
The Architecture of Quality

*Working between desire and demand
means
addressing complexity and producing anxiety*

The Case of the Specialist Housing Consortium

by

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Introduction

The Organisation

- ◆ In the voluntary sector, supporting 250 people in residential and nursing home care.
- ◆ Residents and clients with
 - mental health problems,
 - problems associated with age,
 - learning disabilities and
 - challenging behaviours.

The Organisation cont'd

- ◆ The product of a health and local authority
- ◆ Employing 225 staff in 18 houses and a central office
- ◆ Income of £7.3 million from contracts, client contributions and allowances

Key Challenges Then

- ◆ Securing employment contracts of staff
- ◆ Positioning the organisation in relation to emerging markets
- ◆ Securing compliance with the regulatory frameworks
- ◆ Securing freedom to act from the Board of Trustees
- ◆ Organising around client needs rather than those of staff and managers

Key Challenges Now

- ◆ A high quality provider that no one can afford
- ◆ Differentiation at level of service *versus* integration at level of organisation
- ◆ Call into question the '*for whom*' without disabling operations and failing on compliance with regulators
- ◆ Define the '*why*' of the organisation without referencing back to the usual value statements

The Intervention

Outline of Intervention

[1990	First BP-DN sessions]
May-Aug 94	Initial Interviews, workshops
Sept-Mar 95	Tackling the basics
May-Oct 95	Re-organisation
Nov-Mar 96	New agendas: ‘critical process’, trustees
[April 96 -	Long-term viability, new funding]

The letter

[You said] that these four men are more alive and less conflicted when they are doing what they want to do, exploring new places, doing new things, meeting new people.... outside the house...

Being confined in the house increases their disability: it “makes them worse”. It also undermines your expectations of them... you come to think of their behaviour in the house as normal for them.

The letter cont'd

You are drawing attention to a profound challenge: how to create conditions in which these men are free to discover what they want, what they like, what they can do, and what they have to give; and how to do this within the constraints of their own limitations, and of the world they live in... This world is in many ways unfriendly to them. This makes the challenge what it is, not only to the staff of the house, but to the SCO, the the [purchasers], and to the society we all represent.

