



# ***Welcome to Critical Thinking in Action- Decision Focus***

***By***

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partner in performance***

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# **DECISION FOCUS<sup>®</sup> OBJECTIVES**

## **Workshop**

*due to proprietary reasons I am only able to provide some of the slides from the presentation*

- 1. Critique your organization in the 5 Problem Solving/Decision Making Success Categories.**
- 2. Learn the biggest mistakes in resolving issues.**
- 3. Identify the 4 types of issues all organizations face**
- 4. Defining the true problem statement**
- 5. Learn the Situation Analysis Tool—which will give teams and individuals a systematic process for dealing with broad problems and a common language**



**?**

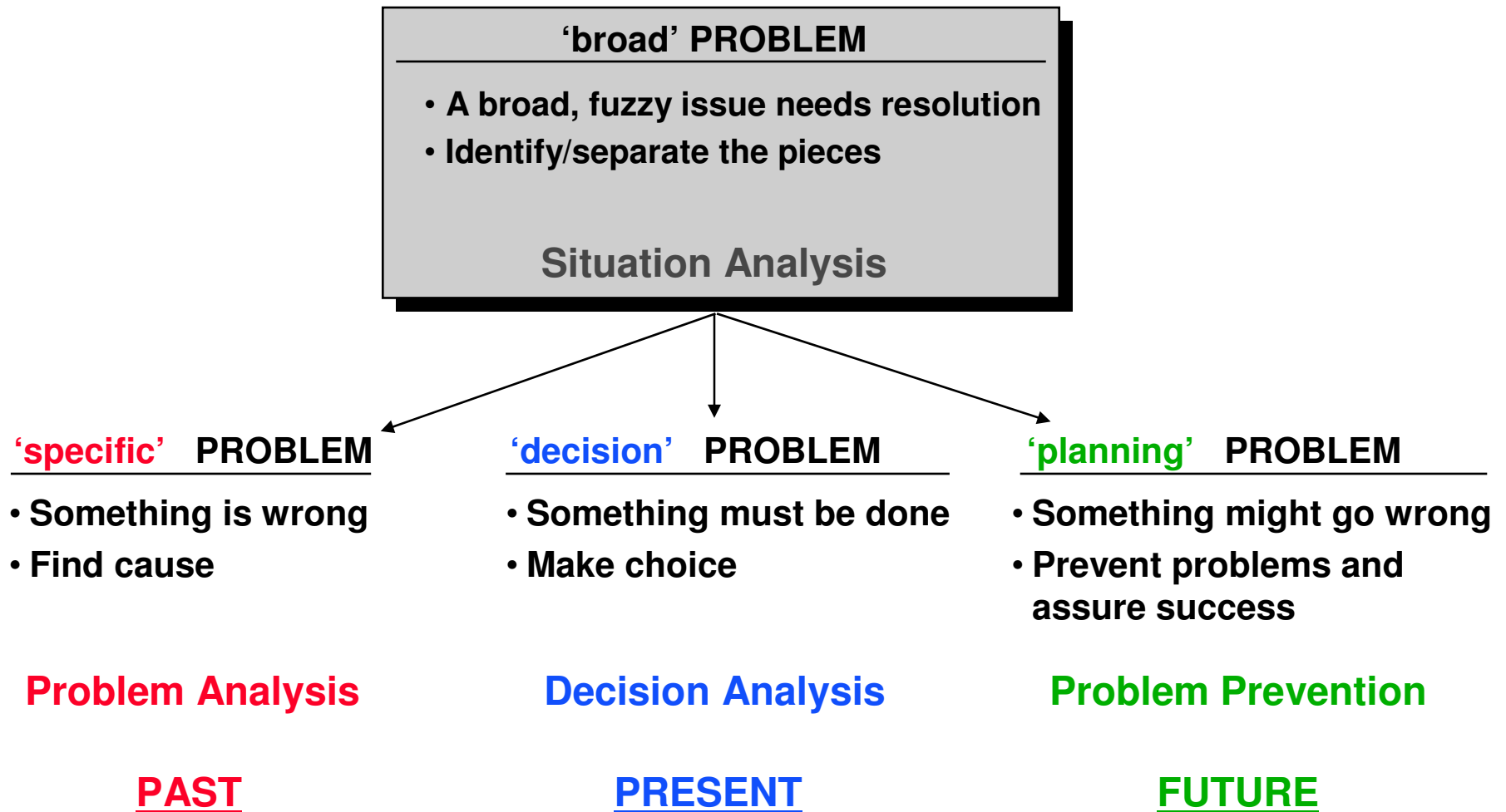
**Within your organization and your job, what is driving the increased need for a systematic process to manage problems and decisions?**

# *How is Your Organization Doing?*

| Score   | Grade    | Comments  |
|---------|----------|---|
| 110-125 | <b>A</b> | Performing at the highest level of effectiveness. What actions can you take to “lock this in” so it become automatic for you and your team?   |
| 95-109  | <b>B</b> | Score is good but could be even better. There are proven tools and tactics to get a higher level of effectiveness. Look at where your scores are “3” or below to determine where to focus   |
| 80-94   | <b>C</b> | Score is average. There are fundamental changes that need to be made for improvement. Chances are good that many areas need attention, so you will need to set priorities for action  |
| 60-79   | <b>D</b> | Score is well below average. There are multiple weak spots that must be addressed if you expect to improve. This scoring range typically indicates issues in problem solving skills, workgroup procedures, and the collaborative environment. |
| < 60    | <b>F</b> | Major barriers exist that prevent any acceptable performance. These obstacles need to be identified and acted on immediately.   |

