

Problem solving (two days)

This workshop explores the wide range of tools and techniques available to help us solve problems and make decisions.

Our ability to manage and create change is constrained by numerous factors: external change drivers and internal procedures; strategic directives and local politics; culture ('the way we do things around here'); and – not least – our own mindsets.

In this provocative workshop, we explore an integrated approach that empowers managers to deliver improved organisational effectiveness and real innovation.

Objectives

Participants will be able to:

- create new perspectives for perceiving and approaching problems;
- discuss, demonstrate and practise a range of problem-solving techniques;
- work with others to investigate and resolve problems; and
- generate practical solutions to real problems.

Numbers on this course should be limited to **twelve** people.

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Problem solving (two days)

Outline programme

Distinguishing problems and decisions

A structured approach to solving problems

Models of the thinking process

A general problem-solving model

Establishing ownership

Clarifying problem ownership

Problem analysis

Criteria grid for problem analysis

Re-framing problems

Placing problems in context

Force-field analysis

Stakeholder analysis

Solving problems with others

Behaviours that stimulate and inhibit problem-solving

Creating effective group dynamics for problem-solving

Solving presented problems

Defining the problem

Analysing the problem (Ishikawa fishbone analysis; Apollo root cause analysis)

Generating and developing a solution

Evaluating the solution (criteria rating): impact and implications

Solving constructed problems

Goal orientation

The key rules of brainstorming

Idea generation techniques

Solution development

Solution evaluation: impact and implications

The seven stages of decision-making

Establishing objectives

Ranking objectives

Developing options for action

Evaluating action options

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Choosing a course of action
Consequence analysis
Implementation planning

Action session

Participants identify actions they will take as a result of attending the workshop.

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