



Solving Problems, Implementing Solutions

Issue analysis, solution prioritisation, workplans, and project summaries

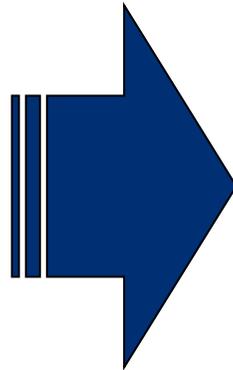
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What are we here to do? And why does it matter?

Context

- We face complex challenges, and prizes critical thinking, so **sound problem-solving** is needed
- We can be slow to change, so **effective project management and communication** tools (and determination) are critical



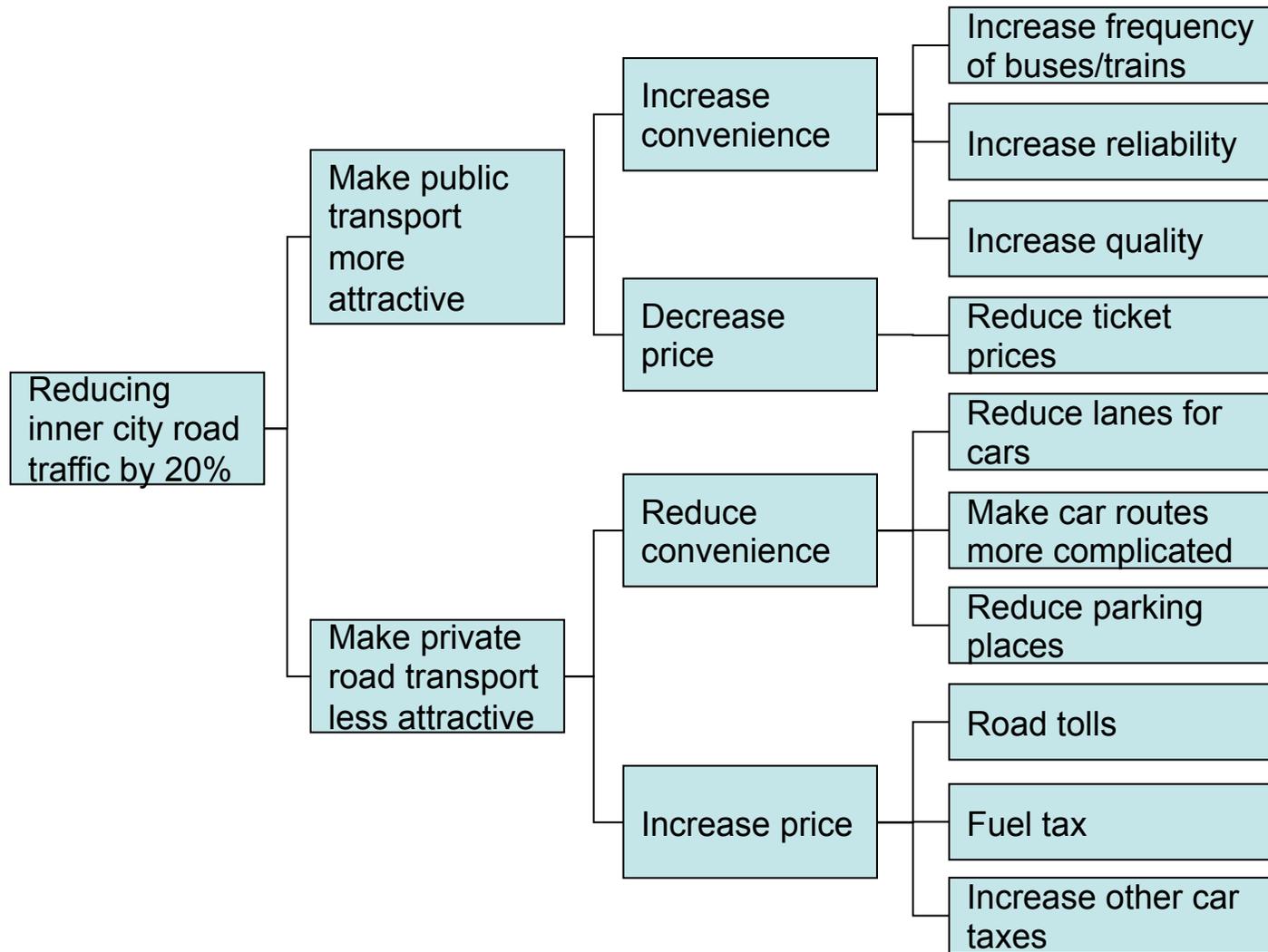
Objectives

- **Introduce and get some practice working with a few simple, powerful tools**
 - Problem-solving:
 - 1) Issue trees**
 - 2) Prioritisation matrix**
 - Project management:
 - 3) Workplan**
 - Communication:
 - 4) Project summary / business case**

How will the session run?

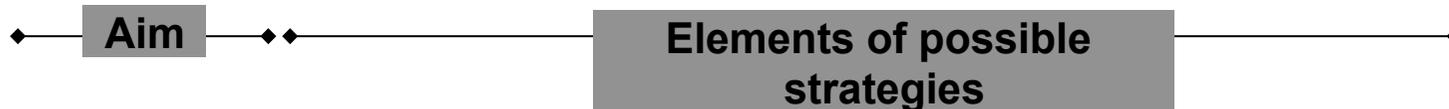
5 minutes	Purpose and structure of the session
10 Minutes	Using issue trees and prioritisation matrices
10 minutes	Breakout 1: creating an issue tree or prioritisation matrix
10 minutes	Reconvene and share issue trees and prioritisation matrices
5 minutes	Using workplans and project summaries/business cases
5 minutes	Breakout 2: creating a project summary
5 minutes	Reconvene and share learnings; wrap-up

1 ISSUE TREE – example



Purpose

- Breaks up even complex problems into manageable chunks
- Ensures no potentially important issues are overlooked
- Provides basis for action planning or prioritisation



2 PRIORITISATION MATRIX – example

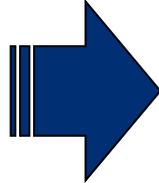
Size of impact/ importance	Big	Plan and sequence – Road tolls Increase reliability of buses/trains Increase quality of buses/trains	High priority – Increase frequency of buses Reduce ticket prices of buses Make car routes more complicated
	Small	Low priority – Increase other car taxes	Quick win – Reduce lanes for cars Reduce parking places Increase fuel tax
		Low (hard)	High (easy)
Ease of implementing/addressing			

Purpose

- Helps structure discussion about priorities
- Provides basis for sequencing and resourcing action plan
- Surfaces and challenges personal views on priorities

