
CABRI - 9th Annual Seminar

- Deconstructing Problems and Iterative Implementation

30 August 2013
Nairobi, Kenya

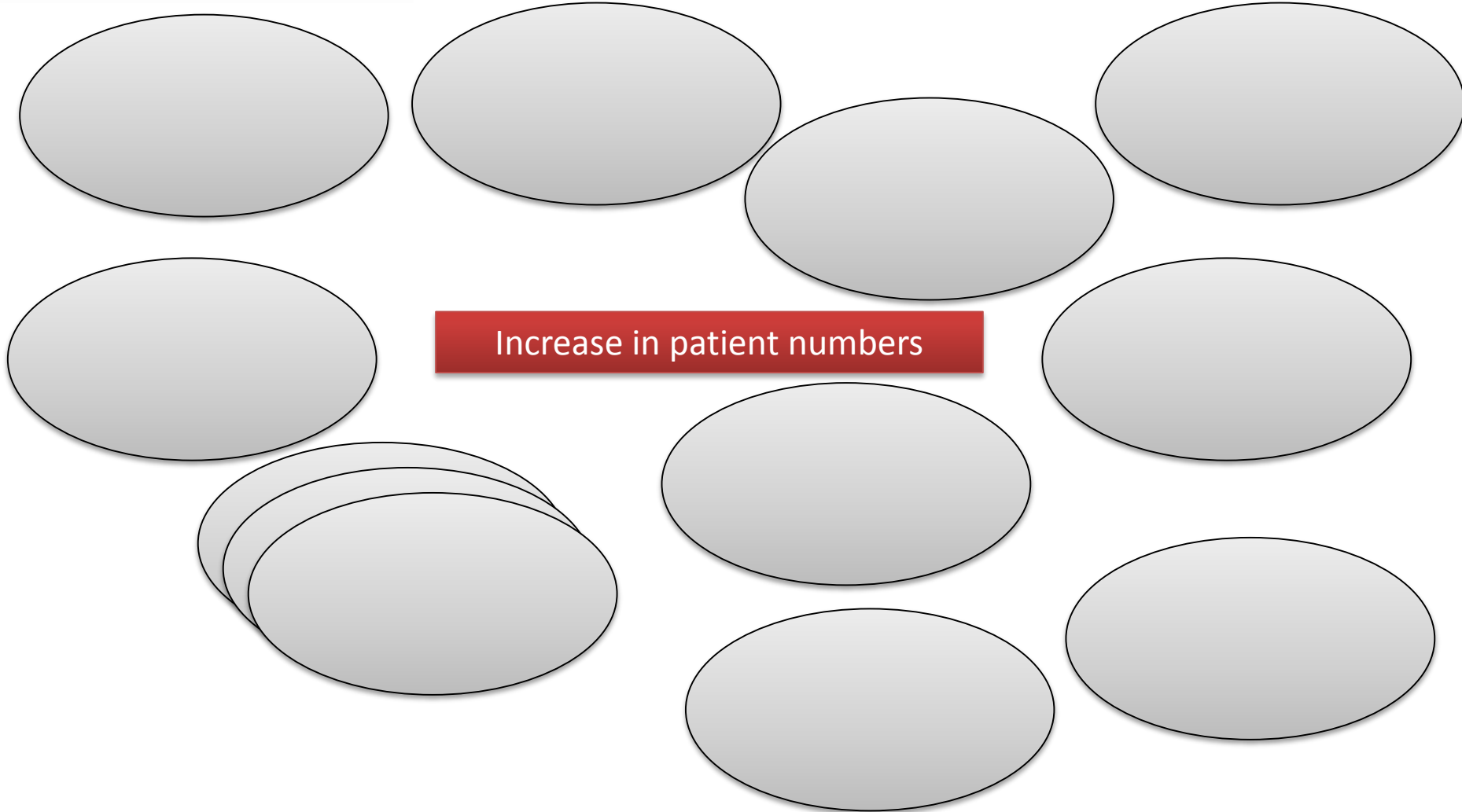
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Work Session Outline

- Introductions
- A simple problem
- Some solutions
- Problem analysis – 5 Why Technique
- Practical Exercise and Plenary
- Fish bone analysis
- Options analysis
- Options – Line of Sight
- Implementation approaches
- Lets try this back in the office

