

Ethics Pledge

Consistent with the above statements, all homework exercises, tests and exams that are designated as individual assignments MUST contain the following signed statement before they can be accepted for grading.

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.

Signature: Haodong Zhao Date: Apr 23th. 2019

Please note that assignments in this class may be submitted to www.turnitin.com, a web-based anti-plagiarism system, for an evaluation of their originality.

Reading review

Are You Solving the Right Problems?

The challenge for many people at work is not to solve the problem, but to figure out what the problem is. If you do not perform well in the diagnosis of problems, it will bring huge costs. The author of this article proposes a new diagnostic method for problems that can be applied quickly.

The article mentions a problem that people are complaining about slow elevators. One solution is to replace the lift, install a more powerful motor or upgrade the algorithm for running the elevator. This method can make the elevator no longer slow. But there is another interesting mirroring solution where a mirror is placed next to the elevator. This simple measure has proven to be very effective in reducing complaints. Obviously, this method does not make the elevator faster, but it raises a different understanding of the problem. Installing a new elevator may work, but the key to a mirroring solution is not to find the "real" problem, but to see if there are better problems to solve. The author of the single idea of a single root problem exists may be misleading; problems are typically multicausal and can be addressed in many ways.

And there is another problem, America's dog-adoption problem. According to the ASPCA, more than 3 million dogs enter a shelter each year and are put up for adoption. Despite the great efforts of the shelters and relief organizations, such as collecting A large number of unadopted dogs use carefully selected advertisements that evoke compassion to seek adopters, but adopters are still in short supply for decades. Weise proposed another way to solve the problem, instead of trying to get more dogs to be adopted but trying to keep them in touch with the original family. Many families may not be able to afford the pets, they will abandon the dog, Weise's organization helps these families solve problems, help them learn to understand their rights and responsibilities, and solve the problem of stray dogs from the root.

Seven effective refactoring methods:

1. Established legitimacy
2. Bring outsiders into the discussion
3. Get people's definitions in writing
4. Ask what's missing
5. Consider multiple categories
6. Analyze positive exception
7. Question the objective

The author believes that when encountering a problem, it is important to try to rebuild it firstly.