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# GHAR GHAR MAA SWASTHYA

Report: Leadership & Management Development  
Workshop for CRS Senior Management (Phase III)

January 8-10, 2013

USAID Contract No.: AID-367-C-10-00001

COR: Mr. Pangday Yonzone

This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents of this report do not necessarily reflect the views of USAID or the United States Government.

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# ABBREVIATIONS

<b>BCC</b>	Behavior Change and Communication
<b>USAID/Nepal</b>	United States Agency for International Development in Nepal
<b>COTR</b>	Contracting Officer's Technical Representative
<b>CRS</b>	Nepal Contraceptive Retail Sales Company
<b>LMD</b>	Leadership and Management Development Workshop
<b>FHI 360</b>	Family Health International
<b>GGMS</b>	Ghar Ghar Maa Swasthya
<b>FP</b>	Family Planning
<b>ORID</b>	Objective, Reflective, Interpretative, Decision

# INTRODUCTION

## BACKGROUND

Nepal CRS Company (CRS) is a social marketing not-for-profit company dedicated to enhancing the development and quality of health of the under-privileged and vulnerable populations of Nepal by stimulating commercial sector growth and implementing marketing and communications programs that create change. The major components of CRS's business include the social marketing of condoms, family planning and health products. CRS's product portfolio consists of: Dhaal Deluxe and Panther condoms, Nilocon White and Sunaulo Gulaf oral contraceptive pills, Sangini three-month injectable contraceptive, eCON emergency contraceptive pills, Nava Jeevan oral rehydration salts, Sutkeri Samagri clean delivery kit and other health products.

CRS's main objective is to increase the availability and use of high quality, affordable contraceptive, condoms for HIV/AIDS prevention, and maternal/child health products for middle and low-income population of Nepal.

CRS is now going through a period of change from full dependency on the US Agency for International Development (USAID) to becoming a sustainable organization. CRS is also slowly changing from a non-profit social marketing agency to sustainable social marketing company. For the company to be sustainable, an assessment of the current situation was done and it was determined that one of the areas that required capacity development was leadership and management.

## FACILITATION TEAM AND PARTICIPANTS

The facilitation team, led by Mr. Hare Ram Bhattarai, Senior Technical Advisor for FHI 360, conducted a two-day workshop on Leadership and Management Development. Mr. Peter Oyloe, Chief of Party, FHI360/GGMS and Ms. Moon Pradhan, Marketing and Communication Advisor, FHI 360 co-facilitated the workshop. Participants included senior level staff of CRS, USAID and FHI 360 (see [Annex 1](#) for a full list of participants)

## WORKSHOP OBJECTIVE AND APPROACH

The overarching workshop objective was to improve the leadership and management skill and practices of CRS management to help meet its challenge of emerging as an independent and self-sustainable organization.

The workshop was held from January 8-10, 2013 in Chitwan, Nepal (See [Annex II](#)). The workshop was grounded on the results-oriented leadership development model (see [Annex III](#)). The approach combined presentations, small group work and experiential learning techniques (see [Annex IV](#)).

# WORKSHOP ACTIVITIES

## DAY ONE

Day one of the workshop started in the morning of 8 January with the introduction of the participants and facilitators. It was followed with group 1 (field, sales and marketing) and group 2 (administration and logistics) presenting their progress report on the basis of the challenge model, action plan, progress towards achieving the measurable result. The report also included the challenges that they faced, leadership skills that they learnt during the last workshop and applied in the workplace or elsewhere, and evidence of positive change in the organization or in individual. They also presented a graph of the Work Climate Assessment conducted among members of their group.



*Introduction and presentation of progress report by the participants*

Upon completion of these two presentations, a group discussion was held to prioritize the list of activities/actions listed during the June 12, 2012 meeting of senior staff of CRS at FHI360/GGMS, in the presence of Mr. Pangdey Yonzone from USAID Nepal. The prioritized actions were then noted on a flipchart.



*Participants reviewing and discussing the priority of listed activities/actions*



*Participants reviewing and discussing and compilation of priority of listed activities/actions*

Upon completion of the prioritization, the participants revisited the basis of the workshop – the Result Model, with the help of lead facilitator Mr. Hare Ram Bhattarai.

After lunch, group 3 (finance) presented their progress report. Then, the lead facilitator proceeded to explain the strategies and practices for achieving high performance in leading teams. The team leader responsibilities handout was distributed among the participants. Then the participants were asked to think about the daily work that they do and categorize them into tasks that require high team effort or low team effort.



*Group 3 (finance) progress report presentation*



*Discussion about and mapping of team and task correlation*

## DAY TWO

Day two began with recapping of previous day by Mr. Saroj Adhikari using the ORID method. The first session was the continuation of the Leading Teams, conducted by lead facilitator Mr. Hare Ram Bhattarai. He explained about Team Performance and why teams fail. The next

session was taken up by co-facilitator Ms. Moon Pradhan. The session was about Balancing Advocacy and enquiry. She used the model Balancing advocacy and enquiry: changing the pattern of conversation to get message across. She explained to difference between Advocacy and Inquiry with present sample chart; sample Table of types of advocacy, sample table of types of Inquiry etc. During this session, facilitator used different methods such as interaction with participants, exercise and group work. She asked the participants to take interview of each other to learn about their view on motivation. This was done to clarify the difference between inquiry and advocacy.



