

Solving Problems

How Things Get Done

- Vision is what future success looks like.
- Goals are the steps leading toward fulfilling a vision.
- Planning is a means of efficiently reaching goals.

Planning Tool

What	How	When	Who

Problem Solving

- What happens when:
 - Things don't go according to plan?
 - Roadblocks slow progress toward a goal?

Problem solving is what you must do when your plan no longer works.

Problem Solving

- You can use the same planning tool for problem solving:
 - *What* is the problem?
 - *How* might you solve the problem?
 - *When* should you solve the problem?
 - *Who* will take responsibility?

Planning and Problem Solving

Problem solving is planning when
the facts have changed.

Decision-Making Tools

- Brainstorming
- Consensus
- Multivoting
- Parking Lot

Brainstorming

- Encourage everyone to participate.
- Think outside the box.
- Piggy-back ideas.
- Consider similar problems.

Consensus

Consensus occurs when a discussion leads to agreement without resorting to a vote.

Multivoting

- Allows a team to consider a number of options.
 - Each team member has an equal vote.
 - If sorting a list, members rank the items.
 - If reducing a list, members vote to remove items.
 - Cast votes and total scores.
 - Repeat as necessary.

Parking Lot

To save suggestions that do not apply directly to the problem at hand, a note of each good suggestion is placed in the “parking lot” for later consideration.

Emergency Problem Solving

Required when a team must come up with a plan very quickly by deciding:

- What the problem is
- How the problem will be solved
- When each step should be done
- Who is responsible for each step

Leader Responsibilities

In emergency problem solving, a leader should stay a step back from the action to keep an overall view of the entire situation.

Summary

- You can use the same planning tool for problem solving:
 - What is the problem?
 - How might you solve the problem?
 - When should you solve the problem?
 - Who will take responsibility?
- Take action.