2 ANALYSES TO INFORM THE PRIORITISATION

**Size of
impact/
importance**



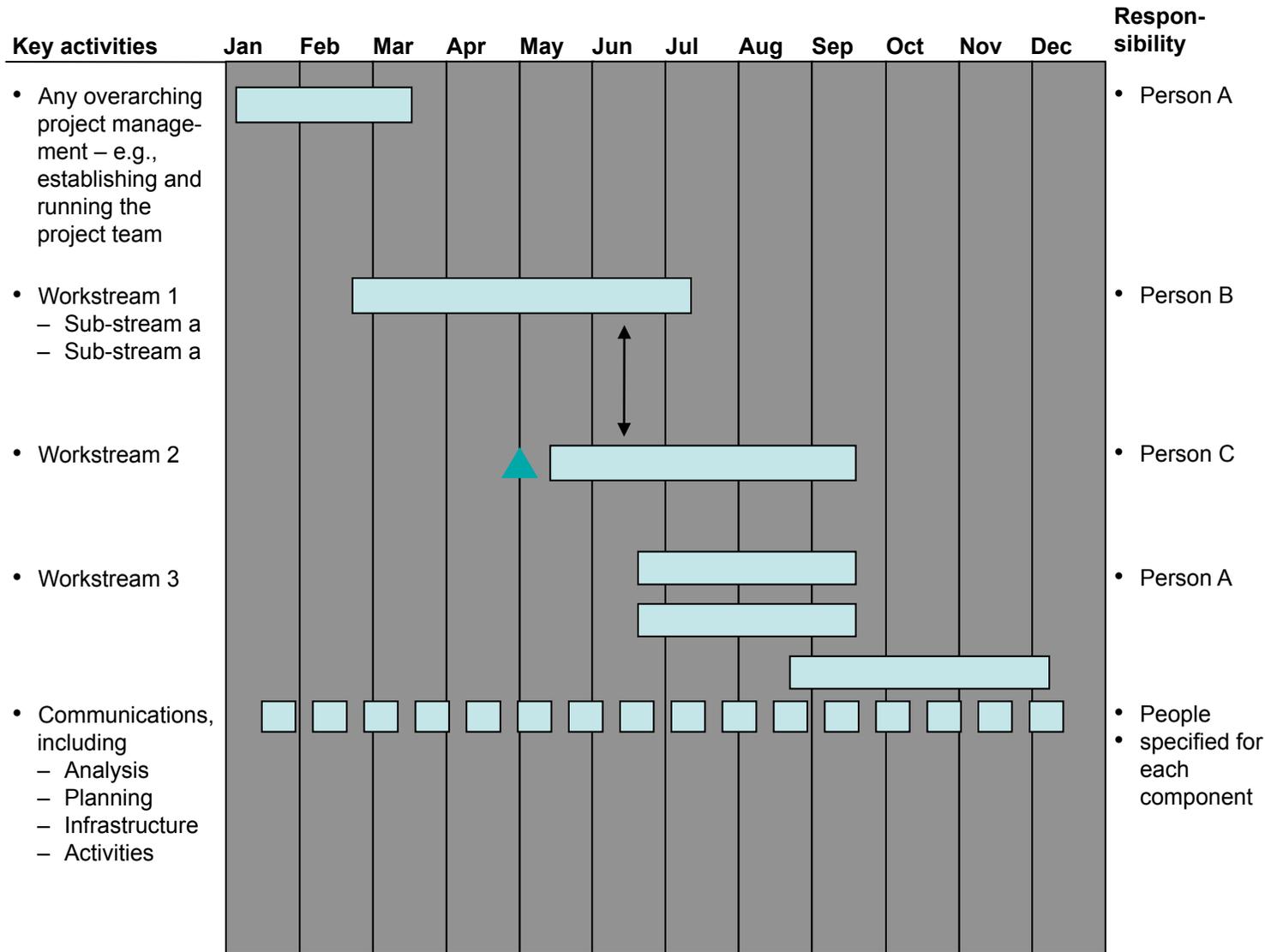
- How big is the upside?
 - Add up component parts
 - Draw on data from others who have tried it

**Ease of
implementing/
addressing**



- How likely is it that the potential benefits can be realised? (Are there technical barriers?)
- How complex will the implementation be? Will there be enough commitment to see it through?
- Do you have the power to make the change on your own? If not, is there likely to be substantial resistance by stakeholders?
- How much will it cost to implement?
 - Time
 - Money

3 WORKPLAN – example



Purpose

- Sets out key workstreams
- Shows timing and key dates, highlighting necessary sequencing
- Specifies who will lead each piece

4 PROJECT SUMMARY – example

Project title:

Brief description of initiative:

Issues to be addressed

Problems caused by current approach (e.g. £ spent, time wasted)

-

Magnitude (e.g., amount of £ spent or description of significance)

-

Impact projected

Expected benefits of initiative (e.g., £ saved or service improved)

Magnitude (e.g. amount of £ spent or description of significance)

Resources required to define and plan solution

Analyses to be conducted (e.g. “assess feasibility”)

-

Type and magnitude of resources required

Resources required to implement solution

Type of resources required

Magnitude(e.g., amount of time required)

Next steps

Action items

Responsibility

Expected completion date

BREAKOUT 2

Create a project summary for a project you're working on now—or one you'd like to launch

Parting shots

Create a structure to guide your project approach (use these tools or something similar)

Be precise in your thinking

- What exactly should be improved?
- What are our options for improving it?
- How much of an impact will this have?
- Who will execute each step, and by when?

Write your plan and the project summary down--but be concise so it actually gets read and used!

Identify ways upfront to measure your progress during the analytic and implementation phases, and then actually measure it