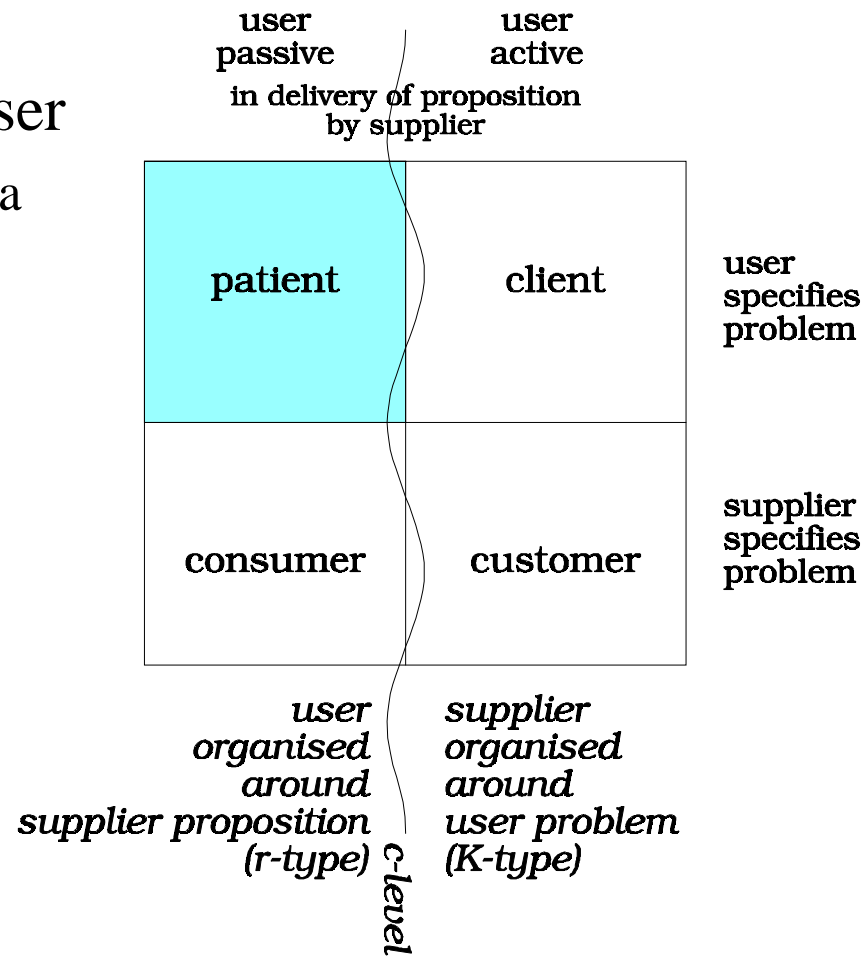
The Relational Challenge

◆ Moving to an active relationship with the user

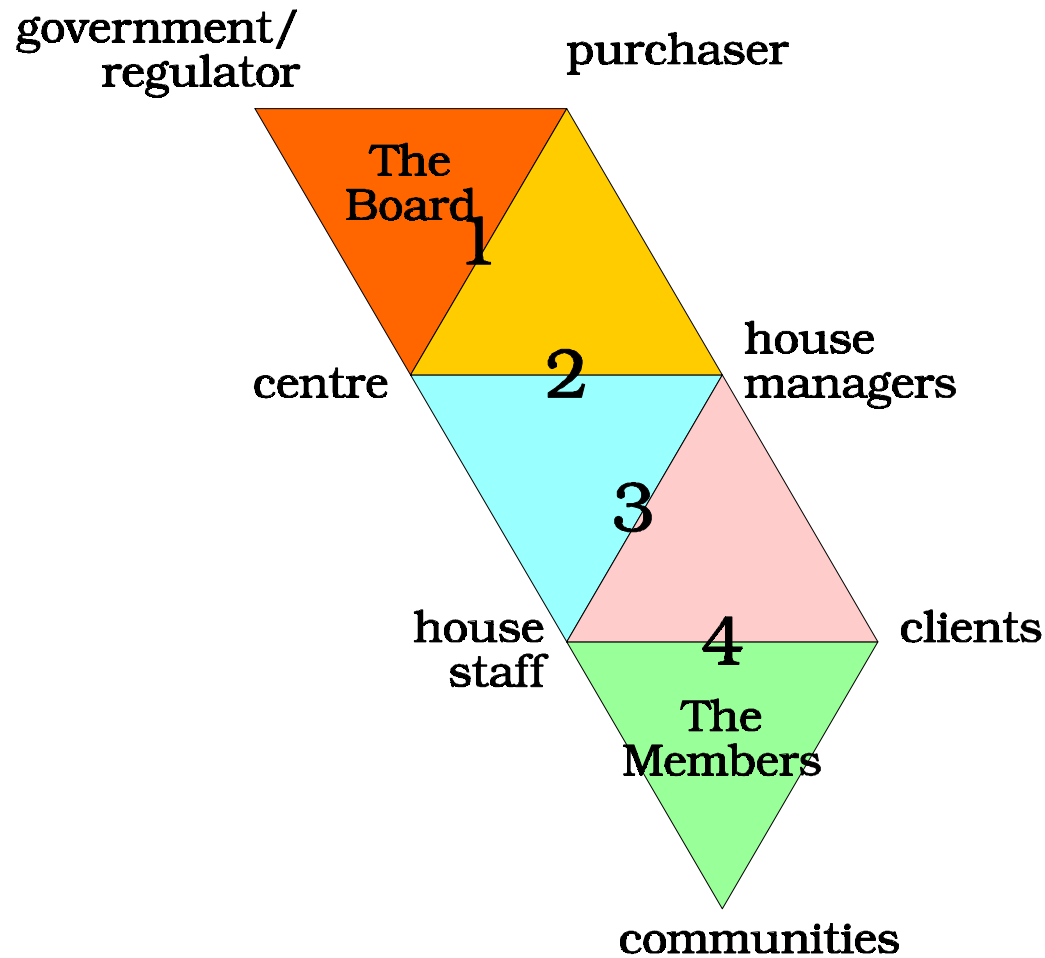
- replicating ‘supply’ of a service

versus

- **K**now-how organising response to user



Unfolding 'Quality Assurance Guarantees'

