

One Day Training and Development Course

Problem Solving and Decision Making Skills for Managers and Employees

- Improve problem solving and decision making
- Deal with problems and challenges
- Generate and develop new ideas
- Trust your instincts and gut reaction
- Use your experience to learn and develop
- Improve your ability to work with others
- Discuss ideas for future skills development

Course Trainer

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Period of **Significant Change**

- Period of economic downturn is passing
- Uncertainty and lack of vision of future
- All sorts of pressures and challenges
- Ireland moving to economic recovery
- New economic reality will emerge

Problem Solving **Ability**

- Clarify the main issues and priorities
- Improve your problem solving skills
- Change your negative thinking
- Trust your abilities and experience
- Start a process of skills development
- The challenge of business development

Using Your **Work Experience**

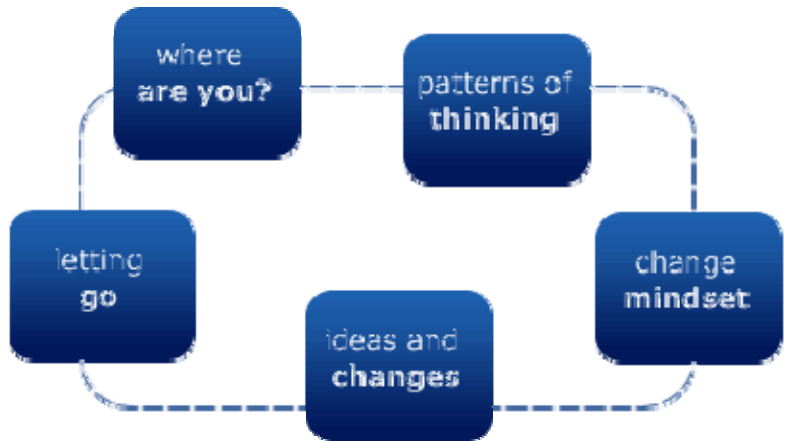
- Review an everyday work problem
- How you dealt with the situation?
- The main challenge or problem present
- The most important thing you learned
- Using the past experience of the group
- Practice reviewing your work every day

Trusting Your **Gut Feeling**

- Your inner knowing or gut feeling
- Something you know that is true
- I recognise it, I know it or I see it
- Affirm what you know regularly
- Build trust in your abilities
- See how it works for your work



Transform your Thinking



Unproductive Thinking

- Unproductive thinking is repetitive, the same old stuff, it is limiting and your thoughts go round in a circle.
- What is the % of your time is spent in unproductive thinking?

Improving Thinking Skills

- Choose a good space for you to think
- Get beyond any negative issues
- What do you really think, feel or know?
- Have a process of thinking
- Practice thinking on a daily basis
- Review the value of your thinking
- Learn how to develop your ideas

Generating New Ideas

- Improving existing methods
- Talking to others
- Working in a team
- Asking the right question
- Meeting a deadline
- Solving part of a problem
- You just get ideas!!
- Hard work or being positive
- When doing something else



Developing **New Ideas**

- Decide on your main objective
- Write all good ideas down
- Reflect on how to develop the ideas
- Drop any unnecessary ideas
- Seek advice, feel it or figure it out
- Leave it be and do something else
- Let the next step come to you

Decision **Making**

- Different methods of making decisions
- Improve existing decision making skills
- Review good and bad past decisions
- Look at the possibilities and options
- Trust your ability to make decisions
- Know when you made the right decision

Trusting your **Instincts**

- Making a decision
- Solving a problem
- Job responsibility
- Organising your work
- Dealing with others
- Doing something new
- Strategy or tactics

Shooting Yourself **In the Foot**

- Creating problems
- Being negative
- Not trusting yourself
- Moaning or complaining
- Unnecessary concerns
- Poor service levels
- Not following through



Good Ideas **Exercise**

- Doing your job right
- Working with others
- Dealing with problems
- Generating new ideas
- Handling difficult situations
- Developing effective relationships
- Specific customer project

Positive **Response**

- Stress
- Fears
- Doubts
- Worry
- Negativity
- Resistance
- Impatience

Improving **Self-Motivation**

- Use your intelligence
- Overcome any negatives
- Find a real motivation for you
- Assess the benefits for everyone
- Have a simple strategy
- Decide to do it!