*Pictures from Day 2*

The next session was also taken up by Ms. Moon Pradhan. This was about exploring each other's thinking: The ladder of inference as a tool to reach to conclusion. Here, she explained the importance of gathering relevant data, selecting data useful for making the decision, interpreting the meaning and assumptions that you add and then only coming to a conclusion – the final option or decision that you reach.

After lunch break, Mr. Peter Oyløe facilitate last session of day two. The session was concentrate on Diagnosing and improving performance. Mr. Peter conduct the discussion with participants about how to improving individual performance. He then distributed the diagnosing individual performance problems tool – a tool useful to find out the present status of individual performance and suggest about how to improve performance. From this tools all participants realized their own performance and to find out the key word to improving individual performance.

## DAY THREE

The third day started with recapping of previous day by Mr. Rishi Kesh Kafle, who also used ORID method of asking question to gather information.

The initial session of day third started with Recognizing Sphere of Influence by Mr. Hare Ram Bhattarai. He explained the importance of recognizing sphere of influence in

organization. After that the facilitator were given 2 topics for all participants. They were: 1) List 5 topics you discuss most in a typical day and 2) List 5 things that worry you the most. All participants listing the different 5/5 activities in above topics and some participants shared listing activities.



*Pictures from Day 3*

The facilitator presented the circle of control, influence and concern and explained about them. The facilitator described these circles with real examples. He used discussion method among the participants to further explain the concept of circle of influence.

After tea break Mr. Bhattraï started with next session, this session was concentrated on Effective Decision Making. Mr. Bhattraï distributed the sheet about how good are your decision making skills. The sheet has a total of 18 questions related with decision making process in different field or office activity. Co-facilitator Ms. Moon Pradhan, helped tally the score so the participants could understand how effective their decision making skills were.

After lunch break Mr. Hari Ram conducted the last session of the workshop. This session focused on Leadership and Management. This session was based on case study methodology. The participants were handed out papers on the Harvard Business Review – What Leaders Really do by John Kotter. For this activity the participants were given 1 hour to study the paper. All participants divided into 3 groups for discussion and presentation of what they understood and learnt from the case that they had just studied.

During this session participants and facilitator analyze I to III phases all workshop. This discussion activity also joined the Mr. Pangdy Younzone. USAID/ Nepal. Mr Pangdy stress the things about the Leadership and Management Development workshop are really useful or not, it's continued for the future or not and Leadership and management skills improving or not from this workshop etc.

At the beginning of the evening, the workshop had been going on ended: at that time the lead facilitator and Co facilitator were conduct the reflection and discussions of all 3 days activities with using ORID methods. Soon after distribute the evaluation and feedback sheet for improvement of next workshop.

The participants received their participation certificates during the closing session. This session was chaired by Mr. Pangday Yonzone, represent of USAID/Nepal, Mr. Peter Oyloe, Chief of Party FHI 360 and chaired also Mr. Hare Ram Bhatrai, (Lead Facilitators of this workshop), Sr. Tech. Advisor of GGMS Project FHI 360.

Context of closed this workshop, Mr. Sudreshan Shrestha, Area manager of Pokhara, Nepal CRS Company of behalf of the participants conveyed his appreciation to the organizers for a very productive and excellent workshop. All of us have learned from each other's experiences and he also wished farewell to all. Next Mr. Pangday Younzone conveyed thanks to the FHI teams for good organization of the workshop and also thanked for the active participation from the CRS team.

Finally Mr. Peter Oyloe conveyed thanks to the facilitation team, all participants and representatives of USAID/Nepal's team for their excellent cooperation and active participation in the training session. Finally, Mr. Peter Oyloe officially closed this workshop.

