



MIDWIFERY Level -III

Learning Guide -44

**Unit of Competence: - Monitor Implementation of
Work Plan/Activities**

**Module Title: Monitoring Implementation of Work
Plan/Activities**

LG Code: HLT MDW3 M011 LO4-LG44

TTLM Code: HLT MDW3 TTLM 919v1

LO:4 solve problems and make decision

Instruction Sheet	Learning Guide #---4
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics :

- Identifying and considering workplace problems from
- Initiating short term actions of resolving immediate problem
- Analyzing problems long term impact
- Assessing potential solutions of consultation with relevant colleagues
- Encouraging participation of team members solving of raised problem
- Taking follow up action of monitoring effectiveness of solutions in the workplace

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, **you will be able to –**

- Workplace problems are promptly identified and considered from an operational and customer service perspective.
- Short term action is initiated to resolve the immediate problem where appropriate.
- Problems are analyzed for any long term impact and potential solutions are assessed and actioned in consultation with relevant colleagues.
- Where problem is raised by a team member, they are encouraged to participate in solving the problem.
- Follow up action is taken to monitor the effectiveness of solutions in the workplace.

Learning instruction ;

- Read the specific objectives of this Learning Guide.
- Follow the instructions described in number below
- Read the information written in the “Information Sheets 12,13,14,15,16,and 17”.
- Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
- Accomplish the “Self-check 12,13,14,15,16, and 17” **in page 5,7,10,12,14,and 16**

Information Sheet-12	Identifying and considering workplace problems from
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	Operational perspective, Customer service perspective
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- **Solving problems**

Problem solving and decision making are two key tasks of any manager
The ability to deal quickly and effectively with workplace problems are standard ongoing requirements for any manager
It will be a significant indicator of their effectiveness.

- **Nature of the problem**

The very nature of problems is that they are often unexpected.
They seem to come at the worst of times, such as when you are: Busy
Short staffed Dealing with another problem

- **Types of the problem**

They can show up in many ways including:

- ❖ Complaints
- ❖ Poor staff performance
- ❖ Failing equipment
- ❖ Orders not being processed as required, within set timelines
- ❖ Stress
- ❖ Staff absenteeism
- ❖ Decreases in takings and patronage

Handling problems

Consideration when handling problems

A solution to a problem has the best chance of succeeding if:

- ❖ It is made early on when the problem first surfaces
- ❖ It includes those who are directly involved
- ❖ Reasons for the decision are explained to those who are not directly involved
- ❖ It is clear and unambiguous
- ❖ It is in-line with stated organizational goals
- ❖ It aligns with organizational policies, vision and values
- ❖ All the implications of the decision have been thought through



- **Solving problems**

Programmed and non-programmed decisions In the hospitality industry, like many others, decisions can be described as either:

- ❖ 'Programmed
- ❖ 'Non-programmed

What is the difference?

- **Programmed decisions;** Programmed decisions are those decided beforehand in response to regular occurrences.
- **Non programmatic decisions;**

Where the person responsible uses their judgment and discretion to make a decision within agreed boundaries or scope of authority. This may happen for a problem that:

- ❖ Has not come up before
- ❖ Circumstances are different .
- ❖ There are other contributing factors
- **Problem solving guidelines;**
- ❖ Look at each situation carefully
- ❖ Considering its specific circumstances
- ❖ Never rush into a decision
- ❖ Don't be pressured into making a rushed decision
- ❖ Think of the implications of any decisions you make.

- **Problem solving guidelines**

- ❖ Make sure you are authorized to make the decision.
- ❖ Ask yourself as objectively as possible, whether the decision is fair and justifiable?
- ❖ Check whether the decision fits with organizational objectives and mission
- ❖ Remember, there is often more than one acceptable solution to a problem
- ❖ Spend time looking for second and third alternatives.

- **Identifying the problem;** Problem identification can be done by:



- ❖ Looking at the facts
- ❖ Talking with people and listening to their views
- ❖ Walking around the premises and observing
- ❖ Isolating some factors.
- ❖ Consider other contributing problems
- ❖ Sometimes a real problem can be 'hidden' behind a less serious issue
- ❖ You have to be sure you are treating the cause and not the symptom.

• **Step in problem solving; Considering options**

- ✓ Identify your desired outcomes
- ✓ Consider outcomes from an operational and a customer service perspective.

- ✓ Look at what alternative options you have for solving the problem

• **Making a decision ;Factors to consider when making a decision are:**

- ✚ Who will be involved in the decision making process
- ✚ How acceptable the decision is to all relevant parties
- ✚ The impact of the decision
- ✚ The cost of the decision
- ✚ The resources to implement it
- ✚ Whether your decision is likely to fix the real problem or just cover it

up.

- ✚ It is important to convey to all relevant parties
- ✚ It is important to convey to all relevant parties:
- ✚ The actual decision
- ✚ An explanation of the reason for the decision
- ✚ In verbal and written format

Reviewing the decision and making adjustments as necessary

- ✓ It is important to build in a review process.
- ✓ This involves checking to see if there has been an improvement to the original problem.
- ✓ If not, you might have to look at another option.



Self-Check -12

Written Test

Directions: Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1. Those decided beforehand in response to regular occurrences.

A. Programmatic decisions B. Non programmatic decisions C. Handling problems D.All

2. Factors to consider when making a decision includes:



A Impact of the decision B. Cost of the decision C. resources to implement it D,All

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Answer sheet

1 _____

2 ._____

Information Sheet-13

Initiating short term actions of resolving immediate problems

Actions taken within an operation workplace context can be seen as either:



Short term action



Long term action.



