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## **PUBLIC AND PRIVATE SERVICES : TOWARDS A QUALITY ASSURANCE SYSTEM**

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Which quality assurance scheme and which specific methodologies can be adopted to manage evaluation processes of potential providers in a “quasi-market” approach (qualitative and quantitative indicators)?

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### **Introduction:**

As consumers, we use services every day. But also as citizens, even as simple human beings. For example, all the relations based on the exchange of tangible or mostly intangible transactions, are a form of service.

Service comes from an Indo-European linguistic root : *swer*, that means “to hold the eyes on something”, to take care of someone, without any diversion, to focus on people who are the scope of my attention. The attention of this linguistic root is so high that a prevention of the needs or expectations of the targeted people is required. From this root comes also the Sanskrit word “*varutà*” (protection), the greek “*horàn*” ( to see, to look at) and “*aretè*” ( excellence), the latin “*servus*”, “*servitium*”, and also *servare* and *observare*. Even the word *verecundus* (respectful).

Therefore we have enough inspiration to state that services don’t have anything to do with the usual meaning we consider : “servile” works, birth, feelings etc.

### **De la servitude au service : from slavery to delivery**

The most important change in the history of the civilization has been the transition from the society founded on the “servile consciousness” (as Hegel said) to the society founded on the “service responsibility”: with democracy and the rights of the man and citizen, according to the great revolutions in the United States of America and in France at the end of the XVIII century, finally begins the era of the services and the economy of the competitiveness , against the era of the slavery and the economy of the privilege and situation rent.

This is the essence of all the principles, concepts, vision and methodologies of the services’ quality.

## **The experience of the services and the social capital**

The first consideration that I would like to stress in this seminar, is that services quality has a close connection with the quality of the social capital. The “servile consciousness” quoted above is the fruit of the “unhappy consciousness”: the complete lack of self-esteem as human being and the perception of the lack of meaning in our existence. On the contrary, the molecular experience of the “services”, from the State as organisation that ensures the rights of the citizens as equal in front of the constitution and legislation, to the local institutions, the firms, the schools, the banks, the assurances, the enterprises, the shops, the hotels etc. : all this forms the immense “pedagogical province” which generates the social capital of a community, a region, a state, even a union of states like the European Union or the Council of Europe or the World Bank, the United Nations etc. If the quality of the services is low or does not exist, the quality of the social capital should be also low or not existing at all.

The actions concerning the quality of the services are urgent nowadays, because the social capital is vanishing day by day.

Social capital is composed by the competencies of the people and the quality of their relations and interactions (especially through the “trust” indicators): these elements are more intangible than tangible. **The social capital and its quality**, intensity and dynamics, is the premise of every effective outcome in all the strategies for improving the society as a whole.

A community, or a region or a state with poor territorial capital could become prosperous with a good social capital: with poor social capital there is no way that they can become prosperous, even if endowed with a good territorial capital. We have many examples of that and the battle for the maintenance of the social capital will be very hard in the next future, because of the gradual impoverishment of the social capital also in countries which were the hinge of that vision, like the United States. If Alexis de Tocqueville travelled today to United States, I believe that it should be very difficult for him to recognize the same country he visited in the Thirties of the XVIII century. His bad appraisal of the old Europe, with its conservative aristocracy and its slowness in the track of the democracy, could be perhaps a little better at present.

The social capital is fragile: we need much time to create it, but only a few years, a decade or so, are enough to destroy it almost definitively.

The World Bank defines social capital as "the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions (World Bank, 2000)." Social capital is explicitly relational. It cannot be produced by individuals acting in isolation from one another. In sum, social capital reflects the value of cooperative social activity.

Families, communities and nations differ in their endowments of social capital. In some, the social networks that give rise to social capital are dense and efficiently organized. In others, levels of quality are low and the stock of social capital is meagre. Recent theory suggests that communities possessing relatively high levels of social capital will experience higher levels of economic performance and social welfare (other things being equal).

