PROBLEM SOLVING

FINDINGS FROM THE QUESTIONNAIRE

2. What are the main causes of problems?

We asked people, how often do they face problems caused by:

Lack of planning   Lack of monitoring   Unforeseen events
Lack of people engagement   Lack of knowledge / skills   Lack of communication

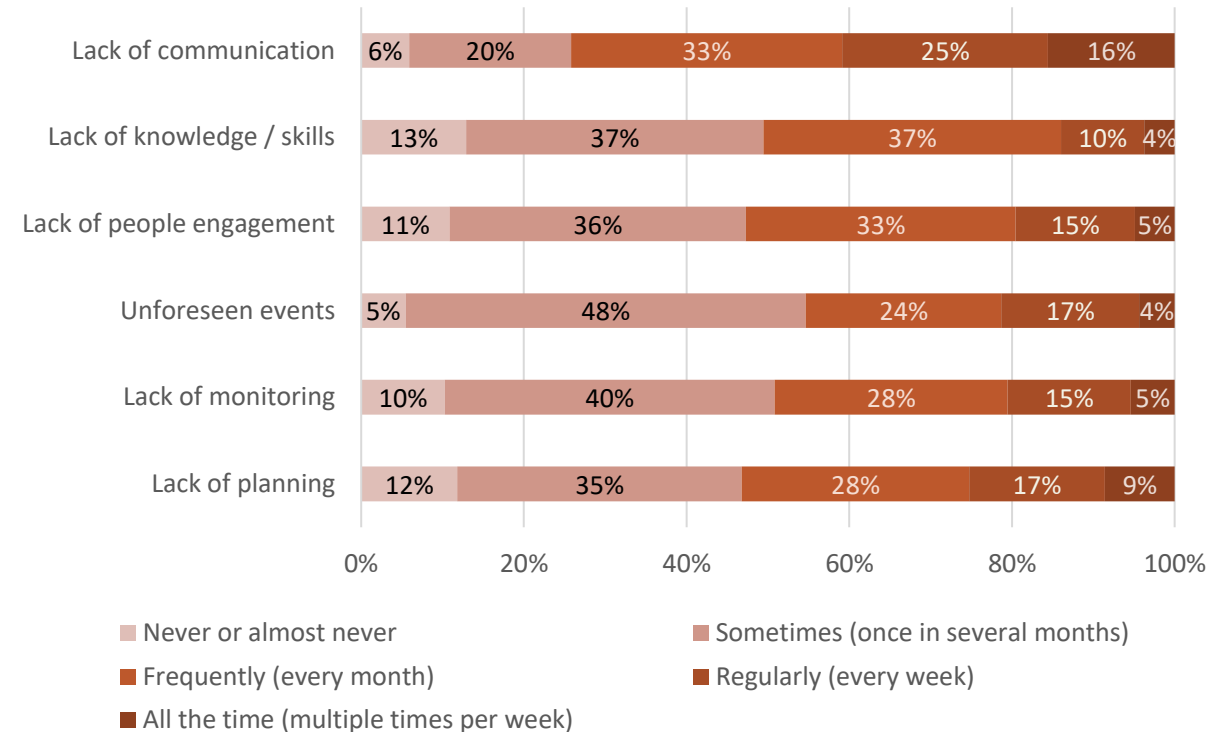**1** **Lack of communication** (41% face at least every week)

2 **Lack of planning** (25% face at least every week)
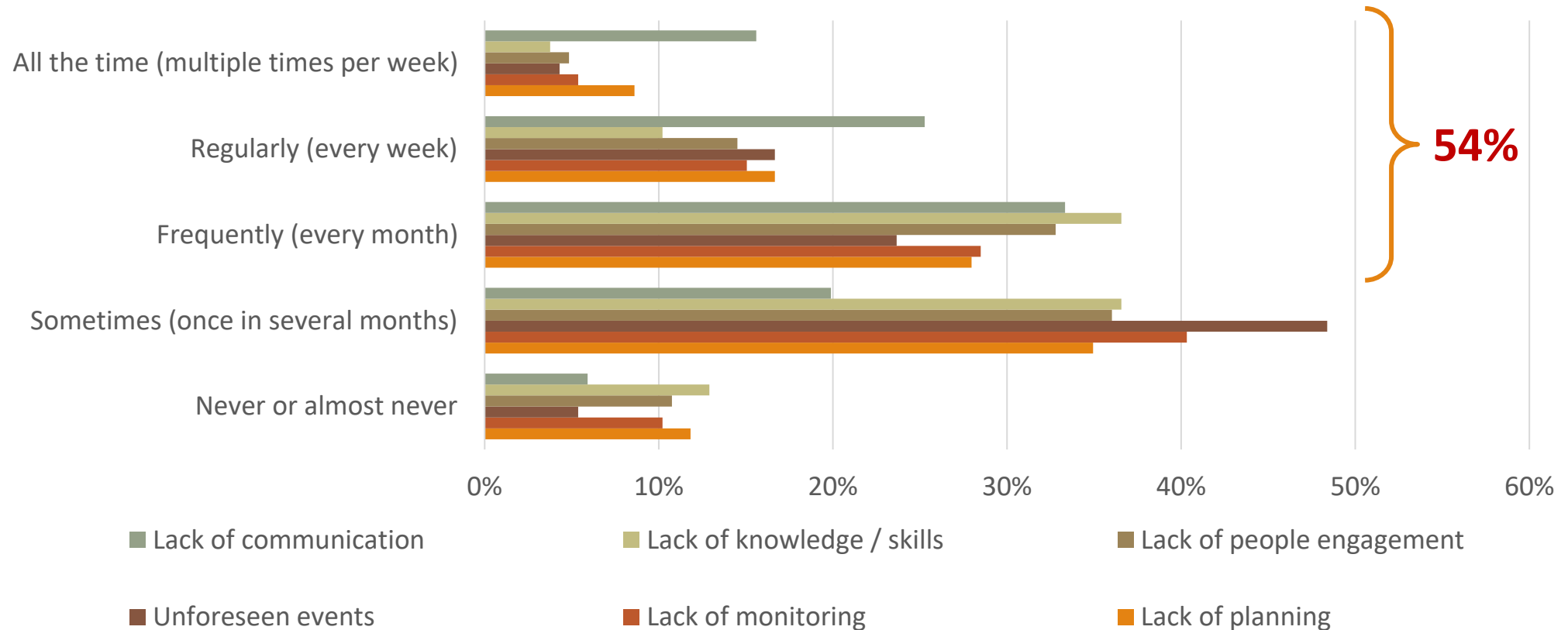
Lack of monitoring (20% face at least every week)