Initiating corrective action to resolve problems



It is sometimes necessary to take short term action to solve a problem until it can be looked at more closely and the problem dealt with more thoroughly.

- **Reasons for short-term action;**



Isn't time to stop and analyses the problem more carefully and in more detail



To provide the necessary or expected services to the customer



To meet OHS requirements



To deal with a complaint



To get staff working together again



To give you time to analyze and work through the problem at a later date.

- **Considerations for short-term action**



Make a definite time to look at it more thoroughly later on



Decide who to involve in further problem solving



Inform staff and management it is a short term solution.



Cost the implications of tackling the problem this way.

Self-Check -13	Written Test
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Directions: Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1.Reasons for short-term action

A. To meet OHS requirements B. To deal with a complaint c.To get staff working together again
D.all

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____



Name: _____

Date: _____

Answer sheet

1 _____

2 ._____

Information Sheet-14

Analyzing problems long term impact

- **Need for long-term action**



Analyze problems for any long-term impact so appropriate solutions can be devised.



Identify regular repeated instances of ‘emergencies’ or situations

If a situation is a one-off event, then the need for long term planning is non-existent.

Where something happens regularly, consider



: How often is regular?



When does something fall into the category of requiring long term planning?

- **In the majority of cases it will become obvious, because:**



The situation is causing problems for staff and for customers



Staff or customers are becoming annoyed or upset by it



It is adversely affecting staff performance and customer service levels



It is costing the company money



It is involving and negatively impacting on a lot of people



It is presenting an obvious risk of some sort



It is breaching legislation, company policies and organizational

values.

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Suggestions for long-term action



Identify the problem



Describe the nature



Gain an understand the full extent of the problem



Identify the cause of the problem



Check, verify and test that what you believed to the cause is actually

the cause



Describe and classify the people who are affected by the problem



Nominate the nature and result of the adverse effects on people



Determine the amount of time that the problem will occur for



Identify if it is something that can be tolerated



Analyze all legal implications pertaining to the problem



Determine the costs involved in the problem



Integrate the loss from the problem into the overall operation,

profitability and viability of the operation



List all possible solutions



Discuss, determine and implement best solution/s.

**Self-Check -14****Written Test**

Directions: Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1. Which one is suggestions for long-term action

- A. Identify the problem B. Describe the nature C. A and B D. None

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____



Answer sheet

1 _____

Information Sheet-15	Assessing potential solutions of consultation with relevant colleagues
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- **Dealing with problems raised by staff**
 - ✚ Managers should encourage and motivate staff to solve their own problems and take responsibility for implementing them, there will always be times when they come to you with a problem
 - ✚ An effective response to these situations is to continue the theme of involvement and actively engage staff in helping to identify a solution.
- **Manager solves problem**
 - ✚ Throughout your working week, problems brought to you by staff will cover a range of issues
 - ✚ One way to deal with problems raised by a team member is to make a decision and 'solve' the problem yourself.
- **This is often necessary if:**
 - ✚ The problem involves calling in others staff



moving



and safe

Things are flat out and you need to make a decision to keep things

Staff do not have the authority or the ability to solve it themselves

Where the matter involves matters of confidentiality, security or health

Self-Check -15

Written Test

Directions ; Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1. Managers should encourage and motivate staff to solve their own problems and take responsibility for implementing them.

A. True

B. False

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____



Answer sheet

1 _____

Information Sheet-16	Encouraging participation of team members solving of raised problem
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- **Staff solves problem themselves**
 - ✚ Where possible it is advisable to get the staff member involved in solving the problem themselves, with your support.
 - ✚ How can you encourage staff to solve their own problems?
- **Techniques to facilitate this include:**
 - ✚ Asking them to fully describe the details of the situation
 - ✚ Asking them what they have already done to try to resolve the situation
 - ✚ Asking them why they believe their actions to-date have not been successful
 - ✚ Asking them what they think the next step should be and why that is the case
 - ✚ Contributing ideas to extend and support their ideas and suggestions
 - ✚ Encouraging them to think of more alternatives
 - ✚ Providing your thoughts on resolving the situation including the reasons why you believe your ideas might work
 - ✚ Encouraging them to implement an identified possible solution.

The key to this approach is to:



Build staff ability to make better decisions

Gain the confidence and experience to make those decisions.

Self-Check -16	Written Test
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Directions ; Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1. Where possible it is advisable to get the staff member involved in solving the problem themselves, with your support.
- A. False B. True

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Name: _____

Score = _____

Rating: _____

Answer sheet

1. _____

Date: _____



Information Sheet-17

Taking follow up action of monitoring effectiveness of solutions in the workplace

Monitoring effectiveness of solutions

While it is expected decisions and actions will fix problems the reality is this is not always the case.

It is essential to track the progress of those decisions to monitor their:

- Outcome
- Effectiveness.

Schedule monitoring activities

- Set a time for monitoring or reviewing progress
- This meeting simply seeks to determine whether or not the recommended action has been implemented is working as anticipated
- The intent is simply to verify things are on track, or to identify if and where they are not.



Self-Check -17

Written Test

Directions ; Answer the questions listed below. Use the Answer sheet provided in the next page:
time given 5 minutes (3 point)

1. Taking follow up action of monitoring effectiveness of solutions in the workplace is very important.

A. True

B. False

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Name: _____

Score = _____

Rating: _____

Answer sheet

1. _____

Date: _____



List of Reference Materials

- <https://www.insightsquared.com>
- <http://office.microsoft.com>

Prepared By							
No	Name	Educational Back grand	LEVEL	Region	College	Email	Phone Number
1	Masresha Leta	Midwifery	A	Harari	Harar HSC	masreshaleta3@gmail.com	0911947787
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