

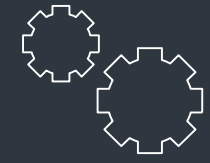


### PLANNING PROCESS

The planning process has six steps. They are (1) Establish Goals; (2) Define Limits; (3) Determine Options; (4) Evaluate Options; (5) Choose; and (6) Implement or Recycle. These steps may take only a second or two for a simple decision such as which pair of socks to wear today, or many months for complex decisions. Brief or extended, the same six steps will always be followed. A key point is to clearly separate steps (3) and (4) since they require different types of thinking and different tools

### CONTROL PROCESS

The control process has four steps. They are (1) Establish Standards; (2) Measure Performance; (3) Compare to Standards and Evaluate; and (4) Analyze Cause of and Correct Deviations from Standard. The complexity of control process will vary, but the steps will be constant. The most difficult step is step three, since require problem solving to determine the causes of variation from standard, and therefore, what corrective action to take



### MANAGEMENT TODAY

Today's employees and teams require many of the skills as their managers, namely decision making and problem-solving skills



### MAKING DECISIONS,

is a subordinate part of planning, problem solving and control. You must decide on goals and objectives. You must decide on allocation of resources. You must decide which is the best from among the options you have identified. You must decide what standards are necessary and what methods of correcting variation from standards are most appropriate



### PROBLEM SOLVING

Nearly all human beings and many lower species solve problems every day. Just as decision making, problem solving for any purpose will follow a predictable pattern. Even though we may not consciously be aware of it, certain steps will occur.

## Two things Director & Managers must do are planning and control

### CREATING POSSIBILITIES

- ✓ EMOTIONAL
- ✓ ENVIRONMENTAL
- ✓ PERCEPTUAL
- ✓ INTELLECTUAL
- ✓ CULTURAL
- ✓ EXPRESSIVE

### DECISION MAKING

Decision making is the skill that makes management "happen". Without decision making, no management has occurred. Problem solving can be done by non-managers, but it, too, is an excellent skill for managers. This track presents an underlying framework and process by which we can analyze all decision making and problem-solving events. In dealing with anything which is complex, an understanding of the basics structure can be enormously beneficial. Most decisions that we make on a daily basis are relatively simple and automatic. How significant are the consequences for choosing the wrong cookie from among 285? Not that much. (They may be more serious if you have a two-year old). Therefore, we usually don't consciously go through as extensive a process for what to have for breakfast as we do for buying a new 1,000 gallons water heater for your site, that is because simple decisions don't require an analysis of the process. However, bringing the steps of the process into conscious thought allows us to do a "common sense process" that can improve success.

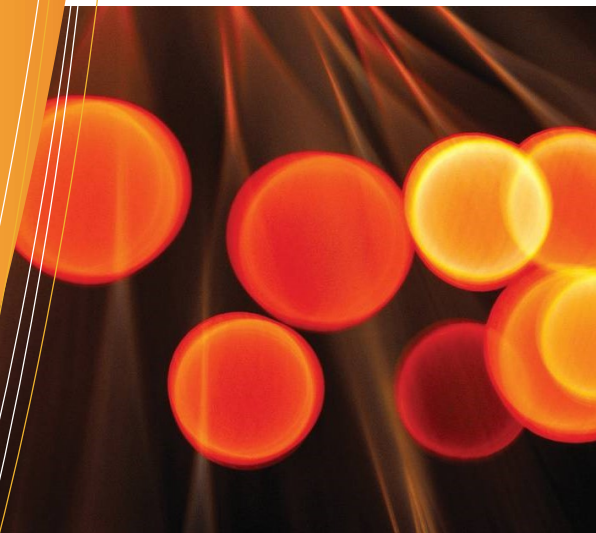
### PROBLEM SOLVING

In this track, we want to focus on problem solving in business and organizations, but the process applies to any problem you may face in life



The process actually includes two rounds of decision making, which is why that topic is cover first. Management requires problem solving in several different circumstances: First, if an adequate number of options are not developed during the planning process. Second, when standards are not being met in the control process. "This is probably the more traditional point at which managers move into a problem-solving mode.

Finally, when problems or opportunities arise independent of planning and control. Our planning can not be perfect. Conditions change and unexpected things happen. Sometimes these will also occasion the need for problem solving



IT IS AN IMPORTANT  
HUMAN ENDEAVOR, AS  
WELL AS, AN ESSENTIAL  
MANAGEMENT SKILL

Decision making and problem solving can be quite complex processes, but using different kinds of “tools” can help a person approach them more easily and more effectively.

The typical manager or entrepreneur can make nearly all decisions and solve nearly all the problems they face by just using a few simple concepts.

This material describes and advocates a “Back to Basics” approach to decision making and problem solving which is appropriate for almost all levels of management in the organizations, and even for them at times.



Managing **EFFECTIVELY**

I know a  
businessman  
who had so  
much trouble  
making  
decisions, that  
when asked for  
his favorite  
color, he  
always said,  
“Plaid”