IMPROVING ORGANIZATION and INDIVIDUAL PERFORMANCE

Course 5:

Supervisory Development Program


Achieving Leadership Effectiveness
Improving Organization and Individual Performance
EFFECTIVE SUPERVISION
Aligning People and Organizations
Empowering and Engaging People
Developing and Enabling People

Leadership Competencies

CSC Leadership Competencies	SDP Courses
Leading Change	Achieving Leadership Effectiveness
Thinking Strategically and Creatively	Aligning Organization and People
Managing Performance and Coaching for Results	Developing Organizations and Individuals
Building Collaborative, Inclusive Working Relationships	Empowering and Engaging People
Creating and Nurturing a High Performing Organization	**Improving Organization and Individual Performance**

Expectation Setting

What do you expect to learn from this course?

What challenges do you expect to manage better after the course?

Improving Organization and Individual Performance

Performance Objective:

By the end of the course, participants will be able to identify priority areas for improvement, identify root causes of a problem, develop improvement goals, select best options, and develop action plan.

Improving Organization and Individual Performance

Learning Objectives:

- Appreciate the need for Problem Solving and Decision Making Skills to continually improve Team and Individual Performance
- Describe the Right Mindset towards Problem Solving
- Differentiate Problem Solving and Decision Making
- Describe the Systematic Approach to Solving Problems and Decision Making using the SAPADAPPA methodology
- Use 10 tools in Problem Solving and Decision Making

Improving Organization and Individual Performance

Day 1

Sched	Content
AM 1	Right Mindset Overview of SAPADAPPA
AM 2	Situation Analysis
PM 1	Situation Analysis
PM 2	Problem Analysis

Improving Organization and Individual Performance

Day 2

Sched	Content
AM 1	Decision Analysis
AM 2	Potential Problem Analysis
PM 1	Summary Action Plan
PM 2	Integration Closing Ceremonies

Pre-Course Assessment

Session 1

The Right Mindset

Hidden Birds

Instructions:

You are given 10 sentences.

Buried in each of the sentence is the name of a bird. The letters of the birds' names can be composed of letters in more than 1 word.

For example:

We have high Enrollment (HEN).

Hidden Birds

1. Carol's microwave oven has four settings.
2. Now, let me help you with your coat.
3. She can recognize a gleam in his eyes.
4. That particular kind of dessert is superb.
5. Did you see the pigs wallowing in the mud?
6. Marilyn, the movie star, lingered on the stage.
7. Yes, I just saw her on the bus.
8. The February thaw killed the cop.
9. The throb in my arm is caused by a cramp.
10. The kids want to leave early.

Hidden Birds (Answer)

1. Carol's microwave oven has four settings.
2. Now, let me help you with your coat.
3. She can recognize a gleam in his eyes.
4. That particular kind of dessert is superb.
5. Did you see the pigs wallowing in the mud?
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10. The kids want to leave early.

Hidden Birds (Processing)

- What made it difficult to find the Hidden Birds?
- What was your feeling when doing the activity?
- Was there a change in your output or feeling as you do the activity?

Pursuing Continual Improvements

Human Compromises in Problem Solving

- **Simplicity**
- Bounded Rationality
- Subjective Rationality
- Rationalization
- Personal Perspective
- Recency Syndrome
- Stereotyping

The tendency to simply recall experiences and consider how similar problems were handled

Samuel C. Certo, Supervision p. 230

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- **Bounded Rationality**
- Subjective Rationality
- Rationalization
- Personal Perspective
- Recency Syndrome
- Stereotyping

The tendency to settle for "good enough" alternatives given time, cost or other limitations

Samuel C. Certo, Supervision p. 231

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- Bounded Rationality
- **Subjective Rationality**
- Rationalization
- Personal Perspective
- Recency Syndrome
- Stereotyping

The tendency to rely on intuitive or gut instincts instead of using impartial data

Samuel C. Certo, Supervision p. 232

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- Bounded Rationality
- Subjective Rationality
- **Rationalization**
- Personal Perspective
- Recency Syndrome
- Stereotyping

The tendency to favor solutions that they think they can justify to others

Samuel C. Certo, Supervision p. 232

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- Bounded Rationality
- Subjective Rationality
- Rationalization
- **Personal Perspective**
- Recency Syndrome
- Stereotyping

The tendency to assume everyone sees things the way they do

Samuel C. Certo, Supervision p. 232

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- Bounded Rationality
- Subjective Rationality
- Rationalization
- Personal Perspective
- **Recency Syndrome**
- Stereotyping

The tendency to rely on recent events that is easily recalled

Samuel C. Certo, Supervision p. 233

Pursuing Continual Improvements

Human Compromises in Problem Solving

- Simplicity
- Bounded Rationality
- Subjective Rationality
- Rationalization
- Personal Perspective
- Recency Syndrome
- **Stereotyping**

The tendency to categorize people

Samuel C. Certo, Supervision p. 234

Why Solve Problems and Make Decisions?

It is the **HEART** of what SUCCESSFUL leaders do.

POOR LEADERS :

- Do not do anything due to Fear of Failure
- Procrastinate (hope that someone will bail them out) or
- Make decisions using knee-jerk reaction.

The Right Mindset

- Be Open – like a parachute
- Welcome Problems
- “Our” Problem not “Their” Problem
- Big Picture Thinking (“Macro” not “Micro”)
- “Collaboration” not “Competition”
- Proactive not Reactive
- Preventive not Corrective
- Scientific not Haphazard
- Speak with Data

Session 2

SAPADAPPA OVERVIEW

What is Problem Solving

- Problem is a deviation or a GAP from current state to a standard or a desired state.
- Problem Solving is bridging the GAP.
- It is focused on the past.
- Usually analytical in nature

What is Decision Making

- Act of making a choice between two or among more options.
- Focused on the future
- Often creative

SAPADAPPA Process

(from Kepner-Tregoe, using data and information)

(SA) SITUATION ANALYSIS (What's going on?)

Identifying Priority Concerns
Finding Suitable Method of Analysis
Problem Definition

(PA) PROBLEM ANALYSIS (Why is this happening?)

Finding the True Cause/s of a Problem
Improvement Objective

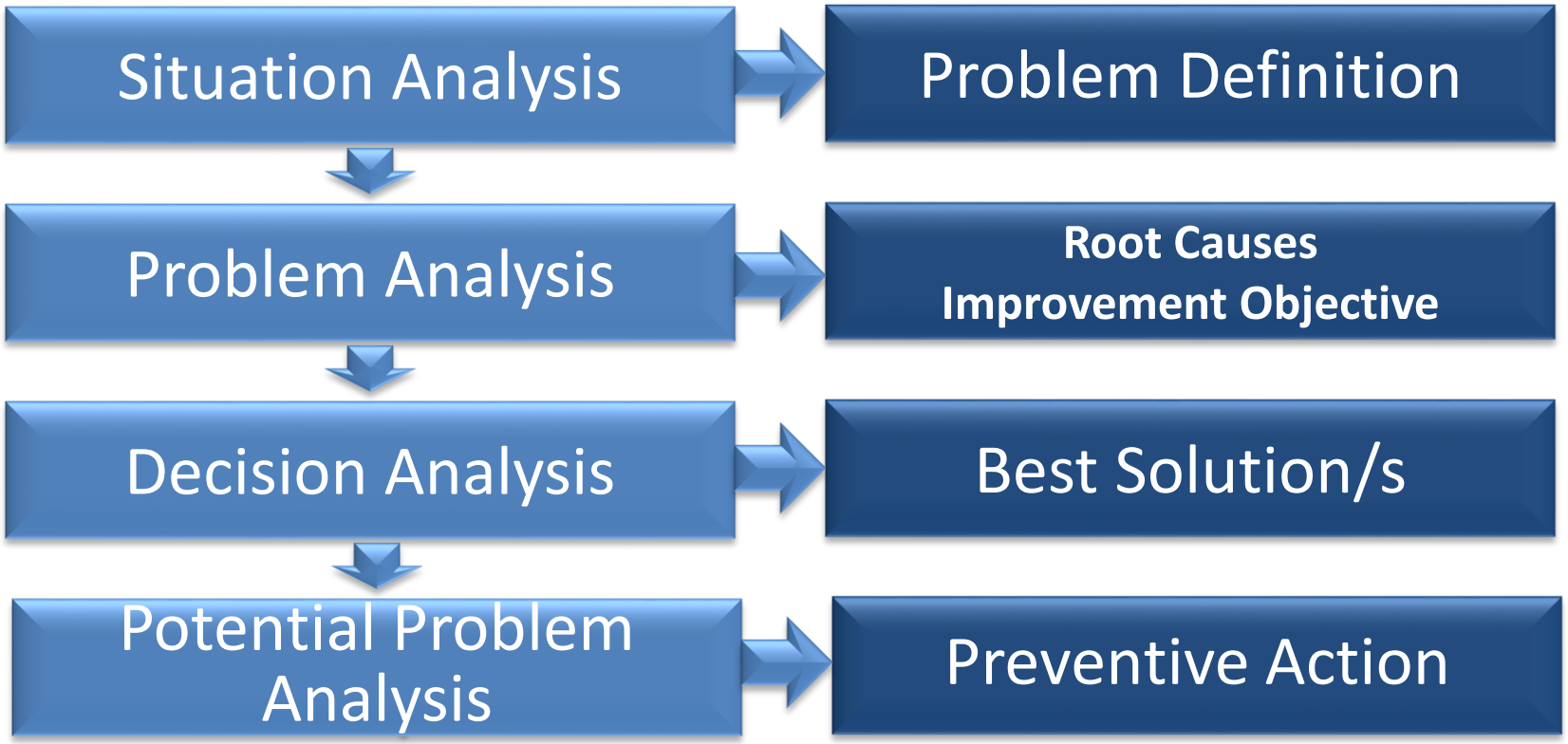
(DA) DECISION ANALYSIS (Which course of action to take?)