Recognising **Good Advice**

- Advice about what works for you
- Comment or feedback you remember
- Main point from a presentation
- Important general wisdom or quote
- Advice from another that is true
- Underlying view about the situation

Participant's Advice on Decision Making

Making Decisions

- Review existing methods
- Change the energy
- Get a new perspective
- Use your inner compass
- Challenge yourself
- Talk it through
- The bigger picture
- Making a decision when you are unsure
- Saying Yes or No
- Decide in the moment
- Fairness or truth – decent thing
- Letting go of the process
- Overall sense of the situation

Letting Go Techniques

- Leave some space and let it settle
- Use your backburner
- Get the problem out of your mind
- Do something different
- Trust yourself more
- Focus on where you are i.e. a meeting
- Sleep on it
- Write it out and leave it
- Delegate
- Write a list on Friday
- Talk to someone you trust
- Divide the problem
- Make some simple decisions
- Make a decision to leave it process
- Recognise there are other steps
- Let the answer come
- Don't go back into something you know is okay

Participant's Advice on Decision Making

Comments on Good Decisions

- It was my first feeling!
- I just felt right, the timing was important
- It's important to research things
- I had a real sense of purpose
- Once I made the decision things flowed easily
- My gut feeling is always right
- Things ring true or sit easily
- When I made the decision a weight lifted
- I simply had to make the decision
- When circumstances changed it was the right decision
- My decision was just right, I didn't have to think about it too much

Comments on Bad Decisions

- Lack of proper research
- Giving your power away
- Impulsive action
- Not giving priority to the decision
- No other alternative at the time
- Trusting too easily and trusting the wrong person
- The idea wasn't good enough to work
- No real energy or enthusiasm for it
- Resigned from job – I knew it was the wrong decision
- Felt it was wrong inside
- Unanticipated change in circumstances
- Part of my life experience

Practical Problem Solving Methods

Talking It Through

- Get someone you trust to listen
- Explain the background and facts
- Keep it focused and simple
- No unnecessary stuff or waffling
- Talk your assessment through
- Receive independent expert advice
- Respect feedback and advice
- Develop action based on useful ideas
- Build a relationship of trust

Mind Maps

- Visual or brain friendly technique
- Map your way through a problem
- Use colour, connections and key words
- Central image with main theme
- Main and detailed curved branches
- Use your own imagination and ideas
- List themes, draft, review and rework
- Draw your own map or use mind map software
- Use for overview, organising, preparing, problem solving and developing ideas

Writing It Out

- Pen and paper or type it
- Journal or hardback notebook
- What is your best time to write?
- Plan it and have a start up process
- Key points and flow of writing
- Write section by section
- Keep a logic and a magic thread
- Review, highlight, summarise and conclude
- Use for keeping a record, overview, preparing, drafting reports, insights and developing ideas

Practical Problem Solving Methods

Problem Analysis

- Overview of the situation
- What is the problem or challenge?
- Overcome negative with positive responses
- Research and get the facts
- Generate ideas and test validity
- Get support and take action
- Practical learning and development
- Use for problem or case study analysis

Problem Solving Teams

- Focus on a specific task
- Clear understanding of the purpose
- Leadership style in the team
- Use simple problem solving exercises
- Involvement and listening to others
- Essential facts and business like
- Team approach to generate ideas
- Record good ideas and make decisions
- Agree action and follow-up

Positive Response to Problems

	Positive Response
Stress	
Fears	
Doubts	
Worry	
Negativity	
Resistance	
Impatience	

Trusting Your Instincts in Practice

Example of how you trusted yourself

Making a decision

Solving a problem

Job responsibility

Organising your work

Dealing with others

Doing something new

Strategy or tactics

Making Decisions

Good Decisions	Making decisions	Results from decisions

Bad Decisions	Making decisions	Results from decisions

Generating New Ideas

Where do you get ideas?

How to develop your ideas?

Talking to others

Meeting a deadline

Improving other methods

Good Research

Working in a team

Hard work or positive approach

Generating New Ideas

How to develop your ideas?

Asking questions?

Solving part of
the problem

Being motivated

You just get ideas!!

