Problem Solving In Organizations A Methodological Handbook For Business And Management Students 2nd

How can we intervene in the systemic bureaucratic dysfunction that beleaguers the public sector? De Jong examines the roots of this dysfunction and presents a novel approach to solving it. Drawing from academic literature on bureaucracy and problem solving in the public sector, and the clinical work of the Kafka Brigade—a social enterprise based in the Netherlands dedicated to diagnosing and remedying bureaucratic dysfunction in practice, this study reveals the shortcomings of conventional approaches to bureaucratic reform. The usual methods have failed to diagnose problems, distinguish symptoms, or identify root causes in a comprehensive or satisfactory way. They have also failed to engage clients, professionals, and midlevel managers in understanding and addressing the dysfunction that plagues them. This book offers conceptual frameworks, theoretical insights, and practical lessons for dealing with the problem. It sets a course for rigorous public problem solving to create governments that can be more effective, efficient, equitable, and responsive to social concerns. De Jong argues that successfully remedying bureaucratic dysfunction depends on employing diagnostics capable of distinguishing and dissecting various kinds of dysfunction. The "Anna Karenina principle" applies here: all well functioning bureaucracies are alike; every dysfunctional bureaucracy is dysfunctional in its own way. The author also asserts that the worst dysfunction occurs when multiple organizations share responsibility for a problem, but no single organization is primarily responsible for solving it. This points to a need for creating and reinforcing distributed problem solving capacity focused on deep (cross-)organizational learning and revised accountability structures. Our best approach to dealing with dysfunction may therefore not be top-down regulatory reform, but rather relentless bottom-up and cross-boundary leadership and innovation. Using fourteen clinical cases of bureaucratic dysfunction investigated by the Kafka Brigade, the author demonstrates how a proper process for identifying, defining, diagnosing, and remedying the problem can produce better outcomes.

Note to Readers: Publisher does not guarantee quality or access to any included digital components if book is purchased through a third-party seller. Applied Problem-Solving in Healthcare Management is a practical textbook devoted to developing and strengthening problem-solving and decision-making leadership competencies of healthcare administration students and healthcare management professionals. Built upon the University of Minnesota Master of Healthcare Administration Program's Problem-Solving Method, the text describes the "never assume" mindset and the structured method that drive evidence-based, action-oriented problem-solving. The "never assume" mindset requires healthcare leaders to understand themselves and their stakeholders, and to engage in waves of divergent and convergent thinking. This structured method guides the problem solver through the phases of defining, studying, and acting on complex interrelated organizational problems that involve multiple root causes. The book also describes how the Problem-Solving Method is complementary to quality improvement methods and can be used in healthcare organizations along with Lean, Design Thinking, and Human Centered Design. Providing step-by-step instruction including useful tips, tools, activities, and case studies, this effective resource demonstrates the utility of the method for all types of health organization settings including health systems, hospitals, clinics, population health, and long-term care. For students taking health management, capstone, and experiential learning courses, including internship and residency projects, this book allows them to test and apply their problem-solving and decision-making skills to real-world situations. Beyond the classroom, it is an indispensable resource for organizations seeking to enhance the problem-solving skills of their workforce. The authors of the text have nearly 75 years of combined experience in healthcare management, leadership, and professional consulting, and teaching and advising healthcare administration students in classrooms, on student capstone, internship and residency projects, and case competitions. Synthesizing their expertise, this text serves as a guide for those who wish to strengthen their problem-solving abilities to systematically identify, analyze, study, and solve pressing organizational challenges in healthcare settings. Key Features: Describes a mindset and a structured problem-solving method that builds leadership competencies Encourages a step-by-step problem-solving approach to define, study, and act on problems to drive action-oriented solutions Supports experiential learning and coaching for students and professionals early in their careers, applicable especially to healthcare management, capstone, and student consulting courses, internship and residency projects, case competitions, and professional development in organizations Compares the Problem-Solving Method to other complementary methods used in many healthcare organizations, including Lean, Design Thinking, and Human Centered Design

Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In Cracked It!, seasoned strategy professors and consultants Bernard Garrette, Corey Phelps and Olivier Sibony present a rigorous and practical four-step approach to overcome these pitfalls. Building on tried-and-tested (but rarely revealed) methods of top strategy consultants, research in cognitive psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide readers through each step in the process: from how to state, structure and then solve problems to how to sell the solutions. Written in an engaging style by a trio of experts with decades of experience researching, teaching and consulting on complex business problems, this book will be an indispensable manual for anyone interested in creating value by helping their organizations crack the problems that matter most.

A Methodological Handbook for Business and Management Students
A Comparative Analysis of Five County Welfare Organizations
The Problems with Teamwork, and How to Solve Them
A Methodological Handbook for Business Students
Organizational Behavior
Implementation of Creative Problem Solving Technology in the Business Organization

Ziegenfuss presents a tested model for analysing organisation and management problems and a series of case studies to help the reader apply problem-solving to real experiences.

An indispensable guide enabling business and management students to develop their professional competences in real organizational settings, this new and fully updated edition of Problem Solving in Organizations equips the reader with the necessary toolkit to apply the theory to practical business problems. By encouraging the reader to use the theory and showing them how to do so in a fuzzy, ambiguous and politically charged, real-life organizational context, this book offers a concise introduction to design-oriented and theory-informed problem solving in organizations. In addition, it gives support for designing the overall approach to a problem-solving project as well as support for each of the steps of the problem-solving cycle: problem definition, problem analysis, solution design, interventions, and evaluation. Problem Solving in Organizations is suitable for readers with a wide range of learning objectives, including undergraduates and graduates studying business and management, M.B.A students and professionals working in organizations.

This volume presents a state-of-the-science review of the most promising current European research -- and its historic roots of research -- on complex problem solving (CPS) in Europe. It is an attempt to close the knowledge gap among American scholars regarding the European approach to understanding CPS. Although most of the American researchers are well aware of the fact that CPS has been a very active research area in Europe for quite some time, they do not know any specifics about even the most important research. Part of the reason for this lack of knowledge is undoubtedly the fact that European researchers -- for the most part -- have been rather reluctant to publish their work in English-language journals. The book concentrates on European research because the basic approach European scholars have taken to studying CPS is very different from one taken by North American researchers. Traditionally, American scholars have been studying CPS in "natural" domains -- physics, reading, writing, and chess playing -- concentrating primarily on exploring novice-expert differences and the acquisition of a complex skill. European scholars, in contrast, have been primarily concerned with problem solving behavior in artificially generated, mostly computerized, complex systems. While the American approach has the advantage of high external validity, the European approach has the advantage of system variables that can be systematically manipulated to reveal the effects of system parameters on CPS behavior. The two approaches are thus best viewed as complementing each other. This volume contains contributions from four European countries -- Sweden, Switzerland, Great Britain, and Germany. As such, it accurately represents the bulk of empirical research on CPS which has been conducted in Europe. An international cooperation started two years ago with the goal of bringing the European research on complex problem solving to the awareness of American scholars. A direct result of that effort, the contributions to this book are both informative and comprehensive.

Innovative Problem Solving in the Public Sector
Problem Solving In Operation Management
When Solving Problems Prevents Organizational Learning
Solutions
Problem Solving for Managers
Solving the People Problem

Managers and consultants consistently note that much of what has been planned is not implemented and that on the other hand other things that were not planned successfully emerge. The driving forces for innovation are for the main part hidden in the tacit knowledge of organizations. This is where Management Constellations come into place. They permit to gather information that is otherwise not immediately accessible. When it comes to making critical decisions there is hardly any tool that is so quick and accurate in pointing to the relevant factors. Furthermore various alternative actions can be simulated to evaluate the potential effects.This book is aimed at managers and consultants, who want to break new ground in developing the potential of their organization. In the first part the authors present the theoretical background of the methodology. Part two is meant as a field book for the practitioner who wants to integrate the method into his work as consultant or manager.

