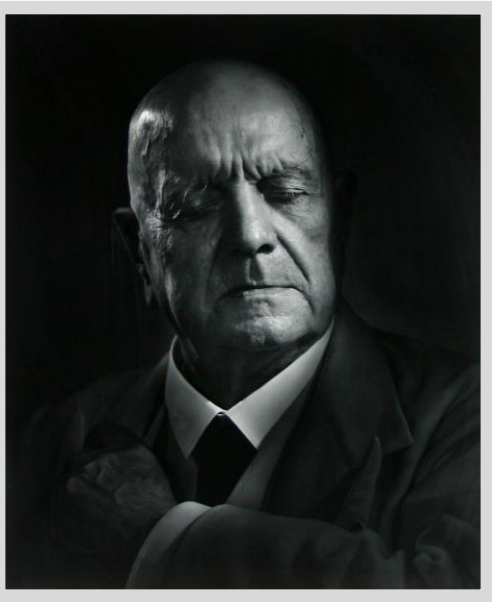
Solving Tough Problems!

Harley Lovegrove



YBT

The Bayard Partnership

What is a problem?

WHAT IS A PROBLEM?

A block – something that prevents you moving forward

- A conflict of ideas
- An objection or complaint
- A question needing answering

A VERY SIMPLE PROBLEM…

(Write down the answer)

A bat and a ball together cost 1€10cents. If the bat costs 1€ more than the ball what does the bat cost?

A VERY SIMPLE PROBLEM…

2 x 2 = ?

7 x 9 = ?

17 x 24 = ?

Question

We are living in a dangerous world, where terrorism is a real risk for those that travel internationally.

You are looking for travel insurance for one year and you decide that 250,000EUR cover would be enough in case of death.

How much would you be prepared to pay for this?

_____ EUR

THINKING FAST AND SLOW

Pre-conceived ideas destroy our ability to be rational

Intuition leads us astray

- Blending poor accuracy with over confidence
- Experience (same or similar situations repeated over and over) allows us to recognise situations and to make ‘intuitive’ decisions