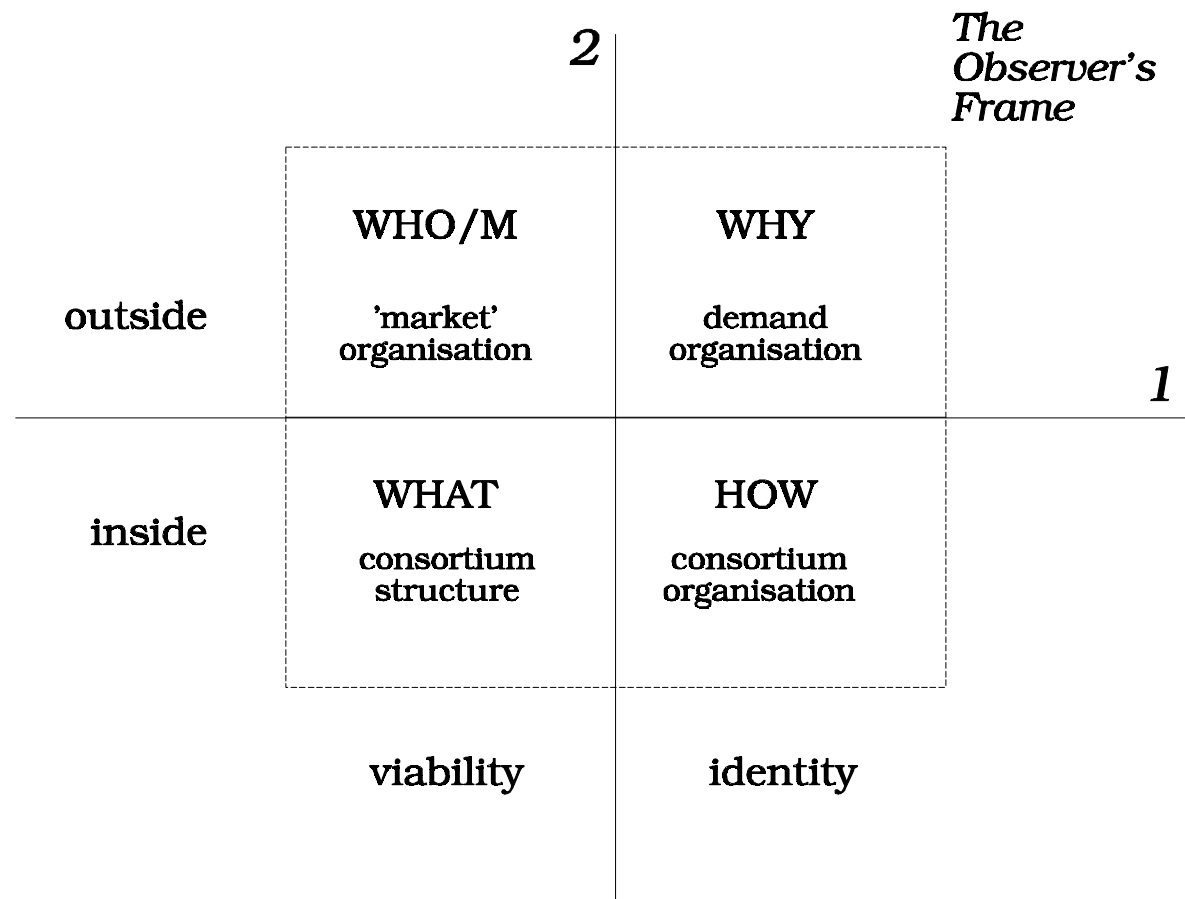


The 'cuts'

- ◆ Where is the 'cut' made between *inside* and *outside*?
 - Regulators and Purchasers
 - Purchasers and Consortium
 - Centre and Houses
 - House Managers and Staff
 - Staff and Clients
 - Clients and Communities
- ◆ What *identities* are privileged?