A Simple Problem



- General solutions

- _____
- _____
- _____
- _____
- _____
- _____
- _____

- Context specific

- _____
- _____
- _____
- _____
- _____
- _____
- _____

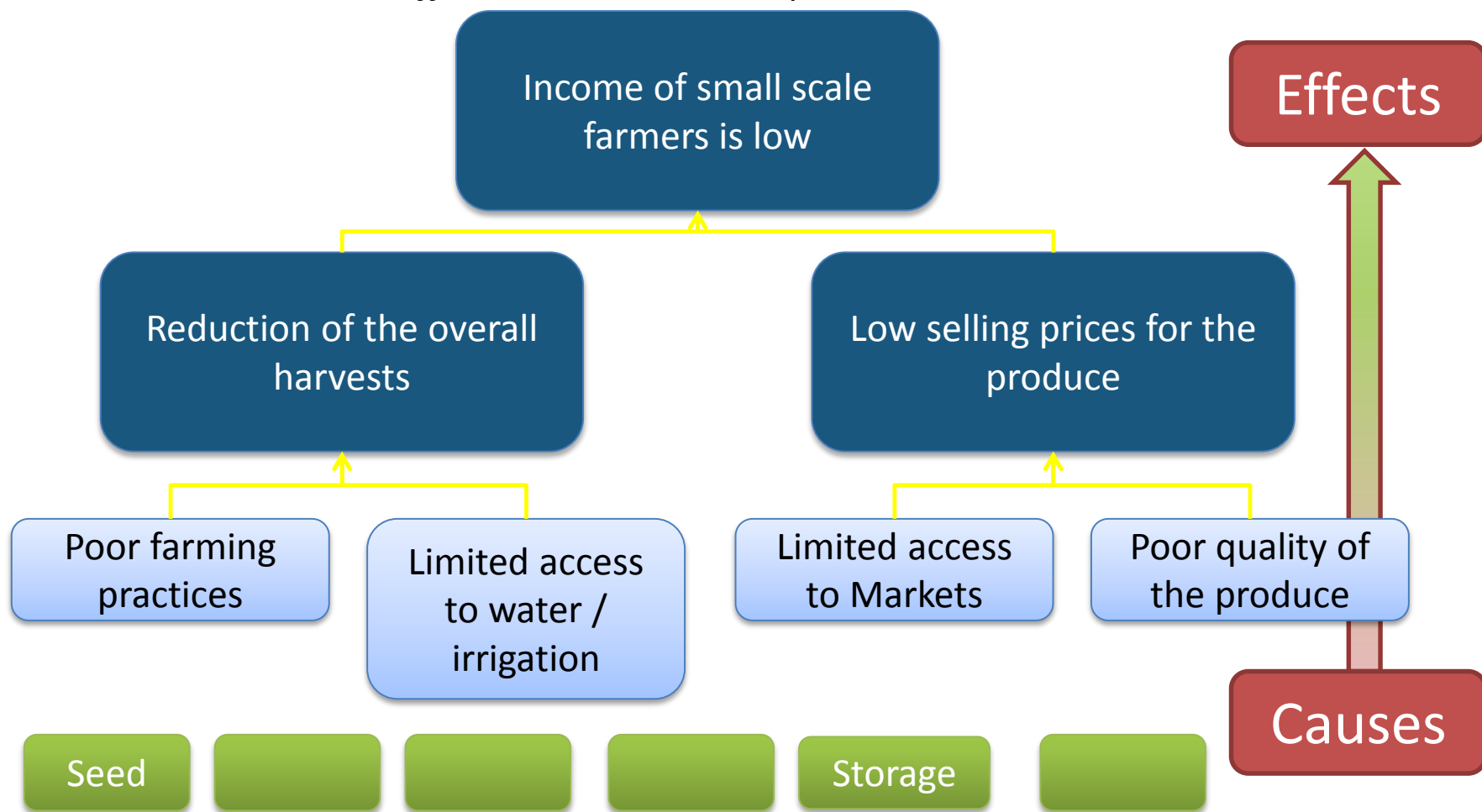
Need to solve problems – not define solutions!
Dealing with symptoms

Problem Analysis (5 Why technique)

- Get better view of the present situation
- Understand the influence of the environment (e.g. PESTEL)
- Based on research, integrating the knowledge and the points of view of the stakeholders;
- Is based on the setting up of a problem tree
 - This firms up and validates the analysis
- Holistic view
 - Understand the importance of the whole and the **interdependence of its parts**

Problem Analysis (2)