✕ Lack of people engagement, Lack of knowledge / skills, Unforeseen events are reported as relatively **less frequent**

	Never or almost never	Sometimes	Frequently	Regularly	All the time
Lack of communication	6%	20%	33%	25%	16%
Lack of knowledge / skills	13%	37%	37%	10%	4%
Lack of people engagement	11%	36%	33%	15%	5%
Unforeseen events	5%	48%	24%	17%	4%
Lack of monitoring	10%	40%	28%	15%	5%
Lack of planning	12%	35%	28%	17%	9%

0%   20%   40%   60%   80%   100%

■ Never or almost never   ■ Sometimes (once in several months)
■ Frequently (every month)   ■ Regularly (every week)
■ All the time (multiple times per week)

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3. How often people face problems?

Summary of all problems, caused by all types of causes:

54%

Legend:
- Lack of communication
- Lack of knowledge / skills
- Lack of people engagement
- Unforeseen events
- Lack of monitoring
- Lack of planning

Chart categories (y-axis):
- All the time (multiple times per week)
- Regularly (every week)
- Frequently (every month)
- Sometimes (once in several months)
- Never or almost never

x-axis: 0% 10% 20% 30% 40% 50% 60%

4. What are the main side effects of inefficient problem solving?

We asked people which potential side effects has more serious consequences for them and their company:
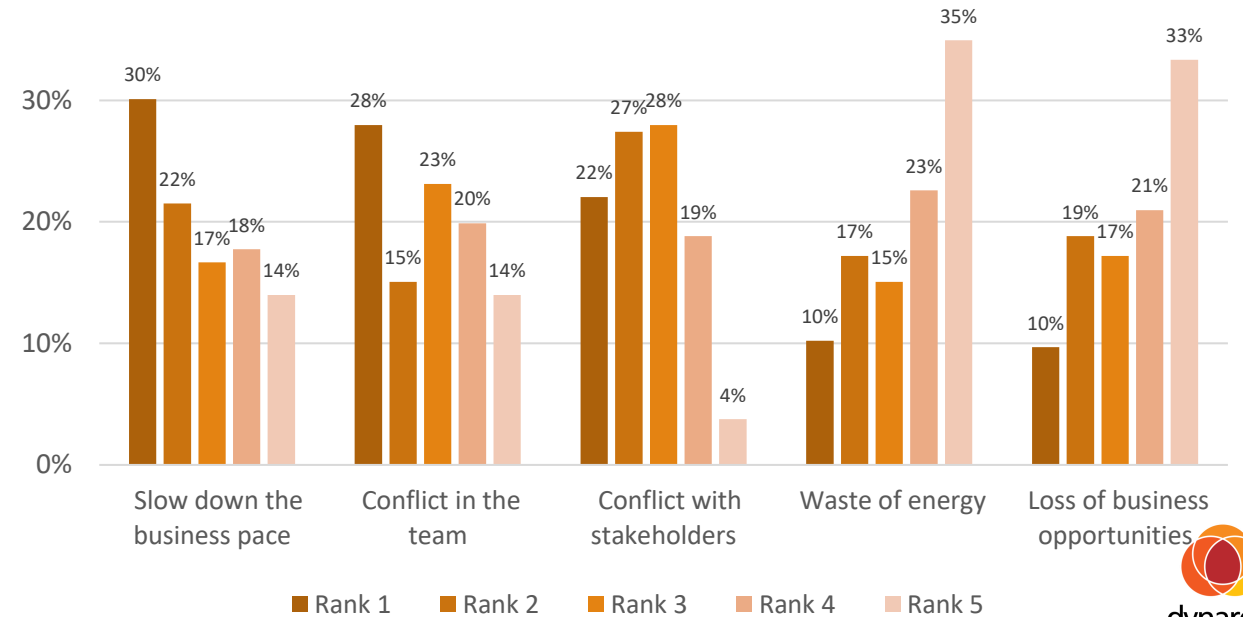
Conflict in the team,   Slow down the business pace,   Waste of energy,