Critical Process

- ◆ ‘outing’ the assumptions habitually driving responses



Critical Process

Critical Process

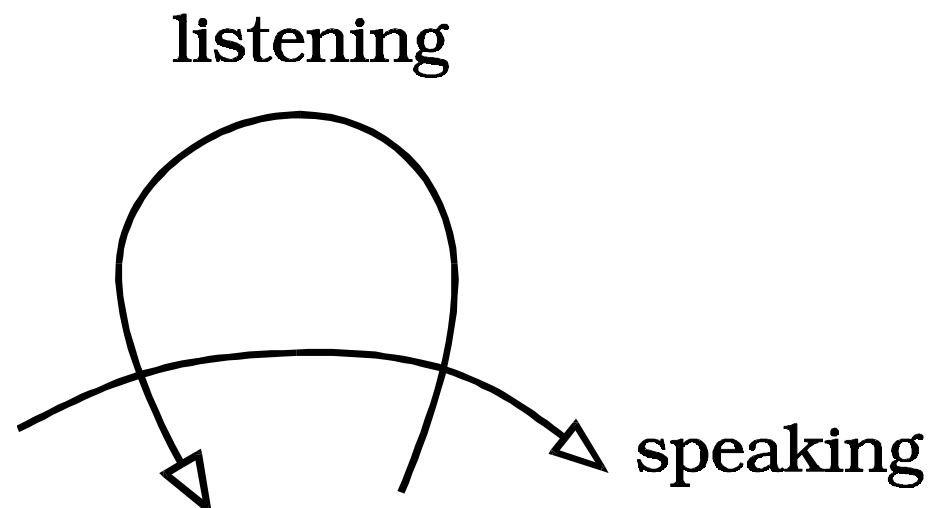
- ◆ Are the client and consultant placing too much dependence on one account of what is going on?
- ◆ Are the client and consultant assuming that there is a right way to interpret the presented problem?
- ◆ Where do the client and consultant ‘draw the line’ in what they take as being problematic (where do they make the ‘cut’)?

Common Sense

- ◆ First order - Appearances
 - what you see is what you get
- ◆ Second order - Logic of differences
 - what do you mean when you say that?
- ◆ Third order - the metonymy of desire
 - what made you say that?

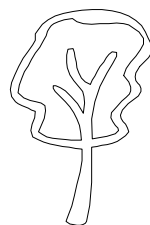
Speaking-and-Listening

- ◆ (metonymic)
forward movement of speaking
- ◆ (metaphoric)
retroactive movement of listening

