

WEEK 2 WORKSHEET

Structured Problem-Solving for Leaders

SECTION 1 — DEFINE THE PROBLEM

Instructions: Clearly state the issue you want to solve.

Problem Statement:

SECTION 2 — FACTS AND ASSUMPTIONS

Instructions: Separate confirmed information from assumptions.

Facts:

Assumptions:

SECTION 3 — END STATE & CRITERIA

Instructions: Describe what success looks like and how you will measure it.

End State Description:

Evaluation Criteria:

SECTION 4 — DEVELOP & COMPARE SOLUTIONS

Instructions: List 3 potential solutions and briefly compare them.

Solution 1:

Pros: _____ Cons: _____

Solution 2:

Pros: _____ Cons: _____

Solution 3:

Pros: _____ Cons: _____

SECTION 5 — SELECT & IMPLEMENT

Selected Solution:

Implementation Steps:

Slide Highlights:

- Structure removes emotion and confusion from decision-making.
- The 7-Step Problem-Solving Process:
 1. Define the problem
 2. Gather facts & assumptions
 3. Define end state & criteria
 4. Develop solutions
 5. Compare solutions
 6. Select & implement
 7. Assess & adjust
 - A good problem statement identifies the gap between current and desired state.
 - Assumptions must eventually become facts or be removed.
 - Success criteria should include measurable objectives and morale/behavioral factors.
 - Comparing solutions requires honesty about feasibility, impact, risk, and time.

How to Use This for the Worksheet:

- Write your problem statement exactly as Step 1 describes — *clear, unemotional, specific gap*.
- Separate facts and assumptions using the definitions from the slides.
- For end state and criteria, refer to the slide questions: *What should it look like? What behaviors change? What metrics show improvement?*
- Use solution comparison categories from the slides for the Pros/Cons analysis.