

Problem / Opportunity Identification

1. Ask the workshop participants to write down 2-3 bullet points that describe their perspective on the challenge
 - ▶ Write the notes individually without discussion and without showing them
 - ▶ After a few minutes provide guidance to help generate a few more thoughts
 - ▶ What is the source of the opportunity or root cause of the problem?
 - ▶ Why is it important to address the challenge?
 - ▶ Do not think about solutions
2. All participants show their notes at the same time
3. The facilitator talks through each note in turn
4. The scribe creates a summary note that captures the agreement and divergence of the team's contributions
5. The facilitator asks for any further thoughts from the team and the scribe updates the summary if necessary

Problem / Opportunity Analysis

The facilitator then leads an analysis of the summary to firm up the description and resolve any disagreements. The following questions can be used as a start point -

- ▶ How does this damage or benefit the business?
- ▶ Will key business stakeholders recognise the problem / opportunity?
- ▶ What makes it **significant** to the business stakeholders?
- ▶ What makes it **important** to do something **now**?

If an agreed statement cannot be created then the following steps should be taken

- ▶ the challenge owner will decide on the statement
- ▶ challenges to this statement will be captured as
 - ▶ hypotheses to be tested
 - ▶ tests that prove or disprove the hypotheses

Summary

Summarise the output under the following headings

- ▶ Problem / Opportunity Description
- ▶ Who is impacted and how?
- ▶ Why is it significant?
- ▶ Why now?
- ▶ Alternatives and tests (if required)

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