

Lecture Four

Problem-Solving Steps

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- ▶ Recognize that there is a problem
- ▶ Identify the problem
- ▶ Generate alternative solutions
- ▶ Choose among the alternative solutions
- ▶ Implement the chosen solution
- ▶ Evaluate the solution

Techniques for Recognizing Problems

- ▶ Comparison against others
- ▶ Monitor for weak signals
- ▶ Comparison of current performance with objectives or past performance
- ▶ Checklists
- ▶ brainstorming
- ▶ Role playing

Identify the Problem: Ask Who?

- ▶ Who says that this is a problem?
- ▶ Who caused or is causing the problem?
- ▶ Whom does it or will it affect?
- ▶ Who has done something about the problem?

Identify the Problem: Ask What?

- ▶ What happened or will happen?
- ▶ What are the symptoms?
- ▶ What are the consequences to others?
- ▶ What circumstances surround the occurrence of the problem?
- ▶ What is not functioning as desired?

Identify the Problem: Ask When?

- ▶ When did it or will it happen?
- ▶ When did it first occur?

Identify the Problem: Ask Where?

- ▶ Where is the problem occurring?
- ▶ Where did it or will it have an impact?

Identify the Problem: Ask Why?

- ▶ Why is this a problem?
- ▶ Why did it or will it occur?
- ▶ Why was nothing done to prevent the problem from occurring?
- ▶ Why did no one recognize and do something about the problem sooner?
- ▶ Why is a response needed now?

Identify the Problem: Ask How?

- ▶ How should the process be working?
- ▶ How are others dealing with this or similar problems?
- ▶ How do you know this is a problem; what supporting information do you have?

Problem Identification: Final Questions

- ▶ How will you know the problem is solved?
- ▶ What does the desired state look like?
- ▶ What data will you need to answer these questions?

Techniques for Identifying the Problem

- ▶ Talking to others
- ▶ Analyze documents
- ▶ Questionnaire
- ▶ Observations

Problem Statement

- ▶ The end result of problem identification.
- ▶ Brief, clear, to-the-point identification of the specific problem to be addressed, including the key rationale for why it should be solved.