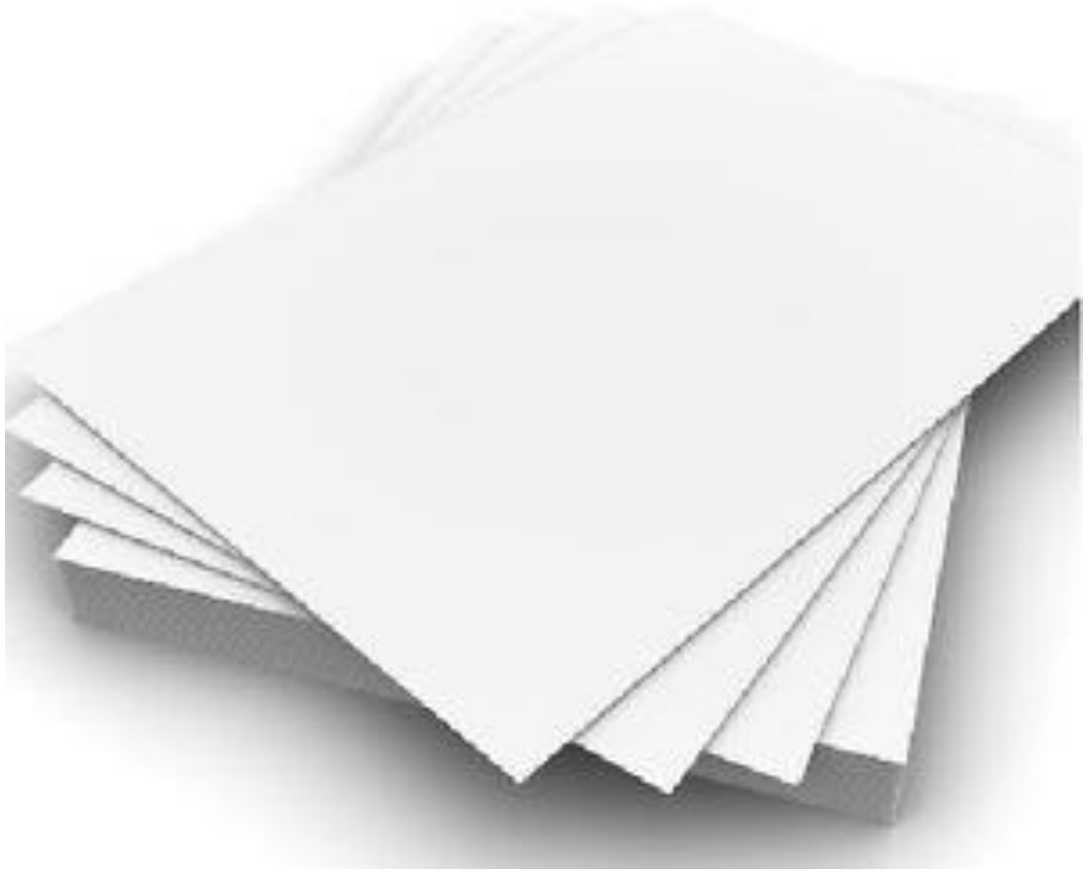
COMPLEX PROBLEMS

Managing expectations!

Ideally this interactive exercise would take 2 – 3 hours. But by splitting into multiple teams, we will try and do it in 30 minutes!

By the end of the session: we might not fully solve the actual problem – but we will

- Understand fully what the real problem is
- Collect the key data to begin to solve the problem (get out of the stalemate situation)
- Understand the challenges ahead (so we can identify the scope & build a plan)
- Motivate the key players to solve it!



Take five sheets of paper each

Number each sheet 1-5

What’s going to happen?

- I will ask you five questions
- You will capture your answers on your sheets of paper (one sheet per answer, pleas)
- You will work in groups to discuss your answers
- Each group will present their conclusions

- Let’s get started!

A tough problem!

DAVID'S DILEMMA

John – Sales Director – More products

Peter – Production Director – Less products

Samantha – Marketing Director – no production – no distributors – no retailers – 'No touch' orders – streamline internal processes

Mathew – Finance Director – Big bank loan – modernize production in UK

Question 1

What's the problem?

Question 2

What are the biggest challenges to solving the problem?

List at least 3

1.

2.

3.

Question 3

How will we know when we have solved the problem?

- Why should we solve the problem?
- What are the key Benefits?
- List at least three benefits!

Question 4

What would be a great name for this project?

