

Report

This report is regarding solving the right problem with an example of the elevator. The reason is that we tend to overengineer the diagnostic process. Many existing frameworks—TRIZ, Six Sigma, Scrum, and others—are quite comprehensive. But their very thoroughness also makes them too complex and time-consuming to fit into a regular workday. The setting in which people most need to be better at problem diagnosis is not the annual strategy seminar but the daily meeting—so we need tools that don't require the entire organization to undergo weeks-long training programs. But even when people apply simpler problem-diagnosis frameworks, such as root cause analysis and the related 5 Whys questioning technique, they often find themselves digging deeper into the problem they've already defined rather than arriving at another diagnosis.

By explaining the example such as the slow elevator problem and America's Dog-Adoption problem it depicts how these problems were solved correctly.

Seven Practices for Effective Reframing:

- 1) Establish 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 exceptions
- 7) Question the objective

Conclusion: Powerful as reframing can be, it takes time and practice to get good at it. As you start to work more with the method, urge your team to trust the process, and be prepared for it to feel messy and confusing at times. In leading more and more reframing discussions, you may also be tempted to create a diagnostic checklist. I strongly caution you against that—or at least against making the checklist evident to the group you're engaging with. A checklist for problem diagnosis tends to discourage actual thinking, which of

course defeats the very purpose of engaging in reframing. Finally, combine reframing with real-world testing.