



KARDELEN

TRAINING

STRUCTURED THINKING & GOAL SETTING

OBJECTIVES

Participants will learn and practise how to solve complex business problems using structured thinking; and how to use well set goals to turn long term visions into targeted action plans.

Structured Thinking

- Problem framing to clarify context and key issues to resolve
- Breaking down and structuring complex problems into manageable components
- Dividing the problem solving effort effectively between team members
- Creating and using hypotheses and logic to solve business problems, with an understanding of simple heuristics to test completeness and clarity
- Prioritising work and insights onto relevant and critical areas, and minimising wasted effort

Goal Setting

- Learn the complementary roles of long, medium and short term goals, and how to use each
- Learn the distinctive importance of outcome, performance, process and learning goals

- Understand the critical characteristics of well set goals, the pitfalls of setting goals poorly, and the important step that SMART goals miss
- Practise turning inspiring long term visions into tangible short term priorities and goals that maintain strategic direction, while prompting and rewarding action

FORMAT & DURATION

The course is conducted as classroom training and lasts 2 days.

COST

£800 per participant.

Cost includes refreshments and lunch. Participants can contact us for help arranging accommodation.

COURSE CONTENT

1. STRUCTURED THINKING

- Tools for structured thinking (clustering, problem hierarchies, logic trees, hypotheses) and the role of each in the problem solving process
- Introduction to different forms of reasoning: inductive and deductive reasoning; AND/OR logic
- Heuristics to test completeness of thinking: MECE, and its limitations
- Different ways of breaking down problems: numerical, issue, and process structures

2. HYPOTHESIS DEVELOPMENT

- Problem framing to agree context and priorities
- Using hypotheses to focus effort, increase problem solving rigour, allocate work, communicate progress and conclusions
- Key tools to generate and test hypotheses: analytical hierarchies, and MECE testing; inductive and deductive reasoning; and, testing key factual assumptions
- Using hypotheses in work planning
- Typical problem solving frameworks and their limitations, including practising some common strategic tools
- Important dos and don'ts in hypothesis development and testing

3. 80:20

- Using 80:20 to prioritise effort, allocate work, raise quality and communicate more effectively
- Specific applications of 80:20 in problem solving: simplifying hypotheses; prioritising analysis; and communicating results

4. BEST PRACTICE GOAL SETTING

- Characteristics of excellent use of goals: starting from the vision; goals for long, medium and short terms; team engagement; mild stretch difficulty; specificity; and frequent feedback & adjustment
- Creating a tangible, engaging vision
- Using of long term goals to set direction, medium term goals to track progress, and short term goals to focus attention, inspire effort and prompt action
- Using performance, process and learning goals to complement outcome goals
- Setting goal difficulty and creating frequent feedback
- Setting and balancing multiple goals, and other important things to get right: specificity, commitment, consistency, multiple types, and capability development
- The full goal setting process: turning long term objectives into current priorities by creating cascades of concrete medium and short term goals

5. SUPPORTING EFFECTIVE ACTION PLANS

- Good goal usage environments (support, commitment focus, achievement norms)
- Planning resource and capability development
- Reviewing risks and scenarios
- Staying on course: allocating sole responsibility; setting measures and reviews; and creating target high profile events
- Overcoming obstacles
- Connecting incentives with goals
- Pitfalls of goal setting, and how to monitor and overcome them

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