related in a tabular meta summary. Reading from left to right, Table 11 moves from the abstract to the concrete, reflecting an increasingly practical view of the commercial rationale of Family Planning Western Australia, Inc. (FPWA). The table brings together the three models of critical thought applied in this thesis. The researcher perceived the data coding hierarchy of category, concept, construct and characteristics bore a close analogy to the four stages of Whiteley's (1997) and related stages of van der Heijden's (1996) models of critical appreciative thought. The living example of each category in use at FPWA are now listed in Table 11 and then narrated.

Table 11. The Critical Structure of the Business Idea Framework

QUALITATIVE LEVELS OF MEANING	WHITELEY'S PATP MODEL	VAN DER HEIJDEN'S BUSINESS IDEA MODEL	FAMILY PLANNING WESTERN AUSTRALIA, INC.
Category	Philosophy	Organisational Purpose, Meaning and Identity	<i>Improve Sexual Health</i>
Concept	Assumptions	Societal Customer Value Created	<i>The Western Australian Community & Expertise</i>
Construct	Theory of Organising	Distinctive Competencies Competitive Advantage	<i>Health Care Model</i> (Depth of Care) <i>Range of Services</i> (Scope of Care)
Characteristics	Practices	Organisational Uniqueness Positive Contextual Force Positive Transactional Force Negative Contextual Force Negative Transactional Force Results	<i>The Place</i> <i>About Sex</i> (+ve Contextual)—Entrepreneurship <i>Humanity</i> (+ve Transactional)—Integration <i>Funding</i> (–ve Contextual)—Administration <i>Direction</i> (–ve Transactional)—Purpose <i>Good Service</i>

Organisational Purpose: Improve Sexual Health

At a consolidated level, FPWA's corporate meaning and identity is interpreted as the overall improvement in the level of sexual and reproductive health in Western Australia. The agency's charter embodies that corporate mandate. FPWA achieves that goal through raising the level of community sexual health awareness and applying clinical, associated health promotion and educative initiatives. Philosophically, the agency has a social justice, social welfare background, founded upon the easy access by women to sexual health and reproductive services.

Customer Value Created: Expertise

At the concept level, two general ideas or assumptions emerge in allegiance to FPWA's corporate mandate. The first is the stakeholder at large, the Western Australian community, with its many diverse mainstream subgroups and groups with special needs. White, middle class females, representing over ninety-percent of FPWA's clientele, value FPWA's pre-eminence in women's sexual health and reproductive health needs.

The second assumption is that clients are interpreted as valuing FPWA's safe, comfortable and accessible health care environment. Clientele are also seen as valuing the sensitive, non-judgmental, personalised, caring service offered by FPWA staff, appreciating the long appointments, confidentiality, anonymity and the range of choices in the context of what is an intensely personal aspect of life.

Distinctive Competencies: Health Care Model

This category and concept nesting is carried deeper into the construct level. The agency's dominant, committed and very experienced female workforce is historically the agency's key asset. The predominantly female clientele have valued that core feature of FPWA's service profile. FPWA staff have a very strong social justice ethos that has long been the emotional glue that has integrated a diverse professional workforce. The high degree of integration achieved in the past enabled the staff to circumvent many of the jealousies indicative of professionally based work places.

FPWA has systematically modeled, assembled and organised a range of health care services that are founded upon an unrivalled array of distinctive competencies. No other provider of sexual health services in the state has the same depth of services that target such a wide-ranging suite of sexual health issues. No other sexual health provider in Western Australia has what van der Heijden (1996, p. 63) labeled as the range of “uncodified knowledge”, “networked people” and “embedded processes” that has enabled FPWA to outperform its rivals (Porter 1996, p. 62). In addition, no institution in the state has the “sunk costs” and “irreversible investment” in reputation, legal protection and specialised assets that van der Heijden (1996, p. 63) argues as the embodiment of a vibrant business idea. In FPWA’s case, the quality systems, professional management structures, registered business names and the building have contributed to making the agency distinctive and unique. FPWA staff collectively labeled this characteristic of FPWA as ‘we’re different’.

Competitive Advantage: Range of Services

No other agency in the State has the same scope of sexual and reproductive health care as that offered by FPWA. The agency has a long history and stable reputation as a provider of an inexpensive, high quality health care service that caters to a wide range of sexual health market niches. FPWA’s corporate independence has given it the flexibility and creativity to build a pre-eminent reputation in the preventative, education, medical and special needs areas of sexual health care.

Organisational Uniqueness: The Place

Both the unique and typical practices adopted by the agency—covering the qualities, traits and attributes of the service—has resulted in the agency being uniquely labeled as the place to access a safe and comfortable professional sexual health service. That place provides the most up to date sexual and reproductive health knowledge and expertise to be found anywhere in the State. FPWA is a one-stop shop providing an everyday, convenient, comprehensive, holistic sexual health service. Clients are given permission to talk about the often too-hard or shadowy part of their life—the part of life about sex.

Positive Forces: About Sex and Humanity

At the practical level, certain forces are at work driving the sexual health agenda. Changing community attitudes about sex and sexuality are a driving contextual force, as is the Federal and State Governments' fear of the unchecked spread of sexual health disease. Governments push and pull the sexual health industry in different directions, the agenda very being much politically motivated. As well, the prejudice, vested interests and priorities of the many minority groups able to apply political pressure to advance their vested cause impact leading edge, sexual health programming. The collective entrepreneurial spirit applied to capitalise on the many commercial opportunities existing in the arena has ebbed and flowed over the years, an aspect of FPWA's stage of growth.

A second positive force is the high level of affective and normative commitment given by FPWA staff to the sexual health cause and to FPWA. This commitment is interpreted as a basic trait of the people working in this industry, especially those working at FPWA. Women helping other women and aspects of kindness, caring and humanity are the historical foundations of the agency's health care model. That motivating force is grounded in the desire of professionally trained women to help the ordinary woman in the street to realise personal choice in this crucial area of their life. That sense of humanity has been and is still interpreted as a strong integrative force with FPWA.

Negative Forces: Funding and Direction

From a negative contextual perspective, changes to recurrent and non-recurrent funding priorities and generally the uncertainty over who is responsible for funding sexual health care are destabilising employee commitment. Accompanying that uncertainty are increased demands from the Federal Government for FPWA to substantiate the level of funding received. A heightened administrative focus has resulted.

Recent service cut backs and redundancies have left many staff fearful of their, and the agency's, short-term future. Whether the agency is administered in a more business-like, user-pays manner, in contrast to FPWA's historical ability-to-pay philosophy, will be the outcome of a re-evaluation of FPWA's corporate purpose and direction.

Questions over what represents good service, what are the valued outcomes and what programmes can be afforded in the future are yet to be resolved. Valued funding outcomes increasingly reflect a quantitative task or objective focus based around ‘bums on seats’ or ‘client hits’, seemingly valuing efficiency and productivity rather than a subjective client centred focus orientated to qualitative notions of a good service.

Question Three: What is the holistic representation of these perceptions across the organisation?

The diagram illustrates the Health Care Model, showing the relationships between various organizational factors. The central components are arranged in a grid-like structure, with arrows indicating the flow of influence and the nature of the relationships (positive or negative).

Central Components:

- HEALTH CARE MODEL** (Top Left)
- IMPROVE SEXUAL HEALTH** (Top Right)
- HUMANITY** (Middle Left)
- ABOUT SEX** (Middle Right)
- FUNDING** (Bottom Left)
- FUNCTION** (Bottom Right)
- RANGE OF SERVICES** (Lower Middle Left)
- OUTCOMES** (Lower Middle Right)
- "THE PLACE"** (Bottom Center)

External Influences:

- Customer Value Created** (Top Center)
- Organisational Purpose** (Top Right)
- Organisational Uniqueness** (Bottom Center)
- Competitive Advantage** (Bottom Left)
- Results** (Bottom Right)

Relationships and Forces:

- +Ve Forces** (Positive Forces) are indicated between **HUMANITY** and **ABOUT SEX**.
- Ve Forces** (Negative Forces) are indicated between **FUNDING** and **FUNCTION**.
- Negative relationships (indicated by '-' signs) are shown between:
 - HEALTH CARE MODEL** and **RANGE OF SERVICES**
 - HEALTH CARE MODEL** and **FUNDING**
 - HEALTH CARE MODEL** and **FUNCTION**
 - IMPROVE SEXUAL HEALTH** and **FUNDING**
 - IMPROVE SEXUAL HEALTH** and **FUNCTION**
 - RANGE OF SERVICES** and **FUNDING**
 - RANGE OF SERVICES** and **FUNCTION**
 - OUTCOMES** and **FUNDING**
 - OUTCOMES** and **FUNCTION**
 - FUNDING** and **FUNCTION**
 - HUMANITY** and **FUNDING**
 - HUMANITY** and **FUNCTION**
 - ABOUT SEX** and **FUNDING**
 - ABOUT SEX** and **FUNCTION**
 - FUNDING** and **"THE PLACE"**
 - FUNCTION** and **"THE PLACE"**
 - RANGE OF SERVICES** and **"THE PLACE"**
 - OUTCOMES** and **"THE PLACE"**

263

Interrelatedness

FPWA's organisational purpose is perceived as **improving the sexual health** of the Western Australian community. The subject matter is **about sex**, encompassing the changing nature of sex and sexuality. FPWA is valued throughout the community because of its **expertise** in sexuality and sexual health. That range of expertise is reflected in the scope of care incorporated in FPWA's **health care model**. Medical, counseling and education services predominate, reflecting the holistic philosophy of the service. The professional profile and image of FPWA is an important outcome of the expanding service mix.

The changing face of sexual health is generating numerous commercial opportunities calling for new professional competencies. The leading edge Phoenix, People First and Roe St Clinic sexual health programmes are examples of entrepreneurial initiatives undertaken by FPWA to meet the changing face of sexual health care. As FPWA attempts to incorporate these recent programmes within the existing health care model and **range of services**, the depth and breadth of FPWA's entrepreneurial spirit is being challenged. Mitigating these windows of commercial opportunity are perceptions long held by many of the staff regarding what services FPWA should provide. FPWA's corporate purpose is seen as being impacted by the changing spectrum of sexuality and sexual health issues. FPWA's collective sense of identity, **direction** and organisational purpose is in transition.

The humanitarian, social justice aspect of staff commitment is a driving force in the holistic nature of FPWA's service. The sense of **humanity** and caring is the spiritual glue that has and still integrates the FPWA corporate community. The sense of humanity core value is the crux of FPWA's health care model. The changing economic aspect of FPWA's health care model, centred upon the user-pays versus ability-to-pay ethos, is under reevaluation, challenging the pre-eminence of the social justice ethos.

The depth or range of services provided to the community is a direct function of the availability of **funding**. The contraction or expansion of FPWA's service revolves

around the short and long-term resolution of that administrative issue. FPWA provides broad-based community health promotion through to specialised care for nominated disadvantaged groups. Recurrent funding is under review, influenced by the broad issue of economic rationalism and a growing pressure throughout the wider health care arena to apply a user-pays, more business-like philosophy.

In the past, FPWA's competitive advantage has come from its corporate flexibility and creativity, a feature of its independent, community-based legal status. That flexibility was largely underwritten by recurrent Federal Government funding. The agency is currently being asked to substantiate to its principal funder why it exists, what it does, how it does it and how it assesses its performance in the overall scheme of things. Implicit in this administrative imperative is the issue of what are the valued results of FPWA's collective effort. The issue is essentially one of determining what FPWA has achieved from the spending of the taxpayer's money.

Outcomes at FPWA are now being assessed quantitatively as well as qualitatively. Crucially, however, the professional discretion aspects of FPWA's service are not yet under serious threat. Staff are not being asked to cut quality, simply to review work practices to take account of session times—issues of efficiency and effectiveness. What is being asked is 'what are the key performance indicators that convey an impression that FPWA's service is relevant, and do these make a difference in the overall context of what represents a **good service**?'

Many longer-stay staff, safe and comfortable in FPWA's old ways, are feeling increasingly threatened and concerned over government's heightened interest in quantitative performance. The negative aspects of funding and issues of purpose and function, leave many staff feeling that FPWA may lose the very essence of what has made it unique and successful in the past—that collective sense of humanity. Many staff perceive what is at stake is FPWA's corporate uniqueness, reputation, and unchallenged pre-eminence in sexual health.

Question Four: How diverse are these perceptions across the organisation?

Table 12. Multiple Perspectives: Exceptions to Consolidated View by Category (Excluding Positive and Negative Forces)

Business Idea	FPWA Inc. Feature	Board of Management	Corporate Management Team	Service Management	Service Delivery
Organisational Purpose	<i>Improve Sexual Health</i>	Equality, Openness & Support			
Societal Customer	<i>The WA Community</i>	Sensitivity, Up to Date, Accurate,	Confidentiality, Holistic, Sensitivity,		
Value Created	<i>Expertise</i>	Clinical Backup & Holistic	Up-to Date, Accurate, Answers, Underlying, Clinical Backup, Quality		
Distinctive Competencies	<i>Health Care Model</i>	Systems, Effective, Service Delivery, Doing,	Interpersonal, Location, Service Delivery, Doing, Board of Management, Enforce Charter,		
Competitive Advantage	<i>Range of Services</i>	Humanity, Client Centred, We're Different, Long History, Stable, Well Managed			
Organisational Uniqueness	<i>"The Place"</i>	Learning, Teaching Facility, Everyday, Comprehensive, Body of Knowledge, Permission, Nurse Practitioners, Well Women, Discretion, Different Cultures, Team Focus, Independence, Professional Client Needs,		Collaborative Model	Time, Responsibility Collaborative Model, User-Pays
Results	<i>"Good Service"</i>	Humanity, Complexity, Declining Numbers, Systems	Humanity, Complexity, Declining Numbers, Credible Service	Humanity, Complexity, Declining Numbers, Systems	Systems

Multiple Perspectives

Findings indicated that all nominated groups recorded strong support for each category of the business idea in use. The findings related in chapters six through to nine, and appendixes two through nine, confirm that belief. While there was strong support for each category of the framework at a macro level, the exceptions from a cross-comparison of each group relative to the consolidated view highlighted in Table 12, indicated that each group harboured situational aspirations and issues pertinent to their level of personal and professional interest. In other words, the nature of the work performed at each level—covering issues of role accountability, responsibility, systemic process and task—resulted in different perspectives, insights and expectations of what were the key issues of concern. This perspective is especially noted at the Board of Management level.

Institutional or Board of Management Level

At this level the elected volunteer professionals were charged with protecting the community's interests in the context of FPWA's charter and mandate. It is the Board's role to oversee the agency's identity, vetting suggested changes to corporate identity and direction considered to be in the best interests of the community. Overall the professionals functioning at the Board of Management or institutional level, are concerned with corporate image, identity and relationships with government, business and community.

Members of the Board of Management are not necessarily aware of the day-to-day workings of the structures, systems, processes and chain of events that create and deliver the service. Board members failed to indicate an understanding of the key cultural aspects of equality, openness and mutual support inherent in FPWA's work culture—values close to the heart of its staff operating at the service management and delivery levels. The small population of seven and sample size of four could arguably be a factor in the limited understanding of cultural and technical issues pertinent to those operating organisational and technical levels. Other possibilities could be the acknowledged lack of time the volunteers were able to devote to their Board role. Two of the sampled members acknowledged a lack of working knowledge of the sexual health arena generally.

Corporate Management Team Level

In FPWA, the Board has sought the advice of an in-house professional management group that was formed to capitalise on their collective expertise in corporate health care management. Professionally, that senior administrative group reconciles the expectations of funders and service deliverers, addressing the macro and micro issues of how to run a professional health service in this era of increasing economic rationalism.

Within FPWA that group's role is to keep existing funders satisfied, thereby protecting recurrent funding as well as chasing non-recurrent programme funding wherever it can be found. This group must reconcile the institutional issues of image and identity with the organisational reality of maintaining an ongoing high quality, inexpensive sexual health care service. Exceptions to the consolidated view for this group, detailed in Table 12, indicated a lack of insight into customer values.

Organisational or Service Management Level

Managers and coordinators at this organisational level must reconcile issues of service cost (i.e. efficiency and productivity) and quality (i.e. effectiveness) from short and long-term perspectives. The key focus is operational effectiveness achieved through the establishment of systems, processes and focussed tasks. From Table 12, Service Management staff showed a full appreciation of the institutional and technical issues confronting FPWA.

A number of aspects confirm this outcome. The large population of managers and coordinators operating at this level in FPWA is a factor, as is and the fact that all elected to participate in the study. This facilitated the emergence of a very wide appreciation of the issues raised by members at other functional levels. This is plausible bearing in mind that the participative, democratic style of decision making of the immediate past would have left a legacy of a management staff well able to demonstrate a wide appreciation of the organisational, institutional and technical issues confronting the FPWA.

Staff operating at this level are exposed to funder and client issues on a day-to-day basis. In addition to this, the education and training focus—coupled with the professional nature of the workforce and many of the staff undertaking postgraduate study and research—combine to mould a middle management very conversant with the key issues confronting FPWA. Arguably this hierarchical level of the FPWA is the driving engine.

Technical or Service Delivery Level

It is at this level of operation that direct contact is made with the beneficiaries of the service. Issues here are orientated to what the clientele want, need and how the service is best delivered. Despite the professional training of many service delivery staff, a review of Service Delivery staff in Table 12 showed a lack of appreciation of the organisational issues confronting managers functioning at the organisational level. Issues of time management, systems and funding largely reside at the organisational level.

Positive and Negative Forces

Question Five: What are the positive and negative feedback loops driving and constraining perceptions of ongoing success?

Positive Forces

The positive contextual force for FPWA listed in Table 13 was interpreted and labeled 'about sex'. The construct related the features and entrepreneurial response to past, current, and emergent sexual health issues. The positive transactional force listed in Table 13 was interpreted as FPWA's long standing sense of 'humanity' based on a strong sense of social justice. The latter is a powerful integrative force.

The shadowy, intensely personal and highly sensitive nature of sex and sexuality has led to both forces complementing, reinforcing and building upon each other. The caring nature of the staff has built a reputation for FPWA as 'the place' to go for help in this arena of life. FPWA's open sensitive and caring work environment nurtured FPWA's past growth and corporate development. FPWA's community thinking was orientated to cross discipline learning, an organisational competency that underscored a mutual appreciation of the holistic nature of sexual health services.

Table 13. Multiple Perspectives: Exceptions to Consolidated View by Category (Positive and Negative Forces only)

Business Idea	FPWA Inc. Feature	Board of Management	Corporate Management	Service Management	Service Delivery
Positive Contextual Force	"About Sex"	Unprotected Sex, Fear, Responsibility, Complex, Limited Time, Education	Unprotected Sex, Fear, Time, Limited Time, Education, Responsibility, Complex, Collaborative Model		Time, Responsibility, Collaborative Model, User Pays
Positive Transactional Force	"Humanity"	Humanity, Change, Networking, New Staff, Multi-skilling, Ease of Access, Special Needs, Counseling, Clinical Education and Training, Time	Humanity, Change, Networking, New Staff, Multi-skilling, Ease of Access, Inexpensive, Time Diversification, Counseling, Education, Training,		Diversify, Networking, New Staff, Ease of Access, Inexpensive, Information, Education Training
Negative Contextual Force	"Funding"	Economic Rationalism, Clients Suffer, Efficiency, Hands Tied, Culture Shock, Broken Norms, Threatened, Nurse Practitioners	Clients Suffer, Nurse Practitioners, Threatened, Broken Norms, React, Amalgamation, Tendering, Legal Status	Clients Suffer, React, Hands Tied, Business \$\$, Unattractive, Sparse	Hands Tied, Devolve to States, Prejudice, Tendering
Negative Transactional Force	"Direction"	Self-Preservation, Status Quo, Organisational Survival, Territorial, Professional Structure, Institution, Volunteerism, "Lack the Guts", Internal Struggle, "Warm & Fuzzy", Threatened, "Like Each Other", Discretion, Homogenous	Self Perpetuation, Secure, Institution, "Lack the Guts", Internal Struggle, "Warm & Fuzzy", "Like Each Other", Threatened, Professional Structure, Discretion, Homogenous, No Bottom Line	Self Perpetuation, Institution, Internal Struggle	Volunteerism, Women's Health, Professional Structure

An integrative cultural aspect of FPWA's corporate life, the strong sense of social justice and equality exhibited in the past, has traversed all professional boundaries, uniting staff in the belief that FPWA has and still does make a difference, specifically in the area of women's sexual health needs. The sense of equality, fairness and openness embodied in the service was carried over into the participative style of leadership, management and decision making applied throughout the majority of FPWA's growth and development.

Internal professional boundaries and jealousies were largely subordinated to the pursuit of FPWA's common cause. Staff came to FPWA because they wanted to work in the industry and for FPWA. FPWA's participative community processes facilitated FPWA building and sustaining its competencies, competitive advantage and organisational uniqueness. FPWA's participative style of operation can be likened strategywise to what Porter (1996, p. 74) labeled broadly as the "activity system".

Negative Forces

On the negative side, up until recent times the day-to-day administration of the agency had not been an inhibiting major issue. Predictable recurrent funding had enabled the agency to pursue an ability-to-pay, social welfare, economic focus commensurate with the agency's espoused philosophy of leadership, management and service delivery. The ability-to-pay economic doctrine reinforced the humanitarian service feature.

Recent attempts to introduce more business-like, user-pays, economic rationalist initiatives to FPWA has been perceived by many staff as a negative contextual set back precipitating an internal struggle personally and organisationally over FPWA's performance, purpose and ultimate corporate direction. These forces are listed in Table 13. An increased level of sexual health within the community is in the best interests of all, yet government is reducing funding in this critical area of community health and welfare. Staff are trying to cope with the conundrum.

Interrelatedness

All four forces related in Table 13 impact each category of the business idea framework. For example, emerging sexual health opportunities are reconciled in terms of their fit with FPWA's existing expertise, competencies, facilities, performance expectations and corporate mandate. Funding availability, human resources and performance expectations decide the future of any programme initiative not tied to a specific grant of funds. The availability of funding determines the staffing level and by default the range of expertise able to be called upon. More business-like performance expectations impact issues of corporate identity and direction which, in the case of FPWA, challenges the long cherished humanitarian aspirations of many staff.

Stage of Growth and Behavioural Archetype

Question Six: How do these cause and effect feedback loops enhance and or limit growth?

The features of FPWA's organisational history related in the responses to questions one to four above, plus the systemic psychological insights identified from the responses to question five, point to the emergent psychohistorical essence of this research, a feature of this study now formally recognised and acknowledged by the researcher. This study has crafted what Kren and Rappoport (1976, p. 13) described in their thesis as "a story and a cognitive map of the fundamental human elements"—in this study FPWA's history and strategic heritage.

In undertaking the study, the research has investigated a complex and opaque organisational situation reducing it to a comprehensible human interpretation. In the context of the study at FPWA, the research has, in the true spirit of a psychohistorical study sought to add new dimensions to past events and the pattern of events over time; thereby enriching the overall understanding of the events, the patterns, the organisation and those that have and do work for it.

The psychological perspective of the research became apparent to the researcher when the collective nature and identity of the four positive and negative forces related under

question 5 emerged from the data. The themes of purpose and performance, administration, entrepreneurship and integration reflect meta-features of the business idea model. The researcher argues van der Heijden's model has the innate capability to reflect the operative stage of organisational growth and development at a point in time, incorporating an indicative behavioural archetype of corporate maladjustment of the type theorised by Adizes (1988) and Kim (1995a and b). Van der Heijden (1996, pp. 74–75). alluded to but did not expand upon this innate higher level feature and essence of his model when he talked of a “demand limited” business idea and a “limits to growth” corporate archetype of success

Corporate Lifecycle Issues

Focussing upon the true nature of the positive and negative forces in this way has introduced the work of Adizes (1988, 1996) whose corporate lifecycle thesis becomes increasingly meaningful and easily incorporated into the business idea investigative process. Adizes developed a diagnostic and therapeutic methodology for understanding why organisations (and by deduction the business idea in use) undergo change. Working on the basis that living organisms are subject to phenomena called lifecycle, Adizes' (1988) thesis was that all organisations and their stakeholders face problems of moving to the next phase of organisational growth and development.

In a nutshell, Adizes (1988) argued that organisations exhibit predictable patterns of transition and corporate behaviour is associated with the stage of lifecycle transition. The type of organisational behavioural patterns encountered, Adizes argued, reflect the internal struggle taking place as the established organisational structures, systems and processes cope and adjust to emergent contextual pressures. Adizes (1988, p. xiii) argued that either the organisation and its stakeholders learn to deal with the transitional problems and move on to the next stage of corporate development, or the organisation develops dysfunctional behaviour that stymies organisational growth and performance leading, possibly, to a corporate demise.

The BHP vignette in chapter one mirrors this argument. The researcher believes that BHP has over the last several years moved from Adizes' aristocratic to early bureaucracy stages of corporate growth. The appointment of a new Chairmen of the Board and Chief executive Officer of that organisation indicate of an organisation looking for people to lead the organisation out of a trap of low performance and low levels of integration.

The central features of Adizes' lifecycle model are four overarching teleological decision making principles: the concepts of performance (including purpose), administration, entrepreneurship and integration. The individual and interdependent strength and mix of each of the four forces at any stage of his model, Adizes argues, determines the degree of organisational flexibility and control—his concept of corporate age. The researcher perceived that the positive and negative constructs of 'about sex', 'humanity', 'funding' and 'direction' detailed in chapter eight, were analogous to Adizes' four interdependent teleological concepts, and that review of this argument would add further dimensions to the researcher's appreciative readiness thesis.

The concept of age in Adizes' model is not one of chronology but the reflection of the mix of the four decision making forces predicting the state of corporate flexibility and organisational control. The absence, prominence or minimisation of one or more of Adizes' four forces at a particular phase of corporate growth provides a clue to the organisational stage of growth and decision making focus required. In the context of FPWA, the concepts of stability, status quo, organisational survival and self preservation identified in Table 13, alerted the researcher to the possibility that the business idea investigative process could position the business idea in use under investigation along Adizes' corporate lifecycle model.

Adizes' 'Stable' Growth Stage

Based on the findings and conclusions related in chapters six through ten, FPWA was interpreted by the researcher as reflecting Adizes' stable stage of growth. In Adizes' stable state, issues of performance (i.e. direction), administration (i.e. funding) and integration (i.e. humanity) dominate the decision making process. (Refer to appendix

twelve for pictorial representations of Adizes' corporate lifecycle model.) In a stable growth phase, Adizes argues that entrepreneurship has taken a back seat as the indigenous corporate culture seeks to maintain a status quo that is increasingly under threat. Adizes argued that in the stable state there is a decline of interest in the long-term corporate direction.

This conclusion was reinforced by a secondary analysis of the data that supported the positive and negative forces included in the FPWA NUD*IST project. Index addresses in each of the STEEP classifications for all five projects (FPWA, FPWA_B, FPWA_B, FPWA_C, FPWA_M and FPWA_D) were reclassified on the basis of whether the node descriptor possessed a nuance, which, in the researcher's opinion, enabled the node to be grouped as an issue of corporate purpose, administration, entrepreneurship or integration. The findings of that secondary analysis are included as appendices ten and eleven and the following table. The table lists the incidence of support for each of Adizes' teleological elements.

Table 14. Support for Adizes' PAEI Teleology at FPWA

	Purpose	Administrative	Entrepreneurial	Integration
<i>Positive</i>	33	7	56	17
<i>Negative</i>	22	43	38	53

The findings confirm a perceived, heightened negative focus on funder driven administrative priorities (forty-three references), centred on a push for greater economic efficiency and productivity (perceived as a negative force). This has led to a corresponding pushing back by the historically strong, integrative, social justice culture orientated to system equality and effectiveness (fifty-three references). Consequentially FPWA's entrepreneurial focus is waning (thirty-eight references) confirming Adizes' comment on the decline of entrepreneurial spirit relative to the strength of the other forces in the stable stage of growth.

An attempt to break out of the mindset of women's only health issues as the driving force behind the agency's work (fifty-three references), has met with strong emotive resistance

by many staff. The interests of men's health and special needs groups such as the Phoenix and People First programmes have led to culture shock for many staff still holding tightly to the 'women helping other women' culture interpreted as seeking to maintain the status quo (Adizes 1988, pp. 205–206). On an optimistic note staff are calling for senior management to put the focus back onto corporate direction and identity (thirty-three references) to resolve the internal struggle taking place.

In a stable culture Adizes' behavioural archetype is that of "protecting the status quo" (refer appendix twelve). A review of Table 13 reveals that the Board and Corporate Management groups have failed to recognise this emergent systemic insight. Many organisational and technical staff at FPWA related themes of safety and comfort with the existing service profile and don't want to change. Many are seeking to maintain the status quo.

Emerging Stages of Growth at FPWA

Further insights into FPWA's stage of growth emerge when the later stages of Adizes' (1988) lifecycle thesis are considered. Interestingly, FPWA is showing signs of drifting into what Adizes related as a stage of aristocracy. In that stage purpose, it is argued, is in decline as greater emphasis is placed on quantitative administrative results. Arguably the shift towards Adizes' aristocracy is the intensification of the administrative pull and integrative cultural force pushing back. The battle becomes a strength of wills with both P and E becoming less prominent. Energies are increasingly devoted to protecting past gains and professional positions.

At FPWA funding priorities are driving a greater quantitative and administrative focus by incorporating work practices and user-pay initiatives to name a few key administrative issues. Some staff talked of corporate behaviour that was indicative of Adizes stage of early bureaucracy, wherein stakeholders begin to shift their focus off the corporate cause to one of personal survival and self-interest as administrative forces increasingly predominate. The reality of funding cuts in FPWA and the response of some

staff to past staff retrenchments—bracketed by increasing professional jealousies and internal politicking—is increasingly taking more staff attention.

In the early bureaucracy stage Adizes argues that administration predominates, entrepreneurship is dead and purpose and integration have declined. Adizes (1988, p. 210) argues in that stage that “the organisation does what is easy and expedient, rather than what is difficult and long-drawn”. FPWA is exhibiting signs of these features, with senior management doing the expedient thing—accommodating the economic rationalist demands of funders in order to protect recurrent funding thereby underwriting corporate survival.

Systemic Appreciation

The adaptive nature and systemic basis of Adizes’ work ties in with the work of Kim (1995a, 1995b) and the systems thinking school pioneered by Emery (1993), Sterman (1994) and Senge (1990) amongst others. A leading contemporary thinker in the systems thinking arena, Kim argues that by understanding the individual parts of a system (i.e. the system in this case being van der Heijden’s (1996) business idea), we build up our understanding of the larger whole. It is Kim’s (1995a, p. 4) view that “the whole is the most important orientation, and any appreciation of the whole must build an appreciation of the interrelationships among the parts that make up the common purpose of any system”.

The value of Kim’s work to this study is in the area of behavioural archetypes, a thesis which relies upon the existence and replicability of common patterns of events that highlight a breakdown in systemic adaptability and creativity. Kim’s thesis argues that increasing levels systemic insight flow as we take a higher-level ‘helicopter’ view of the system at work.

Levels of Systemic Appreciation

This research set out to capture the systemic history and language describing FPWA’s business idea in use at a point in time. It is argued at this point that articulating the

business idea in use is the first stage of a four-stage model of corporate appreciative readiness. The findings at this first level relate and represent the unique way that staff at FPWA, as an example, view their work on a day-in, day-out-basis, expressed in terms of the categories of the framework.

With this insight emerging from the study, Kim's model of the levels of systemic understanding became meaningful in terms of the researcher's increasing level of systemic appreciation of FPWA's business idea. This emergent reality pointed to an emerging thesis of the steps to crafting appreciative readiness. Kim's (1995a, p. 8) model is reproduced in the following table.

Table 15. Kim's Systemic Levels of Understanding

Level of Understanding	Action Mode	Time Orientation
Shared Vision	Generative	Future
Systemic Structure	Creative	
Patterns of Events	Adaptive	
Events	Reactive	Present

Emerging Levels of Appreciative Readiness

Awareness of Kim's (1995b) four level model of systemic appreciation led the researcher to perceive the significant potential of the business idea investigation and articulation process. Kim's model begins at the events level, a present and short-term reactive orientation targeting what's happening now; i.e. what's going on. The investigation and articulation of the categories of the business idea in use occurs at this level, reflecting first level understanding of the business idea system in use.

Second level appreciative readiness targets the accumulated and patterned stories and insights into what is happening, reflecting a growing longer-term adaptive perspective of the business idea in use. The adaptability aspect ties in with Adizes' (1988) lifecycle thesis that has as its underlying premise the argument that organisations either grow or die based on the stakeholders' ability to manage the transitional problems of moving to the next stage of corporate growth. That insight begins searching for, and makes sense

of, the contextual and transactional trends that have and continue to reoccur and drive transitional demands. That insight also reflects upon the dominant, reactive decision making focus at play. At the adaptive level, the notions of corporate flexibility, adaptability and control encapsulated in Adizes' (1988) corporate lifecycle stage of development and teleology, become meaningful and relevant.

Third level appreciative readiness is an insight into the systemic structure that contains what Kim described as the event generators—the implicit assumptions that drive what Porter (1996) described as the whole activity system—what Hall and Reed Hall (1990) labeled in another context as the action chain of events. This level is much longer term, orientated towards a creative and entrepreneurial appreciation of the environmental structures and functions generating the daily patterns of events.

Lastly is the level of shared vision reflecting what the researcher describes as fourth level appreciative readiness. Kim (1995a and b) gave an insight into this level when he talked of the future orientation of the system, covering the stated or unstated visions that generate the underlying structures. It is at this level the scenario planner identifies the key issues facing the corporate planning team. Fourth level appreciative readiness is where a community struggles to determine the trade offs that must be made in terms of the strategic choices and key questions confronting the organisation.

Fourth stage readiness is achieved when the corporate planning team can reach a consensus on what are the key strategic issues facing the organisation in the future. That question is framed around or targeting the collective vision and direction. Metaphorically, the planning team arrives at a roundabout, a device with numerous exiting pathways or futures. Armed with successive levels of systemic insight the planning team enters the roundabout better able to discern the right exit route the organisation should take into the future.

That choice is now related regarding the key question for FPWA.

The Key Strategic Question Facing FPWA

Funding uncertainty has placed a question mark over FPWA's short and long-term organisational survival. As well, changing sexual attitudes and priorities are driving industry discontinuity. There is a fundamental re-evaluation taking place over whose responsibility it is to fund sexual health services and, thereby, the services provided by FPWA. Consequently FPWA's relatively stable business idea is under pressure to adapt its service profile. Many staff are unsure what the final impact will be of these contextual changes on the agency's range of services and their jobs.

For staff at the service level there is a perception that the Board and Corporate Management groups are not resolving the major strategic issues confronting FPWA. Some staff perceive that the Board and Corporate Management lack the knowledge and foresight to take control of the agency's destiny. This lack of faith has directed some staff to focus on personal security and a heightened interest in maintaining the status quo. There is a sense of an internal struggle at the technical and organisational levels over loyalty to the agency, to oneself and professional status.

FPWA's once vibrant process of shared organisational learning, a feature of FPWA's past participative style of operation, has been largely dispensed with. For some staff there is an emerging awareness and growing regret that the agency has lost something special: that essence and organisational uniqueness that set FPWA apart from other care providers. Many staff described that specialness as FPWA's social 'cause'.

Funding cuts, money, service cutbacks and a focus on numbers, client time and productivity is the changing reality. The communal sense of compassion, caring and humanity bound up in that 'cause' of old is under threat. Senior management is yet to reconcile, protect or replace that special something with an alternative organisational essence that is equally meaningful to the many of the staff.

Recent redundancies broke the unwritten norm of caring and looking after staff. Essentially, a bond between the agency and its staff has been broken. Staff have never

been well paid, many acknowledging that it was not the dollars that brought good people to the agency. People chose to volunteer their time and effort based on a desire to make a difference in the sexual health area, in contrast to pursuing personal financial gain in more highly paid work.

Some of the purpose and unity created in the recent abortion debate in Western Australia seemed to fire-up the old 'cause' centred feelings and emotion. Some staff were seemingly quite pleased, some even passionate to have an external focus—an issue they could champion. The focus was off money and service cutbacks, creating a sense of purpose and meaning to their work. Regarding the whole issue of corporate direction a staff member stated:

I think to some extent FPWA doesn't know where it sits between being a voluntary community service organisation and a business (D1: 185).

Consequently, the strategic question emerging from a review of Table 11, Table 12 and Table 13 is interpreted by the researcher as one of corporate purpose and direction. The question was raised during the interview process as follows:

Is Family Planning WA a welfare agency or a business? (C1: 311)

Addressing this question will begin to address the possible slide by FPWA from Adizes' stable to early bureaucracy stage of corporate growth and development. The latter stage embodies a decline in purpose and entrepreneurship. Importantly, from Table 14, it can be seen that staff are focussed on those very issues when FPWA is talked about in a positive sense. The enthusiasm is present and waiting to be tapped.

Philosophical Drift

The question demands FPWA reconcile two competing value systems and social processes sitting at two opposite ends of the commercial continuum. At one end is an orientation to profit (i.e. surplus) and creating profit-potential (i.e. being business-like), issues of efficiency were related earlier. At the other end is a focus on client care,

compassion and a sense of humanity towards clients (i.e. social justice and welfare), issues of equality and effectiveness.

Reconciling what represents a good efficient, equitable and effective service for FPWA and its funders in terms of these alternative pathways must be defined and reconciled within existing corporate competencies, structure, systems and processes. At present FPWA does not, in the eyes of many staff, appear to have worked out that fine balance with internal structures, systems and processes moving inexorably in a quantitative profit and profit-potential direction, while still espousing humanity, care and compassion for the client and staff.

Systemic Archetype: Drifting Goals

Unless FPWA addresses this corporate dichotomy it risks the intensification of a “drifting goals” corporate behavioural archetype, interpreted by the researcher as the blurring of FPWA’s collective vision—an aspect clearly identified in the findings for FPWA. In Kim's (1995b, p. 8, pp. 10–11) drifting goals archetype, corporate and operational goals become increasingly unclear and blurred. FPWA has both a history and a legacy of a clear philosophy, corporate goals and sure methods. Kim’s description of the “drifting goals” archetype mirrors the leadership and management issues facing FPWA.