## **The quality of services is the womb of the social capital**

The machine that generates the most part of the social capital is the “quality of the services”: from the services provided by the families, based on gratuity, to the educational services, from the post offices to the bank and assurances, from transportation, communications and utilities

to retail trade, from the government bureaucracy to the hospitals, from the hotels to the restaurants, museums, events , concerts etc. More than 50% of the GDP all over the world is made up by services.

The “access era” (Rifkin) and the “economy of the experiences” (Pine & Gilmore), the network society (Castells) and globalization (Giddens), the happiness economy beyond the money (Kahneman & Diener) and the sustainability programs (UNEP) are the objective evidence that we are building a society where man doesn't produce objects anymore, but rather “relations”, no longer items, but rather himself, no longer GDP, but rather HDP.

## **Approach to the quality**

Taking into consideration the central role of the quality of the services to generate the open society and its social capital, source of the all other forms of development, growth, wealth and well-being, the correct approach to the quality of the services should ensure that a service or a services set:

- Be embodied into the social capital of the society and its value table: without a moral premise, which establishes that the quality is meeting, then exceeding citizens' needs, requirements and expectations, stated and implied, at the lower possible cost and a continual (not only a continuous) improvement of the performances, we could have a good stage where all the details and decorations are perfect, but the effectiveness is absent;
- Be honest : the quality of the service implies that all the relationships or transactions shaped in accordance with the one up/one down style or with the manipulative behaviours or cheating strategies ( sadly so frequent both in politics and in business ) should be carefully avoided, even hardly punished by law and by the social blame. The “promises”, especially those connected to a “sensitive” human need or expectation like job, must be offered and communicated with honesty : e.g the experiences of many ESF courses have been and are very often “not honest” and a form of exploitation of the state of necessity. The congruity is easily perceived by the customers, more than people usually imagine (1 . the example of the Naomi Feil theory )
- Be realistic : quality of the service requires also its “feasibility” as matter of fact. The unfeasible programmes or projects, without appropriate resources ( technological, human, cultural and financial ), risk to enhance the level of the expectations and create much more disappointment than the former situation ,that people wanted to improve. It is preferable to delay the start up of the services delivery than to deliver the services which generate disappointment : this can produce a worse equation between the quality received, the quality perceived and the quality expected. Sometimes it happens that the “reforms” of the old, inefficient, not effective institutions like the Employment Services, consist more or less only in the “change“ of the name and their juridical rules, but they keep the former employees, without a real innovative empowerment : everything must change to let everything stay as before. If the “new” centres or services for employment promise to be more effective, more able to deliver a service just in time or on line to match the demand and offer or other similar promises, it could very disappointing experience for the customer to discover that all this is only a marketing strategy for the politicians and/or for the bosses of the bureaucracy ;
- Have citizens and communities involved : since the nineties, also the public institutions and services are clearly aware that the world and the society were becoming too complicate, with the internationalisation, globalization , innovation etc. The traditional

forms of the institutional architectures and the representative democracy was not longer so precise and predictable like it was preached by the “functionalism”. All the rules and the models of governance vs government are rapidly changing : the “gap” between the citizens and the institutions enlarged day by day , the distance between the formal leaderships and people was impressive and continues to be impressive up to now (Rifkin ).