# WORKSHOP EVALUATION

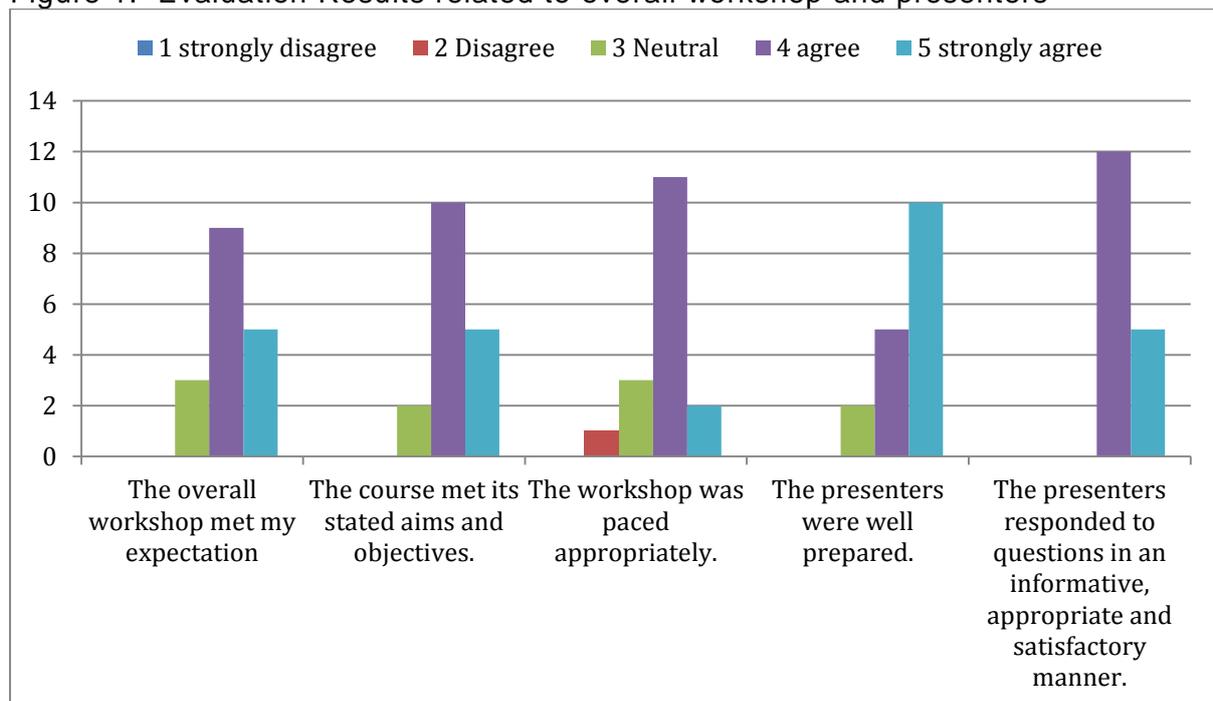
A feedback form was given to all the participants to assess how the workshop was organized, conducted and other related factors. While most of the questions were quantitative in nature, space was provided to allow for participants to make specific comments. The evaluation results have been grouped along three categories: Overall workshop and presenters; workshop sessions and content; workshop logistics and administration.

## OVERALL WORKSHOP AND PRESENTERS

Figure 1 provides a summary of results related to the overall workshop and the presenters. Participants agreed that the workshop met expectations and achieved the stated aim and objectives. Overall, participants agreed that the course met its stated aims and objectives, the pace of the workshop was appropriate and the presenters responded to questions in an informative, appropriate and satisfactory manner.

Most of the participants strongly believed that the presenters were well prepared. One participant was impressed with the knowledge and felt the trainers were best and did a good job. Another participant felt that the gap between the workshops II and III should have been less.

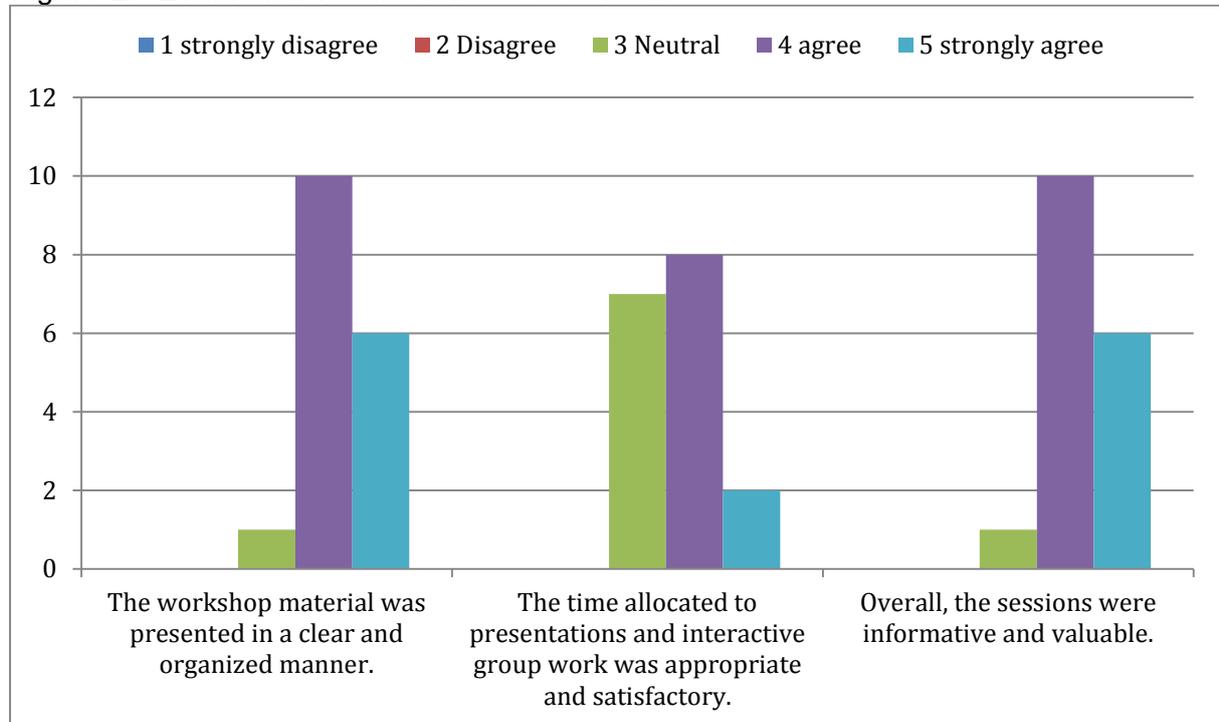
Figure 1: Evaluation Results related to overall workshop and presenters



## WORKSHOP SESSIONS AND CONTENT

Figure 2 highlights the evaluation results related to the workshop sessions and content. Overall, participants agreed that the material was presented in a clear and organized manner and that the overall sessions were informative and valuable. Eight participants agreed that time management between presentations and group work was appropriate and satisfactory; seven participants were neutral on this item and two participants strongly agreed on this. One participant felt that there is a need of practically applicable sessions.