Choosing the Best Options/Solutions

(PPA) POTENTIAL PROBLEM ANALYSIS (How do we ensure success?)

Pursuing Continual Improvements

Rational Problem Solving Process



Session 3

SITUATION ANALYSIS

Achieving Team Objectives

Types of Indicators

- **Q**uality
- **E**fficiency
- **T**imeliness

Achieving Team Objectives

Types of Indicators

- **Q**uality
- **E**fficiency
- **T**imeliness

Refers to the characteristics of the service/product valued by the client

Achieving Team Objectives

Types of Indicators

- **Q**uality
- **E**fficiency
- **T**imeliness

Refers to the volume produced within a given timeframe

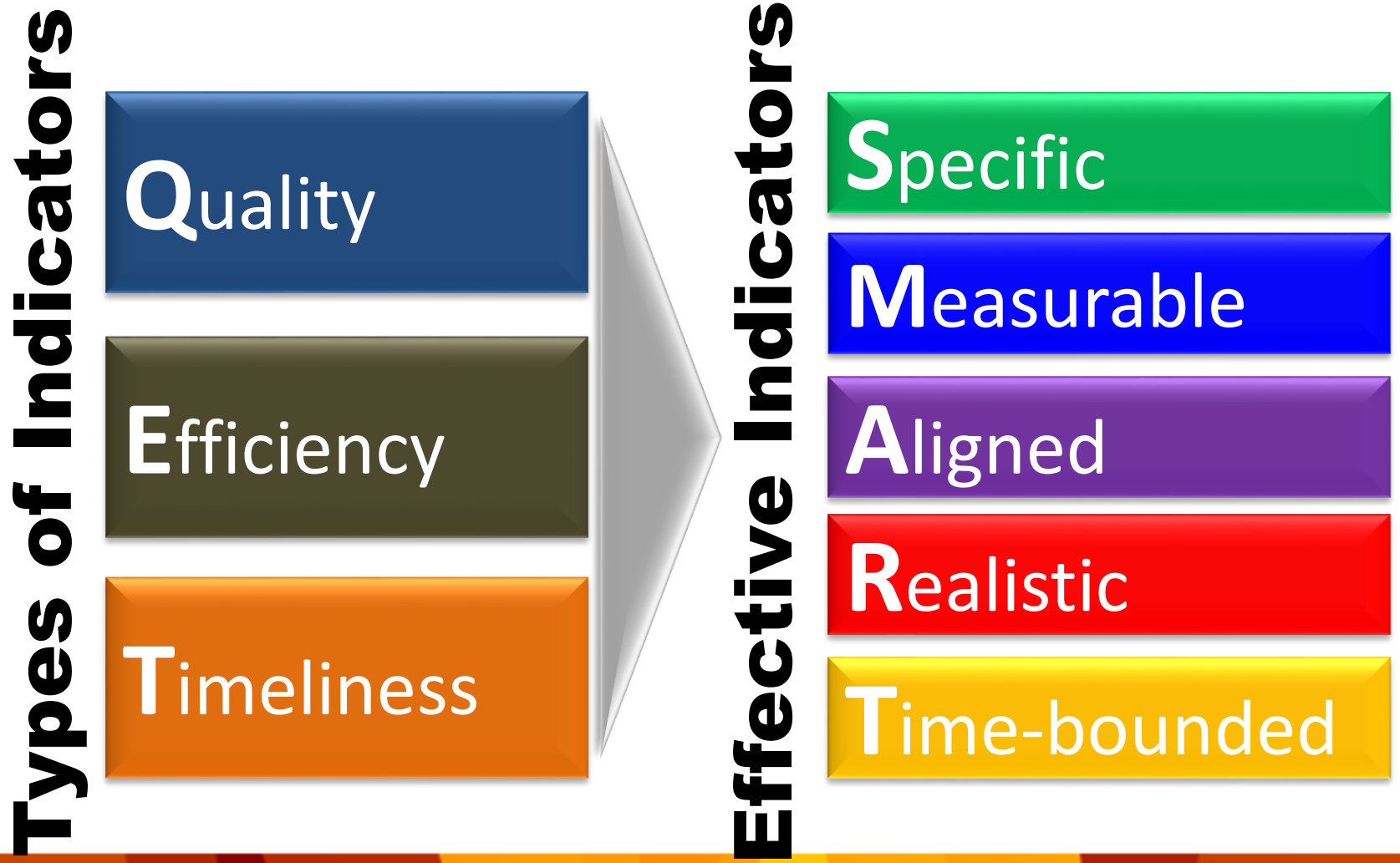
Achieving Team Objectives

Types of Indicators

- **Q**uality
- **E**fficiency
- **T**imeliness

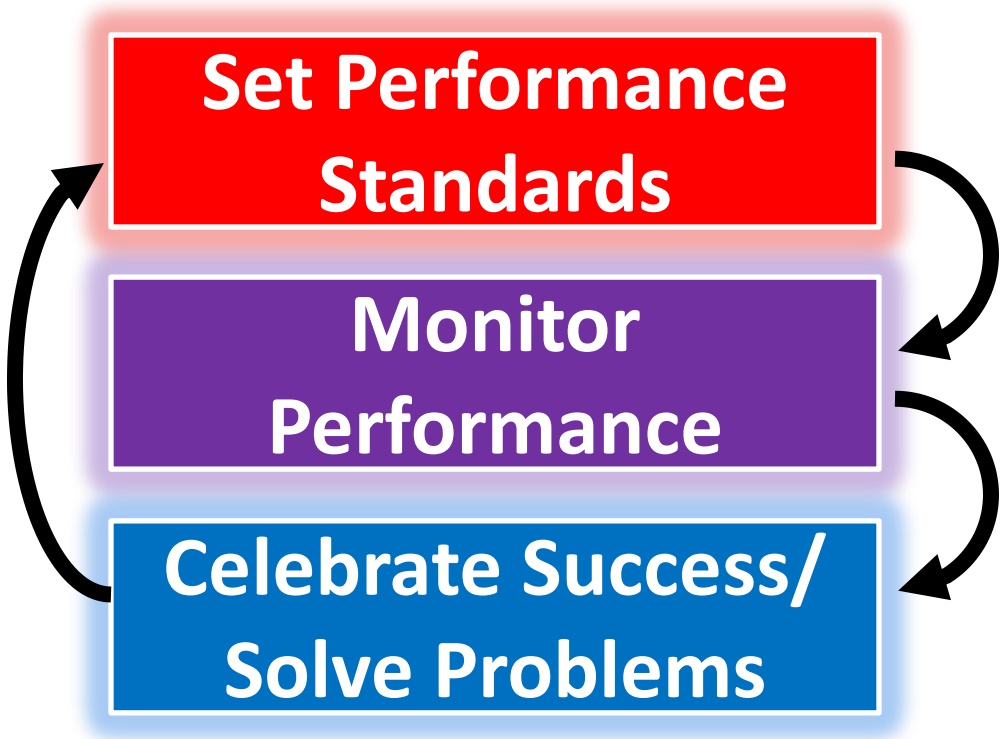
Refers to the need to deliver within a timeframe or by a specified deadline

Achieving Team Objectives



Achieving Team Objectives

Controlling Process



Control Tools

- Budgets
- Monitoring Sheet
- Performance Reports
- Personal Observations

Samuel C. Certo, Supervision p. 156-165

SITUATION ANALYSIS

- Describe What is Happening
- If you have measures and monitoring systems, compare your current performance versus your targets and goals.
- A Problem Statement can be easily crafted.

SITUATION ANALYSIS

May start with a listing of Concerns.

CONCERNS- a situation needing action or attention, often described as a “worry area”

Possible Areas of CONCERNS

- Behavioral
- Operational
- Customer Related
- Process and Systems Related
- Goal Related
- Policy Related

Steps in Situation Analysis

SPECIFY CONCERNS → SET PRIORITIES → DETERMINE HOW TO ANALYZE

Brainstorming

Brainstorming

- A way of using a group of people to quickly generate, clarify and evaluate a sizable list of ideas.
- Encourages equal participation and generates feeling of importance by all members.
- Builds consensus and agreement.

Brainstorming

Phases of Brainstorming

1. GENERATION Phase
2. CLARIFICATION Phase
3. EVALUATION PHASE

GENERATION PHASE

1. Team Leader clearly states the specific topic for brainstorming.
2. The Team Leader reviews the Rules for brainstorming with team members.
3. A Secretary lists all the ideas on a flipchart.
4. The generation of ideas begins and continues until all ideas have been exhausted.

