DALE CARNEGIE ®
TRAINING

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## Competencies that are addressed:

**PRIMARY COMPETENCY CATEGORIES:**

- **Teamwork—** Organizes work tasks, people, and resources to deliver most effectively on organization goals.

- **Creative Thinking—** Innovative. Incorporates existing ideas and new ideas in a unique approach to resolve issues and capitalize on opportunities.

- **Decision Making—** Obtains and understands facts, weighs risks, and objectively prioritizes alternatives that result in decisive action.

**RELATED COMPETENCY CATEGORIES:**

- **Interpersonal Skills—** Displays a consistent ability to build solid relationships of trust and respect inside and outside the organization.

- **Change Management—** Proactively seeks opportunities to redirect self, others, and the organization to achieve desired results.

# Team Problem Solving and Decision Making

## SUMMARY

Teams are expected to solve problems and make decisions, often without the best tools for the job. Effective tools include affinity charts to encourage green-light thinking, interrelationship digraphs to determine the drivers, creative thinking to address the critical factor, choosing the best decision-making method, and using a tree diagram method to clarify a series of specific action steps.

## CONTEXT

Teams are formed in organizations to solve problems. Typically, a good deal of effort is put into finding the right team members with the appropriate experience and knowledge needed to be able to address those problems. The challenge is finding the most productive way to bring together team members with diverse views and backgrounds, maximize their collective expertise, and arrive at decisions that the entire team supports.

Many ways exist to make the team process of problem solving and decision making easier and more interactive. This module is designed to provide teams with tools and methods for gathering and analyzing information where there is an opportunity to improve a situation or meet an organizational challenge.

### At the completion of this module, participants will be able to:

- Create a "Meeting of the Minds" by utilizing a "Green light/Red light" model for team problem solving

- Use the Interrelationship Digraph to identify root problems

- Employ creative thinking to gain creative solutions

- Make decisions to achieve highest levels of commitment

*"No problem can withstand the assault of sustained thinking."*
—Voltaire