Do you solve problems in the style of a coyote, competitor or eagle? Recognising the way you approach and deal with problems at work will enable you to identify the most suitable technique to use on a daily basis. Victor Newman's practical book strikes at the heart of fundamental challenges faced by all managers. It looks beyond the conventional techniques of problem-solving to the underlying process, identifies eight stages and explains how to recognise which technique is appropriate to which stage. On this basis managers can generate solutions at both the personal and the organisational level. A unique feature of the book is a Problem Solving Styles Profile that enables each reader to apply the material in the text to improve their own problem-solving capability.

Everyone knows how to solve problems. But persistent problems, such as low-morale, reduced productivity, or a gradual reduction in business metrics, can often seem insurmountable. Chris Christensen, a recognized management authority, provides a proven, straightforward approach to permanently resolve the most difficult and complicated problems that plague organizations. Follow the seven-step process detailed in How to Solve Persistent Problems and ensure that those difficult, recurring, and often debilitating problems that plague your organization get, and stay, solved.

Using Imagery for Problem Solving in Organizations at Different Stages of Their Development
Applied Problem-Solving in Healthcare Management
Organization and Management Problem Solving
Business Problem Solving
Cracked it!
Dealing with Dysfunction

An easy read with clear examples and engaging stories, this book is a treat for leaders who are interested in totally transforming the way they work. Luckman and Flory help leaders and organizations shift from a solutions mindset to a problem-solving culture that results in flow and growth where everyone in the organization can become a winner. Anand V. Tanikella, Vice President R&D, Abrasives Worldwide, Saint-Gobain Luckman and Flory explain how to create a platform for change and a culture of meaningful continuous improvement through what they call "Problem Solving for Complexity." This approach is about engaging everybody in the organization to improve every aspect of how work gets done. Read this book if you want to be a real change leader, not just the person who goes around talking about the need for change. Robert Kessiakoff, Coach/Consultant, Partner LTGe, Sweden [This book] describes how the leader, through changing his or her own behaviors and practices, can transform an organization that is slow to adapt into one that solves problems organically. The book is an important read for leaders and managers at all levels. Peter Ward, Senior Associate Dean for Academics, Richard M. Ross Chair in Management, Professor of Management Sciences, Director, Center for Operational Excellence, Ohio State University Organizational transformation is difficult, and despite expensive continuous improvement programs, most change efforts fail. This pattern, James E. Luckman and Olga Flory argue, is due to the fact that most change efforts start with senior leaders assigning an external or internal consulting group to attempt to drive change from the top down. Leaders today can no longer roll out solutions in the hopes of seeing better results. What they can do is play an active role in helping to transform their organization from "blanket solutions" thinking to learning how to solve complex business problems in a rapidly changing world. Drawing upon decades of leadership experience and years of research with executives across many different industries, Luckman and Flory make a persuasive case that most companies have not been able to stay ahead in what is an increasingly turbulent business environment because they simply have not made the cultural changes required to do so. In discussing how to facilitate this culture change, the authors share a model for leadership designed to guide an organization to extraordinary new levels of performance by focusing on three key areas: building a framework for problem-solving, encouraging respectful communication, and accelerating the pace at which the organization learns. The result is more energized team members who are dedicated to their daily work in an organization that is better positioned to achieve operational excellence. Readers will also find powerful stories from executives who have effectively changed their approach to leadership, all of which serve to inspire more leaders to take the leap and become "problem-solvers for complexity." Transforming Leader Paradigms is a book about strengthening every organization's capacity to solve complex business problems. But, more importantly, it's about what leaders must change in themselves to help their team members solve problems methodically, start to look at the world differently using complexity theory, and understand what it means to create real value for customers. For leaders who are willing to examine their own behaviors, this book is a welcome change from the steady stream of business books on the market that emphasize charismatic and/or heroic leadership as the key to achievement and success.