GENERATION PHASE

Rules in Brainstorming

- Decide on the flow of idea sharing (clockwise or counterclockwise)
- Each Member present one idea at a time
- Prevent and refrain from criticizing or discussing ideas during the Generation Phase
- “Build” on the ideas of others
- Say “Pass” when you don’t have any idea to contribute.

CLARIFICATION PHASE

- The Team reviews the list to make sure that everyone understands all items.
- The Team eliminates duplication.

Rule:

Do not discuss ideas, discussion will take place during evaluation phase.

EVALUATION PHASE

The Team reviews and discusses the list to eliminate inappropriate or undesirable answers.

Brainstorming Activity #1

- Working with your table group, appoint a Team Leader and a Secretary. Following the Rules of Brainstorming, generate as much ideas as you can as a Group given the topic to be assigned.

Brainstorming Activity #1

- From the list of ideas generated, eliminate duplications and group similar ideas.
- Discuss remaining ideas and decide whether appropriate or desirable.
- Submit the 3 most creative ideas.

Brainstorming Exercise #2

- Brainstorm on most pressing concerns in your workplace or Team.
- List at least 10 concerns and select the top 3.

Steps in Situation Analysis

PRIORITY MATRIX

#1 SERIOUSNESS or IMPACT	What is its impact to my Goals or Performance? Is there financial impact? Are there resources wasted?
#2 URGENCY	Does it need my attention now? Is there a DEADLINE? When?
#3 GROWTH POTENTIAL	Is the problem big in “scope”? Will it get worse if no action is taken? How and why? Is it an isolated incident or is there a TREND?

Priority Matrix (SUG Matrix)

PROBLEMS/ CONCERNS/ ISSUES	SERIOUSNESS/ IMPORTANCE RATING	URGENCY RATING	GROWTH POTENTIAL RATING	OVERALL RATING
	1 - 5	1 - 5	1 - 5	

Exercise on Prioritization

Using the
Priority Matrix,
determine the top concern
among the top 3 concerns you identified.

Steps in Situation Analysis

How to Analyze

FLOWCHARTING – A visual picture of the situation

MEASUREMENT - Quantification of observations

Flowcharting

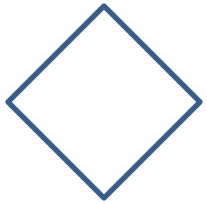
- A type of diagram that represents a workflow that helps visualize what is going on and thereby provides a common understanding of the process within the organization.
- Also shows flaws, bottlenecks and other features of the process that are less obvious.
- Used in analyzing, designing, documenting or managing a process
- Highlights activity flows and decision points

Flowcharting Symbols

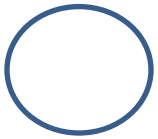
Terminal point indicating the Start and End of a process

Document

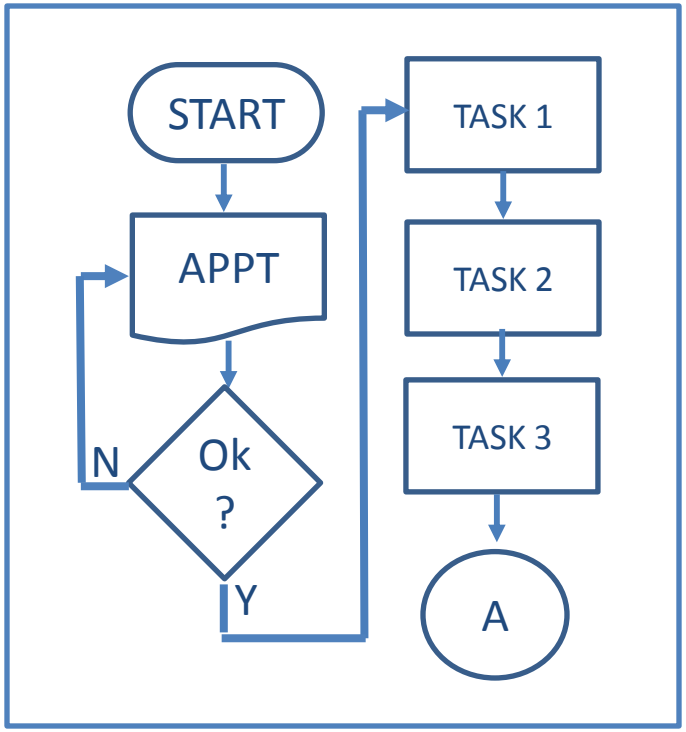
Activity



Decision



Connector



Group Exercise

Draw the
Flowchart
for the Processing of Appointments
at the Field Office.

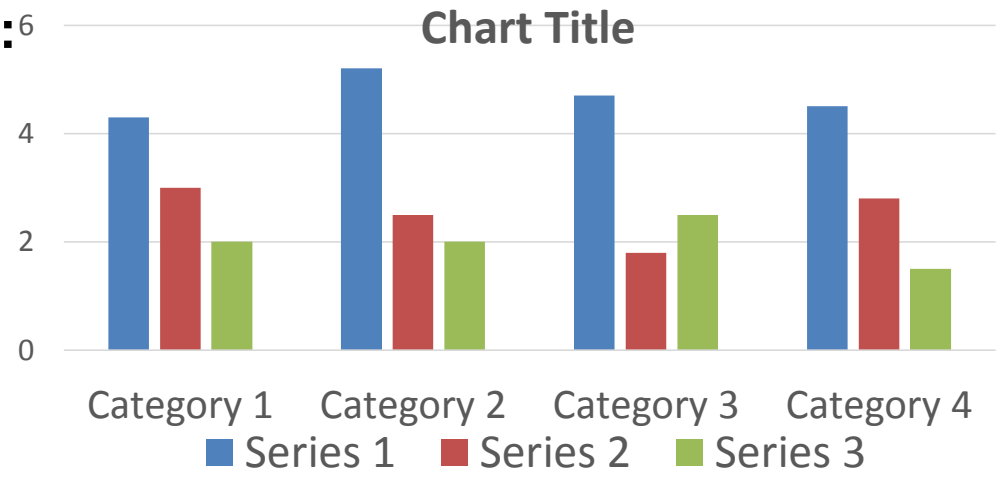
Measurement

- Assigning numbers to incidents and observations related to identified problem/ process.
- Without measurement, we will not know where we are right now and how much to improve.
- We gather data so we can….
  - Speak with facts and be objective
  - Quantify current situation as well as future changes
  - Explain the problem clearly to others

Measurement Tools

Bar Graph/Chart – provides a visual representation of categorical data, such as: months, age groups, geographic area, etc. These categories are usually qualitative. In a column bar chart, the categories appear along the horizontal axis and the value of each category is shown as the height of the bar.

Example:



Measurement Tools

Check Sheet – a form (or document) used to collect data in real time at the location where data is generated. The data it captures can be quantitative or qualitative. When the information is quantitative, the check sheet is sometimes called the tally sheet.

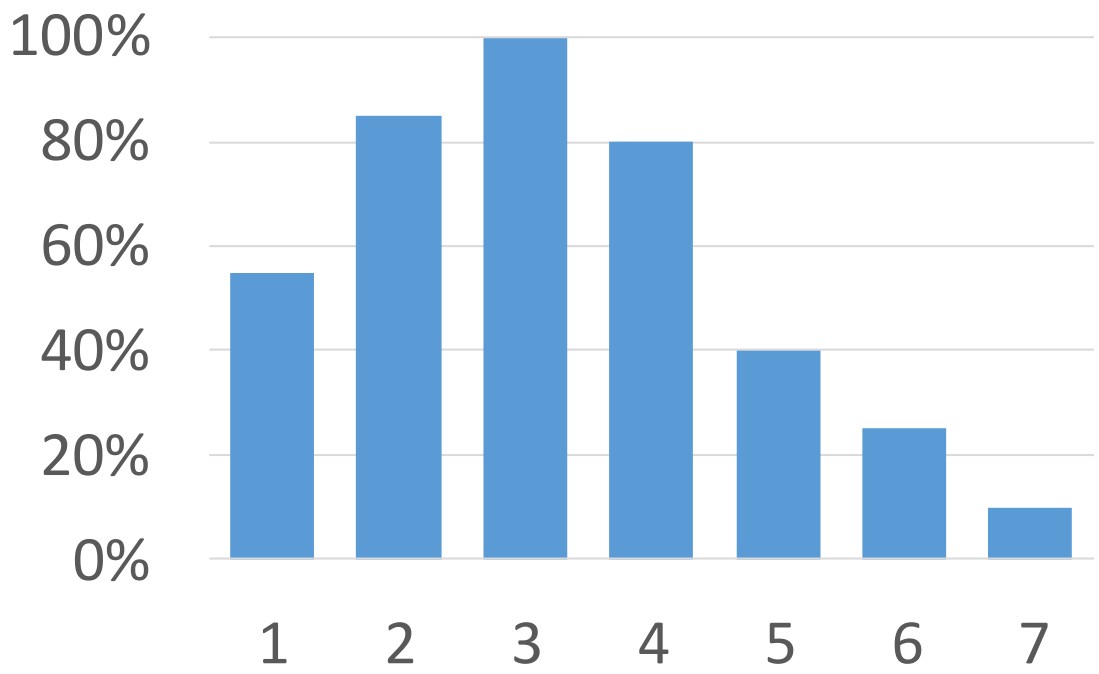
Example:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Wrong orders	///	𝍸	𝍸 𝍸 𝍸 𝍸 //	/	//	////	𝍸 //
Reworked orders		/	//	///		/	//
Late deliveries	𝍸 ///	/	///	//		///	//
Shipping damage						𝍸 𝍸 𝍸 𝍸	𝍸 ///
Late payments		/					
Totals	11	8	27	6	2	28	19

Measurement Tools

Histogram- a graphical representation of the distribution of numerical data.

