

Problem Solving & Decision Making

Full Day



In the modern workplace all staff are expected to help solve problems. This workshop offers practical techniques for making effective decisions, whether it's a minor issue in a staff meeting or a strategic decision.

Defining the problem

- The most common mistakes e.g. defining problems as solutions
- How to identify objective criteria for a viable solution
- What are the dangers of 'group think'?
- How to set *time*, *quality* and *cost* objectives

Analysing causes

- The six essential questions to pinpoint underlying issues
- How to develop helpful cause and effect diagrams
- How to avoid the 'blame game'
- What are paradigms?
- Discover how paradigms can stop you seeing the true causes of a problem

Developing alternatives

- Learn how to challenge your existing paradigms and 'see' new options
- How to use De Bono's six thinking hats to develop alternatives
- Tips for facilitating brainstorming sessions and staying on track

Selecting the desired outcome

- Checking if the option is within budget and the timeframe
- How to *weight* the different criteria depending on their importance
- What is 'critical thinking' and a 'valid' argument?
- How to construct a 'valid' argument that will stand up to scrutiny from others
- Understanding the role emotions play in every decision
- How to pinpoint the relevant emotions e.g. pride, fear, desire, frustration, satisfaction
- How to gain commitment to the decision from relevant people

Managing resistance to change

- Implementing the solution: setting targets, milestones and contingency plans
- Why do staff and clients resist new ideas so strongly?
- The 4 phases of change: Denial, Resistance, Exploration, Commitment
- Practical strategies to help people progress through the phases of change



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Evaluating the outcomes

- Who should review the outcomes?
- How well are the criteria being met?
- What have we learned from the process to improve future decisions?

Case study

Participants use the techniques to develop solutions for a work problem. (Note: We would discuss this with you prior to the training.)

Benefiting from different personality types

- Jung's 16 Personality Types
- What is your personality type? (participants complete a questionnaire)
- What are the strengths and limitations of the various types in problem solving?
- How to respect the value of people with different personality types

Conducting effective meetings (optional)

- What should go on the agenda?
- Controlling talkative people and encouraging the passive to participate
- Summarising points and agreeing actions

Giving constructive criticism (optional)

- Why is it important to criticise ideas in a constructive way
- The key to criticising ideas without criticising people
- The words and phrases that cause resentment
- A proven 3 step technique for presenting your ideas in a clear and confident way *every time* you have something to say in a meeting



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