

The Problem Behind The Problem

A BETTER QUESTION FRAMEWORK FOR LEADERSHIP TEAMS TO DIAGNOSE PROBLEMS

When a challenge emerges, most teams move quickly into solution mode. The problem is that we all see challenges through different lenses:

- Some focus on facts and evidence
- Some focus on people and culture
- Some focus on process and execution
- Some focus on possibilities and future impact

When only one perspective dominates, teams become efficient at solving symptoms instead of causes. Before deciding on a solution, explore the questions below:

THE 'DATA' LENS

Questions To Ask:

What assumptions are we treating as facts?
What evidence do we have/is missing?
What do the numbers tell us?
What patterns can we see?
What data would change our view?
How do we know this is actually the problem?

When This Lens Is Missing:

Teams make decisions based on opinions, assumptions, emotions, and anecdotes.

THE 'FUTURE' LENS

Questions To Ask:

What opportunities might we be overlooking?
What future risks should we consider?
What is changing around us?
What unintended consequences could emerge?
If we started again, what would be different?
If done well, what else becomes possible?

When This Lens Is Missing:

Teams solve today's problem, and create tomorrow's.

THE 'PROCESS' LENS

Questions To Ask:

Where exactly is the breakdown occurring?
What part of the process is creating friction?
What's working that we should preserve?
Where have we overcomplicated things?
What training & materials have we provided?
What systems are influencing this issue?

When This Lens Is Missing:

Teams blame people for problems that are actually process issues.

THE 'PEOPLE' LENS

Questions To Ask:

Who is most impacted & how can we support?
Who do we need to collaborate with?
What emotions might be influencing the issue?
How are people experiencing the issue?
What conversations are we not having?
How can trust/clarity/ownership be elevated?

When This Lens Is Missing:

Teams create technically correct solutions that nobody supports.



The quality of a team's solutions depends on the quality of it's thinking. At CMP Coaching, we help leadership teams improve decision making, communication, and performance through Whole Brain® Thinking workshops.