Establish the cause/effect relation between problems



Problem Analysis Practical Exercise

Effects

Causes

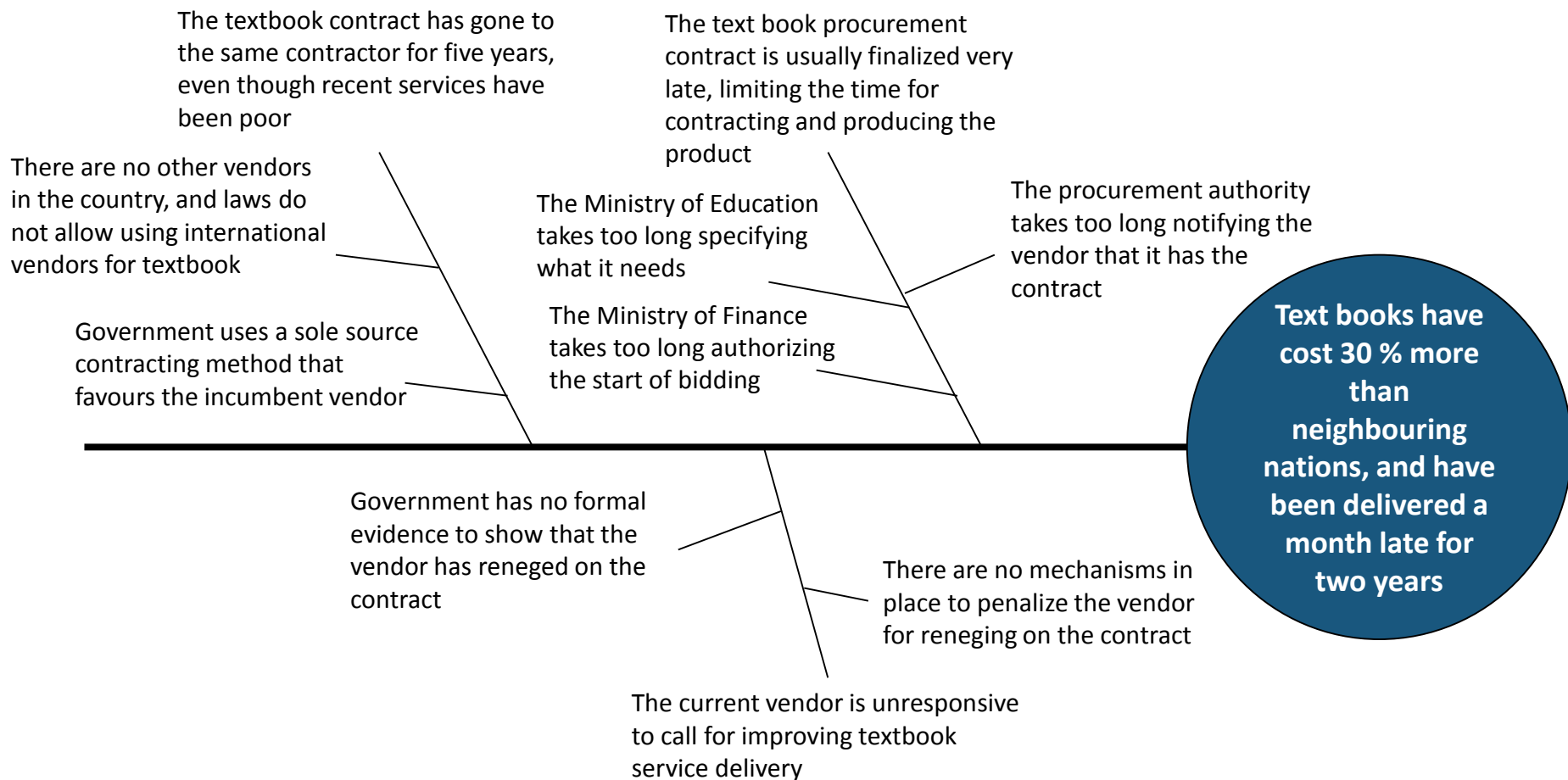
Fish Bone Analysis (Ishikawa)

