

## 课程大纲

## Course Outline

## 问题分析与解决 | 技能训练

## Issue Analyze/Skill Training

-----能够使你在最短的时间内交付工作成果

--Enable to Finish Work in Least Time

## 课程收益：

**Benefits:**

1 从纷繁复杂的问题中迅速理清头绪，找到核心和重点问题；

1 Find the core and focal point from the complicated problems

2 培养分析问题的真正原因、解决问题的验证能力；

2 Training the skill of analyze the root causes,problem solving

3 能够培养出事先预判有可能发生危险因素的能力；

3 Able to predict the possible thread

4 有助于处理问题的确定性，减少尝试性错误；

4 Helpful to solving problems,minimize trying mistakes

5 能够淋漓尽致地运用经验，处理工作中的关键问题，提高决策的准确性。

5 Enable to use experiences fully ,solving the core problems,improve the accuracy of decision making

## 课程特色：

**Feature:**

1 提供全程案例教学方式，使学习效果最大化，保证案例的经典性与可靠性。

1 Classical ,Reliable Case based teaching ,make most of the learning

2 运用系统化方法传授问题解决、决策制定流程，积极运用个案讨论与演练来巩固学习效果。

2 Systematic teaching problem solving,decision making procedure,strengthen the learning outcome by case performance and analyze

3 导师能够以娴熟的技巧来引发学员的深度思考。

3 Initiate listener's deep thinking by skilled tricks

4 安排 60%时间课堂练习，现场辅导，确保学员现场能够掌握工具的应用。

4 60% exercise time in room,site instruction,ensure listeners master the application

**学员对象：**可以针对不同的学员对象加以调整与定制，也广泛适用于各部门普通工作人员。

Target Group: Suitable for all dept stuff,could adjust subject according to listeners

**标准课时：**1 天（6 小时|天）

Lesson Period; 1 Day（6 hours/day）

**主讲人：**文亮-常驻地-上海

Lecturer: Wenliang - Shanghai

**课程大纲：**

**Course Outline:**

**0 情景导入：**

**Leading In:**

1 学习地图

1 Study Map

2 课程收获

2 Benefits

3 发现问题解决问题的重要性

3 Importance of finding and solving problems

**模块一：基本流程：从发现问题到解决策略****Module 1: Basic Procedure: From finding problem to solving measure**

课前测试：如何对待“发现问题”这个课题的？目前是什么样的认知状态

Pre Test: How do you think of 'finding problem' ?

**一 | 基本步骤****Basic Step**

1 发现问题|分类—2 设定具体课题—3 找出方案—4 评价方案—5 实施解决方案

1 Find problem/classify-2 Setting subject-3 find solution-4 evaluate -5 implementation

**二 | 掌握问题****Grasp problem**

1 问题的本质就是“有了落差”

1 The nature of problem is 'difference gap'

2 问题分为 3 种类型：恢复原状型 防范潜在型 追求理想型

2 Problems are classified to 3 mode: Restore, Prevent potential, Pursuing idea

3 三种“问题类型”的变换关系

3 Transform relation of the the 3 mode problems

**4 课堂练习：如何分清三者之间的关系，如何转换**

**4 Exercise : How to distinguish the relation of the 3 mode, how to switch**

三 | 发现问题

Find Problem

1 发现问题 SCQA 分析工具

SCQA Analyze tool

**2 课堂练习：实践 SCQA 分析**

**Exercise: Practice SCQA Analyze**

四 | 制定方案

Making Plan

1 精确、具体、明确地说出本质课题

Accurate, Specific, Clear and definite say out the nature of the subject

2 案例分析 推导结论

Case Analyze Guide and Instruct Conclusion

- ◇ “课题设定”决定了解答的范围
- ◇ ‘Subject Setting’ determine the answers
- ◇ “是否该带雨伞外出”不是本质性课题

- ◇ 'Should we take an umbrella' is not the essence of the subject
- ◇ 关键在于设定出本质性课题
- ◇ The key is on setting the the subject with essence
- ◇ 课题定义不同，想出的替代方案也迥然不同
- ◇ If the definition of the subject is different, the coming up replace case will be totally different
- ◇ 解决问题的质量取决于课题定义（一定要切中问题的本质）
- ◇ The efficiency of the solving problem is based on the definition of the subject (grasp the point of the essence by all means)

## 五 | 评价方案

### Evaluate Case

#### 1 罗列所有解决策略

List all solving methods

#### 2 评价要求

Evaluation requirements

#### 3 怎么评价方案

How to evaluate the case

- ◇ 先打比重分
- ◇ Grade the proportion score first
- ◇ 每个方案打分
- ◇ Grade every case

- ◇ 各个方案得分\* 各个指标的比重系数
- ◇ Score every case\*Proportion Coefficient of Every index
- ◇ 把各个方案各指标得分相加之和，就是该方案实际得分
- ◇ Sum every case and index score,that's the actual score

## 模块二：风险控制：从情境分析到过程控制

### Module 2: Risk Control: From Scene Analyze to Procedure Control

导入话题：只要结果是好的，就一定是好决策吗？

Leading in: Is it always a good decision when the result is good?

#### 一 | 什么叫情境分析？

##### What is the scene analyze

1 把“环境的不确定要素”带入“解决问题”的作业过程

Take 'uncertainty of environment' into 'problem solving' task procedure

3 什么叫情境分析？

##### What is the scene analyze

- ◇ 预测几种最可能发生的故事
- ◇ Predict several possible story
- ◇ 把预先思考的“风险因素”植入故事中
- ◇ Plant in the predict 'risk elements ' into story

#### 二 | 情境分析基本步骤

##### Scene Analyze Basic Steps

1 收集所有风险因素---予以结构化

Collect all risk factor---structural them

2 掌握风险重要度：风险矩阵（影响力+不确定性）

Master risk importance degree: Risk Matrix (Influence+Uncertainty)

3 形成：环境脚本矩阵（须涵盖所有因素）

Formation: Environment Script Matrix ( Include all factor)

4 形成：脚本|行动矩阵---进行风险评估

Formation: Script /Action Matrix ( Risk Evaluation)

5 从所有方案中选出“最佳解决方案”

Select 'The best solution' from all case

### 模块三：基础技能：从逻辑思考到模型工具

#### Module 3: Basic Skill : From Logic Thinking to Modeling Tool

1 解决问题的核心能力---分析能力

Core skill of solving problems---Analyze skill

2 案例分析:A（28岁，男性）在一家工具机械厂

Case Analyze: A (Age 28.Male) working in a tool modeling factory

3 分析的本质 分析--拆解 MECE

Essence of Analyze Analyze--Unpack MECE

4 成熟的架构模型：3C 4P 5力 6个7S

Mature Frame Model

课程回顾：