Thinking or Reflecting

While doing
something else

Case Study Analysis Framework

Case Study Overview	-
Problem and Challenge	-
Positive Response	-
Problem Solving Methods	-
Research and Facts	-
Learning and Development	-

Problem Solving and Decision Making Skills Guidelines

Important Points and Useful Ideas

Making decisions

-

Responding to problems

-

Problem solving methods

-

Problem solving groups

-

Working with others

-

Generating new ideas

-

Learning from
experience

-

Developing new skills

-

Team Exercise - Responding to Problems

	Negative Reaction	Positive Response
Stress	<ul style="list-style-type: none"> - Wound up - Rattled - Feel it's too much - Not thinking clearly - Under pressure - Overwhelmed - Being pushed too far 	<ul style="list-style-type: none"> - Don't look for problems where there are none - Get a new perspective - Change the energy - Some stress is good - Make a move to deal with it - Reduce the size of the problem - Keep it simple - Research the facts - Identify the source of stress - Get beyond it - Enjoy the challenge - Take time off or a break - Do some physical work or exercise - Things that are good for you - Talk it out with someone you trust - Prioritise 1,2,3, - Create your own thinking space - Delegate it - Stand back and see the bigger picture - You have the strength and stamina - Hang in there, feel it through - Defer or delay things - Appreciate the day - Spend time with nature - Remember most people are under pressure - Allow some wriggle room - Spend time with someone you enjoy - Write the truth out - Turn events to your advantage - Practice review of the day - Find a real motive - Have a strategy or plan - Make simple decisions - What is really important?

Team Exercise - Responding to Problems

	Negative Reaction	Positive Response
Fear	<ul style="list-style-type: none"> - You are a prisoner of fear - Trying to control or avoid the fear - Caught in a circle of fear - Consumed with it - Fear threatens you - People sense it - Your mind creates an illusion - Your are conned by fear 	<ul style="list-style-type: none"> - What do you really think? - Trust your inner knowing - Look for negative feeds - See the illusion and distortion - Don't give your power away - What is behind the fear? - See your pattern of response - Make a personal change - Ask the question, Why am I afraid? - Face your worst fear - Reduce the size of the problem - You are separate from the fear - See the truth of where you are - Feel stronger as you take charge - See it as a process of change - Be normal in any situation - Allow things to happen - The fear can do nothing - It's the fear of the fear!!
Doubt	<ul style="list-style-type: none"> - Collapse of trust - Doubt over your ability - Like a cloud - Stops you from being you - See yourself as lesser 	<ul style="list-style-type: none"> - Doubt is a false reality - Periods of doubt can be good - See a new perspective - Question the truth of the doubt - Feel it through - Who am I? - Make a real decision - Nothing really matters - I am able for it

Team Exercise - Responding to Problems

	Negative Reaction	Positive Response
Worry	<ul style="list-style-type: none"> - Undermines - Loss of focus - Weakens 	<ul style="list-style-type: none"> - Don't give it space - Do something positive - Distract or remove yourself - Affirm your underlying sense - What do you really know? - Prepare or centre yourself - Focus on what you can do - Remember it's all small stuff - Look at where you are! - Take action – next step - You can get through it
Negativity	<ul style="list-style-type: none"> - Corrosive - Poison - Small minded - Dampens things - Obsessive - Focus on loss - A broken record - Negative way of being 	<ul style="list-style-type: none"> - See the enslavement of negativity - Negativity is not the truth - See it as limiting your life - How much time it takes in you - It takes you from being you - What is in your best interest? - Establish the facts - Decide to say nothing - Try to express it properly - What is the bottom line feeling? - See it as a big deception
Unproductive Thinking	<ul style="list-style-type: none"> - Nothing new - Endless circles - Stuck in a groove - Same old stuff - Take over your mind - A waste of time 	<ul style="list-style-type: none"> - Break the cycle - Visualise or Picture it! - Pull yourself out of it - Get back to your self - Where are you? - Avoid repetitive thoughts - Find a greater motivation - What is the simple answer? - Transform your way of thinking