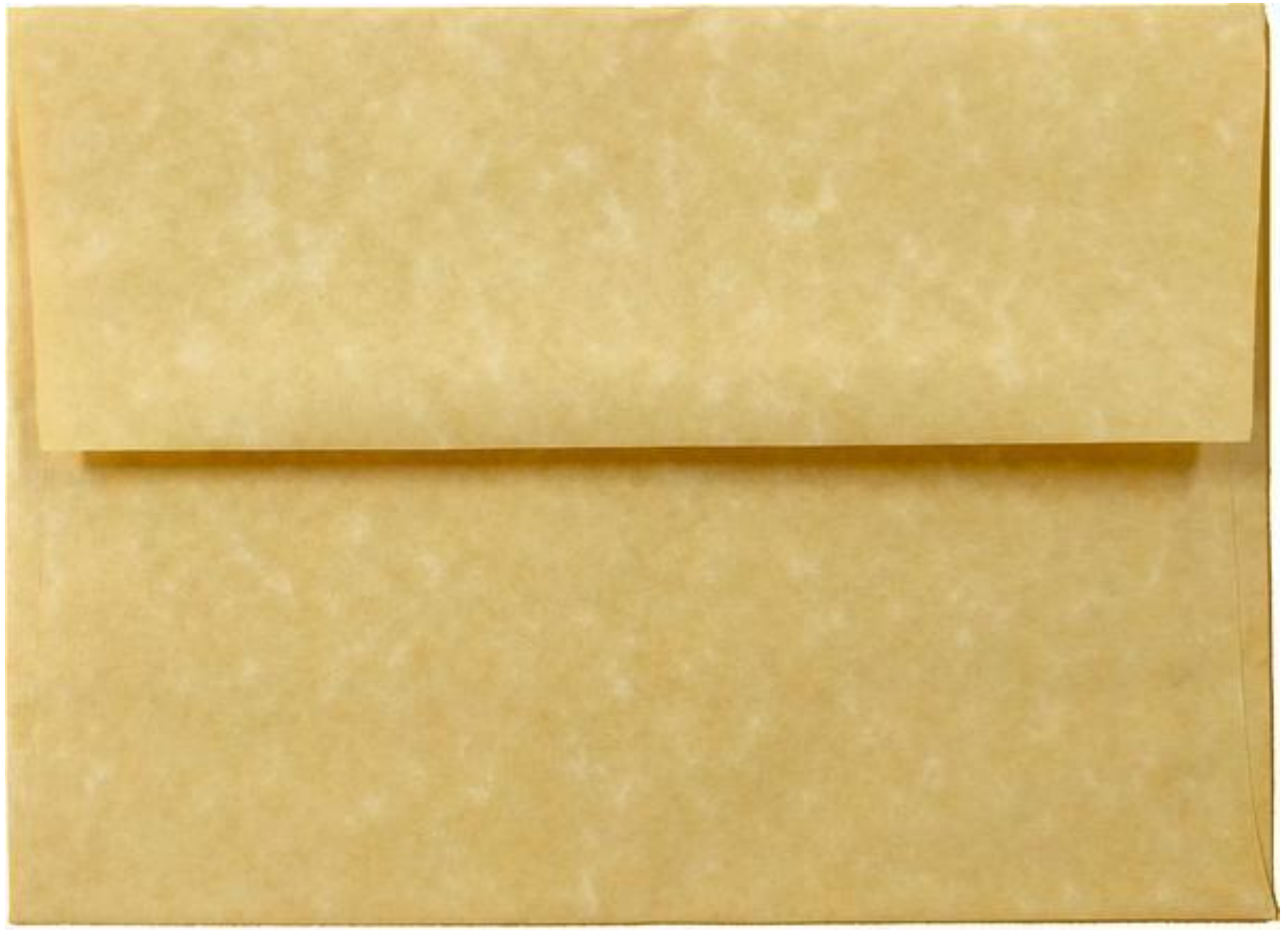
Question 5

What would be a great slogan for this project?

Group work:

Question 1 = Split into five groups:

- Atlantic Lighting: Red Team
- Atlantic Lighting: Blue Team
- Atlantic Lighting: Green Team
- Atlantic Lighting: Orange Team
- Atlantic Lighting: Purple Team



Summary

David – CEO, his company Atlantic Lighting is loosing money, it cannot continue as it is.

His Management Team:

John – Sales Director wants – more products

Peter – Production Director wants – less products

Samantha – Marketing Director wants to – stop selling via retailers – stop manufacturing in UK - Buy ready made products in Asia and re-brand - sell ‘on-line’ – ‘No touch orders’ – Streamline internal processes

Mathew – Finance Director – Wants to borrow lots of money to modernize UK production

Q1: RED TEAM : Your mission

To define what you believe the real problem is and why

Instructions:

1. Select a timekeeper
2. Select someone to capture your findings on your flipchart (neat handwriting)
3. Begin with your own findings
    1. Read out in-turn your answer to question 1 ‘What’s the problem?’
    2. Make sure everyone’s answer is captured on your flip chart – Remove / Ignore doubles
    3. Look at the input from the other tables
    4. Create a complete list of the problems / symptoms on your flipchart – highlight which one is the real problem!
4. Make a clean flip chart with the big problem at the top and your key symptoms underneath
5. Choose a presentor to convince your colleagues that your team understands what the real problem is and why!