Applying Kim’s “drifting goals” archetype to the FPWA setting, contextual and down stream transactional pressures have been, and still, interfere with and take organisational attention away from the agreed corporate goal. Productivity issues and cost control measures have begun to undermine the collective effort leading to a “drifting goals” scenario (Kim 1995a, p. 8, pp. 10–11). The findings from the FPWA study indicate that management have indeed succumbed to contextual pressures, specifically those related to funding. Senior management has intensified the administrative focus reacting to what they don’t want to happen—the loss of recurrent funding—rather than on what they see as needing to be fundamentally changed. FPWA’s adaptability and creativity is under pressure as the contextual forces in and around the nature of sexuality ebb and flow.

Unless FPWA addresses the potential slippery slope of declining quality of service—what Kim (1995) argues is the inevitable outcome of a drifting goals archetype—FPWA arguably risks the loss of long-term affective and normative commitment of existing staff to the agency’s corporate vision. The high levels of affective and normative commitment endemic to the agency have arguably been the intrinsic intangible and exciting force that have made FPWA successful to date.

A Model of Appreciative Readiness

Question Seven: What is the order of events required to make ready a diverse group to plan?

Whiteley’s PATP model is used in Table 16 below to encapsulate the psychohistorical appreciative readiness aspects of the business idea investigative process related in response to question six. Table 16 encapsulates the researcher’s thinking in terms of a meta-appreciation of the business idea investigation process.

The table can be understood as a hierarchical critical thinking model that assists planners to comprehend how appreciative readiness within a planning team is crafted. The model reflects increasing levels of systemic understanding and insight, producing the foresight to pose the fundamental question addressing the future direction of any organisation. It is with this question that a scenario thinking and planning cycle begins.

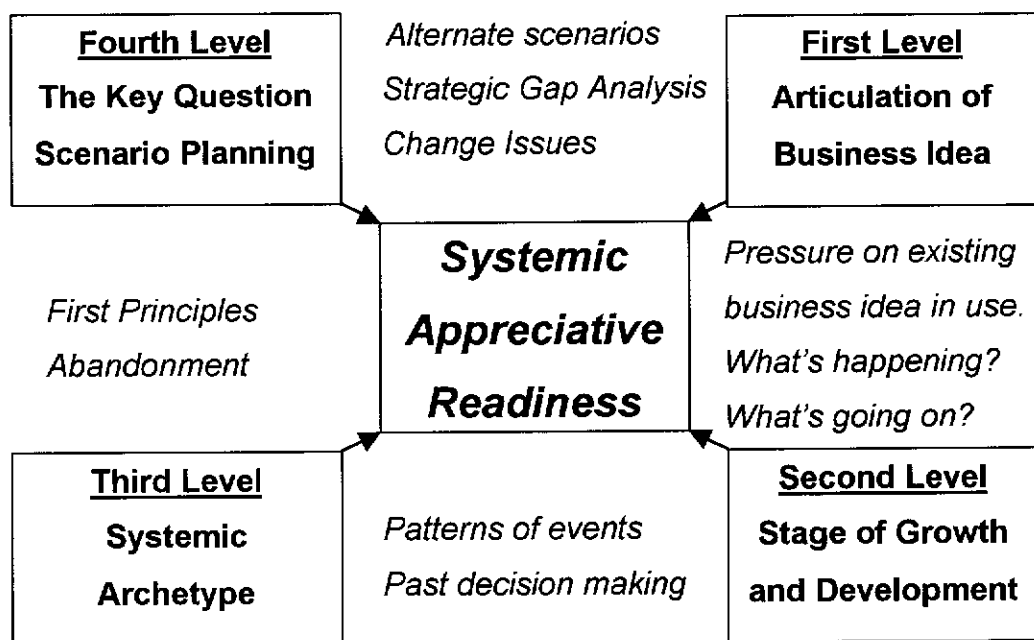
Table 16. Levels of Strategic Appreciative Readiness

Qualitative Model	Whiteley’s PATP	Levels of Strategic Appreciative Readiness
Category	Philosophy	Van der Heijden and Whiteley’s Key Question
Concept	Assumptions	Kim’s Systemic Archetypes
Construct	Theory	Adizes’ Corporate Life Cycle Stage
Characteristics	Practices	Van der Heijden’s Business Idea Categories

This researcher argues that it is important for a scenario planning team to possess the level of systemic insight related in Table 16, in order that they are sufficiently informed, competent and able to plan effectively.

Figure 10 represents the process of appreciative readiness borrowing the layout of Figure 3 in chapter one. In the latter figure the process of building appreciative readiness was related around the business idea investigation process. The outcome of that iterative process is the inculcation of successive levels of systemic insight as depicted below.

Figure 10. Strategic Appreciative Readiness



Van der Heijden's (1996) business idea model is revealed and shared within the planning team. The first stage of informed corporate planning readiness is achieved at the completion of that task. At this level the business idea model can be understood as a rational, logical model of an organisation's commercial rationale.

Questions of corporate age and the health of the model become the central emergent interest of the planning team as systemic appreciation rises. Positioning the business idea in use along Adizes' lifecycle model—involving an interpretation of the individual and

interdependent mix of Adizes' four decision making roles—encapsulates the second readiness phase. The planner's line of sight is raised, searching for a systemic appreciation of the holistic activity system that has created and sustained competitive advantage in the past. This growing appreciation readiness instills the competence to diagnose systemic 'disease' within what Senge, et al. (1999, p. 435) describe as a self-regulating system of knowledge creation and diffusion.

An insight into Kim's (1995a; 1995b) toolbox of systemic archetypes, an example being the "drifting goals" scenario for FPWA thus far related, reduces the uncertainty and anxiety that has left some planners unwilling and unable to plan effectively. Armed with this knowledge the corporate planning team can predict the onset of systemic archetypes such as those related by Kim (1995b, pp. 8–9) as the "fixes that fail", "limits to success", "success to the successful" and the "tragedy of the commons". Insights into systemic processes at this level approaches third level readiness. Examples of Kim's (1995b) archetypal behaviour in the FPWA context are now respectively related.

Archetype: Fixes that Fail

The creation of FPWA's small Corporate Management decision making team (CMT) was a direct outcome of the perceived failure of FPWA's participative democratic style of management that, for years, had been the agency's organisational learning and mutual support system. The researcher interpreted the centralising of decision making in CMT as a 'fix' designed to improve the speed of corporate decision making. The success of that initiative is debatable. Many staff have been highly critical that their involvement in the decision making process has been devalued and minimised, given the agency's strong participative democratic heritage. Based on the findings from this study this quick fix has not been successful.

Archetype: Limits to Success

FPWA's growth engine has been the clinic. Arguably the clinic has reached the limits of its success in terms of current funding and physical limits. The clinic has been highly successful which, in Kim's view, can be just as dangerous to long-term health as having

been unsuccessful. The future direction of the clinic was a recurrent theme emerging from the findings. What represents success for the clinic in the future in terms of its purpose and role needs be redefined.

Archetype: Success to the Successful

Arguably the clinic is a competency trap for many staff who cannot see past previous success. All other issues aside, as the only clinic of its size and expertise in the state, the continuing success of FPWA's clinic in terms of medical excellence is not in question. The apparent inability, however, of many staff to unlearn the historical basis of the clinics' success, in order to explore new approaches and alternatives, continues to mitigate the agency's entrepreneurial spirit and corporate adaptability.

The emergent nature of FPWA's label as an education and training facility was a finding confirming this archetype within FPWA. Funders increasingly see FPWA as a training centre for dispersing sexual health knowledge throughout the state; i.e. effectively a teaching institution. Many staff within the clinic, however, still hang onto past images of the clinic unable to come to grips with the question of who the client really is: the client off the street or the health professional. Is FPWA a clinic of a teaching institution?

Archetype: Tragedy of the Commons

The ability of the FPWA community family to confront and resolve these issues will avert a possible corporate 'tragedy'. As a common resource, FPWA's clinic 'feeds' the counseling, education and training initiatives of FPWA. The clinic, as one staff member related, is the 'lungs' of FPWA, helping the organisation to breathe (M4: 336). An appreciation of this archetypal perspective can lead the corporate planning team "to connect the long-term effects of individual actions and the clinic to the collective outcome, along the way developing measures for managing the common resource more effectively" (Kim 1995b, p. 9). From the data and findings the researcher interprets FPWA's clinical function as the common organisational resource.

Practical Application of the Business Idea Model at FPWA

In possession of a current model of the agency's commercial rationale, the planning team at FPWA is now ready to undertake a scenario thinking and planning cycle directed at reconciling the key question related earlier: is FPWA a business or a welfare agency? Arguably, the question could be rephrased to ask what does 'business like' mean in terms of FPWA's commercial role in the sexual health arena? In resolving that question, FPWA's corporate planners must reconcile what Porter (1996, p. 69) identified as the trade-offs essential in corporate planning and strategy choice. These trade-offs can be determined.

Based on the FPWA case study data thus far the scenario planning task could begin as detailed in the following table:

Table 17. Business as Usual Incorporating Scenario Thinking

Business Idea Features at FPWA Current Scenario	Pure Business 'User Pays' Scenario 1	Negotiated Reality 'Business Like' Scenario 2	Pure Welfare 'Ability to Pay' Scenario 3
Improve Sexual Hlh			
Expertise			
Health Care Model			
Range of Services			
'The Place'			
'About Sex'			
'Humanity'			
'Funding'			
'Direction'			
'Good Service'			

The current features of the business idea model, FPWA's business as usual, are listed in the left column. The planning team then considers what the commercial profile of FPWA might look like under a pure business or pure welfare scenario (scenarios 1 and 3 above). This process should begin at the organisational purpose level (Improve Sexual Health in the case of FPWA). It is at this level that purpose and desired outcomes are respectively defined and considered. The organisational purpose level of the model is the underpinning reference point within the business idea model.

Armed with these definitions each downstream element of the model in use is then interrogated. For example considering what range of expertise would be required in a pure business environment, how that level of expertise would impact the health care model and range of services offered, and the community's view of how unique would FPWA's service would be under that scenario. It would be expected that the contrasts and trade-offs at each level would be significant as the two ends of the continuum are strategised and contrasted.

With this insight the planning team considers the 'business like' scenario looking to find a philosophically acceptable middle ground between the pure quantitative (user pays) and qualitative (ability to pay) extreme scenarios. The contrasts and trade-offs across each level of the business idea and each of the scenarios, once this third scenario has been introduced has been introduced, would be further heightened. In this process it is conceivable that a fourth and as yet unnamed scenario could emerge from this planning process. The greater insight, foresight and overall level of systemic learning present in the planning team from this planning process is the real return for the agency.

Without preempting the direction of a planning meeting, FPWA must find a sustainable middle ground that reconciles the interlocking needs of the community, its funders, clients and staff in their joint pursuit of enhancing the level of sexual and reproductive health in the Western Australian community. All of these stakeholders are very interested in what sort of FPWA there will be in the future.

Further Research

The paucity of detail included under the Results category in this study (Chapter 9), highlights a sense of frustration experienced by the professional health care workers employed at FPWA. Whenever discussion moved into areas of performance and results clarity of mind and response was absent. The researcher believes this lack of clarity of what performance measures mirror meaningful social justice and welfare work is conceivably not limited to this one commercial setting. Government's greater focus on funding, arguably the underlying catalyst of this uncertainty and frustration experienced by health care workers in FPWA, is not limited to the sexual health industry. Not-for-profit sector professionals in general are searching for new and innovative ways of substantiating the value of their work, the work of their agency and respective industries.

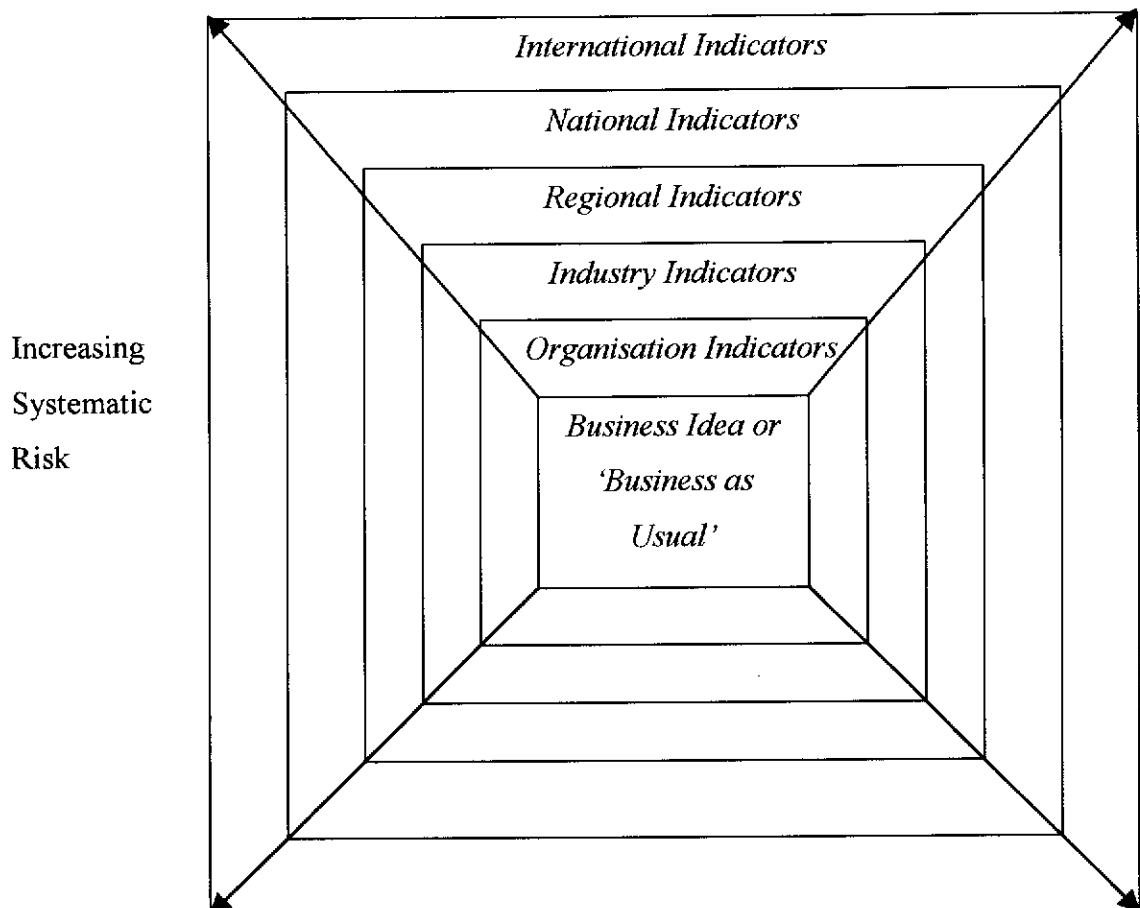
There is an opportunity for researchers to assist Government and agencies such as FPWA, to provide new ideas and ways of assessing the best outcomes from social welfare spending. However, what represents high quality social welfare/social justice work and how that work is best measured assessed and funded, is intrinsically tied up with determining what is the role of government, community and the user in maintaining our minimum standards of living. Critical thinking techniques of the typed applied in this thesis would, in the researcher's opinion, be of great value in this problem-solving task.

The business idea modeling process related in this thesis could be applied at an industry level to model this policy-related issue. Resolving what is the purpose and role of the sexual health industry, and the community organisations that operate within its commercial boundaries, is the first step in resolving the issue of what ultimately reflects true and fair industry and organisational performance. This administrative problem can be visualised as follows. Figure 7 is adapted to pictorially present the problem as Figure 11.

What represents good sexual healthcare, as an example, at different levels of responsibility and accountability both locally and globally must be more clearly defined.

Stakeholders at all levels should have clear defined parameters in which to gauge their contribution and performance in advancing the state of sexual health worldwide.

Figure 11. Levels of Key Performance Indicators



Closing Comments

This research set out to investigate and articulate van der Heijden's business idea in a local setting. In successfully completing that practical exercise, key insights into the qualities of the framework and the investigative process emerged in the context of planning readiness. On one level the business idea proved a rational, logical, practical and largely reactive model of the host organisation's commercial rationale. As insight into the nature and identity of the framework in use grew, a higher level appreciation of the framework's self-regulating system of knowledge creation and diffusion became apparent. The researcher was moved to consider the issue of the stage of corporate

growth and development, and any associated systemic maladjustment highlighting the adaptive, creative and generative nature and features of the framework in use.

Merged with Adizes (1988) and Kim's (1995) tools of systemic appreciation, the age and stage of growth of van der Heijden's (1996) business idea in use can be predicted. Any systemic malaise is potentially able to be diagnosed and processes set in place to address the organisation's transitional and associated change management problems associated with the stages of transition. Armed with this information the corporate planner and planning team are arguably more competent, ready, willing and able to take the risk of abandoning established perspectives and loyalties of why things are done the way they are strategy-wise in a search for how things might be done in the future

Appendix One: Theoretical Contributions

The following academic writers have strongly influenced the researcher's appreciation of the nature and the crucial role that the business idea framework performs in organisational life. The chronological listing of contributions has directly impacted the researcher's worldview as well as the content, intent and direction of the stated research objectives and questions.

- Malinowski's (1960, p. 36, 52, 137) "instrumentally implemented vital sequence", Hall's (1959, p. 142) "key organising pattern" and Hall and Reed Hall (1990, p 24) notion of "action chains", point to the anthropological background of the business idea schema. When viewed as a cultural apparatus the business idea embodies issues of charter, personnel, norms, material apparatus, activities and function. Van der Heijden's (1996) business idea is a framework bearing a resemblance to what Malinowski described in use as—something partly material, partly human, partly spiritual with which man is able to cope with the problems that face him. Pursuing the anthropological cultural theme, Hall and Reed Hall pointed out that businesses are replete with action chains designed to assist people to participate and contribute towards achieving culturally determined goals. Impacting actions chains are the relative issues of time, space and information flow—key issues of strategic formation and position.
- Emery and Trist's (1965) and (Emery's (1967) environmental causal texture thesis highlighted the growing complexity of our social world. Incorporating changing aspects of time, space, information flow and the crucial importance of managing values, their thesis pointed to the critical importance of strategy sense-making skills as the complexity of the environment increased. It is implied that strategy sense-making in their fourth causal texture—the turbulent field—where the environment itself is constantly in motion should increasingly be seen as a critical thinking self-reflective process.
- Vickers (1968, p. 40, 199, 139) argument that continuing business success is reliant upon building a system of strategic appreciative readiness across the organisation.

The use of a communicative device such as van der Heijden's (1996) business idea schema works toward this goal. Vickers pointed to the importance of individual image formation and the idea of mental models, arguing that such models reflect our appreciative systems of we make sense of our complex world. Importantly, Vickers work intuitively pointed to criticality as a key feature of normative systems of management.

- Mead's (1969) notion of the "generalised other self" embodies this theme of criticality and individual self-reflection, pointing to the organisational community as possessing a separate identity to that of the employee. Often these two worldviews can differ dramatically reflected in the competing interests of management and employees.
- Mason and Mitroff (1981, p. 9) quoted Rittle's (1972) thesis of the changing nature of the issues and "wicked problems" confronting business leaders and managers. Rittle argued that increasing systemic complexity was making decision making ever more uncertain and unpredictable. This perspective added further voice to the need for greater criticality in the managerial process.
- Maturana and Varela's (1980) theory of autopoietic systems, added to by writers such as Bednarz (1988), viewed the organisational self as the collective thoughts of all employees and stakeholders. Importantly, their work drove home the survival instincts of autopoietically behaving social systems such as organisations. Systems reflecting strong autopoietic behaviour exhibit entropy as they close themselves off to crucial external signals pointing to changing market conditions.
- Jantsch's (1980) thesis on the nature of self-organising systems. Jantsch argued for an appreciation that life is more than survival, and the environment to which any system is adapting to is itself evolving and adapting, demanding the need for organisations to reach out beyond the boundaries of their existence recognising the interconnectedness of market dynamics. Jantsch's (1980, p. 27) work linked the idea of systemic "strange attractors" to the symbolic power of human values to guide organisational actors in their daily search for meaning.
- Frankl's (1984) logotherapy thesis describing man's innate "will to meaning" driven by what Frankl termed the "provisional nature of our existence" This thesis

highlights the theme that business success is both transitory and illusory and any organisation is a work in progress.

- Bougon's (1983) early work on cognitive maps stressed how people pattern their experience into knowledge and utilize this knowledge to conduct their affairs. Cognitive maps depict individual and organisational identity and meaning. Such maps embody the systemic attractors comprising any action sequence.
- Petit's (1967) view of organisations as composite systems highlighted the diverse hierarchical and heterarchical perspectives of the nature of organisational identity, meaning and success. Having an understanding of the competing interests of the many professional groups in the organisation is a first step to introducing effective change. The capacity for criticality in appreciating diverse strategic opinion is again stressed as a crucial management skill.
- Adizes (1988) corporate lifecycle teleology and archetypal systemic pathologies pointed to the abject failure of many organisational systems to address the need for changing management practices, when the level of internal and external systemic complexity demanded it. Importantly, Adizes' work pointed to the processual nature of managing. Adizes argued that managing an organisation demands an appreciation of the right management style depending upon the stage of corporate development.
- Stata's (1989) thesis on the notion of the "theory of the firm" was an early critical thinking paper pointing to the need for strategic thinking and planning to focus not only on past deterministic success formulas, but to investigate the underlying epistemological foundations of success. Stata's thesis asked the reader to go beyond strategic planning initiatives, with a strong rear-view mirror perspective, to ask questions at the assumption level interrogating critical value-laden success criteria? This work pointed to the practical use of critical thinking in the planning process.
- Senge's (1990, 1992, 1994) learning system thesis called for managers to actively promote structured critical questioning of systemic processes within the organisation. Importantly, Senge's "personal mastery" thesis pointed to the issue of personal readiness. Strategic readiness implies planning team members need to be able, willing, informed and competent to contribute to organisational success (Groover 1996; Hersey 1996).

- Drucker (1994) stated that challenging strategic planning reality and value-based assumptions must become a regular planning stage, arguing even those organisations that are successful should regularly abandon the underlying strategic assumptions supporting the current “theory of the business”.
- Guba and Lincoln (1994) taxonomy of research paradigms, specifically their interpretation of a critical theory methodological paradigm, pointed to the qualitative school of inquiry as the most appropriate research methodology to investigate the value-laden historical perspective of the business idea in use.
- Yin's (1994, p. xv, 8, 13) work highlighted the secondary embedded nature of a model such as the business idea in use. The researcher was able to see a strong argument in favour of the case study technique as the appropriate research method to investigate the business idea. The business idea is a complex organisational phenomenon. The case study method is an empirical inquiry technique suitable for investigating contemporary phenomena at a deep level within their real life setting.
- Wheatley (1994, p. 147) belief in the power of self-reflection. Wheatley writes of the ability of many of the systems we see around us to maintain a sense of order within the midst of change. Wheatley argues for the power of critical self-reflection to become a force that looks to build and maintain a sense harmony in our social systems. That force needs to be nurtured and allowed to question and undertake critical dialogue and dialectic.
- Whiteley's (1997) PATP “healthy skepticism” critical thinking model is a generic working inquiry schema specifically designed to question, investigate and challenge the epistemological knowledge and assumptions driving the many action chains replete in our organisations (Hall and Reed Hall 1990). Importantly the model is capable of identifying the divide between espoused theory supporting the action chain and the experience of the theory in use. The PATP critical thinking framework is a generic structured self-reflective investigative tool.
- Van der Heijden's (1996) business idea schema was interpreted by the researcher as a tailored, critical thinking working schema. The model is interpreted as a tool to question, investigate and challenge the assumptions supporting the current and future strategic rationale of the organisation. The model looks to build an appreciation of

the first principles of potential profit—the epistemological knowledge supporting operant strategy, tactics and daily operations. Part of van der Heijden’s strategic conversation, the business idea in use is the current strategic scenario.

Appendix Two: Meaning and Identity

Section 1 to Section 7 of the NUD*IST project FPWA discussed in chapter six are consolidated here, reflecting the full tree-like hierarchic structure supporting the meaning & identity category. The NUD*IST node number and label are provided on the left with existence of the node within each subsidiary project indicated by an “x”.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(2) Meaning & Identity	x	x	x	x
(2 1) Charter	x	x	x	x
(2 1 1) Mandate	x	x	x	x
(2 1 1 1) Improve Sexual Health	x	x	x	x
(2 1 1 1 1) Time Frame	x	x	x	
(2 1 1 1 2) How Wide	x	x	x	x
(2 1 1 1 3) Increase Awareness	x	x	x	x
(2 1 1 1 3 1) Sexual Health Issues	x	x	x	x
(2 1 1 1 3 1 1) Evolving	x	x	x	x
(2 1 1 1 3 1 2) Sensitive	x	x	x	x
(2 1 1 1 3 1 3) Cyclical		x	x	x
(2 1 1 1 3 1 4) Broad	x	x	x	x
(2 1 1 1 3 1 5) Low Priority	x	x	x	x
(2 3) Heritage	x	x	x	x
(2 3 1) Women’s Rights	x	x	x	x
(2 3 1 1) Contraception			x	x
(2 3 1 3) Abortion Debate	x	x	x	x
(2 3 1 3 2) Pro-Choice	x	x	x	x
(2 3 2) Welfare Model	x	x	x	x
(2 3 2 1) Social Justice	x	x	x	x
(2 3 2 2) Volunteerism	x	x	x	x
(2 3 2 3) Rescue	x	x	x	x
(2 3 2 5) "Not Hard Edged"	x	x		x
(2 3 5) AIDS Epidemic	x	x	x	x
(2 3 6) Medical Model	x	x	x	x
(2 3 6 4) Clinical Service	x	x	x	x
(2 3 6 4 1) Add On Service		x		x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(2 3 6 4 2) "Lungs"		x	x	x
(2 4) Values	x	x	x	x
(2 4 2) Democratic	x	x	x	x
(2 4 2 1) Community	x	x	x	x
(2 4 2 1 1) Caring	x	x	x	x
(2 4 2 1 2) Open		x	x	x
(2 4 2 1 3) Supportive	x		x	x
(2 4 2 1 5) Non Discriminatory			x	x
(2 4 4) Essence	x	x	x	x
(2 4 4 1) Humanity	x	x	x	x
(2 4 4 1 2) Equality			x	x
(2 4 4 1 3) Affirmation	x	x	x	x
(2 4 4 1 3 1) Sexual Being	x	x	x	x
(2 4 4 6) Education	x	x	x	x
(2 4 4 6 1) Experiential			x	x
(2 4 4 6 1 1) Beliefs			x	x
(2 4 4 6 7) Empowerment	x	x	x	x
(2 4 4 6 7 2) Holistic	x	x	x	x
(2 5) Identity	x	x	x	x
(2 5 1) Community Based	x	x	x	x
(2 5 1 1) Balancing Act	x	x	x	x
(2 5 1 1 1) Teaching Focus		x	x	x
(2 5 1 1 1 1) Learning			x	x
(2 5 1 1 2) Service Ethic	x	x	x	x
(2 5 1 1 2 1) Free Service	x	x	x	x
(2 5 1 1 2 1 1) Abil_2_Pay	x	x	x	x
(2 5 1 1 3) Business Focus	x	x	x	x
(2 5 1 1 3 1) User Pays	x	x	x	x
(2 5 1 1 3 1 3) Fee 4 Service	x	x	x	x
(2 5 2) Peak Body	x	x	x	x
(2 5 2 1) Public Policy	x	x	x	x
(2 5 2 1 2) Diverse Services	x	x	x	x
(2 5 2 1 3) Topical Issues	x	x	x	x
(2 5 2 1 3 1) Abortion	x	x	x	x
(2 5 2 1 3 2) Disadvantaged	x	x	x	x
(2 5 2 1 4) Research Focus	x	x	x	x
(2 5 2 1 6) Lobbying	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(2 5 2 1 6 1) Change Agent	x		x	x
(2 5 2 1 7) Reference Centre	x	x	x	x
(2 5 2 1 8) Pragmatic	x	x	x	x
(2 5 3) Independent	x	x	x	x
(2 5 3 1) Board of Management	x	x	x	x
(2 5 3 2) Community Membership	x	x	x	x
(2 5 3 4) International Affiliation	x	x	x	x
(2 5 5) Image	x	x	x	x
(2 5 5 2) Contemporary Labels	x	x	x	x
(2 5 5 2 1) For Females	x	x	x	x
(2 5 5 2 1 2) Responsible		x	x	x
(2 5 5 2 2) Plan Families	x	x	x	x
(2 5 5 2 2 4) Contraception	x	x	x	x
(2 5 5 2 3) Abortion Place	x	x	x	x
(2 5 5 2 4) Service Provider	x	x	x	x
(2 5 5 2 6) Heterosexual			x	x
(2 5 5 2 7) Conservative	x	x	x	x

*Tree imported from the NUD*IST project FPWA.*

Appendix Three: Customer Value Created

The structure and content of Section 9 through Section 14, comprising the contributory findings supporting the customer value created category of the NUD*IST project FPWA summarised in chapter seven, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates the existence of the node within each of the subsidiary projects noted in chapter five. Discussion follows the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(3) Customer Value Created	x	x	x	x
(3 1) Community	x	x	x	x
(3 1 1) Main Stream	x	x	x	x
(3 1 1 1) White Middle Class	x	x	x	x
(3 1 1 1 1) Female Health	x	x	x	x
(3 1 1 1 1 1) Prime	x	x	x	x
(3 1 1 1 1 1 1) Proactive	x	x	x	x
(3 1 1 1 2) Men's Health	x	x	x	x
(3 1 1 1 2 1) Secondary	x	x	x	x
(3 1 1 1 2 1 1) Reactive	x	x	x	x
(3 1 2) Specific Needs	x	x	x	x
(3 1 2 1) Professionals	x	x	x	x
(3 1 2 2) Age Groups	x	x	x	x
(3 1 2 3) Rural / Regional	x	x	x	x
(3 1 2 6) Government	x	x	x	x
(3 1 2 7) Disadvantaged	x	x	x	x
(3 1 2 8) Cultural Issues	x	x	x	x
(3 1 2 8 1) Ethnicity	x	x	x	x
(3 1 2 8 1 1) Asians	x	x	x	x
(3 1 2 8 2) Indigenous	x		x	x
(3 1 2 9) Schools	x	x	x	x
(3 1 2 10) Travellers	x	x	x	x
(3 1 2 12) Welfare	x	x	x	x
(3 1 2 16) Community Groups		x	x	x
(3 1 2 17) Parents			x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(3 1 4) Different Relations	x	x	x	x
(3 1 4 1) Client / Staff	x	x	x	x
(3 1 4 2) Fund / Manager	x	x	x	x
(3 2) Value	x	x	x	x
(3 2 1) Expertise	x	x	x	x
(3 2 2) Professionalism	x	x	x	x
(3 2 2 1) Excellence			x	x
(3 2 2 2) Holistic			x	x
(3 2 3) Service	x	x	x	x
(3 2 3 1) Inexpensive	x	x	x	x
(3 2 3 2) High Quality	x		x	x
(3 2 3 3) Options	x	x	x	x
(3 2 3 4) Accessibility	x	x	x	x
(3 3) Want / Need	x	x	x	x
(3 3 1) Intangible	x	x	x	x
(3 3 1 1) Comfortable	x	x	x	x
(3 3 1 1 1) Personalised	x	x	x	x
(3 3 1 1 3) Non Judgmental	x	x	x	x
(3 3 1 1 4) Cared For	x	x	x	x
(3 3 1 1 5) Sensitivity			x	x
(3 3 1 1 6) Trust	x	x	x	x
(3 3 1 1 7) Listened To	x	x	x	x
(3 3 1 1 8) Confidentiality	x		x	x
(3 3 1 1 9) Anonymity	x	x	x	x
(3 3 1 1 10) Time	x	x	x	x
(3 3 1 1 13) Choices		x	x	x
(3 3 2) Tangible	x	x	x	x
(3 3 2 1) Safe Environment	x	x	x	x
(3 3 2 1 1) Promise	x	x	x	x
(3 3 2 1 1 2) Information	x	x	x	x
(3 3 2 1 1 2 1) Answers	x		x	x
(3 3 2 1 1 3) Accurate			x	x
(3 3 2 1 1 4) Up 2 date			x	x
(3 3 2 1 1 5) Clinical Backup			x	x
(3 3 2 1 1 6) Underlying	x		x	x

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 9. Community: Main Stream

Discussion in this section traces the hierarchy of meaning related below beginning at the concept level.

Concepts

The first concept below the core category is that of Community.

Community

The purpose of the agency is to *//enhance the sexual health of the Western Australian community//* This purpose is achieved through *//providing a service to the broader community//* to *//as wide an audience as possible//* *//Any member of the public//*, stated one staff member. *//Anyone who wishes to access the service//*, responded another. *//The public is everybody else but us//*

Within the Community concept the construct of Main Stream generated several characteristics.

Constructs and Characteristics

Main Stream

The agency has *//main stream groups and other groups that don't necessarily hear about us through main stream services//*, due to the non-traditional services *//being not that well known//* The agency services *//its traditional market very well, the traditional market being white Anglo-Saxon middle class, the people who are like us//* *//Something like probably white, middle class//*

*//Generally the type of person we see isn't terribly socially disadvantaged. They are your ordinary GP [*general practitioner] type clients because usually they have to be informed to get here. We do see an odd few [*of the socially disadvantaged]//* Overall,

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

clients that use the agency's services are *//predominantly people from middle class from those sort on health benefits.//*

*//The dominant client is female. Over ninety percent of our clients are **female**.//*
*//Women's sexual health is what generally FPWA is all about I think//, //a caring service for well women//; hence, the agency's customers *//are **primarily** women//*, providing a service *//that was set up for women. We only had female doctors and that's part of our legacy.//* The consequence for the agency is that it *//has a female persona.//**

Fundamentally, *//what I can gather from what I've read about men, women and their ideas of sexual health, women are always going to be the major client group.//* They have been the dominant client group in the past primarily because women have tended to be more **proactive** about their sexual health. *//The responsibility for contraception has rested with women. It has [***certainly**] rested with the women that come here.//*

*//Sexuality belongs to both women and men//, however. The issues around **men's sexual health** are evolving. //There is a need. There is the prostate stuff, the impotence stuff, that type of thing.//* This has resulted in the agency *//trying to encourage more male clients//, trying //to let men know about the agency as well, that it is available to men.//* *//Men often aren't used to coming in and talking about stuff//, though. As well, //men don't access health services even out in GP land.//* Men also don't have the *//same volume of needs in the sexual and reproductive area as do women.//* While historically men have been **secondary** to the agency, *//we want to widen our role to include men//* by trying *//to include more men in the whole issue of fertility.//*

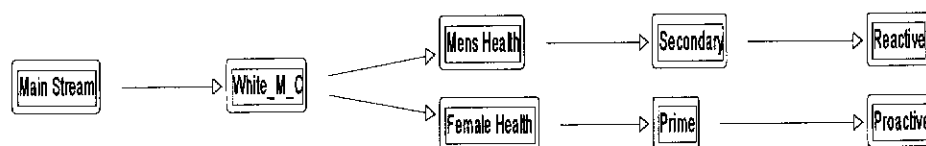
For the agency the question is *//how do we access men because they aren't traditional users//?* As one staff member put it *//men don't think about it till there is something very visual that tells them there is a problem.//* One staff member described the nature of men as **reactive** to their health situation. This view has created an expectation that *//you can waste a lot of energy trying to make sexual health trendy for men.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

Map 66. Community: Main Stream



Section 10. Community: Specific Needs

Construct

Also within the Community concept is the construct of Specific Needs which generated several characteristics.