- Be communicated and known by the people : this requirements is linked with the success of the former statement concerning the degree of the citizens involvement. To involve people can be achieved through the communication strategies and information equity(Joseph Stieglitz);
- Be specific : in many produces or services, we have the “scale economies “ that provide a large quantity of goods, items, assurance policies, even “experiences”, emotions, travels etc. in standardized forms for thousands or millions of people with few customized details. Nevertheless, the satisfaction of those services are at any rate connected to the perception that we are considered “subjects”, not a “mass”. The most part of this effect is generated by the quality of the “personalities” who provide services, especially those who are in direct contact with the clients. Nevertheless, the “employment services” need to be much more customized than many other services, because of the deep relevance and meaning of the job and the role achievement therewith : to be so specific as possible is one of the most typical challenges of such a service. The “negotiation” with the client and the co-makship of the service in the employment domain have to be very attentive, proactive, well prepared, well followed in the “after visit or after meeting” approach (Robert Solow and John Rawls).
- Be cost effective : the creation of institutions, agencies , NGOs, bureaucracies etc. to set up a mission “possible” for the unemployed people or the job seekers, could be considered a “paradox” if the cost of this “machines” overcomes the results and if the image of those heavy “stores” is perceived as places where the only job creation ensured by them is the job of the employees themselves. Even worse, if the salaries and the opportunities of the employees have visible incongruity with respect to the poverty and lack of opportunities of the customers. It is not so rare that many people, not always according to their merits, enjoy a “good” and generous social status of job thanks to those who don’t get it. This is the reason why the most liberal countries (where democracy is quite effective) have already abolished the “public” monopoly of the employment services, to avoid both the high costs of the bureaucracies and the high incongruity of the brand and image to the eyes of the clients or beneficiaries. Nevertheless, we have also examples of countries where the fall of the public monopoly has not lowered the costs of the former institutions involved ( they have changed their “name” and the juridical forms, not the budget and the number of the employees) and additionally many other organizations, both public and private, both national and local, are created ad hoc, giving a great impression of liberalism and diversification of structures, but without reducing the global costs, so that the correlation between the amount of the costs and the quality of the effects or outcomes is becoming worse than before;
- Be improving quality of life : as already emphasized in the paragraphs concerning the social capital quality, the employment services, so as the services in general, are very strictly linked with the “well-being economy” and its vision. To have the right to the happiness is written in the Independence Declaration of the United States of America and included in their Constitution: we know that this is an utopia, but nobody has the

right to avoid the paces ( gradual, little, but clear ) paving the way towards that goal or that benchmark. The sense of the European Union, of its creation and constitution, the sense of the constitutions of many other states, the sense of the most part of the Universal declarations, conventions, treaties, conferences etc. is there to draw our attention and the attention of all the institutional, social, economic and cultural bodies to finalize exactly this utopia. A real balance of the wealth of the nations cannot be identified only with the traditional Gross Domestic Product , but also with the degree of well-being of the citizens, families and communities, that's of the real human being in its "sitz im Leben"( Layard);

- Be monitored in their effects through customer/citizens satisfaction analysis and other performance measurement tools : quality must be measured. Without measurement, without a customer satisfaction analysis, we don't have any quality at all. We are not dealing with a simple philosophical principle to be announced, rather a benchmark of this principle to be joined. *Verum est factum* ,said the ancient thinkers. The quality is composed by many " truth moments " : all these moments correspond to the steps achieved, to the improvements performed, to the failures and errors prevented, according to the logical framework proposed by Deming and by the other fathers of the quality systems, since the forties'. Many of these fathers or pioneers of the quality systems were specialized in statistics: it was through the measurement of the processes and the evaluation of the outcomes ( and the consequent discovery of the waste ) that the quality systems have been introduced in almost all the industry and services organizations.

## **The benchmarking as strategy for continual improvement :**

The most important tool to implement a strategy for improvement is the benchmarking. However, we have some considerations to do on this subject and draw the attention of the experts to the limitations of the benchmarking programs.

We could summarize these limitations to the following aspects :

- **Relativity**
- **Transferability**
- **Reversibility**

Usually we define the services for their features of intangibility, heterogeneity (or variability), perishability of the output, simultaneity of production and consumption, but not enough the features of relativity and reversibility.

The relativity is implied in the concept of benchmarking: however we must consider a supplementary aspect of the relativity, that is the differences of the services performances in the perception of the beneficiaries, not only in their delivery processes and in the benchmark or standard therein.

