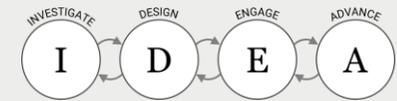


Problem Solving Roadmap



INVESTIGATE		DESIGN		ENGAGE		ADVANCE	
Inquire	Interrogate	Develop	Decide	Enlist	Engineer	Apply	Adapt
Why are people concerned ... and about what?	Why does the problem exist and persist?	What are all the ways a better situation could be achieved?	What is the preferred way of making the situation better?	Who do we need to convince to take action?	Who must do what to make and sustain progress?	How do we equip people to progress successfully?	How will we drive learning and improvement?
USEFUL QUESTIONS							
<ul style="list-style-type: none"> • What is the problem or opportunity? • Does it matter enough to tackle now? • What are the consequences if unresolved? • Who provides the insight and resources to tackle the problem? 	<ul style="list-style-type: none"> • What is causing the problem to exist or persist? • How is the system operating within which the problem sits? • How is the problem situation evolving? • What beliefs allow the problem to exist? • How can we engage constructively to deepen our insight and respond usefully? 	<ul style="list-style-type: none"> • What assumptions need to be tested? • What are the attributes of a good solution? • What are all the ways we could achieve that good solution? • What are the best combinations of those solution ideas? 	<ul style="list-style-type: none"> • By what criteria do we judge the best solution? • What solution is most attractive and achievable? • What risks to our solution require treatment? 	<ul style="list-style-type: none"> • Who will influence and control success? • What is the primary case for action? • How compelling is the preferred solution? • What is the easiest route to action? 	<ul style="list-style-type: none"> • How will we deliver our solution well? • What is the best set of actions to implement the solution? • How do we best equip people to implement the solution? • How do we align everyone in the organisation to deliver well? 	<ul style="list-style-type: none"> • What mix of people are going to perform best? • How do we help people overcome barriers to starting and then maintaining progress? • How should solutions evolve to sustain progress and success? 	<ul style="list-style-type: none"> • How will we most effectively monitor, learn, adapt and improve? • How will people's expectations be managed? • Who is accountable for ensuring benefits are delivered?
USEFUL TOOLS							
Problem definition Value at risk Experience mapping Stakeholder mapping	5 whys Fishbone diagrams System mapping Motivation mapping Issues wheel Causal layered analysis Causal loop mapping Generative dialogue	In2Design Assumption smashing Design objectives Triggered brainstorming	Multi-criteria analysis Decision trees Strategic risk analysis	Choice of yeses Business cases Investment logic mapping Cost-benefit analysis Cost-effectiveness analysis	Program logic Project plan 5 hows Change management framework Organisational performance framework	Immunity to change Balanced teams Prototyping	DREAM model AB testing Benefit realisation

Use I.D.E.A. to remember the four essential steps of problem-solving. It's all about developing and implementing useful solution to deliver benefits. The process won't be linear with complex problems for which learning and adaptation is important.

Before choosing a tool to help your problem-solving, list the questions that you must answer to design and implement an effective solution. Let your questions guide your effort and tool selection. Using just one tool can make a big difference; multiple tools can take your problem-solving and impact to another level.