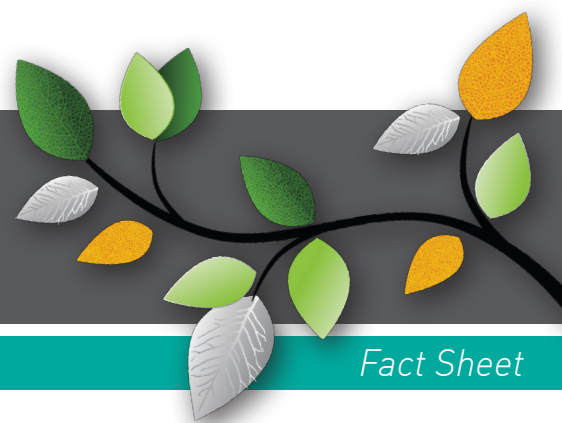


Problem-Solving Results: Solutions, Improvements, and Innovations™



Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. But how do you create the energy to implement these solutions in a climate where resources are scarce and people are already overworked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

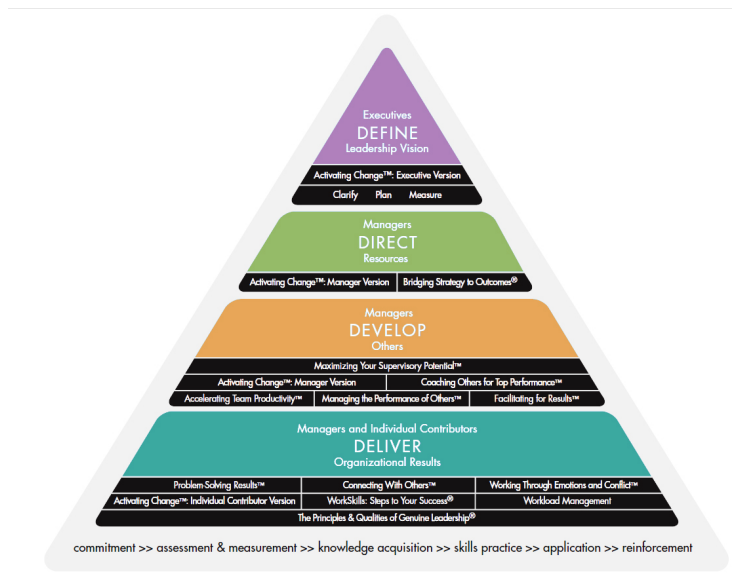
At the end of the workshop, participants will be able to:

- Explain how the principles and qualities of genuine leadership help create an environment that supports constructive and effective problem solving.
- Describe the five steps in the problem-solving process.
- Describe four types of problem-solving thinking.
- Apply elements of the problem-solving process to a sample situation and work-related situations.
- Define problems and/or opportunities in terms of gaps between current situations and expectations
- Identify strengths that can be leveraged to close the gaps.
- Identify and verify probable causes.
- Generate a variety of innovative solution alternatives.
- Develop effective decision-making criteria.
- Demonstrate the steps for gaining group consensus around a decision.
- Identify the techniques to use in specific situations to support implementation success.

This two-day workshop is made up of four units:

Unit 1: Connecting People and Process (4 hours)

This unit acquaints leaders with a five-step process for defining and analyzing problems, finding solutions, and implementing them. *The Principles and Qualities of Genuine Leadership*® are positioned as strategies to create an environment in which people are encouraged to offer their best thinking in line with a clear problem-solving process.



Unit 2: Exploring Gaps, Causes, and Solutions (4 hours)

In this unit, leaders explore a number of tools that can enhance their success in using the problem-solving approach. Tools are sorted into different categories, and participants use a separate toolkit to work with the following methods:

Generating Ideas

- Brainstorming
- Double reversal

Gathering Information

- Check sheet
- Structured surveys

Analyzing Information

- Flowchart
- Fishbone diagram

Making Decisions

- Rating and ranking
- Risk analysis matrix

Planning and Follow-up

- Gantt chart
- Force field analysis

Organizations are full of ideas about how to solve problems and exploit opportunities ... ideas that don't always materialize into results. Implementation and follow-through is often given short shrift and, as a result, problem-solving efforts fall short of expectations. In this unit, leaders learn specific strategies to aid in action planning and follow-through, as well as approaches that build and sustain momentum for those involved.

Please Note: The modules in the workshop are also available via eLearning.

About AchieveForum:

AchieveForum delivers leadership solutions that are designed for the customer and are built on more than 85 years of global experience. Our tailored learning solutions are created with purpose and driven by innovation to help organizations effectively execute their business strategies. We provide clients with practical and research-based products and programs that mobilize employees, accelerate business-initiative implementation, and improve agility. For more information, go to:

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Unit 3: Deciding on a Solution (4 hours)

Problem-solving efforts can easily lose momentum as people struggle with decisions about what to do. In difficult situations, team members can default to voting or accepting the views of the most verbal individuals. This lack of decision buy-in greatly impacts the energy level required to implement solutions and follow-through. In this unit, leaders learn how to define decisionmaking procedures and use objective criteria to evaluate choices and alternatives.

Unit 4: Deciding on a Solution (4 hours)