



HEALTH ORGANIZATIONAL DEVELOPMENT

VILLAGE TRACT HEALTH CENTER
(VTHC)

HOD Handouts For The Attendees

12/3/2018

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HEALTH ORGANIZATIONAL DEVELOPMENT (HOD) 28 HOURS

Course contents

HOD 01: Introduction to management	6 HOURS
HOD 02: organization and administration of health services	7 HOURS
HOD 03: Communication	3 HOURS
HOD 04: Leadership	3 HOURS
HOD 05: Motivation	3 HOURS
HOD 06: Supportive Supervision	6 HOURS

HOD 01-Introduction to management

Time allotment – 6 hours

Learning objectives: At the end of this session, the learners should be able to:

- Define management
- Describe management cycle (functions of management)

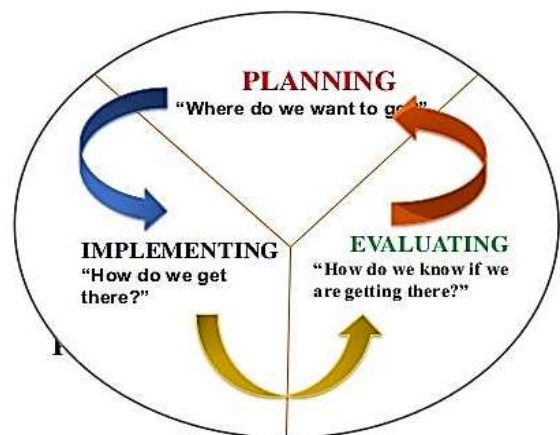
1. Definition of Management

Management is to make efficient use of resources and to get people to work harmoniously together in order to achieve objectives.

2. Management Cycle (Functions of management)

There are three main functions of management.

1. Planning
2. Implementation
3. Evaluation



3. Definition of planning

- Planning is a systematic process in which a series of steps are taken to identify problems and their reasons
- (A problem is a perceived gap between what is and what should be)

3.1. Important of planning

- Competition between health administrator's interest and other's interest in national priorities
- Imbalance between resources and need/ demand
- Resources are insufficient

3.2. Steps in planning:

1. Situational analysis
2. Identification of problems
3. Prioritization of problem
4. Setting objectives
5. Selection of appropriate strategies
6. Formulation of plan action

1. Situational analysis

- Situation analysis of population
- Situation analysis of health
- Situation analysis of ecological factors
- Situation analysis of health service

2. Identification of problem

A problem is a perceived gap between what is and what should be.

3. Prioritization of problem

Effect on

- Majority of population
- Mother and child
- High mortality
- Can be solved with available resource
- Community access problem

4. Setting objectives (SMART)

- Specific
- Measurable
- Appropriate
- Realistic
- Time bound

Example: To reduce new cases of Malaria among residence of Papun District by 20% in 2017 through basic health staff activity.

5. Selection of appropriate strategic

- Broad approach to achieving goal/ objective
- Select most appropriate, feasible, low cost and effective one.

6. Formulation of plan of action

- Take Account on available resources
 - Man
 - Money
 - Material
 - Morale
 - Motivation

4. Implementation:

Implementation is a set of activities that take place within a defined period, staffs are to be recruited and trained, policy explained in detail, funds allocated, procedures specified and control arrangement set up.

Implementation activities:

- Starting up activities
- Operation activities
- Monitoring activities

5. Evaluation

Evaluation is a systematic way of learning from experiences, and using the lesson learned to improve current activities and promote better planning by careful selection of alternatives for future action.

➤ Types of evaluation:

- Input evaluation
- Output or outcome evaluation
- Process evaluation

➤ Components of evaluation

- R = Relevance - ဆက်စပ်ပတ်သက်မှု
- E = Effectiveness - အကျိုးထိရောက်မှု
- P = Progress - တိုးတက်မှု
- E = Efficiency - cost effectiveness
- A = Adequacy - ပြည့်ဝမှု
- T = Time bound - အချိန်အကန့်အသတ်

HOD 02 - Organization and Administration of Health services

Time allotment – 7 hours

Learning objectives: At the end of this session, the learners should be able to:

- Define organization
- Define basic ideas in the context of organization
- List the levels of health care organization
- Define team and health team
- Define conflict
- Describe the causes, importance and responses of conflicts
- Describe causes of change and change management

1. Definition of Organization

A group of people is working together in a coordinated way to achieve goals.