Specific Needs

The **specific needs** of certain stakeholder groups within and outside the main stream are many. In describing the agency's nature and identity, one staff member commented that *//the first thing would be that it depends on the group I am speaking to.//* The agency's nature and identity can *//alter depending on the group you are talking to.//* *//We have a whole lot of different groups of clients each coming for different things.//*

Characteristics***Age Groups***

In terms of **age groups**, clients using the clinical and related services are *//anywhere from virtually twelve to eighty//, //from the onset of puberty through to old age.//* *//One of our major client groups is young people between the ages of fifteen and twenty-four.//* Predominantly, *//most of the population would be under thirty.//*

Professionals

As a teaching/training facility, the agency provides *//professional education and training to doctors, nurses and other health professionals.//* *//The professional people we train they are our customers.//* The agency has *//a really big commitment to training other*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

people. Doctors, nurses, counselors and educators.// The agency is //a train-the-trainer model//, and the purpose of the clinic //really is foremost to provide training.//

Rural and Regional Groups

Non-city dwellers are at a disadvantage. //Rural or regional communities don't necessarily have the same access to services as here [*in the city].// //Women [*and by implication clients in general] in those areas are much more disadvantaged than the city.// It is an issue of accessibility. //They don't have the choice//, an issue of fairness, but //they have got the telephone system.//

Government

//From the Commonwealth Government's point of view [*the agency's main funder], our most important function is in the area of training and education, public information, training and education.// It follows that the //funding is based on teaching. Because we teach we get funded.// This equates to the agency having two main customers. //Your customer is one person [*the individual clients and groups], and you have another customer who is your funder. So you actually have to try and get the two together.//

Disadvantaged

Some of the agency's programmes are specifically designed to cater to the unique needs of certain **disadvantaged** groups. For example //people with an intellectual disability. We have a special education group for kids who have got that kind of disability.// Called the People First Program (PFP) it //is a segregated programme supporting people with intellectual disability, related self-esteem, human relationships, and sexuality issues.//

Cultural Issues

The agency is //trying to open up// its service, //running groups for people from multi-cultural backgrounds.// The goal has been //to see all types of people and all nationalities// on the basis that historically //FPWA hasn't related well to these groups.// The agency has //a changing population with a lot more people from other countries

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

*now. We have a whole group of people—Asian migrants, Middle Eastern, European migrants—who are probably back where we [*Australia] were in the 50s and 60s in terms of comfort level//; hence, the **cultural issues** are many.*

A recent programme directed towards Aboriginal sexual health identified that there are **cultural issues** //in how you approach issues like sexuality.// The agency has //tried to include certain groups of people such as ethnic minorities, aboriginal groups, which has been a dismal failure so far.// Staff //find people from non-English-speaking backgrounds, for example, are tedious and difficult, and you have got to have an interpreter some of the time, and it's difficult.//

Schools

//From the education viewpoint we [*the agency] go out into **schools**. We try and educate young people in sexuality. Sexuality in its more general terms, other than just safe sex or any other clinical type of problem.// The agency does not have a //very formal relationship with the [*State] Education Department.// It's simply whether //the school nurse, the health education teacher or PE teacher [*physical education]//, //knows about what we do and likes what we do.//

Travelers

//People who come from overseas look for FP [*the organisation].// //A lot of people from other countries come here [*to the agency] because like in England you don't have a GP. You go to the FP Association.// //People who come in from Scandinavia and stuff like that want to make an appointment because their pill script has run out and things like that. They obviously know about FPWA from wherever they are coming from.//

Welfare

The agency's services are //seen [*to be] fairly importantly as a low cost option for a lot of people, particularly for the young who may not be able to afford it.// //The whole philosophy to do with youth is that they don't have the money.// Overall //I feel the public

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

out there expect an awful lot from social security, **welfare** and so forth. Okay, there will always be the person who can't cope, and I think we will always assist them.//

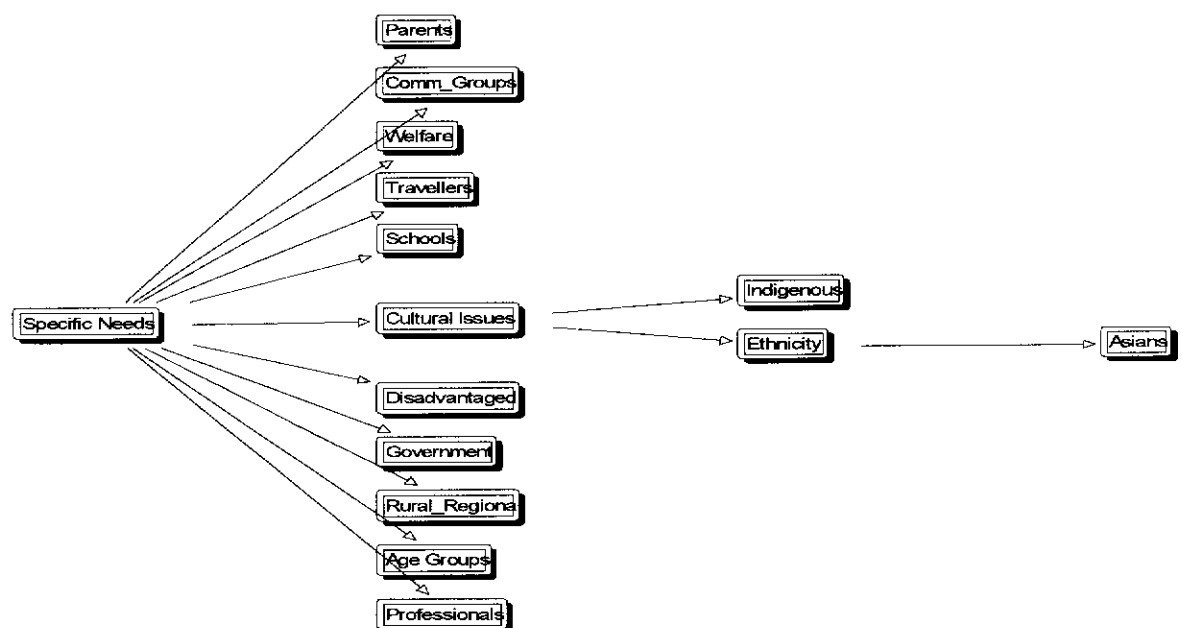
Community Groups

The agency //provides quite a wide range of community education programmes.//
//Schools, youth groups, girl guides sometimes—anything. I mean a huge variety of different sorts of **groups**.// This is an outcome from years of effort by the agency for
//running more and more **community** programmes with the educators going out doing stuff on the weekend.//

Parents

The agency //runs parent education as well//, providing //parents with information and education that sort of gave them the confidence to be informal educators.// These workshops are designed to //assist **parents** for instance, to understand how to feel more comfortable talking to their children. So we do workshops for parents on childhood sexuality// to name one such area of assistance.

Map 67. Community: Specific Needs



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Section 11. Community: Different Relations

Construct

Further to the Community concept is the construct of Different Relations which generated several characteristics.

Different Relationships

The agency manages two underlying, crucial and very **different relationships** on a day-to-day basis. The first is the relationship between the funding bodies and FPWA management. The second is the relationship between service delivery staff and the service user. *//Our workers connect directly with the client but, as a manager, my customer is the funder, and that is the person I am out to seduce.//* Both relationships are built upon different philosophies.

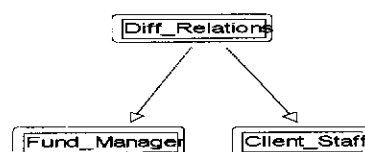
Characteristics***Client and Staff***

With this relationship *//the focus has been on service provision. It has been a concern for people who are disadvantaged or who are not empowered or who are vulnerable.//* *//The focus is on the care for the client within the best possible care and management of the case.//* As one staff member commented *//they are basically why we exist.//*

Funder and Manager

The agency's understanding of the funder's viewpoint is that *//it's the prevention side, not clinical treatment or clinical services. They have made that very plain on a number of occasions and we accept that.//* This translates to a view that *//the clientele are almost secondary//*; hence, the clinic is primarily seen as a place of training. *//We have to keep the clinic going to do the training. There will always need to be the clinic.//*

Map 68. Community: Different Relations

Key: Member's words *//.....//*Concepts, etc. **bold**Researcher's words [**.....*].

Section 12. Value: Expertise - Professionalism - Service

Concept

The second concept is that of Value.

Value

From the viewpoint of the client, *//if you are going to the medical profession and giving information, or going to the schools—basically if you're a user who needs information about sexuality—then the **value** of the agency is its history, combined with access to information, experience and professionalism in the [*sexual health] area.*

Within the Value concept, the constructs of Expertise, Professionalism and Service generated several characteristics.

Constructs and Characteristics**Expertise**

Clients come to the agency *//wanting **expertise**. They want someone who can say this is what you can do. This is what you can't do. This is what you need to be doing. Take this, things will be fine. Or further: no, we're specialists and now you need to get down and see your oncologist or something.* *//Women believe when they come here that they will be dealing with people who are experts in the field of women's sexuality and health.*

Professionalism

*//The agency offers high technical expertise and **professional** service.* *//The customers who are our clients who come in as clinic clients, they want professional prompt service.* *//We know what we are talking about, and the clients perceive we know what we are talking about.* *//People know that //the ways things are dealt with just seem to be a lot more professional and sort of adult if you like.* *//The agency has //grown more professional// over the years based on //a commitment to **excellence**.* *//I think what it [*the agency] does well is in the services that it offers. It attempts to do them to the best of its ability.* *//The provision of service I think is of a very high standard.*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

*//We are always mindful of what systems people [*the staff] are operating in. What they might need. How they can do it better. We ask for feedback [*from clients] to see if what we are doing, what we are providing is meeting needs.// //For me, it comes down to my immediate response would be the people. The individuals I have contact with seem to be of a mindset where they are open to getting the whole picture [*holism].//*

Service

*The //agency is a **service**//, //a good professional health service.// The agency offers //the very best client centred care. In terms of the client we [*the agency] put you [*the client] first.// From the client's perspective //if I go in there I know that I am going to get what I went in there for. Basically that's the success.// The service is //to do with confidentiality, minimal cost, plenty of time to ask questions and is not too limited.//*

*//People's perceptions are that we will be either free or very low cost.// //As it is now, it's pretty okay. You can actually join for a yearly fee, which is really cheap actually.// Basically people are //wanting something which is quality, but something that you don't have to spend a lot of money on.// //For education programmes, we charge people fees which we develop depending on the scales of which it is and how much money they have.// When //you compare coming for sexual counseling here and going to a psychologist, it's much cheaper.// Overall the agency provides //an **inexpensive** service//, bearing in mind the //quality of care provided.//*

*//I personally feel that the **quality** of the service is the most important thing.// //I think the quality is already there and that is a great asset for any business.// The agency //delivers a high quality service in terms of skill. The practitioners, the clinicians, whether counseling or clinic, the management as well.// //It is excellent quality care because we are so specialised.// One of the agency's goals has been //to ensure that the public, people have **options**.// //So we throw up different scenarios and possibilities which the clients can engage with when they are ready.//*

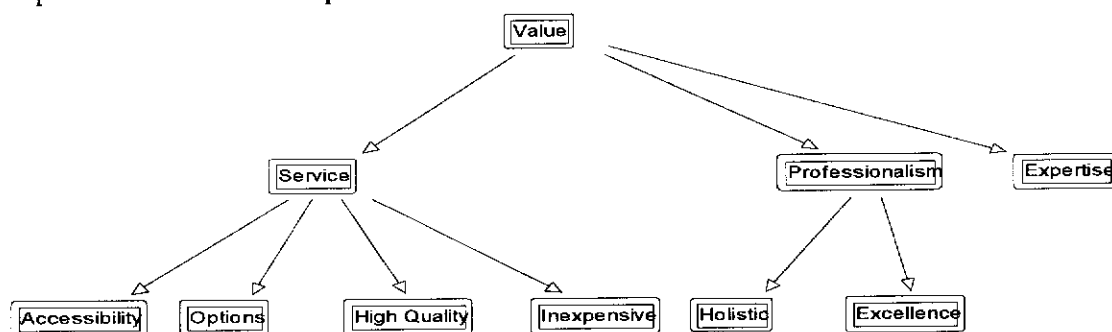
Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Such a pro-choice philosophy *//respects difference and choice, where people's rights are not impinged or exploited.//* The agency offers *//easy access to care.//* People are *//able to come to one place. Have access to all those different things//* [**range of services*). *//The length of time we are open//* is important. *//The fact that we run two to three clinics a day, and we've now got Saturday morning and Thursday night when they [**the agency*] stay open to seven o'clock or whatever.//* People *//want appointment times when it's convenient for them.//*

Map 69. Value: Expertise - Professionalism - Service



Section 13. Wants and Needs: Intangible

Concepts

The third group of concepts is those of Wants and Needs and Intangible.

Wants and Needs

The agency *//endeavours to treat its clients as individuals and to meet their individual needs//* by *//providing services that cater to those needs.//* *//All our customers have different needs.//* *//I think that's why people can have confidence in FPWA and that's what's attractive about it.//* Staff always spend time as one interviewee stated, *//talking to the person and try and glean what it is they actually want.//*

Intangible

Clients are *//looking for a friendly environment that is not hospital based.//* The agency *//has a friendly focus and friendly atmosphere for clients.//* *//It's not just a Pap smear,*

Key: Member's words *//.....//*

Concepts, etc. ***bold***

Researcher's words [**.....*].

*it's about building rapport, chatting about a whole range of other sexual health issues.// Clients often remark afterwards //how easy it was. How they [*the staff] were so nice, they made it so easy, and they made me feel comfortable.// But it is very //hard to advertise the whiffilly-whaffilly things, the non-judgmental.// What can be labeled as the **intangible** features of the agency's service.*

Within the Wants and Needs and Intangible concepts the construct of Comfortable generated several characteristics.

Constructs and Characteristics

Comfortable

*The agency //provides a place where people can talk about the unspeakable or the uncomfortable.// The agency has always provided //a friendly focus and a friendly atmosphere for clients//, a place //where people can come and feel free to air their problems in a sensitive environment.// //Sexual health is such an emotive area you need to be able to make people feel **comfortable**. We are good at that and I think [*basically] that is what we offer.// Clients are made to feel //very comfortable talking about their innermost [*sexual] problem.//*

*//I think we provide a service that is more **personalised** in a sense in that we focus on the individual. We work with a model that's supposedly client centred.// //I certainly think from the clients that we get, they do have that sense that we are there for them. They're not just bums on seats, and we just dispense medicine and give counseling.// //It's that individual attention.// //You are talking about a person's sexuality. It's so personal.// The service is provided by people //who aren't going to tell you to piss-off, you know. To judge you for being there, you know. For the client //it's a sense of being **listened to**, I suppose, about what their concerns are in a **non judgmental** way.// This requires staff who are //really open minded and committed to what they do.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

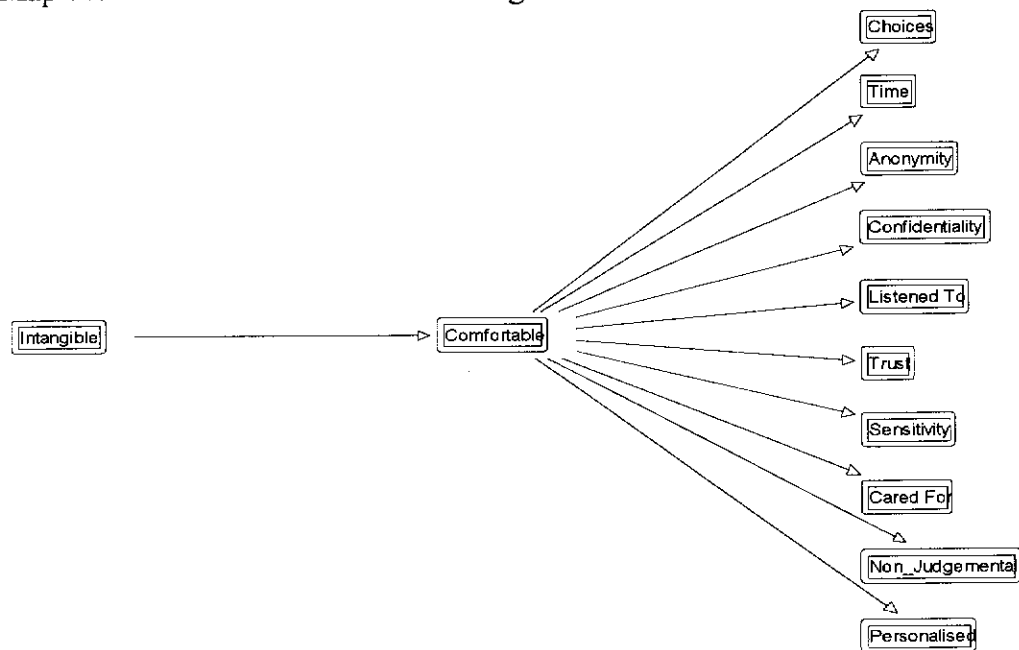
This points to an organisation and collective membership that cares. *//It sounds really wanky, but I think people feel **cared for** when they come in here.//* *//Within the staff is what we are, which is the expertise, the value and the caring.//* Clients *//feel safe and cared for//* because staff *//are dealing with these problems all day.//* They can *//relate//* to the clients' problems, providing *//a **sensitive treatment of the clients' problems.**//*

*//The element of **trust** in all of this is incredibly important.//* *//If it's a woman coming in with difficulties about menopause then she wants to come to someone that she can feel she can trust to talk about the issues there. I think it's about trust as well as information.//* *//Clients know that they can come here to a safe environment that does maintain **confidentiality.**//* *//Clients come here because it is sensible for them to come here because they don't want their parents to know about it, or they don't want their partner to know about it.//*

Importantly, *//it's not just telling clients about confidentiality, they actually have to feel that it is confidential.//* *//A big part of what the agency provides is that they guarantee that it [***the service**] is anonymous. Not going to see the GP that knows the family. The **anonymity**, in a way, is what keeps the agency going//, //particularly younger women or anybody who has an issue where they don't want it to be part of their medical record.//*

*//Historically there has always been a lot of **time** given to clients//, //being very generous to people up until recently.//* Whereas before *//people got more time here//, now //we do only twenty minute consultations//, having been forced to //look into the times people have been waiting.//* *//We used to be able to give forty-minute appointments if we felt someone was going to take longer.//* *//We do give them [***the client**] more time than their GP.//* That time factor allows clients to feel that *//they've really been heard.//* This time factor has allowed greater discussion over choices. *//We believe we provide information to clients so they can make their own **choices.**//*

Map 70. Wants and Needs: Intangible



Section 14. Wants and Needs: Tangible

Concept

Tangible is within the third group of concepts.

Tangible

In contrast to the intangible, those things which are imprecise or unclear to the mind, are those things capable of being felt and grasped by the mind. In terms of the agency's service *//because we can spend more time, because we have some part funding then we can give our clients more, we can offer them more.//*

Within the Tangible concept, the constructs of Safe Environment and Promise generated several characteristics.

Constructs and Characteristics***Safe Environment***

The agency is a place *//where they have permission to talk about the unspeakable.//* *///I think our clients know that they can come here to a safe environment that does maintain*

Key: Member's words *//.....//*

Concepts, etc. ***bold***

Researcher's words [****.....***].

confidentiality//, a //safe environment for people to come and talk about something that is not safe to talk about in a lot of other environments.// The agency //is a non-threatening place.//

Promise

Regarding the agency, *//I say I am the client and I go in there. I know that I am going to get what I went in there for. Basically that's the success. You know when you walk in there it's going to be done right.//* In this context, the agency does *//what it sets out to do which is to provide sexual health issues and help for those issues.//*

The agency has *//developed over the years into a place where people can get advice, medical treatment and information on sexual health problems.//* The agency is *//user friendly because it is perceived as being there for clients' needs in a non judgmental way.//* Overall, we consider clients *//feel they are getting good advice and, hopefully, they would be. It wouldn't just be somebody marketing.//* That's the agency's **promise**, FPWA's competitive moment of truth (Carlzon 1987).

*//We have a belief that we need to provide **information** so clients can make choices. So our health promotion is really largely based on providing information.//* The agency therefore is *//coming from a position of providing people with information so they can make informed choices aware of the responsibilities that go with those choices.//* *//From the Commonwealth Government's point of view our most important function is in the area of training and education: public information, training and education.//* That information must be *//the most **accurate up-to-date** information on sexual health.//*

In addition to the information component is the clinical backup *//recognition of the importance of **clinical services**//* in the agency's total service provision is fundamental. The clinical services are part of a total service enabling the agency *//to take steps to minimise disease and other aspects that lead to ill health—emotionally, physically and spiritually.//*

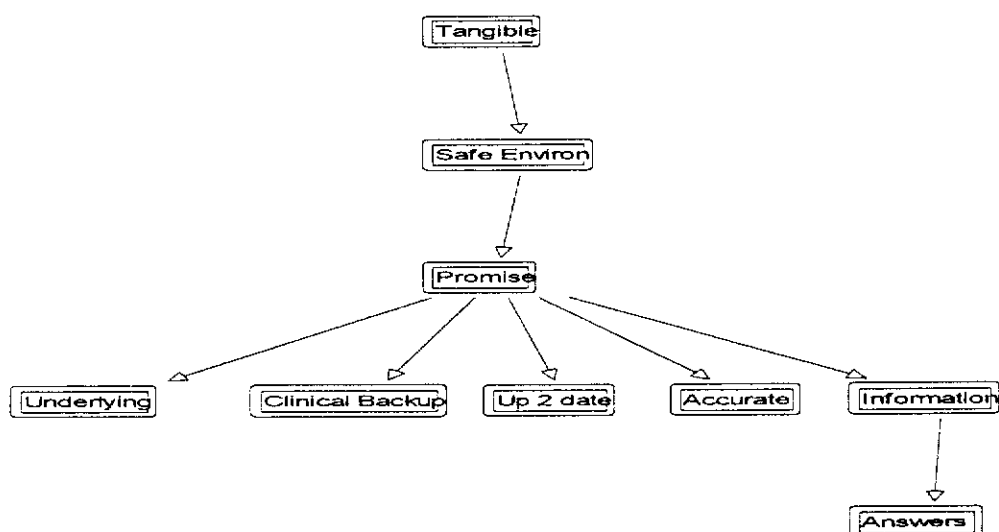
Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Diagnosing client problems has become more prevalent as the agency's specialist and professional status in the sexual and reproductive health arena has become more recognised. The agency is now *//giving much more in-depth explanations of procedures//* by searching for the **underlying** presenting problem.

Map 71. Wants and Needs: Tangible



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

Appendix 4: Distinctive Competencies

The structure and content of Section 15 through Section 22, comprising the contributory findings supporting the distinctive competencies category of the NUD*IST project FPWA summarised in chapter seven, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five. Discussion follows using the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(4) Distinctive Competencies	x	x	x	x
(4 1) Intangible	x	x	x	x
(4 1 1) Staff	x	x	x	x
(4 1 1 1) Female	x	x	x	x
(4 1 1 2) Key Asset	x	x	x	x
(4 1 1 3) Experienced	x	x	x	x
(4 1 1 5) Trans Gender				x
(4 1 2) "Glue"	x	x	x	x
(4 1 2 3) Social Justice	x	x	x	x
(4 1 2 3 3) Committed	x	x	x	x
(4 1 2 3 3 3) Self Sacrifice	x	x	x	x
(4 1 2 3 3 3 4) Not the S's	x	x	x	x
(4 1 2 3 3 4) Rewarding	x	x	x	x
(4 1 2 3 3 4 1) Ownership	x	x	x	x
(4 1 2 3 3 4 1 2) Pride	x	x	x	x
(4 1 3) Management Structure	x	x	x	x
(4 1 3 1) Board of Management	x		x	x
(4 1 3 1 1) Enforce Charter	x		x	x
(4 1 3 2) Professional Management	x	x	x	x
(4 1 3 2 1) Direction	x	x	x	x
(4 1 3 2 1 2) Structure	x	x	x	x
(4 1 3 3) Service Management	x	x	x	x
(4 1 3 3 1) Implementation	x	x	x	x
(4 1 3 4) Service Delivery			x	x
(4 1 3 4 1) "Do"			x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(4 1 4) Reputation	x	x	x	x
(4 1 4 1) 'The Place'	x	x	x	x
(4 1 4 1 1) Specialists	x	x	x	x
(4 1 4 1 1 1) Professional Development	x	x	x	x
(4 1 4 1 1 1 1) Interpersonal			x	x
(4 2) Tangible	x	x	x	x
(4 2 1) Location	x		x	x
(4 2 2) Funding	x	x	x	x
(4 2 2 1) Federal State Government	x	x	x	x
(4 2 2 1 1) Priorities	x	x	x	x
(4 2 2 1 1 1) Prevention	x	x	x	x
(4 2 2 1 2) Predictability		x	x	x
(4 2 2 3) Where the \$'s Are	x	x	x	x
(4 2 2 4) Internal Revenue	x	x	x	x
(4 2 2 4 1) Discretionary	x		x	x
(4 2 4) Health Model	x	x	x	x
(4 2 4 1) Levels of Care	x	x	x	x
(4 2 4 1 1) Health Promotion		x	x	x
(4 2 4 1 2) Community Education	x	x	x	x
(4 2 4 1 3) Telephone Support		x	x	x
(4 2 4 1 4) Information Service		x	x	x
(4 2 4 1 5) Professional Training	x	x	x	x
(4 2 4 1 6) Clinical Service	x	x	x	x
(4 2 4 1 6 2) Core		x	x	x
(4 2 4 1 7) Counseling	x	x	x	x
(4 2 4 1 8) Special Programs	x	x	x	x
(4 2 4 1 9) Sex Supplies			x	x
(4 2 6) Systems		x	x	x
(4 2 6 1) Effective		x	x	x
(4 2 6 1 1) Professional		x	x	x

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 15. Intangible: Staff

Concept

The first concept below the core category is Intangible.

Intangible

The Intangible construct in this category reflects the imprecise, the unclear, the interpersonal or perceived ‘softer’ aspects of the distinctive competencies applied in delivering client centred value.

Within the Intangible concept the construct of Staff generated several characteristics.

Constructs and Characteristics***Staff***

*//The whole thing is the people who work here, our **staff**//, are //our main strength//, //the biggest factor// in the agency’s success. //It is the people you work with that always makes or breaks a place.// Women staff the agency. That orientation to employing female doctors, nurses, counselors and educators was by design. //I think there’s elements of a lot of women like to go to other women. If their GP [***general practitioner**] is a man, they might come here for those areas of our services [***sexual and reproductive health**] and perhaps their GP for other areas.// //We have **female** doctors which girls [***the sex workers**] would prefer.// //Our uniqueness was the provision of female doctors.//*

*//Our staff is our biggest **asset**.// The staff //are the interface between us [***the management**] and the client.// The agency //couldn’t provide its service without its staff. Full stop. It’s the staff that is its strength.// //They [***the staff**] mean a lot to FPWA. They come from all different walks of life, and all different levels of professionalism. FPWA wouldn’t be able to operate if it didn’t have the staff that it’s got.// The staff //have a*

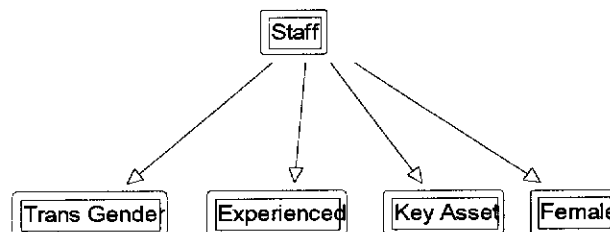
Key: Member’s words //.....//

Concepts, etc. **bold**

Researcher’s words [***.....**].

*mindset where they're very open to getting the whole picture.// The staff //are very **experienced** and specialised//, //highly skilled technicians.// The agency is also able to //attract people of all areas of sexual preference because we have on board a number of staff who vary tremendously from heterosexual through to **transgenders**, gay and lesbian.//*

Map 72. Intangible: Staff



Section 16. Intangible: Glue

Constructs and Characteristics

The Intangible also contains the constructs of Glue and Social Justice for which several characteristics were generated.

Glue

The **glue** or essence binding the agency's stakeholders, that *//sense of internal cohesion//*, is *//our aims and objectives. It is those things that hold us together.// //It's about what we offer the client. What the people that we work for get out of it.//*

Social Justice

*//The agency is providing a very, very good hands-on service to a lot of people in the **social justice** area.// //The people who work here do so because they want to be doing something good for the rest of humanity.// //It gets back to the cause. That belief that you are doing something good and the desire to help people.// //In all levels, even in the admin levels, I think people feel that very strongly.// //You feel as though you are doing something that isn't done in the rest of the community, and you were really offering them [***the community**] something they couldn't get elsewhere.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

*//So [*for] the people that actually work here, there is a sense of individual commitment.// //I think people are quite committed to seeing improvements in social justice I guess.// //So they have to be special people, they have to be really interested and committed to what they are doing.// //I just love the people that are working here. Just by meeting some of the doctors, just their whole attitude.// //I just think that the people down there [*in the clinic] really care about their work.//*

That commitment has an element of **self-sacrifice**. *//It's that social-service and social conscience, the service thing.// //Like a missionary zeal bit, a dedication I suppose//, //helping people.// People here //put a tremendous amount of themselves into their work which was not always for remuneration.// //I don't know if it's anything that people do consciously. Its something that this organisation, it attracts a certain type of person.//*

It's **not the dollars**. *//If they [*the staff] were doing it for the money they would be somewhere else.// //A lot of the younger doctors who are in general practice, we don't keep them because they are going to get much more [*money] out there in general practice.// //It's not as if the pay is fantastic, but people seem really committed .// // So you have to be a bit keen on family planning.//*

Staff describe the **rewarding** nature of the work. *//It's a good place to work. I mean you've actually got the variety. I mean you couldn't work anywhere else and get such huge variety of stuff.//*

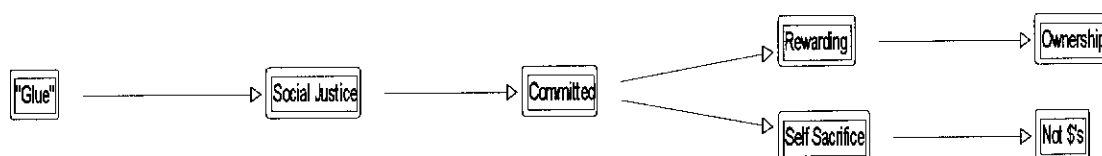
Running parallel with this theme is the idea that the agency is *// an organisation where staff have always had a sense of **ownership** particularly in the participative-management days.// //There is a sense of ownership for people who actually work within the organisation// leading to staff //taking **pride** in what they do.// //Yeah, I am a bit proud of it.// //I think it is an excellent and much needed organisation.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Map 73. Intangible: Glue



Section 17. Intangible: Management Structure

Construct

Further to the Intangible concept is the construct of Management Structure which generated several characteristics.

Management Structure

*//Even though it [*the agency] is a community, it's just a little different in that the management structure is different to most community organisations.//*

Characteristics***Board of Management***

A **Board of Management** made up of community volunteers, a government nominee, and a staff representative heads the agency. The volunteers are well-respected health and business professionals skilled in contemporary sexual and reproductive health generally, as well as business administrative practices. The Board's role is to *//vet the agency's daily affairs in terms of the organisation's aims and objectives//* as embodied in the agency's charter and mandate—its constitution. Most *//community organisations are driven by their Board.//*

The Board *//makes sure the boundaries aren't overstepped, that the money doesn't get wasted//*, essentially **enforcing the charter**. In *//some ways, it's been a 'rubber stamping' role//*, the reality being *//when you have a very large community organisation*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

like ours, the Board doesn't have the hands on experience, and don't know what's going on a day-to-day basis.// The Board's role should be //to work with the organisation rather than just rubber stamping it and that's difficult.//

Professional Management Team

*//The management is at CMT level [*Corporate Management Team]. CMT lays down what we think we should aiming toward.// //They are paid to be the decision makers on the information they are given, looking at the broader picture.// //There are a lot of dilemmas, and you're damned if you do and damned if you don't sometimes.// Compared to the President of the agency, //the day-to-day running [*of the agency] is the CEO's job.// CMT provides the **professional management** //because ultimately they are the ones that are running it [*the agency].//*

*The Board //leaves a lot of the lobbying and negotiation with Government to CMT.// //The CMT is the leader, not the CEO [*the CEO or Chief Executive Officer].// The CMT //is a strong group of three, making all the decisions// //and taking all the final responsibility.// What has been happening, however, is that //if the CMT try to introduce something new or whatever, there is always a lot of resistance to it.//*

*Historically this wasn't the case, but //now I think the management culture has changed [*from participative democracy to one of greater use of authority], to the extent that a few years ago if we felt that all the staff felt one thing and we felt another, we would not want to go against what the staff felt.// //Now we are prepared to start calling the shots more, and what's happened is the management team, having got all this information, and having put the process together, it's decided.// Decided on the future **directions** and **structures** for the agency.*

Service Management

//I guess as a coordinator when I down there I'm on nuts and bolts stuff. It's like getting the carpets cleaned, getting the air-con fixed, dealing with accounts, talking to people

Key: Member's words //.....//

Concepts, etc. **bold**

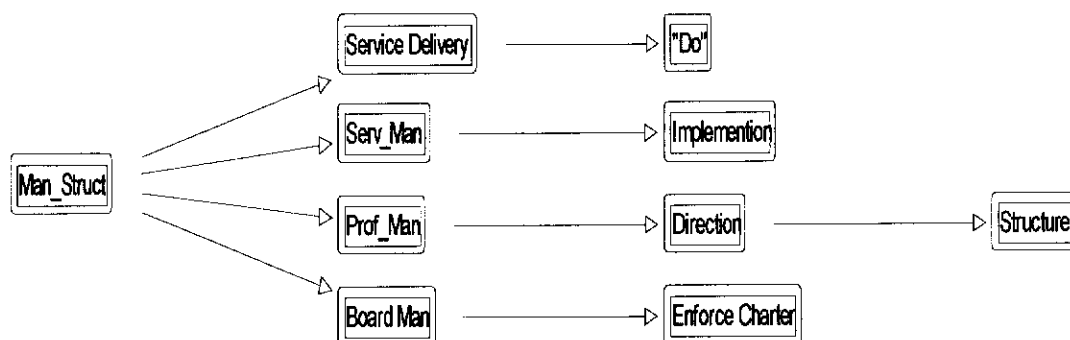
Researcher's words [*.....].

ringing up wanting to use our rooms, all administrative stuff. I'm not actually involved in decision making. It's the coordinator's role to give input and to try and lobby. // In terms of structure and direction one manager/coordinator described the **service management** role as *//managing staff, making money, coming up with new ideas and making them happy, doing research and making everything move.* // In terms of the latter, the programme implementation part is the hard bit. *//Actually getting some of them [*new programmes] off the ground is the hard part.* // *We are not good at **implementing** things. I think that is our real big failing.* //

Service Delivery

//There is a clash of identities between the Board of Management and the people on the ground working. // *//A feeling of separation between the workers and the management.* // **Service delivery** staff say *//we do the nitty-gritty stuff down here, and upstairs it is a bit airy-fairy. They're all the ones with the degrees and we are the ones doing the hard work.* // In terms of the clinic service, *//the people upstairs really haven't got a clue what goes on [*down here].* // *We are under a lot of pressure down here. We can get frantic and they come waffling down.* //

Map 74. Intangible: Management Structure



Section 18. Intangible: Reputation

Constructs and Characteristics

The Intangible category also revealed the constructs of Reputation and The Place, both generating several characteristics.

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Reputation

*//FPWA has a great **reputation**./* *//FPWA is the foremost organisation in Western Australia on sexuality education and on the contraceptive issues, Planned Parenthood issue./* *//The clinic is what's known, it's what draws people in. The clinic is what's been around for the longest, the first cell to develop./* *//Our pre-eminence in the education side of things also, I think, is unquestioned./* *//People see us as like a specialist service./*

The Place

Within the arena of sexual and reproductive health services *//there is no organisation that has it all./* It is a *//unique agency that offers expertise in the area of sexuality and sexual health. Nobody else has made that his or her specific focus./* The agency has established an image as *//**The Place** to go to if clients want that sort of information./* *//I think as an organisation, because of the level of comfort we have in our work, we provide a place that people can talk about the unspeakable./* *//The image is there that yes you are going to a place and you feel confident you are in good hands./* The agency *//is driven by a specialist understanding of the area//*, operating with the slogan *//we are **specialists** in sexual health./* *//The Health Department certainly regards us as expert in some of the sexual and reproductive health areas we provide./*

The **professional development** *//focus is on developing the expertise of our people//* the *//updating of skills. There are always programmes and seminars./* *//There are our own internal educational systems and meetings that are very important./* *//We have a medical educator, a nursing educator, a medical consultant and part of their professional role is to bring information back and then rewrite policy, procedure and protocols to reflect this latest research. The agency runs in-service training and support people going out and doing work related stuff to build up their skills./* A key part of the agency's training focus is *//people skills./* *//When counseling was created one of the things that we did was we committed the whole of the organisation to interpersonal skill training, which the counselors undertook from the receptionist right through to the doctors./* *//Because a lot*

*of the doctors and nurses now have been here for quite awhile, they are including much more of one-to-one **interpersonal skills**./*

Map 75. Intangible: Reputation



Section 19. Tangible: Location

Concept

The second concept is that of Tangible.

Tangible

In contrast to the intangible, those things that are imprecise or unclear to the mind, are those things capable of being felt or grasped by the mind, the ‘hard’ aspects of the service comprising features of the service capable of being felt by the clientele.

Within the Tangible concept was the construct of Location.

Constructs and Characteristics

Location

*//The **location** is unique, as it used to be a brothel// many years ago. On the site is //a new purpose-built building// was erected for us. //In terms of the site, it’s easily accessible to people from all walks of life// The central city location of the agency //is easier as regards public transport. They’ve [*the users or general public] got the bus station over there. They’ve got the train. There’s plenty of parking around. Access is pretty easy.//*

Section 20. Tangible: Funding

Concept

Included in the concept Tangible was the concept of Funding which is now discussed.

Key: Member’s words //.....//

Concepts, etc. **bold**

Researcher’s words [*.....].

Funding

FPWA is *//a non-government agency that receives substantial amounts of government money.//* As an agency *//we have an identity which is driven pretty much by funding; however, we can work out what we do with that funding.//* Historically, FPWA *//have done a good job in our area [*sexual and reproductive health], so funding increased year after year.//*

The whole Government funding process has hit the economic rationalist 1990s, however *//and we are facing new challenges to government funding in terms of how it's approached.//* *//In the past we have been very passive in our operations. We would just get a government grant and we would do what we have always done.//* This outlook is changing, as funding is no longer guaranteed.

Within the Funding concept were the constructs of Federal State Government, Where the \$s Are and Internal Revenue from which several characteristics were generated.