Example:



Exercise in Measurement

- Given the top concern you identified, what data should you gather to help you analyze the situation?
- How will you graphically show the gathered information?

PROBLEM DEFINITION

- Stating the Problem correctly is half of the solution.
- A Problem is a deviation from a standard or from an expected outcome.
- Be specific in your description, including what is happening, where, how and with whom.

Sample Problem Statements

- Only 70% of the total 1,009 customers were served within the standard transaction time in Service Application from January 2015 to December 2015 at RO__, which is below the target of 80%.

- Average Satisfaction Rating of RO__ is 85% in 2015, which is below the goal of 93%.

- Only 73% or 207 out of 285 cases ripe for resolution were resolved within 40 days by RO__. (Desired performance is 95%.)

Problem Definition Exercise

From your reports or from the Situation Analysis exercise, craft the **Problem Statement** with all the elements as discussed.

Session 4

PROBLEM ANALYSIS

Steps in Problem Analysis

1. Identify and specify the problem.
2. List all causes contributing to the problem (Fishbone Diagram)
3. Determine Most Probable Root Causes (Group consensus)
4. Measure contribution of causes to the problem, determine percentage contribution (Pareto Diagram)
5. Identify broad solutions and estimate its contribution
6. Craft Objective Statement

Tools in Problem Analysis

Fishbone or Cause and Effect Diagram

- Help visually display the many potential causes for a specific problem
- 5 Whys Technique

Service Industries (4Ps)

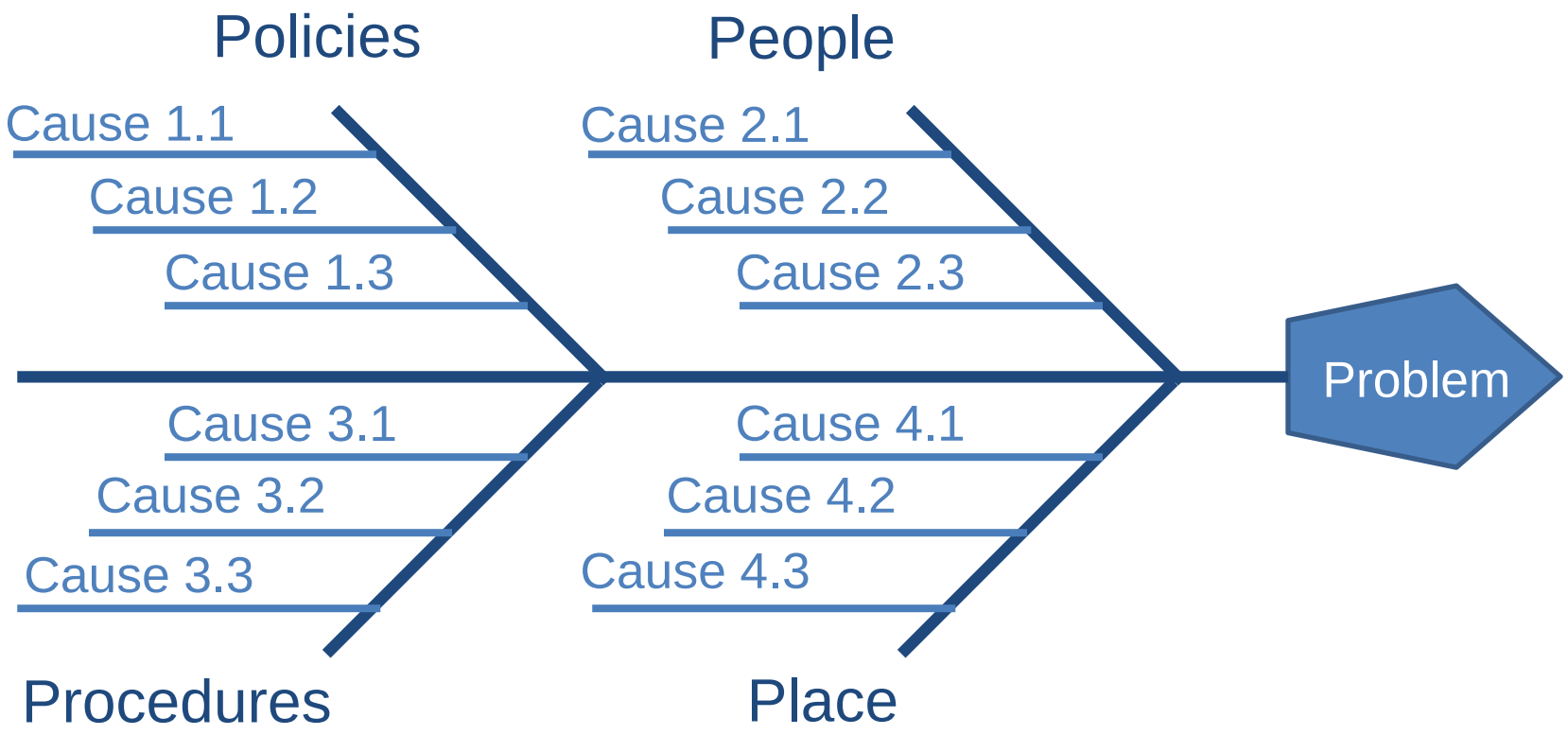
- Policies
- Procedures
- People
- Place (Environment)

Manufacturing (6Ms)