- Through division of labour
- Through hierarchy of authority and responsibility.

2. Basic ideas in the context of organization

- Coordination
- Common goal
- Division of labour
- Hierarchy of authority.

3. Levels of Health care organization

- Policy making Level
- Administrative Level
- Functional Level

Policy making level

- National Health Committee, Ministry of Health, Board (Technical committee)
- Leading Group, Executive Board (BPHWT)
- Executive Committee (BMA)

Administrative Level

- Department of Health (Central)
- State and Division (Intermediate)
- District/Township /Rural Health Center (Peripheral)

- Department of Health (Central)
- District /Township /Rural Health Center (Peripheral)

Functional Level

- Hospital, Disease control units, Campaign, Urban Health Center, Maternal and Child Health Unit, Station Hospital, Staff services (Staff, Auxiliaries)
- Maternal and Child Health Unit, Rural Health Service, Disease Prevention Unit, Campaign

4. Definition of Organizational Development

Organizational Development is a process of continuous:

- Diagnosis,
- Action planning,
- Implementation/ Intervention and evaluation with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future change.

Historical background

- Kurt Lewin (1898–1947) is the founding father of OD.
- OD emerged out of human relations studies on 1930s.
- Realized that organizational structures and processes influence worker behavior and motivation.

Core Value

The humanistic values of OD as follows:

- Providing opportunities for people to function as human beings rather than as resources in the productive process.
- Providing opportunities for each organization member, as well as for the organization itself, to develop to their full potential.
- Seeking to increase the effectiveness of the organization in terms of all of its goals
- Core Value (continued)
- Attempting to create an environment in which it is possible to find exciting and challenging work.
- Providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.
- Treating each human being as a person with a complex set of needs, all of which are important to their work and their life

Organization culture

- Assumptions
- Values
- Behavioral norms
- Behavioral patterns
- Artifacts

5. Definition of Health Team

Health team is a group of people who share a common health goal.

Purpose of Health Team

A health team must;

- understand and communicate with the community
- encourage community participation in identifying problems and seeking solution and
- work in the community, i.e. in health center, community meeting places, schools and patient's home
- Purpose of Health Team (continued)

To establish good communication with the community a health team follows four steps;

- Listen, learn and understand
- Talk, discuss and decide
- Encourage, organize and participate
- Inform

6. Team Building

Five personal values:

- Honesty
- Discipline
- Creativity
- Humility
- Curiosity

7. Principles of Team Based Healthcare

- Shared goals
- Clear roles
- Mutual trust
- Effective communication
- Measurable processes and outcomes

Glossary:

- | | |
|----------------------|---------------------------|
| 1. Organization | - အဖွဲ့ အစည်း |
| 2. Authority | - အာဏာရှိခြင်း |
| 3. Responsibility | - တာဝန်မှု၊တာဝန်ခံမှု |
| 4. Mutual | - အပြန်အလှန်။ |
| 5. Assumptions | - ယူဆချက်၊ခံယူချက်၊ |
| 6. Values | - တန်ဖိုးထားမှု၊ |
| 7. Norms | - စံ၊ တန်ဖိုးထားမှု |
| 8. Patterns | - ပုံစံများ |
| 9. Artifacts | - လူဖန်တီးတဲ့ပစ္စည်း |
| 10. Diagnosis | - သတ်မှတ်ချက်။ |
| 11. Action planning, | - စီစဉ်ရေးဆွဲခြင်း။ |
| 12. Implementation | - အကောင်အထည်ဖော်ခြင်း။ |
| 13. Intervention | - ကြားဝင်ဆောင်ရွက်ခြင်း။ |
| 14. Evaluation | - ပြန်လည်သုံးသပ်ခြင်း။ |
| 15. Honesty | - ရိုးသားမှု။ |
| 16. Discipline | - စည်းမျဉ်းစည်းကမ်း။ |
| 17. Creativity | - တီထွင်နိုင်စွမ်း။ |
| 18. Humility | - စာနာမှု။ |
| 19. Curiosity | - သိချင်စိတ်ပြင်းပြခြင်း။ |

8. Conflicts Management

8.1. Why conflicts occur?

Conflicts occur because we all have **different interests, goals, perceptions, viewpoints, values and experiences**

8.2. Why conflicts are important?

- Inevitable
- might escalate and lead to non-productive results
- Beneficially resolved and lead to quality final products.
- Force that can tear relationships apart and the force that binds them together, healthy (constructive) or unhealthy (destructive).

