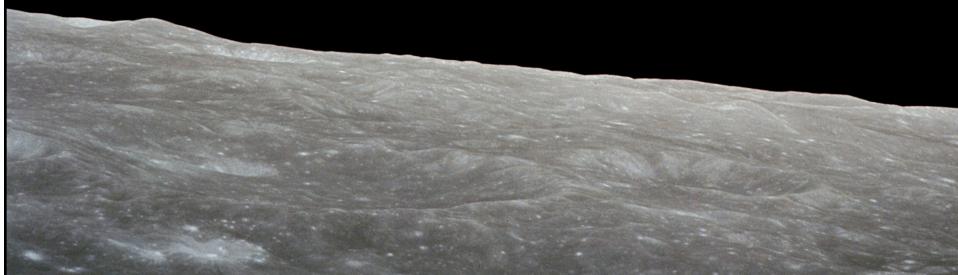


"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone.

- President John F. Kennedy



Timeline

Date	Event
May 5, 1961	Alan Shepard is the first American in Space (sub-orbital)
February 20, 1962	John Glenn is first American to orbit
September 12, 1962	Kennedy: "We Choose to go the Moon."
Jan. 27, 1967	Apollo 1 Fire kills Roger Chaffee, Ed White and Gus Grissom.
July 20, 1969	Apollo 11 lands on the moon

From Kennedy's Speech to Moon Landing:
6 years, 9 months, and 8 days

Recap from Session I

This class is about solving **COMPLEX** problems.

For COMPLEX problems, the questions are unclear and the answer is rarely apparent.

NARROW questions limit creativity.

BROAD questions make it hard to even get started.

By applying the right framework, you can be more **CONFIDENT** that your answer is the right one.

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SCEQA Framework

SITUATION

- Where are we now vs. where do we want to be?

COMPLICATIONS

- What are the hurdles that may prevent us from getting to where we want to be?

ENABLERS

- What do we have (or face) that can help us get we want to be?

CORE QUESTION

- Hence, what is the core question that needs to be solved?

ANSWER

- What actions can we take to address the core question?

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SCEQA Framework

SITUATION

- Where are we now vs. where do we want to be?

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But... what happens when the
SITUATION itself is complex?

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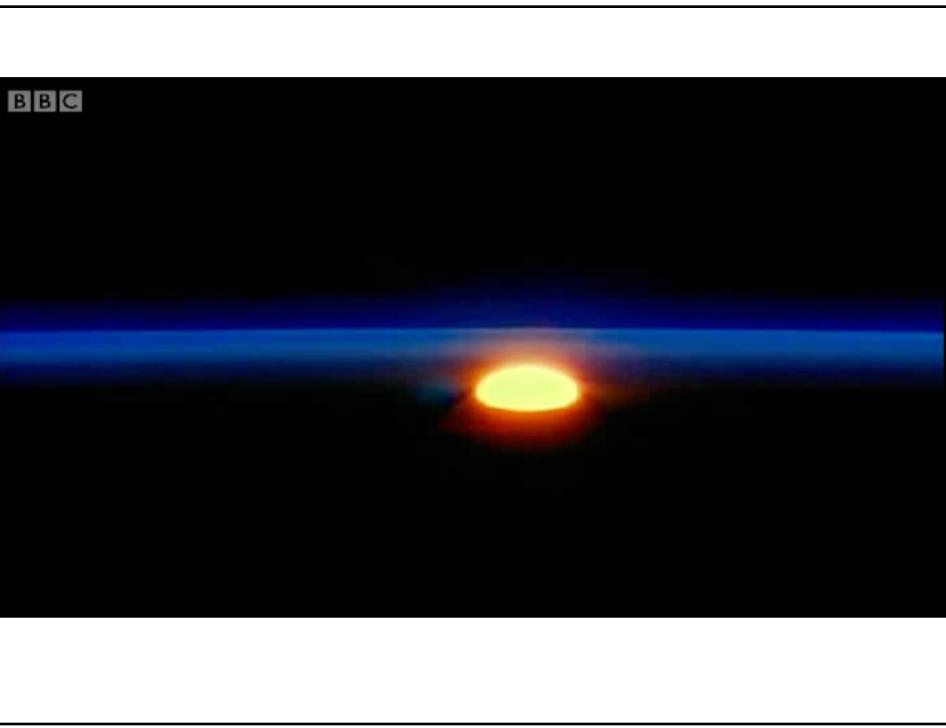
The Space Shuttle



The Crew of STS-107



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In your Teams...

- Pick up an envelope. Each contains the same 30 slips of paper.
- Spread the papers out, and group related items together into categories.
- For each category:
 - Select the item that seems to be the best overall statement to be made about each category.
 - Arrange the other items so that items which help to prove the key point are arrayed in a logical order.
 - You may leave out items that don't seem important
 - You may add a missing item if it is needed to complete your explanation.
- Discuss and Decide: Using this analysis, how should NASA prevent future disasters?
- Write your structure of major factors and contributing causes on the blackboard (by using the numbers of each item).

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In 2 minutes...

**How would you recommend
NASA prevent future disasters?**

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After Columbia...



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Key Takeaways

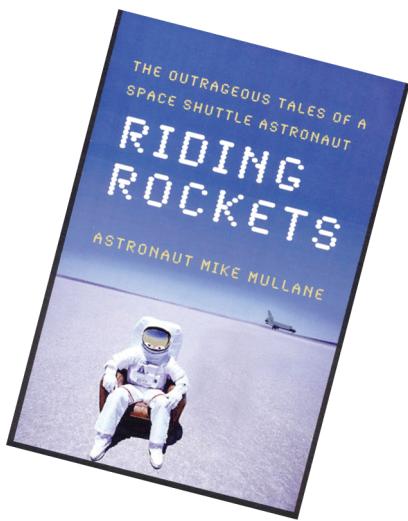
- **Understanding the situation** is an important first step that many ignore. (Plunging-in trap.)
 - It's assumed to be easy!
 - People rely on one or two popular resources. (Recallability trap.)
- An abundance of information can both **advance** and **impede** analysis.
- **Your process** can make the difference.
 - We're visual learners! Visual ways of organizing information can be very helpful.
- By **structuring** and **organizing** information, you can develop a more nuanced understanding of most situations... which leads to greater confidence with the Complications, Enablers, Core Question (and ultimately) Answer.

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If you'd like to know more... I
recommend:



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