

# Competency: Analyzing

## Activity 1

Break complex problems into component parts and identify the links and interdependencies between the parts. Learn how to apply “Mind Mapping” to problems. Consider the potential impact of a solution on connected elements before implementing any decisions.

## Activity 2

Learn various methods of problem analysis, such as “SWOT Analysis”, “Force Field Analysis” or De Bono’s “Six Thinking Hats”. Practice applying these techniques with your direct reports when trying to understand and work through an issue

## Activity 3

Identify colleagues whom you consider to be very skilled at analyzing problems and work with them to resolve a specific difficulty or roadblock. Record the steps they take in their analysis that prove critical to a successful outcome.

## Activity 4

Take the suggestions or decisions made by others and constructively challenge them to identify ways to improve them. Establish the facts, explore what you think, discuss the issues and plan how to improve. Ensure the person feels they have a win-win situation and that your challenge is positive and constructive.

## Activity 5

Consider situations when your ultimate decision was compromised by flawed problem analysis. Identify the reasons behind the flaws and identify what you should do in future to make your analysis more rigorous, insightful or accurate.

## Activity 6

Assess whether you have enough information to allow you to make a logical decision. A logical decision follows a clear process of planning, identify alternatives, specifying criteria and analyzing probabilities of success. If you don’t have what you need, set yourself the interim objective of obtaining enough information. Be prepared to take an intuitive decision quickly and generate information that way. Use the information you gain to go through the logical decision-making process again. Expect to go through several cycles of gathering information and then using it in the logical decision-making process.

## Results: