



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.

Kairos Training Limited

39 CUDNALL STREET CHARLTON KINGS CHELTENHAM GLOUCESTERSHIRE GL53 8HP
TEL & FAX +0044 (0) 1242 269762 MANAGING DIRECTORS Alan Barker Gillian Barker
alanbarker830@btinternet.com



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

Kairos Training Limited

39 CUDNALL STREET CHARLTON KINGS CHELTENHAM GLOUCESTERSHIRE GL53 8HP
TEL & FAX +0044 (0) 1242 269762 MANAGING DIRECTORS Alan Barker Gillian Barker
alanbarker830@btinternet.com



The seven stages of decision-making

Establishing objectives

Ranking objectives

Developing options for action

Evaluating action options

Choosing a course of action

Consequence analysis

Implementation planning

Action session

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

Kairos Training Limited

39 CUDNALL STREET CHARLTON KINGS CHELTENHAM GLOUCESTERSHIRE GL53 8HP

TEL & FAX +0044 (0) 1242 269762 MANAGING DIRECTORS Alan Barker Gillian Barker

alanbarker830@btinternet.com