

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

Training

Meeting the needs of the new global marketplace with a flexible, total-systems approach

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.

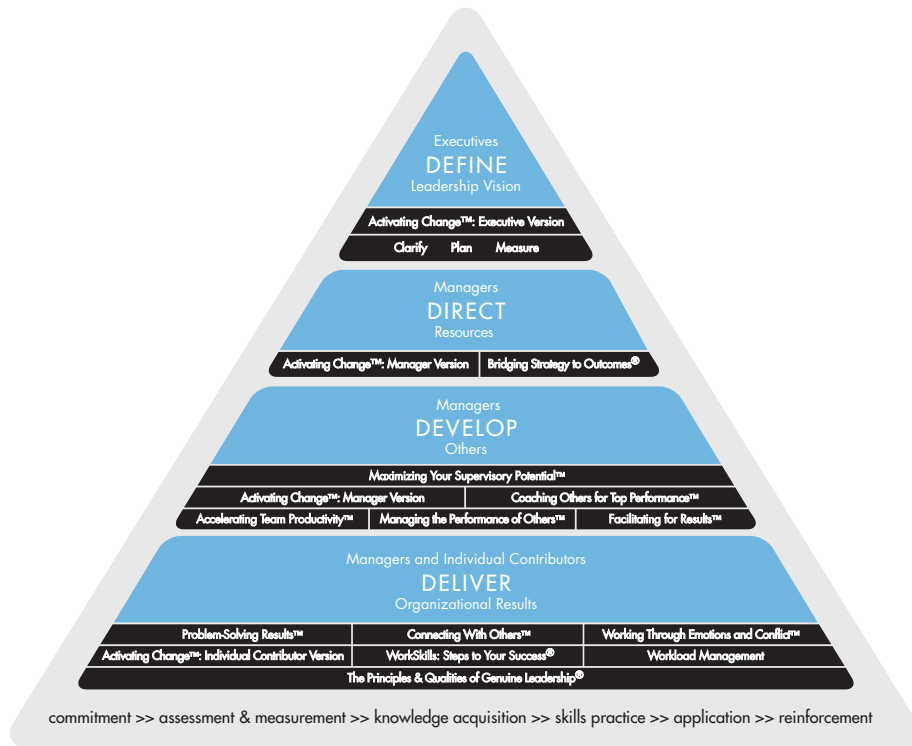
This two-day workshop is made up of four units:

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.



Developing the 21st
century workforce™



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

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 fol-

low-through. In this unit, leaders learn how to define decision-making procedures and use objective criteria to evaluate choices and alternatives.

Unit 4: Making It Happen (4 hours)

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.

Achieving Results Through Genuine Leadership® goes far beyond the classroom door by including assessment, knowledge acquisition, skills practice, reinforcement, application, and consulting tools and services. Please work with your AchieveGlobal representative to determine which parts of, and in what sequence, **Achieving Results Through Genuine Leadership®** will best meet the unique needs of your organization.

This system and all of its components was developed and tested to work in a broad range of industries and contexts. Its discovery- and activity-based design ensures the standard activities, exercises, practices, and role plays aren't just self-tailoring for your organization, they're self-tailoring for each specific learner. Learners choose to work out challenges and situations unique to them, and these "real-life" examples are built in at no additional cost. If you want to formally customize the product to include company-specific role plays, policies, or goals, please contact your account executive.



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