Team Exercise - Responding to Problems

	Negative Reaction	Positive Response
Resistance	<ul style="list-style-type: none"> - Stubborn control - Refusal - Closed and unwilling - Not open to possibilities - Clouded perspective that stops - Maintains the status quo 	<ul style="list-style-type: none"> - Take a risk - Look for a different perspective - Is my resistance true or false? - You have more to gain - The reality is never as big as the perception - It's about where you are! - Find a worthwhile objective
Anger	<ul style="list-style-type: none"> - Strong irritation - Internal eruption - Mishandling it - Reacting the wrong way - Very touchy 	<ul style="list-style-type: none"> - Stand back - Deal with it properly - Express it properly - Talk it through - Don't create more - Remove yourself or defer action - Focus exercises - Look at where you are - Do something physical - Channel your energy into something positive - What do you really feel about the person or situation? - What is the underline feeling?
Impatience	<ul style="list-style-type: none"> - Creates a vibration - Irritable or intolerant - Makes 'the unimportant important' - Annoys people - Not serve you well - Causes problems 	<ul style="list-style-type: none"> - Say no – useless self sabotage - Use the time – that's life - Be clever about it - 'I am in the traffic or a queue' - 'I can change my thinking' - Do the opposite, be centred - Focus on where you are

Good Ideas from previous groups

Doing Your Job

- Know you are good at your job
- Know the priorities of your job
- Trust your colleagues
- Firm understanding of what's required
- Feeling you do the job right
- Plan and prioritise
- Work around the problem
- Deal with negativity
- Keep up to date with developments
- Agreed end goal and defined plan
- Taking responsibility
- Remember some stress is good
- Perseverance and stamina
- If you handle things right, they work out

Handling Difficult Situations

- See it as your challenge
- Focus on what is important
- Professional approach
- Stay calm and don't react
- Focus on facts not emotions
- Life is not always perfect
- Make pragmatic decisions
- Bigger picture and bigger objective
- Turn it to your advantage

Good Ideas from previous groups

Improving Work Relationships

- Be an expert observer
- See the person
- Look at where you are
- Don't set out for battle
- Don't give away your power
- Be ordinary and kind to others
- Watch negative feeds from yourself
- Take steps from negative to positive
- Prepare yourself before meetings
- Meeting people can break down wrong notions
- Provide an alternative option
- Sometimes leave the other be where they are
- Know when to speak or not
- Take steps to develop new relationships
- Seek advice from people you value
- Enjoy the social aspect of work
- Ask your self what feels right?
- Trust yourself all the way

Generating New Ideas

- Your time of the day
- Your favoured method
- Improving existing ideas
- Adapting other practices
- Brainstorming or focus groups
- Ask the right question
- Clearing negative issues
- Talking it through
- One thing leads to another
- Solving part of the problem
- Fresh pair of eyes
- Create space to think
- Write the ideas down
- See greater possibilities

Good Ideas from previous groups

Communicating with Others

- Improve your ability to communicate clearly
- Mutual respect for others
- Make the connection
- Existing relationship between you
- Build on previous experiences
- Provide encouragement
- Give independent expert advice
- Foster a common goal
- Give clear guidelines
- Respect boundaries
- Avoid unnecessary stuff
- Ability of weave situations
- Understanding of body language
- People respond to good communicators
- Leave a door open
- What is important or the bottom line?
- Enjoy your work!

Developing Common Purpose

- Develop a sense of trust and cooperation
- Clear objective for the team
- Leadership by example
- Trusting your colleagues
- Have a real sense of our ability
- Decisions are made for the right reasons
- Use employee's talent more
- Ask colleagues for their advice
- Deal with issues properly
- We are all working together
- Sense of common purpose
- Provide a higher level of performance



Development Ideas

- Take responsibility for your development
- Trust your gut feeling and abilities more
- Improve how you deal with everyday problems
- Complete your problem solving guidelines
- Highlight the main points in the course notes
- Draw a mind map on a job responsibility
- Write a learning and development journal
- Develop your relationships with colleagues
- Try different ways to solve problems
- Turn every problem around - Where Am I?
- Focus on what is most important
- Use problem solving or focus teams
- Do a case study analysis of a problem/decision
- Practice things - dealing with difficult situations, making things simple, assessing options etc
- Don't get into unnecessary stuff
- Use hindsight and feedback to improve
- Get a new perspective - create thinking space
- Transform your mind set about a problem
- Test the hypothesis - Negativity is not the truth!
- Review your work at the end of the day
- If something feels it is sorted – leave it be
- What methods of problem solving work for you?
- Ask the question what do I have to do next?
- Practice exercises on letting go i.e. sleep on it
- Refresh your ideas from course notes updates
- Do something that is good for you
- Bring more enjoyment to doing your work
- Don't sweat the small stuff...it's all small stuff
- Your favourite piece of wisdom or advice
- Always ask the question will this work?
- The most important idea from the course

Notes

Notes

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