8.3. How do people respond to conflicts? Fight or Flight?

- Fight: take on anyone who comes our way
- Flight: get away from the conflict

8.4. Goal of Conflict Management

The goal of conflict resolution is **not to decide which person is right or wrong**; the goal is to **reach** a solution that everyone can live with. Looking first for needs, rather than solutions, is a powerful tool for generating win/win options.

8.5. Five Basic Styles of Conflict Management

1. Integrating
2. Avoiding
3. Dominating
4. Compromising
5. Obliging

Change management is the process, tools and techniques to manage the people side of **change** to achieve the required business outcome.

9. Change Management

9.1. Causes of Change in Organization

Causes of change in organizations are due to:

- **New products** are introduced
- **New materials** are discovered
- **New markets** and competitors regularly emerge
- **Technical revolutions** in transport and communications
- The analysis and transmission of information
- Development of economic alliance

9.2. Goal of Change Management

The **ultimate goal of change management** is to achieve the desired **change** with the maximum of positive benefits and efficiencies and a minimum of negative effects on all stakeholders.

9.3. Environmental Change

Any change in organization's environment can create difficulties.

- Forecasting Change
- Technological Change
- Other Sources of Environmental Change

9.4. Five steps in the process of implementing change:

- Precise definition of the operational changes that are needed.
- Definition of how the new working methods will affect particular people and groups
- Identification of attitudes and perspectives currently held by employees and how these support current working practices
- Statement of the attitudes and perspectives necessary to enable to adapt successfully to new environments and working methods
- Implementation of measures designed to change existing attitudes

9.5. Four strategic alternatives are available:

- Altering technologies
- Altering structure
- Altering task
- Altering the people

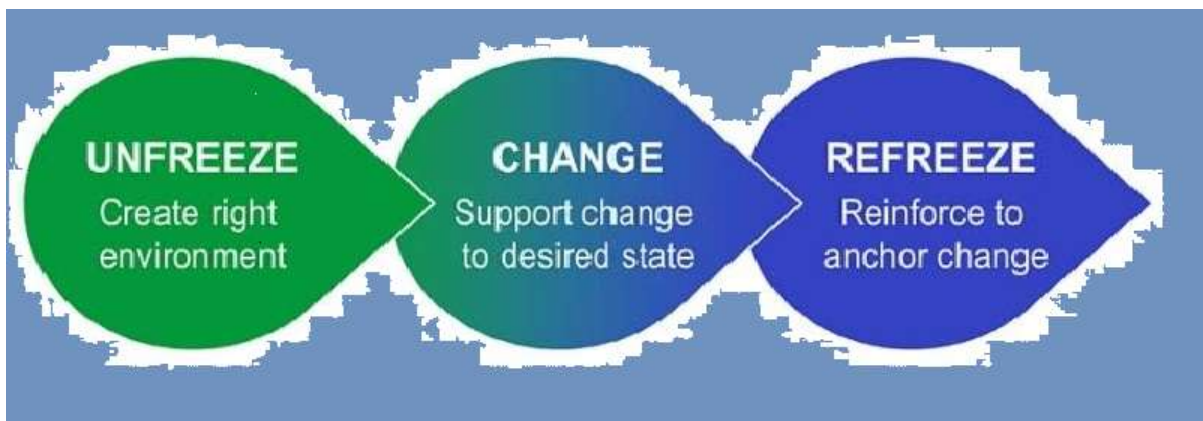
9.6. Resistance to Change

- Feeling of insecurity generated by an intended change
- Disruption of existing relations and patterns of behavior

- threats to individual status and financial reward
- the influence of group norms and values that oppose change
- doubts regarding the technical feasibility of proposed change
- the threat of having to retain and require new skills in order to cope with altered working methods
- feeling personal inadequacy in new technology e.g. fear of not being able to understand a recently installed computer system
- resentment over not having been consulted about a change
- The realization that skills and experiences required at great effort over many years are no longer of value to the organization

