

# Problem Solving and Decision Making

## 有效地解決問題和制定決策的法則

MEDIUM : English / Cantonese COURSE CODE : PSDM

Organizations and individuals encounter problems everyday. Often these problems can be complicated by our unwise decisions, emotional reactions or panicky actions. To be able to do the right thing at the right time to these problems is crucial to an organization's long term survival.

**The purpose of this course is to provide participants a strategy and a set of tools to solve problems and make decisions rationally.**

### Objectives

At the completion of the course, participants will be able to:

- Define a problem
- Analyze the causes of and implications to a problem
- Explore options to resolve a problem
- Assess solution options and their associated risks
- Make decisions

**Audience** Managers, sole contributors

**Methodology** Discussions, demonstrations, role-plays, mini-lectures

### Course Outline

#### 1. Understanding problem solving and its opportunities

The program will start with a *game* and a *discussion* on the following questions and topics:

- What is a problem and what is not?
- Overcoming pitfalls and challenges
- General attitude
- Problem solving as a team

#### 2. Recognizing and assessing a problem

Using *examples, discussions and exercises*, participants will learn:

- How to identify and define a problem?
- The need to assess the short term and long term implications
- When is a problem worth solving?
- Overview of a problem solving strategy
- Uncovering opportunities within a problem

#### 3. Analyzing causes

Through a *simulated case study and discussions*, participants will learn:

- How to differentiate symptoms from causes
- How to use some troubleshooting tools to:
  - Trace a problem to its sources
  - Identify patterns
  - Represent information using a Fishbone Diagram

#### 4. Exploring options

Through a *game, case study and discussions*, participants will learn how to generate and explore options to resolve a problem, including:

- Brainstorming
- How to think out of the box

#### 5. Reaching a decision

Through a *case study and discussions*, participants will learn how to make a decision using a decision matrix. Included in the sub-topics are:

- Assessing risks
- Quadrant Diagram
- Decision Matrix