Are you Solving the Right Problems?

The purpose of this paper is to discuss problem solving and how reinterpreting a problem based on a given situation can be beneficial and helpful. Overall, the paper begins with examples of America's dog adoption problem and the slow elevator problem.

Seven practices are presented in this paper that can be used to reframe a problem.

* **Establish legitimacy:** In order to create the contested space necessary for reframing, the group must establish legitimacy within the group.
* **Bringing outsiders into the discussion:** Getting a new perspective on a problem is an important part of rethinking it effectively.
* **Get people's definition in writing:** Managers usually misunderstand the perspective of customers if they try to imagine their own. You need to learn what other stakeholders think. Hence, get a written definition.
* **Ask what's missing:** People tend to delve into the details of what has been stated, in order to correct this, make sure to ask what has not been captured.
* **Consider Multiple Categories:** Instead of seeing the problem as a usability issue, consider it from multiple perspectives.
* **Analyze Positive Exceptions:** Observing positive exceptions, sometimes referred to as bright spots, can often provide insight into factors that the group may have overlooked.
* **Question the Objective:** Do these hidden intentions become apparent when a third party asks questions

In conclusion, the paper suggests implementing the above seven practices all together or in custom combinations based on the situation.