For example, the delivery of cars number-plates in Germany needs 2 hours, in Italy 60 days. Or to get a tax refund needs a couple of days in Germany, a couple of years in Italy. So it is not correct to do a benchmarking on the simple performances, because the quality of the services processes are not comparable and the use of the "best in the class" performance as benchmark is not honest. From the citizens' point of view, i.e. from the customer satisfaction measurement, to reduce the time from 60 days to 30 could be perceived much more exciting

for an Italian citizen, while to get the number-plates in 4 hours instead of the usual 2, could cause heavy dissatisfaction in the German citizens.

The same consideration should be made for the “**transferability**”: it is easier to transfer processes concerning the production of the industry than the processes of the services, because of the elements of creativity or other skills which cannot be reproduced out of their milieu or social capital. It is impossible to transfer the fine arts attitudes of the craftsmen, or the special competencies in the negotiation of the Neapolitan people.

Moreover, the “**relativity**” is also diachronic: some benchmarks of services quality were much better in the past than in the present, like the postal service efficiency of the ancient Romans, which was the best practice until the XX century. The layers of the houses and the thermal services are other examples of the benchmarks not yet overcome. Till now.

As far as the “**reversibility**” is concerned, the examples just quoted are eloquent: we can have a society, an organization, an institution, a state, a corporation etc, that are excellent providers of the services now but not after a certain period. Reversibility and instability are embedded. We are forcing now the comparison of the services quality providers in Europe: but the methodological approach cannot ignore how many differences there are and how much we must adopt the so called “diversity management”( according to the different cultures and values’tables, also within our country, because of the massive immigration ).

### **Providing Parity Power: to be honest**

To be more careful in the measurement of the economy and wealth of the different countries in the world, the experts introduced the **Purchasing Parity Power**: e.g. the usual measurement of the GDP, United States are the first, but according to this new approach, China overcomes the United States and Brazil overcomes Italy.

I believe that such an approach could be adopted also in the benchmarking of the services providers, because the adoption of a unique standard or benchmark could create distortion in the quality measurement, disappointment of the people, inferiority complex in the nations, and other effects that could undermine the cohesion and the social capital of a community of the states, regions or other actors.

### **Paradoxes**

We are experiencing in these days many dangers for the dependability of the quality services programmes and policies. The paradoxes on this field are increasing day by day: it seems that the correlation between the number of banks, assurances, corporations etc. certified in accordance with the quality systems, the Corporate Social Responsibility codes, the Ethic charters, the Social Accountability 8000 and so on, and the real, actual quality delivery of the services are opposite of what should be expected.

The Potemkin effect could be a strong temptation: to avoid it, we have to set up very independent authorities, with effective interventions both in the States and in the European Union.

## **Paradigms**

A correct approach implies also the attitude to the falsification of the paradigms adopted. I teach psychology and I was surprised, two years ago, for an interesting case of falsification, just in the quality services measurement.

The treatment of the dementia or Alzheimer disease in the aged people was normally based on the paradigm of the so called ROT, that's the Reality Orientation Therapy: all efforts are made to sustain the capacity of the aged people, from the beginning of the dementia, to maintain or keep the orientation to the reality, reinforcing their sense of the time, of the facts, of the events and so on. In spite of the fact that this therapy did not succeed so much, all the professionals adopted it and established the quality of the services provided to the aged people according to the processes of this paradigm: they can be saved from their collapsing personality through the continuous exercise of the objective perception of themselves and of the reality around them. Some years ago, a new paradigm was introduced: the aged people look for a not existing reality, because the objective reality is so poor and miserable, the self-perception is so bad, that their survival tendency favours the creation of a not existing world. But, when we listen to a child, who is talking with a not existing person, we are delighted for his genial performance and consider that fact as sign of creativity. Why not the same for an aged people? The Validation Therapy has been introduced and is considered much better than the former paradigm: we have to respect the aged people as they are, not as we would like they be.

