

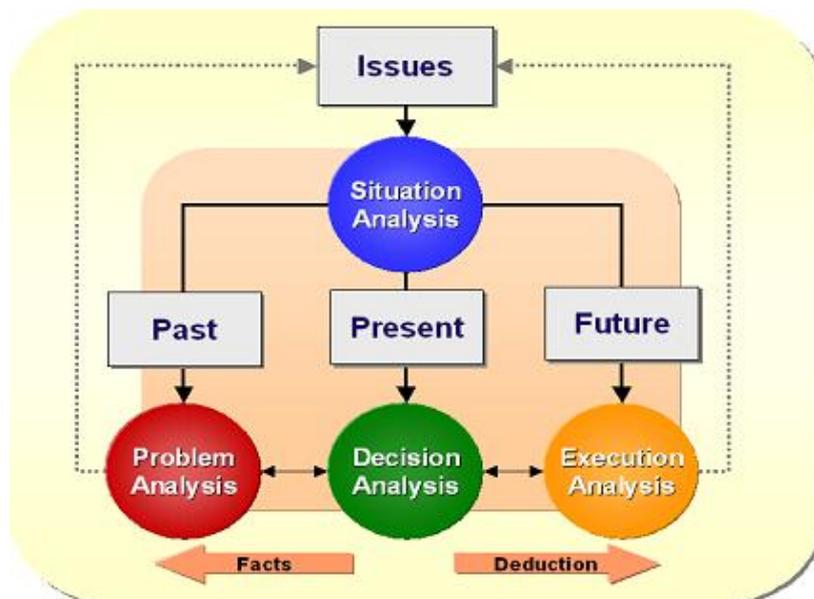
Problem Solving and Decision Making

Effective Problem Solving & Decision Making For Project Managers

In planning and managing projects, project manager frequently encounters problems and faces critical decisions. In order to gain control of the situation, project manager need effective skills to identify and clarify issues, analyze and resolve problems, as well as to make right decisions to move the project ahead.

In response to this need, the “Effective Problem Solving & Decision Making” course aims to provide participants a logical and consistent approach to every situation, be it solving a complex problem or making a critical decision. By learning and applying this proven methodology, project manager and team members will be on the same wavelength, communicating with a common language, and thereby allowing them to work together effectively, deal with the issues at hand and not be side-tracked by poor communication.

Our systematic problem solving & decision making framework consists of four processes: Situation Analysis, Problem Analysis, Decision Analysis and Execution Analysis.



Effective Problem Solving & Decision Making For Project Managers

1. Overview of Problem Solving & Decision Making Process

A process to look at the whole picture by identifying and evaluating issues faced in planning and managing projects. These issues are broken into more manageable ones and then prioritized. Appropriate next-step analysis is determined to ensure effective resolution of the issues.

Problem Analysis

– Why an issue happened & what is the cause & effect relationship

A process to resolve problems by first defining the problem in detail. Possible causes are identified and then tested against the "problem definition". Participants learn how to verify the root cause of a problem before taking expensive corrective actions.

Decision Analysis

– Which is the best course of action to resolve an issue

A process that facilitate decision making when the choice among a number of possible options is not clear. Participants learn how to clarify the purpose of the decision and establish criteria for the evaluation of various options. Further, they learn how to evaluate the various options and assess related risks prior to making a decision or recommendation.

Execution Analysis

– How to minimize risks & enhance opportunity when implementing a plan or action

A process to plan for smooth and successful implementation of a decision made. This includes clarifying the constraints and set clear objectives to be achieved, identify all tasks to be completed, plan for schedule and resources needed, manage whatsoever risks and opportunities that might come along with the implementation, effective monitoring and change management.

In addition, participants will also learn special problem and decision making techniques to help them identify and manage difficult problems and make critical decisions.

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2. Workshop Objectives

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

- Identify and clarify issues that need to be resolved
- Set priority and determine appropriate steps to deal with the issues identified
- Define a problem in detail before starting to resolve it
- Find the root cause of a problem before investing in expensive solutions
- Develop and evaluate solutions to resolve a problem
- Clarify purpose and scope of a decision
- Develop a set of well balanced criteria for evaluating of options
- Evaluate options and assess risks involved in each
- Justify recommendation to a higher management
- Ask incisive questions to collect and analyze information
- Improve planning accuracy
- Separate opinions from facts

By applying the skills learned, participants and organizations can expect to gain the following benefits:

- Improved effectiveness in identifying and resolving problems
- Reduced problem solving cycle time
- Improved confidence in the decision made
- Smooth implementation of project and plans
- Improved communication
- Better team work
- Less rework

3. Workshop Outline

Day One	Day Two
<ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> - Course Agenda - Course Objectives - Meaning of Process <p><i>Exercise: Opening Case Study</i></p> 	<ul style="list-style-type: none"> • Problem Analysis Techniques <ul style="list-style-type: none"> - Differences & Changes - “Day-One” Problem - Repetitive Problem
<ul style="list-style-type: none"> • Process Overview <ul style="list-style-type: none"> - Overview of Problem Analysis - Overview of Decision Analysis - Overview of Execution Analysis - Overview of Situation Analysis - Types of Measures 	<ul style="list-style-type: none"> • Problem Analysis Tools <ul style="list-style-type: none"> - Overview of SPC and QC Tools - Data Sheet - Histogram - Pareto Chart - Scattered Diagram - Control Chart - Trend Analysis - Cause & Effect Diagram
<ul style="list-style-type: none"> • Situation Analysis <ul style="list-style-type: none"> - List Issues - Clarify & Classify Issues - Set Prioritization Criteria - Prioritize Issues - Determine Analysis <p><i>Exercise: Situation Analysis Case Study</i></p> 	<ul style="list-style-type: none"> • Decision Analysis <ul style="list-style-type: none"> - State Decision - Set Evaluation Criteria - Develop & Evaluate Options - Identify Risks - Make Final Choice <p><i>Exercise: Decision Analysis Case Study</i></p>
<ul style="list-style-type: none"> • Problem Analysis <ul style="list-style-type: none"> - State Problem - Describe Problem - Identify Likely Causes - Evaluate Likely Causes - Verify Root Cause <p><i>Exercise: Problem Analysis Case Study</i></p> 	<ul style="list-style-type: none"> • Execution Analysis <ul style="list-style-type: none"> - State Execution - Set Objectives - Develop Plan - Manage Risks & Opportunities - Implement Plan • Workshop Closure