Management and Supervisory Concepts
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Problem Solving Steps

1. Define the Problem
2. Analyze the Problem
3. Develop Alternate Solutions
4. Select the Best Solution
5. Implement the Solution
6. Evaluate the Solution

In many meetings, people are anxious to jump to the solutions. First, it's important to define the problem and then analyze it --- What are the root causes?

Also, there is a tendency to grab one idea as a solution and agree to implement that solution. Remember that "do nothing" is always an option. There are usually several ways to solve a problem. List them all, and then write down the pros and cons of each solution. This will lead you to the best solution under the circumstances.

What is the cost? How much time is needed? How much staff resources are needed for each solution?

After implementation, it's important to evaluate the solution. Did it solve the problem? Did it create other problems? If further work is needed, start again at Step 1.

Acronym: PODSCORB

Managers are responsible for a broad range of tasks and activities. The PODSCORB acronym will help you remember the things to consider when you are making decisions:

P   Planning
O   Organizing
D   Directing
S   Staffing
C}
O}   Coordinating
R   Reporting
B   Budgeting

Reporting Relationships

Things to consider:

- Always be aware of where you are in the organization. What is your authority? Can you make the decision or do you need to make a recommendation to someone else who will make the decision?
- Who is your supervisor? He/she needs to be informed of your work.
- Who are your subordinates? They need clearly defined roles and responsibilities, and they also need to be informed of your work.
- What services do other units in the organization provide? Remember to include these offices in your plans and your communications - public relations, budgeting, staffing, management services, information technology services

Competing Values Model of Organizations

Decision making in an organization is on a continuum:

- We need to be more **flexible** when dealing with people and human resources; we need to ensure appropriate **control** and order when dealing with systems, procedures, and compliance with laws and regulations.

- We need to look at the **internal** organization, involving staffing, procedures, systems, etc., and we need to be aware of organizations and issues which are **external** to the organization for our public image and marketing.