This concise introduction to the methodology of Business Problem Solving (BPS) is an indispensable guide to the design and execution of practical projects in real organizational settings. The methodology is both result-oriented and theory-based, encouraging students to use the knowledge gained on their disciplinary courses, and showing them how to do so in a fuzzy, ambiguous and politically charged real life business context. The book provides in-depth discussion of the various steps in the process of business problem solving. Rather than presenting the methodology as a recipe to be followed, the authors demonstrate how to adapt the approach to specific situations and to be flexible in scheduling the work at various steps in the process. It will be indispensable to MBA students who are undertaking their own field work.

Creative Approaches to Problem Solving (CAPS) is a comprehensive text covering the well-known, cited, and used system for problem solving and creativity known as Creative Problem Solving (CPS). CPS is a flexible system used to help individuals and groups solve problems, manage change, and deliver innovation. It provides a framework, language, guidelines, and set of easy-to-use tools for understanding challenges, generating ideas and transforming promising ideas into action. Features and Benefits: - Specific objectives in each chapter for the reader - This provides a clear focus for instruction or independent learning - Practical case study introduced in the beginning of each chapter and then completed as a "rest of the story" toward the end of the chapter - This feature provides an application anchor for the reader - Upgraded mix of graphics - These updated and refreshed graphics include tables, figures, and illustrative images that are designed to provide "pictures" to go along with the word. The aim has been to aid attention, retention, and practical application - Enhanced emphasis on flexible, dynamic process-- Enables users to select and apply CPS tools, components, and stages in a meaningful way that meets their actual needs - A framework for problem solving that has been tested and applied across ages, settings, and cultures-- Readers can apply a common approach to process across many traditional "boundaries" that have limited effectives. Creative Approaches to Problem Solving has been (and continues to be) used as a core text for faculty who are teaching courses in Creative Problem Solving or Creativity and Innovation as part of an MBA program, or in Education, a course on Creativity (often as a component of certification or endorsement requirements in gifted education). It is also used as a core text for those enrolled in professional development, continuing education, or executive education programmes.

A Systems and Consulting Approach
Evolve from Blanket Solutions to Problem Solving for Complexity
Handbook on Knowledge Management 1
Bulletproof Problem Solving
An Assessment of the State of the Art
Supporting Distributed Office Problem Solving in Organizations

Based on a broad range of case studies, Organization and Management Problem Solving is an insightful text designed to improve the application of organization theory and systems thinking in teaching and practice. This book illustrates the five key themes in the nature of organization and management—technical, structural, psychosocial, managerial, and cultural—through the analysis of measured incidents tested by students. This book is relevant to consultants, academics, and professional managers in a number of settings (academic, military, business organizations, and research institutes) and disciplines (including development and change, management, human resources, social psychology, communication, sociology, and psychology).

We propose that understanding organizational problem solving behavior and its antecedents can provide critical insight into mechanisms through which organizations resist learning and change. Specifically, this paper describes problem-solving behavior of front line workers as an important and overlooked barrier to organizational change. Past research on quality improvement and problem solving has found that the type of approach used affects the results of problem solving efforts but has not considered constraints that may limit the ability of front-line workers to use preferred approaches. To investigate the actual problem-solving behavior of front line workers, we conducted 197 hours of observation of hospital nurses, whose jobs present both clinical and system problem-solving opportunities. We identify implicit heuristics that govern the problem-solving behaviors of these front line workers, and suggest cognitive, social, and organizational factors that may reinforce these heuristics and thereby prevent organizational change and improvement.