All the efforts must be made to change the criteria of the service quality and the processes therein.

## **Networking and the quality of the value chain: the fractals of Mandelbrot**

We usually consider the networking of public and private services as one of the most strategic challenge for the new forms of governance: this is correct, but the methodology of the approach to do this and to choose the appropriate form of measurement of the services quality provided by a value chain of providers connected with each other, is the **paradigm of the fractals**, elaborated by Mandelbrot to try to make all forms of chaos understandable.

Services Quality is very difficult to design, to plan, to apply, to check and to improve in all single units of supply chain: we can hardly imagine how complicate is to ensure the equivalent quality of the services in a network of suppliers. The success can be achieved only through a continual, steady and very creative work in progress, towards the approximation, in accordance exactly with the Mandelbrot formula and the empirical pragmatism of the problem solver. The best practice in this field is only the "*excellence of the imperfection*". As a writer said: it is not difficult to understand the curve of Gauss. The real difficulty is to understand Gauss' wife".

Zygmunt Bauman, the old wise sociologist, quoting Kafka, states that our way out is to consider Europe as a lab where we all have to run through the corridors, to open all the doors, to climb the ladders changing the floors to infinity.

The example of the value chain of the tourist services shows how complicate is the networking between public and private services and how complicate is to ensure the equivalent quality in every step of the chain. Besides, the final perception of quality for the customer is not separated.

Chart N.1

**The value chain of the tourist services: public and private**

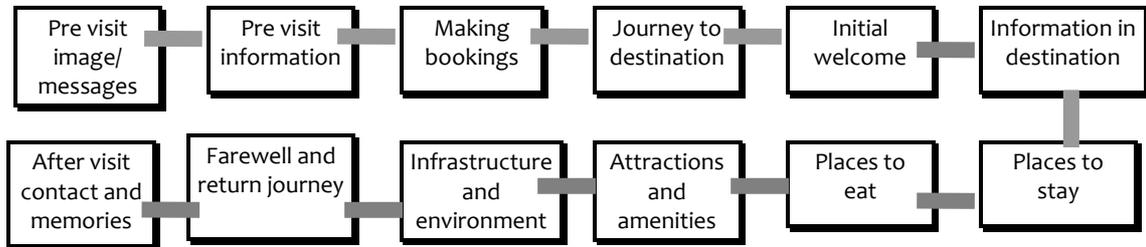
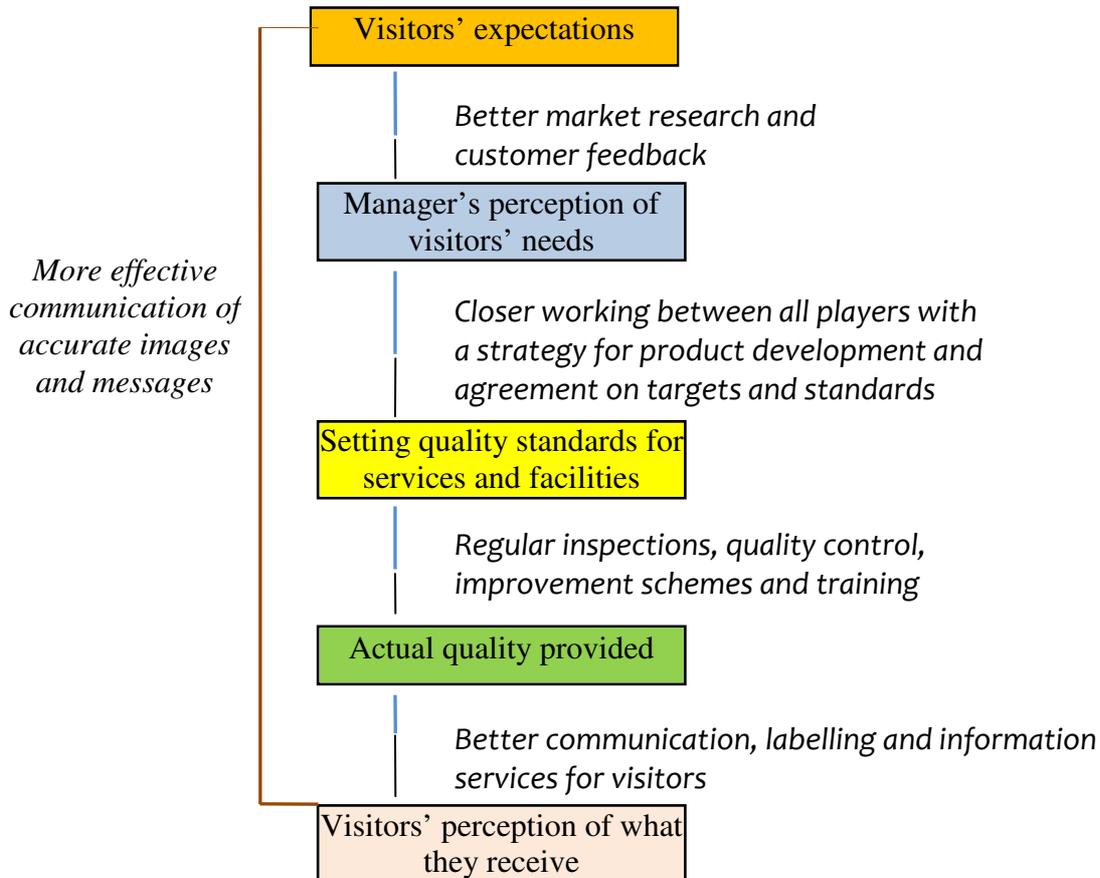


