

Training Problem Solving Model

1. Define the business problem. *What outcome are you trying to achieve?*
 - a. Define the gap between desired and actual result
 - b. How was the problem identified?
 - c. How long has it gone on?
 - d. How often/how long has it been a problem?
 - e. How impactful is the problem?
 - f. What factors contribute to it?
 - g. How is it currently “solved”?

2. Gather evidence and measurements that define the problem in specific terms. *How do you know it’s a problem?*
 - a. What measures/metrics express the problem?
 - b. If none exist, can measures be created?
 - c. Can a dollar or time cost be linked to the problem?
 - d. Is the problem a cause itself, or an effect?

3. Identify causes. *What are the factors that create this problem?*
 - a. Involve key stakeholders involved in the solution step/Training at this stage or earlier.
 - b. Are there intended/unintended incentives in place?
 - c. Is there a business process that causes or contributes to it?
 - d. Is motivation a factor?
 - e. Is technology/equipment/hardware a factor?
 - f. Is management communication a factor?
 - g. Is there a knowledge or skill gap?
 - h. Is there a valid reason things are done this way?

4. Develop criteria for effective solutions. *What does the solution look like?*
 - a. Effective solution must address root causes.
 - b. Solution should cost less than the problem it fixes.
 - c. What is the required solution timeframe?
 - d. What other attributes would a winning solution have?
 - e. What constraints exist: Money, time, resources?

5. Gather/develop solutions. *How can we fix the problem?*
 - a. Involve key partners fully in this step.
 - b. Do solutions already exist within your organization?
 - c. Are solutions available in the marketplace?
 - d. Is there a technology solution?
 - e. Is there a business process solution?
 - f. Is there a communication solution?
 - g. Is there an incentive solution?
 - h. Is there a training solution?
 - i. Are their helpful resources to assist you with ideas?

6. Evaluate prospective solutions against success criteria. *Do any of the ideas look like a fit?*
 - a. Identify pro/con expected.
 - b. What's the cost/benefit?
 - c. Develop plans to manage risks.
 - d. Is solution likely to address the business problem from #1?
 - e. Stakeholders on board for their parts?
 - f. Pass the "gut check"?

7. Select/propose solutions. *How do we intend to attack the problem?*
 - a. Get management support/approval.
 - b. Install plans to manage cons/risks.
 - c. Set measurement goals and timeframes.
 - d. Implement solution.

8. Measure and report results. *Is it working?*
 - a. Check success milestones.
 - b. Do we need to change the plan?
 - c. Was the business problem resolved?