Constructs and Characteristics

Federal State Government

//The Commonwealth and State Health Departments provide us with more money than any other single funder.// *//Federally, we are living on six-monthly budgets at the moment.//* That funding *//is being cut by ten percent over a three year period. We are now in the second year of that.//* *//Seventy to seventy-five percent of our total budget comes from the Commonwealth//*, so the importance of the changes in perception of the nature and role of funding cannot be over emphasised. The agency has to balance its corporate aims and objectives of improving sexual health generally, with the Commonwealth Government's purpose behind the funding *//which is the area of training and education and public information.//* The Commonwealth Government also has *//particular areas that they believe ought to be focussed on such as aboriginal and men's health.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

*//Federally we have got a [*Federal Government] Minister [*of Health] who has been opposed to some of the principals of FPWA, including the abortion issues. With that in mind, he's constantly coming to us and saying why do you exist? What do you do? Challenging some of the areas that we treat as **priorities**.//*

*It's fine to have corporate aspirations as an organisation—a vision and a mission of where the agency should be heading—the reality, however, can be //if you want project money you have to be responsive to what the Government is saying right now are its **priorities**.//*

*The Federal Government's first priority //is the **prevention** side, not clinical treatment or services. They have made that very plain to us on a number of occasions.// The focus is on //decreasing negative outcomes like unplanned pregnancy and sexually transmitted diseases. So, societally, the [*Commonwealth Government's] focus is more on how can we work to decrease those [*the community's] negative associations with sexuality.//*

Where the \$'s Are

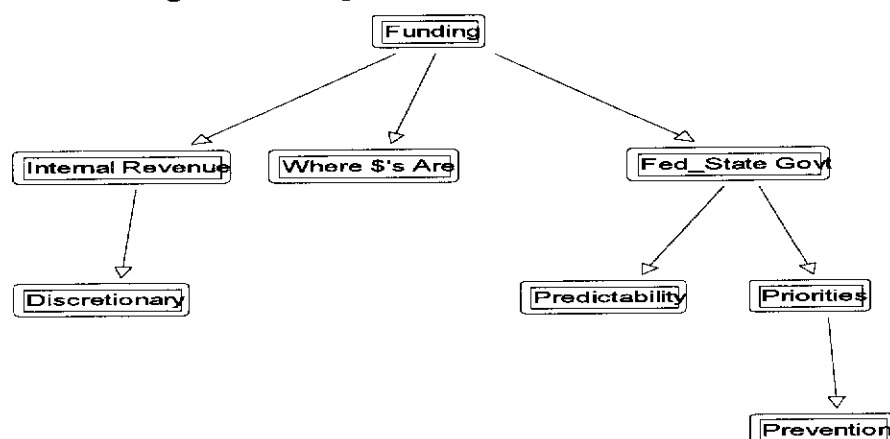
From a corporate point of view, the quest for funds goes //wherever the money is, and wherever that money has a connection with sexual and reproductive health.// //Wherever there is funding that is our business idea.// //From my experience, getting money is about being in the right place at the right time, finding out where the money is.//

Internal Revenue

*The growing unreliability of government funding has driven the organisation to look for **internal revenue** options, specifically, fee-for-service revenue options. The agency is having //to explore every opportunity to reduce our dependence on government funding//, //to build up our **discretionary** income, the income that comes from selling our services. We need to build that up because that gives us greater control over our destiny.// //It's a new focus for the agency. We currently find about twenty-five percent of*

the cost of counseling services comes from fees.// Fee-for-service //through our education and training makes a bit of profit.//

Map 76. Tangible: Funding



Section 21. Tangible: Health Model

Concept

Further to the Tangible concept was the concept of a Health Care Model.

Health Care Model

*//I don't know of any other organisation that offers service delivery in all of the different areas// that the agency does. Indeed no other agency has a **health care model** with //the scope and the depth of the experience we offer.//*

Within the Health Care Model concept the construct of Levels of Care generated numerous characteristics.

Constructs and Characteristics

We point out to potential users the various **levels of care** offered—beginning with health promotion, the library and the sexual health line—moving through to our clinic and counseling and, finally, special needs. *//We have our sexual health help line. They can then be referred to the clinic. They maybe referred to our library for information. They maybe referred to our counseling and that is all within one organisation.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

The agency's services begin with a broad-brush approach, targeting the wider community in terms of health promotion. The services become increasingly client centred and personal as individual needs are revealed. The health promotion and community education prevention components of the health care model *//attack the subject of sexual health in the community //* at a largely indirect and macro level. *//So our **health promotion** is really largely providing information to people [**the community at large*] //*, *//it's the prevention side.//*

//We have an education department which provides speakers for conferences, mothers groups, church groups, schools, anything like that.// *//Over the years we've gradually got into running more and more community education, work with educators going out to the schools and addressing classes and doing stuff on weekends.//* *//I think our **community education** is quite unique.//* The education is *//the agency's public face.//* The **telephone support** and information service is the first point of personalised contact with the agency. *//Some of the clients use the telephone information services. They just use the phone and stay at home.//* *//We have people ring up when they are in trouble.//* The telephone sexual help line has *//nurse practitioners, and so often they can answer clients question or they will find out and get back to them.//*

//We have a wonderful library, the largest collection of books about sexual health in the southern hemisphere, so people can keep informed.// The library **information** service *//is a lynch pin. It provides information covering all of the different services//* offered by the agency. The library satisfies one of the Commonwealth Government's main priorities which is the provision of *//public information.//*

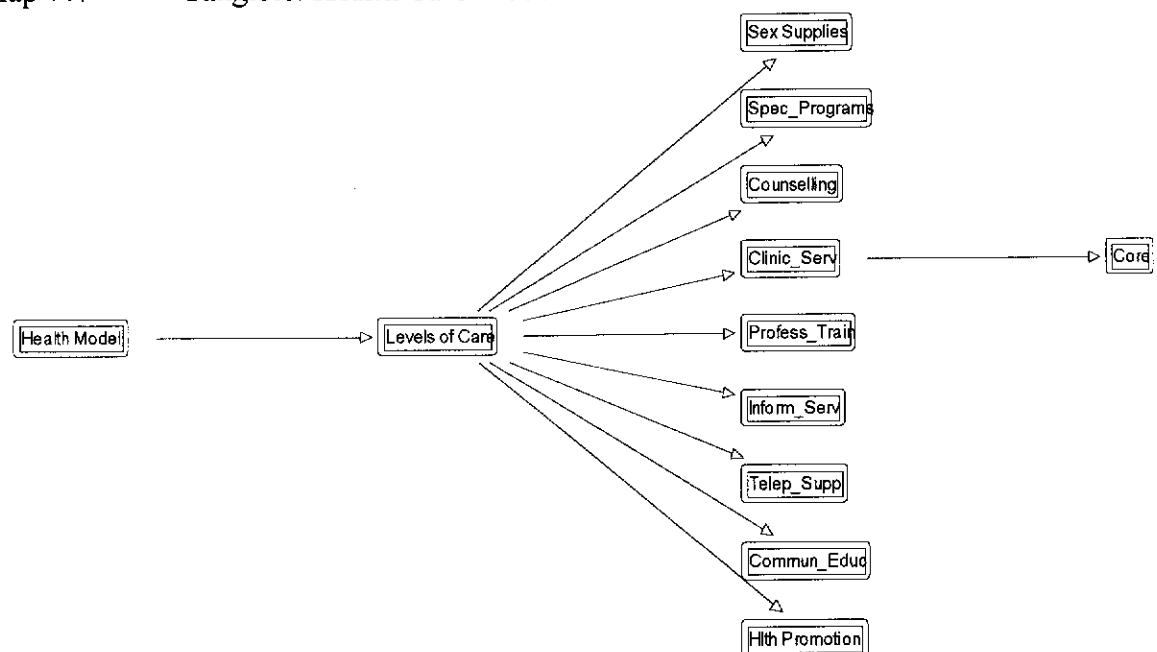
Our *//**professional training** is unique.//* *//The agency has a really big commitment to training other people. Doctors, nurses, counselors, educators. We realise we can't do it all, and we need to be training other people to do it as well, whatever the area of*

sexuality.// //What we hope to do is train existing professionals to gain knowledge here and take it back to their region.//

*//The clinic is what's been around for the longest, the first cell to develop.// //Clinical services have grown to encompass almost anything to do with sexual and reproductive health, fertility, infertility and the lot.// //The clinic is still what we are primarily known for.// //The clinical services are at the heart of what we do, in the sense that much of our training, especially our professional training, is dependent on a clinical service.// //I would say the clinic is at the core [*of the agency], cause if you don't have the clinic you don't get people in to start with.// //The clinic is the main part of FPWA, the nucleus .//*

//Counseling is probably a new thing to FPWA in recent years having grown out of a need.// //People with difficulties with their relationship or their self-esteem that affects their sexuality can come along and have counseling.// //The work we do in counseling embraces gender issues, sexuality, homosexuality, orientation, relationships and sexual abuse. It's quite broad.// Recognising the many groups and their different wants and needs in the arena of sexual and reproductive health, //we are trying to open up to all different types of cultures and we have special programmes for that. We are encouraging different cultures.// //Some of our programmes are to meet special needs.

Map 77. Tangible: Health Care Model



Key: Member's words //.....//

Concepts, etc. **bold**Researcher's words [**.....*].

Section 22. Tangible: Systems

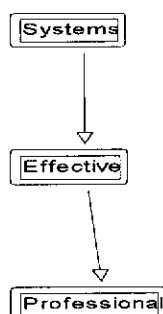
Concept, Construct and Characteristics

Further to the Tangible concept was the concept of Systems. Within the Systems concept was the construct Effective that generated the characteristic of Professional.

Systems

Because the agency has hallmarked quality and professionalism as key features of its service, there has been *//a seriousness about getting **systems** that work.//* Systems that are **effective** in the delivery of sexual and reproductive health care. *//Systems as to how things are done.//* *//The nurses have their systems, and the doctors have theirs. Standing orders and all things like that, the work we do in clinic support.//* *//The agency is moving the way towards being more **professional**.//* For *//staff to work efficiently they must have support. They must have the structures in place, time to write reports and get acknowledged for everything they do.//*

Map 78. Tangible: Systems



Key: Member's words //.....//

Concepts, etc. **bold**Researcher's words [**.....*].

Appendix 5: Competitive Advantage

The structure and content of Section 23 through Section 29, making up the contributory findings supporting the competitive advantage category of the NUD*IST project FPWA summarised in chapter seven, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five. Discussion follows using the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(5 1) Service	x	x	x	x
(5 1 2) Cost Effectiveness	x	x	x	x
(5 1 2 1) Inexpensive	x	x	x	x
(5 1 2 1 3) Fee 4 Serv		x	x	
(5 1 2 8) Quality	x		x	x
(5 2) Stable		x	x	x
(5 2 1) Long History		x	x	x
(5 2 2) Well Managed		x	x	x
(5 3) Freedom	x	x	x	x
(5 3 1) Uncensored		x		x
(5 3 1 2) Language		x		x
(5 3 4) Flexibility	x	x	x	x
(5 3 4 1) Business Names	x	x	x	x
(5 3 4 1 5) Roe St. Clinic		x	x	x
(5 3 5) Creative	x		x	x
(5 4) Range of Services	x	x	x	x
(5 4 1) Market Niche	x	x	x	x
(5 4 1 1) Medical	x	x	x	x
(5 4 1 1 2) Clinical	x	x	x	x
(5 4 1 1 3) Counseling	x	x	x	x
(5 4 1 1 6) Telephone Service		x	x	x
(5 4 1 1 8) Sex Supplies		x	x	x
(5 4 1 2) Education / Training	x	x	x	x
(5 4 1 2 1) Professional Training	x	x	x	x
(5 4 1 2 5) Community Education	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(5 4 1 3) Prevention	x	x	x	x
(5 4 1 3 4) Information Services	x	x	x	x
(5 4 1 3 7) Health Promotion		x	x	x
(5 4 1 5) Special Needs	x	x	x	x
(5 4 1 5 1) Disadvantaged	x	x	x	x
(5 4 1 5 1 2) People 1st	x	x	x	x
(5 4 1 5 1 3) Quarry	x	x	x	x
(5 4 1 5 1 4) Phoenix	x	x	x	x
(5 6) Industry Lead	x	x	x	x
(5 6 1) Competitors	x	x	x	x
(5 6 1 1) King Edward Hospital	x	x	x	x
(5 6 1 2) Relationships Australia	x	x	x	x
(5 6 1 3) Women's Health Care House	x	x	x	x
(5 6 1 4) GP's, Medical Centres	x	x	x	x
(5 6 1 5) Consultants		x		x
(5 6 1 6) Other Agencies		x	x	x
(5 6 1 7) Universities		x	x	x
(5 7) Critical Mass	x	x	x	
(5 7 1) Barrier to Entry	x	x	x	
(5 8) We're Different		x	x	x
(5 8 1) Client Centred		x	x	x
(5 8 4) Humanity			x	x

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 23. Service: Cost Effective

Concept

The first concept below the core category is that of Service.

Service

//To me, the agency has more of a service delivery model now rather than crusading, although it has to crusade on certain issues such as the abortion issue recently.// *//We*

Key: Member's words *//.....//*

Concepts, etc. ***bold***

Researcher's words [**.....*].

provide the best service that we possibly can to the client.// //We aim to provide a service that is a high quality health service.// //We want best practice, so our focus is completely client driven.// //One of the unique things I have found about FPWA, if I think about other places I have worked in, is that the commitment of service to the client has been embraced by the organisation as a whole.//

Within the Service concept the construct of Cost Effective generated several characteristics.

Constructs and Characteristics

Cost effective

*//The job is about providing the best possible service in the most efficient and cost effective way to our clientele whoever they be.// //We do need to be as efficient as possible. It feels like there is a two-pronged message really: number one, work as efficiently as possible and save as much money as possible.// //The agency provides a confidential **inexpensive** service.// //Confidentiality, minimal cost, plenty of time to ask questions, and a service that is not too limited.// In terms of clinical services, //it's only fifteen dollars for the whole year to become a member, and you can get your pill prescriptions here.// //When you compare our service cost to other [*providers], like going to a GP, I mean we are cheap.//*

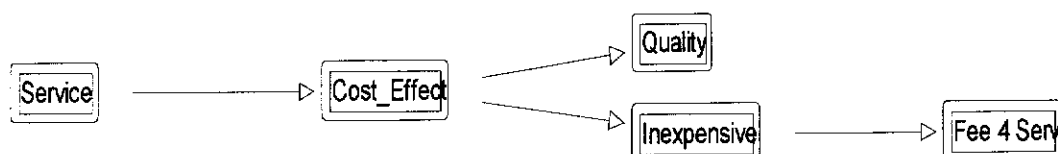
Relative to a **fee-for-service** environment, *//if they [*the clientele] had to pay for it at commercial rates the agency would be totally unviable//*, based on the length of time given and fees that are charged for consultations. *//But we are trying to develop a more business orientated culture //*, implying the agency's future destiny lies in it generating a significant portion of its fees from fee-for-service. *//A lot of people [*other providers] deliver services [*in the sexuality arena] but not to the **quality** that we do.// //I think the agency provides excellent quality care because we are so specialised, having a lot of experience in the arena.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Map 79. Service: Cost Effective



Section 24. Stable: Long History - Well Managed

Concept

The second concept is that of Stable which is now discussed.

Stable

The agency *//is a financially **stable**, well managed, reputable organisation.//* *//Funders come to FPWA because they perceive we are a very stable organisation, it's been around for twenty-five years.//* *FPWA //is well managed from their perspective//, //having built up a fairly stable and fairly well known image in a large part of the community.//*

Constructs and Characteristics***Long History and Well Managed***

//The agency has been around a long time. It isn't a small fly-by-night operation. It's not huge, but it is fairly large .// *// It's become a big organisation just through hard work.//* *//It's an established organisation, and it has that credibility that goes along with that. If it [**the agency*] was no good it wouldn't be around, and it's been around for twenty-five years.//*

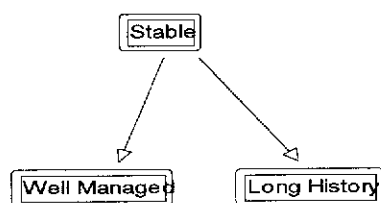
*//We've got links in and right throughout the other Australian states. So I think they [**the funders*] feel like it's not a here-today-and-gone-tomorrow type of place.//* *Over its **long history** the agency //has been doing a good job in the sexuality arena, so funding increased year after year//, having given the impression that //it's **well managed**.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Map 80. Stable: Long History - Well Managed



Section 25. Freedom: Uncensored - Flexibility - Creative

Concept

The third concept is that of Freedom.

Freedom

*//We have got greater **freedom** to do some things than government departments. It's the way we address issues. We can send our staff for some campaigns out to pubs and nightclubs. The Phoenix programme [***sex workers**] again is an example of this. The Health Department can't do that kind of thing. They would not be allowed to. But they and their Minister know that somebody has to do it.//* That someone in the sexual and reproductive health industry has been FPWA.

Within the Freedom concept the constructs of Uncensored, Flexibility and Creative created several characteristics.

Constructs and Characteristics***Uncensored***

//The Health Department is censored in many ways being unable to deliver effective public awareness campaigns in some areas like STDs and HIV.// FPWA is **uncensored** and *//we can actually use **language** which is very difficult for the Government.//* *//We can say 'fuck' and 'penis' and all kinds of things, and that's what you would expect when you come to FPWA.//* *//We had a State Minister quite recently who would not allow his department to use bad words like 'condom'.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [***.....**].

Flexibility

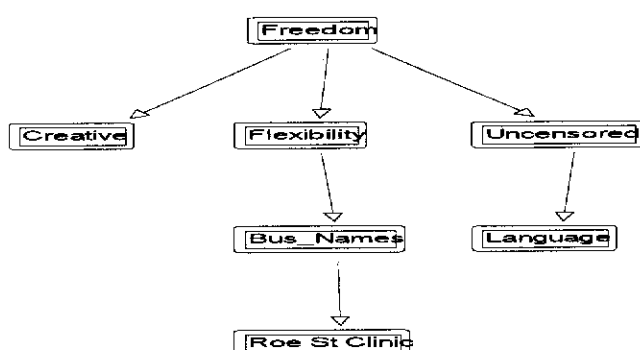
//It's not that we don't have standards, we just have, I think, greater freedom and flexibility to move in some areas than the public service.// Historically, the agency has always possessed *//the autonomy, flexibility, the capacity to influence//* the sexuality arena, but because of its limited funding the agency has to be more creative in the future.

One example of this flexibility in action is the use of business names as a substitute for the name of FPWA. *//We are looking at the registration of **business names**, trying to use names [*e.g. **Roe St. Clinic**, Quarry, Phoenix, and People First Program; specialised sections of FPWA's total services] that suit the community groups we are trying to reach.//*

Creative

Those traits produced a proactive agency where staff *//if they didn't have a doctor's surgery to work out of, would grab a building, saying let's put something together, let's volunteer what we need or bring from home. The staff were fairly **creative** in making it work, even with a small amount of money .//* It was this sought of creative entrepreneurial passion and ingenuity that is a hallmark of the agency's heritage.

Map 81. Freedom: Uncensored - Flexibility - Creative



Section 26. Range of Services: Market Niches

Concept

The fourth concept is that of Range of Services.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Range of Services

The big advantage FPWA has over other competitors *//is that we have a much more comprehensive **range of services**, as well as our expertise and our experience. We have got the backup of other staff and other resources which a general [*medical] practice hasn't got. We have counselors, and we can take emergency calls.//* *//A lot of the other organisations [*the agencies competition] can claim some of what we do, but nobody has the whole lot.//* *//I think there is nothing that's been left out that we can't provide, apart from doing abortions.//*

Within the Range of Services concept, the construct of Market Niche generated numerous characteristics.

Constructs and Characteristics

Market Niches

The health care model outlined in Distinctive Competency category highlighted the depth of services provided by the agency. The model pointed to a continuum of increasingly personalised sexual health care. The continuum started with a broad-brush general community health promotional focus, narrowing to tailored community education and training for schools, groups, and health professionals. The propensity towards the increasing personalised nature of the service surfaced through recognition of the access to telephone, clinical and specialised programmes.



The scope or range of services points to four **market niches** recognised by the agency. *//The services that we offer are the services that traditionally we've offered//* indicating the scope and depth of services offered. The increasing degree of personalised care mirrors a move from a macro to a micro target market.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

Medical

*//I believe our clients get a good medical service from doctors and nurses.// Over the years, the agency has fulfilled //a **medical** role, providing the community with the wherewithal.// The agency is //a place that provides the community with medical information and services// in the sexual health area.*

*//In the past, the clinic was the agency's main focus. The clinic still is an integral and important part of the organisation. From that other things have grown.// //The **clinical service** is still what we are primarily known for.// //It's the area that reaches most of the population.// The clinic is //a place where people can get advice, medical treatment and information on sexual health problems.// Over the years, //clinical services have grown to encompass almost anything to do with sexual and reproductive health, fertility and infertility—the lot.// The clinic is //there as a resource for the training for the doctors and nurses// in sexual health.*

*Services like counseling have //fed through from the clinic.// //So if people have difficulties with their relationship or their self-esteem affecting their sexuality, then they can come and have **counseling**.// //Counseling ties in with clinical services on many issues.// //The work in counseling embraces genders issues, sexuality, homosexuality, orientation, relationships, sexual abuse, so it's quite broad.//*

*//We have a **telephone information** service that is available from 7.00 a.m. to 7.00 p.m..// //We have people ring up when they are in trouble.// There are nurse practitioners that are trained to //answer clients questions, or they will find out and get back to them.// The nurses spend time //talking to the person trying to glean what it is they actually want.//*

*People can also get from us //their **sex supplies** at very, very low cost// e.g. contraceptive pills, condoms and related supplies.*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*****.....].

Education and Training

The education and training focus is designed to reach as wide an audience as possible. Firstly through community education delivered to interested community groups and, secondly, through training of other health and community professionals with community sexual health responsibilities. The key aim of the training component is passing on the agency's medical knowledge, expertise and information to others, who in turn pass that knowledge and message onto others. In that way, the agency reaches as many members of the community.

*//From the Commonwealth Government's point of view, our most important function is in the area of **education and training**— public information, training and education.// Consequently //FPWA have a really big commitment to training other people. Doctors, nurses, counselors and educators. We realise that we can't do it all [*from our base in the city] and [*to reach the community far and wide] we need to train other people to do it as well, whatever the area of sexuality.//*

*As one educator explained, //I say to the nurse practitioners [***undertaking professional training**] on the last day, go forth and multiply, cause in a sense that's what we are doing. It's a train-the-trainer model.// People who attend our //community educators course// would be //teachers, school nurses, youth workers, people who are professionally qualified, and we teach them how to do education on sexuality and sexual health issues.//*

*//On the basis we can't do it all, we have to educate others [***in sexual and reproductive health**] to go out there //, // to take it back to their own region.// Consequently, //I think our **community education** is pretty unique.// //We [***the agency**] do STD workshops, where we will either go out to a parlour or a brothel and run a workshop there. We go through the slides, let them ask questions, give them a manual and a certificate at the end of the workshop—that's [***all**] free.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [***.....**].

Prevention

Health promotion is a broad-brush, impersonal, health prevention niche of the service focussed on sexual health campaigns. Radio, bulletin boards, newspapers and other media are used to reach as many members of the community as possible, targeting topical sexual health issues of concern to Government. The campaigns are designed to increase awareness of these important community issues. *//I think the thing the agency does best is the proactive stuff, the **preventative stuff**./* Health promotion activities are a different response to symptoms, *//it's see a need and go out and tackle it in a different way./*, rather than merely follow a medical approach designed to treat the ailment.

Good health prevention involves providing information. *//Our access to information is better than general practice. We have got a huge amount of literature, a huge range of pamphlets, a whole library./* Good health promotion *//is not so much about radical views of sexual health but sort of providing a good **information service**./* *//So our health promotion is really largely based on providing information to people./* *//Safe sex stuff, sort of public awareness stuff./*

Special Needs

*//Some of the programmes [***provided**] are to meet **special needs**. For example, people with an intellectual disability. We have special education groups coming in with kids who have got that kind of disability./* *//The **People First Programme** aims to assist people with physical and intellectual disabilities./* Another example of a special programme is *//**Phoenix**, which is the education programme we run for sex industry workers./* Another *//example is **Quarry**, a health centre working in an inner city suburb specifically for under twenty-fives./*

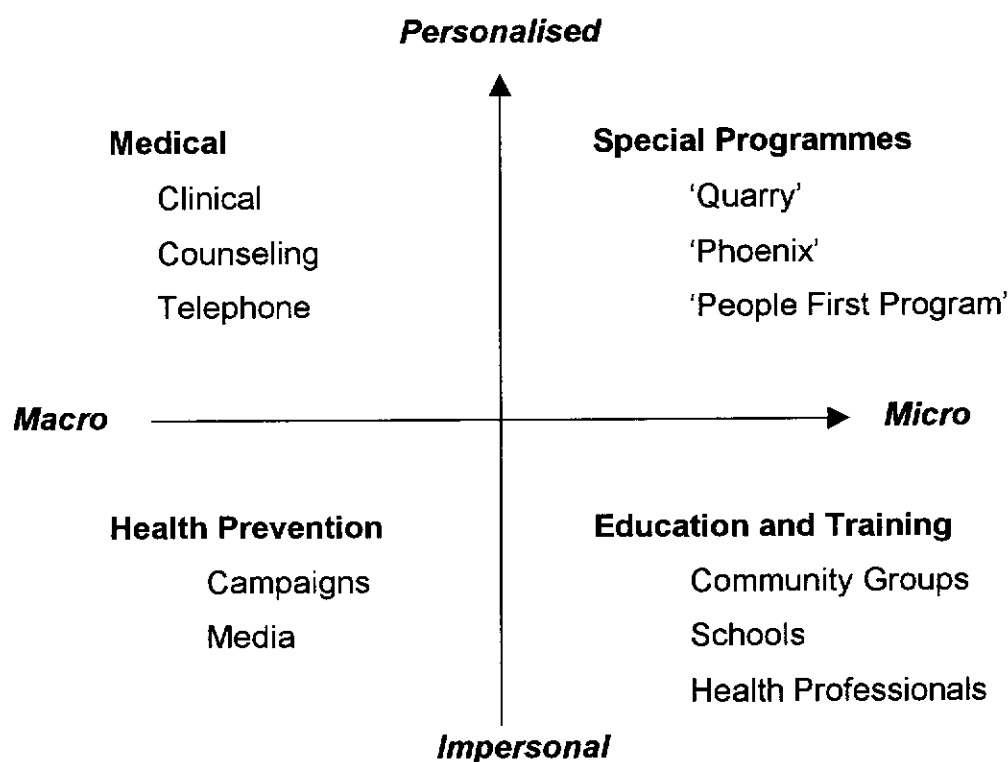
The agency has either targeted or accepted work in the special needs area *//on the basis that in the past FPWA wasn't relating to those target groups./* and the need was there. Historically, these groups have been disadvantaged in their endeavours to access the agency's services. The health model is reproduced in a two-by-two matrix in figure 10.

Key: Member's words *//.....//*

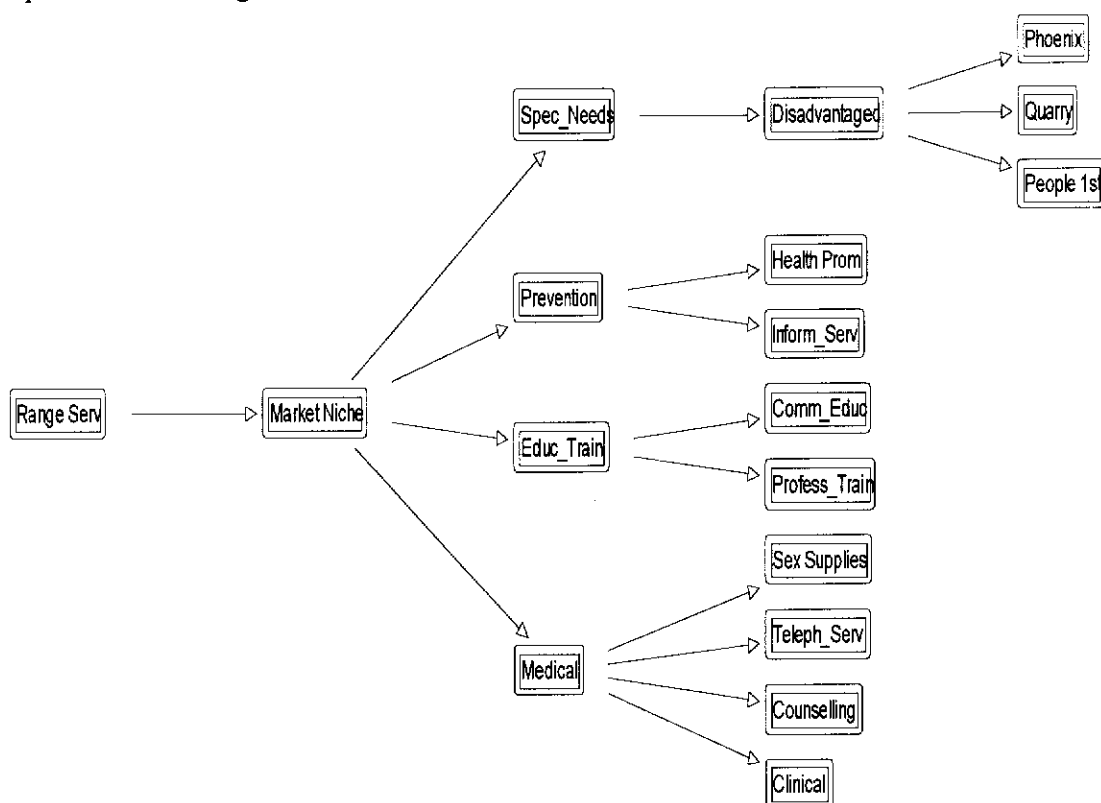
Concepts, etc. **bold**

Researcher's words [***.....**].

Figure 12. Scope and Depth of the Range of Sexuality Services



Map 82. Range of Services: Market Niches



Section 27. Industry Leader: Competitors

Concept

The fifth concept is that of Industry Leader.

Industry Leader

*//There aren't that many other sex industry organisations in Perth// and //we are the leading non-government agency in this area [*industry].// //The goal of FPWA is to be a leader in sexual health services.// There are certainly no other competitors //of the size we are//, nor in terms of the services offered all //in the one spot. I mean I know they have got these, like, medical centres, and there are a couple of them we refer people to, but I don't think [*there is any other provider] not in terms of the range of things we provide in the one spot.// In fact, it is //hard to imagine another organisation that could actually offer all of the complimentary services// offered by FPWA.*

Within the Industry Lead concept is the construct of Competitors which generated numerous characteristics.

Constructs and Characteristics

Competitors

*//It would be very difficult to kind of compete in terms of the complimentary services that FPWA offers [*its clients].// //I don't think really there is any competition out there.// //There are no similar competitors [*offering the complimentary range of services]. However, for different areas of our work there are competitors.// //There are a lot more avenues [*providers] that serve the same cause now [*sexual health]//, but it is fragmented. //Times have changed. Society is so open now that, basically, what we can provide can be done elsewhere.// As such //there are other organisations that do bits and pieces.//*

*//I think **King Edward** [*Hospital for Women] would like to be. I think they'd love to do everything we do and get more money probably for it. They would like to be able to do*

Key: Member's words //.....//

Concepts, etc. **bold**

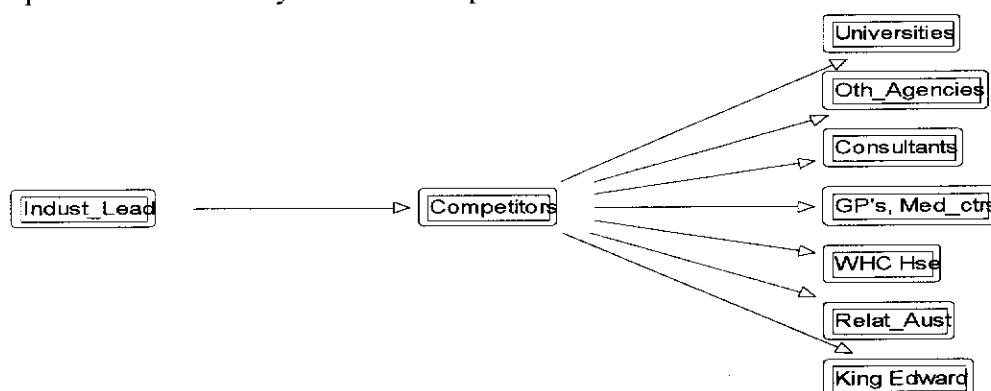
Researcher's words [*.....].

the stuff that we're doing and get the kudos and the money. They have got a family planning clinic, but it doesn't work particularly well.// Relationships Australia //are our biggest competitor // in the counseling area. //Relationship Australia is starting to run courses a bit similar to some of the ones we do//, winning //a big tender last year// in the sexual health counseling area. In terms of women's sexual health services, //Women's Health Care House is only one block away from us.// //They provide a similar service, although they aim more to well women and screening services.// //They don't deal with men nor have a specific focus on youth.// //They don't offer education services either.//

//You've got all of your Medical Centres in the suburbs, but they don't provide the service that we provide.// //The fact that sexuality is an issue that is taboo, an issue that a lot of people are not comfortable with, often someone talking to their GP is not comfortable.// //GPs have so much pressure and they try to keep to time limits.// //We also deal with sexual health things and the GP covers everything.//

*//Individual counselors [***consultants**] are competitors to our counseling services.// //There is an enormous amount of competition for counseling out there//, with //many counseling organisations set up to deal with relationships and sexuality.// //The Women's Health Council, Hepatitis C Council, Catholic Care, Nelson Haven, WA AIDS Council a and few **other non-government organisations** are competitors in some way.// //Curtin University of Technology comes to mind as a threat, only because they seem to be quite active in the area of sexuality studies.//*

Map 83. Industry Leader: Competitors



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [***.....**].

Section 28. Critical Mass : Barrier to Entry

Concept

The sixth concept below the core category is that of Critical Mass.

Critical Mass

//We have expertise that puts us in a position of strength.// There is no organisation in this industry *//of the size we are//*, no other organisation with the **critical mass** to challenge FPWA on the same scale of operation.

Within the Critical Mass concept the construct of Barrier to Entry is now discussed.

Construct and Characteristics***Barrier to Entry***

*//It requires so much resource to go into [*this industry].//* There is also no way other organisations can compete with FPWA *//because we have had the time to create the expertise//*, creating a **barrier to entry**. Aside from an expertise (i.e. knowledge and experience) barrier, *//funders come to FPWA because they perceive we are a very stable organisation, been around for twenty-five years.//*

Section 29. We're Different: Client Centred - Humanity

Concept

The final concept is that of We're Different.

We're Different

As an organisation FPWA is different. FPWA is different based on *//the way we do things.//* *//One of the reasons why we exist and why our clients value us is we do things differently.//*

Within the We're Different concept the constructs of Client Centred and Humanity are now discussed.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Construct and Characteristics

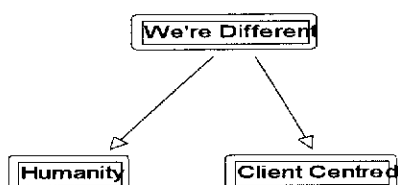
Client Centred

Staff argue that the agency *//offers the very best **client centred** care.// //I think we provide a service that is more personal in a sense in that we focus on the individual. We work in a model that's client centred// //within an environment that encourages self-learning.// //I believe we exist for our clients. Our bread and butter is our client service, the one-to-one education.//*

Humanity

*//Where I think we have got an edge is that we [***the agency**] offer something that is very human.// //When clients come [***to the agency**] I think they are surprised with the amount of empathy that exists.// //There is a sense of a non-hierarchical structure in that we attempt to relate to the client on a personal level.// In the context of that relating and empathy *//there is a sense that the organisation is selling **humanity**.// That //sense of humanity is the essence. If we lose that then we'll become just another sexual health service. That sense of humanity is what distinguishes us from other services.//**

Map 84. We're Different: Client Centred - Humanity



Appendix 6: Organisational Uniqueness

The structure and content of Section 30 through Section 35, making up the contributory findings supporting the organisational uniqueness category of the NUD*IST project FPWA summarised in chapter seven, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five. Discussion follows using the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(6) Organisational Uniqueness				
(6 1) Institution	x	x	x	x
(6 1 1) Public Service	x	x	x	x
(6 1 2) Teaching Facility		x	x	x
(6 1 2 1) Client Second		x	x	x
(6 1 2 2) Learning			x	x
(6 1 3) Screening	x	x	x	x
(6 2) "The Place"	x	x	x	x
(6 2 1) About Sex	x	x	x	x
(6 2 1 1) Too Hard	x	x	x	x
(6 2 1 1 2) "Shadow"	x	x	x	x
(6 2 1 2) Permission			x	
(6 3) Community Outreach	x	x	x	x
(6 5) "1 Stop Shop"	x	x	x	x
(6 5 1) Holistic	x	x	x	x
(6 5 1 1) Interrelated	x		x	x
(6 5 1 2) Convenience	x	x	x	x
(6 5 1 3) Comprehensive		x	x	
(6 5 1 4) Body of Knowledge			x	x
(6 5 1 7) Everyday				x
(6 6) Structure	x	x	x	x
(6 6 1) Professional		x	x	x
(6 6 1 1) Discretion		x	x	x
(6 6 1 1 1) Team Focus			x	x
(6 6 1 2) Different Culture			x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(6 6 1 2 1) Counseling			x	x
(6 6 1 2 2) Medical			x	x
(6 6 1 2 3) Education			x	
(6 6 1 3) Needs Assess	x	x	x	x
(6 6 2) Flexible Hours	x	x	x	x
(6 7) Female	x		x	x
(6 7 1) Nurse Practitioners	x	x	x	x
(6 7 1 1) Well Women		x	x	x
(6 7 1 2) Independence			x	x
(6 7 2) Doctors	x	x	x	x

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 30. Institution: Public Service - Teaching Facility - Screening

Concept

The first concept below the core category is that of Institution.

Institution

//FPWA is a very well known hospital–institutional type organisation.// It has always been the case that // we have allowed people to come to us rather than us going out to the community.// So while //the service is intended for the whole state, unless somebody can fund us we don't go.// //A lot of people are also put off coming here.//

Within the Institution concept, the constructs of Public Service, Teaching Facility and Screening generated several characteristics.

Constructs and Characteristics

Public Service

//FPWA is perceived as a government body//, //driven and pushed continually by a public service sought of ethos, awards etc.// //A lot of our educators, for example, come

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*****.....].