# **DECISION FOCUS<sup>®</sup>**

## **FOUR 'TYPES' OF ISSUES**



# *Most Common Mistakes*



One of the biggest difficulties in resolving issues:

IDENTIFY THE ISSUE



TAKE ACTION

DECISION FOCUS helps address this difficulty:

IDENTIFY THE ISSUE



ANALYSIS



TAKE ACTION

'broad' problem  
'specific' problem  
'decision' problem  
'planning' problem

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## ***Most common mistakes***

- *Not clearly understanding the needs of the organization or work area*

**How do you know it is the biggest problem?**

**Do you know that solving it will benefit the organization?**



# ***Most common mistakes***

- *Not clearly defining the problem*

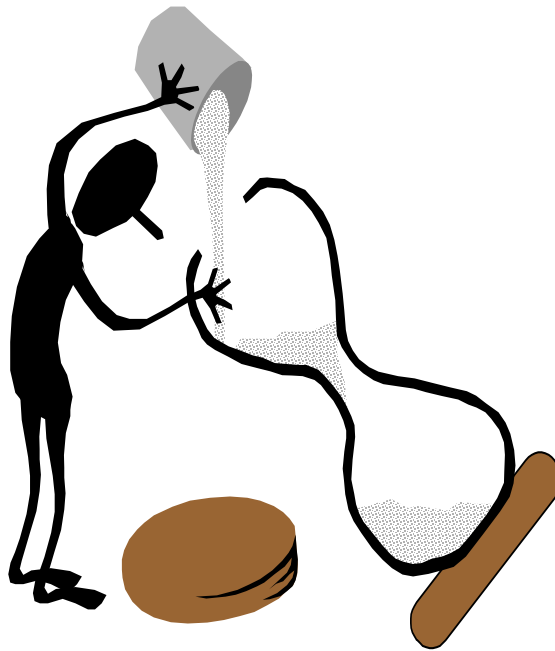
**What happens  
when there is an  
incorrect  
diagnosis?**



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## ***Most common mistakes***

- *Knowing the “answers” prior to analysis*



If you already know how to solve the problem—you don't need problem solving



## ***Five Related Disciplines***


- 1. Situation Analysis**  
*(MESS)* Separating broad, general issues into more specific parts.
- 2. Problem Analysis**  
*(MYSTERY)* Analyzing cause of specific problems.
- 3. Decision Analysis**  
*(CHOICE)* Selecting the best alternative to reach one or more objectives with acceptable risk.
- 4. Problem Prevention**  
*(PLAN)* Analyzing a plan to assure its success by preventing problems.
- 5. Creative Process**  
*(IDEAS)* To generate new ideas and options.



## ***Are we working on the True Problem?***

*Jeff Liker and Jeff Meier –authors of the Toyota Way Field book say that we often make the mistake of beginning our problem solving efforts at whatever level the problem is first perceived.*

**For example, we feel drafts around the back door of the house, and start working on how to fix the drafts.**



***What we should do first, though, is sort out whether that is the "true problem." To do that, start from the perceived problem and use "therefore" statements to work up to the "true problem."***

## ***Example:***

Point of  
Recognition

- The back door is drafty, **therefore** we are losing heat.
- We are losing heat, **therefore** the heater runs longer to maintain our temperature set point.
- The heater runs longer, **therefore** our gas consumption goes up.
- Our gas consumption goes up, **therefore** we pay more to the gas company.

That's the true problem here - paying more each month for gas.