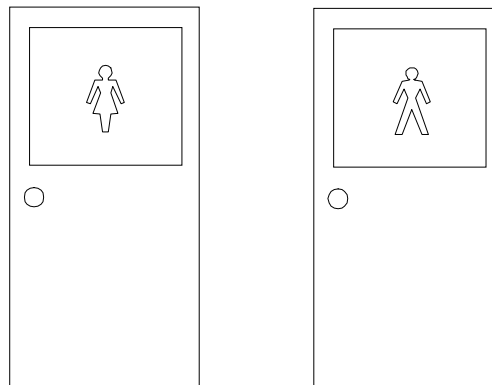


First Order - Appearances

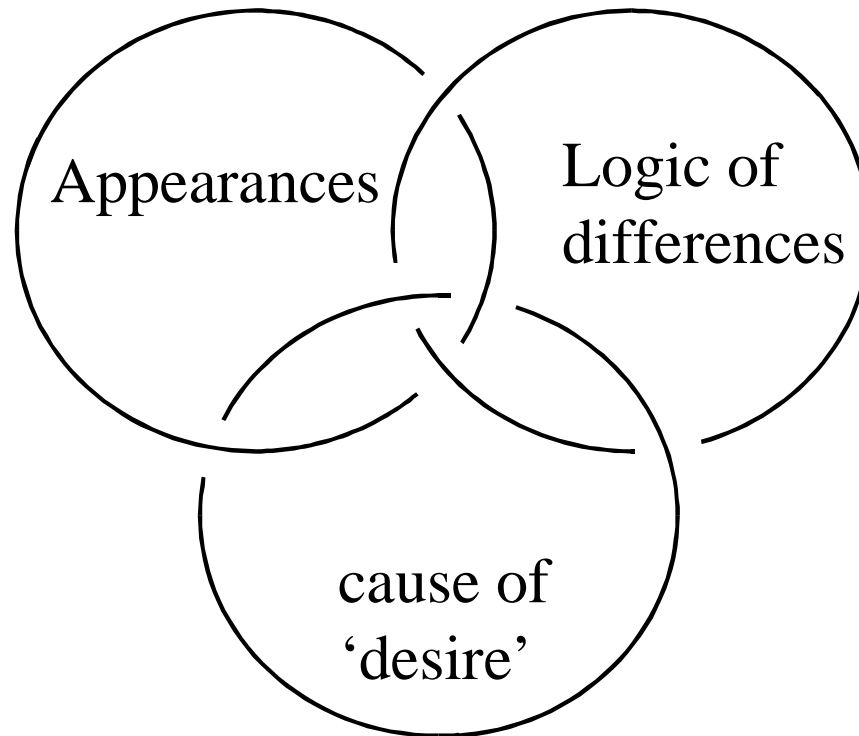
tree



Second Order - logic of differences

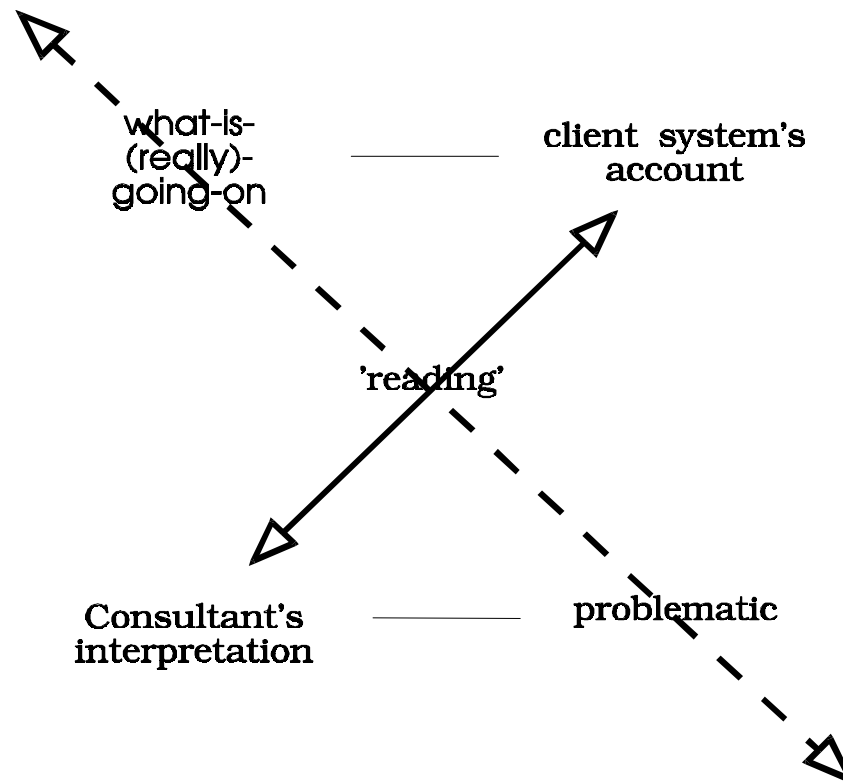


Third Order - the metonymy of desire



The *Plus-one* Axis

- ◆ what-is-going-on
- ◆ client's account of wigo
- ◆ consultant's interpretation of the account of wigo
- ◆ what-is-wanting (problematic) in the interpretation of the account of wigo



Critical Process

- ◆ circular questioning
 - problematising the (1st order) nature of the ‘reality’
- ◆ gathering the client
 - formulating a (2nd order) interpretation
- ◆ parenthesising
 - opening up the +1 axis (the relativity of the 2nd order interpretation to desire)