*from either a school environment or the social welfare environment. Our staff is mainly people who have mostly worked for government.// In terms of professional structure and staff qualifications, //FPWA have tried to respect people's experiences, and try to follow a public service model which is, you know, job descriptions—about you need [*to have] a qualification before you can get an interview.//*

Teaching Facility

*//Our prime focus is considered very much as teaching within the clinic. I think the clarity for me is that our funding is based on teaching. As far as government is concerned, that's the reason they have apparently given us for providing the funding.// Consequently, FPWA is //seen as a **teaching facility**//, //a train-the-trainer model.// This fact brings with it a realisation //that the existence of our clinical service is probably dependent on the education rather than vice versa.//*

For many staff, the image of the true role of the clinic has become 'muddled'. //I'm not sure whether our main objective is to train health professionals or to provide a service.//

*This is impacting perceptions of the true nature of the client off the street. //We have spent so much time becoming experts, so expert that the client became almost second class. Everybody was too busy being an expert in meeting and discussing how important we are.// This aspect has raised the issues that //the **client** is almost **secondary**.//*

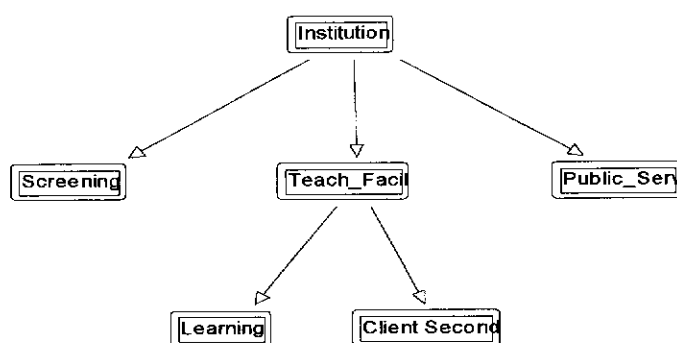
Learning

*The theme of ongoing learning runs right throughout the agency. In terms of professional education for staff, //it is assumed that people don't know everything. You go on **learning**.// In terms of training of other health professionals, aside from imparting the essential medical expertise, //the agency trains health professionals to pick up on all of the issues of the client//, //encouraging them to think what actually does enhancing sexual health mean.//*

Screening

The agency is very well known as a place to go for the screening of sexuality related issues. *//We do a lot of work with STDs and HIV. We do a lot of cervical cancer screening//, //pregnancy and breast checks.// //People, men and women, who are asymptomatic are now seeking care, seeking a diagnosis and screening for STD diseases who never sought that in the past.//*

Map 85. Institution: Public Service - Teaching Facility - Screening



Section 31. The Place: About Sex

Concept

The first concept below the core category is that of The Place.

The Place

In terms of sexuality services, and compared to other agencies in the industry, *//there is no other organisation that has it all.//* There is no organisation giving off the impression that *//they now everything there is to know about the whole mystic nature of sexuality.//* *//As far as I know, we are the only people that do what we do here. I guess that is pretty unique in itself being the only people that do it.//*

Members perceive that the uniqueness for the client is that *//they can come back to the one place for their whole thing [*their needs in the area of sexuality].//* *//Women grow up at FPWA. They come here for their first bit of contraception and mostly stay with FPWA throughout their lives.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [*****.....].

Within The Place concept, the construct of About Sex generated several characteristics.

Constructs and Characteristics

About Sex

//It's about sex.// //I think the agency is unique because there's no other service deliberately set up to cater to the community's sexual health problems.// Over the years //the agency has established a reputation that this is the place to go if you want that sort of help.// //No other agency has that specific focus.// //Sexuality is an issue that is taboo and an issue that a lot of people are not comfortable with. With a GP someone talking about his or her sex problems is often not comfortable.// //It's that one thing, the fact that sexuality is not talked about that drives the industry and the agency's uniqueness.// //The agency's uniqueness is that sex is right up there, it deals with sex.//

*On the subject of sexuality //we are asked to do the Government's dirty work.// //It's the too-hard basket and it's FPWA .// //We are about sexuality and sexual health, and [*the word] sex freaks everyone out.// //Our work is at the edge in a sense because sexuality, like lots of people say, it's a sex-negative-society that we live and work in.//*

Consequently //because of moral and ethical issues, NGOs like FPWA are created to deal with areas that are too-hard for governments to be associated with.// Therefore //FPWA essentially exists, basically, because government doesn't want to be actually seen to be dealing with shadow areas like sex, abortion and pregnancy.//

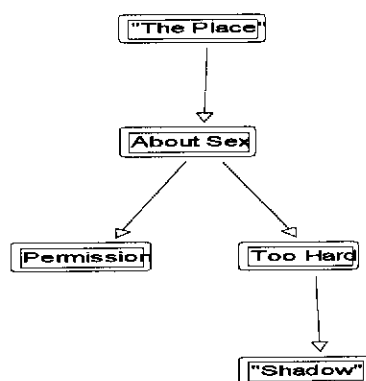
It is the whole context of a too-hard shadowy area that the reveals the unique nature of the agency's service. //It's something about permission. I think as an organisation, because of the level of comfort that all of us predominantly have in the work, we provide a place that people can come and talk about the uncomfortable. In being given that permission there's something about acknowledging somebody as human.//

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Map 86. The Place: About Sex



Section 32. Community Outreach

Concept

The second concept is that of Community Outreach.

Community Outreach

Although seen by many as having an institutional persona *//what does make FPWA unique at the moment is probably working as much as they possibly can in community settings, compared to institutional hospital settings and medical centres.//* Reaching out to main stream, community and disadvantaged groups endeavouring to take the safe sex message beyond the agency's central city location.

As an example, *//we have now on board the Phoenix project which is outreach and education for sex industry workers.//* As well, the agency has *//got a bigger education section and is doing more out in the community to educate nurses, doctors and different groups.//* This not a new trend as *//over the years we have gradually got into running more and more community work with educators going out into the schools and addressing community groups.//* As a philosophy, *//we need to be able to approach young people [*and by deduction other groups] where they are.//*

Section 33. One-Stop Shop: Holistic

Concept

The third concept is that of One-Stop Shop.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

One-Stop Shop

*//I think it's a **one-stop shop**.// For the client the agency is //your one-stop shop for all your sexual health needs.// //You don't have to go from one place to the next to get information on sexual health, so it's a one-stop shop about sexuality.// //I suspect that part of the reason why that is, is because they're the sort of things that you want to keep in one organisation.// That's part of the logic behind //the range of things the agency provides in the one spot.//*

The broad range of services offered has emerged over the years, rather than the outcome of an explicit purposeful response to the agency's mandate. Our aims and objectives *//don't say we want to do all of these things for everybody. They don't say one-stop shop and things like that but in effect, that's what's happened.//*

Within the One-Stop Shop concept, the construct of Holistic generated several characteristics.

Constructs and Characteristics

Holistic

In the context of the one-stop shop concept, the agency has a unique product *//in the sense of being able to tackle a person's sexuality as a whole. From that perspective, //I think we are unique.// The agency offers a //holistic type of service approach, trying to deal with the whole person.// The holistic theme is ever-present. //As an organisation, in our training and our thinking, we think more holistically. We adopt holistic sexual health definitions. We are looking at sexuality as it relates not only physical health, but to the client's emotional and spiritual health.//*

The holistic range of services offered by the agency *//interrelate, overlap and compliment each other.// One member noted //it would be very difficult for any other provider to kind of compete in terms of the complimentary services that FPWA offers.// //Counseling ties in with clinical services as do other services.// The characteristic of*

Key: Member's words *//.....//*

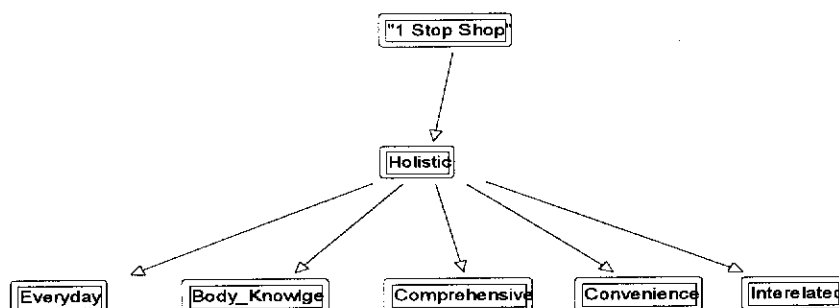
Concepts, etc. **bold**

Researcher's words [**.....*].

convenience is strong. Clinical, counseling and library information services are grouped representing *//three things offered at once which is the **convenience** of it.//* That convenience attracts clientele. For example *//young people come for the convenience and the anonymity.//* What also attracts clientele aside from the convenience *//is the **comprehensive** range of services, as well as the expertise and experience.//* *//I know of no other organisation that offers service delivery in all of these areas of expertise.//*

Under scoring this reputation as a one-stop shop *//is a **body of knowledge** which the agency has developed over the years.//* That body of knowledge has been crafted because *//the doctors here are focussing on sexual health problems. The doctors relate, I think, because they are dealing with these problems **everyday**.//*

Map 87. One-Stop Shop: Holistic



Section 34. Structure: Professional - Flexible Hours

Concept

The fourth concept is that of Structure.

Structure

FPWA is an organisation *//made up of a number of groups of professionals//* with a history of a professionally based **structure** and management process. *//We have got a medical director, a nursing director and a medical consultant.//* The agency has also worked along committee lines. *//You've got to have a committee. You've got to have everyone consulted.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

Within the Structure concept, the constructs of Professional and Flexible Hours generated several characteristics.

Constructs and Characteristics

Professional

//There are a lot of people within the organisation that are professionally driven.//
//Doctors, professional people and nurses like autonomy in our decision making.// The need for FPWA to become more efficient, interpreted as being more business-like, has impacted **professional discretion**. Rather than being bale to focus solely on the client's needs clinicians must weigh issues of time and money care related decisions. *//The understanding that has operated within the organisation has always promoted a certain amount of independence for us as health professionals to work the way we think best.//* Many staff considered the issues of professional integrity as crucial. *//If we can't have integrity in our work then none of us would be here.//* What is important to professional staff is that they *//meet people with their professional integrity intact.//*

//The way the agency is set up, with clients coming to see a generic doctor or nurse//, creates the need for teamwork. Being able to cope with that structure has *//I think a lot to do with **teamwork**. I feel like I am surrounded by and supported by a large number of people who are very skilful and knowledgeable. That makes it easy to work here.//* *//We work as a team. The doctors are very supportive if there is anything we are not sure of.//*

The many **different cultures** in terms of work practices operating in the agency are evident. These differences stress the varied ways client and practitioners interact. *//The staff come from all different walks of life and all different levels of professionalism.//* As an example, the nature of close-ended clinical or medical work is contrasted with more open-ended counseling work. *//I'm constantly up against the differences between **counseling** and clinical services.//* Counseling work is more *//reflective//* and, by implication, *//more open and less defensive.//* The *//whole school of psychology and social work//* supports counseling.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

In counseling, clients are not looked upon *//as somebody presenting a sexual aspect, you've got the whole person//* in front of you. *//Whereas in medicine and nursing, I think there is still some defensiveness [*in terms of openness and holism] because of the way those people have been trained.//* In education, the one-on-one client to practitioner service focus is replaced with more impersonal *//group work skills.//* The education focus is *//very experiential and inclusive. We don't just lecture; we really involve people in what we do.//* *//In education we spend a lot of time thinking about group process.//*

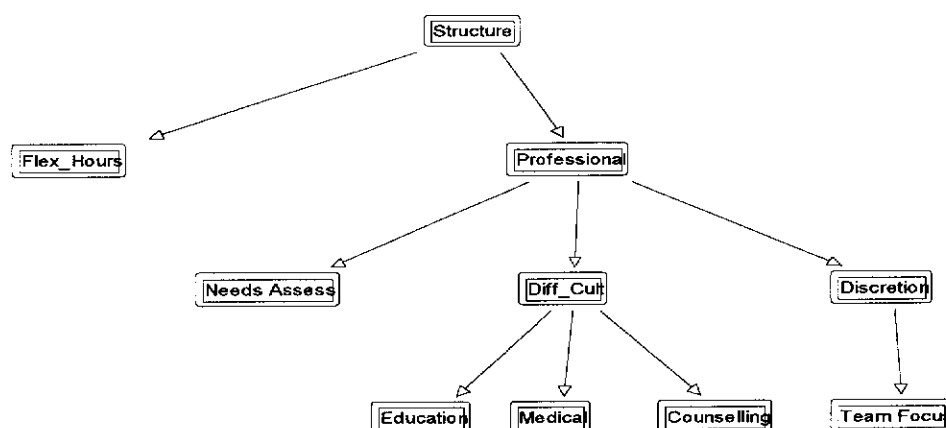
Needs Assessment

One of the key problems faced by the agency in pursuing its mandate is identifying where the greatest need is. Part of the challenge for the agency is *//how do you work out where the need is//*? One argument has been *//it's fine saying okay, clients need this and that [*based on gut feel]; they may not. We need to research and know exactly what is required before the money is spent in the wrong area.//* FPWA has a history of doing needs assessment, *// but you can spend too much time doing needs assessment.//*

Flexible Hours

//A lot of the work in FPWA is sessional//, //many of the staff working part-time—another point of our uniqueness.// In terms of working arrangements, *//the flexible hours allow some staff to feel very happy in their job.//* These arrangements have meant that clients *//don't necessarily have a relationship with the clinician, they have it with the FP.//*

Map 88. Structure: Professional - Flexible Hours



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words *[*.....]*.

Section 35. Female: Nurse Practitioners - Doctors

Concept

The fifth concept is that of Female.

Female

*//One of the reasons that FPWA has done so well is that it is a very woman-orientated organisation, almost entirely staffed by women, almost entirely for the service of women.// In the past, //that focus has been really useful and a good thing to have.// Part of the agency's uniqueness has been //the women's health movement and the provision of female doctors and a lot of women came to FPWA because of that.// //Everything we do is female-dominant.// Overall, //I guess from the viewpoint of a lot of women [*the agency's prime external client] our clients have, in most cases, come here because they know they'll see a female practitioner.//*

Within the Female concept, the constructs of Nurse Practitioners and Doctors generated several characteristics.

Constructs and Characteristics***Nurse Practitioners***

The agency's policy of only employing female practitioners in the clinical setting met a need. *//One third of our services are supplied by **nurse practitioners**.//* FPWA is unable to afford to employ a large number of doctors, so, *//as an agency, we are unique in the sense that we skill nurses to be able to do **well-women** screening on their own.//*

These nurse practitioners *//work under the umbrella of the doctor provider numbers and are seen to do things according to our standing orders//*, with the assumption *//that the doctors will back them up on their decision making.//* The nurse practitioners would see *//the non-problem clients. They are able to see them at a much faster rate and leave the doctors to deal with the more complicated cases, the routine patients.//* Thus the nurses work *//independently//* but under supervision. *//For the nurse, there is a lot more job*

Key: Member's words //.....//

Concepts, etc. **bold**

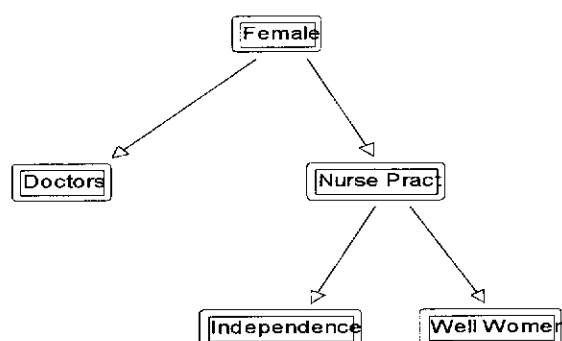
Researcher's words [*.....].

satisfaction than if you are working in a hospital. You are more or less an independent clinician, although you do work with the doctor very closely.//

Doctors

//For many clients, one of the draw cards of attending the agency's clinic are female doctors. Females like to come to females where they can for this area of their health.// Part of the agency's uniqueness in the past was *//women helping other women. Female doctors were available, so women felt that the person they were talking to understood their issues.//* *//Female doctors know about women's health issues.//* *//Women would come for their pap smears because they wanted a female doctor.//* *//It's like a female doing a Pap smear as supposed to a male doctor thing.//* Some staff argue the uniqueness of the women's health movement and female practitioners is wearing off, as access by women to contraceptive services becomes normalised.

Map 89. Female: Nurse Practitioners - Doctors



Appendix 7: Positive Forces

The structure and content of Section 36 through Section 40 making up the contributory findings supporting the positive forces category of the NUD*IST project FPWA summarised in chapter eight, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five. Discussion follows using the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7) +Ve Forces	x	x	x	x
(7 6) Social	x	x	x	x
(7 6 6) "About Sex"	x	x	x	x
(7 6 6 1) Sensitive	x	x	x	x
(7 6 6 1 1) Anonymity	x	x	x	x
(7 6 6 1 3) Attitudes	x	x	x	x
(7 6 6 1 7) Emotive	x	x	x	x
(7 6 6 3) Responsible			x	
(7 6 7) Abortion Debate	x	x	x	x
(7 6 7 1) Common Cause	x	x	x	x
(7 6 8) Cultural	x	x	x	x
(7 6 9) Trendy	x	x	x	x
(7 6 10) Client Needs	x	x	x	x
(7 6 10 3) Special Groups	x	x	x	x
(7 6 10 5) Young People		x	x	x
(7 6 11) Staff	x	x	x	x
(7 6 11 3) Social Ethos	x	x	x	x
(7 6 11 3 2) Committed	x	x	x	x
(7 6 11 5) Work	x		x	x
(7 6 11 5 1) Satisfying	x		x	x
(7 6 12) Commercial	x	x	x	x
(7 6 12 2) Fee For Service	x	x	x	x
(7 6 13) Fear			x	x
(7 6 13 1) Unprotected Sex			x	x
(7 6 14) Sense of Humanity				x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 6 14 1) Nurture				x
(7 6 15) Education & Training	x	x	x	x
(7 6 15 1) Awareness				
(7 7) Technical	x	x	x	x
(7 7 6) Collaborative Model	x		x	
(7 7 7) Technology	x	x	x	x
(7 7 8) Staff	x	x	x	x
(7 7 8 1) Professional Development	x	x	x	x
(7 7 9) Pre-eminence	x	x	x	x
(7 7 9 1) Reputation	x	x	x	x
(7 7 9 1 2) Accreditation	x	x	x	x
(7 7 10) Health Care Model	x	x	x	x
(7 7 10 3) Community Education		x	x	
(7 7 10 3 11) Behaviour		x	x	
(7 7 10 3 15) Child Care			x	
(7 7 10 3 15 1) Abuse			x	
(7 7 10 3 17) Workplace			x	
(7 7 10 5) Information Service	x		x	
(7 7 10 5 1) Internet	x			
(7 7 10 5 5) Research			x	
(7 7 10 6) Professional Training			x	
(7 7 10 6 9) Post Graduate			x	
(7 7 10 6 13) Overseas			x	
(7 7 10 7) Clinic Service			x	x
(7 7 10 7 3) Terminations			x	x
(7 7 10 7 4) Vasectomies			x	
(7 7 10 7 8) Minor Procedures			x	
(7 7 10 7 20) Mobile Clinic			x	x
(7 7 10 8) Counseling			x	x
(7 7 10 8 12) Relationships			x	x
(7 7 10 9) Special Programs		x	x	x
(7 7 10 9 18) NESB Program		x	x	x
(7 7 10 10) Sex Supplies				x
(7 7 10 10 2) Shop Front				x
(7 7 11) Business Focus	x	x	x	x
(7 7 11 2) Fee For Service	x	x	x	x
(7 7 11 2 2) Directive			x	

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 7 12) Clinical Issues			x	x
(7 7 12 2) "Lungs"			x	x
(7 7 13) Quality Care	x		x	x
(7 7 13 1) No Compromise			x	x
(7 7 14) Education & Training	x	x	x	x
(7 7 14 10) Teaching Facility	x		x	x
(7 7 15) Client Centred	x	x	x	x
(7 7 15 3) Care Versus Time	x		x	x
(7 8) Economic	x	x	x	x
(7 8 6) FP Name	x	x	x	x
(7 8 6 2) Goodwill	x	x	x	x
(7 8 6 2 1) Holding Company	x	x	x	x
(7 8 6 2 1 1) Business Names	x	x	x	x
(7 8 7) Complex			x	x
(7 8 7 1) Time Factor			x	x
(7 8 8) Ease of Access			x	x
(7 8 9) Staff		x	x	x
(7 8 9 5) Work Practices		x	x	x
(7 8 9 5 3) Time Management		x	x	x
(7 8 10) Funding			x	x
(7 8 10 1) Campaigns			x	x
(7 8 10 2) Limits			x	x
(7 8 11) Commercial	x	x	x	x
(7 8 11 2) Fee For Service	x	x	x	
(7 8 11 2 1) Time Factor			x	
(7 8 12) Inexpensive	x		x	
(7 8 14) Education & Training	x	x	x	
(7 9) Environmental	x	x	x	x
(7 9 6) Health Trends	x	x	x	x
(7 9 6 7) Men's Health	x	x	x	x
(7 9 7) Change	x	x	x	x
(7 9 7 1) Proactivity	x	x	x	x
(7 9 7 3) Conflict		x	x	x
(7 9 7 3 1) Business Idea Model			x	x
(7 9 7 3 4) Fear			x	
(7 9 8) Research	x	x	x	x
(7 9 9) Population Trends	x	x		x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 9 9 1) Suburbs	x	x	x	x
(7 9 9 2) Rural	x	x	x	x
(7 9 10) Staff			x	x
(7 9 10 5) Work Practices			x	x
(7 9 10 5 2) Multi-skilling			x	x
(7 9 11) Networking	x	x	x	x
(7 9 11 16) Alliances			x	x
(7 9 12) Commercial	x	x	x	x
(7 9 12 2) Fee For Service	x	x	x	x
(7 9 12 2 4) Prepared				x
(7 9 13) Competition			x	x
(7 9 13 1) Fragmented			x	x
(7 9 14) Education & Training	x	x	x	x
(7 9 14 1) Schools		x	x	x
(7 9 14 2) Clinicians	x	x	x	x
(7 9 15) Women's Health	x	x	x	x
(7 10) Political	x	x	x	x
(7 10 6) Charter	x	x	x	x
(7 10 6 1) Boundaries	x	x	x	x
(7 10 7) Government Priorities	x		x	x
(7 10 7 1) Campaigns	x	x	x	x
(7 10 7 2) Trainers	x	x	x	x
(7 10 7 3) Present	x	x	x	x
(7 10 8) Staff		x	x	
(7 10 8 1) New Era			x	
(7 10 9) Milestone			x	
(7 10 9 1) 25th Anniversary			x	
(7 10 10) Relevance	x	x	x	x
(7 10 11) Referral	x		x	x
(7 10 12) Commercial	x	x	x	
(7 10 12 1) Memberships	x			
(7 10 13) Diversify	x	x	x	
(7 10 13 1) Freedom	x		x	
(7 10 13 2) Flexibility	x		x	
(7 10 14) Promotion	x	x	x	x
(7 10 15) Education & Training	x	x	x	x

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 36. Positive Social Forces

Concept

The first concept below the core category is Social.

Social

Social in this research study is defined as an organisation or a group of people “relating to or engaged in social-services” (Angus & Robertson 1992, p. 949). As a community-based provider of sexual and reproductive health services, the social justice, social welfare, community and human behavioural aspects of the work performed by FPWA were a driving theme behind this choice of definition.

Within the Social concept, numerous constructs generated several characteristics..

Constructs and Characteristics

Contextual

About Sex

*//The agency is driving what we believe is the sexual health issue.// //One thing about the industry is the fact that sexuality is not talked about.// //Sex freaks everyone out.// //Our work is at the edge, in a sense, because we live in a sex-negative society, and we talk about things that other people might find uncomfortable or deny.// //So I think, in a sense, it's the fact that sex is right up there. That's what it's about, it's **about sex**.// //We are talking about a very sensitive area// of life.*

*//We are talking about a very **sensitive area**// of social life. In terms of the service we offer, a big part of what clients value //is the **anonymity** that is guaranteed//, a //factor which keeps the agency going rather than damaging it.// That anonymity reflects //the ignorance that allows FPWA to operate. If parents talked more about sexuality and sex then FPWA in terms of sexual health would be a lot smaller.// By deduction it follows that //community **attitudes** //drive the industry, and until //a lot of the taboos about sex are broken down, we will continue to have oppression as one of the biggest drivers of*

sexual health. // *With a changing population* // we are also trying to *open up to all different kinds of cultures* // implying that the agency has to be cognisant of how it approaches sexuality issues with people of different **cultural** backgrounds.

Fear

From a government perspective *fear, I think, plays a great part. Government's fear in terms of STDs [*sexually transmitted diseases]. There's a great cost to the community in people having STDs.* // *So there is fear, and we have got to do something about all of these people out there having unprotected sex.* // Therefore, *I think the issues of safe sex, the safe sex message, the HIV/STD problem; these are what propel the industry.*

Abortion Debate

The abortion debate brought it all back. // Brought up the whole sex issue again. *We are living in a day and age where, if you don't talk about sex, you end up like the abortion debate. It wasn't talked about for twenty years and, all of a sudden, it's just hit the highlights in Western Australia.* // The abortion debate *I think strengthened the community support we had* // *it made the staff feel closer too.* // *I think it is the best thing that could have happened to the organisation. It gave the organisation a cause.*

Trendy

Controversial issues are always coming up in sexual health. // *There certainly are flavours.* // *The breast cancer issue has become very much more of the scene in the last ten years.* // *There's hormone replacement therapy as well as an increased awareness that women should have pap smears.* // *Sexual health is always going to be trendy for women.* // As regards men's health, however, *you can waste a lot of energy trying to make sexual health trendy for men.*

Client Needs

All of the services offered by FPWA *have grown because they have been needed.* // Thus the range of services offered are *driven by community needs.* // Historically, *what*

*has happened is that community organisations like FPWA respond to needs they perceive the community requires, rather than aggressively going out chasing a particular market.// //Services such as counseling and clinic exist by virtue of the needs arising of the client.// //Some of the programmes are to meet special needs as well. For example, people with intellectual disabilities. We have **special education groups** for kids who have that kind of disability.//*

Commercial

The social justice, welfare and equity aspects of the service are under threat. The largely user-pays, historically free nature of the service is under challenge as Governments move to withdraw from a heavy involvement in community-based social welfare programmes. This is impacting FPWA in that *//the day might come when we may need to be more commercially minded and handle it more as a business.// //Become a bit more market orientated in our approach.// //So we have some differences in philosophy that we are getting to resolve particularly around payment or **fee-for-service**.//*

Education and Training

The agency has begun to take the service to the community. *//We provide a wide range of community education programmes for organisations, groups and schools.//* The agency is moving away from an institutional image towards one of trying to relate to as wide an audience as possible. Rather than rescuing people within the medical model, the agency is helping people take control and greater responsibility for their sexual health. *//The **education and training** role has been a different focus based on different goals.//*

Transactional

Staff

*//FPWA couldn't provide its service without its **staff**. Its staff is its strength, to put it mildly.// The //quality and calibre of our staff.// It is the nature of // the people who work here and the level of experience// that makes the difference. //The staff have a very high expectation of themselves//, related to a belief //that this is a worthwhile place to work.//*

Key: Member's words //.....//

Concepts, etc. **bold**

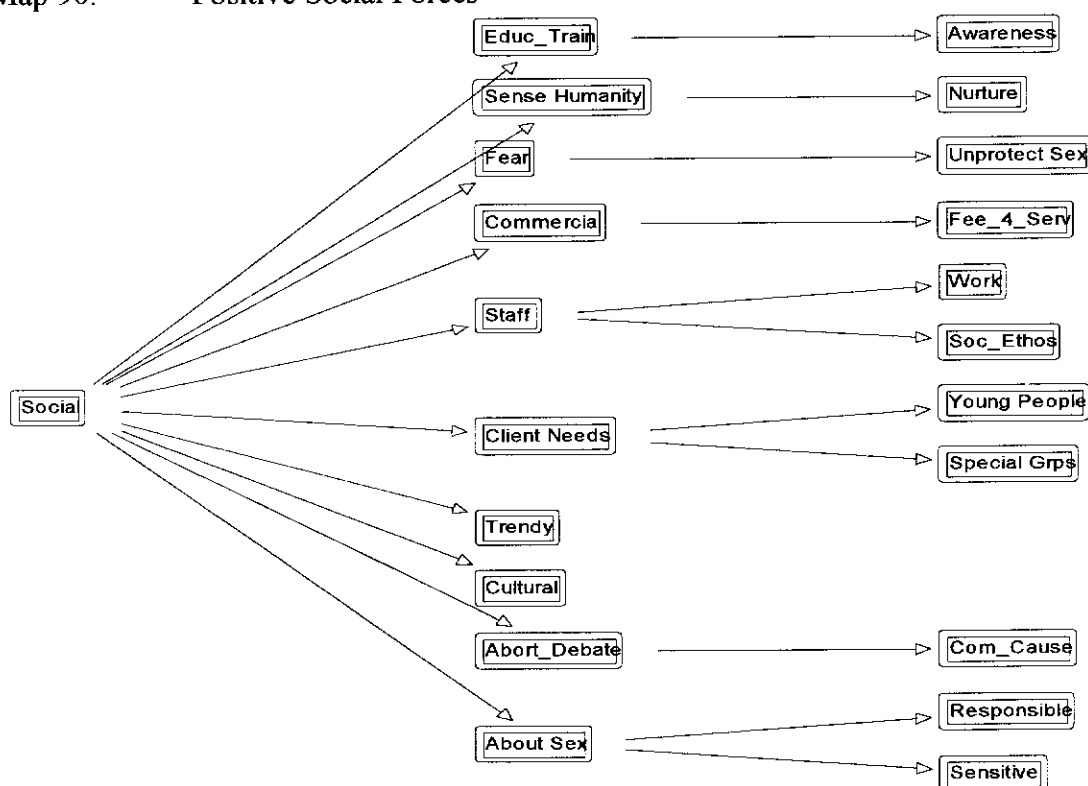
Researcher's words [*****.....].

This passion, interpreted as a sense of **social ethos**, is strong for many staff. *//It's the social-service and social conscience, the service thing.//* *//I think in general that staff who work in the health care setting tend to be fairly dedicated, fairly focussed type of people//* to the extent that *//I think one of the things which drives the industry is that the people who work here believe in what they are doing.//* *//So the people that work here, there is a sense of individual **commitment**//* to sexual health work. This comes from the fact that there is *//something very nourishing about the **work**.//* *//Enjoyable, **satisfying** would be one of the strongest//* words to describe the nature of the work.

Sense of Humanity

A core value implicit in this social ethos is a sense of humanity, and therein lies the conundrum. There is a real danger that the agency may lose that feature of its service as pressure mounts to adopt a commercial fee-for-service model. *//We need some highly skilled people in middle management who can retain that **sense of humanity**.//* For the agency to survive *//it has to look at ways it can keep that sense of humanity.//*

Map 90. Positive Social Forces



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Section 37. Positive Technical Forces

Concept

The second concept is that of Technical.

Technical

The technical feature of the STEEP model is interpreted in this study as “the particular field of activity” (Angus & Robertson 1992: 1030). In this study that field of activity is the sexual and reproductive health industry—including the abstract, practical and emerging features and issues of that applied science.

Within the Technical concept, numerous constructs generated several characteristics as related below.

Constructs & Characteristics**Contextual*****Technology***

*//The industry is changing because of new **technology**, but that's not anything different from any other organisation, as newer technologies affect everything.//* In the health industry generally *//there is a norm that now exists where you test everything as far as you possibly can, in case something is not being picked up.//* Computing is changing the face of numerous areas in the organisation. *//For instance our booking system will soon be on computer. Our pathology system will move to computing.//* *//I've just been developing a website. It's a fantastic way to train people.//* Yet there are the doubters. *//Distance education: I hate it. Everything will be made up into a package on the net and people won't come to FPWA for what we offer. You don't get what we offer working on a computer.//*

Collaborative Model

The model of how health care is best delivered is changing. *//I battle with the health competitiveness model because we don't have to be operating from that model.//* There

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*****.....].

are other options, and the agency is evolving from a heritage of rescuing the client (i.e. the welfare model) to working with and empowering the client to take responsibility, the *//collaborative model//*. The agency does this through the provision of a wide-ranging education and clinical service.

Education and Training

*//I think our future direction lies a lot more with health promotion and education.// //My perception of FPWA is more of an education type based facility where they offer information //, // a change of image away from a clinical orientation to **education and training**.// There is a nexus between the established clinical focus and the education and training focus. //If we are seen as a **teaching facility** then we have to have a clinic to be able to teach.// As a teaching facility //we need to be out there saying here's a series. If what you want is to be a sexuality counselor, for example, start here, and you can go right through and finish here. As well, you can do maintenance and specialised courses.//*

Transactional

Health Care Model

*//A lot of sexual **health care** issues are being handled in the organisation. It has a model with an umbrella effect.// //We set this **model** up in the seventies, the model being planned parenthood issues. The model has changed a bit as sexuality education moved on//, yet //I think the model has sustained us and kept us buoyant.// //In a way, we are at the crossroads of deciding how best to provide sexuality services// in the future.*

The **health promotion** and community education aspects of sexual health are growing areas, and *//unfortunately there is a big difference between the community's level of knowledge compared to attitudes and **behaviour**. There is still a lot of work to be done.//* Despite increased awareness levels *//unsafe sex is still rampant, unplanned pregnancies still happen.// //We've got to move into more behavioural aspects. The kids all have had*

sex education, they know about AIDS and STDs//, yet they still get pregnant and catch whatever.

Consequently our **community education** focus is growing. *//If we just had the time, resources—all that sort of stuff—we could get into a lot more of these issues.//*
*//Education of **childcare** workers is an area that we haven't been active [*in].//*
*//Through the higher incidence of sexual **abuse** in young children, childcare workers are terrified about it.//* There are also opportunities to expand into *//corporate organisations, large organisations like in industry.//* *//We could have a mobile service//, //looking more at work place stuff.//*

*//We do offer **professional training** and education in the clinical area to undergraduate and postgraduate health professionals//, but we could be doing a lot more. //I feel like there is a whole part of our knowledge and expertise we don't promote at the moment, like counseling.//* The opportunities in the area of professional education and training are many and varied. For example, *//we've been asked to do international training at the moment with doctors, nurses, counselors from overseas.//*

The **information service** is a critical feature of FPWA's health care model. Opportunities such as the **Internet** offer new ways of relating to clients. *//If we are talking about youth, we don't have a web page for youth where they can muck around on and get information off. We are missing that target group. We move very slowly into areas like these.//* Same with research, *//I would like to branch out further into the area of general **research** for people like on a consultancy basis.//*

Although some staff consider *//there is nothing that's been left that we can't provide//*, opportunities do exist to expand **clinical services**. *//We could be doing **terminations**. We are all for it, and yet when people want terminations they send them somewhere else.//* As well *//we could be doing things like **vasectomies**.//* *//FPWA hasn't gone as far as places like Sydney were they are actually providing services like hysteroscopy and **minor***

*procedures.// //We could have a **mobile clinic** go out to places like banks, where they have a lot of women employees, and do a Pap smear clinic or a contraception clinic.//*

*//I think **counseling** could be extended because there is a great need for it. Up until now, we have had limited money for it.// Counseling //is going where the demand is which is **relationship** work.// Our counseling //is extending off its own reputation in a sense//, //being very proactive and not suffering from the economic rationalist perspective, but opening up to the possibilities. We do offer this broad sexual health service, and whereas for a long time our service was limited to unplanned pregnancy sending some people away, it's appropriate to offer the client what they want.//*

*//We are trying to open up to all different types of cultures and we have **special programmes** for that.// Over the past few years //the people at the top have branched out in different ways like the Phoenix Project//, recognising the needs of non-main stream users. //We do have an interpreter service//, //but we don't have a specific NESB [**Non-English-speaking Background Programme*] and that is a huge issue// for the future.*

*There are lots of things the organisation could be doing about the future. //Our **shop front** is a perfect opportunity. Big window, lots of passers by, trains going by. To have a shop front and to, perhaps, have a safe-sex shop and market some of our sex supplies. Sell contraception books; make it a bit more commercial.//*

Business Focus

*Our health care model needs //to have a bit more of a market and **business focus**.// We need to develop //a more business orientated culture.// We need to make a statement that says // we are a business and we've got to behave like a business.// //We have got a lot of ideas and a lot of those ideas have to do with how are we going to find funding, how can we maximise our funding, how can we get it from avenues other than government.//*

That new focus will mean *//that user-pays [***fee-for-service**] basically//* which will carry with it *//a feeling that the more you charge people, the more you have to give perceived quality of care.//* This change of direction will require staff *//learning to be more directive in each client episode, in terms of time and the number of issues treated.//*

Client Centred

Fundamentally, the agency's driving force and *//prime concern is the client.//* *//I think we provide a service that is more personal. We work with a model that's **client centred**. We work with the client to help them make their decision. We work with the client to understand them, their attitudes and values, without trying to make them be something else.//* In providing the care the staff balance the *//pressures of the old [***time and**] numbers game and best practice//* which, in this case, is client centred care.