True Problem

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# ***SITUATION ANALYSIS***

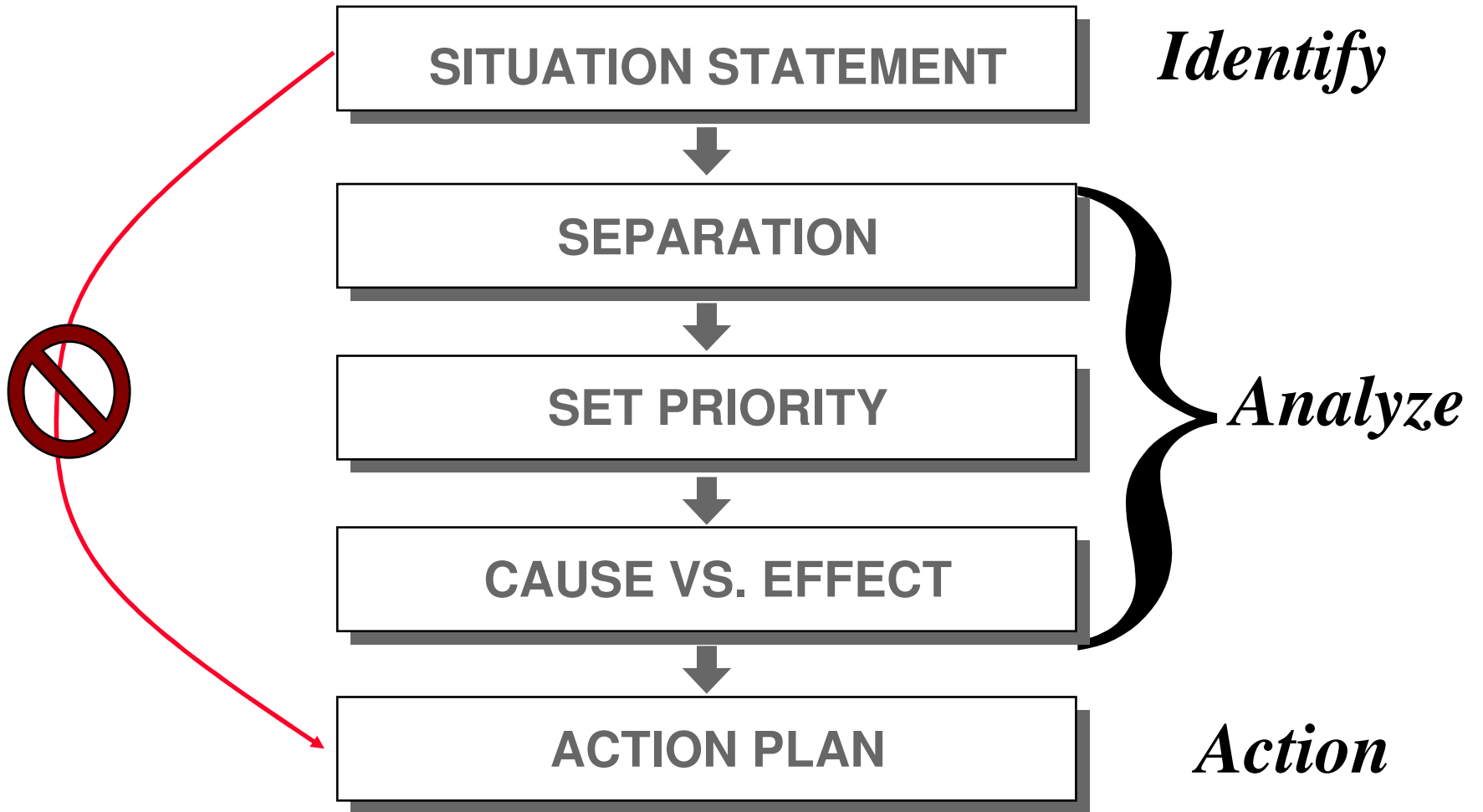
**SITUATION ANALYSIS is used to solve issues:**

- **broad and complex.**
- **multiple causes and effects.**
- **several related components.**
- **cannot be resolved with one action.**
- **gradually occurred over time**

## **Examples:**

- Excessive overtime in final test activities.
- Too much support time is spent on newly commercialized products.
- Confusing work instructions given to operators.
- Increased customer wait time at our clinic.
- Slow response to customers billing concerns.

