

Complex Problem Solving

Always being rejected even though you have done your best?
Everything seems not to be favourable to your side?

Introduction

Life is uncertain, but that uncertainty is not to be shunned. When you walk into new terrain, there is uncertainty, but also many possibilities. For those seeking opportunities, uncertainty is the best time. Those who have a vision will make it a possibility; those who don't will look at it as a problem. But, because you are in a constant state of a compulsive reaction in your mind, you are seeking certainty. Much of what business managers and supervisors do is solve problems and make decisions, and they are likely to do it by reacting to the problems. Often, when they encounter a new problem or decision they must make, they react with a decision that seemed to work before. While problem-solving is of crucial importance to all businesses when products or processes fail, such that corrective action can be taken to prevent further failures, a potential problem can be predicted, analysed and mitigation applied to proactively reduce the likelihood of problems occurring.

Informed Complex Problem Solving expertise is not something people are born with; it is an acquired skill. Like any other skills, it can be mastered and channelled towards specific goals with incredible results. This workshop has been designed to introduce the insights of solving complex problems, operational, technical and communication.

Objectives

This workshop aims to:

- Expose to participants the Psychology of Complex Problem-Solving
- Define a Structured Problem-Solving Process

Learning Outcomes

After completing this workshop, participants should be able to:

- Understand Cause-Effect-Symptom-Problem Relationships in Problem Definition
- Apply Cause-Effect Tools and Techniques and Develop Root-Cause Analysis
- Apply Idea Generation Tools and Techniques in Formulating Creative Solutions
- Apply Evaluative Tools and Techniques for Decision Making Process
- Identify Strategic Considerations in Evaluating Risks and Implementing Solutions

Who should attend?

Non-managerial, First-line management, middle management, and anyone who needs to do the decision making

Duration

Physical workshop 2 days with 8 hours per day = 16 hours

Virtual workshop 2 days with 8 hours per day = 16 hours

Assessment Techniques

- i. A Pre and Post-Training Test will be provided before the workshop commences and at the end of the program
- ii. MCQ questions via an online platform will be specifically designed to evaluate the participants' realization of the programme
- iii. This is also to gauge the participant's level of competency upon workshop completion

Methodology

- Face to face training OR via a virtual platform for the 8 modules
- A workbook provided for the programme
- Learning via lecture, audio visuals, role-plays, quizzes, activities/games
- Review and Apply Learning Concepts
- Micro Discussions and presentations

Program Outline

Time	Day One
9.00am – 9.15 am	Ice-breaking & Workshop Introduction
9.15am – 10.30am	<p>Module 1: Why Solve Problems?</p> <p>In an organisation where problems exist but remain unsolved the following can occur, including de-motivation of staff, loss of customers, waste of resources, reduction of profit, compromised growth/survival potential. In contrary, solving a problem usually removes an impediment from work leading to increased productivity, increased enjoyment, less stress, improved quality and improved efficiency.</p>
10.30am – 10.45 am	Pre Test & Score
10.45am – 11.00 am	Morning Tea Break
11.00 am – 1.00 pm	<p>Module 2: The Problem-Solving Process and Problem-Solving Journey</p> <p>To succeed, the problem-solving process must be suitable for the organisation, robust enough to survive, simple enough to be understood, implementable and seen to be effective and transparent. In this module, participants would learn there are 4 main phases in the problem-solving journey, problem identification, cause identification, remedy identification and remedy implementation.</p>
1.00pm – 2.00 pm	Lunch Break and Solat zohor
2.00pm – 3.30 pm	<p>Module 3: Basics of Problem Identification</p> <p>The participants would learn the psychology of problem-solving, the definition of a problem and its characteristics and problem-solving process – DMAIC.</p>
3.30pm – 3.45 pm	Evening Tea Break
3.45pm – 5.00 pm	<p>Module 4: Elements of Problem Identification</p> <p>In this module, the participants would learn the relationship between Cause-Effect-Symptom-Problem (CESP), characteristics of problem statements, validation process for problem statements and applying guidelines for clear problem statements.</p>

Time	Day Two
9.00am – 9.15 am	Warm-up & Energiser
9.15am – 10.30am	Module 5: Applying Root Cause Analysis (RCA) This topic covers the purpose and impact of RCA, the review of different RCA techniques and the finalising root-cause through a funnelling process.
10.30am – 10.45 am	Morning Tea Break
10.45 am – 12.45 pm	Module 6: Developing Creative Solution Process This module exposes participants with the differentiating divergent and convergent techniques. The participants would learn how to apply the tools and techniques for identifying creative solutions and methodology and process to narrow down solutions.
12.45pm – 2.00 pm	Lunch Break and Solat Zohor
2.00pm – 3.30pm	Module 7: Evaluating Solutions and Making Decisions Applying tools and techniques for evaluating solutions and finalising decisions with decision matrix are the essential skills to be equipped with participants in this module.
3.30pm – 3.45 pm	Evening Tea Break
3.45pm – 4.45 pm	Module 8: Strategic Considerations in Implementing Decisions The participants would learn how to identify and review action plans, develop and review follow up contingency actions, formulate an after-action review process and apply risk assessment in decision making.
4.45pm – 5.00 pm	Post Test, Score & Group Photo