Quality Care

The agency strives to *//provide the best service it possibly can to the client.//* *//I think that our **quality of care** is already there, and that is a great asset for any business.//* Our *//job is also providing the best possible service in the most efficient and cost effective way to our clients whoever they be.//* However *//I don't think that [***economic rationalism**] has diminished the quality of care.//* *//There has certainly been pressure to increase our profitability by seeing more people, but the drive is certainly been to look at how we can maintain quality, **not to compromise** quality. The message has been quite clear: not to compromise quality.//*

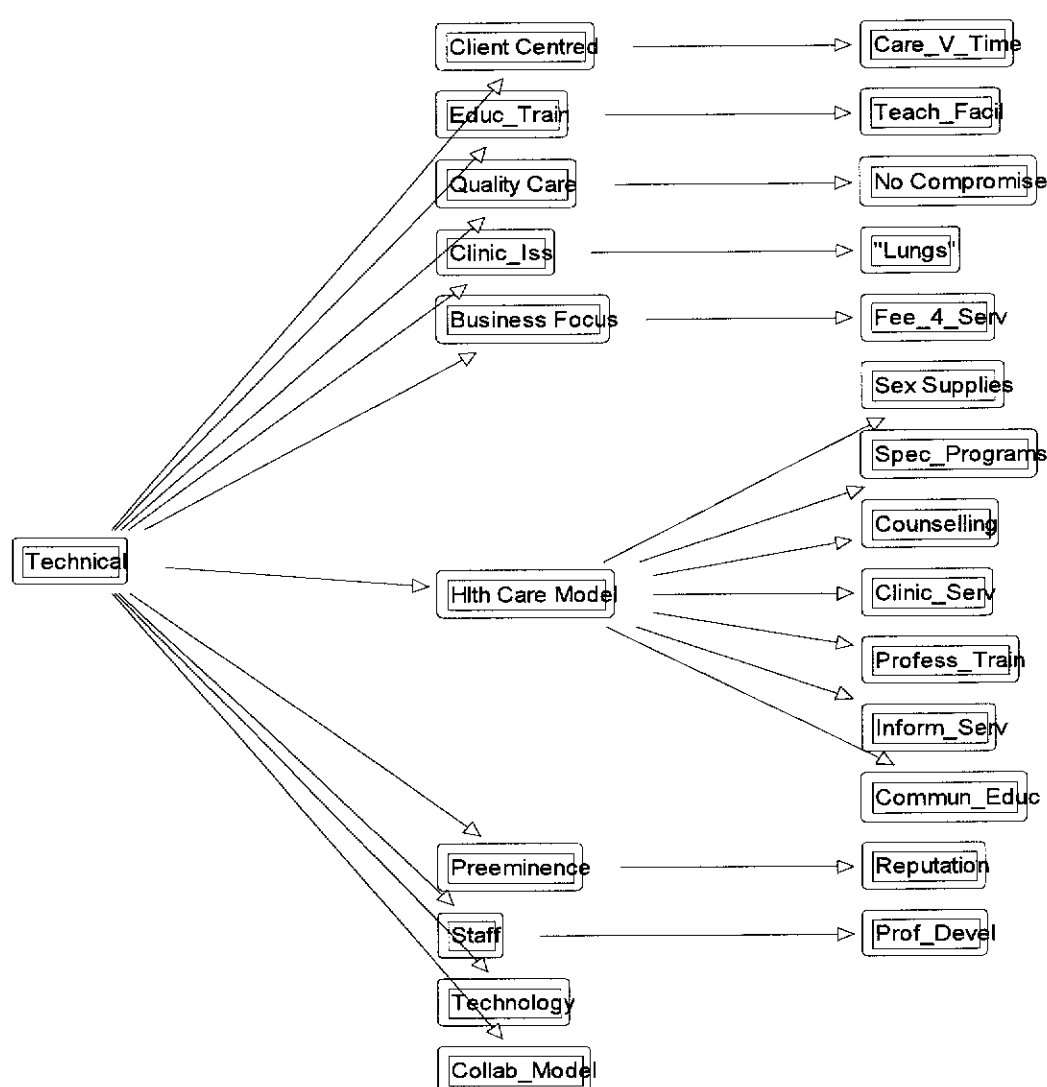
Pre-eminence

*//It's a gut feel partly, and it depends on what you are looking at as its success, but I think our **pre-eminence** in the education side of things, I think, is unquestioned.//*

Overall, I think *//FPWA is the foremost organisation in Western Australia on sexuality education and on the contraceptive issue, Planned Parenthood issue.//*

Consequently, *//FPWA has a great **reputation**. The clinics have a great reputation worldwide. So I don't have to spend my time convincing someone how our specialist service is of a high standard because every one accepts, on the whole, that it is.//* *//We have the expertise.//* *//I would like us to be doing more professional training. I think that is a real possibility if we can get our programmes nationally **accredited**. We have started on that now with the relevant national colleges of nursing and education.//* *//They're talking about training nurses in STD education. It had already been in my mind that this is what we need to start looking at: a Nurse Practitioners Course in Sexual Health.//*

Map 91. Positive Technical Forces



Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Clinical Issues

*//The **clinical area**, I feel, will always be the critical area //* of the agency's business.
//The clinic is our core business, and that's the stuff that has always been.// *//The clinic is the **lungs**. It makes the organisation breathe. It takes air into the rest of the organisation. It provides oxygen which you can live by. It doesn't pump the organisation, but it is necessary to survival.//* *//The clinic was always going to be the mainstay of the agency.//*

Staff

What drives the agency *//I think it is the quality and the calibre of the **staff**.//*
Professional development has become a key ongoing focus. *//Quite deliberately in the last year, through performance appraisal for example, we have started to sympathetically raise issues with staff such as efficiency and productivity.//* We have also been *//working on training and updating of skills//*, encouraging staff *//to stay up there with the image of experts through attending various courses.//*

Section 38. Positive Economic Forces

Concept

The third concept is that of Economic.

Economic

The economic category of the STEEP model is interpreted in this study as "something capable of being produced, operated, etc. for profit or profitable" (Angus & Robertson 1992, p. 314). In this study, that something is the provision of sexual and reproductive health services . Although a not-for-profit, community-based, non-government agency, economic value addition, funding and fee-for-service are key factors impacting the provision of these services. In this study, economic issues impact the ability of the agency to provide the range of services necessary to increase community sexual health awareness levels.

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Within the Economic concept, numerous constructs generated several characteristics as related below.

Constructs and Characteristics

Contextual

Funding

Uncertainty about the agency's funding overall is a driving force. As regards the agency's federal and state funding, *//to me the message is that money is a long way off being guaranteed. That's been a message for quite a long time: that we could lose the money totally.//* *//The flurry around the change in **funding** was a bit of injection of okay what are we about//?* The unpredictable non-recurrent funding for health campaigns also drives the industry. *//The Government Health Departments only have a certain amount of money to spend in any particular year—and if there's money this year there is a project doing, say, a **chlamydia campaign** this year—we may be going to do a different campaign next year.//* Overall the agency has become more aware of the **limits** of government funding recognising that *//you have got to be realistic about funding.//*

Commercial

More and more the staff are realising that *//this is not like a government job where you get the money. More and more you've got to make it happen.//* Thus the call for a greater commercial focus by the agency is becoming recognised. Consequently *//we are trying to develop a **commercial** culture a more business orientated culture.//* It's like saying *//we are a business and we've got to behave like a business//*, and in order for the agency to grow and prosper, *//we have got to build a commercial arm and develop the entrepreneurial side of the agency.//* That entrepreneurial side in the future, most likely, will be based on a **fee-for-service** philosophy. That philosophy is based on the assumption that *//people should have to pay for a service.//*

What it will mean for the agency in the long-term is a *//feeling that the more you charge people, the more you have to give perceived quality of care.//* As well, the **time factor**

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

will be a crucial aspect of the service equation with *//staff having to have a more realistic idea of the time they spend with people and the quality of care that I can give in that time.//*

Education and Training

Some staff *//think that to be commercially viable our education and training services need to grow.//* This belief leads to an emerging image of the agency *//being seen as a clinical orientation to that of education and training.//*

Complex

The nature of the agency's work is changing and becoming more complex. The agency is being increasingly recognised as a specialist in sexual health care, often being called upon to provide more **complex** clinical and counseling services. *//We are getting more involved clinical consultation than we had before, and we've got less time than we have had.// //More complicated problems.//* While complexity has risen, available time per client episode has fallen. *//Everybody has become defensive and saying well, you know, we've got more involved clinical consults than we had before, and we've got less time than we had.//* **Time** has become a **factor** in care provision.

Transactional

FP Name

*//We have tried to change the name. Everyone will tell you the **FPWA name** is appalling.// //When FPWA first started in the early seventies the service was restricted mainly to family planning issues, and that was a very apt name.//* However, *//we are affiliated internationally with Planned Parenthood and with Family Planning Australia//*, requiring us to consider very carefully how we go about changing our name, *//as we go about developing our public image.//*

Regarding that public image: *//to my knowledge there is nothing in the community as well known as FPWA.// //You know FPWA has got **goodwill** attached to it.// //FPWA has*

*a profile that people relate to// with //many clients coming to us for years.// Certain areas of the agency's work have been given different names, //but coming under the banner and auspices of the FPWA name.// A //holding company// style of organisation. The agency has set up a number of **business names** under the umbrella of FPWA such as Phoenix, Quarry, Roe St. The strategy is //we can have an identity within a whole range of different branches to suit whatever the needs.//*

Staff

*//In the last year, through performance appraisal, the agency deliberately started to systematically raise with **staff** issues such as efficiency and productivity.// Work practices have come under review. Staff has been asked to //look at how we can do that better, do it cheaper, do more of it without compromising the quality of care.// //One of the things we have had to learn to do is to say' people, right you have four problems. We have time to deal with one or two. These are the most urgent and we will book you to come back and deal with these other issues//'. It comes down to //systems, standing orders and more documentation.// //Some staff realise that if you are going to run a business in competition with GPs you have to have better **work practices**.//*

Inexpensive

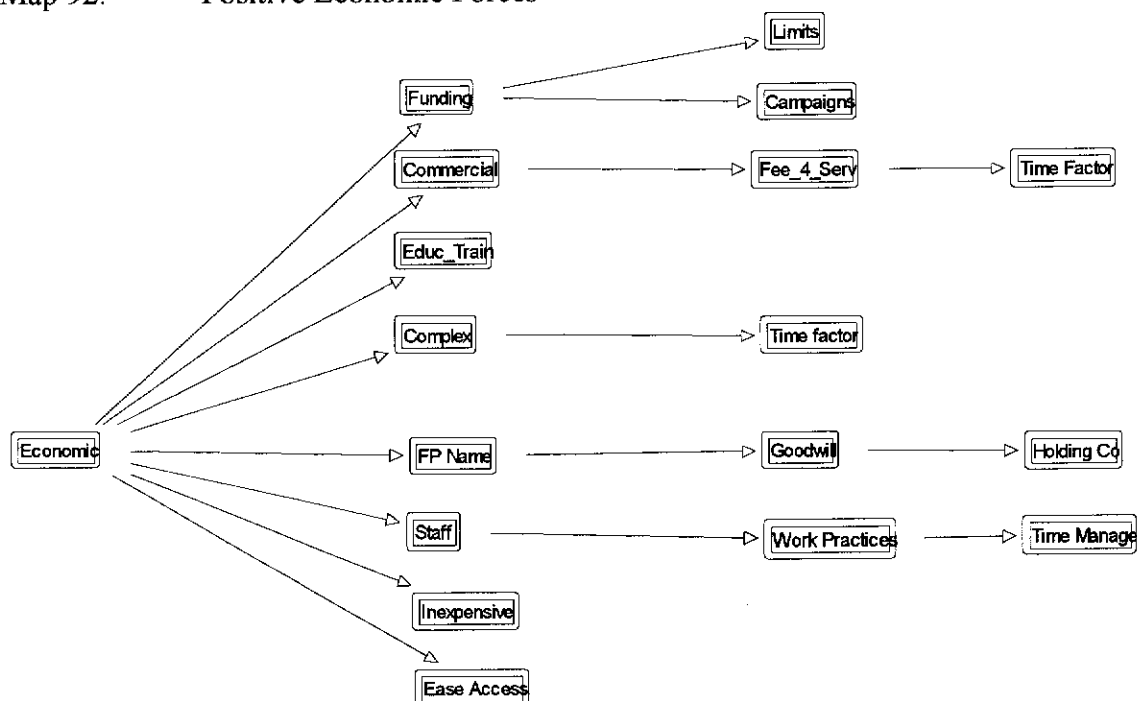
*//Clients want something that is quality, but something that you don't have to spend a lot of money on.// Clients want //an **inexpensive service**//, a //minimal or low cost// service that is //confidential, plenty of time to ask questions and not limited.// Issues of //efficiency and cost effectiveness// are strong driving contemporary forces.*

Ease of Access

The demand for the agency's services is a function of accessibility. *//Ease of access to care//* is a driver for the industry. Access can be understood in terms of geography. Issues of the client *//being able to get themselves to health services//*, extending to location and convenience in terms of appointment times and telephone support. Access is also an issue of approachability and the absence of any barriers. *//The fact that it is a*

very approachable organisation, available to anyone to walk in// is very important to our clients.

Map 92. Positive Economic Forces



Section 39. Positive Environmental Forces

Concept

The fourth concept is Environmental.

Environmental

The environmental feature of the STEEP model is interpreted in this study as “the external surroundings influencing organisational behaviour and development” (Angus & Robertson 1992, p. 332). In this study those surroundings reflect the changing nature of the sexual and reproductive health arena.

Within the Environmental concept, numerous constructs generated several characteristics as related below.

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [**.....*].

Constructs and Characteristics

Contextual

Health Trends

*//The agency's activities have changed over the years, and they may change in ways that I can't foresee. There may be a new disease that comes along. There may be new issues that come along that we can't even imagine.// //Controversial issues have always come up. There is always something coming up in sexual **health**. For instance, the abortion thing has just been topical. Before that it was breast cancer and Pap smears.// //It's like you have to keep your eye on the mud map of all these things going.//*

Sexual and reproductive health thus has shown numerous **trends**, most recently the interest in men's health. *//At the moment we are chasing money for men's health because we know there is money around. That's not to say we have always been interested in **men's health**.// //Men's sexual health is coming out now because of the crisis we have with men.//*

Research

Research plays an important part in the spending of government funds, although this not necessarily always well conceived. Qualitative and quantitative research plays a role in directing spending in contemporary and emergent sexual health issues. For example, recently *//there was money from the government to do with programmes for people from non-English-speaking backgrounds based on perceived needs. It's fine saying okay they need this and that, they may not. We need to **research** and know exactly what is required before the money is spent in the wrong area.//* Funding is often influenced *//by overseas issues//* and not necessarily well-researched, localised findings.

Population Trends

The creation of metropolitan regional centres is an emergent **population trend** highlighting issues of ease of access. *//I would like to see us throughout all the **suburbs**. Not just this one major organisation.// //We need to approach young people and other*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

client groups where they are.// //Rural communities don't have the same access to services as city people.// //They are much more disadvantaged than city people are. They don't have the choices// available to city people.

Education and Training

The growing demand is for education and training. //My belief is that if you don't train-the-trainer, you do yourself out of a job. It's about you pick up more expertise and you train.// Hence //I would like to see us with much more of an educational input// which will see a change for the agency from being seen as having //a clinical orientation to education and training.//

//I see FPWA more of an education based facility where they offer information// //with a lot more health promotion and education.// //I see us in a lot more education like sex education is schools.// //The other important thing too is that we have a really big commitment to training other people.// //We realise we can't do it all and that we need to be training other clinicians, whatever the area of sexuality.//

Commercial

The rationalisation of government affairs, //the whole privatisation thing happening outside//, is impacting the agency. How the agency becomes more self-sufficient and responsible for its destiny is increasingly being raised as a long-term success determiner and driving force. //A lot of our ideas have to do with how are we going to find funding, how can we maximise our funding, how can we add to it by other avenues.//

*//The day might come when we need to be more commercially minded and handle it more as a business.// //We need to build income from selling our services to give us greater control over our destiny.// //It does mean users pays, basically.// The agency overall is //having some differences in philosophy resolving fee-for-service.// //With all the funding cuts that are occurring with government, eventually we will probably be affected. We must be prepared to cover that [*scenario].//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Competition

*//Basically, what we provide can be done elsewhere//, but only in little bits. For example, //there is an enormous amount of **competition** for counseling out there.// //As far as education goes, there's lots of pieces of it in lots of different organisations// but, overall, //I can't think of any one place// providing what the agency provides, certainly //not at the size we are.// Overall the competition is very **fragmented**. //The GPs are very good with sexual health services//, but //no one else has it all. We are on our own in that regard.//*

Women's Health

*//Women's sexual health is what generally FPWA is all about, I think.// //FPWA is still a clinic for **women's health**//, and //there is still a need for a specialist field of women's health, particularly contraception and conception.// //FPWA will always continue to have a focus on relationships. Women's positions in society and women's inequality in sexual issues will always have a focus. I don't think that's going away, although it might be less perceived// or less of a priority.*

Transactional

Change

*Overall the agency //in terms of its nature is currently battling with its growth and its history.// //The classic example is Sweden, which since the 1950s has had their FP, type organisations but they are now very highly specialised.// //I think we are at the crossroads of deciding how best to find a better corporate direction.// Overall, //there is a potential for change right now in the organisation.// //Younger, newer members of staff actually want to see **change**.//*

*A lot of this pressure for change is because //increasingly our sexuality boundaries are changing, remoulding and they are opening up.// Coping with change will involve the agency //reclaiming its **proactivity**.// //In the past, we have been accused of being complacent and set in our ways, believing we were doing a really good job and not*

actually looking at where there were serious flaws. I think in the past three years we have really worked hard at the latter.

Change inevitably brings conflict as old values, customs and ways of doing things are challenged. *//Change is always difficult to bring about.// //People's individual beliefs about how health care should be provided overlap//, and //FPWA is an agency with very strong belief systems and, therefore, very hard to change.//* What others are thinking, *//especially in times of conflict//*, becomes an important catalyst.

Members only see *//what is happening to them, and we don't all understand the bigger picture.//* Different staff have different views on how things are done, each with different models of the **business idea**. FPWA in the past has not always handled change well. **Fear** of change, *//the cultural thing about being too scared to somehow leap out there//*, has been an issue.

Staff

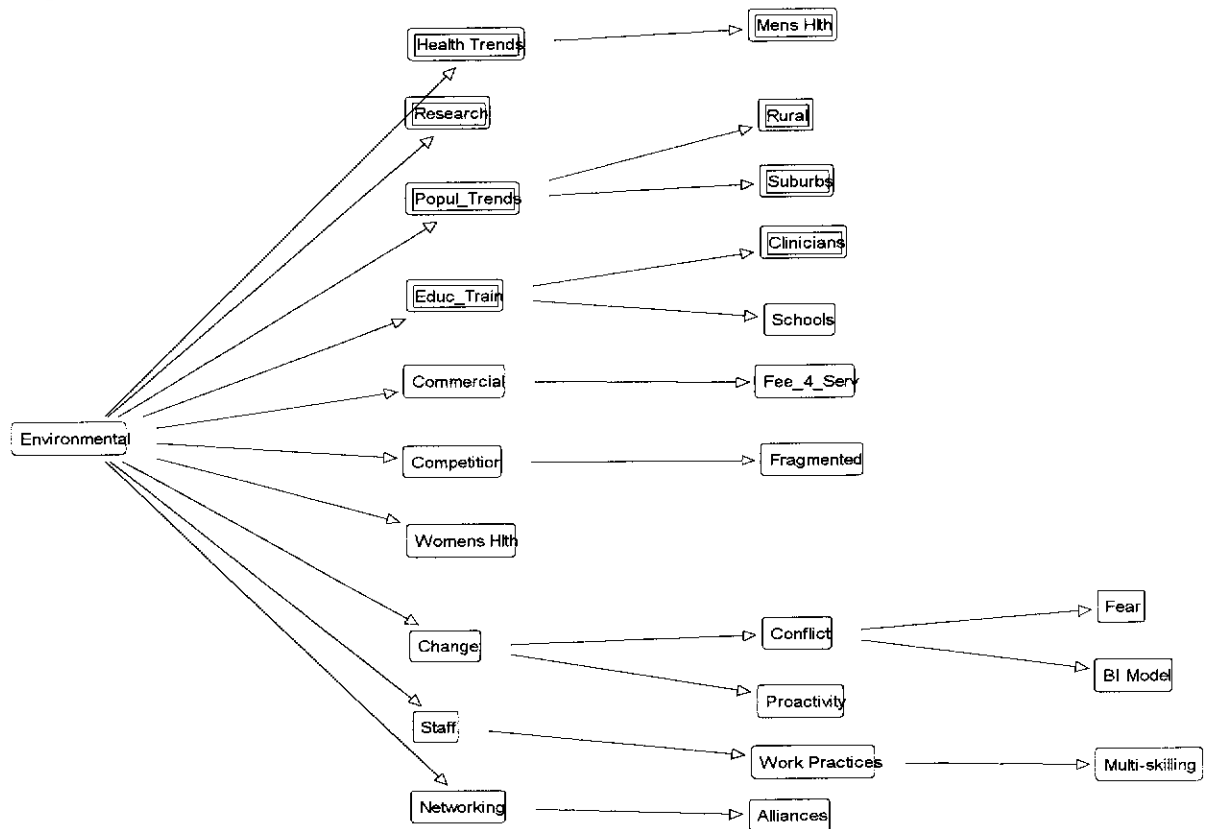
Multi skilling is a valued trait of many of the **staff**. *// I think what actually makes work so interesting in FPWA is the fact that many people seem to have done psychology or counseling or something .//* Some of the educators and counselors are former nurses. As well, the entire organisation has undertaken interpersonal training. *// Nurse practitioners actually make appointments for the counseling because skill development is so high .//*

Networking

//The agency has got links in, and right throughout, the other states.// //We work in collaboration with our counterparts in the other states// to //keep each other up-to-date with what's happening and what opportunities exist for service expansion.// The agency has not always been this proactive in forging links with the other States. *//It's changing. We're **networking**. We've all got electronic mail etc. now, so we're moving in the right direction of being able to be able to share and get the collective expertise of FP agencies*

from around Australia. // Building **alliances**, such as that with the Scarlet Alliance // *the peak-body for the sex worker project* // in Australia is one example of networking.

Map 93. Positive Environmental Forces



Section 40. Positive Political Forces

Concept

The fifth concept is Political.

Political

The political feature of the STEEP model is interpreted in this study as “the public policy making features of the agency”. The category incorporates issues of “the public administration” of sexual and reproductive health from a contextual or governmental perspective, as well as the “manoeuvres or factors influencing the decision making process” from a transactional or organisational perspective (Angus & Robertson 1992, p. 764).

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [**.....*].

Within the Political concept, numerous constructs generated several characteristics as related below.

Constructs and Characteristics

Contextual

Government Priorities

The Federal Government is placing greater emphasis on corporate and funding objectives. *//We are driven by those expectations because that's the agenda. The Federal Government want to make sure we have ticks where we need to have ticks and crosses where we need to have crosses so they get elected next election, but the other agenda we have is the sexual health agenda.* **//** How we **present** our statistics and what *//language we use* **//** to indicate what the agency has achieved has become increasingly critical.

//We are restricted by what the Federal Government considers is their major strategy. **//** Overall, *//we have to be responsive to what government is saying are its **priorities**.* **//** The *//Federal Minister believes there are areas that sexual health ought to be focussed on, which at the moment, I believe are men's and aboriginal health.* **//** Public campaigning is a big driver of funding and the sexual health industry.

If there is *//money for aboriginal health, we go get an aboriginal project. Money for AIDS, we get AIDS money. Money for youth, we get youth money. It's really cynical.* **//** *//The AIDS thing was obviously a public **campaign** thing, as will be the chlamydia thing* **//**, designed to raise community awareness. The Federal Government's other agenda sees the agency as **trainers** providing *//training, education and information.* **//**

Referral

The agency has *//always been up against GPs for instance **referring** their clients to us—they're afraid.* **//** Yet it has always been the agency's policy *//to listen to what the client's needs are and assist them in one way or another, even if we are not the correct agency.* **//**

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Transactional

Charter

The agency's **charter** or constitution embodies the agency's values and purpose. The agency's mandate is *//to be very much in the forefront of anything to do with sexual and reproductive health. If there is work to be done there, if there are issues to be tackled, we should be there and visible doing it.//* An argument exists, however, that says that the agency *//is stuck, in terms of the historical concept, about what it is we were established for. This is where we are now, and where are we going in the future?//* In addressing the latter question, the issue is *//how [***broadly**] do you define sexual health//* in the context of the agency's charter. The provision of general counseling services is testing the notion of what the agency's core business is? *//What are the [***constitutional**] boundaries//* of FPWA?

Milestone

The agency achieved a **milestone** last year, celebrating *//its **twenty-fifth anniversary**//* of operation. The *//build-up to the anniversary involved researching the agency's history, generating reflection over how we have changed, and have we really changed? .//* *//We have sort of moved within that twenty-five years from that young adult stage of starting to make a house for ourselves to setting up our own independent camp.//*

Relevance

That milestone has raised the issues of *//how relevant is FPWA today? .//* *//Does the community think that FPWA is that necessary?//* For the agency to remain successful *//it must make young people feel there is some **relevance** in [***the services offered by**] FPWA.//* What we should be doing *//is ensuring that the government and the community recognise the essential need for the service the agency currently provides.//*

Staff

//There are a lot of people who have worked here a very long time.// This resulted in some staff forming strong social and political loyalties, some of them *//working in*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [***.....**].

isolation.// Some of the long stayers have recently left, *//and there's an injection of new staff*// and *//they have kind of clicked together now, more of a collective force.*// The twenty-fifth anniversary, the issues of service relevance and the arrival of new staff are heralding an emerging **new era** for the agency.

Diversify

This new era is *//setting some theoretical goals about [*how] we need to diversify.* *///I think we need to be a little bit more adventurous and happening out there.*// *//We don't know whether we are going to be here next year and, because there's work to be done, we have to broaden and expand.*// The agency has to balance this need for diversification and a past history of *//regularly missing the boat*// in some key sexual health issues, with the need to remain *//loyal to its core business.*// Fortunately, the agency does have the **freedom** and the **flexibility** to *//work out how it spends its recurrent funding.*//

Commercial

*//We need to be independent, develop new [*commercial] opportunities, business ways of spending money.*// Part of that drive should focus on building the support we have in the community through a *//stronger membership base call it subscribers, call it friends of FPWA.*// We need to *//restructure that area of our organisation, creating different levels of membership generating different levels of entitlement.*//

Promotion

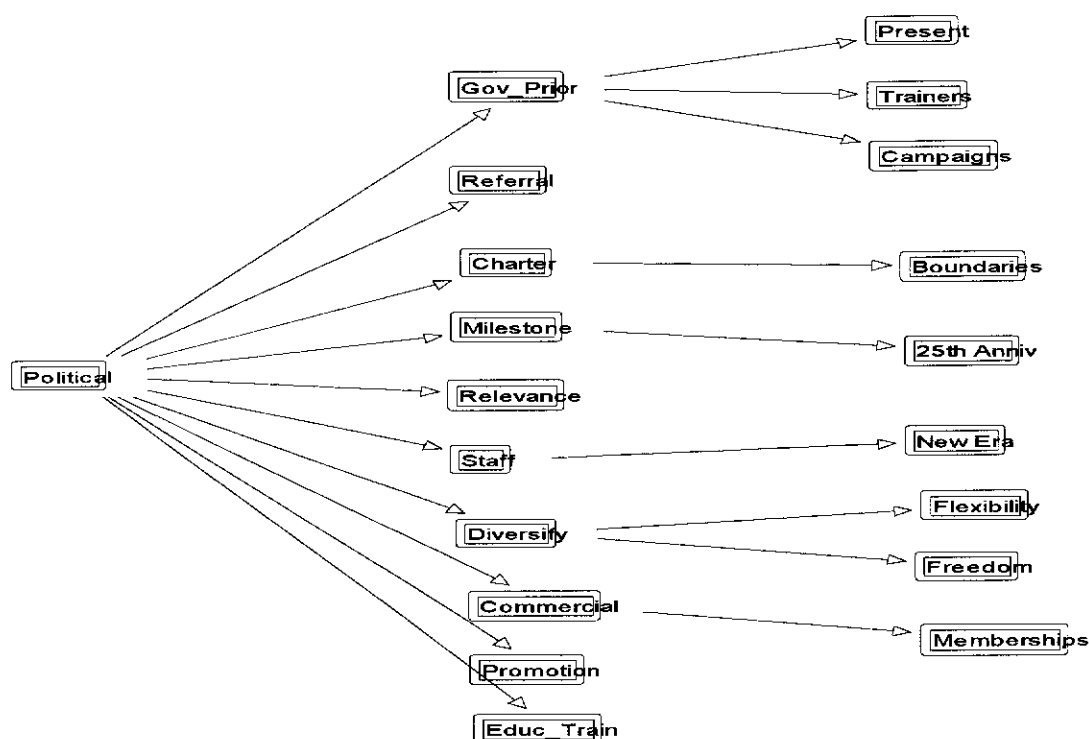
The public affairs or promotional side of the agency is becoming a critical feature of continuing success. *//The public affairs side is getting ourselves out there, getting ourselves recognised as an organisation to be reckoned with.*// *///I think that probably we don't promote that well enough at the moment. Our lack of promotion is something we are aware of and are working on.*// *//We need to be in there with government, the Health Departments, and all of the people who do that, and say to them this is happening and that is happening.*//

Education and Training

That training will need to balance the political agendas and priorities of government, the agency's principal funder, with the professional beliefs and aims of organisational members. Identifying what is the core business is the key. *//It's about: you pick up more expertise and you train.//* That push will require balancing the competing views of the agency: *//a clinical view compared to an **education and training** view.//*

This political debate comes from a background of realising the changing emphasis of the agency's work. As the targets of *//what have been perceived as important community needs//* have shifted, so *//has the focus on what community needs the agency has wanted to address.//*

Map 94. Positive Political Forces



Appendix 8: Negative Forces

The structure and content of Section 41 through Section 45, making up the contributory findings supporting the negative forces category of the NUD*IST project FPWA summarised in chapter eight, are now related in detail. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five. Discussion follows using the story-like narrative style used in chapter six.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8) -Ve Forces	x	x	x	x
(8 6) Social	x	x	x	x
(8 6 6) Heritage	x	x	x	x
(8 6 6 1) Women's Health	x	x	x	
(8 6 6 6) Social Justice	x	x	x	x
(8 6 6 6 1) Lost Cause	x	x	x	x
(8 6 6 6 1 3) Fear	x	x	x	x
(8 6 6 6 1 3 6) Passive	x	x	x	x
(8 6 6 6 1 3 6 1) "Lack Guts"			x	x
(8 6 6 6 4) Volunteerism		x	x	
(8 6 7) Prejudice	x	x	x	
(8 6 7 1) Schools	x	x	x	
(8 6 7 2) Right To Life	x		x	
(8 6 8) Well People	x	x	x	x
(8 6 9) Funding	x	x	x	x
(8 6 9 4) Past Closure	x	x	x	x
(8 6 9 4 1) Redundant	x	x	x	x
(8 6 9 4 1 1) Mistrust	x	x	x	x
(8 6 9 4 1 1 3) Broken Norms			x	x
(8 6 9 4 1 1 3 2) Morale			x	x
(8 6 9 4 1 1 3 2 1) Self Preservation			x	x
(8 6 9 4 2) Priorities	x	x	x	x
(8 6 9 4 2 1) Funding Issues	x	x	x	x
(8 6 10) Staff	x	x	x	x
(8 6 10 3) Homogenous	x		x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 6 10 3 6) Secure	x		x	x
(8 6 10 3 6 9) "Warm & Fuzzy"			x	x
(8 6 10 3 6 9 3) Like Each Other			x	x
(8 6 11) Risk Taking	x	x	x	x
(8 6 11 1) Diversify	x	x	x	x
(8 6 11 1 1) Lose Core Fund	x	x	x	x
(8 6 11 1 1 1) Internal Struggle				x
(8 6 12) Professional Discretion			x	x
(8 6 12 1) Threatened			x	x
(8 6 12 1 1) Leave			x	x
(8 7) Technical	x	x	x	x
(8 7 6) Business	x	x	x	x
(8 7 6 1) Compete Model	x	x	x	x
(8 7 6 1 3) Efficiency		x	x	x
(8 7 7) Funding	x	x	x	x
(8 7 7 7) Medicare		x	x	x
(8 7 7 7 2) Double Dip		x	x	
(8 7 7 7 2 3) Hands Tied		x		
(8 7 7 7 4) Nurse Practitioners			x	x
(8 7 7 7 4 1) Threatened			x	x
(8 7 7 7 6) Education		x	x	
(8 7 8) Staff	x	x	x	x
(8 7 8 10) Long Stay	x	x	x	x
(8 7 8 10 2) Comfortable	x	x	x	x
(8 7 8 10 2 1) Resistance		x	x	x
(8 7 8 10 2 1 6) Inflexible		x	x	x
(8 7 8 10 2 1 6 2) Minority			x	x
(8 7 9) Management Skills	x	x	x	x
(8 7 9 1) Ineffective Planning	x	x	x	x
(8 7 9 1 1) Emergent	x	x	x	x
(8 7 9 2) Financial Management			x	x
(8 7 10) Productivity			x	
(8 7 10 1) Less Time			x	x
(8 7 10 1 1) Client Dissatisfaction			x	x
(8 7 10 2) Complexity			x	x
(8 7 10 2 5) Accountable			x	x
(8 7 11) Structure			x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 7 11 1) Professional			x	x
(8 7 11 1 1) Jealousy			x	x
(8 7 11 1 1 3) Productivity			x	x
(8 8) Economic	x	x	x	x
(8 8 6) Legal Status	x		x	x
(8 8 7) Business	x	x	x	x
(8 8 7 4) Economic Rationing		x	x	x
(8 8 7 4 1) Threatened		x	x	x
(8 8 7 4 1 2) Culture Shock		x	x	x
(8 8 8) Image	x	x	x	x
(8 8 8 1) FP Name	x	x	x	x
(8 8 8 1 1) Missappreciation	x	x	x	x
(8 8 8 1 1 1) Stereotype	x	x	x	x
(8 8 8 1 1 1 4) For Women	x	x	x	x
(8 8 8 1 1 1 5) Heterosexual			x	x
(8 8 8 1 1 1 7) Abortion Place	x	x	x	x
(8 8 8 1 1 6) "Don't Know"			x	x
(8 8 9) Funding	x	x	x	x
(8 8 9 1) Amalgamate	x		x	x
(8 8 9 6) Business \$'s	x	x	x	x
(8 8 9 6 1) Sparse	x	x		x
(8 8 9 6 1 2) Not Attractive	x	x		x
(8 8 9 9) Who Pays	x	x	x	x
(8 8 9 9 1) Cut Services	x	x	x	x
(8 8 9 9 1 1) Unsafe	x	x	x	x
(8 8 9 9 1 1 1) Lethargy	x			x
(8 8 10) Staff	x			x
(8 8 10 1) High Cost	x			x
(8 8 10 1 2) Retention	x			x
(8 8 10 1 2 11) Casual				x
(8 8 10 1 2 11 1) Commitment				x
(8 8 11) Service Culture	x	x	x	x
(8 8 11 1) Business Acumen	x	x	x	x
(8 8 11 1 2) Lack Enterprise	x	x	x	x
(8 8 11 1 2 2) Government Background	x	x	x	x
(8 8 11 1 2 2 1) No Bum Line	x		x	x
(8 8 12) Marketing	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 8 12 2) Clients	x		x	x
(8 8 13) Competitors		x	x	x
(8 8 13 1) Emulation		x	x	x
(8 9) Environmental	x	x	x	x
(8 9 6) Funding	x	x	x	x
(8 9 6 5) Critical Mass	x	x	x	x
(8 9 6 5 1) Regional Services	x	x	x	x
(8 9 6 5 1 2) Infrastructure Needs	x	x	x	x
(8 9 6 5 1 2 2) Compromise	x		x	
(8 9 7) Blurred Vision	x	x	x	x
(8 9 7 2) Priorities	x	x	x	x
(8 9 7 2 1) No Clarity	x	x	x	x
(8 9 7 2 1 1) Confidence Crisis	x	x	x	x
(8 9 7 2 1 1 1) Survive	x	x	x	x
(8 9 7 2 1 1 1 2) Sunset	x	x	x	x
(8 9 7 2 1 1 1 3) Self Perpetuation	x	x		x
(8 9 8) Staff	x	x	x	x
(8 9 8 5) Communication	x	x	x	x
(8 9 8 5 3) Territorial	x	x	x	x
(8 9 8 5 3 1) Lack of Cohesion	x	x	x	x
(8 9 8 5 3 1 4) Impatience	x	x	x	x
(8 9 8 5 3 1 4 1) Frustrated		x	x	x
(8 9 9) Stable	x	x	x	x
(8 9 9 1) Stalled	x	x	x	x
(8 9 9 1 1) Threatened		x	x	x
(8 9 9 1 1 2) Status Quo		x	x	x
(8 9 9 1 1 2 2) Slow To Move			x	x
(8 9 10) Institutional				x
(8 9 10 1) Space				x
(8 10) Political	x	x	x	x
(8 10 6) Funding	x	x	x	x
(8 10 6 2) Government Priorities	x	x	x	x
(8 10 6 2 2) Agendas	x	x	x	x
(8 10 6 2 2 3) Reactive	x			x
(8 10 6 2 4) Withdraw	x	x	x	x
(8 10 6 2 4 1) Closure	x	x	x	x
(8 10 6 2 4 1 1) Clients Suffer				x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 10 6 3) Devolution to the State	x	x	x	
(8 10 6 3 1) Vulnerable	x	x	x	
(8 10 7) Management Structure	x	x	x	
(8 10 7) Board	x	x		
(8 10 7 1 1) Health Expertise	x			
(8 10 7 1 1 2) Time Factor	x			
(8 10 7 2) Service Management	x	x	x	
(8 10 7 2 1) Implementation	x	x	x	
(8 10 7 3) Professional Management			x	
(8 10 7 3 1) Paralysed			x	
(8 10 8) Values		x	x	x
(8 10 8 1) Entrenched		x	x	x
(8 10 8 1 3) Tradition		x	x	x
(8 10 8 1 3 2) Inflexible		x	x	x
(8 10 8 3) Management Attitude			x	x
(8 10 8 3 1) Jeopardy			x	x
(8 10 8 3 1 1) Double Bind				x
(8 10 9) Democratic		x	x	x
(8 10 9 1) Unwieldy		x	x	x
(8 10 10) Staff	x	x	x	x
(8 10 10 2) Participation	x	x	x	x
(8 10 10 2 2) Negotiable Future	x	x	x	x
(8 10 10 2 2 7) Unhappy	x		x	x
(8 10 10 2 2 7 1) Undervalued	x		x	x
(8 10 10 2 2 7 1 1) Commitment				x
(8 10 11) Endless Press	x	x	x	x
(8 10 11 1) Core Funding	x	x	x	x
(8 10 12) Structure	x	x	x	x
(8 10 12 3) Hierarchical	x	x	x	x
(8 10 12 3 2) Authoritarian	x	x	x	x
(8 10 12 3 2 4) Pre-Occupied		x	x	x
(8 10 13) Tendering	x		x	

*Tree imported from the NUD*IST project FPWA.*

Contributory Findings

Section 41. Negative Social Forces

Concept

The first concept below the core category is that of Social.

Social

As in **Section 36**, Social is defined as an organisation and a group of people, “relating to or engaged in social-services” (Angus & Robertson 1992, p. 949). This definition is adopted in light of the community-based nature of the services performed by the agency.