Loss of business opportunities,   Conflict with stakeholders

Less important

More important

% of respondents that selected these effects as #1 side effects:
Loss of business opportunity 30%,
Conflict in a team 28%,
Slow down the business pace 22%

Conflict in the team (43%)

Conflict with stakeholders (28%)

Slow down the business pace (49%)

Waste of energy (27%)

Loss of business opportunities (52%)

* (% of people, who selected as rank 1 or rank 2)

	Slow down the business pace	Conflict in the team	Conflict with stakeholders	Waste of energy	Loss of business opportunities
Rank 1	30%	28%	22%	10%	10%
Rank 2	22%	15%	27%	17%	19%
Rank 3	17%	23%	28%	15%	17%
Rank 4	18%	20%	19%	23%	21%
Rank 5	14%	14%	4%	35%	33%

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5. How people approach problems?

We asked people, if they have a list of problems, which one would they decide to approach first?
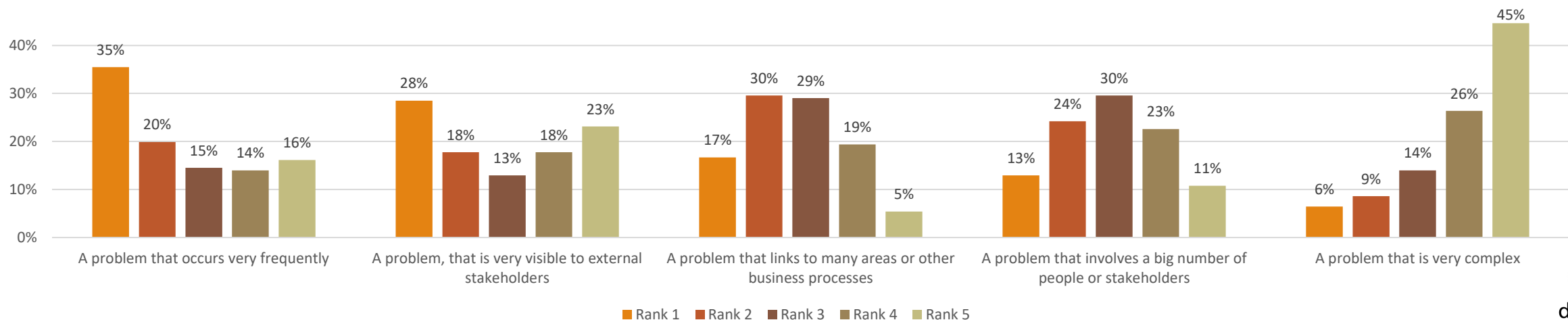
First	Middle	Last
• A problem that occurs very frequently (35.5% first) • A problem, that is very visible to external stakeholders (28.5% first)	• A problem that links to many areas or other business processes (29.5% and selected as second) • A problem that involves a big number of people or stakeholders (24.2% selected as second)	• A problem that is very complex (only 6.45% select it as first, and 44.62% last)

Bar chart — Rank 1, Rank 2, Rank 3, Rank 4, Rank 5

A problem that occurs very frequently: 35%, 20%, 15%, 14%, 16%

A problem, that is very visible to external stakeholders: 28%, 18%, 13%, 18%, 23%

A problem that links to many areas or other business processes: 17%, 30%, 29%, 19%, 5%

A problem that involves a big number of people or stakeholders: 13%, 24%, 30%, 23%, 11%

A problem that is very complex: 6%, 9%, 14%, 26%, 45%

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6. How much people struggle with different stages of problem-solving process?

We asked people how much do they struggle with these stages of problem-solving in their experience:

Stage	Not at all	Nothing special	Sometimes	A lot
Divising and coming up with a solution	5%	23%	47%	22%
Defining a work plan	7%	33%	34%	26%
Disaggregating the problem into logical pieces and prioritize	4%	24%	45%	26%
Defining the problem (cause and effect + impact)	6%	19%	46%	28%
Tracking and assessing the solution impact	5%	23%	43%	29%
Implementing a solution	4%	19%	47%	31%

Legend: ■ Not at all ■ Nothing special ■ Sometimes ■ A lot

Handwritten notes:

People have "a lot" of struggles with every stage of the problem-solving process (22-31%, depending on the stage)

Defining the work plan is the easiest (33% mark as nothing special)
The most challenging: Implementing a solution (31% "a lot")
Tracking and assessing the solutions (29% "a lot")

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