This volume examines problem solving and applied systems aimed at improving performance and management of organizations. The book's eight chapters are integrated into two parts: methodologies and techniques that discuss complex dynamic analysis of the organizations, participative processes for building trend scenarios, consultancy as a systemic intervention process, processes to promote innovative goals in organizations, and analytical processes and solid mathematical representation systems. The authors also include a model to urban parks location, an analytic model to urban services location, and a system to forecast demand with fussy sets. Describes methodologies to analyze processes in complex dynamic organizations, including as participative, interventional, innovative, and analytical approaches; Clarifies a strategies for providing structure to complex organizations and applying analytical methods to decision making; Illustrates problem holistic solving strategies; Explains how to approach several problems from a holistic point of view and how analyze the subjacent processes to make decisions.

Made-To-Measure Problem-Solving
Organizations as Problem-solving Mechanisms
Knowledge Matters
An Approach to Problem Solving in Organizations
A Framework for Innovation and Change
Transforming Leader Paradigms

In Rethinking Information Systems in Organizations John Paul Kawalek challenges the current orthodoxy of information systems and proposes new alternatives. Bold and ambitious, this book tackles the thorny issues of integration of disciplines, cross over of functions, and negotiation of epistemological divides in IS. Historically, the IS discipline has struggled to embrace and integrate technical as well as organizational knowledge, skills and methods. Kawalek argues that there are now a new set of imperatives that will irrecoverably change IS, affecting the way many organizations deploy and access their information and technology. This book defines how the traditional practices of Information Systems are required to integrate into a process of organizational problem-solving. An essential read for students of business information systems, organizational theory and research methods, Kawalek's work also provides core methodological principles on organizational change and problem solving, and presents an effective rationale for their use in Information Systems contexts.

Effective leadership and management create significant impacts upon any organization in the modern business realm. To maintain competitiveness and success, those in leadership roles must develop new and dynamic initiatives to solve problems that arise. Comprehensive Problem-Solving and Skill Development for Next-Generation Leaders is a critical reference source for the latest academic research on the implementation of innovative qualities, strategies, and competencies for effective leadership and examines practices for determining solutions to business problems. Highlighting relevant coverage on facilitating organizational success, such as emotional intelligence, technology integration, and active learning, this book is ideally designed for managers, professionals, graduate students, academics, and researchers interested in research-based strategies for obtaining organizational effectiveness.

Lacking confidence in your decision-making abilities? This book will help you achieve a high level of confidence to make faster and more effective practical decisions for your school.

Integrating Organizational Problem Solving

Essential Skills You Need to Lead and Succeed in Today's Workplace

The One Skill That Changes Everything

A Practical, Problem-Solving Approach

Toward Formal Representations and Routines in Organizational Problem Solving

Creative Approaches to Problem Solving

This concise introduction to the methodology of problem solving in organizations is an indispensable guide to the design and execution of practical business improvement projects in real organizational settings. The methodology is design-oriented and theory-informed. It encourages students to use the theory gained in their disciplinary courses by showing them how to do so in a fuzzy, ambiguous and politically charged, real-life organizational context. The book provides an in-depth discussion of the various aspects and steps of the process of business and organizational problem-solving. Rather than presenting the methodology as a recipe to be followed, the authors demonstrate how to adapt the approach to specific situations and to be flexible in scheduling the work at the various steps in the process. It will be indispensable to MBA and other students who venture outside the university walls to do real-life fieldwork.

Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems. Some of the problem-solving techniques developed and used in artificial intelligence, computer science, engineering, mathematics, medicine, etc. are related to mental problem-solving techniques studied in psychology. The term problem-solving is used in many disciplines, sometimes with different perspectives, and often with different terminologies. For instance, it is a mental process in psychology and a computerized process in computer science. Problems can also be classified into two different types (ill-defined and well-defined) from which appropriate solutions are to be made. Ill-defined problems are those that do not have clear goals, solution paths, or expected solution. Well-defined problems have specific goals, clearly defined solution paths, and clear expected solutions. These problems also allow for more initial planning than ill-defined problems. Being able to solve problems sometimes involves dealing with pragmatics (logic) and semantics (interpretation of the problem). The ability to understand what the goal of the problem is and what rules could be applied represent the key to solving the problem. Sometimes the problem requires some abstract thinking and coming up with a creative solution.