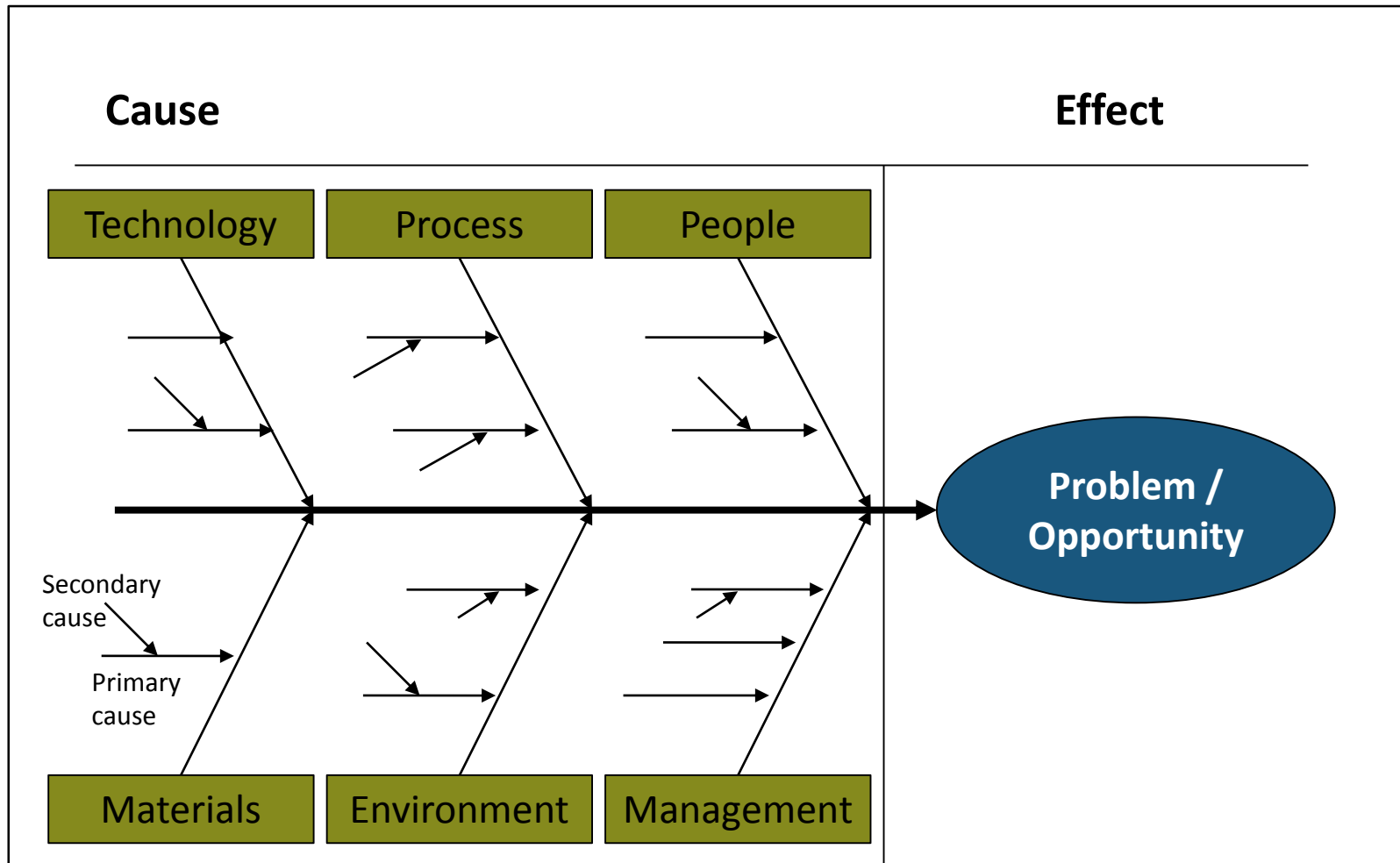
- Also called a Causal diagram
- Seeks to identify variables in a model
 - Problem, Need or opportunity
- Variations for different environments
 - Production, Marketing, Services
 - Open to general usage in any environment

Fish Bone Analysis (Ishikawa)

- Identify main problem / need / opportunity
- Identify main factors or causes
 - Management, environment, resources, people, processes, technology
- Identify sub causes
- Analyse the diagram