Within the Social concept, numerous constructs generated the characteristics related below.

Constructs and Characteristics

Contextual

Prejudice

Negative *//community attitudes//* and **prejudices** inhibit the agency’s ability to successfully carry out its chartered mandate. *//It’s the old stuff about talk very quietly about sex because, if you don’t, people will come and tread on you.// //There are people who strongly believe FPWA is about something that is not okay, that is not right.// //Traditional society and some religions try to say what we are about is a bad thing.//* Fundamentally, the agency is dealing with community morals *//and has found it very difficult to get into schools.//*

//We don’t get enough requests to go out to schools to really feel we have made a big impact.// //There are a whole lot of organisational and cultural changes needed in the educative system to allow that to happen.// Many of our politicians are anti-abortion *//and don’t like the sought of stuff we do here.//* Philosophically FPWA advocates *//pro-*

Key: Member’s words *//.....//*

Concepts, etc. **bold**

Researcher’s words [**.....*].

choice [**versus **right-to-life** position over abortion*] so no Catholic person is supposed to go to FPWA. No education in catholic schools should be done by FPWA.//

Well People

//We are dealing with **well people** most of the time. We are not dealing with people with infections and not clinically ill.// Consequently //we're not talking hospital beds and operations—really sick people.// //We work with well women//, //well people.// The agency works with //men and women who are asymptomatic seeking care, a diagnosis and screening for STD diseases who would never have done that in the past.//

Funding

The largely-well health status of men and women using the agency's services has funding implications. //Like all health providers, we are fighting for the health dollar//, and with //all of the **funding** cuts that are occurring in government, we will eventually be affected by them. Why wouldn't we have some cutback when so many other areas are being cutback.//

Consequently government-spending **priorities** are a real issue. For example the government could decide to take away our funding and //spend it all on aboriginal health.// //If our funders decide to pull the funding, I'm without a job and the organisation will collapse. That is a real possibility.// //There have been a couple of occasions in the past when it nearly crashed in terms of its purpose and its finances.//

//One of our branches was recently closed because it was just too expensive.// //Some of the staff from that **past closure** couldn't be absorbed into our system//, and the **redundancies** that flowed from that and other instances of staff cut backs //was very traumatic// for many of the remaining staff. //The redundancy situation was very distressing for the whole organisation.// Caring for staff is an //issue very close to the organisational heart. There was a lot of angst and anger amongst the staff over the redundancies.//

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [**....*].

Many *//staff felt the senior management had **broken the norms and the social culture** //*
*//Honesty and **mistrust** of senior management became an issue //* for many staff, with a
 subsequent *//downward shift in **morale** //* An outcome of this whole saga for some staff
 has been an increased focus on **self-preservation**.

Transactional

Heritage

//The agency is currently battling with growth and history. // *//FPWA started out in the
 feminist era. //* *//It was women providing a community service for other women. //* *//Over
 ninety percent of our clients are female. //* Therein lies the conundrum. **Women's Health**
 is a positive driving force as well as a limiting or negative force that excludes over half
 the population: men. Thus the agency *//has a very strong culture with a focus on certain
 things. [*Aside from its female persona] it is not—and has not historically been—a
 market-focussed organisation. //* The staff and the CEO *//are very **social justice** driven.
 We are unlikely to head off galloping down the road of too much privatisation at this
 point in time. //* Privatisation is *//not seen as social justice stuff. //*

Issues like privatisation and economic rationalism, which the agency is adopting, are
 having their toll on the outlook of many staff. As an agency *//we have **lost something**,
 and we haven't actually replaced it. //* *//I think the **volunteerism** is falling away, the
 social justice aspect of the service. //* *//There was a **cause** whereas it's almost gone. It
 would be nice to have something else. //* The growing sense of insecurity over funding has
 spawned an increasing sense of *//fear //* within the agency. *//It has reached the point
 where people weren't willing to get out there and say stuff //*, unwilling to get out *//and
 advocate on behalf of what we saw was right for the community. //*

An outcome of this is that *//we have become **passive** in our operations. We would just get
 a government grant and we would do what we have always done. //* *//We are not so much
 pushing [*the sexual health] boundaries any more. We have, I think, tended to pull back*

*from being outspoken and vocal and advocating on behalf of people or issues.// //We are certainly not radically stepping outside ourselves to reinvent ourselves in any way.// //It's sought of like the agency **lacks the guts** to stand up and say what it believes in// for fear of losing government funding. There is a real fear of risk-taking.*

Risk Taking

*//The gap between what's happening and wanting to happen in terms of new sources of clients and work is a function of our conservatism and fear of **risk taking**.// //Now that we have our mortgage and our house [**the agency's new building*], it seems as though we want to sit quietly and take calculated risks but not real ground breaking risks.//*

There is a risk that if the agency broadens its range of services, diversifying away from its core business and mandate, *//that in the process it may **lose its core funding**. As soon as you start doing something that is profit making you lose core funding.//* Because of that catch twenty-two situation *//there is almost like a sense of **internal struggle**, with a lot of resistance to taking a few risks.//*

Staff

*//I think one of the biggest things which hold us back is our **staff**.// //I think we are a bit too inward looking.// As well, the agency has a history of selecting *//people who will fit in//*, specifically *//in terms of what the potential staff members' views might be on sexuality.//* Consequently *//you don't get creativity if you have **homogeneity**.//* Allied with this is a sense of *//**security** and stability, that because we have existed for so long, we will continue to survive.//**

The need for security and stability is carried over into the nature of the culture. *//I think the nature of the culture is a little bit that we all have got to be **warm and fuzzy**//, //touchy feelly, bleeding from the heart.// //There is a really very strong thing about **liking each other** and, if you are going to express something where you're different to another person, it's done in a nice way.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

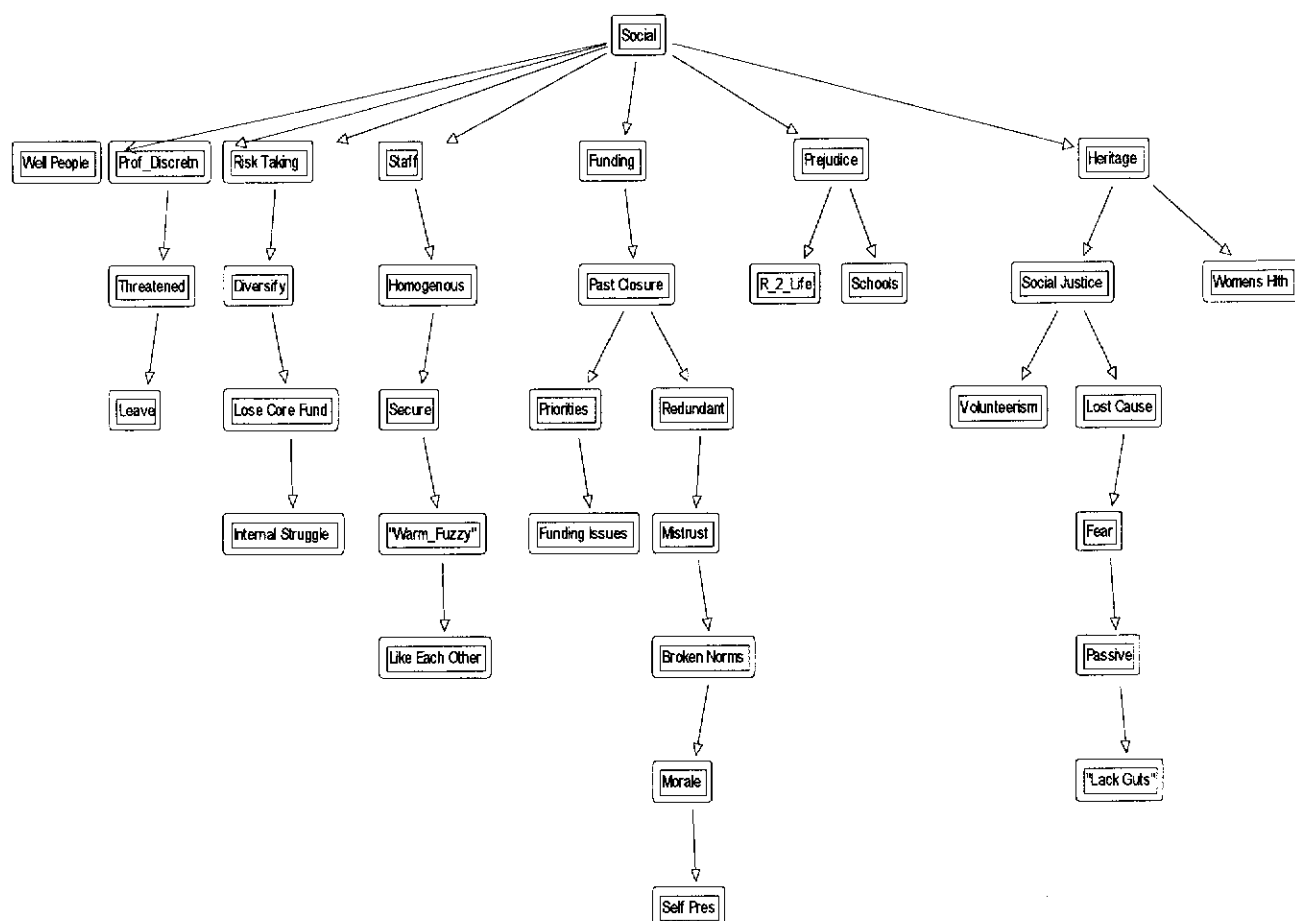
Researcher's words [**.....*].

Professional Discretion

There is a subtle change of understanding happening within the organisation. //The agency has always promoted a certain amount of independence for staff to work the way they think best.// What is starting to concern some professional staff //is the slow undermining of their professional decision making.// //Becoming business-like is starting to undermine our **professional discretion**.//

//Unfortunately, when people start using statistics people feel **threatened**.// Certain staff felt they //couldn't work in an environment// where professional discretion was compromised. //We would go down kicking and fighting and a lot of people would **leave**// was a response to the erosion of professional discretion.

Map 95. Negative Social Forces



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Section 42. Negative Technical Forces

Concept

The second concept is Technical.

Technical

As in Section 37, Technical is defined as “the particular field of activity” (Angus & Robertson 1992, p. 1030). In this study, that field of activity is the sexual and reproductive health industry, incorporating the abstract, practical and emergent issues of that arena.

Within the Technical concept, numerous constructs generated characteristics as related below.

Constructs and Characteristics**Contextual*****Business***

There is increasing pressure for the agency *//to be independent and develop new opportunities and businesses.//* In terms of the latter, this is an emerging, alternate new culture. *//The entrepreneurial competitiveness model is about ownership: keeping it, keeping your funding going and development//* and for some staff this change in direction has posed a fundamental question. *//Is FPWA a welfare agency or a business?//* Consequently many staff are confused about *//where the agency sits between being a community service organisation or a business//*, and what are the priorities. Some staff hang onto past images.

Many staff acknowledge *//we were providing a lovely service, but it wasn't cost effective out in the real world. That has been a hard thing to take on board when the staff have had so many years of glorious//* isolation. *//Now clinics have to run faster, see more people in less time.//* *//The focus is now on the client, efficiency and effectiveness.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

Funding

*//FPWA is a part of what is called the **Medicare** Offset Programme. We don't actually bill through Medicare, but out of the Medicare **funding** there is an offset over a certain amount of money that is for Family Planning services.//* As the agency receives a grant, it is not allowed to charge for its services, except for an administration fee.

The result is *//a very mixed message from Government. They are saying on the one hand you should be more business like, more commercial, but then written into our funding agreement is a clause that does not allows us to charge for medical services.//* *//As the agency gets a grant, it's double dipping if we bill through Medicare.//* The agency *//cannot bill for medical services//*, so in a way its **hands are tied**.

Difficulties arise in the clinic if Medicare is introduced. One of the unique aspects of the service in that area is the nurse practitioner. *//Nurse **practitioners**, who provide about a third of our services, don't attract Medicare funding.//* *//I see a difficulty if Medicare is introduced and nurse practitioners can't provide the services.//* *//I think nurses feel somewhat **threatened** because we won't have provider numbers.//*

Transactional

Staff

//I think most managers find people issues the thing that takes up most of their time and concern.// *//A lot of the agency's **staff** have been here a very long time. That can have its drawbacks and its benefits. Quite big proportions of our staff have been here ten years or more.//* *//Some of the doctors have worked in the area for a long time, so to go back into general practice is almost not an option.//* These **long stay** staff *//find the agency a very relaxed atmosphere to work in//* and *//more **comfortable** with the welfare agency model than the business model.//*

Many *//like the client mix and being given the time to keep up to date with everything.//* Based on these themes *//there has been less impetus to leap into something that staff are*

*not familiar with [*e.g. men's health] and good at [*e.g. women's health].// Many staff have strong //feelings about what is nice and what is not nice, acceptable and not acceptable [*in terms of service areas].//*

*//I think there is a certain safety and a bit of complacency// //to keep the agency more of the same. Maintain what staff know and feel comfortable with.// Thus //many staff have very fixed views// //of how health should be provided.// Consequently //there is some resistance within staff// //when the powers that be decide a change is necessary.// **Inflexibility** has become a factor within sections of staff—a **minority** who believe //we are here for women, a very feminist point of view.//*

Management Skills

Some staff perceive an overall lack of business administrative and **management skills**. Many of the coordinators have been here for many years and *//very few have any clue about business management. They are good people at heart but don't necessarily have the skills in **financial management**.//* //Some coordinators want to learn about budgeting and financial planning *//because I realise it's easier for me to push a concept if I know how to talk//, using //the language of outcomes, budgets, money and restraints.//*

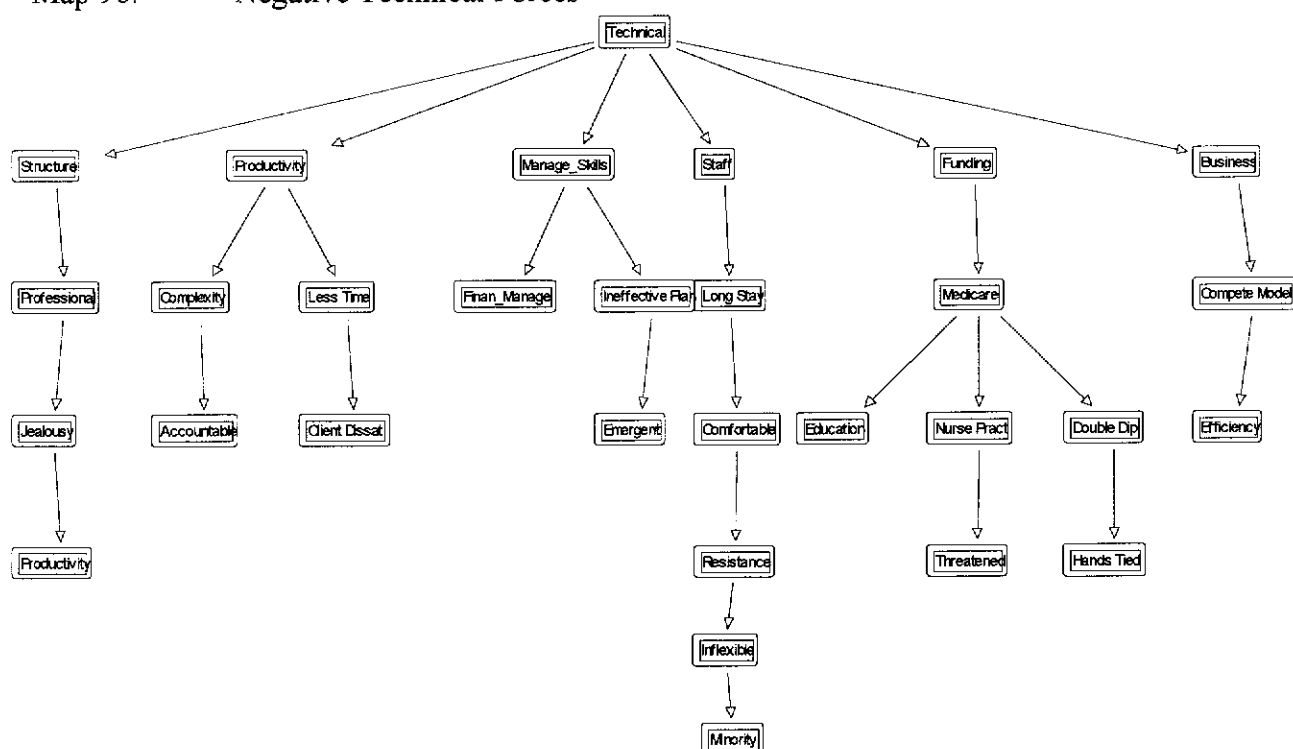
Planning has a history of being very *//ad hoc//* and **ineffective**. Historically *//I actually don't know that anything is done that strategically at FPWA. Things tended to happen opportunistically.// //The agency has tended to live as we live our personal lives, week by week if we can manage it, or day-to-day as most people do.//* Basically *//FPWA is unable to do anything except sticking to the status quo, maybe pushing the edges a tiny bit.// //The agency tends to go where the money is and follow new ideas as they **emerge**.//* Consequently *//if you look at the strategic plan it really looks like someone farted and tried to capture it on paper.// //It's very narrow in its focus and doesn't identify environment issues and opportunities.//* Overall *//in order for that to happen there needs to be more clear strategic thinking and better operational management.//*

Productivity

Clinician **productivity** and performance is increasingly measured on the number of client episodes per clinician. *//It's not a very fair evaluation because often the doctor's cases are more complicated, but that doesn't really relate back to the piece of paper.//* The emphasis on *//how many people have gone through the door is necessary to provide governments with substantiation for the funding//*, however. *//There is a strong message dealing with time limits//*, and *//many of us who have worked here like the idea of being able to give a good service and find it frustrating to be pushed for time.//* *//Clients may be dissatisfied, as they didn't get all four of their issues dealt with today.//*

The issue for staff is the unpredictable **complexity** of the work. Where a staff members numbers are low *//its often easy to explain that those cases have been very complicated, but the numbers don't show that. I think that upsets people because they don't get recognition of the skills that they have used//* with the reported episodes. The reality is more and more clinicians are becoming *//accountable//* for their productivity. Combine this aspect with a **professional structure** with certain professional *//stakeholder groups controlling an area.//* *//The need to have a committee and have everyone consulted//* can lead to *//infighting//* and professional jealousy. *//I think productivity suffers.//*

Map 96. Negative Technical Forces



Section 43. Negative Economic Forces

Concept

The third concept is Economic.

Economic

As in Section 38, Economic is defined as “something capable of being produced, operated, etc. for profit or profitable” (Angus & Robertson 1992, p. 314). In this study that something is the provision of sexual and reproductive health services. Although a not-for-profit, community-based, non-government agency, economic value addition, funding, and fee-for-service are key factors impacting the current provision of these services. In this study, economic issues impact the ability of the agency to provide the range of services necessary to increase community sexual health awareness levels.

Within the Economic concept, several constructs generated numerous characteristics as related below.

Constructs and Characteristics**Contextual*****Business***

//I'm constantly struggling with how to provide what we do—provide and maintain that which I see as special, when all around me the arguments are coming out 'you know there isn't the money'// Thus the reality for the agency and its staff is *//we are a business, and we have got to behave like a **business**//* This reality challenges long-held beliefs that *//we are providing a service and it shouldn't be about making money and stuff. The bottom-line is the service has to be paid for by somebody//, //and //if the government is not, the money has to come from somewhere.//*

//It's a hard world out there, and everyone's competing for the big dollar.// **Economic rationalism** focuses, amongst other issues, on cutting costs and increasing productivity. These are topical issues, *//and there's been a sense of, you know, things have changed at*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [**.....*].

*FPWA. This is how it's go to be.// As this realisation has become widespread //people have felt a bit unsettled and **threatened** by the attempts to become more efficient, more profitable.// This has much to do with the fact that the agency has a history of //not being able to communicate in a non-threatening way.// The nature of the training of health clinicians is that //there is not a focus on efficiency and money in economic terms.// //So when suddenly staff get a new tool like statistics thrust under their nose, it does a lot of damage to how people feel about their job cause suddenly you have tension//, suddenly you have **culture shock**. //There are times when the agency is just as cut throat, manipulative and uncaring as anywhere else. In fact, it is worse because you think the organisation is actually very supportive and in touch with feelings.//*

Funding

*//If it comes down to a situation where FPWA is not going to be publicly **funded** we have got some serious problems actually. There is a big administration cost with FPWA; it is very large.// The threat of merger or **amalgamation** with providers of associated services is a possibility in the //quest to streamline related services and be more cost effective.//*

*Sources of funding are very **sparse**. //There is not a lot of **business money** out there.// //You're wasting your time approaching large corporate organisations. Most Board members are generally men in their sixties who listen to their wives and not to their mistresses.// //Sexuality is not dying babies,// //and they don't have empathy, seeing nothing in being attached to FPWA.// Donating to FPWA //is **not an attractive thing** for people to do.//*

*How long the agency can retain a largely token fee-for-service is questionable. //My skepticism comes from the fact is there going to be someone willing to pay for it?// //Nothing's for free, and **who will pay for this service?**// A drop in funding without a rise in fee-for-service receipts equals a **cut in services** and job losses. The threat of service cuts and redundancies //make people feel very unsafe.// //Everyone wonders whether it is*

going to be me next. What are they going to change to make me redundant?// This creates //a real kind of lethargy// in staff.

Legal Status

The uncertainty over recurrent and non-recurrent government funding and the lack of emotive interest by business to donate has been exacerbated by the loss of the agency's public-benevolent **legal status**. *//The sales tax exemption has been taken away from us which is an added cost.//* Fringe Benefit Tax exemption for salaried staff has been removed. The public-benevolent status *//entitled us to tax effective donations//*, and now that is lost.

Transactional

Image

The image of who and what FPWA is about out in the community does not match the range of services offered. *//I think the public perceives our **image** very badly.// //Our identity is quite elusive.// //Our name does not reflect our expertise or our purpose//, //which is sexual health awareness and education.// //We have a direction in terms of goals about where we think we should be going, but we don't have an identity of how to get there at the moment.// //I think the **FPWA name** restricts it but also assists it, if you can do both.// //Basically the whole name, terminology and philosophy around FPWA is antiquated and out of date.//*

*//When people do have contact with the agency they are generally surprised// at what goes on here. //Because of our name, we have been limited to people who think that FPWA does not apply to them. They self-select out// based on **misappreciation**. //People have preconceived ideas//, and //the name doesn't give very much information about the breadth// and depth of services offered. //**Abortion Place**//, //contraception// and //planning families// are well known //**stereotypes** associated with the agency. It's these stereotypes of what FPWA does that is damaging// to the agency's image. //A lot of the males I have spoken to just think it's **for women** too.// //We also see very few gay people,*

either male or female//, //so a weakness is that it is very heterosexual. Most people out there in the community //don't know or understand what FPWA is all about.//

Service Culture

The fact that the agency draws its people *//from service industry backgrounds, where somebody else worries about the business thing,//* is a factor in the turbulent shift from a social justice, welfare, **service culture** to a business ethic *//which is very client focussed.//* *//There are a lot of people who are way more comfortable with the welfare agency model.//* The staff *//are from professional and public service government backgrounds.//* Virtually all *//have never had to work in a corporate world [*but are] increasingly [*being called upon to] draw on that kind of knowledge in order to survive.//*

Few have had any experience in any financial **bottom-line** thinking. *//The agency has to look at its bottom-line, profitability and all sorts of things that weren't a big issue before.//* *//There is actually a big push to employ people with more business skills. People with proven business acumen. The agency needs these people //because it, the agency, doesn't really know how to be enterprising.//* *//We have limited thinking.//* *//The agency is not entrepreneurial at all.//* A lack of **marketing** and promotional skill and resources is part of this reality. The agency *//currently gets advertised as little mish mashes.//* *//How we target our audiences is important. We want to reach the clients who need our services, and I'm not sure that we've fully grasped the need to target our services.//*

Staff

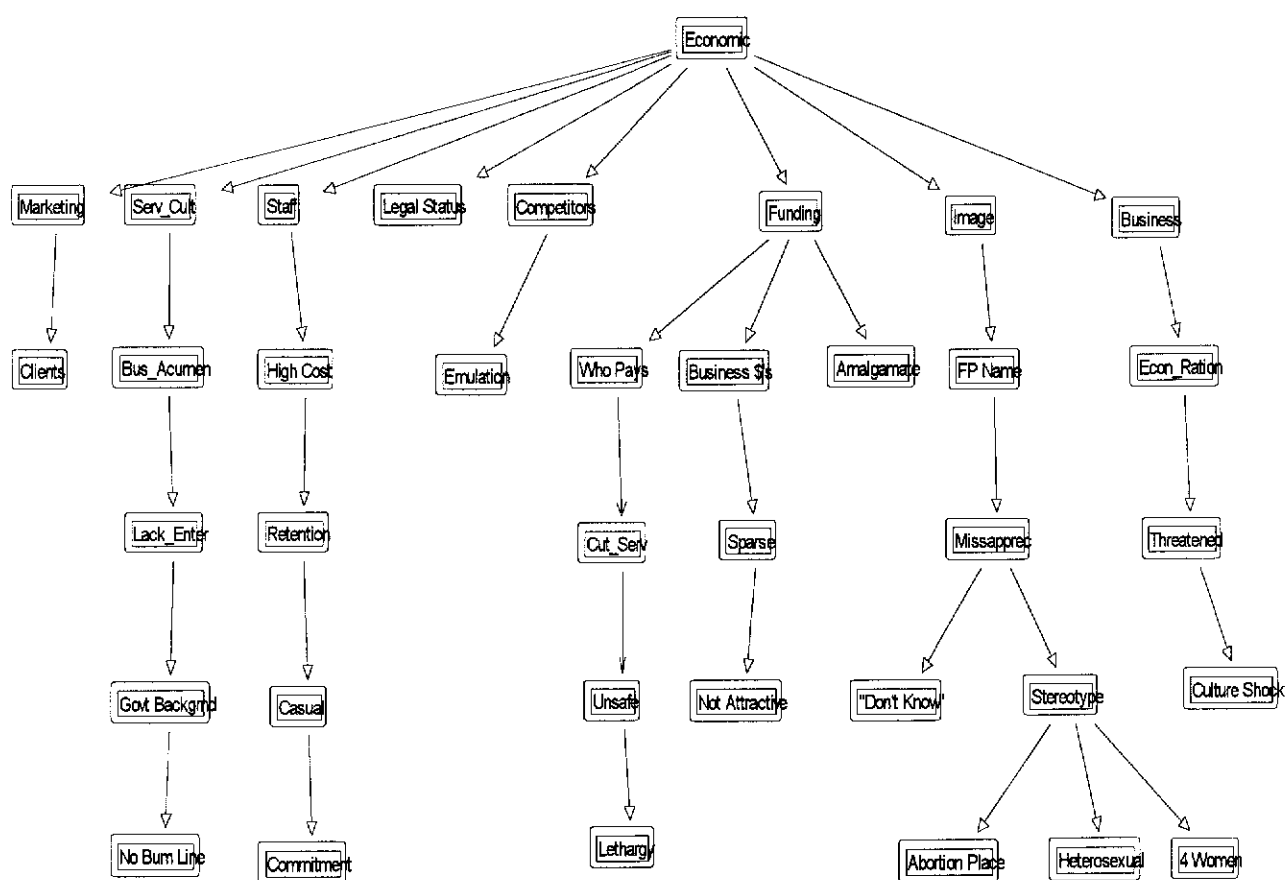
//I think there is a focus now at FPWA that we can't afford the people that we really need to be having.// The social justice aspects are declining and the high cost of **retention** of staff is becoming a factor. Some staff work very short shifts also working for other agencies. *//We have become a nightmare because we accommodate far too many part-timers. People who are casuals who wish to stay casual because that means they can too*

and fro. The casuals don't have the same level of **commitment** as somebody who is permanent.// //My hunch is that if we don't recognise that and get some good systems in place in terms of long-term strategies about who we are employing, how we do it, how we maintain quality, it will go down hill.//

Competitors

//I think anything can be **emulated**.// If I was to go off and, say, want to start up an education based service on my own I could offer similar sorts of programmes.// Because of the increased focus on tendering for government work, the agency is //suddenly looking at what it is providing that is so unique it cannot be gotten elsewhere.// **Competition** for funding dollars is more prevalent. Providers of similar services are now **tendering** for some of the work formerly the domain of FPWA.

Map 97. Negative Economic Forces



Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

Section 44. Negative Environmental Forces

Concept

The fourth concept is Environmental.

Environmental

As in Section 39, Environmental is defined as “the external surroundings influencing organisational behaviour and development” (Angus & Robertson 1992, p. 332). In this study those surroundings reflect the changing nature of the sexual and reproductive health arena.

Within the Environmental concept, several constructs generated numerous characteristics as related below.

Constructs and Characteristics**Contextual*****Funding***

The agency lacks the **critical mass** to reach all areas of the state. *//We should have more funding for what we are trying to do.// //It all comes down to money and funding.// //If we were to drive to bring in more business, how will we cope with it?// //In terms of rural and aboriginal communities, I think it is almost one of those too-hard issues because it requires so much resource to go into it.// //I think what we do is miss out in a big way in servicing the state.//*

The **infrastructure needs of regional servicing** are immense. *//So, primarily, while it is for the whole state, unless somebody can fund us to go out there we don't.// //If we had the money we could always extend the services by taking on more regional clinics.// //Our ability to expand is always going to be limited by money.// Overall //we are under-personed and under-resourced//, and //I think our regional services is an area where we have had to compromise.//*

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [**.....*].

Transactional

Institutional

In recent years *//it has been the case that the agency has allowed people to come to us rather than us going out to them.//* *//I think one of the biggest things that keeps us back is we are almost too shy to go out there and do the stuff that we were doing twenty five years ago. We do provide really good service to people who come in here.//* *I would like to see us throughout all the suburbs, not just this one major organisation.//* Aside from the **institutional** persona, physical **space** is a problem. *//I don't think we can expand much more unless we move to different premises.//*

Stable

*//It's a **stable** organisation. It's been around a long time. It isn't a small fly by night organisation. It's not huge, but it is fairly large.//* Some staff consider the agency *//is stuck between being a public service organisation and operating with public service holidays, public service rules//* and operating like a commercial business.

Thus the agency has **stalled**, unable to move. Some see the agency as under threat. *//I think that our existence, if we stay as we are, is likely to be **threatened**.//* *//My greatest concern is the fact we are missing opportunities by trying to maintain the **status quo**.//* As well, the agency *//is unable to act quickly.//* *//The agency doesn't have a culture of responsiveness, of doing things in a hurry,//* therefore it is **slow to move**.

Blurred Vision

Many staff thus believe that *//the agency needs to get clear on its **vision**//*, its *//sense of strategic direction.//* *//There is a sense of drifting because we are not so closely connected.//* *//A lot of people feel—the young people, the new people—that there is not good direction.//* This **blurring** of direction is arguably an outcome of the agency *//not knowing where it sits between being a community service organisation and a business.//*

*//If you look at the strategic plan, it really looks like someone farted and tried to capture it on paper. There was one quantifiable thing on it, which said raise the number of clinic clients to twenty thousand. The rest of it was, review the clinic, review public affairs, strategy, review, enhance and review. It had no quantifiable goals. It had no forward vision.// I think the staff would appreciate some **clarity**.// There is **no** common understanding// of //where the agency is heading//, no //sought of sense of direction// //of what the agency wants to achieve.// There is a blurring of what the **priorities** are. Is it //about being in the right place at the right time, finding out where the money is?// It is about asking //are we meeting the aims and objectives that we were set up for in the beginning and still seeing that those aims and objectives are critical?//*

*The result for some staff is //a lack of optimism. A bit of a **confidence crisis** in the whole organisation.// They're all in **survival** mode.// The organisation has become directed at survival as much as anything else. Objectives versus just surviving have to be worked out and, unless we can resolve that, then I don't think we can plan ahead.// In contrast is the concept of no longer being needed; there is a "**sunset clause**". //Our charter is to become redundant// and //the ultimate goal of any community-based organisation should be that the service is no longer needed as an optimum level of knowledge has been achieved. For me, there is no point in surviving financially if you're not meeting the basic objectives [**that*] you were set up for.//*

*//What is making us drift is two aspects of survival. Survival of the organisation and its objectives and survival of the organisation itself, and we haven't married the two together yet.// We haven't balanced the corporate goal of doing ourselves out of a job, and making ourselves more successful and productive.// These are questions and issues of **self-perpetuation**.*

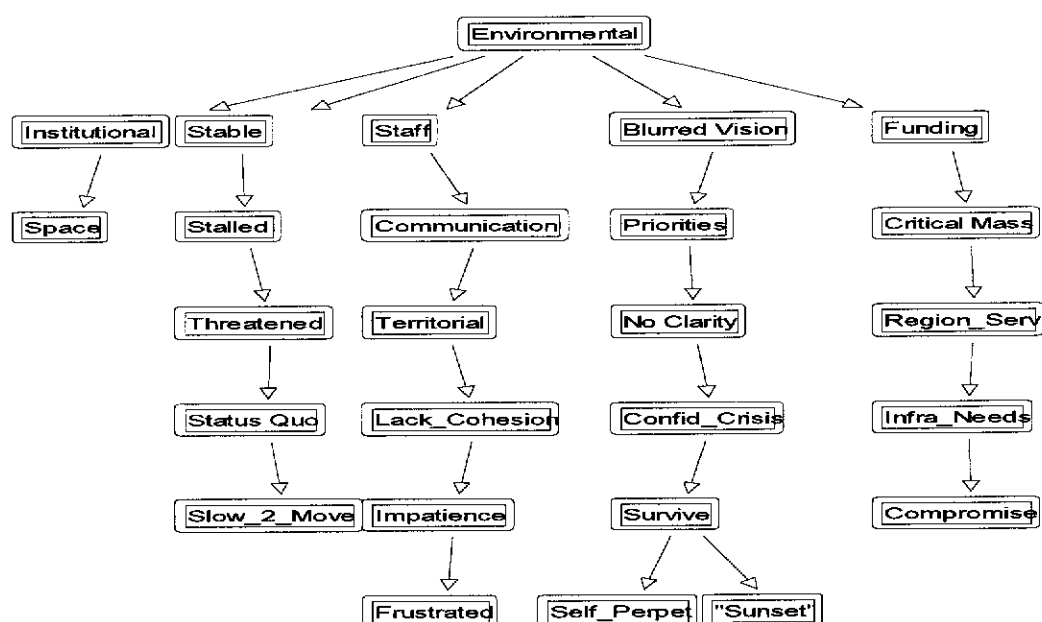
Staff

*//I find our biggest downfall is **communication**.// At the time when change is the norm and the health budget is shrinking, what happens is **staff** stop communicating. We don't*

communicate well in a non-threatening way in this organisation.// //The way the agency operates is it has a lot of separate services.// //Very cliquy// and very territorial.

*//The agency is probably more segregated than it's ever been. Standing alone, little things that have a cap over the top that sought of joins them together. It didn't used to feel quite so segregated.// //I think the structure actually supports the fact that it is territorial.// Consequently //it loses a lot of internal cohesion because of that.// As a result of this **lack of cohesion** //we are not united and don't have a common desired outcome.//*

Map 98. Negative Environmental Forces



Section 45. Negative Political Forces

Concept

The fifth concept is Political.

Political

As in Section 40, Political is defined as “the public policy-making features of the agency”. The category incorporates issues of “the public administration” of sexual and

Key: Member's words //.....//

Concepts, etc. **bold**

Researcher's words [*.....].

reproductive health from a contextual or governmental perspective, as well as the “manoeuvres or factors influencing the decision making process” from a transactional or organisational perspective (Angus & Robertson 1992. p. 764).

Within the Political concept, numerous constructs generated several characteristics as related below.

Constructs and Characteristics

Contextual

Funding

The funding of *//the industry is driven to a large extent by political agendas.//* The agency came into being because *//the government wasn't going to change the law over abortion, so they got railroaded into providing money basically to prevent pregnancies.//* *//FPWA is basically doing the government's dirty work.//* Providing the **funding** means the organisation *//has to keep the government happy first, aside from running the organisation.//* While the agency has the broad *//sexual health agenda as its driver, the government's agenda is different.//*

The **government** has different **priorities**. The *//Family Planning Commonwealth Programme says you need to have certain objectives, performance outcomes etc. Those drive us because that's the agenda.//* Many politicians *//want to make sure we have ticks where we need ticks and crosses where we need crosses so they get elected next election.//* As well, *//some politicians cannot divorce their own personal moral beliefs.//* *//Things come along as flavour of the month based on the politician's or their adviser's own personal views.//* It's easy to become *//reactive in terms of how to deal with the political nature of the funding.//*

The reality is *//if the government **withdraws** the funding we'll have to find somebody else to be our customer.//* *//Federally, we are living on six-monthly budgets at the moment.//* *//If the government decides to pull the funding, the organisation is going to collapse.//*

Key: Member's words *//.....//*

Concepts, etc. **bold**

Researcher's words [*****.....].

Closure is a real possibility and our **clients** will **suffer** //because we can't provide the service that they need.// //The recent big flurry around when the funding was going to **devolved to the State**// is a big issue. If that should eventuate //a real fear is the agency will be swallowed up by the Health Department.// //I don't think the State Government really gives a shit// about FPWA.

Endless Pressure

//I suppose I always have a concern with the **endless pressure**// over //the push about money and the instability of the **core funding**// If funding is pulled //is there going to be someone willing to pay for the services?// //That's been hanging around over our heads for quite a long time now.//

Tendering

There is a real fear that changed government **tendering** processes will adversely impact the agency. //The tender approach now means you have to split yourself up a bit to go and get the funding.// //It's the privatisation thing happening outside.// The risk is //it will become fragmented, and then it does have competitors.//

Transactional

Structure

//Stakeholding-type control issues with professionals owning an area//, is an issue. As well, aside from the heterarchical perspective, the organisation //is quite **hierarchical**, although it pretends not to be.// Thus the agency has a chain-of-command **structure** with levels of **authority** controlling information flow and participation in decision making.

