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Session 5: Analyzing a Leadership Challenge: Root Cause Analysis
Why do we need root-cause analysis

• In order to effectively address a leadership challenge, you have to determine its root causes
• The action plan that you make should be designed to address these root-causes and not the symptoms
• The root causes enable you to see the obstacles that you need to address
Tools in Root-cause Analysis

• There are some tools that enable to conduct a ‘root-cause analysis’
• Some of these include:
  – The Fish-bone diagram
  – The ‘5-Whys’ method
1. The Fishbone Diagram Analysis

- The purpose of this diagram is to identify the root causes of the undesirable situation.
- It is called so because it looks like a fishbone.
- At the head of the diagram is a summary description of the current situation.
- The "bones" are used to order and group the causes that are responsible for the current situation.
- First major categories and then details.
Fishbone Diagram Analysis

• Lets look at a Challenge within a Health Centre setting in your field attachment sites.

• The Challenge we have selected is:
  – “How can we improve on quality of service delivery given that most staff are not motivated and have low knowledge on professional ethics?”

• Lets use the ‘fish bone diagram’ to determine the root causes of the leadership challenge
Fishbone Diagram Analysis

• Label each "bone" of the "fish."
• Let us use the following four major rubrics to serve as the main causes (the four bones):
  – The 4 P's (place, procedure, people, policies)
Fishbone Diagram Analysis

- Policies
- Processes and procedures
- People
- Environment

Source Unknown
Fishbone Diagram Analysis

• Each major cause can be further analyzed (the secondary bones, then the tertiary bones) by asking the question, "Why?"
2. The Five Whys Method

• A technique of questioning
• Permits you to dig deep below the symptoms to discover what is really at the root of a problem
• Asking “Why?” several times helps you to avoid identifying symptoms as root causes
• You arrive at a better understanding of what must be done to resolve a problem
The Five Whys Method

• To practice this method, take a current situation that an organization or institution may like to change

• For example: Poor Quality of care:
The Five Whys Method

• Why is the current situation like this?
  – *Response:* Because staffs are ill-motivated

• Why is this so?
  – *Response:* Because there is a poor work climate at the health facilities

• Why is this so?
  – *Response:* Because health unit managers are indifferent and do not supervise

• Why is this so?
  – *Response:* Because they lack leadership skills and knowledge on health ethics

• Why is this so?
  – *Response:* Because there is lack of ethics and leadership skills
The Five Whys Method

• This is the root cause

• The main action therefore will be by training health workers in ethics and leadership skills

• **Note:**
  – It is possible that asking “Why?” three times is sufficient.
  – You may stop when you are not able to find a useful response anymore
Summary

• The root-causes are then used as a basis for designing appropriate interventions
• They can also be if a problem can be solved or not