Textbook crisis: Breaking problems down so that they drive to solutions



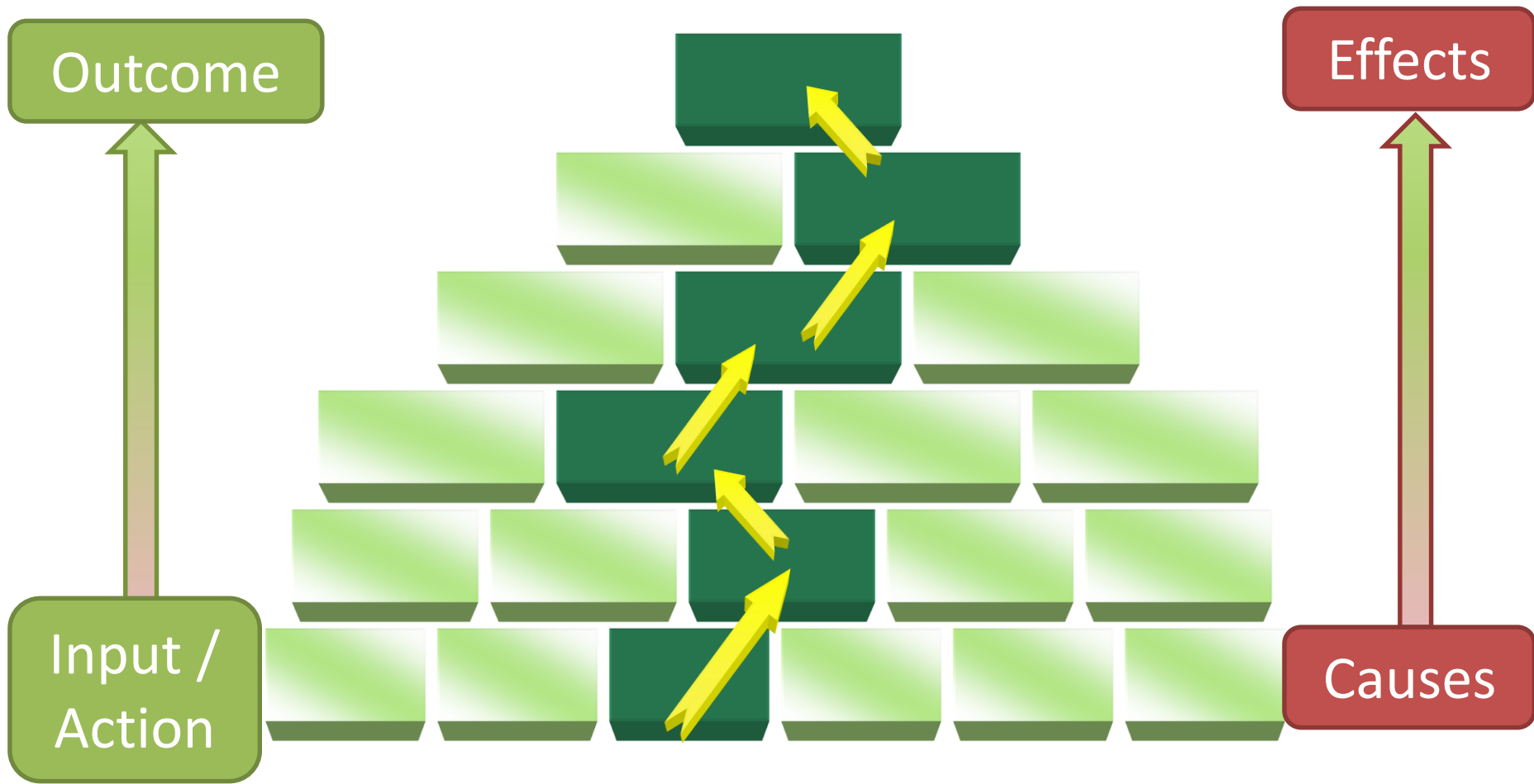


- Generate Options
 - Examine various scenarios (based on resource constraints / allocations);
 - Consider ways to change/improve the way the end result would operate or the way services would be delivered;
 - Examine directives /regulations etc.
 - Look into research on best practices, bench marks, focus groups, and brainstorming;
 - Not changing the present situation can also be an option.

Analyse your options

- Policy Issues
- Programme Delivery/Service Issues
- Performance Measures
- Accountability & Governance
- Human Resource Issues
- IT Issues
- Accommodation

- Financial Cost
- Financial Benefits
- High-Level Risks
- Communications
- Impact Within / Outside of Government
- Programme Benefits
- _____
- _____



Implementation Approaches (1)

- No action is an option – though not recommended
- Take small steps (intervene – do something!)
 - Focus on the cause
 - Create the conditions –
 - “Really” address the assumptions
 - Create the enabling environment (delegations)
- Learn through trying (experimentation)
- Learn through trying (experimentation)
 - (no its not a mistake) – Keep learning & keep trying

Implementation Approaches (2)

- Focus on the function (delivery) – not the form (institution)
- Shorten the feed back loop
 - Linked to learning and experimentation
- Find the change catalysts
 - Build an ‘alliance’ of the movers
- This is the First Step in a complex environment
- Find and ACT on new solutions – Repeatedly

Let's try this back at the office

- Need to solve problems – not define solutions!
- The Why – At least 5 times
 - Do NOT focus on the symptoms (effects)
 - Get to the root CAUSE of the problem
 - It's easy as asking why – Listen to your 3yr old?
- Fishbone analysis
 - Remember the 80 / 20 rule
- Do something – Intervene, experiment
- Learn and Find New Solutions – ACT

Asante

Vielen Dank



Obrigado

Merci

Thank You