- Manpower
- Machinery
- Materials
- Method
- Measurement
- Mother Nature

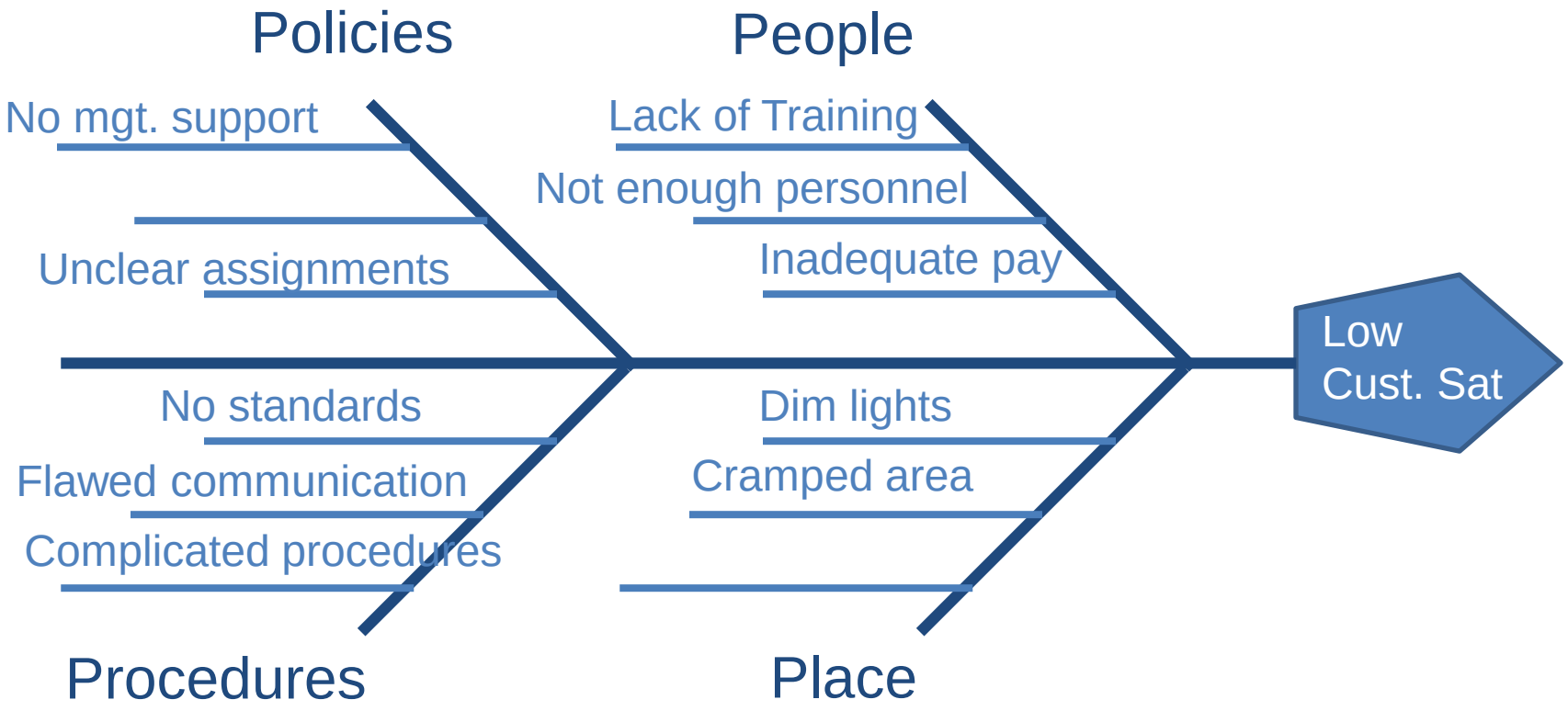
Tools in Problem Analysis

Fishbone or Cause and Effect Diagram



Tools in Problem Analysis

Fishbone or Cause and Effect Diagram



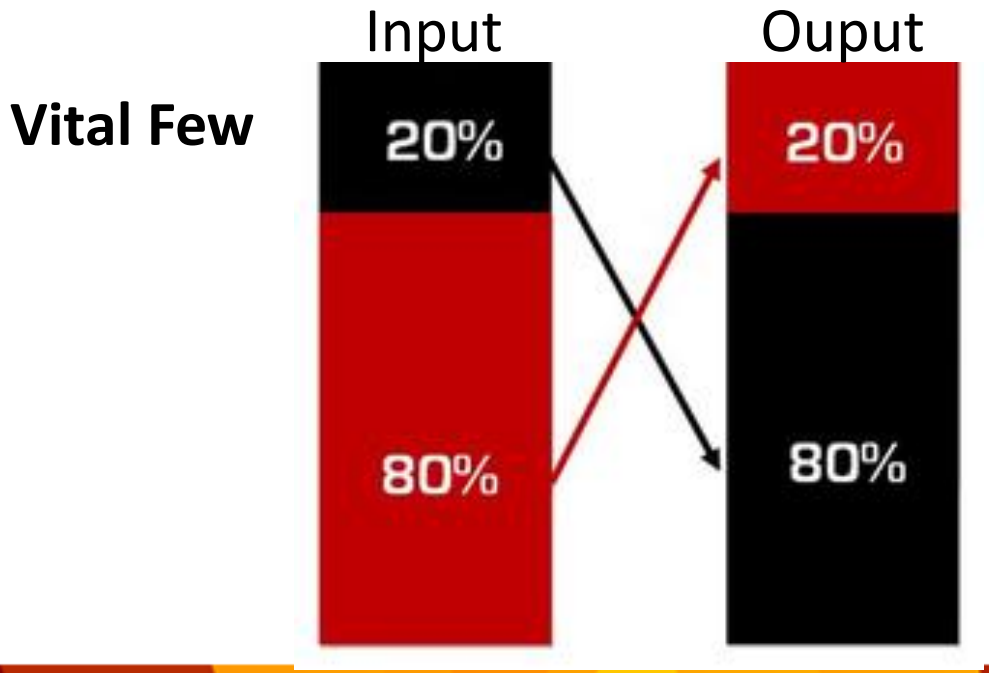
Tools in Problem Analysis

Fishbone Diagram Exercise

- Given your Problem Statement, draw the Cause and Effect Diagram or the Fishbone Diagram.
- List all possible Root Causes using the Brainstorming Technique.
- Discuss and decide on the Most Probable Root Causes using Group consensus.

Tools in Problem Analysis

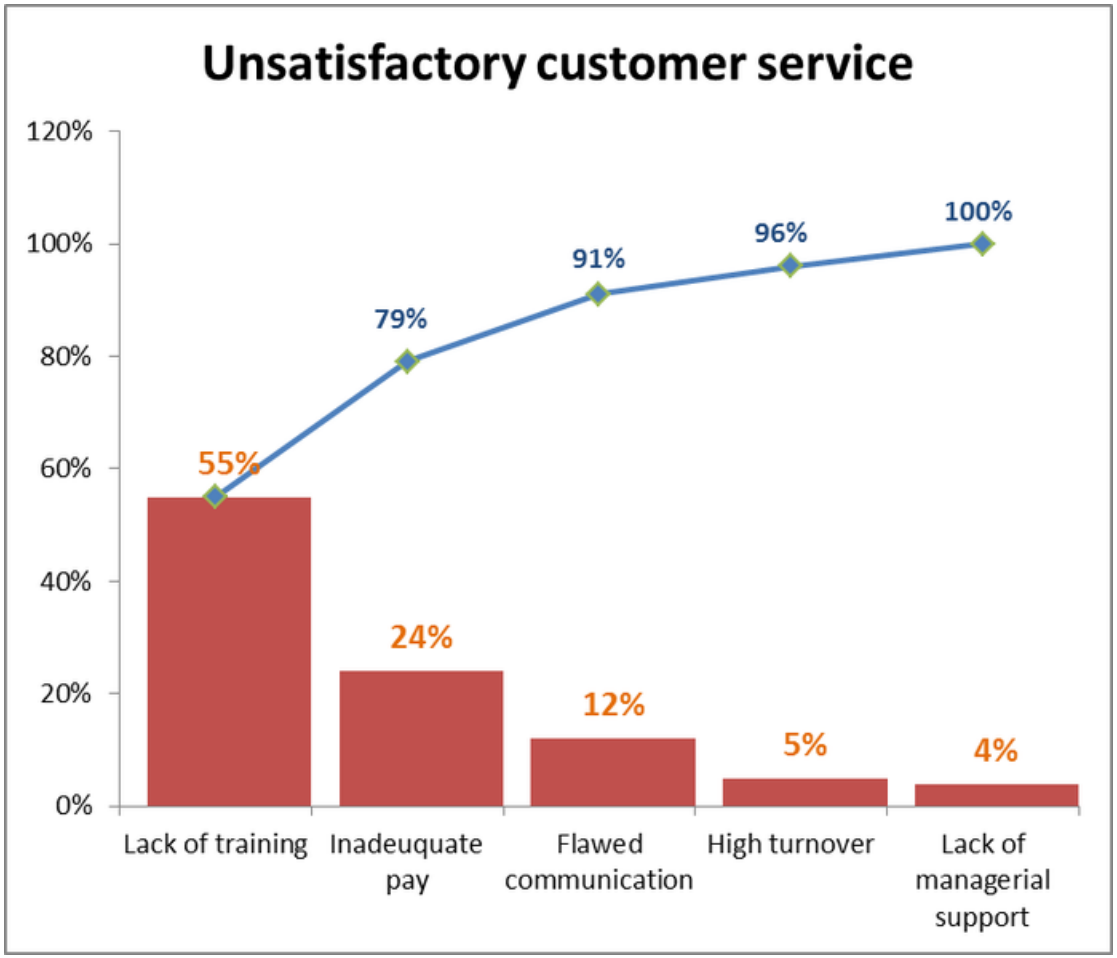
Pareto Principle states that 80% of the problems (outcomes) is caused by 20% of factors (causes).



Tools in Problem Analysis

Pareto Diagram

Satisfaction
Rating= 75%



Objective Setting

- If you do something about the training of personnel, you may eliminate 55% of the cause and improve satisfaction by 13.75% (55% of 25%)
- If you do something about the pay of personnel, you may eliminate 24% of the cause and improve performance by 6% (24% of 25%)
- Expected Improvement if Intervention is 100% successful = 75% + 13.75% + 6% = 94.75% (Maximum)
- Expected Improvement if only one Intervention (Training)= 75% + 13.75% = 88.75%

Examples of Improvement Objectives

To increase the number of clients served within standard time from 70% to 87% for the year 2016.