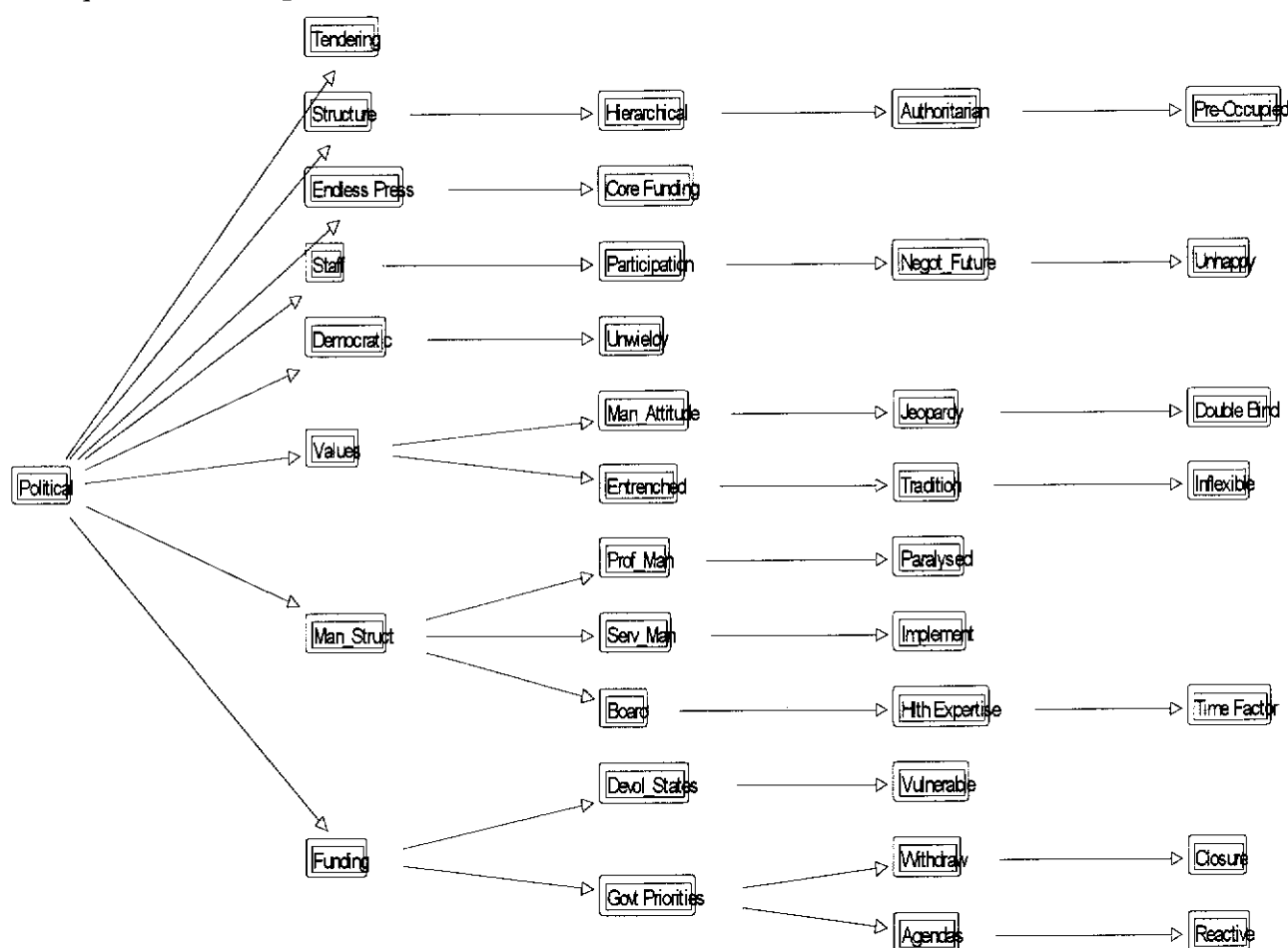
//What we have got is an organisation that has progressed from participative-management to an organisation that is much more hierarchical.// Indecisiveness in decision making has been a product of that shift, and //sometimes the staff don't know whether they are dealing with an authoritarian system or with we've all got a say.//

Management Structure

Each layer of the hierarchy exhibits different political perspectives. *//There are people on the Board of Management who are terrific at their professions but don't know much about the area of sexuality. There used to be a time when people on the Board had to go through sexuality training to be a member.//* The result of this is that *//members of the Board lacking health expertise don't always know what they should be asking.//* **Time** is a **factor**, and members *//give as much as they can hoping it's going to be useful.//*

CMT *//or the professional management section are often paralysed//* by virtue of the inability of the participative-management style of operation to broker fast and effective decision making. The **service management** group are renowned for their inability to *//implement//* and *//get things off the ground.//* The later *//are the hard bits.//* *//The agency has a culture of 'yes we can do things', but it takes forever to get it happening.//*

Map 99. Negative Political Forces



Appendix Nine: Results

The structure and content of section 22 in chapter nine, making up the results category of the NUD*IST project FPWA, is now reproduced in full. The NUD*IST tree including node number and label is reproduced firstly. An “x” alongside the node indicates its existence within each of the subsidiary projects noted in chapter five.

Consolidated Hierarchical Index Tree

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(9) Results	x	x	x	x
(9 1) Success	x	x	x	x
(9 1 7) Good Service	x	x	x	x
(9 1 7 1) K_P_I's	x	x	x	x
(9 1 7 1 3) Quantitative	x	x	x	x
(9 1 7 1 3 1) Client 'Hits'	x	x	x	x
(9 1 7 1 3 1 1) Declining #'s		x		x
(9 1 7 1 3 2) Waiting Time	x	x	x	x
(9 1 7 1 3 2 1) Trade Off			x	x
(9 1 7 1 3 3) Profitable	x	x	x	x
(9 1 7 1 4) Qualitative	x	x	x	x
(9 1 7 1 4 1) Credible Service	x		x	x
(9 1 7 1 4 1 1) Human Factor				x
(9 1 7 1 4 2) Qualitative/Systems		x		
(9 1 7 1 4 3) Qualitative/Complexity				x

*Tree imported from the NUD*IST project FPWA.*

Appendix Ten: Positive Forces - Adizes' PAEI Categories

Text units coded to the Node 7 positive forces category and its sub-nodes, in the NUD*IST project FPWA, were reclassified under Adizes' (1988) decision making teleology incorporating the categories of purpose, administration, entrepreneurship and integration. The FPWA project was then copied four times with the aim of testing the incidence of the themes identified at the consolidated level, across each of the four nominated organisational layers. As with appendixes two through nine, an x alongside the node label indicates the existence of idea within the subsidiary project identified.

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
<u>Purpose (33 labels)</u>				
(7 11 1) /Change	x	x	x	x
(7 11 1 3) /Conflict	x	x	x	x
(7 11 1 3 1) /Business Idea Model	x		x	x
(7 11 1 3 4) /Fear	x		x	
(7 11 1 4) /Prepared	x			
(7 11 2) /Collaborative Model				
(7 11 3) /Charter	x	x	x	x
(7 11 3 1) /Boundaries	x	x	x	x
(7 11 3 9) /Milestone			x	
(7 11 3 9 1) /25th Anniversary			x	
(7 11 4) /Abortion Debate	x	x	x	x
(7 11 4 1) /Common Cause	x	x	x	x
(7 11 6) /"About Sex"	x	x	x	x
(7 11 6 1) /Sensitive	x	x	x	x
(7 11 6 1 1) /Anonymity	x	x	x	x
(7 11 6 1 3) /Attitudes	x	x	x	x
(7 11 6 1 7) /Emotive	x	x	x	x
(7 11 6 3) /Responsible			x	
(7 11 6 13) /Fear			x	x
(7 11 6 13 1) /Unprotected Sex			x	x
(7 11 7) /Government Priorities	x	x	x	x
(7 11 7 15) /Education & Training	x	x	x	x
(7 11 7 15 1) /Awareness	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 11 7 15 1 10) /Teaching Facility	x	x	x	x
(7 11 7 15 1 10 2) /Schools		x	x	x
(7 11 7 15 1 10 3) /Clinicians	x	x	x	x
(7 11 10) /Relevance	x	x	x	x
(7 11 10 2) /Women's Health	x	x	x	x
(7 11 11) /Staff	x	x	x	x
(7 11 11 6) /New Era			x	
(7 11 12) /Commercial	x	x	x	x
(7 11 12 2) /Fee 4 Service	x	x	x	x
(7 11 12 2 1) /Time Factor			x	x
<u>Administration (7)</u>				
(7 12 1) /Government Priorities	x	x	x	x
(7 12 1 3) /Presentation	x		x	x
(7 12 2) /Memberships	x			
(7 12 3) /Funding		x	x	x
(7 12 3 1) /Campaigns		x	x	x
(7 12 3 2) /Limits			x	x
(7 12 8) /Ease of Access		x	x	x
<u>Entrepreneurship (56)</u>				
(7 14 1) /Health Care Model	x	x	x	x
(7 14 1 3) /Community Education		x	x	x
(7 14 1 3 11) /Behaviour		x	x	
(7 14 1 3 15) /Child Care		x	x	
(7 14 1 3 15 1) /Abuse		x	x	
(7 14 1 3 17) /Workplace		x	x	
(7 14 1 5) /Information Service	x	x	x	
(7 14 1 5 1) /Internet	x	x		
(7 14 1 5 5) /Research		x	x	
(7 14 1 6) /Professional Training		x	x	x
(7 14 1 6 9) /Post Graduate		x	x	
(7 14 1 6 13) /Overseas		x	x	
(7 14 1 7) /Clinical Service		x	x	x
(7 14 1 7 3) /Terminations		x	x	
(7 14 1 7 4) /Vasectomies		x	x	
(7 14 1 7 8) /Minor Procedures		x	x	

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 14 1 7 20) /Mobile Clinic		x	x	x
(7 14 1 8) /Counseling		x	x	x
(7 14 1 8 12) /Relationships		x	x	x
(7 14 1 9) /Special Programmes		x	x	x
(7 14 1 9 18) /NESB Program		x	x	x
(7 14 1 10) /Sex Supplies		x		x
(7 14 1 10 2) /Shop Front		x		x
(7 14 2) /Pre-eminence	x	x	x	x
(7 14 2 1) /Reputation	x	x	x	x
(7 14 2 1 2) /Accreditation	x	x	x	x
(7 14 4) /Change	x	x	x	x
(7 14 4 1) /Proactivity	x	x	x	x
(7 14 5) /Economic	x	x	x	x
(7 14 5 12) /Inexpensive	x	x	x	x
(7 14 6) /FP Name	x	x	x	x
(7 14 6 2) /Goodwill	x	x	x	x
(7 14 6 2 1) /Holding Company	x	x	x	x
(7 14 6 2 1 1) /Business Names	x	x	x	x
(7 14 7) /Health Trends	x	x	x	x
(7 14 7 7) /Men's Health	x	x	x	x
(7 14 9) /Trendy	x	x	x	x
(7 14 10) /Client Needs	x	x	x	x
(7 14 10 3) /Special Groups	x	x	x	x
(7 14 10 5) /Young People		x	x	x
(7 14 11) /Technology	x	x	x	x
(7 14 13) /Research	x	x	x	x
(7 14 14) /Population Trends	x	x	x	x
(7 14 14 1) /Suburbs	x	x		x
(7 14 14 2) /Rural	x	x	x	x
(7 14 15) /Networking	x	x	x	x
(7 14 15 16) /Alliances		x	x	
(7 14 16) /Competition		x	x	x
(7 14 16 1) /Fragmented		x	x	x
(7 14 17) /Government Priorities	x	x	x	x
(7 14 17 1) /Campaigns	x	x	x	x
(7 14 18) /Referral	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(7 14 19) /Diversify	x	x	x	x
(7 14 19 1) /Freedom	x	x	x	
(7 14 19 2) /Flexibility	x	x	x	
(7 14 20) /Promotion	x	x	x	x
<u>Integration (17)</u>				
(7 13 1) /Complex			x	x
(7 13 1 2) /Work Practices			x	x
(7 13 1 2 3) /Time Management			x	x
(7 13 8) /Cultural	x	x	x	x
(7 13 8 14) /Sense of Humanity	x	x	x	x
(7 13 8 14 1) /Nurture	x	x	x	x
(7 13 8 14 1 3) /Social Ethos	x	x	x	x
(7 13 8 14 1 3 2) /Committed	x	x	x	x
(7 13 8 14 5) /Work	x		x	x
(7 13 8 14 5 1) /Satisfying	x		x	x
(7 13 11) /Staff	x	x	x	x
(7 13 11 1) /Professional Development	x	x	x	x
(7 13 11 1 2) /Multi-skilling			x	x
(7 13 12) /Clinical Issues			x	x
(7 13 12 2) /"Lungs"			x	x
(7 13 15) /Client Centred	x	x	x	x
(7 13 15 3) /Care Versus Time	x		x	x

Compiled from the NUD*IST projects FPWA_Adizes, FPWA_Adizes_B, FPWA_Adizes_C, FPWA_Adizes_M and FPWA_Adizes_D.

Appendix Eleven: Negative Forces - Adizes' PAEI Categories

Text units coded to the Node 8 negative forces category and its sub-nodes, in the NUD*IST project FPWA, were reclassified under Adizes' (1988) decision making teleology incorporating the categories of purpose, administration, entrepreneurship and integration. The FPWA project was then copied four times with the aim of testing the incidence of the themes identified at the consolidated level, across each of the four nominated organisational layers. As with appendixes two through nine, an "x" alongside the node label indicates the existence of idea within the subsidiary project.

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
<u>Purpose (22)</u>				
(8 11 1) /Business	x	x	x	x
(8 11 1 1) /Competition Model	x	x	x	x
(8 11 1 1 3) /Efficiency		x	x	x
(8 11 1 4) /Economic Rationalism		x	x	x
(8 11 1 4 1) /Threatened		x	x	x
(8 11 1 4 1 2) /Culture Shock		x	x	x
(8 11 2) /Legal Status	x			x
(8 11 3) /Blurred Vision	x	x	x	x
(8 11 3 2) /Priorities	x	x	x	x
(8 11 3 2 1) /No Clarity	x	x	x	x
(8 11 3 2 1 1) /Confidence Crisis	x	x	x	x
(8 11 3 2 1 1 1) /Survive	x	x	x	x
(8 11 3 2 1 1 1 2) /Sunset	x	x	x	x
(8 11 3 2 1 1 1 3) /Self Preservation	x	x		x
(8 11 6) /Heritage	x	x	x	
(8 11 6 1) /Women's Health		x	x	
(8 11 6 6) /Social Justice	x	x	x	
(8 11 6 6 1) /Lost Cause	x	x	x	
(8 11 6 6 1 3) /Fear	x	x	x	
(8 11 6 6 1 3 6) /Passive	x	x	x	
(8 11 6 6 1 3 6 1) /"Lack Guts"			x	

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 11 6 6 4) /Volunteerism		x	x	
<u>Administration (43)</u>				
(8 12) /Staff	x	x		
(8 12 1 1) /High Cost	x			
(8 12 1 1 2) /Retention	x			
(8 12 1 1 2 11) /Casual				
(8 12 1 1 2 11 1) /Commitment				
(8 12 2) /Endless Pressure	x	x	x	x
(8 12 2 1) /Core Funding	x	x	x	x
(8 12 3) /Devolution to States	x	x	x	x
(8 12 3 1) /Vulnerable	x	x	x	
(8 12 3 2) /Government Priorities	x	x	x	x
(8 12 3 2 2) /Agendas	x	x	x	x
(8 12 3 2 2 3) /Reactive	x			x
(8 12 3 2 4) /Withdraw	x	x	x	x
(8 12 3 2 4 1) /Closure	x	x	x	x
(8 12 3 2 4 1 1) /Clients Suffer			x	x
(8 12 4) /Service Culture	x	x	x	x
(8 12 4 1) /Business Acumen	x	x	x	x
(8 12 4 1 2) /Lack of Enterprise	x	x	x	x
(8 12 4 1 2 2) /Government Background	x	x	x	x
(8 12 4 1 2 2 1) /No Bum Line	x		x	x
(8 12 9) /Funding	x	x	x	x
(8 12 9 2) /Priorities	x	x	x	x
(8 12 9 2 9) /Who Pays	x	x	x	x
(8 12 9 2 9 1) /Cut Services	x	x	x	x
(8 12 9 2 9 1 1) /Unsafe	x	x	x	x
(8 12 9 2 9 1 1 1) /Lethargy	x			x
(8 12 10) /Institutional	x	x		x
(8 12 10 1) /Space				x
(8 12 11) /Structure	x	x	x	x
(8 12 11 1) /Professional			x	x
(8 12 11 1 1) /Jealousy			x	x
(8 12 11 1 1 3) /Productivity			x	

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 12 11 3) /Hierarchical	x	x	x	x
(8 12 11 3 2) /Authoritarian	x	x	x	x
(8 12 11 3 2 4) /Pre-Occupied		x	x	x
(8 12 11 7) /Management Structure	x	x	x	
(8 12 11 7 1) /Board of Management	x	x		
(8 12 11 7 1 1) /Health Expertise	x			
(8 12 11 7 1 1 2) /Time Factor	x			
(8 12 11 7 2) /Service Management	x	x		
(8 12 11 7 2 1) /Implementation	x	x		
(8 12 11 7 3) /Professional Management			x	
(8 12 11 7 3 1) /Paralysed			x	
<u>Entrepreneurship (38)</u>				
(8 14 1) /Image	x	x	x	x
(8 14 1 1) /FP Name	x	x	x	x
(8 14 1 1 1) /Missappreciation	x	x	x	x
(8 14 1 1 1 1) /Stereotype	x	x	x	x
(8 14 1 1 1 1 4) /4 Women	x	x	x	x
(8 14 1 1 1 1 5) /Heterosexual			x	x
(8 14 1 1 1 1 7) /Abortion Place	x	x	x	x
(8 14 1 1 1 6) /"Don't Know"			x	x
(8 14 2) /Stable	x	x	x	x
(8 14 2 1) /Stalled	x	x	x	x
(8 14 2 1 1) /Threatened	x	x	x	x
(8 14 2 1 1 2) /Status Quo	x	x	x	x
(8 14 2 1 1 2 2) /Slow to Move	x		x	x
(8 14 3) /Tendering	x		x	
(8 14 7) /Prejudice	x	x	x	x
(8 14 7 1) /Schools	x	x	x	x
(8 14 7 2) /Right to Life	x	x	x	x
(8 14 8) /Well People	x		x	x
(8 14 9) /Funding	x	x	x	x
(8 14 9 1) /Amalgamate	x	x	x	x
(8 14 9 5) /Critical Mass	x	x	x	x
(8 14 9 5 1) /Regional Services	x	x	x	x
(8 14 9 5 1 2) /Infrastructure Needs	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 14 9 5 1 2 2) /Compromise	x	x	x	x
(8 14 9 6) /Business S's	x	x	x	x
(8 14 9 6 1) /Sparse	x	x		x
(8 14 9 6 1 2) /Not Attractive	x	x		x
(8 14 9 7) /Medicare	x	x	x	x
(8 14 9 7 2) /Double Dip		x	x	x
(8 14 9 7 2 3) /Hands Tied		x		x
(8 14 9 7 4) /Nurse Practitioner	x	x	x	x
(8 14 9 7 4 1) /Threatened		x	x	x
(8 14 9 7 6) /Education		x	x	x
(8 14 12) /Marketing	x	x	x	x
(8 14 12 2) /Clients	x		x	x
(8 14 13) /Competitors		x	x	
(8 14 13 1) /Emulation		x	x	
<u>Integration (53)</u>				
(8 13 1) /Democratic		x	x	x
(8 13 1 1) /Unwieldy		x	x	x
(8 13 2) /Management Skills	x	x	x	x
(8 13 2 1) /Ineffective Planning	x	x	x	x
(8 13 2 1 1) /Emergent	x	x	x	x
(8 13 2 2) /Financial Management			x	x
(8 13 3) /Productivity			x	x
(8 13 3 1) /Less Time			x	x
(8 13 3 1 1) /Clients Dissatisfied			x	x
(8 13 3 2) /Complexity			x	x
(8 13 3 2 5) /Accountable			x	x
(8 13 8) /Values		x	x	x
(8 13 8 1) /Entrenched		x	x	x
(8 13 8 1 3) /Tradition		x	x	x
(8 13 8 1 3 2) /Inflexible		x	x	x
(8 13 8 3) /Management Attitude			x	x
(8 13 8 3 1) /Jeopardy			x	x
(8 13 8 3 1 1) /Double Bind				x
(8 13 9) /Funding	x	x	x	x
(8 13 9 4) /Past Closure	x	x	x	x

Node # and Descriptor	FPWA_B	FPWA_C	FPWA_M	FPWA_D
(8 13 9 4 1) /Redundant	x	x	x	x
(8 13 9 4 1 1) /Mistrust	x	x	x	x
(8 13 9 4 1 1 3) /Broken Norms				x
(8 13 9 4 1 1 3 2) /Morale				x
(8 13 9 4 1 1 3 2 1) /Self Preservation.				x
(8 13 10) /Staff	x	x	x	x
(8 13 10 2) /Participation	x	x	x	x
(8 13 10 2 2) /Negotiable Future	x	x	x	x
(8 13 10 2 2 7) /Unhappy	x		x	x
(8 13 10 2 2 7 1) /Undervalued	x		x	x
(8 13 10 2 2 7 1 1) /Commitment				x
(8 13 10 3) /Homogenous	x		x	x
(8 13 10 3 6) /Secure	x		x	x
(8 13 10 3 6 9) /"Warm & Fuzzy"			x	x
(8 13 10 3 6 9 3) /Like Each Other			x	x
(8 13 10 5) /Communication	x	x	x	x
(8 13 10 5 3) /Territorial	x	x	x	x
(8 13 10 5 3 1) /Lack of Cohesion	x	x	x	x
(8 13 10 5 3 1 4) /Impatience	x	x	x	x
(8 13 10 5 3 1 4 1) /Frustrated		x	x	x
(8 13 10 10) /Long Stay	x	x	x	x
(8 13 10 10 2) /Comfortable	x	x	x	x
(8 13 10 10 2 1) /Resistance		x	x	x
(8 13 10 10 2 1 6) /Inflexible		x	x	x
(8 13 10 10 2 1 6 2) /Minority			x	x
(8 13 11) /Risk Taking	x	x	x	x
(8 13 11 1) /Diversify	x	x	x	x
(8 13 11 1 1) /Lose Core Fund	x	x	x	x
(8 13 11 1 1 1) /Internal Struggle				x
(8 13 12) /Professional Discretion			x	x
(8 13 12 1) /Threatened			x	x
(8 13 12 1 1) /Leave			x	x

Compiled from the NUD*IST projects FPWA_Adizes, FPWA_Adizes_B, FPWA_Adizes_C, FPWA_Adizes_M and FPWA_Adizes_D.

Appendix Twelve: Adizes' Corporate Lifecycle Thesis

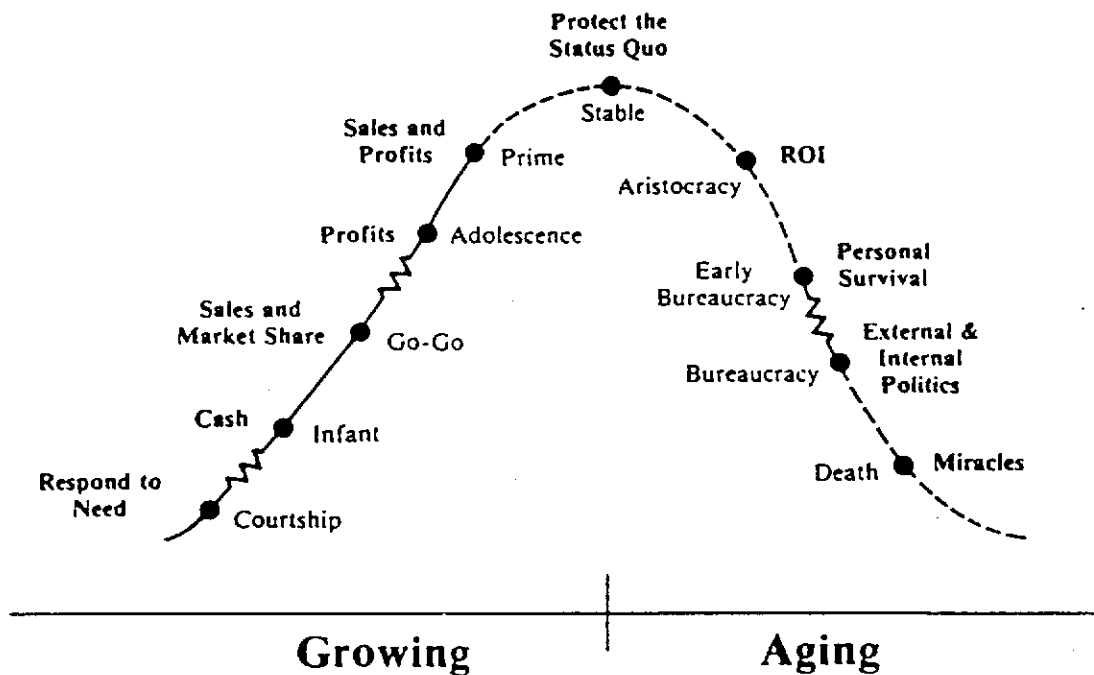


Figure 22: Goals Over The Lifecycle

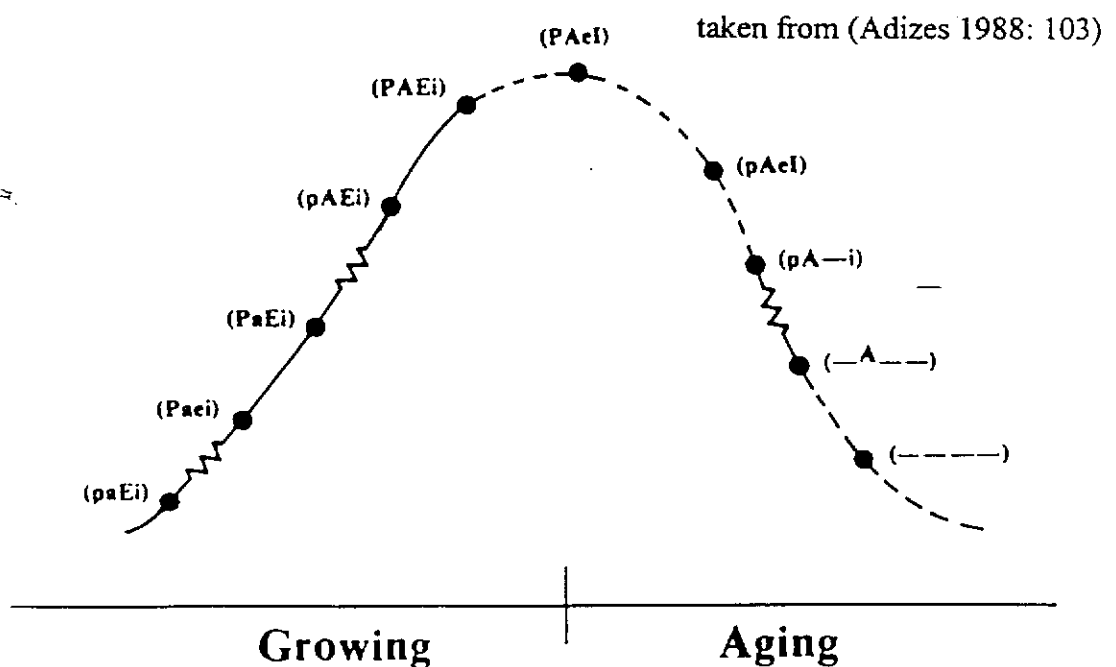


Figure 51: Organizational Styles over Lifecycle

taken from (Adizes 1988: 211)

Appendix Thirteen: Doctoral Research Opportunity

28 February 1998

Mr Ian Pitman
Chief Executive Officer
Family Planning Association of WA (Inc.)
70 Roe Street,
NORTHBRIDGE

Dear Ian,

Re: Doctoral Research Opportunity - Articulation of the '*Business Idea*'

Thanks for the opportunity of meeting with on Monday 16 February, and your phone call of last Thursday indicating the willingness of the Association to be host client for my research into the notion of the '*business idea*'.

The goal of the research is to seek an understanding of organisations in terms of the '*business idea*'. Supervisory support for the research will be provided by Professor Jo Barker of the John Curtin Institute, and Professor Alma Whiteley of the Curtin Graduate Business School. The research is an integral part of a Doctor of Business Administration degree that I am undertaking at the Graduate Business School.

As discussed the '*business idea*' can be understood in terms of the commercial business rationale of the organisation. It is a snapshot of what the organisation is rewarded for in terms of customer/client value expectations, and how the organisation meets those expectations. The research will follow an existing theory espoused by Kees van der Heijden, that six key concepts combine to form an holistic appreciation of theory of the '*business idea*'. These are :

- organisational purpose
- perceptions of customer value
- competitive advantage
- key competencies
- organisational uniqueness, and
- the positive and negative industry, market, and organisational driving forces

There is a strong systemic appreciation central to the '*business idea*' notion. A research premise is that each of your employees has a personal appreciation of the organisation's '*business idea*', based on their own experiences and status in the organisation. The goal of the research is to interview employees at the :

- Board of Management and senior executive level (keepers of the '*business idea*'),
- operational and supervisory managerial level, and
- service delivery level of the organisation,

to build an appreciation of the diversity of understanding of the '*business idea*' and the '*idea in use*' across the organisation.

I am researching the 'thinking' that predominates amongst your employees in terms of the '*business idea*' notion. I plan to interview 30 employees for around 45-60 minutes. I intend to select around 10 employees from each of the three levels of the organisation detailed above. I specifically request that the interviews be allowed to be taped. If the employee desires it, I can provide them with a full transcript of the interview for checking and review. This request is made on the basis that full transcripts are uploaded to a PC based qualitative data analysis software tool.

The semi-structured interview questions are appended. The questions seek data targeted at each of the six components of the '*business idea*' detailed earlier. There is an additional question directed at staff in the first two levels, seeking perceptions regarding the notion of 'readiness' in terms of business planning.

I will assure confidentiality, and undertake to store all interview data in accordance with the protocol set by Curtin University for storing and handling such confidential material. Individual contribution to the research will not be identifiable, only the aggregate outcomes at each of the levels of the organisation will be published. I can substitute an alternate organisational name descriptor to ensure the anonymity of the Family Planning Association if you so desire.

I would appreciate a listing of staff together with an indication of length of service. I would like to meet with you, and with your input and recommendation from knowledge of the staff, plan out an interview cycle to ensure the least disruption to the staff and the Association. I believe a short meeting between myself and your management team would also be beneficial for all concerned.

At this stage I would envisage beginning the interview round from Monday March 16. Optimistically, I would seek to have completed the interview stage by Friday April 3. Although only 2 interviews on average per day this time frame allows for the usual glitches that may arise. I would appreciate an office on site for two or three months to facilitate the interview and transcription process. Curtin University will provide you with a final report detailing the findings of the research.

Once again thank you for giving me access to the Association and its staff. I believe the findings will be of benefit to yourself and the Association.

Yours sincerely,

Paul Anderson
Curtin University of Technology
30th Floor, QV1 Building,
250 St. George's Terrace
PERTH

Private Address:
45 Cloister Avenue
Manning, WA, 6152
9450 4339 / 019 681904 / email: coals@ozemail.com.au

Appendix Fourteen: Staff Involvement in the Research Study

18 March 1998
45 Cloister Avenue, Manning
Tel: 9450 4339 / 019 681 904

Gareth Merriman
Government Nominee
Family Planning WA,
Northbridge

Dear Gareth,

Staff Involvement in Research Programme

This letter is to formally introduce myself, and to seek your willingness to be part of the business research project reported on by Ian Pitman in the recent Roe St Newsletter (see attached copy). Ian has explained the intent of the research well (the varied opinion within FPWA of the notion of the *'business idea'*) and I won't try to expand too much on that in this short note.

Selection Criteria

The criteria for selection of staff included the level of operational involvement and commensurate responsibility in the business affairs of the Association; as well as the staff members length of service. As a key senior staff member you fall within the first criteria, and have been selected. I'm hoping you will agree to participate. Your thinking in terms of the research topic will be invaluable to my project. The FPWA corporate planning team also value your knowledge of the industry, and see the benefits of the project in the context of improving their planning process.

Interview Process

Interviews will be 'one-on-one' with myself, at a time mutually agreeable to both of us (but preferably in working hours at the FPWA). I have questions that I will use as 'lead-ins' to an open discussion of your thinking regarding :

- What is the purpose of FPWA in terms of who is the customer
- What are your perceptions of those customer wants and needs
- What you believe the FPWA has to do well to satisfy customer expectations
- What you believe makes the FPWA unique compared to similar providers of care
- What key competencies and skills the FPWA have melded together
- What sustains those competencies and can they be copied
- What issues do you believe propel the industry and the FPWA forward
- What issues do you believe hold back the industry and the FPWA

'Now' versus the Future

Importantly, I am looking for your thinking and appreciation of these issues as of March, 1998. I am endeavouring to build a visual model or map of people's thinking across the FPWA of the *'business idea'* as it is now. The model is a 'snap-shot' of current thinking. Such a model can be used as a starting point in a business planning process.

If our conversation at any stage should progress into what a '*business idea*' could look like in the future, please feel free to surface and share those ideas. Whilst they won't form part of the study, with your approval I can pass these ideas onto Ian and his team for inclusion in future planning cycles. However, I will have to bring the conversation back to your current appreciation of the FPWA's '*business idea*' as that is the research objective.

Confidentiality

I seek your approval to tape the interview in full. A full transcription will be typed up by myself. Complete confidentiality is assured if you so desire. From my perspective a full transcript allows me to upload the complete text into a qualitative PC based research tool, improving the quality of the research input data and potential for a better research outcome. I can provide you with a copy of the interview transcript if you wish.

Contact

From the content above, hopefully I have created a desire on your part to want to be involved in the project. Importantly though as Ian has noted, there is no compulsion to do so.

I will contact you any stage from Monday, March 23rd to establish a time for if and when we can meet. I'm looking forward to the chance of meeting and talking with you regarding your perceptions of FPWA's '*business idea*'.

If you wish to discuss anything regarding myself, the research project, within the context of the FPWA, please feel free to telephone me.

Yours sincerely,

Paul Anderson

Attachment: Roe St. Newsletter Page 15 extract.

Appendix Fifteen: Staff Newsletter Extract

Page 15

STAFF INVOLVEMENT IN A RESEARCH PROJECT

Paul Anderson is undertaking research as part of his doctoral programme at Curtin University. He wants to use FFWA and its staff as a guinea pig, and since we hope to get some useful information out of it which will help our planning process, I'd like to cooperate.

Basically, the project involves interviewing about 30 FFWA staff at different levels in the organisation. The interviews will be structured, will take about 45 minutes and (if you consent) will be recorded. The questions are designed to test the notion of a 'business idea' in FFWA. They will focus on why are we here? what are we good at? why are we good at it? ... and so on. This isn't an adequate description of the questions or their purpose, but Paul can explain better himself later.

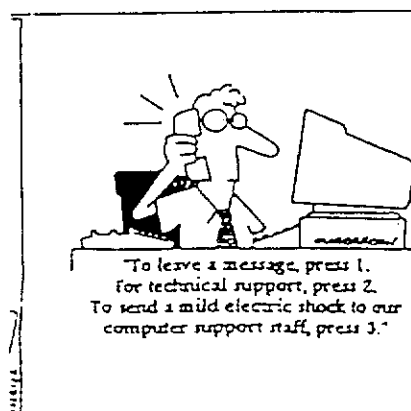
The 30 staff haven't been chosen yet. If selected, Paul will write to you direct, then follow up with a telephone call

to arrange a suitable date and time for the interview. Where necessary, you'll need to check the arrangement with your supervisor in case temporary relief is needed or client appointments have to be adjusted. Interviews will occur in the four weeks beginning 16 March.

I hope that you'll agree to participate in this research, if selected. However, there's no compulsion about it, so if for any reason anyone definitely does not want to be involved or cannot be involved due to planned holidays etc, please let me know as soon as possible.

Many thanks

IAN



Woman with Altitude



Appendix Sixteen: Transcript of Interview

45 Cloister Avenue,
Manning, WA, 6152
9450 4339/019681904
16 September 1998

Dear _____,

Family Planning
Research Project
Transcript of our Interview of

Regarding my research into Family Planning's business idea, please find attached a full transcript of our recent interview. I have personally transcribed the interview in full based on the tape recording taken at the time. The transcript is a word for word reflection of what was said by both us during that conversation.

No other individual has had access to this confidential information, with the exception of Curtin University supervisors that guide my research. Before giving the information to them I established alpha numeric names to each interview (eg. A1, A2). So your identity has been protected. No FPWA management or staff has had access to the interview.

Thank you again for the opportunity of talking with you. Your contribution to the research within the total context of Family Planning WA Inc. has been invaluable. Having transcribed all thirty-four interviews undertaken, I am building a strong appreciation of the key organisational, professional, and economic drivers that make up Family Planning WA. It is a unique organisation and proven an excellent site to undertake the research because of the unique service provided and the nature, experience, and qualifications of the people who work there.

My task now is to bring all of the interviews together. Each person interviewed has provided a unique reflection of his or her appreciation of FPWA. I now look for and surface common patterns and threads of meaning from people's words and phrases in terms of FP's commercial rationale. My task is to build a common appreciation at the different task and responsibility levels of FPWA. The Board of Management, managers and coordinators, and service delivery people.

One initial issue that has surfaced is the fact that clinic, education, and counseling staff have different perceptions adding to the diversity of thought and complexity of managing the FPWA service community. This has come from the openness and resulting richness of people's comments. Thank you again for your part in adding to this perspective, one that I was initially not expecting.

Please read the attached transcript for accuracy from your memory of our conversation. Any reflective comments or feedback would be most welcome.

Best wishes,

Paul Anderson

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