

Contents

1. Introduction	7
The benefits and skills	8
Your objectives	10
2. Process Overview	13
What is a problem?	13
Problem characteristics	14
Problem anatomy	15
Case problem	16
Problem-solving methodology	18
Problem-solving decision-making outline	19
Overview checklist	20
3. Communication Dynamics	21
How to get agreement on problems	21
What makes meetings work?	23
Meeting roles	24
The discussion leader	25
Documentation during meetings	27
Evaluate your next meeting	28
Six steps to problem-solving and decision-making	30
4. Step 1: Problem Recognition	31
Opening discussion – a good place to start	32
Problem recognition techniques	33

- | | |
|--|------------|
| 5. Step 2: Problem Labelling | 43 |
| What is a problem label? 44 | |
| How to find a problem label 45 | |
| Test your work 54 | |
| 6. Step 3: The Problem Cause Analysis | 55 |
| A specific example 56 | |
| The Consumer Tech root cause 59 | |
| Distinguishing cause from effect 60 | |
| How to find the root cause 62 | |
| Six techniques to identify problem causes 63 | |
| Have you found the root cause? 70 | |
| 7. Step 4: Optional Solutions | 73 |
| The Consumer Tech case problem unfolds 74 | |
| 8. Step 5: Decision-Making | 79 |
| Evaluate choices 79 | |
| How to make a decision 80 | |
| Decision test 91 | |
| 9. Step 6: Action Planning | 93 |
| The value of action planning 94 | |
| Action planning tools 95 | |
| How to handle resistance to change 102 | |
| A final action plan test 104 | |
| 10. Summary | 105 |
| Evaluation of your objectives 105 | |
| Personal summary 107 | |
| Further Reading from Kogan Page | 109 |