Figure 2: Evaluation results related to content



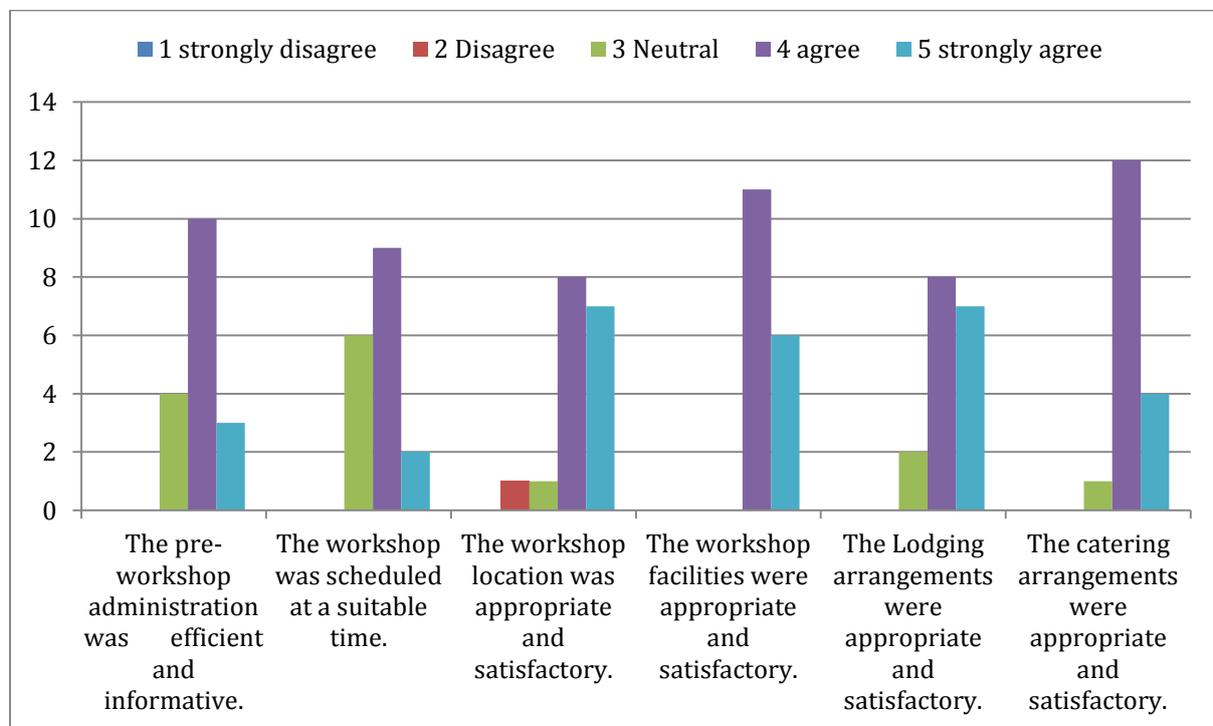
## WORKSHOP LOGISTICS AND ADMINISTRATION

Figure 3 summarizes workshop results related to logistics and administration. Participants were mixed in their view on pre-workshop administration being efficient and informative with eleven agreeing or strongly agreeing, four being neutral and three disagreeing. Four participants commented that they didn't receive agenda prior to the workshop. One participant stated that they thought pre-workshop administration would improve and that it was good for the first one.

Overall the participants agreed that the pre-workshop administration was efficient and informative, the workshop was scheduled at a suitable time, the workshop location, the workshop facilities, the lodging arrangements, and the catering were appropriate and satisfactory.

One participant has thanked for accommodating the participants' interest and desire regarding catering arrangements. Another participant felt that even though the location was fine, the hall was not.

Figure 3: Evaluation results related to logistics and administration



## ADDITIONAL COMMENTS

### WHAT ASPECTS OF THE WORKSHOP, IF ANY, WOULD YOU CHANGE IN THE FUTURE? WHY?

- ✚ Exercise related to work (needed more rather than hypotheticals).
- ✚ To be handle and take better manage and leadership.
- ✚ Encourage participants to have the changes they are not feel because of their work.
- ✚ I think it will be better if CRS cases used for case study in exercise.
- ✚ More practice then theory.
- ✚ Workshop is very well designed there is lot to learn but we need to put in practice.

