

**Step 1: Identify, Define and Diagnose Problem or Need**

- Focus on the real problem and not the symptoms (identify the root cause of the problem).
  - Use Fish-bone or Why-Why Diagram
- State the problem or the need explicitly
- Define the problem or the need
- Collect and analyze relevant information to understand the problem or need
- List key objectives and information

**Step 2: Generate Alternative Solutions**

- Generate several alternative solutions using available tools
  - Brainstorm potential solutions
  - Mindmapping
  - Associations or random word
  - Visualisation techniques

**Step 3: Evaluate Alternatives**

- How realistic are the alternatives?
  - Group alternatives using mindmapping
- What is the outcome of each alternative generated?
  - Use the "What if" technique
- Evaluate each alternative using a set of criteria
  - Use Screening matrix or Force-field analysis
- What risk is associated with each course of action?

**Step 4: Select the Best Alternative(s)**

- Some problems or needs may require multiple solutions
  - Use Nominal Group Technique or Multivoting
- State the alternative(s) chosen

**Step 5: Implement the Solution or Technology**

- Once a course of action is chosen it must be implemented.
  - Use How-How Approach
- Timing may be important
- Allocate responsibilities and resources for carrying out the action
  - Develop action plan

**Step 6: Evaluate - Feedback and Corrective Action**

- Obtain feedback as soon as possible
- Assess effectiveness of the course of action chosen
  - Use benchmarks or checklist
- Are the objectives being achieved?
- Take any necessary corrective action