

THE ISSUES SOLVING TRACK™

Starting with your issues list, identify the top three issues, then follow the Issues Solving Track

Step 1: Identify

- The stated problem is rarely the *real issue*.
- You have to dig down to find the *real issue*.
- Don't move forward until you clearly identify the *real issue*.
- Once you have identified the *real issue*, then move to discuss and stay laser focused on the real issue until it is solved (no tangents).

Step 2: Discuss

- In an open and honest environment, everyone must share their thoughts, ideas, concerns, and solutions regarding the real issue.
- Discuss and debate.
- Everyone needs to get it all out on the table, but only say it once. If you say it more than once, you are politicking.
- Once everything is on the table and things are getting redundant, it's time for the solution.
- With the greater good in mind, the solution is always simple, though sometimes not easy and sometimes very hard.

Step 3: Solve

- It's more important *that* you decide than it is *what* you decide ... so decide!
 - The solution needs to be stated by someone until you hear the sweet sound of agreement.
 - Sometimes you will have to go back to the discussion step after the solution is stated because you haven't truly solved it.
 - Once everyone agrees, or at least can live with the decision, the action step(s) must be owned by someone and put on the To-Do List, which then are confirmed complete in next week's meeting.
- * Rule of thumb: On a healthy team, eight out of ten times everyone will agree with the solution. However, two out of ten times they won't, and the Integrator needs to make the final decision. Consensus management does not work and will put you out of business faster than anything. Not everyone will be pleased in these situations, but as long as they have been heard and the team is healthy, they can usually live with it and must support the decision. From there, there must be a united front moving forward.