## WHICH SESSION/ELEMENTS OF THE WORKSHOP DID YOU FIND MOST USEFUL? WHY?

- ✚ Performance tools (2) and leaders really do exercise.
- ✚ Decision making team leader/work (6)
- ✚ Practical session.
- ✚ Brainstorming slot machine and Communication
- ✚ All session (2)
- ✚ The ladder of inference
- ✚ Diagnosing and improving performance
- ✚ Mock interview
- ✚ Most of the session was useful. We are working in real situation.
- ✚ Diagnosis of individual performance this will evaluate own self
- ✚ Why team is fail
- ✚ Motivation, Advocacy and member responsibilities was most useful
- ✚ Diagnosing performance tools. This made me realized that need is find the responses of my sub coordination too.
- ✚ Performance management
- ✚ Leadership

## WHAT NEW SKILLS HAVE YOU LEARNT FROM THE WORKSHOP THAT YOU THINK YOU WILL BE ABLE TO PUT INTO PRACTICE?

- ✚ Difference between advocacy and inquiry.
- ✚ Decision making process (4)
- ✚ Leading team
- ✚ To learn we need to be a teacher as well
- ✚ To be a better manager
- ✚ Monitoring and evaluation
- ✚ Team performance model
- ✚ Team building
- ✚ Quality of a good leader
- ✚ How to be a better leader
- ✚ Managers vs leaders
- ✚ Actually what is leadership and management and decision session be able to put practical
- ✚ Periodically finding the performance so we can evaluate and coordinate ourselves timely
- ✚ New info on familiar topics
- ✚ All workshop days are important and learn new for me

## OTHER COMMENTS

- ✚ On site coaching as and when possible (2)
- ✚ Expecting to hold last workshop abroad (2)
- ✚ Some agenda were not pre-informed and not in detail

# WAY FORWARD

## RECOMMENDATIONS

When the next workshop is held the following matters need to be taken into consideration:

- The sessions should be practical rather than having theories.
- The case studies, exercises and examples should be about CRS

## NEXT STEPS

The next workshop will be held after three months. The tentative time period has been set for second week of April 2013.

# ANNEXES

# ANNEX I: LIST OF PARTICIPANTS

## Leadership and Management Development Workshop –III for Nepal CRS Company

7-11 January 2013

Chitwan, Nepal

### Participation Record

S.N	Name	Designation	Organization	Signature				
				Jan. 7	Jan. 8	Jan. 9	Jan. 10	Jan. 11
1.	Mr. Pangday Yonzone		USAID/Nepal					
2.	Mr. Roshankaffen		USAID/Nepal					
3.	Mr. Sumitra Gayak		USAID/Nepal					
4.	Mr. Peter Nyiso		FHI 360					
5.	Mr. Hare Ram Bhattarai		FHI 360					
6.	Mrs. Anjeeta Shrestha		FHI 360					
7.	Mr. Cp Bhandari		FHI 360					
8.	Mrs. Moon Pradhan		FHI 360					
9.	Ms. Hema Shrestha		FHI 360					
10.	Mr. KB Rayamajhi		Nepal CRS Company					
11.	Mr. Rohit Shrestha		Nepal CRS Company					
12.	Mr. Mahesh Pokharel		Nepal CRS Company					

13.	Mr. Rishikesh Kafle		Nepal CRS Company					
14.	Mr. Jyoti Bhagat Shrestha		Nepal CRS Company					
15.	Mrs. Sushma Chitrakar		Nepal CRS Company					
16.	Mrs. Indira Chitrakar		Nepal CRS Company					
17.	Mr. Ramesh Malla		Nepal CRS Company					
18.	Mr. Saroj Adhikari		Nepal CRS Company					
19.	Mr. Sudarshan Shrestha		Nepal CRS Company					
20.	Mr. Niraj Khanal		Nepal CRS Company					
21.	Mr. Sushil Sharma		Nepal CRS Company					
22.	Mr. Govinda Thapa		Nepal CRS Company					
23.	Mr. Amar Chand		FHI 360					