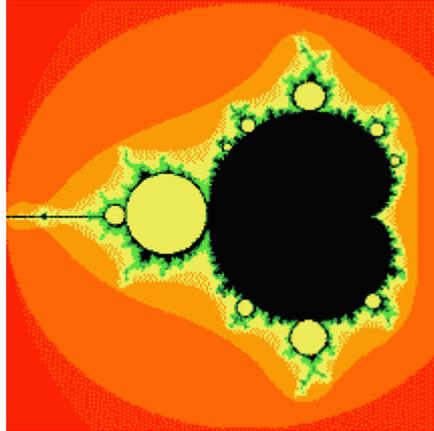
Chart N.2

**The processes for quality**



**Fig.n.3**

***The Mandelbrot fractal : the appropriate approach***



## **Kaizen or Kairyo?**

The guidelines for the services quality are basically in these two Japanese words, used by Masaaki Imai, one of the fathers of the quality systems.

The Kaizen approach and the Kairyo approach are compared according to their differences in the components of the activity concerned: the application to the services is evident, and we can choose the fitting approach in accordance with citizens', clients', customers' expectations.

If a service is provided in certain sectors, the expected quality is focused on safety more than on other features or outcomes, e.g. a flight of the airplane. Normally we state that the participation of the customers or the consumers to the quality of the performance should be always guaranteed. Nevertheless, services quality and customer satisfaction are often more likely ensured by a directive action by service providers, without any participation or involvement of the clients. It is evident that an unemployed young or worker is less interested to the smiles, the warm reception, the clean offices and the gentle behaviours of the officers, than to the opportunity to get a job. He/she prefers an actual job even offered with scarce empathy, than a great empathy without any job. To provide the services implies to satisfy the most important expectations, before than the supplementary elements of the relationship.

Moreover, the mode of the co-makship as compulsory for the quality of the services is false. This is true in most cases and activities, but not as a dogma of the faith.