9.7. Overcoming Resistance to Change

There are three steps in overcoming resistance to change:



9.8. There are four possible approaches:

- Education and communication
- Participation and involvement
- Negotiation and agreement
- Manipulation

Glossary

1. Struggle - ရုန်းကန်၊ အတိုက်အခံလုပ်သည်။
2. Contest - ခံပြော/ပြိုင်ဆိုင်သည်။
3. Interest - စိတ်ဝင်စားသည်။
4. Perception - သိမြင်နားလည်ခြင်း။
5. View point - ရှုထောင့်။
6. Values - တန်ဖိုး။
7. Experiences - အတွေ့အကြုံ ။
8. Inevitable - ဖြစ်ရိုးဖြစ်စဉ်၊ ဖြစ်နေကျ။
9. Escalate - ပို၍ပြင်းထန်သည်။
10. Beneficially - အကျိုးရှိစွာ။
11. Binds - ချည်နှောင်သည်။
12. Avoiding - ရှောင်ထွက်သည်။
13. Domination - အနိုင်ယူ။
14. Compromising - အပေးအယူလုပ်သည်။
15. Obliging - အလျှော့ပေးသည်။ ခေါင်းခံသည်။
16. Revolution - တော်လှန်ရေး။
17. Alliance - ပူးပေါင်းခြင်း။
18. Ultimate - နောက်ဆုံး။
19. Desired - ပုံစံချ/လိုချင်သော။
20. Efficiencies - အကျိုးရှိရှိ။
21. Effects - သက်ရောက်မှု။
22. Forecasting - ကြိုတင်ခန့်မှန်းခြင်း။
23. Technological - နည်းပညာ။
24. Process - ဖြစ်စဉ်။
25. Implementing - အကောင်အထည်ဖော်ဆောင်ရွက်ခြင်း။
26. Precise - ရှင်းလင်းသေချာသော။
27. Operational - အသုံးပြုရန် အသင်ရှိသော။
28. Particular - တစ်ဦးချင်း။
29. Negotiation - ညှိနှိုင်းဆောင်ရွက်သည်။
30. Manipulation - အဆင်ပြေချောမွေ့စွာ လုပ်ဆောင်ပေးသည်။
31. Agreement - သဘောတူညီချက်။

Time allotment – 3 hours

Learning objectives: At the end of this session, the learners should be able to:

- Describe communication concepts
- Define communication
- Describe communication process
- List types of communication
- Describe factors influencing communication
- Enumerate barriers in communication
- Describe how to improve communication

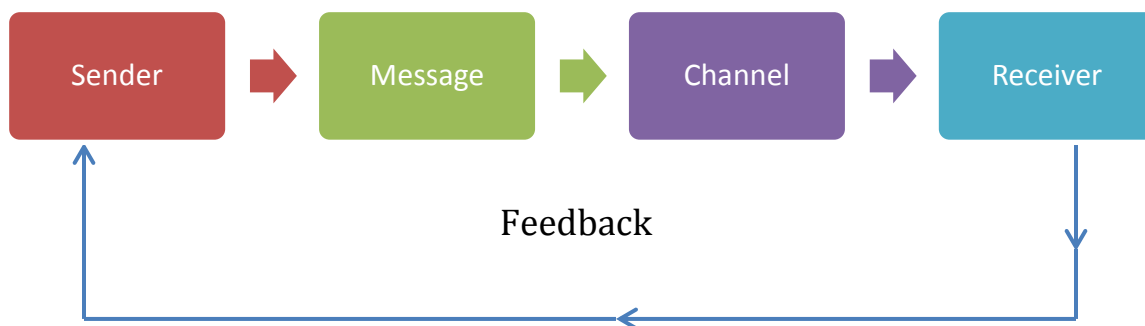
1. Definition of communication

Communication is a two way process of sharing ideas, knowledge, feelings and information.