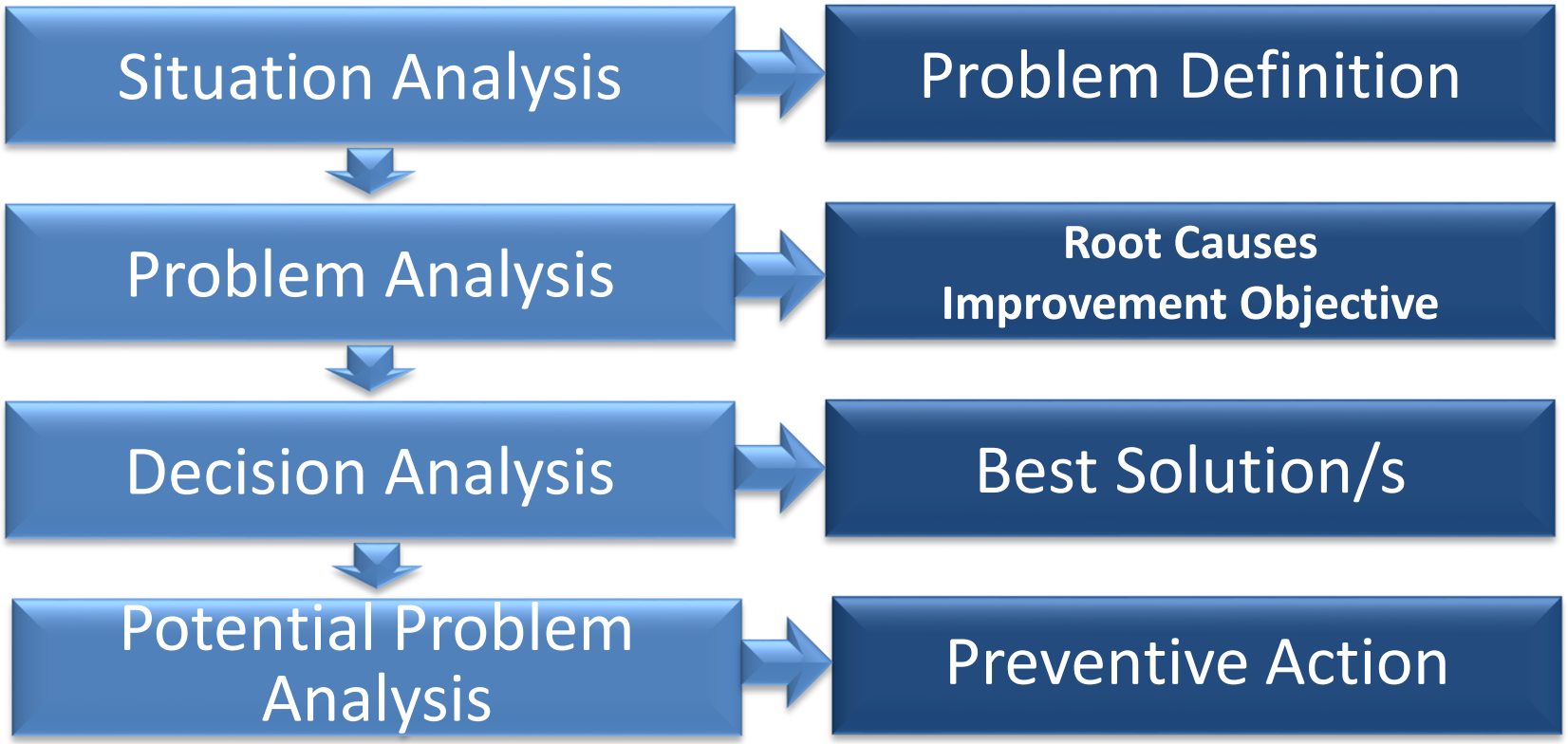
To improve the Satisfaction Rating of clients from 75% in 2015 to 85% by December 2016.

Objective Statement Exercise

Review OPCR and IPCR and
try to deduce the root causes
and their contribution.
Make an
Objective Statement
to improve performance in one area.

Pursuing Continual Improvements

Rational Problem Solving Process



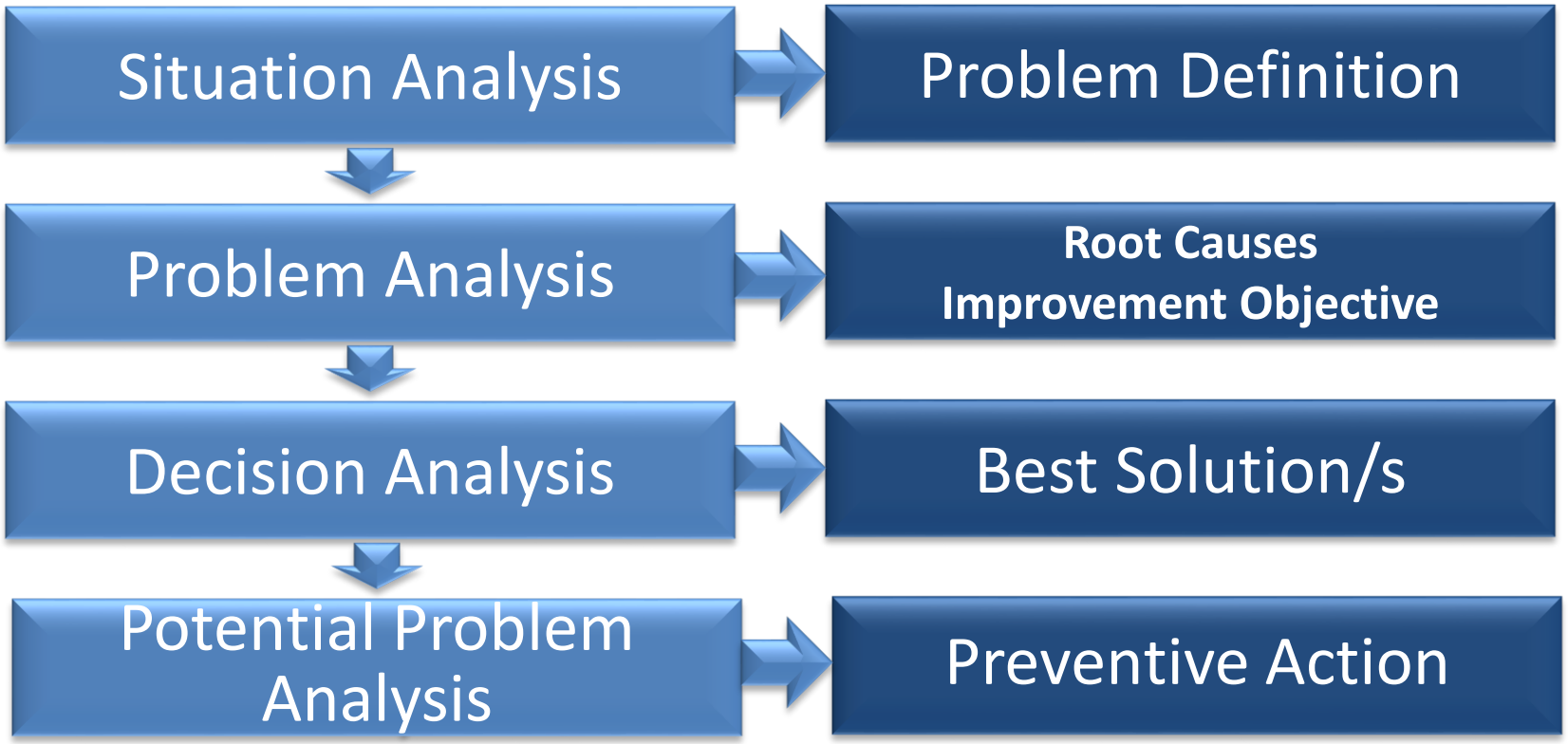
IMPROVING ORGANIZATION and INDIVIDUAL PERFORMANCE

Course 5:

Supervisory Development Program

Pursuing Continual Improvements

Rational Problem Solving Process



Improving Organization and Individual Performance

Day 2

Sched	Content
AM 1	Decision Analysis
AM 2	Potential Problem Analysis
PM 1	Summary Action Plan
PM 2	Integration Closing Ceremonies

Session 5

DECISION ANALYSIS

Decision Analysis

- The process of arriving at the best solution to the problem or situation.

- Doing NOTHING in itself is a DECISION.

  But make sure it is a conscious choice, and not the result of neglect or fear.

Steps in Decision Analysis

- Prepare a decision statement (desired result and action required), based on the Pareto Chart
- Define Criteria
- Assign relative weights to each criteria
- Generate alternatives
- Calculate weighted score for each alternative and identify choice.

Steps in Decision Analysis

Example

- Decision statement:
  Improve Customer Satisfaction by Training Personnel
- Define Criteria:
  Cost, Effectiveness, Acceptability
- Assign relative weights:
  C-30%, E-50%, A-20%
- Generate alternatives:
  OJT, Classroom, Reading
- Calculate weighted score for each alternative and identify choice.

Decision Statement: Improve Customer Satisfaction by Training Personnel

OPTIONS	COST (30%)	EFFECTIVENESS (50%)	ACCEPTABILITY (20%)	TOTAL SCORE
On The Job Training with Internal Experts	Medium (3)	High (5)	Medium (3)	4.0
Classroom Training with Consultant	High (1)	Medium (3)	High (5)	2.8
Read Manual	Low (5)	Low (1)	Low (1)	2.2
	1-High Cost 5-Low Cost	1-Low Effective 5-High Effective	1-Low Accept 5-High Accept	

- What if we change the Criteria to:

Cost	20%
Effectiveness	30%
Acceptability	50%

- What if the criteria are only Cost and Acceptability and they have equal weights?

