

Module: Leadership Training Workshop for Health Professionals
Organization: East Africa HEALTH Alliance
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Session 6: Analyzing a Leadership Challenge: Root Cause Analysis

In order to effectively address a leadership challenge to determine its root causes

The action plan that you make should be designed to address these root-causes

The root causes enable you to see the obstacles that you need to address

There are some tools that enable to conduct a 'root-cause analysis'

1. The Fishbone Diagram Analysis

The purpose of the fishbone diagram analysis is to identify the root causes of the current undesirable situation

The diagram is called a Fishbone diagram because it looks like a fishbone.

At the head of the fishbone 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)

Let us look at a Challenge within a Health Centre setting in your field attachment sites. The Challenge we have selected is:

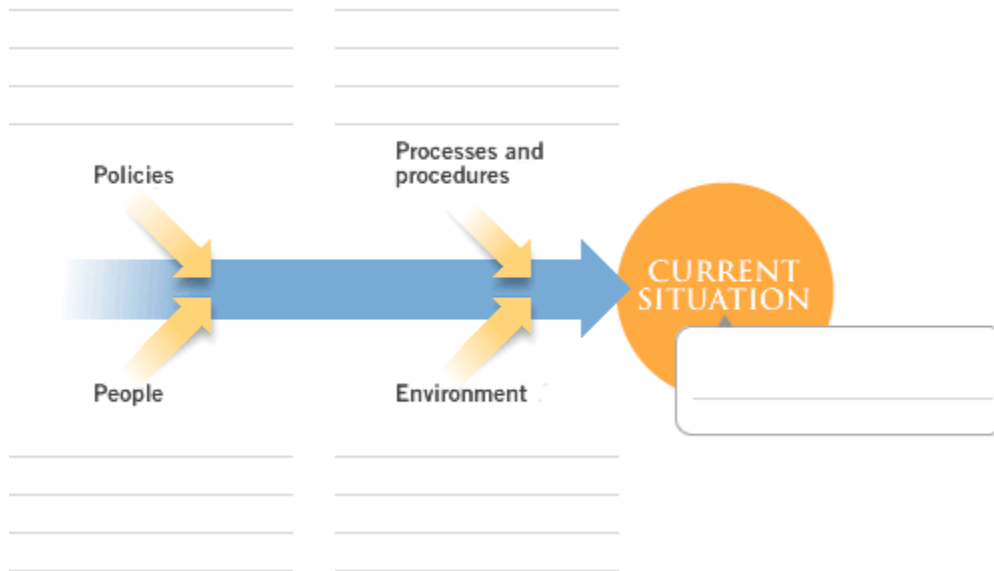
"How can we improve on quality of service delivery given that most staff are not

motivated and have low knowledge on professional ethics?"

Let us now try to use the 'fish bone diagram' to determine the root causes of the leadership challenge

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)



 Source Unknown

Each major cause can be further analyzed (the secondary bones, then the tertiary bones) by asking the question, "Why?"

This will be described in the next section

The Five Whys Method

The Five Whys method is essentially a technique of questioning that permits you to dig deep below the symptoms to discover what is really at the root of an undesirable situation

The act of asking the question “Why?” several times will help you to avoid identifying symptoms as root causes

The questioning will help you to arrive at a better understanding of what must be done to resolve a problem and make a difference.

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

For example: **Poor Quality of care:**

Why is the current situation like this?

Response: Because staffs are ill-motivated

Why is this so? Response:

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

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