SOLVING COMPLEX PROBLEMS WELL

SPEAKER
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SLIDES FROM TODAY’S PRESENTATION WILL BE AVAILABLE ON THE ANZSOG WEBSITE

Monday, 23 July 2018
Solving Complex Problems Well
Complex Problems

- No definitive problem description
- Product of inter-related systems
- The problem keeps evolving
- A solution depends on how the problem is framed
- Solutions aren’t “right or wrong” but enable “better or worse”
#1

COMPLEX PROBLEM SOLVING

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We are solving the wrong problems
DISCERNING

Diagnosing

Designing

Deploying

Public value erosion and risk escalation

Ignore the signals

Jump to conclusions

Repeat old solutions

Lapse into process + controls

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We’re not taught to problem solve.

We don’t get to the root causes of problems, which are often human not technical in nature.
Public value creation and risk elimination

Mindful attention

Achievable steps

Collaborative diagnosis

Deliberate solution design

Public value erosion and risk escalation

Good questions

Integrating timeline

Collaborative solving

Involving implementers

DISCERNING

DIAGNOSING

DESIGNING

DEPLOYING
What’s it worth investing?

Cost × Probability of a similar mistake ÷ 10
for a 1 in 10 return on investment
Dividend

- Saved effort
- Avoided risk
- Better-spent taxpayer dollars
- Repeatable practices
- Engaged latent energy + talent
- Career growth
- Renewed trust
What is the problem?
The headline

What are the causes of the problem?
Obvious systemic causes-and-effects

What mindsets permit these things?
Worldviews

What deep stories and values underpin these mindsets?
Formative ideas
THANK YOU

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Dr Nick Fleming

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f tw in y
What is the problem?
The headline
“Government is imposing its green ideology.”

What are the causes of the problem?
Obvious systemic causes-and-effects
Drought has fuelled the climate change and sustainability lobby.
Government is fulfilling a policy promise to the urban latte lappers.
Sustainability actions don’t address our real (water supply) challenges.

What mindsets permit these things?
Worldviews
It’s not right to be wasting public money.
It’s not fair to impose urban whims on regional businesses.
Our business is about good engineering and sound financial management.

What deep stories and values underpin these mindsets?
Formative ideas
“Government should be small, efficient and low taxing.”
“It’s all take and no give for regional communities.”
“There are rules and standards that keep us on the right track.”
Insight Trading
Collaborating to transform the infrastructure that shapes society
by Nick Fleming and Susanne Cooper

Available at
amazon

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# Upcoming Thought Leadership Seminars

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<td>Prevention is better than cure: so why aren’t we doing more of it?</td>
<td>Professor Paul Cairney</td>
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<td>Understanding the burden of targeting and rationing on benefits and payments recipients; and the gendered nature of welfare systems</td>
<td>Professor Donald Moynihan &amp; Professor Pamela Herd</td>
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appliedlearning@anzsog.edu.au
## Upcoming Executive Education Workshops

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