# ***SITUATION ANALYSIS***



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# *SET PRIORITY*

**Seriousness** (impact, size, \$\$)



**Urgency** (immediacy, deadline, timing)

**Growth** (trend)



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# CAUSE EFFECT TIMELINE

*Before*

**Cause**



**Situation  
Statement**



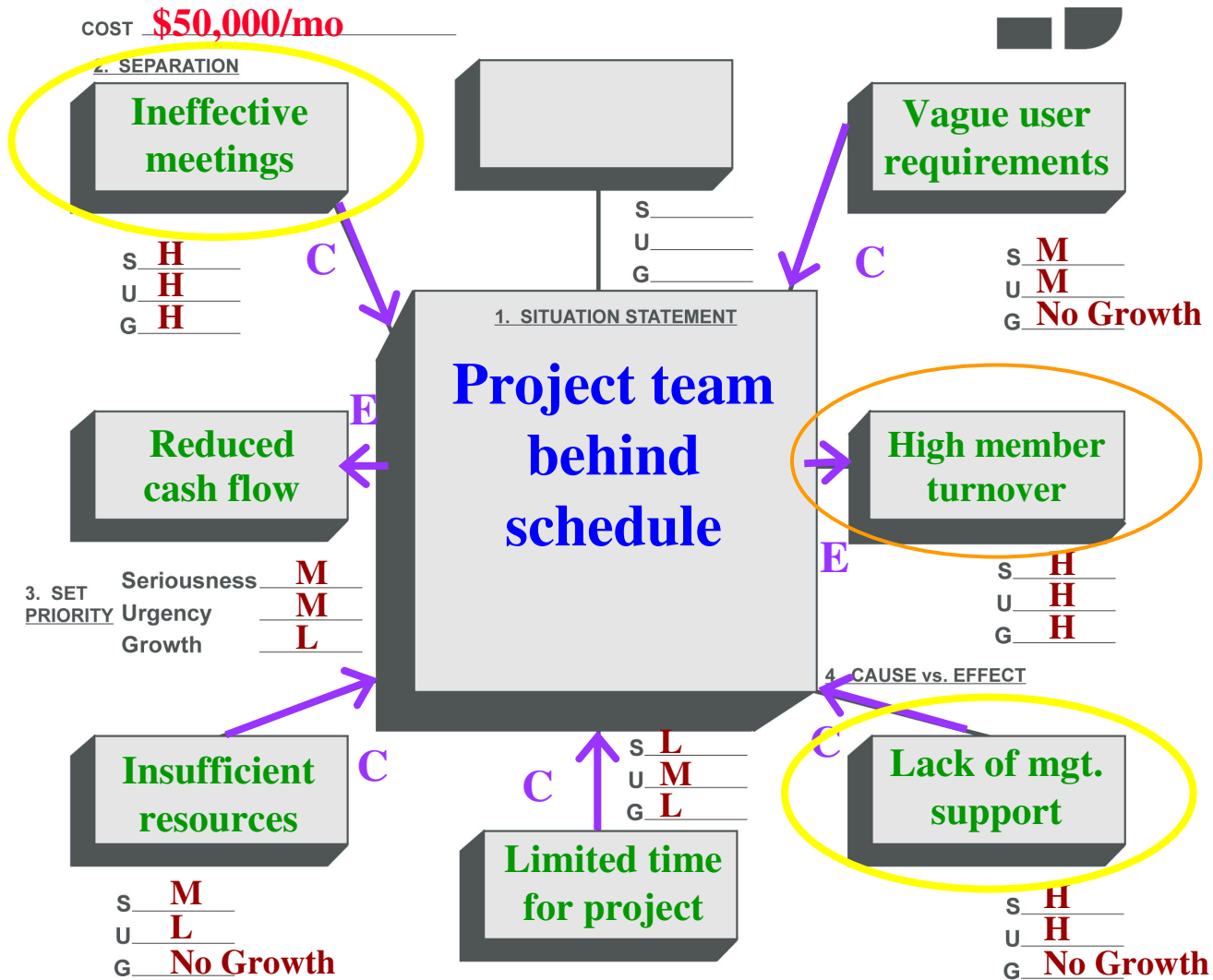
*After*

**Effect**

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## ***80/20 Rule***

**SA helps identify the 20% that is causing 80% of the problem.**



5. ACTION PLAN = HIGH PRIORITY CAUSES

|        | SPECIFIC SITUATION            | WHAT TO DO  | BY WHOM | BY WHEN |
|--------|-------------------------------|---|---------|---------|
| Cause  | 1 <b>Ineffective meetings</b> | Use Agendas, Identify Key Results, Use Action Plans | Mike    | 12/1    |
| Cause  | 2 <b>Lack of mgt. support</b> | Further Situation Analysis                          | Julie   | 11/22   |
| Effect | 3 <b>High member turnover</b> | Communication meeting with full team                | John    | 11/17   |

## *Why is it important to identify the 'Effects' of a situation?*

1. To identify the size or impact of the situation.
2. No effects = No problem situation.
3. To gain buy-in or support from others for your action plan.
4. To convince others that this situation is high priority to solve.
5. To measure the results of your action plan.

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## ***Situation Analysis Team Feedback***

**As a result of using Situation Analysis, what did you learn about your situation or about the process?**

# *Situation Analysis in Action*

**Ask yourself the following questions:**

**“What have I learned”**

- **new ideas?**
- **concepts re: resolving broad situations?**
- **how will this benefit me in the future?**

**“WHERE can we use this back on the job?”**

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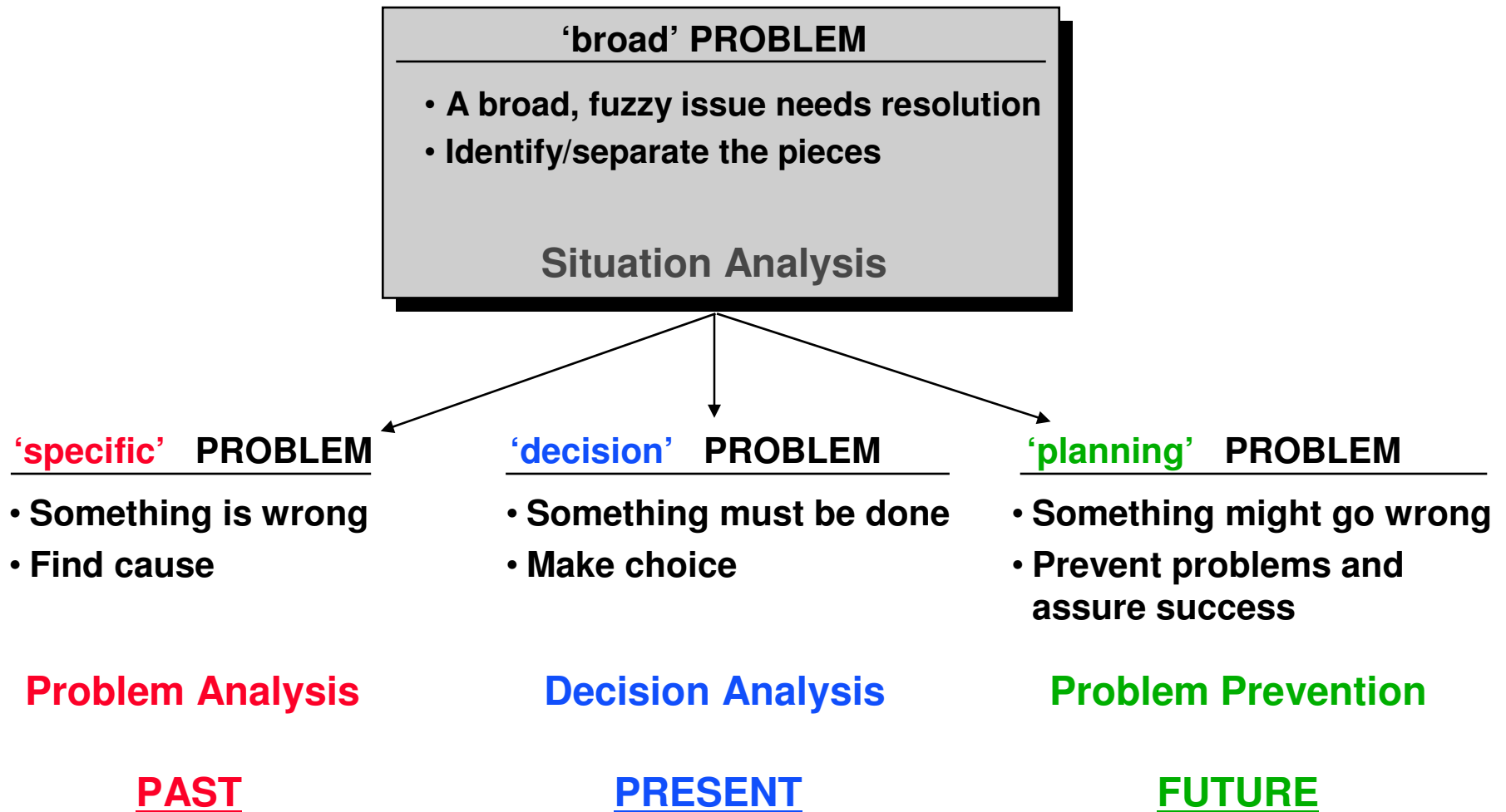
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# **DECISION FOCUS<sup>®</sup>**