<b>ACTIVITY</b>	<b>KAIZEN improvement</b>	<b>KAIRYO reengineering</b>
<i>Level of the change</i>	<i>Gradual &amp; continual</i>	<i>Radical, sudden and not steady</i>
<i>Starting point</i>	<i>Existing processes</i>	<i>Zero point</i>
<i>Frequency of the change</i>	<i>Continuous</i>	<i>Once</i>
<i>Speed</i>	<i>By little degrees</i>	<i>By great strides</i>
<i>Timing</i>	<i>Continuous and in progress</i>	<i>Intermittent</i>
<i>Involvement</i>	<i>All</i>	<i>Few and selected</i>
<i>Participation</i>	<i>Bottom up</i>	<i>Top down</i>
<i>Approach</i>	<i>Collective, team working</i>	<i>Individuals efforts</i>
<i>Style</i>	<i>Consent</i>	<i>Directive</i>
<i>Risk</i>	<i>Moderate</i>	<i>High</i>
<i>Rules</i>	<i>Adaptation and evolution</i>	<i>Conflicts and discussions</i>
<i>Forms of action</i>	<i>Maintaining and improvement</i>	<i>Dismantling and building</i>
<i>Evaluation criteria</i>	<i>Process and striving for the best practices</i>	<i>Results and profits</i>

#### Consideration n.1.

I draw your attention to the forms of action: Masaaki Imai says that in most cases the quality improvement can be reached through the Kaizen methodology, but some times it is necessary and compulsory to adopt the Kairyo methodology. The experience is that usually people do **exactly the opposite choice**: dismantling what is good, maintaining what is bad. The bad organizations have normally a longer life than the good ones. Moreover, all the presents here can swear that every time one tries to improve or renew an organisation or a process, his life becomes immediately worse.

Reengineering normally refers to a drastic, dramatic process improvement in certain areas of management utilizing computer technologies. However, reengineering addresses only a limited area of problems in the company and brings about limited improvement, no matter how dramatic. Reengineering probably will always have its place as an organizational change process. But it is relevant in limited circumstances because, ultimately, it produces short-term and static results. Reengineering is like innovation. We expect innovation to occur all the time, yet we know it doesn't happen. It's unrealistic to expect reengineering to be applicable all the time. That would cause chaos. *Kaizen* is a more lasting improvement process.

#### Consideration n.2

Kaizen has a great impact on the costs of the services. To ensure the quality is not so **automatically friendly** with the customers, clients, citizens, beneficiaries etc. without a commitment for the lower possible costs.

The Baumol law is clear: the services are not so easily flexible for the downsizing of prices. On the contrary, the services are the economic area where the bubbles are well covered and the cheating strategies are spread. In the public services, for example, the employees are paid according to their costs, not according to their value. Some research we are setting up at the University of Verona on the gap between the costs and the value creation in the public services show that a percentage of circa 60% of the costs for the personnel are simply without any value creation. In other words, we pay 100, what is worth 40. Waste is very high: quality system implies as intrinsic requirement to reduce the waste to nil value. Sadly, the most part of services delivery, and not only in the public institutions, is submitted to the bubbles and black holes of waste.

From this point of view, the introduction of the quality in the services domain needs as first action to clean and delete all these bubbles: the effect would be positive for customers, clients, citizens, because they get more services at the same prices, more quality in the same service, less prices or less time or less painful troubles in the services experienced. The low cost flights are an example: why do low cost companies achieve higher profits lowering the prices, while the high cost companies have great losses raising the prices ? The mystery is the use of the kaizen methodology.

Most companies still subscribe to the old paradigm which says that better quality costs more money. The real challenge to management is to improve quality while reducing cost because that is what today's customers want.

Improving quality while reducing cost is the only option for survival. Often, managers take cost reduction to be synonymous with cost cutting. Cost reduction should come as a result of better cost management. The key point is how to build a management system that can reduce cost while achieving good quality.

Management has been too focused on results and not on the process of what achieves or delivers those results. They have avoided looking at the core process of the business, the one that delivers added value. Instead, they have focused on peripheral elements such as financial management, marketing, R&D and engineering which, while they are important to any business, are not the *gemba*, the value-added portion of the business.