2. Communication Process

This process has five main components which are:

1. Sender (Source)
2. Receiver (Audience)
3. Message (content)
4. Channel (Medium)
5. Feedback (Effect)

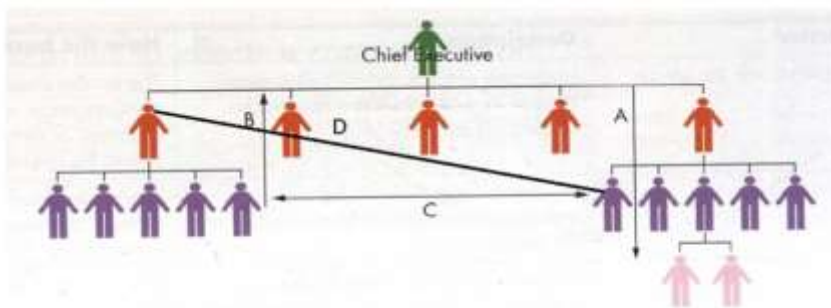


1. Types of Communication:

1. One-way communication
2. Two-way communication
3. Verbal communication
4. Non-verbal communication
5. Formal or informal communication
6. Visual communication
7. Telecommunication and Internet

2. Directions of communication

1. Downward communication
2. Upward Communication
3. Horizontal communication
4. Diagonal communication



- Arrow A → Downward Communication
Arrow B → Upward Communication
Arrow C → Horizontal (Lateral) Communication
Arrow D → Diagonal Communication

3. Factors influencing communication

- Credibility
- Know the audience
- Empathy
- Feedback
- Frame of reference
- Role of sender
- Selective perception
- Stereotyping
- Homophily
- Personality
- Need:

4. Barriers of Communication

- 1) Physiological
- 2) Psychological
- 3) Environmental
- 4) Cultural
- 5) Others

5. Barriers of Communication

Physiological

- Difficulty in hearing
- Difficulty in expression

Psychological

- Neurosis
- Levels of intelligence
- Language or comprehension difficulties

Environmental-

- Noise
- Invisibility
- Congestion

Cultural

- Level of knowledge and understanding
- Customs
- Beliefs
- Religion
- Attitudes
- Economic and social class differences
- Cultural difficulties between urban and rural population

6. Barriers to Communication in organization

1. Agenda carrying
2. Selective hearing
3. Phases in knowledge ability
4. The filter effect
5. Subgroup allegiance
6. Status distance
7. Language barriers
8. Self-protection
9. Misunderstanding
10. Ineffective listening
11. Body language
12. Information overload
13. Others

HOD 04 - Leadership

Time allotment – 3 hours

Learning objectives: At the end of this session, the learners should be able to:

- Define leadership
- Describe leadership behavior and styles

1. Definition of leadership

- Leadership is the activity of leading a group of people or an organization or the ability to do this.
- Leadership is the act of inspiring subordinates to perform and engage in achieving a goal.

Leadership involves:

- Establishing a clear vision
- sharing that vision with others so that they will follow willingly
- providing the information, knowledge and methods to realize that vision
- Coordinating and balancing the conflicting interests of all members and stakeholders.

2. Leadership Behavior and Styles

2.1 Authoritarian Leadership (Autocratic):

- Command by the leader
- Control the followers
- Clear division between the leader and the members
- Leaders make decisions
- Little or no input from the rest of the members

2.2 Participative Leadership (Democratic):

- Guidance to group members
- Group member participate
- Allow input from others

2.3 Delegated Leadership (Laissez-Faire):

- Leaders offer little or no guidance to group members
- Leave decision-making up to group members.

