

Converge – select the best

- Agree criteria
- Matrix of solutions and their effects on the stakeholders
- Coloured hats
- Use numbers but don't be a slave to them
- If numbers and gut disagree be really careful, get more info
- If the options are close it doesn't matter which one you choose
- Maybe none of them is good enough?
- Assess sensitivity
- Choose the solution
- Avoid emotional goal slip

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Problem Solving

- See the whole system rather than one problem within it
- Is there a leverage point where a small change will produce big results?
- Don't jump to a solution
- When does it happen and when doesn't it happen?
- Consider many possible causes before identifying the real one
- Remember that there may be multiple causes, or a common cause of correlated effects

Diverge – get lots of ideas

- Decision trees show what might happen, how likely it is, and how good or bad the options are

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