## **FOUR 'TYPES' OF ISSUES**

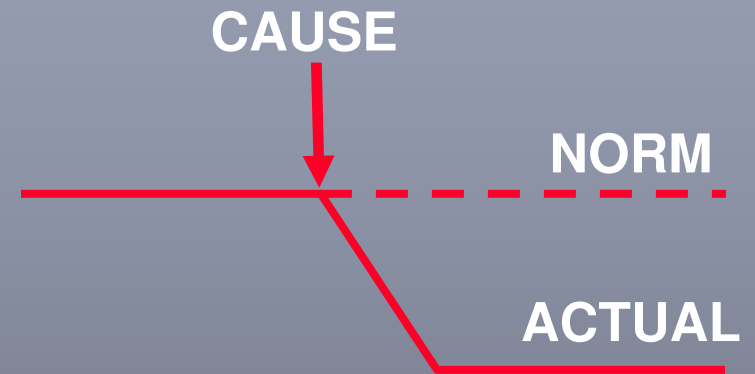


## SITUATION ANALYSIS



- broad issue
- visible causes
- gradually occurred
- multiple causes
- more than one action needed to solve

## PROBLEM ANALYSIS



- specific object & defect
- hidden cause – don't know why
- sudden occurrence
- few, isolated causes
- usually one action will solve it



# ***PROBLEM ANALYSIS***

**Problem Analysis is used to find cause of a specific deviation type problem.**

## **Examples:**

- **Processor failures on hand-held device.**
- **Bleed through on liners.**
- **Erratic light flickers on meter displays.**
- **Paint blisters on B-345.**
- **Sudden onset of MRP system errors.**
- **Leaks in 50 gallon drums.**