problematic
interpretation
account
—————
what-is-going-on

problematic
interpretation
—————
account
—————
what-is-going-on

problematic
—————
interpretation
—————
account
—————
what-is-going-on

Layers

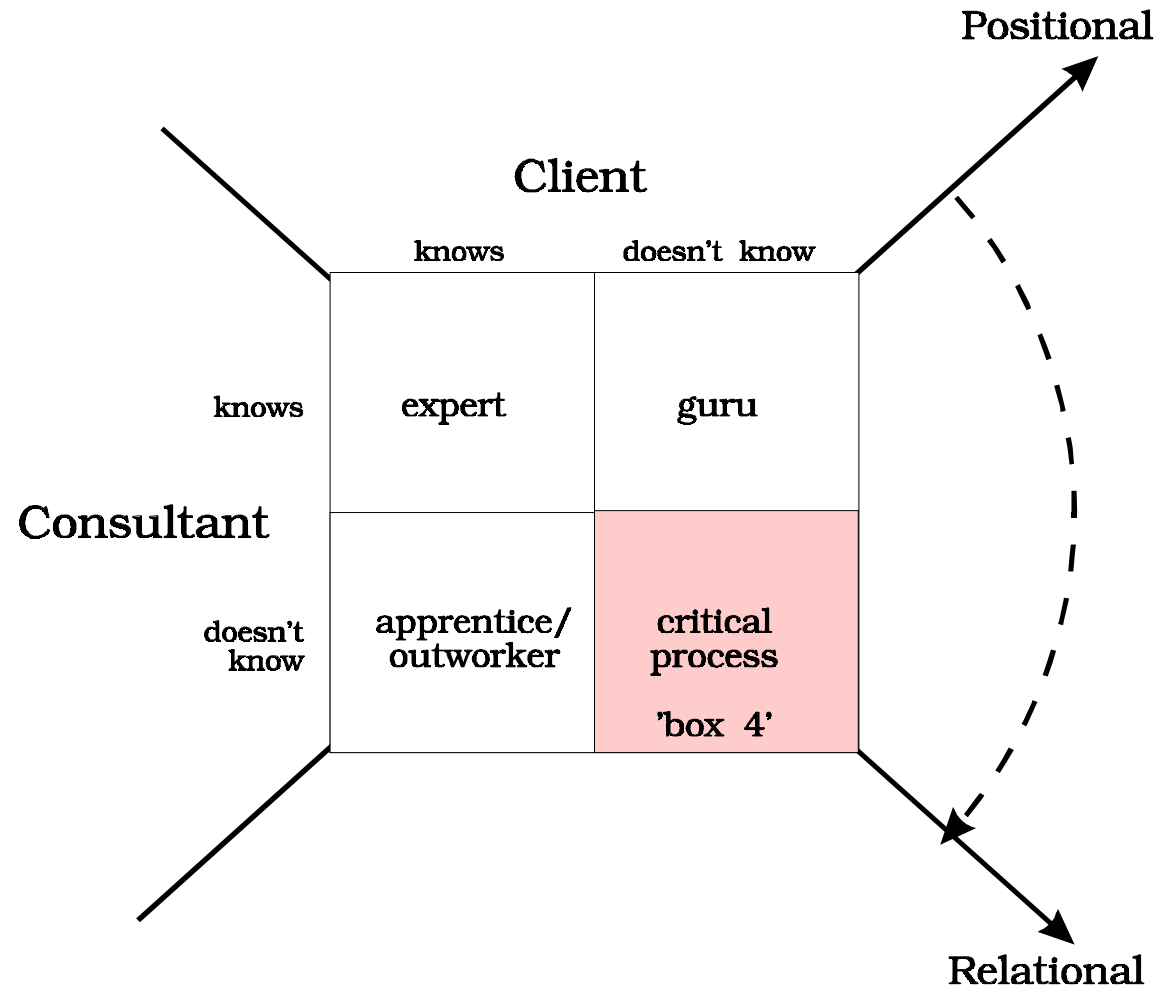
◆ Guru consultant's account

- inside
- outside



Orthogonality

- ◆ Who knows who knows best?



Managing (to) Change

Causal Texture à la Emery & Trist

◆ Environment Passive

- Placid Randomised
- Placid Clustered
- Disturbed-reactive

operational effectiveness

specialist behaviour

positional focus

◆ Environment Active

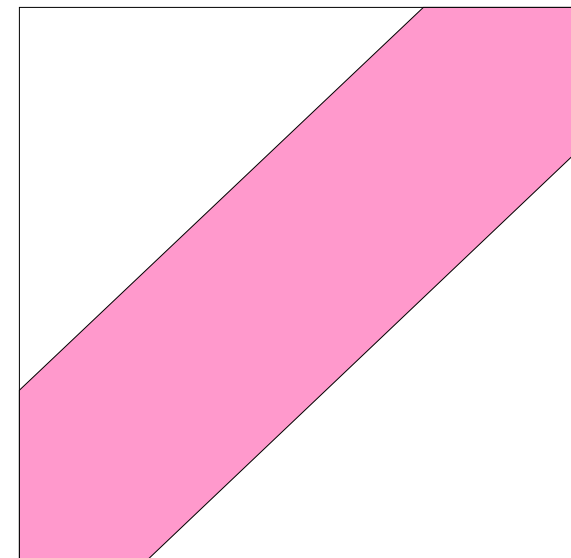
- Turbulent

relational behaviour

Balancing Differentiation and Integration

- ◆ *Viability* depends on requisite differentiation of behaviour.
- ◆ Integrating processes maintain *Identity*.