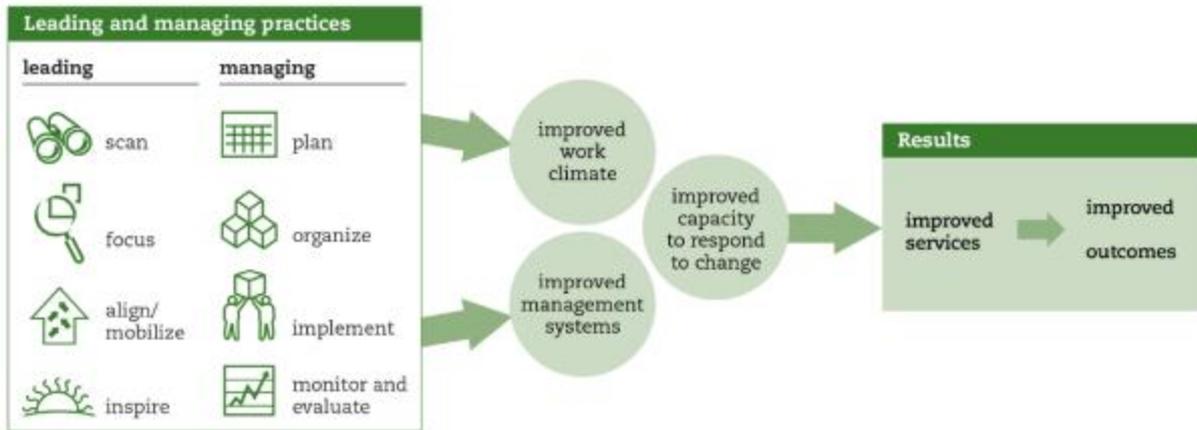
## ANNEX II: WORKSHOP AGENDA

<b>Leadership and Management Development Workshop (III)</b> <b>January 8-10, 2013</b> <b>Chitwan, Nepal</b>		
Time	Topics	Methodology/Facilitator
<b>7 Jan, 2013 (9 am): Travel to Chitwan</b>		
<b>8 Jan, 2013</b>		
08:30-12:30 <b>(1)</b>	Reporting the progress by each of the teams <ul style="list-style-type: none"> <li>• Challenge Model</li> <li>• Action Plan</li> <li>• Progress towards achieving the measurable result</li> <li>• Challenges faced and how they were tackled</li> <li>• One or more leadership skills learnt that you applied in the workplace or elsewhere</li> <li>• Evidence of positive change in the organization or in individuals if any</li> <li>• Other home work               <ul style="list-style-type: none"> <li>○ Conduct WCA among each group members and make a graph.</li> <li>○ Group 1 : Take up another challenge and let all participants know</li> <li>○ Group 2 &amp; 3: Continue working with current challenges</li> <li>○ Prioritize the list of activities/actions listed during 12 June meeting of senior staff at FHI 360/GGMS.</li> </ul> </li> <li>• Revisiting Result Model</li> </ul>	Each project group will be given an hour to present and take questions and modify the challenge model if needed.
12:30 -13:30	Lunch	
12:30-16:30 <b>(2)</b>	<ul style="list-style-type: none"> <li>• Leading Teams: Strategies and practices for achieving high performance</li> </ul>	Presentation, Interaction and exercises
16:30-17:00 <b>(3)</b>	<ul style="list-style-type: none"> <li>• Reflection and day evaluation</li> </ul>	Reflection using ORID and Daily evaluation forms
<b>9 Jan, 2013</b>		
08:15-08:30 <b>(4)</b>	<ul style="list-style-type: none"> <li>• Recap of Previous day</li> </ul>	Recap using ORID
08:30-12:30 <b>(5)</b>	<ul style="list-style-type: none"> <li>• Balancing advocacy and enquiry: changing the pattern of conversation to get message across (222)</li> <li>• Exploring each other's thinking: The ladder of inference as a tool to reach to conclusion(225)</li> </ul>	Presentation, Interaction and exercises
12:30-13:30	Lunch	
13:30-16:30 <b>(6)</b>	<ul style="list-style-type: none"> <li>• Diagnosing and Improving Performance (246)</li> <li>• Recognizing sphere of influence(189)</li> </ul>	Explanation, interaction and exercise
16:30-17:00 <b>(7)</b>	<ul style="list-style-type: none"> <li>• Reflection and day evaluation</li> </ul>	Reflection using ORID and Daily evaluation forms

<b>10 Jan, 2013</b>		
08:15-08:30 <b>(8)</b>	<ul style="list-style-type: none"> <li>• Recap of Previous day</li> </ul>	Recap using ORID
08:30-12:30 <b>(9)</b>	<ul style="list-style-type: none"> <li>• Effective Decision Making</li> </ul>	
12:30-13:30	Lunch	
13:30-15:30 <b>(10)</b>	<ul style="list-style-type: none"> <li>• Discussion on Leadership and Management               <ul style="list-style-type: none"> <li>○ Managers and Leaders: Are they different?</li> <li>○ What leaders really do?</li> </ul> </li> </ul>	Two Harvard Business Review (HBR) papers would be used to lead the discussion
15:30-16:00 <b>(11)</b>	<ul style="list-style-type: none"> <li>• Reflection and discussions</li> </ul>	Reflection using ORID
16:00-16:30 <b>(12)</b>	Evaluation and feedback, next steps	Written feedback from the participants using evaluation forms and listing next steps
16:30-17:00 <b>(13)</b>	Certificate distribution	Pangday Yonzon, KB Rayamajhi, Peter Oylo
18:00	Dinner	
<b>11 Jan, 2013 (9 am): Return to Kathmandu</b>		

# ANNEX III: WORKSHOP MODEL

## Leading and Managing for Results Model



When applied consistently, good leading and managing practices strengthen organizational capacity and result in higher-quality services and sustained improvements in health.

From *Managers Who Lead: A Handbook for Improving Health Services*  
Cambridge, MA: Management Sciences for Health, 2005

## ANNEX IV: WORKSHOP TECHNIQUES

### BALANCING ADVOCACY AND ENQUIRY

#### SAMPLE COMPLETED ADVOCACY AND INQUIRY CHART (FOR FACILITATORS)

		ADVOCACY	
		HIGH	LOW
INQUIRY	HIGH	Dialogue: conversation to achieve deep understanding Discussion with learning as objective (interactive lecture)	Interview Focus group Survey Asking questions Interrogation
	LOW	Lecture Speech Explanation Sales pitch Imposing a point of view	Observation Disengagement