Decision Statement: Improve Customer Satisfaction by Training Personnel

OPTIONS	COST (20%)	EFFECTIVENESS (30%)	ACCEPTABILITY (50%)	TOTAL SCORE
On The Job Training with Internal Experts	Medium (3)	High (5)	Medium (3)	3.6
Classroom Training with Consultant	High (1)	Medium (3)	High (5)	3.6
Read Manual	Low (5)	Low (1)	Low (1)	1.8
	1-High Cost 5-Low Cost	1-Low Effective 5-High Effective	1-Low Accept 5-High Accept	

Decision Statement: Improve Customer Satisfaction by Training Personnel

OPTIONS	COST (50%)	EFFECTIVENESS (0%)	ACCEPTABILITY (50%)	TOTAL SCORE
On The Job Training with Internal Experts	Medium (3)		Medium (3)	3.0
Classroom Training with Consultant	High (1)		High (5)	3.0
Read Manual	Low (5)		Low (1)	3.0
	1-High Cost 5-Low Cost	1-Low Effective 5-High Effective	1-Low Accept 5-High Accept	

Decision Analysis Exercise

Make an Analysis Matrix for any of the following decisions and select your best option:

- Choosing a Partner in life
- Buying a House
- Buying a Car

Decision Analysis Tool

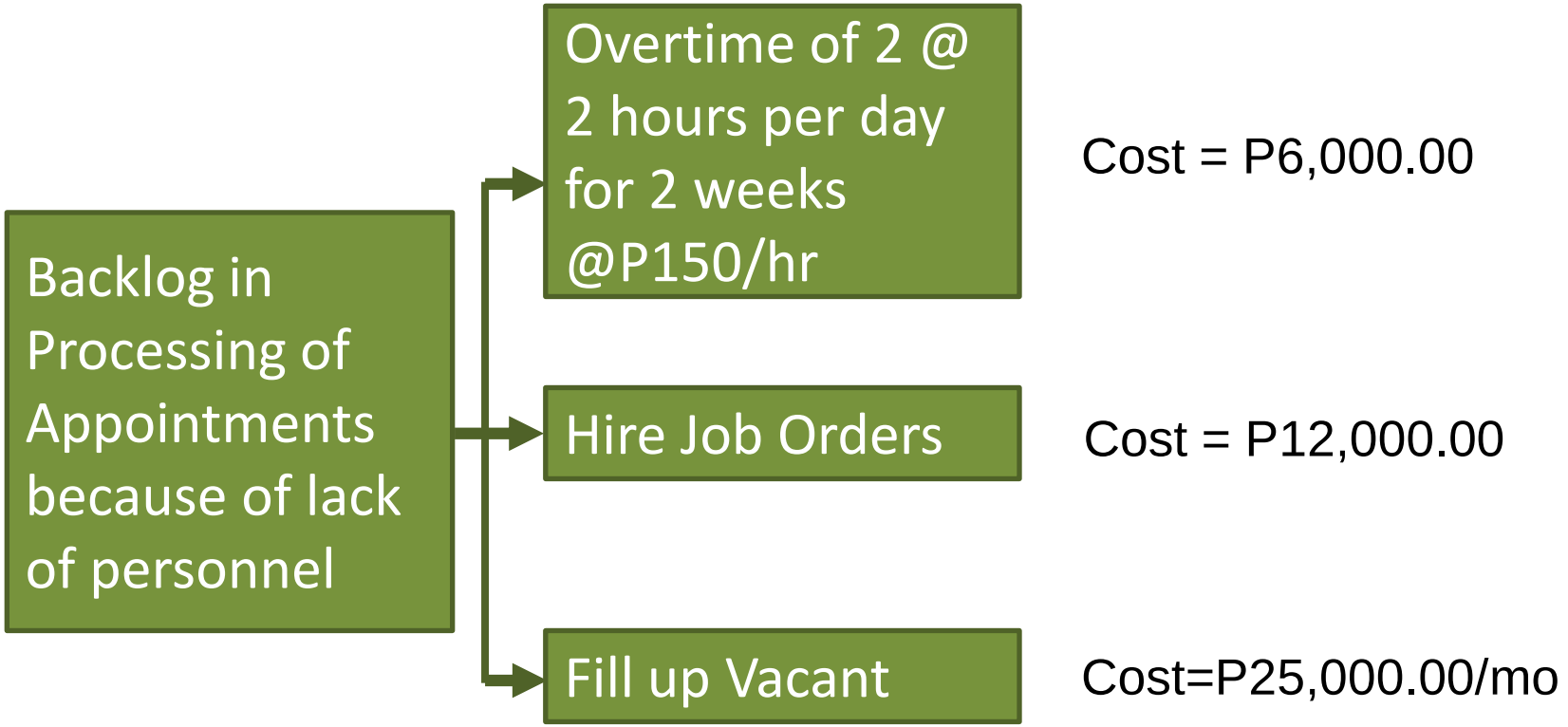
Decision Tree

- A diagram used to determine a course of action or show statistical probability. Each option is mutually exclusive from each other.
- Commonly used in Operations Research, specifically in decision analysis, to help identify a strategy most likely to reach a goal.
- Common elements- Options, Uncertainties and Outcomes

Decision Analysis Tool

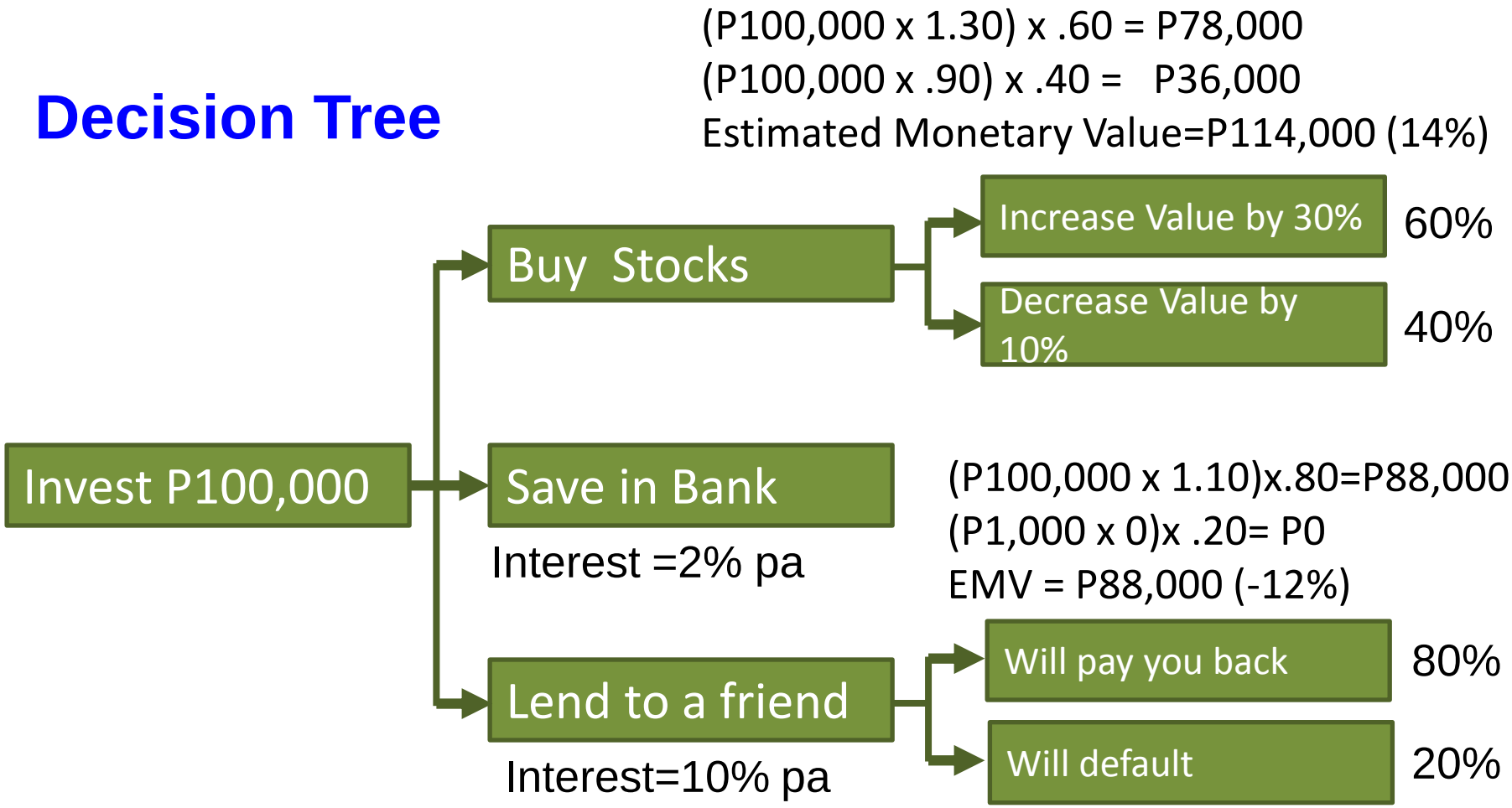
Decision Tree

Problem:
BACKLOG IN PROCESSING OF APPOINTMENTS



Decision Analysis Tool

Decision Tree



Session 6

POTENTIAL PROBLEM ANALYSIS

Potential Problem Analysis

- Ensuring effective solution implementation by identifying preventive measures to potential problems.
- For each solution steps to be implemented, identify potential problems and develop countermeasures for each.

Potential Problem Matrix

SOLUTION STEPS	POTENTIAL PROBLEMS	COUNTERMEASURES
Overtime of 2 @ 2 hours per day for 2 weeks	Employees will be tired and next day's work will suffer	Rotate OT to different people everyday
Hire Job Orders	May take time to train, output not at par with regular employee's work	
Fill up vacant (Permanent)		

Potential Problem Matrix

SOLUTION STEPS in INVESTING in STOCKS	POTENTIAL PROBLEMS	COUNTERMEASURES
Lodge order with Broker specifying number and price of stock	Broker may fail to lodge the order on time.	Go online and do it yourself. Engage only Broker with proven performance.
Monitor performance of stocks and get dividends	Stock market crashes	Invest only the amount of money you can afford to lose without going broke.
Sell the stocks when it reaches your target price	There is an emergency situation and you need to pull out before the target price is reached.	Have separate funds for emergencies and investments.