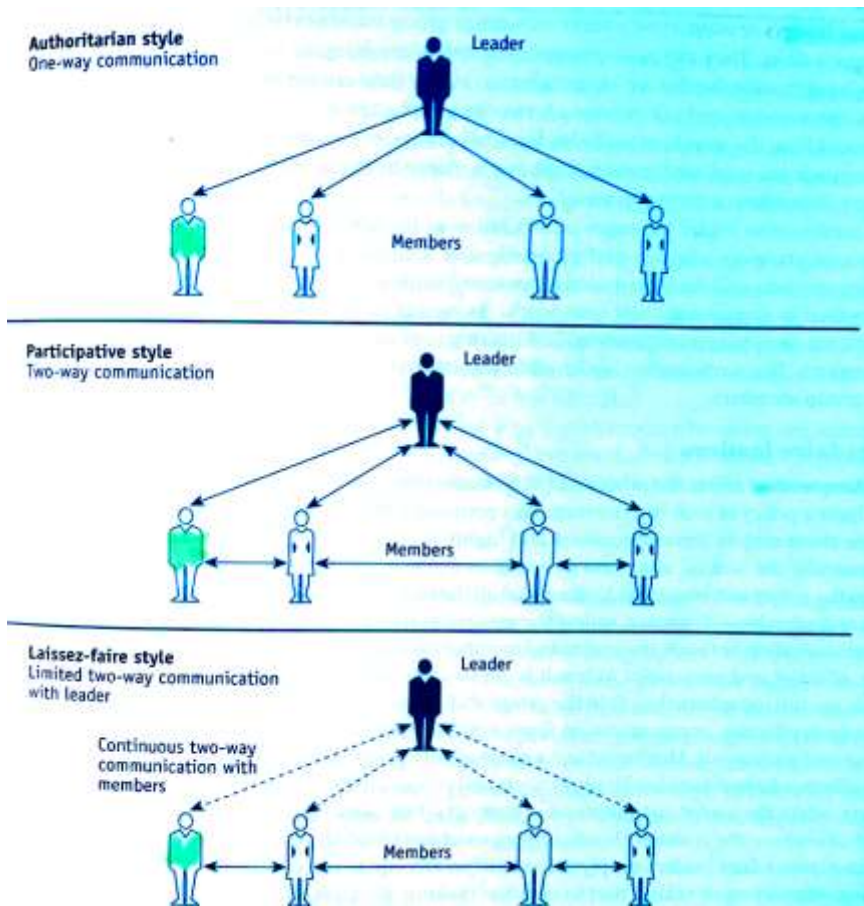


Figure 4: By Judith Dwyer (2016)

HOD 05 - Motivation

Time allotment – 3 hours

Learning objectives: At the end of this session, the learners should be able to:

- Define motivation
- Describe motivators and dissatisfiers
- Describe motivation techniques

1. Definition of motivation

Motivation is a process by which the behavior of an individual is influenced towards a desired outcome.

Why motivation is important:

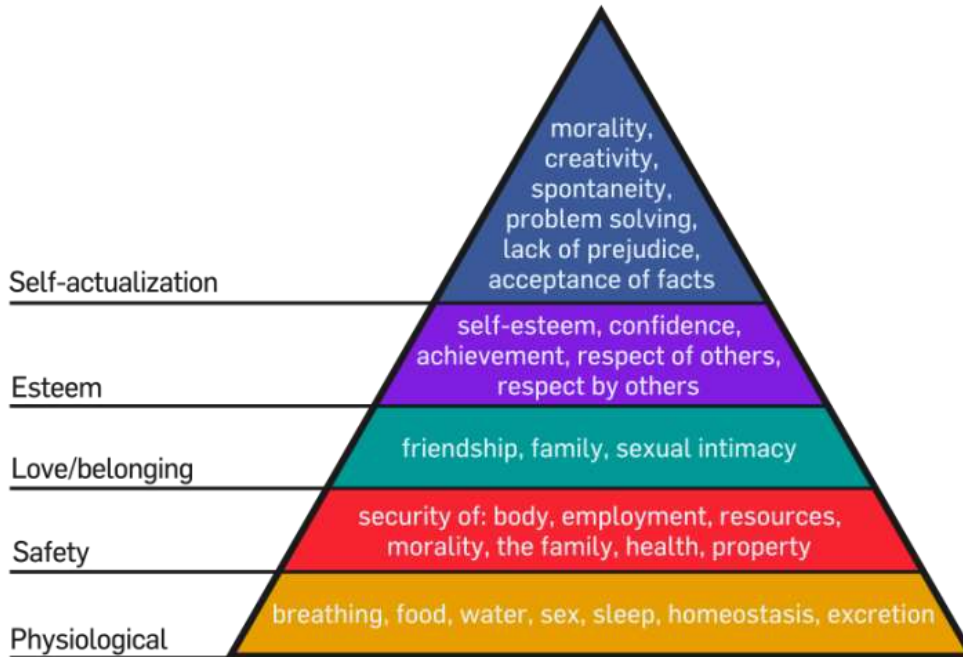
Motivation may be positive and negative. Without motivation, behavioral change cannot be expected to take place. Positive motivation is more effective than negative motivation.
Motivation