There are some events in life that are inevitable, and the emergence of problems in the workplace is one. Solutions sets out to provide remedies that are accessible, practical, meaningful, and final. Well organized, and referenced to specific operations, this book provides troubleshooting and other assistance, and serves as an encyclopedic reference for answers to organizational problems for managers and practitioners. All the functional activities and operations of organizations are included, so that almost any problem or issue that may occur will be addressed in one or more chapters. Readers will be able to quickly locate, understand and use a specific tool or technique to solve a problem. The different tools available are described, or a single most useful tool indicated. The tool is then explained in depth with an example of how it can be used. The strengths and weaknesses of individual tools are identified and there are suggestions for further help. Solutions is essential for anyone wanting to learn the basics of business problem solving and those who might know the basics but want to expand their understanding.

Problem Solving in Business and Management

Solving Organizational Problems

Enacting Solutions. Management Constellations, an innovative approach to problem-solving and decision.making in organizations

The European Perspective

Hard, soft and creative approaches

Complex Problem Solving

Complex problem solving is the core skill for 21st Century Teams Complex problem solving is at the very top of the list of essential skills for career progression in the modern world. But how problem solving is taught in our schools, universities, businesses and organizations comes up short. In Bulletproof Problem Solving: The One Skill That Changes Everything you'll learn the seven-step systematic approach to creative problem solving developed in top consulting firms that will work in any field or industry, turning you into a highly sought-after bulletproof problem solver who can tackle challenges that others balk at. The problem-solving technique outlined in this book is based on a highly visual, logic-tree method that can be applied to everything from everyday decisions to strategic issues in business to global social challenges. The authors, with decades of experience at McKinsey and Company, provide 30 detailed, real-world examples, so you can see exactly how the technique works in action. With this bulletproof approach to defining, unpacking, understanding, and ultimately solving problems, you'll have a personal superpower for developing compelling solutions in your workplace. Discover the time-tested 7-step technique to problem solving that top consulting professionals employ Learn how a simple visual system can help you break down and understand the component parts of even the most complex problems Build team brainstorming techniques that fight cognitive bias, streamline workplanning, and speed solutions Know when and how to employ modern analytic tools and techniques from machine learning to game theory Learn how to structure and communicate your findings to convince audiences and compel action The secrets revealed in Bulletproof Problem Solving will transform the way you approach problems and take you to the next level of business and personal success.

This paper presents a critical overview of some recent attempts at building formal models of organizations as information-processing and problem-solving entities. We distinguish between two classes of models according to the different objects of analysis. The first class includes models mainly addressing information processing and learning and analyzes the relations between the structure of information flows, learning patterns, and organizational performances. The second class focuses on the relationship between the division of cognitive labor and search processes in some problem-solving space, addressing more directly the notion of organizations as repositories of problem-solving knowledge. Here the objects of analysis are the problem-solving procedures which the organization embodies. The results highlight important comparative properties regarding the impact on problem-solving efficiency and learning of different forms of hierarchical governance, the dangers of lock-in associated with specific forms of adaptive learning, the relative role of online″ vs. offline″ learning, the impact of the cognitive maps″ which organizations embody, the possible trade-offs between accuracy and speed of convergence associated with different decomposition schemes″. We argue that these are important formal tools towards the development of a comparative institutional analysis addressing the distinct properties of different forms of organization and accumulation of knowledge. -- Information processing ; Problem-solving ; Organizational structure

This book offers practical, evidence-based solutions to help professionals implement and support effective teamwork. Lantz, Ulber and Friedrich draw on their considerable professional experience to present common problems in team-based organizations, what empirical research tells us the causes are and which solutions are more effective in overcoming team-based obstacles. In The Problems with Teamwork, and How to Solve Them, nine common problems are identified, ranging from lack of leadership and adaptability to conflict and cohesiveness, accompanied by clear instructions on how to approach and resolve the individual issues. Detailed case studies are presented throughout the book, demonstrating how theory can be applied to real-life situations to produce optimal results for both the team and the larger organisation. By combining theory and practice, and using state-of-the-art research, the book constructs a cognitive map for identifying problem causes and effect, and step-by-step instructions on how to solve problems. This is essential reading for anyone working in team-based organizations, as well as students and academics in related areas such as organizational psychology and organizational behaviour.