# PROBLEM ANALYSIS

PROBLEM STATEMENT

*Identify*

DESCRIPTION

DISTINCTIONS/CHANGES

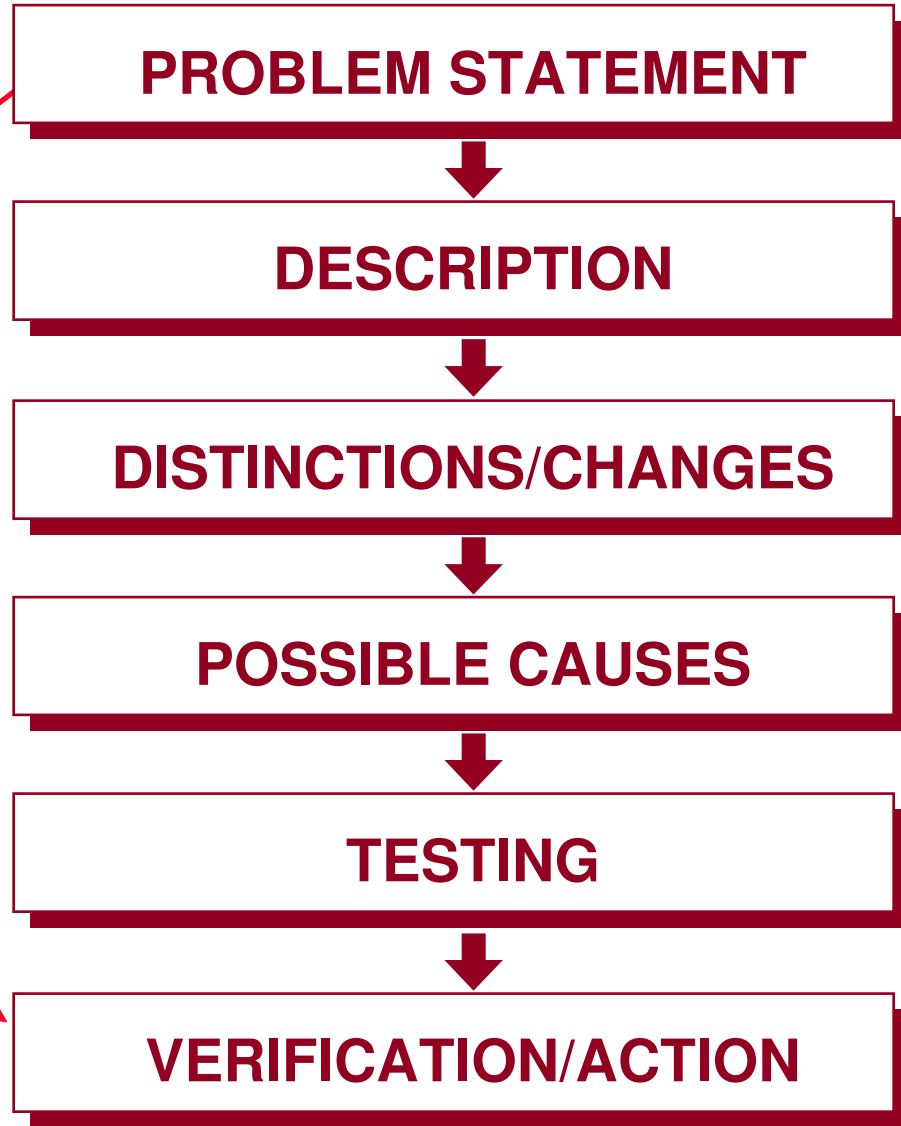
POSSIBLE CAUSES

TESTING

VERIFICATION/ACTION

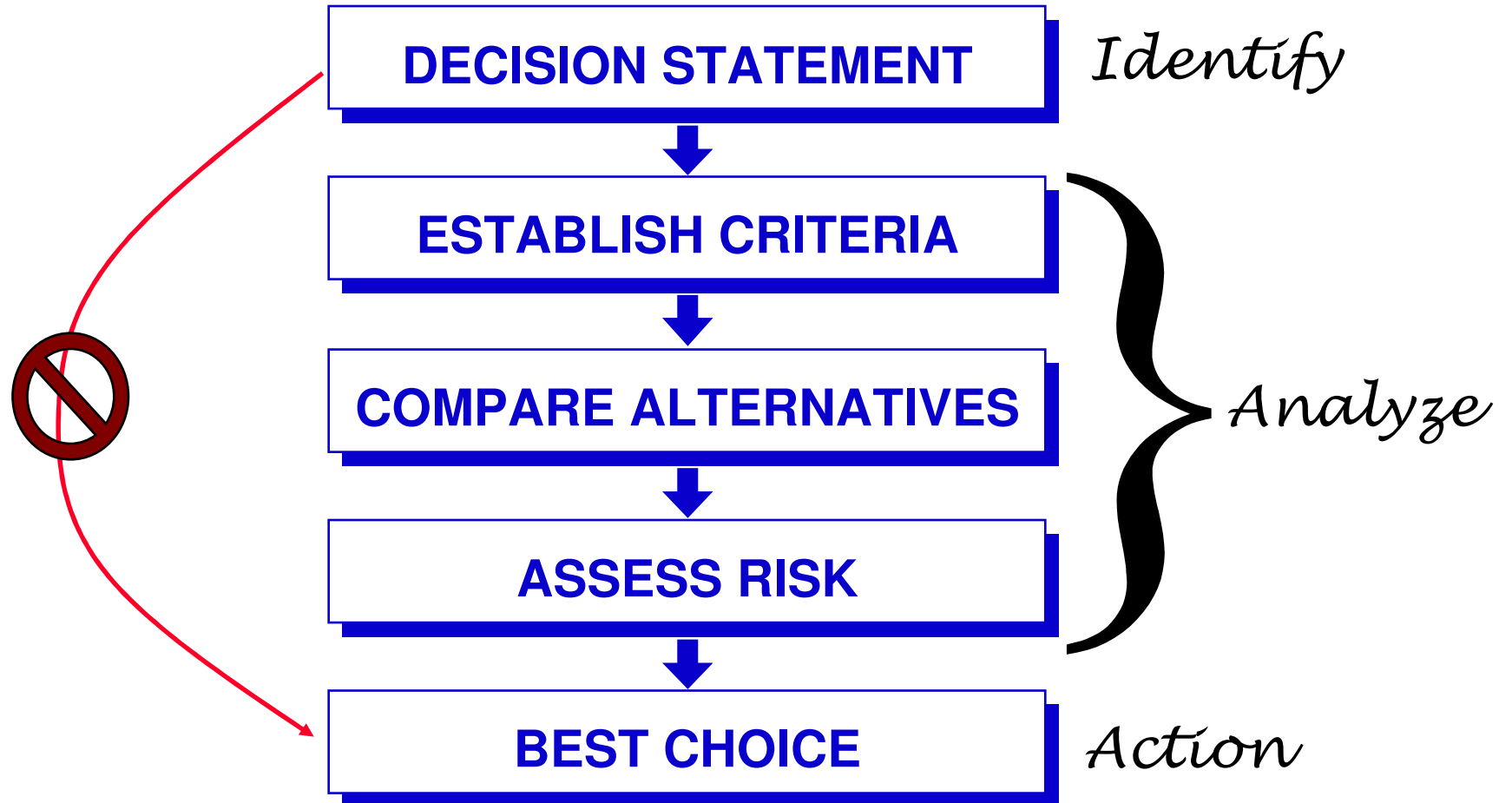
*Action*

*Analyze*



|   | <b>IS</b>   | <b>IS NOT</b>                      | <b>What is Distinctive About "Is"?</b> | <b>Changes</b> |
|---|---|------------------------------------|--|----------------|
| <b>WHAT</b><br>Deviation Observed       | Coffee sometimes taste bad<br>Weak, Strong, Stale                 | All the coffee                     |  |                |
| <b>WHO</b><br>Deviation Observed        | Long Term Employee complain the most                              | Newer Employees complain the least |  | Recent hiring  |
| <b>WHEN</b><br>On Object Observed       | Saturday a.m. worst<br>Afternoons during the week<br>Past 3 weeks | At all times<br><br>Past 2 years   |  |                |
| <b>WHERE</b><br>On Object Observed      | At first taste<br><br>Cafeteria                                   | Work stations<br>meetings          |  |                |
| <b>EXTENT</b><br>How Much?<br>How Many? | About 30% of sampled cups are bad                                 | 70% of samples are OK              |  |                |

