

Module: Leadership Training Workshop for Health Professionals

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Resource Title: Session 6: Analyzing a Leadership Challenge: Root Cause Analysis

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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

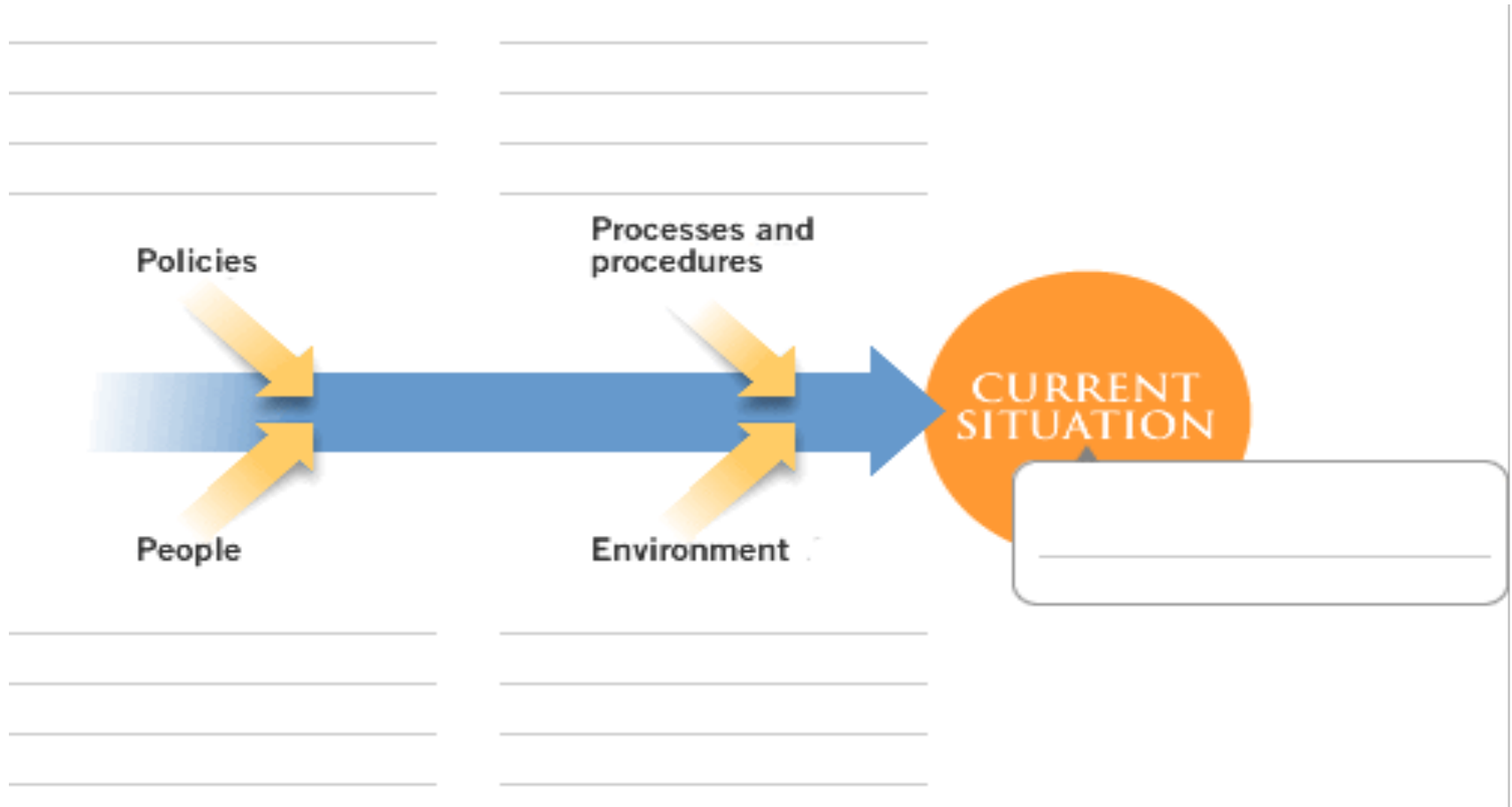
Fishbone Diagram Analysis

- 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



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