2. Five Principles Governing People's Behavior

- | | |
|----------------------------|----------------------------|
| 1. Environmental stimuli | - ပတ်ဝန်းကျင်လှုံ့ဆောင်မှု |
| 2. Emotions and feelings | - စိတ်ခံစားမှု |
| 3. Needs | - လိုအပ်ချက် |
| 4. Motivation | - တွန်းအား |
| 5. Intellectual perception | - ထိုးထွင်းသိမြင်နာလည်မှု |

3. Hierarchy of Needs Theory – Levels of Motivation

Motivation is a series of internal drives within a person at different levels. These levels can be simply characterized as below;



4. Motivators

- | | |
|---------------------|---|
| 1. Achievement | - အောင်မြင်မှု၊ ဖြစ်ထွန်းမှု။ |
| 2. Recognition | - အသိအမှတ်ပြုခြင်း။ |
| 3. The work itself | - လုပ်ငန်း ပိုင်နိုင်စွာ လုပ်နိုင်ခြင်း |
| 4. Responsibility | - တာဝန်ယူမှုရှိခြင်း |
| 5. Advancement | - ရာထူးတိုးမြှင့်ပေးခြင်း |
| 6. Self-improvement | - တိုးတက်မှုရှိအောင် ဆောင်ရွက်ပေးခြင်း |

5. Dissatisfies

- Inefficient management
- Incompetent supervision
- Poor personal relations
- Poor leadership quality
- Conflicts among people
- Bad working conditions

6. Motivation Techniques

The factors that are necessary to motivate employees are:

- Equitable wage structure
- Employer welfare schemes
- Incentives, promotions
- Effective communication
- Sound interpersonal relations.
- Participative management
- Job rotation
- Career planning
- Effective supervision

Motivation of employee can be improved by:

- Participatory management
- Career development opportunities
- Promotion avenues
- Equitable wage structures
- Good interpersonal relations
- Employer welfare schemes
- Group problem solving
- Better working conditions
- Job rotation
- Continuing education programs

Glossary

- | | |
|-----------------------------|-----------------------------------|
| 1. Efficient | - ထိရောက်မှုရှိခြင်း |
| 2. Harmoniously | - လိုက်လျောညီထွေမှု |
| 3. Systematic | - နည်းစနစ်ကျသော |
| 4. Imparting | - အကျိုးသက်ရောက်ခြင်း |
| 5. Barrier | - အတားအဆီး |
| 6. Invisibility | - မမြင်ရခြင်း |
| 7. Conveying | - အသိပေးခြင်း |
| 8. Component | - အစိတ်အပိုင်း |
| 9. Willing | - လိုလိုလားလား |
| 10. Appropriate | - သင့်လျော်ခြင်း |
| 11. Governing | - အုပ်ချုပ်မှု |
| 12. Inefficient management | - ထိရောက်မှုမရှိသောအုပ်ချုပ်မှု |
| 13. Incompetent supervision | - ကွပ်ကဲမှုညံ့ဖျင်းခြင်း |
| 14. Poor personal relations | - ဆက်ဆံရေးအားနည်းခြင်း |
| 15. Poor leadership quality | - ဦးဆောင်မှုအရည်အသွေးအားနည်းခြင်း |
| 16. Conflicts among people | - လူအများနှင့် ပြဿနာဖြစ်ခြင်း |
| 17. Bad working conditions | - မကောင်းသောလုပ်ငန်းခွင် |

HOD 06 - Supportive Supervision

Time allotment – 6 hours

Learning objectives: At the end of this session, the learners should be able to:

- Define supervision and supportive supervision
- Describe purpose of supervision
- List task of supervisor
- Describe different types of supervision
- List skills of a supervisor
- Make supervisory schedule

1. Definition of supervision

Supervision is a way of ensuring staff competence, effectiveness and efficiency, through observation, discussion, support and guidance.

