

Problem Solving – Mark Haug

Overview

We will cover the sources of uncertainty in our professional lives and why these sources create problems for us. Problems stem from uncertainty because nature deals us substantial uncertainty, but also because we aggravate uncertainty due to our own shortcomings, ignorance and lazy thought. After briefly covering natural uncertainty, we will examine how we manage our problems through reality checks and managing our own shortcomings. Upon completion of this program, you should have acquired meaningful tools for solving business problems and making better business decisions.

Course Topics

- Uncertainty and Problem Solving in Nature
 - o The uncertainty principle: recognizing and appreciate a few G-Rated facts of life
 - o Decision errors: the tale of two inevitable tragedies—and they're not death and taxes
 - o Importance of relationships: why we are not as smart as we think

- Uncertainty and Problem Solving in the Human Element
 - o Inability: rocket science and brain surgery are just excuses
 - o Cognitive Biases: We don't know what we don't know.
 - o Other Problems: Another name for bad habits is malpractice and how we can avoid malpractice

- Managing Problems
 - o Messes: What is a mess and where do you start?
 - o Problems: This is your professional life
 - o Puzzles: Why we cover the things we do in school

- Applications in Business
 - o Finance
 - o Marketing
 - o Operations Management
 - o Quality Management and Continuous Improvement
 - o Incentive Planning
 - o Negotiations