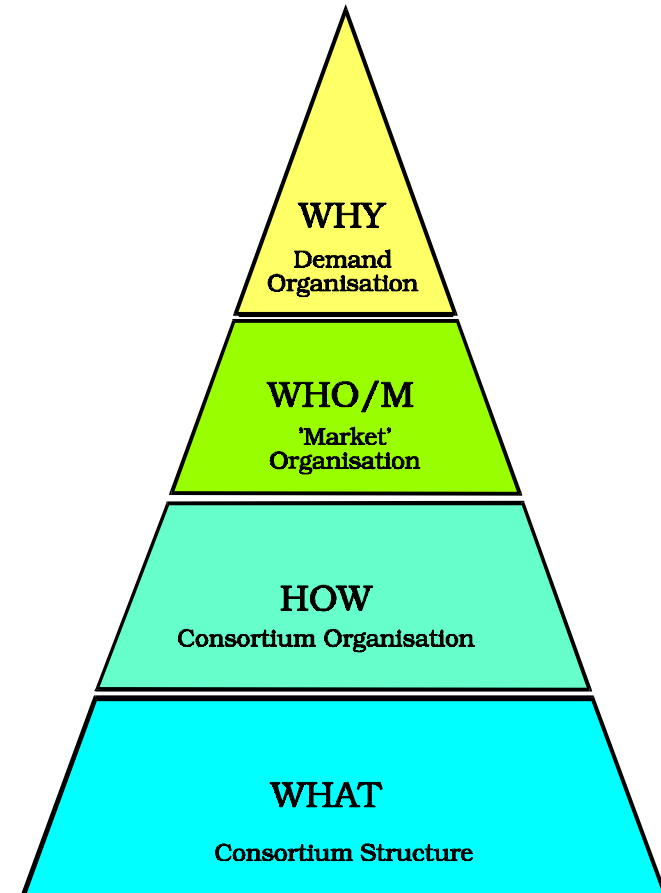
Integration of
differentiated
behaviours



Differentiation of behaviour

Levels of Identity

- WHY: what is the underlying logic of demand?
- WHO/M: ‘who’ is the consortium in relation to ‘whom’?
- HOW: how are the structures of the consortium organised?
- WHAT: what does the consortium actually consist of?



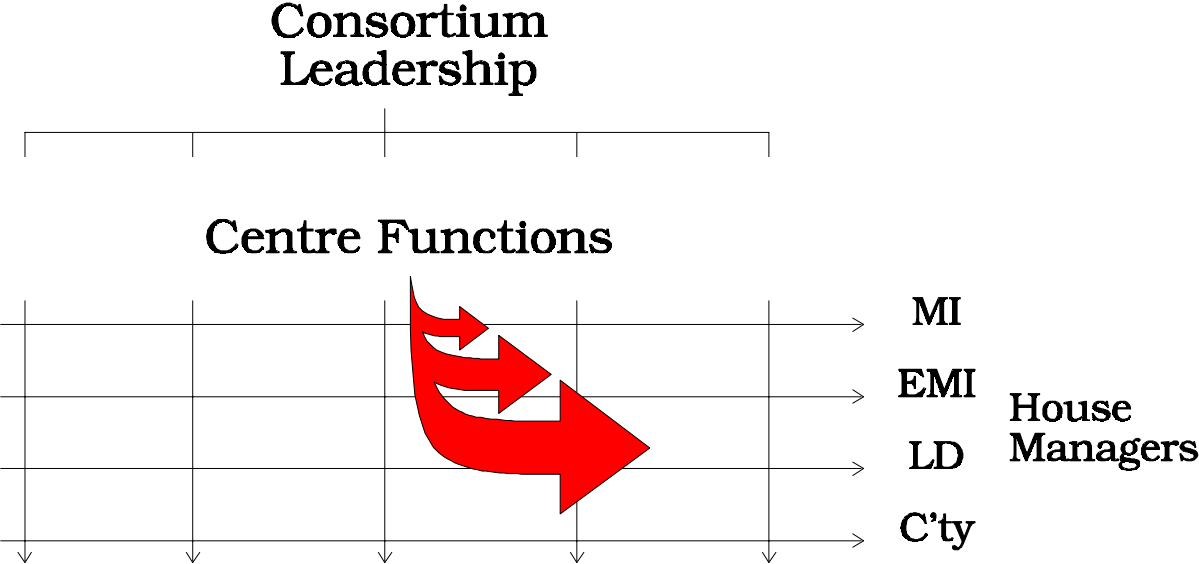
Step-by-Step

- Above the ceiling *like a family*
- Below the ceiling *like a business*

	Operational	Functional/ Professional	Positional	Relational	
	<i>Overhead</i>			7	why
			5	6	who/m
		3	4		how
	1	2		<i>Anarchy</i>	what