# DECISION ANALYSIS





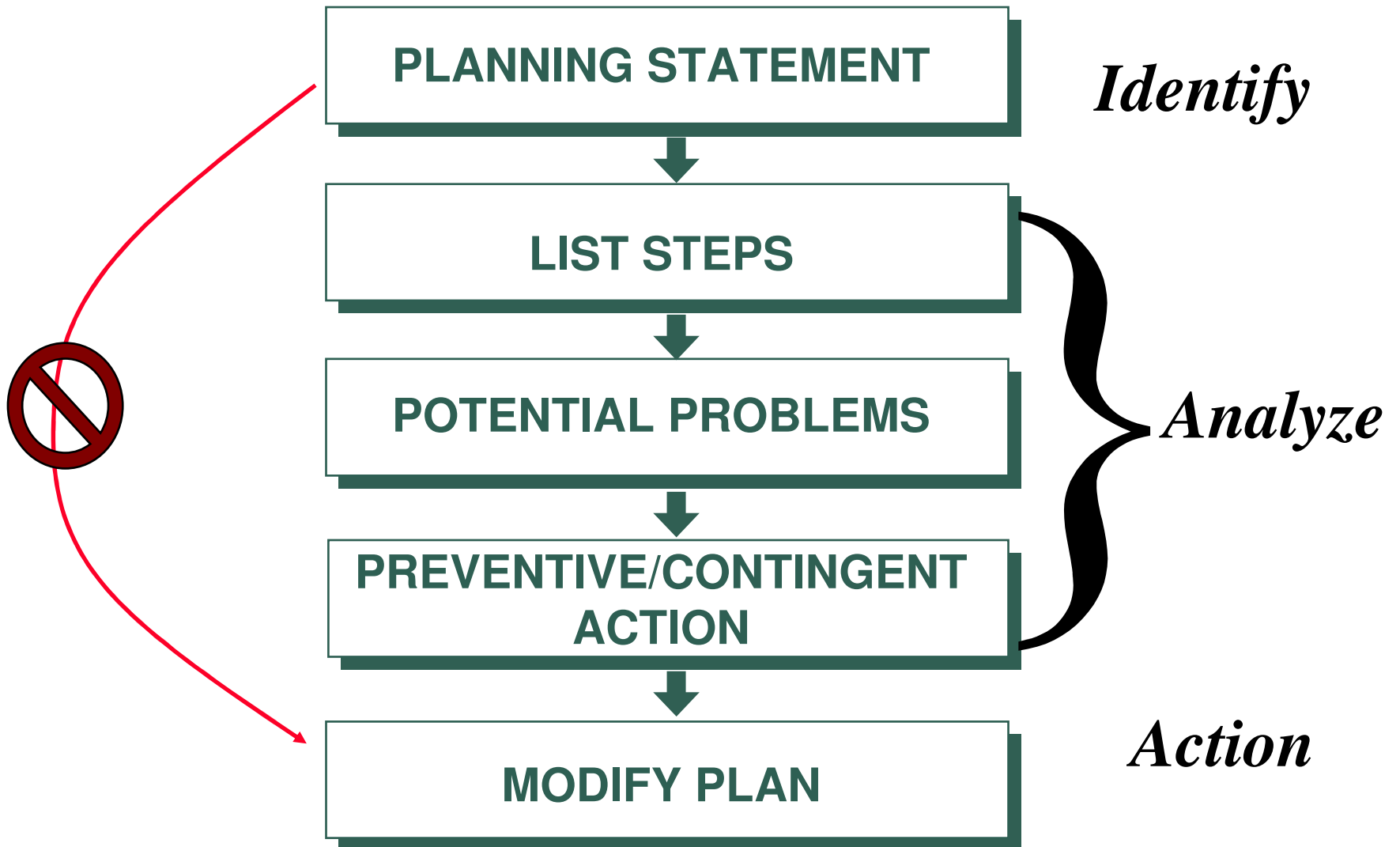
# ***PROBLEM PREVENTION***

**PROBLEM PREVENTION** is used to protect *decisions, plans or planned changes* from problems and assure successful implementation.

