

Are You Solving the Right Problems_ Harvard Business review

In this paper we address how effective a firm is at issue solving in this study, as well as a new problem diagnostics approach that may be deployed quickly. we are going to discuss about two problems they are: **The Slow Elevator Problem & America's Dog-Adoption Problem**

The Slow Elevator Problem

You own an office building, and your tenants are expressing their dissatisfaction with the elevator. They have to wait a long time since it is extremely old and slow. Most individuals can quickly identify some options, such as replacing the lift, installing a stronger motor, or maybe upgrading the algorithm that operates the lift. These ideas fit under what I refer to as a solution space. When building managers are presented with the challenge, they provide a far more elegant solution: Install mirrors near the elevator. The mirror solution is especially interesting because it isn't a solution to the stated problem: It has no effect on the elevator's speed. Instead it proposes a different understanding of the problem. Installing a new lift would probably work. Identifying a different component of the problem can sometimes result in dramatic improvements—and even ignite answers to problems that have been intractable for decades.

America's Dog-Adoption Problem

Dogs are quite popular in the United States. Every year, more than 3 million dogs enter shelters and are placed for adoption. A typical ad or poster will include a neglected, sad-looking dog with a slogan like "Save a life—adopt a dog" or a request to donate to the cause. Despite the best efforts of shelters and rescue organizations, there has been a shortage of pet adopters for decades. Lori Weise, the founder of Los Angeles' Downtown Dog Rescue, has proved that adoption is not the sole solution to the problem. Weise attempts to keep them with their original families so that they don't end up in shelters. It turns out that roughly 30% of the dogs who enter a shelter are "owner surrenders," or canines who have been voluntarily surrendered by their owners. It was evident after the first year that the program had been a huge success. The program educates families how to solve problems, informs them of their rights and obligations, and informs the community that assistance is available.

Seven Practices for Effective Reframing

- Establish legitimacy
- Get people's definitions in writing.
- Bring outsiders into the discussion.
- Ask what's missing
- Consider multiple categories.
- Question the objective.
- Analyze positive exceptions.

Finally Start by reframing the problem the next time you confront one—but don't wait too long to step out of the building and study your consumers and prototype your solutions. The secret to significantly superior results is not thinking or testing alone, but a combination of the two.