2. Purpose of supervision

- To motivate the members
- To evaluate progress of work
- To assess the achievement of objectives
- To correct if there is deficiency

3. Factors Influencing Supervision

- Work Place relate factor
- Personal factor
- Psychological factor
- Environmental factor

4. Tasks of Supervisor

- Observe the performance of health workers and voluntary health workers
- Discuss with them about achievement, difficulties, their needs to perform duties
- Support intellectual and technical skills
- Guide to achieve targets and work to be done

5. Different Styles of Supervisor

- Autocratic style
- Democratic or participative style
- Anarchic (Free-rein) style

6. Skills of Supervisor

- Leadership skill
- Technical skill
- Interpersonal skill
- Conceptual skill
- Coaching skill
- Computer skill
- Project Management skill
- Resource Management skill

7. Supportive Supervision

- Process of helping staff to improve their own work performance continuously.
- Carried out in a respectful and non-authoritarian way
- Encourages open, two-way communication
- Monitoring performance using data for decision-making and regular follow-up
- Helping to make things work, rather than checking to see what is wrong.

8. Development of Supervisory Schedule

Planning the schedule for supervisory visit includes:

- Deciding how often supervisory visits are needed
- Listing all programs
- Determining the need for supervision (checklist)
- Noting the aspects of health care where special assistance is required (checklist)

Example of listing all programs

Program	Extra needs for control	health area		
		A	B	C
1) Water sanitation	New program: one visit a month for six months from January	√		
2) Malaria control	Coordination with other organizations	√		
3) Immunization				
4) Nutrition	Recognized activity visits in February and July New Auxiliary Midwife: one visit a month	√	√	√

Example of supervisory schedule

Month	Area A	Program	Area B	Program	Area C	Program
January	1 st Monday	Nutrition	2 nd Monday	all	3 rd Monday	all
February	1 st Monday	immunization	2 nd Monday	water	3 rd Monday	water
March	1 st Monday	all	2 nd Monday	excreta	3 rd Monday	immunization
April	1 st Monday	water	2 nd Monday	all	3 rd Monday	malaria
may	1 st Monday	refuse	2 nd Monday	nutrition	3 rd Monday	TB
June	1 st Monday	malaria	2 nd Monday	all	3 rd Monday	water
July	1 st Monday	all	2 nd Monday	immunization	3 rd Monday	refuse
August	1 st Monday	all	2 nd Monday	all	3 rd Monday	excreta
September	1 st Monday	nutrition	2 nd Monday	nutrition	3 rd Monday	all
October	1 st Monday	all	2 nd Monday	water	3 rd Monday	nutrition
November	1 st Monday	all	2 nd Monday	refuse	3 rd Monday	immunization
December	1 st Monday	all	2 nd Monday	all	3 rd Monday	all

The following is example of supervisory visit:

Date	Name of the village	Name of VHW	Category of VHW	Program	Findings	Action taken	Remark
1. 1. 2014	Aye ywa	U Ba	CHW	water supply			
3. 1. 2014	Ywatharyar	U Mya	TTHW	Latrine inspection			

Glossary

- | | |
|-------------------|---------------------------|
| 1. Supportive | - ထောက်ပံ့သော၊ အားပေးသော |
| 2. Supervision | - ကြီးကြပ်ခြင်း။ |
| 3. Ensuring | - သေချာအောင်လုပ်ခြင်း။ |
| 4. Competence | - ကျွမ်းကျင်လိမ္မာမှု |
| 5. Effectiveness | - ထိရောက်မှုရှိခြင်း။ |
| 6. Efficiency | - အကျိုးဖြစ်စေသည်။ |
| 7. Observation | - စောင့်ကြည့်ခြင်း။ |
| 8. Discussion | - ဆွေးနွေးခြင်း။ |
| 9. Glossary | - ခက်ဆစ်အဓိပ္ပါယ် |
| 10. Support | - ထောက်ပံ့ခြင်း။ |
| 11. Guidance | - လမ်းညွှန်ခြင်း။ |
| 12. Conceptual | - အမြင်သဘောထား |
| 13. Coaching | - နည်းပေးလမ်းပြ |
| 14. Authoritarian | - အာဏာရှင်ဆန်သော |
| 15. Encourages | - အားပေး၊ တိုက်တွန်းသည်။ |
| 16. Decision | - ဆုံးဖြတ်ချက်၊ စီရင်ချက် |
| 17. Determining | - အဆုံးအဖြတ်ပေးသည်။ |