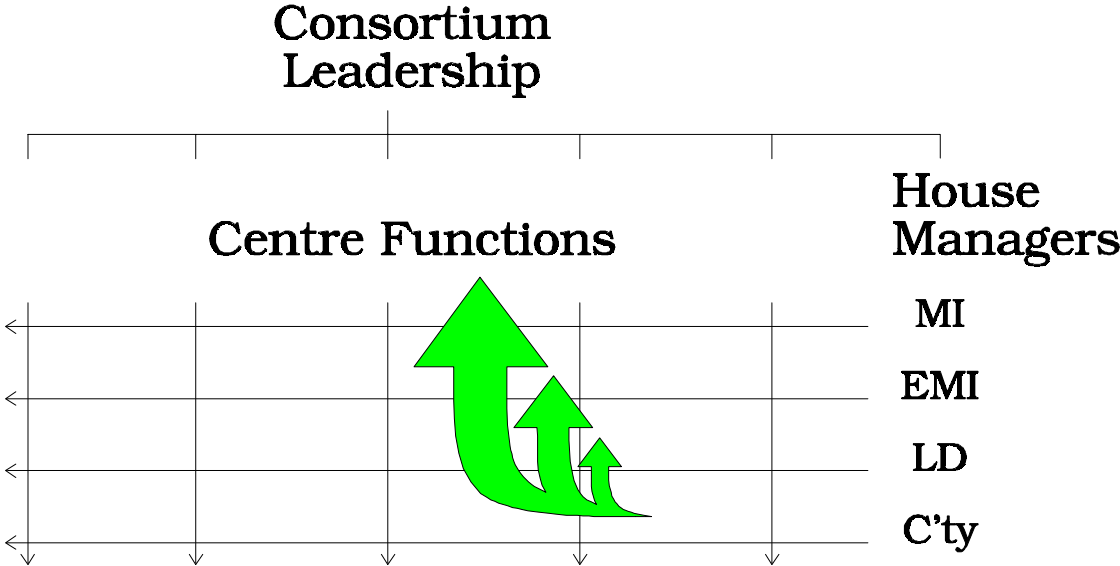
The 'Red' Route

Functional/Professional Identity:



The 'Green' Route

Positional Identity:



Questions of authority

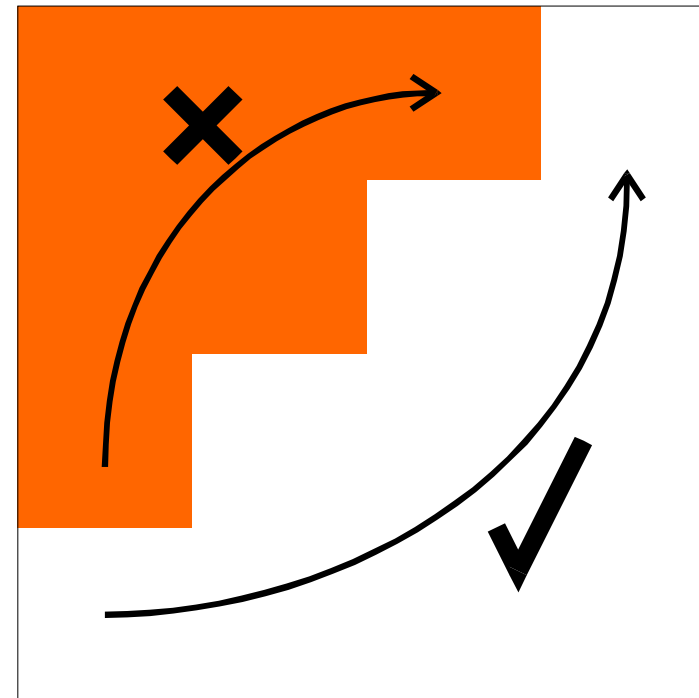
- ◆ *Up-and-Over*

Metaphor
privileged

- ◆ *Across-and-Up*

Metonymy
privileged

Integration of
differentiated
behaviour



Differentiation of behaviour

The Approaches

	Up-and-over	Across-and-up
<i>Purpose</i>	Working through	Engagement with
<i>Object</i>	Anxiety in Client System	Desire in Client System
<i>Method</i>	By Interpreting	By Problematizing
<i>Focus</i>	Fantasies	Languaging
