Solving Problems, Implementing Solutions
Issue analysis, solution prioritisation, workplans, and project summaries

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International Strategy

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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
ISSUE TREE – example

Aim

Elements of possible strategies

Purpose

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

Reducing inner city road traffic by 20%

Make public transport more attractive

- Increase convenience
- Decrease price
- Reduce convenience
- Increase price

Make private road transport less attractive

- Increase frequency of buses/trains
- Increase reliability
- Increase quality
- Reduce ticket prices
- Reduce lanes for cars
- Make car routes more complicated
- Reduce parking places
- Road tolls
- Fuel tax
- Increase other car taxes

Breaks up even complex problems into manageable chunks
Ensures no potentially important issues are overlooked
Provides basis for action planning or prioritisation
# PRIORITISATION MATRIX – example

<table>
<thead>
<tr>
<th>Size of impact/importance</th>
<th>Plan and sequence –</th>
<th>High priority –</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Big</td>
<td>Road tolls</td>
<td>Increase frequency of buses</td>
<td>• Helps structure discussion about priorities</td>
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<td></td>
<td>Increase reliability of buses/trains</td>
<td>Reduce ticket prices of buses</td>
<td>• Provides basis for sequencing and resourcing action plan</td>
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<td>Increase quality of buses/trains</td>
<td>Make car routes more complicated</td>
<td>• Surfaces and challenges personal views on priorities</td>
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<td>Small</td>
<td>Low priority –</td>
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<td>Increase other car taxes</td>
<td>Reduce lanes for cars</td>
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<td>Increase fuel tax</td>
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## Purpose
- Helps structure discussion about priorities
- Provides basis for sequencing and resourcing action plan
- Surfaces and challenges personal views on priorities
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
### Purpose

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

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<tr>
<th>Key activities</th>
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<td><strong>Any overarching project management – e.g., establishing and running the project team</strong></td>
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**Responsibility**

- **Person A**
- **Person B**
- **Person C**
- **Person A**
- **People specified for each component**
<table>
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<th>Project title:</th>
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<td>Brief description of initiative:</td>
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<th>Issues to be addressed</th>
<th>Impact projected</th>
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<td>Problems caused by current approach (e.g. £ spent, time wasted)</td>
<td>Expected benefits of initiative (e.g., £ saved or service improved)</td>
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<td>Magnitude (e.g., amount of £ spent or description of significance)</td>
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<th>Resources required to define and plan solution</th>
<th>Resources required to implement solution</th>
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<td>Analyses to be conducted (e.g. “assess feasibility”)</td>
<td>Type of resources required</td>
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<td>Magnitude (e.g., amount of time required)</td>
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<tr>
<th>Next steps</th>
<th>Action items</th>
<th>Responsibility</th>
<th>Expected completion date</th>
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  - Magnitude (e.g., amount of £ spent or description of significance)

- Expected benefits of initiative (e.g., £ saved or service improved)
  - Magnitude (e.g., amount of £ spent or description of significance)

- Analyses to be conducted (e.g. “assess feasibility”)
  - Type and magnitude of resources required

- Type of resources required
  - Magnitude (e.g., amount of time required)
BREAKOUT 2

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