

Problem-Solving and Decision-Making for Project and Program Managers

1st & 2nd of June/ 2017

From 10am to 6pm

FGV Botafogo

Praia de Botafogo 190 – Room 537

Overview

Project and Program Managers are frequently confronted with situations that require them to solve unique problems and make difficult decisions. Tough decisions, especially those where personalities and emotions are involved, can lead to “analysis paralysis.” Responding to these challenges successfully requires a structured, disciplined process supported by critical thinking. For really difficult challenges, creative thinking techniques may be required as well.

This intensive, two-day course will provide you with insight into proven approaches for problem-solving and reliable tools for decision-making. You will learn how to use the FADE approach (Focus, Analyze, Decide, Execute) developed by Organizational Dynamics, Inc. You will learn how FADE can be used with other formal problem-solving approaches such as Kepner-Tregoe, ROSCAR, PDCA, and DMAIC.

You will also see how decision-making is an integral part of problem-solving. You will learn a variety of techniques for both individual and group decision-making. You will learn how to identify and evaluate the factors involved using techniques like SWOT and PESTLE. You will learn how to assess each alternative against defined criteria and how to use different approaches for identifying the best option.

And sometimes ... when the problem is so unusual that it defies logic, creative problem-solving becomes necessary. You will learn generalized methods such as the proper way to do brainstorming and specific tools such as de Bono’s Six Thinking Hats to help generate new ideas for dealing with new problems.

Key Learning Objectives

Upon completion, you will be better able to:

- List the elements required for a complete problem statement
- Focus on the real problem
- Apply a four step process to systematically solve problems
- Describe the behavioral and analytical processes of decision-making
- Make better decisions through critical thinking
- Employ both divergent and convergent thinking
- Identify the best choice from multiple options

The main speaker is Willian Duncan, and we will have the participation of the Raphael Albergarias:

Willian Duncan

President of Project Management Partners of Lowell, MA USA. He has over forty years of management and consulting experience. He has helped clients in North America, the Middle East, Asia, Latin America, and Europe improve both organizational and individual competence in project management. He was the primary author of the original (1996) version of A Guide to the Project Management Body of Knowledge. He is currently Director of Certification for IPMA-USA.

Raphael Albergarias

Founding member and President of IPMA Brazil. Director for development of IPMA in LATNET Program (Region 5). IPMA Lead Assessor for 4-L-C IPMA certification. Youngest president in the history of IPMA (Member Association), and youngest IPMA certification assessor. Bachelor in Business Administration. MBA in Project Management - UFRJ. Master in Business Administration - FGV. DBA student at ESC Rennes - France

Detailed Topical Outline

Day 1 Introduction

Course structure and objectives

Problem-solving models: FADE, Kepner-Tregoe, ROSCAR, PDCA, DMAIC

Focus (Situation Appraisal)

The importance of a written problem statement

Getting stakeholders to acknowledge that a problem exists

Deciding which problems to solve

Difference between causes and symptoms

Root causes and the Five Whys

Analyze the Problem

Tools to help decide what information you need:

- RED (recognize assumptions, evaluate arguments, draw conclusions)
- SWOT (strengths, weaknesses, opportunities, threats)
- PESTLE (political, economic, social, technological, legal, environmental)

Determine influential factors (cost, trends, experience, time, culture, media, etc.)

Using systems thinking to understand the impact of feedback loops

Day 2 Decide on a Solution

Differences in the decision-making process under certainty and uncertainty

Guidelines for making good decisions

Tools to generate alternatives:

- Brainstorming tips and tools
- de Bono's Six Thinking Hats
- Barriers to creativity and ways to overcome them
- SCAMPER (substitute, combine, adapt, modify, put to other use, eliminate, reverse)

Four techniques for weighting alternatives

Decision-making approaches:

- Consensus
- Straw voting
- Multi-voting
- Negative voting

Execute (Implement) the Solution

Identify risks and assumptions

Gain commitment

Monitor impact