Potential Problem Analysis Exercise

Determine

Potential Problems

for Selected Option in your previous exercise-
Selecting a Lifetime Partner,
Buying a House or Buying a Car.

Session 7

SUMMARY

SAPADAPPA Process

(from Kepner-Tregoe, using data and information)

(SA) SITUATION ANALYSIS (What's going on?)

Identifying Priority Concerns
Finding Suitable Method of Analysis
Problem Definition

(PA) PROBLEM ANALYSIS (Why is this happening?)

Finding the True Cause/s of a Problem
Improvement Objective

(DA) DECISION ANALYSIS (Which course of action to take?)

Choosing the Best Options/Solutions

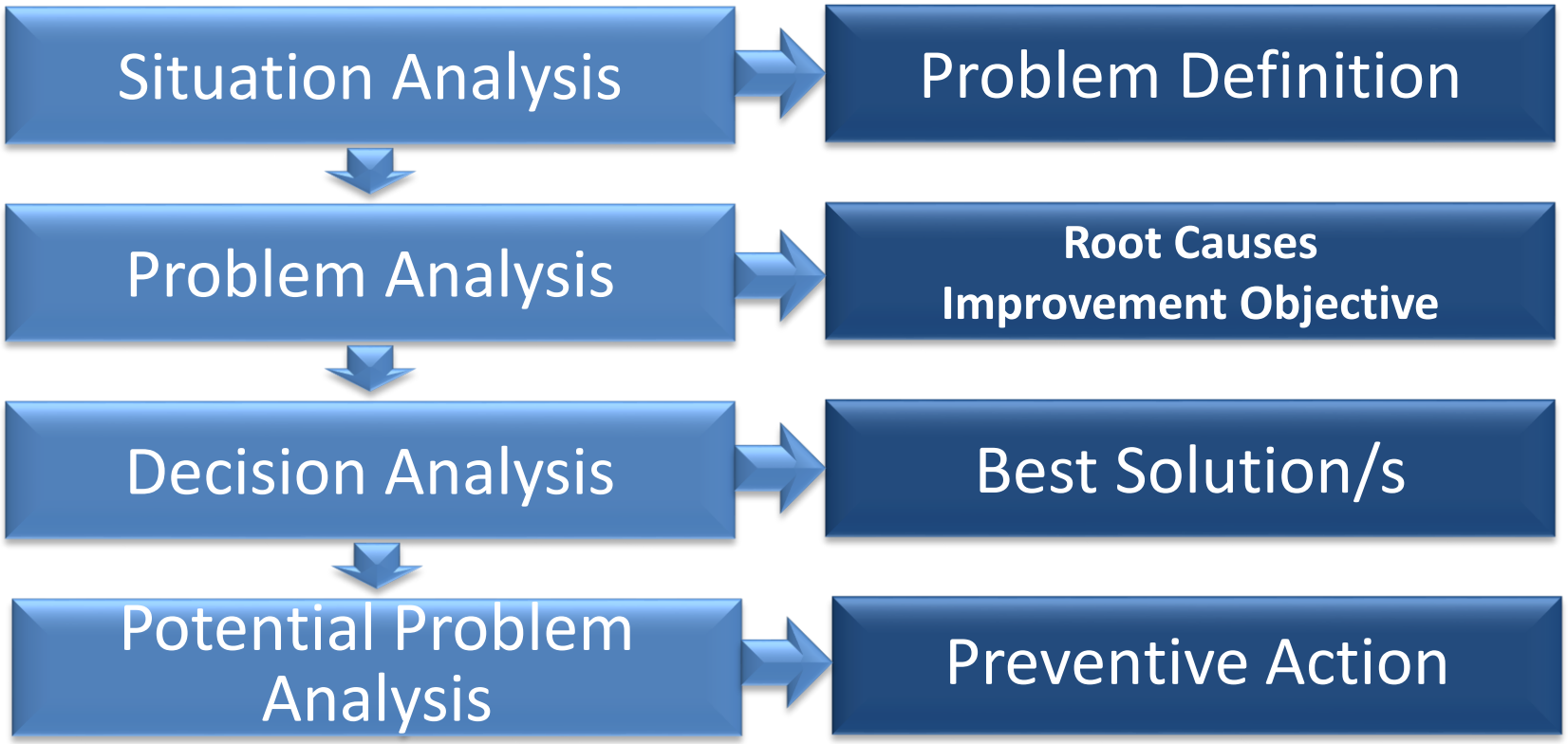
(PPA) POTENTIAL PROBLEM ANALYSIS (How do we ensure success?)

10 Tools of Problem Solving and Decision Making

- Brainstorming
- Priority Matrix (SUG)
- Flowchart
- Bar Graph
- Check Sheet
- Histogram
- Fishbone Diagram
- Pareto Diagram
- Decision Analysis Matrix
- Decision Tree

Pursuing Continual Improvements

Rational Problem Solving Process



Application to Individual Performance

This Process can also be applied to review Individual Performance
and identify appropriate interventions.

Session 8

ACTION PLAN

Reflection

- What kind of Performance data in the past helped you to support your staff?
- What information do you wish to see in the Reports?

ACTION PLAN

SITUATION ANALYSIS

- Brainstorm on Concerns of your organization
- Gather data on a specific concern
- Flowchart a Process
- Come up with Problem Statement

PROBLEM ANALYSIS

- Draw Fishbone Diagram
- Draw Pareto Diagram
- Come up with Objective Statement

DECISION ANALYSIS

- Develop Criteria Matrix
- Develop Decision Tree

POTENTIAL PROBLEM ANALYSIS

- Develop Matrix of Potential Problem/s and Counter measure/s

Session 9

Review of Objectives

Improving Team and Individual Performance

Day 1

Sched	Content
AM 1	Right Mindset Overview of SAPADAPPA
AM 2	Situation Analysis
PM 1	Situation Analysis
PM 2	Problem Analysis

Improving Team and Individual Performance

Day 2

Sched	Content
AM 1	Decision Analysis
AM 2	Potential Problem Analysis
PM 1	Summary Action Plan
PM 2	Integration Closing Ceremonies

Improving Organization and Individual Performance

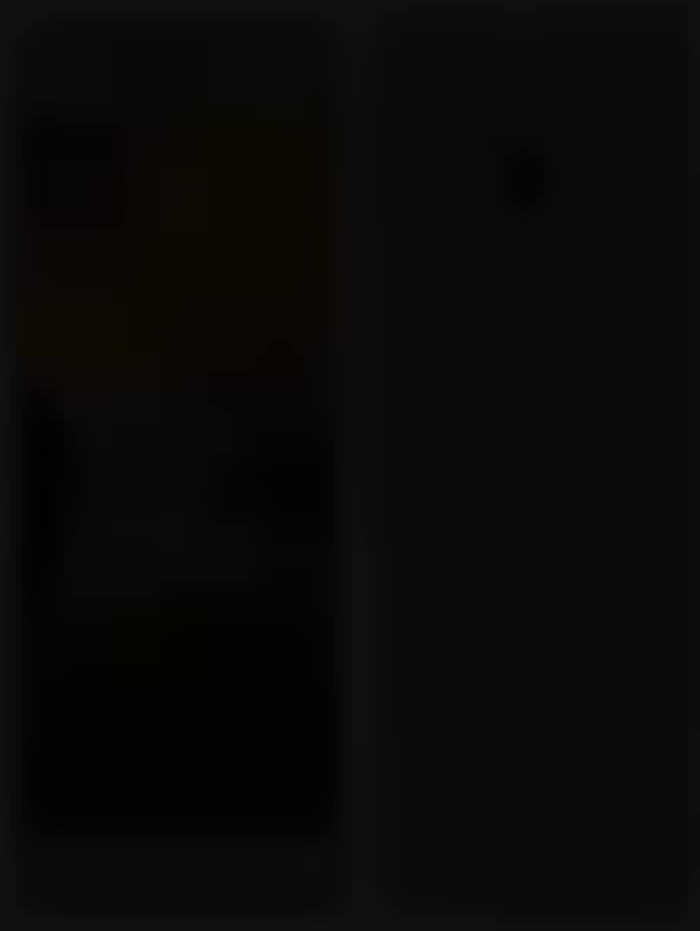
Performance Objective:

By the end of the course, participants will be able to identify priority areas for improvement, identify root causes of a problem, develop improvement goals, select best options, and develop action plan.

Improving Organization and Individual Performance

Learning Objectives:

- Appreciate the need for Problem Solving and Decision Making Skills to continually improve Team and Individual Performance
- Describe the Right Mindset towards Problem Solving
- Differentiate Problem Solving and Decision Making
- Describe the Systematic Approach to Solving Problems and Decision Making using the SAPADAPPA methodology
- Use 10 tools in Problem Solving and Decision Making



Post-Course Assessment

Session 10

INTEGRATION


Achieving leadership effectiveness
Improving team and individual performance
EFFECTIVE SUPERVISION
Aligning people and organizations
Empowering and engaging people
Developing and enabling people

Supervisory Development Program

1. Achieving Leadership Effectiveness
2. Aligning Organizations and People
3. Developing Organizations and People
4. Empowering and Engaging People
5. Improving Organization and Individual Performance

THANK YOU!