

## Course duration

- 1 day

## Course Benefits

- Learn how to define the problem at hand.
- Examine tools for generating possible solutions to the problem.
- Explore how to evaluate and select possible alternative solutions.
- Determine how to effectively implement the solution you have chosen.
- Evaluate that solution for effectiveness.

## Course Outline

1. Defining the Problem
  1. Why This Is an Important First Step
  2. Tools for Defining the Problem
    1. Root-Cause Analysis
    2. Diagramming
    3. The Six Ws
    4. CATWOE
2. Generating Possible Solutions
  1. Use a Mind Map
  2. Brainstorming Techniques
    1. Freewriting
    2. Word Association
    3. Listing
  3. Shift Your Perspective
  4. Challenge Assumptions: Restate the Issue
3. Evaluating and Selecting Alternatives
  1. Determine the Most Workable and Reasonable Solution
    1. What Is the Best Solution?
  2. Occam's Razor: Why the Simplest Solution Is Usually the Best
    1. Occam's Razor Example
4. Implementing Your Solution
  1. Gain Acceptance from Stakeholders
    1. Who Are Your Stakeholders?
    2. How to Get Buy-in
    3. Identify Your Message
    4. Compose a Clear and Concise Message
    5. Identify Action Steps and a Communication Plan
  2. Define Resources Needed to Implement the Solution

3. Implement a Contingency Plan
  1. What Could Go Wrong?
5. Evaluating Your Solution
  1. Follow Up to Ensure that the Problem Is Solved
    1. Customer Surveys
    2. Group or Individual Meetings
    3. Checkpoints
    4. The Importance of Flexibility
  2. Determine Lessons Learned, to Avoid Future Problems
    1. Try to Determine the Problem's Cause
    2. What Could You Have Done Differently?
    3. Was It the Best Solution?
    4. Record Lessons Learned and Share
  3. Suggest Improvements to the Solution
    1. Celebrate Achievements

## Class Materials

Each student will receive a comprehensive set of materials, including course notes and all the class examples.