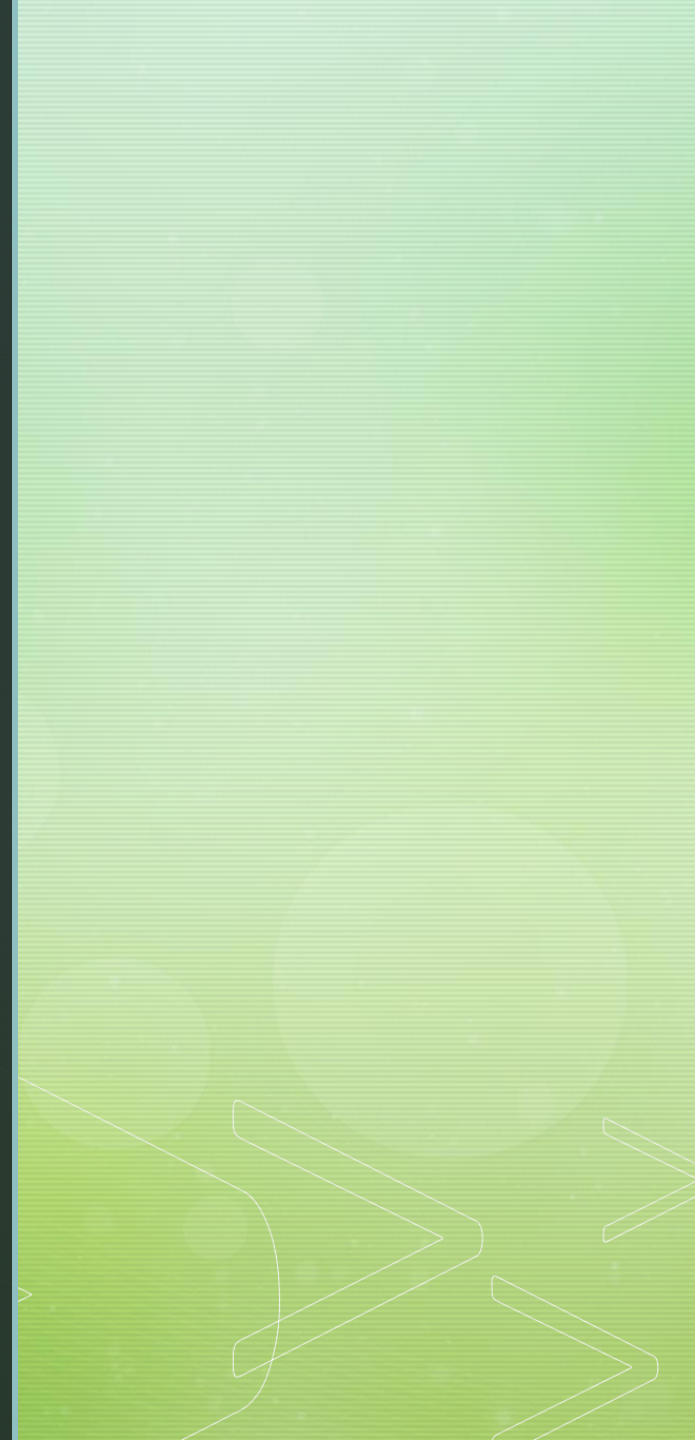


Exploring the problem

The case of the dead fish



- identify available information
- learn fundamentals
- missing information
- hypothesis
- more information
- define the real problem



De-bottlenecking a process

There was a chemical factory making its product quickly, and they found a problem with the heat coolant, so the solution to the problem was that they were making a bigger chiller. ■

■ Hitting Em where they are not

Present state

Many bullets projectiles ■
penetrating aircraft .

Many bullets projectiles ■
penetrating aircraft in critical
and noncritical areas.

Desired state

Fewer planes being shot ■
down .

Fewer bullet holes . ■

Fewer bullets projectiles ■
penetrating critical area

Using the present state\desired state technique

When writing the desired case form you should avoid some vague words such as:

- best
- minimum
- cheapest

should be quantitative wherever possible such as :

The children's playground must be completed by July 1, 1994 at a cost of less than \$ 100,000" instead of "the playground must be completed in a reasonable time at the lowest cost.