Q2: Blue Team: Your mission

To capture the key challenges that need to be overcome – the scope and key topics

Instructions:

1. Select a timekeeper
2. Select someone to capture your findings on your flipchart (neat handwriting)
3. Begin with your own group's findings
    1. Read out in-turn your three biggest challenges
    2. Make sure everyone's challenges are captured on your flip charts – Remove / Ignore doubles
    3. Look at the input from the other tables
    4. Create a complete list of the challenges on your flipchart
4. Make a clean flip chart with the five biggest challenges
5. Choose a presentor to convince your colleagues that your team knows what the main challenges are and the scope of what needs to be done!

Q3: GREEN Team: Your mission

To capture the key benefits for solving the problem. Why we should solve it. Define how we will know when the probelm is solved!

Instructions:

1. Select a timekeeper
2. Select someone to capture your findings on your flipchart (neat handwriting)
3. Begin with your own group's findings
    1. Read out in-turn your definition of how you know the problem will be solved. Your three key Benefits
    2. Make sure everyone's benefits are captured on your flip charts – Remove / Ignore doubles
    3. Look at the input from the other tables
    4. Create a complete list of the benefits on your flipchart
4. Make a clean flip chart with the five main benefits
5. Choose a presentor to convince your colleagues (in less than 3 minutes) that your team knows what the benefits are for making Atlantic Lighting great again!

Q4: ORANGE team Your mission:

To come up with a poster and a great name for the project!

Instructions:

1. Select a timekeeper
2. Select someone to capture your findings on your flipchart (neat handwriting)
3. Begin with your own group's findings
    1. Read out in-turn your suggestions for a project name.
    2. Make sure everyone's name suggestion is captured on your flip chart – Remove / Ignore doubles
    3. Look at the input from the other tables
    4. Choose a great project name
4. Make a poster including your project name
5. Choose a presenter to convince your colleagues that your team has come up with a great poster and project name to motivate the Atlantic Lighting Team into action!

Q5: Purple Team
Your mission:

To come up with a great slogan and poster for the project!

Instructions:

1. Select a timekeeper
2. Select someone to capture your findings on your flipchart (neat handwriting)
3. Read out in-turn your suggestions for a project slogan.
4. Make sure everyone's slogan is captured on your flip chart – Remove / Ignore doubles
5. Look at the slogans suggested from the other tables
6. Create a list of the best slogans
7. Make a poster including your project slogan
8. Choose a presentor to convince your colleagues that your team has a great poster and project slogan to make Atlantic Lighting great again!

DAVID'S DILEMMA: our findings!

Red Team – Q1

Blue Team – Q2

Green Team – Q3

Orange Team – Q4

Purple Team – Q5

ATLANTIC Lighting

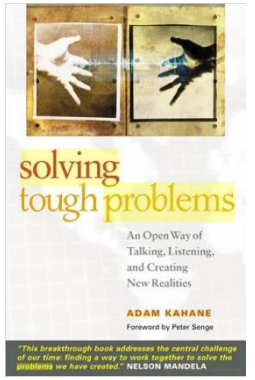
PRIZE GIVING!

DAVID DILLEMA

What are our conclusions?

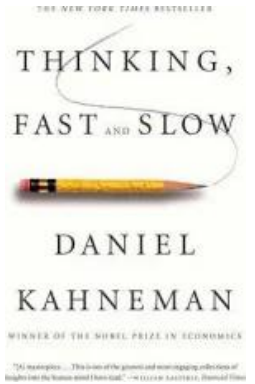
Recommended Reading

Adam Kahane's *Solving tough problems*



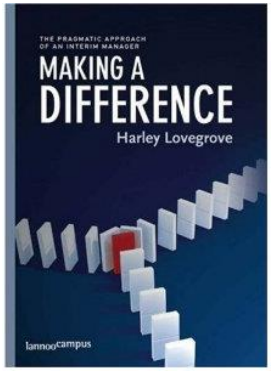
Thinking fast and slow by Daniel Kahneman,

professor in psycology at Princeton and Nobel laureate



The nine steps approach

Making a difference by Harley Lovegrove



Thank you