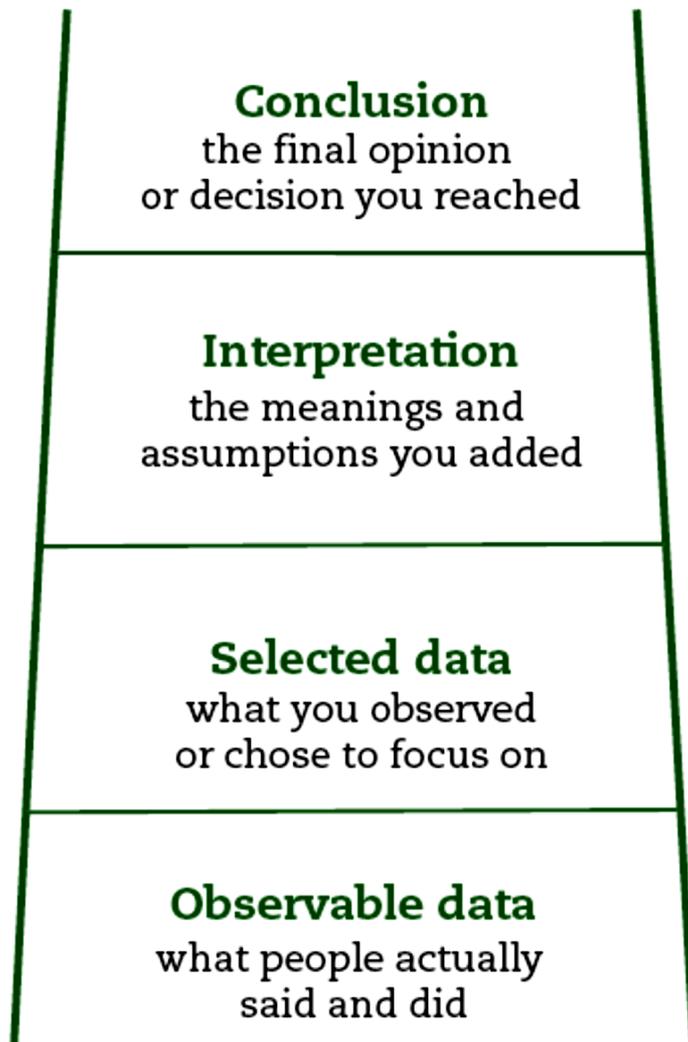
#### SAMPLE COMPLETED TABLE OF TYPES OF INQUIRY

INQUIRY THAT BLOCKS LEARNING (DEPENDING ON TONE)	INQUIRY THAT ENCOURAGES LEARNING
<ul style="list-style-type: none"> <li>■ Don't you agree? (especially when said in an intimidating way)</li> <li>■ Did you do that because of X, Y, or Z?</li> <li>■ Do you really think you did a good job? (when you think he did not.)</li> <li>■ Why don't you just try what I'm suggesting?</li> <li>■ Why didn't you just tell me?</li> <li>■ Why are you so defensive?</li> <li>■ Why don't you . . . ?</li> <li>■ What's the matter with you?</li> </ul>	<ul style="list-style-type: none"> <li>■ How do you see this differently?</li> <li>■ What's your reaction to . . . ?</li> <li>■ What led you to that conclusion/action?</li> <li>■ Say more about that.</li> <li>■ Why is that so?</li> <li>■ What makes you . . . ?</li> <li>■ What kept you from telling me?</li> <li>■ How have I contributed to that?</li> <li>■ How can I/we . . . ?</li> </ul>

#### SAMPLE COMPLETED TABLE OF TYPES OF ADVOCACY

ADVOCACY THAT BLOCKS LEARNING	ADVOCACY THAT ENCOURAGES LEARNING
<p>That is how it is! (withholding reasoning) Because I say so! (no discussion possible) Statements with "always" and "never"</p>	<p>When you do this, I . . . It seems to me that... Because of . . . , I believe that . . . My experience is that . . . What I see is that . . .</p>