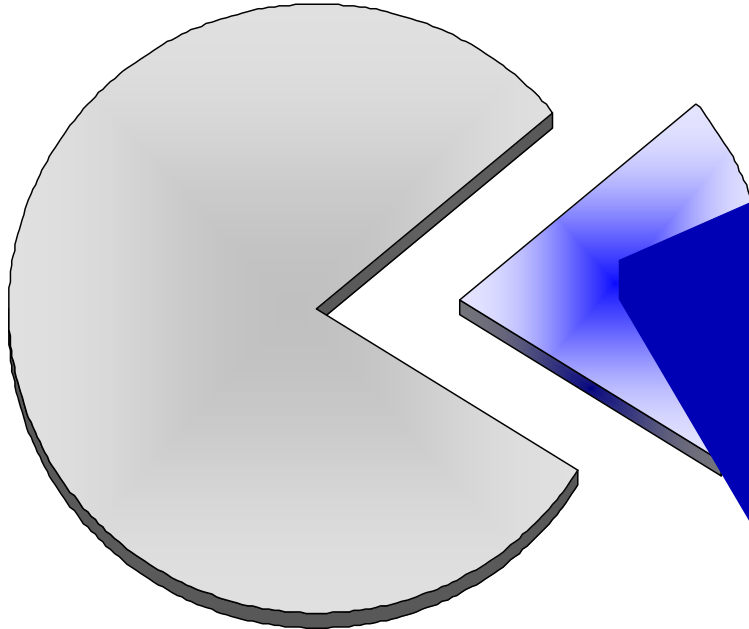
## **Characteristics of issues:**

- **tight deadline and few options for delay.**
- **complex integration of many parts.**
- **high degree of risk.**
- **tasks that are new to the team.**
- **important decision or plan.**

# PROBLEM PREVENTION



# DECISION FOCUS®

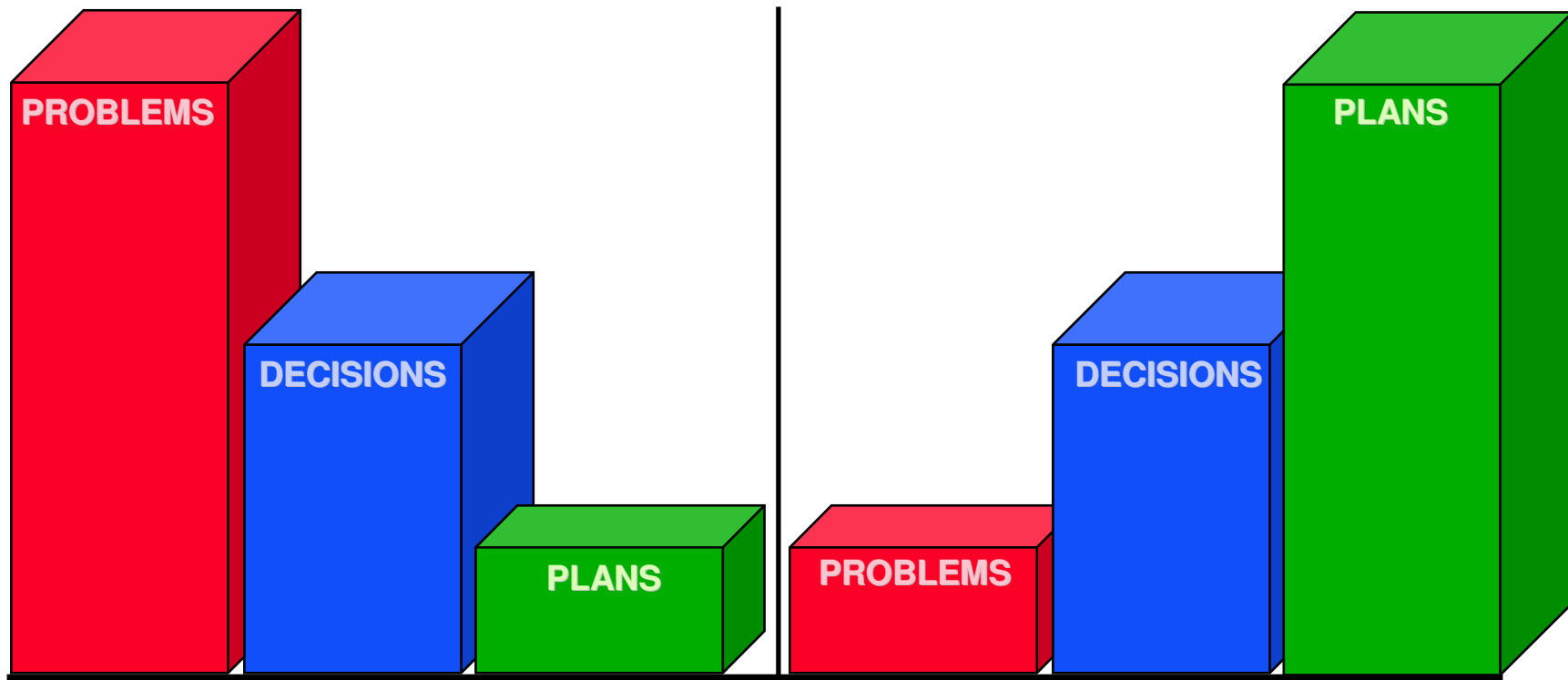


Many issues we face, we  
know what to do....  
So Just Do It!

Some issues are  
complex; we are  
unsure... and must  
ANALYZE:

- Situation Analysis
- **Problem Analysis**
- **Decision Analysis**
- **Problem Prevention**
- **Creative Process**

# ***TIME EXPENDED***



**Most of us have this kind of priority ratios**

**It should be more like this**

# ***The End!***

Thank you for this opportunity to show you some tips and techniques to keep in mind when solving problems, making decisions and coming up with effective plans.

Please feel free to contact me any time with questions or comments, or if you just want to share a success in applying the Situation Analysis Tool!

I would love the opportunity to come and work with your organization.

***81% of Fortune 500 corporations train their people in decision making and problem solving skills. Does yours?***

To learn about the products and services I offer through Weddle Performance Group and to see what other organizations are saying about Decision Focus™ go to [www.partnerinperformance.com](http://www.partnerinperformance.com)

**Best Regards,**

**Jane Weddle, M.A. Sr. Performance Consultant/Certified B-Coach**

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