Strategic Thinking in Complex Problem Solving

A Survey of Field Office Operations of Professional Problem-solving Organizations

A Proven Method for Groups to Permanently Resolve Difficult, Complex, and Persistent Problems

A Review of Creative Problem Solving Technology and the Development of a Prescriptive Implementation Model for Industrial and Service Organizations

Interactive Organizational Workflow Analyses

The Practical Decision Maker

Do you work with anyone who thinks or acts differently than you? Would you like to have a better understanding of why they think and act the way they do? Would you like to learn how to create healthier and more productive relationships with your coworkers, including colleagues, direct repo even your boss? If you answered "yes" to any of these questions, then Solving the People Problem is the book for you. How well you interact with coworkers has an outsized impact on your career success. When you understand why your colleagues act and react the way they do, it's easy to av distractions such as gossip, backstabbing, and miscommunication-distractions that result in decreased productivity, lost profits, and countless hours of personal frustration. Solving the People Problem walks you through every aspect of DISC-EQ, the language you need to understand and capitaliz personality differences of the people around you. This book will develop your self-awareness and emotional intelligence, enabling you to become a driving force for team cohesion, effectiveness, and productivity within your organization. After buying the book, visit SolvingThePeopleProblem.com for free bonus download. Just click the "Bonus Download" link at SolvingThePeopleProblem.com, complete the form, and enter your Amazon order number. Your free bonus will be emailed to you right away.

As the most comprehensive reference work dealing with knowledge management (KM), this work, consisting of 2 volumes, is essential for the library of every KM practitioner, researcher, and educator. Written by an international array of KM luminaries, its approx. 60 chapters approach knowledg management from a wide variety of perspectives ranging from classic foundations to cutting-edge thought, informative to provocative, theoretical to practical, historical to futuristic, human to technological, and operational to strategic. Novices and experts alike will refer to the authoritative and stimulating content again and again for years to come.

Whether you are a student or a working professional, you can benefit from being better at solving the complex problems that come up in your life. Strategic Thinking in Complex Problem Solving provides a general framework and the necessary tools to help you do so. Based on his groundbreaking at Rice University, engineer and former strategy consultant Arnaud Chevallier provides practical ways to develop problem solving skills, such as investigating complex questions with issue maps, using logic to promote creativity, leveraging analogical thinking to approach unfamiliar problems, and managing diverse groups to foster innovation. This book breaks down the resolution process into four steps: 1) frame the problem (identifying what needs to be done), 2) diagnose it (identifying why there is a problem, or why it hasn't been solved yet), 3) identify and select potential solutions (how to solve the problem), and 4) implement and monitor the solution (resolving the problem, the 'do'). For each of these four steps - the what, why, how, and do - this book explains techniques that promotes success and demonstrates how to apply them on a case study and in additional exam featured case study guides you through the resolution process, illustrates how these concepts apply, and creates a concrete image to facilitate recollection. Strategic Thinking in Complex Problem Solving is a tool kit that integrates knowledge based on both theoretical and empirical evidence fro disciplines, and explains it in accessible terms. As the book guides you through the various stages of solving complex problems, it also provides useful templates so that you can easily apply these approaches to your own personal projects. With this book, you don't just learn about problem solving how to actually do it.

Problem Solving in Organizations

A Handbook for Decision Making and Problem Solving in Organizations

How to solve big problems and sell solutions like top strategy consultants

Rethinking Information Systems in Organizations

Comprehensive Problem-Solving and Skill Development for Next-Generation Leaders