## THE LADDER OF INFERENCE

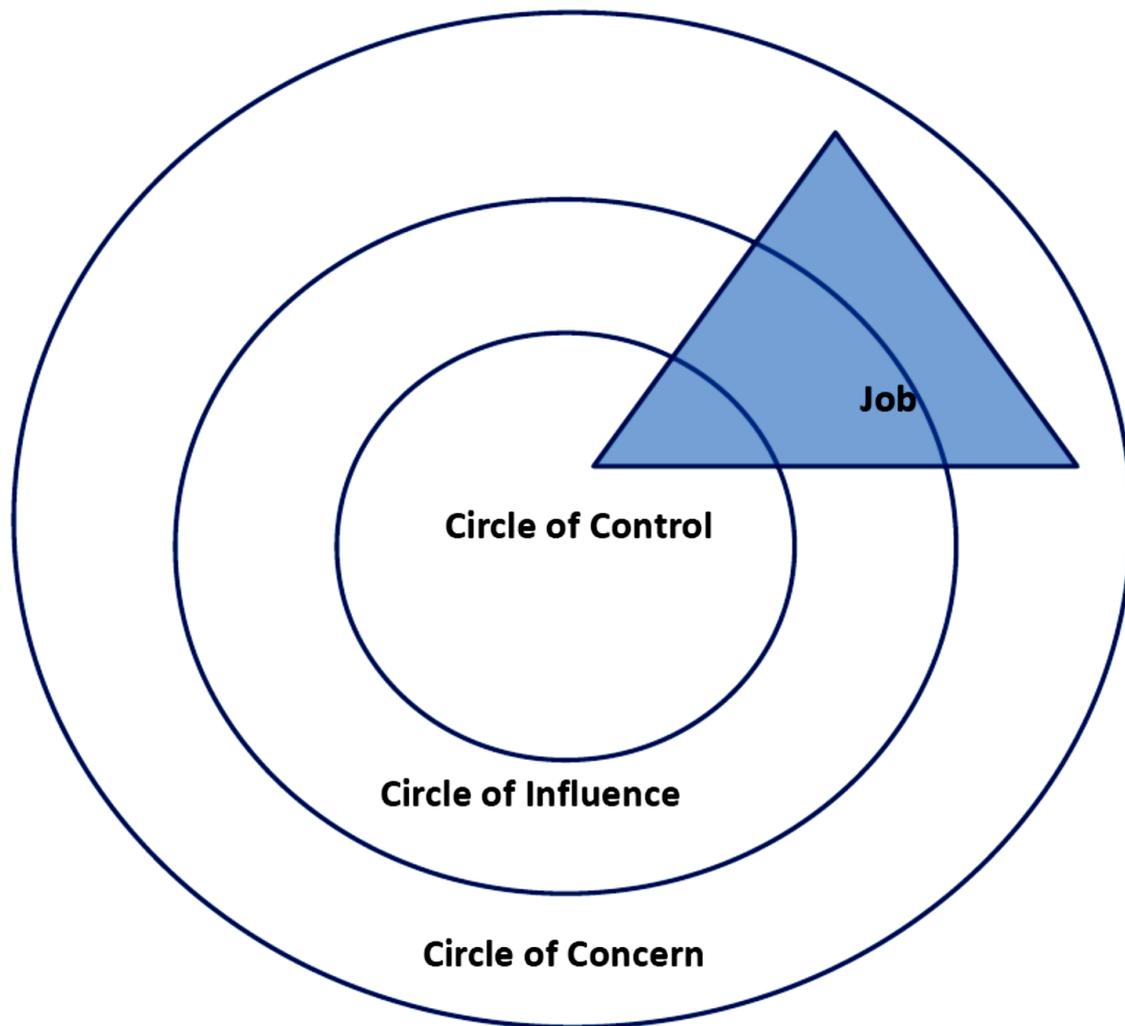


# DIAGNOSING AND IMPROVING PERFORMANCE

## HANDOUT Diagnosing Individual Performance Problems Tool

<b>1. PERFORMANCE EXPECTATIONS</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Do you know what is expected of you?			
b) Do you have an up-to-date job description?			
<b>2. PERFORMANCE FEEDBACK</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Do you know whether your performance matches expectations or not?			
b) Do you have periodic conversations with your supervisor about your performance?			
<b>3. WORK CONDITIONS</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Do you have the necessary job aids, supplies, and equipment to perform your job?			
b) Is the work climate (environment) conducive to good performance?			
<b>4. MOTIVATION</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Do you have any external motivation (such as recognition or financial reward) to perform well?			
b) Is the actual performance of staff influenced by external motivators?			
<b>5. SUPPORT FROM HIGHER LEVELS</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Does the district health management team or your organization's management team support you in performing well?			
b) Do policies and procedures support good performance?			
<b>6. THE SKILLS AND INFORMATION YOU NEED TO DO THE WORK</b>	<b>YES</b>	<b>NO</b>	<b>SOMEWHAT</b>
a) Do you feel that you have the right skills and information to do your job well?			
b) Are there other skills and information you need?			
<b>LIST THREE AREAS YOU NEED TO DISCUSS WITH YOUR SUPERVISOR TO IMPROVE YOUR PERFORMANCE</b>			
1.			
2.			
3.			

## RECOGNIZING SPHERE OF INFLUENCE



**ORID**  
**Focused Conversation Data Analysis**

<p style="text-align: center;"><b>O</b> Objective Level</p> 	<ul style="list-style-type: none"> <li>✓ To examine the data</li> <li>✓ To identify factual information</li> </ul>	<ul style="list-style-type: none"> <li>✓ What do you see?</li> <li>✓ What factual statements can you make based on the data?</li> </ul>
<p style="text-align: center;"><b>R</b> Reflective Level</p> 	<ul style="list-style-type: none"> <li>✓ To encourage participants to make connections</li> <li>✓ To encourage free flow of ideas and imagination</li> </ul>	<ul style="list-style-type: none"> <li>✓ What surprised you?</li> <li>✓ What encouraged you?</li> <li>✓ What discouraged you?</li> <li>✓ How does this make you feel?</li> </ul>
<p style="text-align: center;"><b>I</b> Interpretive Level</p> 	<ul style="list-style-type: none"> <li>✓ To identify patterns and determine their significance or meaning</li> <li>✓ To articulate underlying insights</li> </ul>	<ul style="list-style-type: none"> <li>✓ What does the data tell us? What new insights do you have?</li> <li>✓ What good news is there for us to celebrate?</li> <li>✓ What doesn't it tell us and what else might we need to know?</li> <li>✓ What areas of need seem to arise?</li> </ul>
<p style="text-align: center;"><b>D</b> Decisional Level</p> 	<ul style="list-style-type: none"> <li>✓ To propose next steps</li> <li>✓ To develop an action plan</li> <li>✓ To make decisions</li> <li>✓ To experience "coming together"</li> </ul>	<ul style="list-style-type: none"> <li>✓ What are our proposed next steps?</li> <li>✓ What decisions can we make?</li> <li>✓ What is our action plan for moving forward?</li> </ul>