

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