

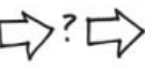

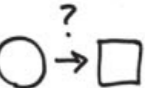



The six problem types

	<p>1. "Who and what" problems. Challenges that relate to things, people and roles, such as</p> <ul style="list-style-type: none"> Who are all the players in this problem, and what do they do? What makes this thing different from that one? Which do I prefer? Who is in charge and who else is involved? Where does responsibility lie?
	<p>2. "How much" problems. Challenges that involve measuring and counting:</p> <ul style="list-style-type: none"> Do we have enough of X to last as long as we need? How much do we need to keep going? If we increase this, can we decrease that?
	<p>3. "When" problems. Challenges that relate to scheduling and timing, like</p> <ul style="list-style-type: none"> What comes first, and what comes next? What do we need to do, and when, to get everything done on time?
	<p>4. "Where" problems. Challenges that relate to how things fit together and work together:</p> <ul style="list-style-type: none"> Where do all these pieces fit? What's most important and what matters less? Where are we going now? Are we headed in the right direction, or should we be moving elsewhere?
	<p>5. "How" problems. Challenges that relate to how things influence one another:</p> <ul style="list-style-type: none"> What will happen if we do this? What about that? Can we alter the outcomes of a situation by altering our actions?
	<p>6. "Why" problems. Challenges that relate to seeing the big picture:</p> <ul style="list-style-type: none"> What are we really doing and why? Is it the right thing, or should we be doing something different? If we need to change, what are our options? How can we decide which of those options are best?

PROBLEM IDENTIFICATION DRILL: WHERE DO I WHEN, AND HOW DO I WHAT?

Look over the following statements and see which of the six problem types best describes each. As we'll see later, all problems are combinations of the six to varying degrees, so our goal here is to find the best possible starting point.

- A. I'm a project manager, and I have to make sure we launch our new product this quarter.
who/what how much where when how why
- B. I'm in the business-strategy team, and we're struggling to determine the best direction for our company.
who/what how much where when how why
- C. I'm on the marketing team, and we think we've identified the best market segment for our new service but aren't entirely sure.
who/what how much where when how why
- D. I'm a software programmer, and I can't nail down what these two interface buttons are supposed to do.
who/what how much where when how why
- E. I'm in HR and have been told to plan for layoffs, but I don't know what to tell people.
who/what how much where when how why
- F. I'm a financial analyst, and I need to justify my cost-cutting recommendations.
who/what how much where when how why
- G. I'm a consultant, and my client wants to know what it can do to increase market share.
who/what how much where when how why
- H. I'm the CEO, and I want to let everyone know about some big changes we're going to make around here.
who/what how much where when how why

Again, there are no "absolutely right" answers here, only good starting points, which, as we'll see later this afternoon, is all we really need.