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6.4 Follow up

feature that problem solvers must have in order to cope with the inevitable changes that occur during projects. Finally, in the follow-up phase, we not only monitor our progress in terms of deadlines but also regarding the fulfillment of solution goals that are actually solving the problem. In this phase, we periodically check the progress of the 'carry through' phase to ensure that it is following the solution plan • meeting the solution goals • meeting the solution criteria • moving forward according to schedule K within budget E with acceptable quality 8 still suitable for solving the original problem from It is important to check these points to ensure that the solution is "on the right track" and achieves all necessary goals. Make sure to periodically check that the issue is still properly identified during the implementation phase. Sometimes a change in conditions can occur during implementation which invalidates the solution.

PROBLEM STATEMENTS THAT CHANGE WITH TIME6.5

Sometimes it may feel as if you are shooting at a moving target, as the desired goals change over the course of the project. A change in the problem statement could be the result of changing market conditions, the introduction ofa competing product or services, reduced financing, or other factors. If during the Carry Through Phase some part, or perhaps all of the project cannot be accomplished, the problem statement must be modified. This type of information is only learned after we begin the solution. For example, during the course of your product development, your competitor markets a more advanced model than you were designing for nearly the same price. Consequently, you are now faced with several alternatives, which include cutting your price to significantly undercut that of the new product, or improving your design to surpass that of your competitor.

EXPERIMENTAL PROJECTS To 6.6

solve a problem, you sometimes need more information than you have available. In fact, the specific information you need may not even exist (or you can't find it in a timely fashion). Therefore, you may be required to initiate an experimental program in order to generate the necessary data or information. How do in an efficient manner? The following figure maps out an efficient path for an experimental program. you do this.