Finally, it is a question of greater balance between process and result. The stock market places great emphasis on short-term results, which drives executive management behavior to demand results in the short term, hence the focus on finance.

We can say that 99.9 percent of all the companies in the world today are obsessed with a growth mentality. These are the companies that can make profits only when the market is growing. In real life, market demand always fluctuates. The only companies that will survive into the new millennium will be the ones that have the flexibility to produce according to fluctuating demand.

## **The weaknesses of the services quality in the experiences on the field**

According to the empirical applications of many programs for services' quality improvement, there are three elements of the quality requirements that are usually weak: the **responsibility of the managers** (the wishful thinking or the painful thinking: weak strategic thinking), the **poor empowerment of human resources**, the **poor attention to the voice of clients**.

This result is often repeated in many experiences: about the lack of managers' responsibility and strategic thinking, it is not necessary to quote the laws of Murphy, but rather the statements of Edwards Deming, the greatest father of quality systems: "More than 90% of all the errors, nonconformity and bad performances in the organization are generated by the management".

Also Maasaki Imai has the same opinion, when he explains the concept of *Gemba*.

*Gemba* means the place where real actions take place. It usually refers to the place where manufacturing activities are conducted in a factory as well as the place where employees have direct contact with customers in the service sectors. *Gemba* can be a hotel dining room, a car dealer's service department, a doctor's examination room. One place that is not *gemba* is a manager's desk. Managers often avoid going to *gemba* because they don't want to be embarrassed by their ignorance. They are afraid that in *gemba* they will expose the fact that they don't know what is going on there, and often don't even know the right questions to ask. Add to that the traditional view which says that being assigned to *gemba* is a dead-end for career development. Perceptions about status and class, fear of unions, the glamour of the front office and the excitement of R&D and marketing are also probable reasons.

## **Conclusion:**

The services area is a very fragile domain: a real *Glasperlenspiel*, just to quote Hermann Hesse. But they are also the "pedagogical province" where we (the *knechten*) build all the processes (molecular, day by day ) of the social capital, of people's self-esteem, who perceive through the services quality their dignity as citizens, clients, customers.

I would like to conclude by quoting the theory by Pine and Gilmore: the citizen, the customer, the client has become "guest" nowadays, into the continuum Hostility-Hospitality. We are guests and the services world is the host organization where we feel this important benefit to be someone, to be target of cure and care, even if I have to present as endorsement my pure human being, even without other assets. This is the utopia that Bauman considers the challenge of the European model of society, so fragile to be kept, so essential to be saved. At all costs.

The basic moral requirements for the quality achievement in services' delivery, are able to ensure a self-generating pattern of behaviours, which form gradually the expected quality indicators. The reason why for such a result is connected with the integrated and holistic functioning of the human being : a "decision to be", a commitment to do, a map in the head are expressions of the human essence with respect to the other living beings in the world. The human being is the only being who can refuse to be what he has to be. At contrary, a decision to be what he knows and chooses to be ( in our case : to be "responsible" in service of the other people, no matter if unemployed or something else), the chain of the behaviours generated and developed in a coherent way from this start point, will be slowly, but surely fit and conform to the expected features like :

- a cognitive approach oriented to striving research, day by day, of the problem solving, innovation, creativity

- a memory approach to the conservation, documentation and selection of all the data concerning the problem to be solved
- a relation approach shaped by an assertive style, that considers the “other” ( the client) as a peer, oriented to the “contents” to be achieved more than to the stress of the reciprocal “status”
- an emotional approach deeply supported by empathy and a balance between control of the relation and the openness of the care
- a focus on the “means” more suitable, rapid and effective to join the goal and the expected responses of the demand : a not feasible purpose is avoided
- a discovery mentality to detect all the possible implied expectations of the demands and all the capabilities of the offers

and so on. The considerations above listed are not exhaustive, but exemplary.