

QI Power Hour

THE PROBLEM WITH PROBLEMS

With JOCELYN WATSON, GLENDA BEAUCHAMP & CARLA FLOGAN

HEALTH QUALITY IMPROVEMENT

The slide features a graphic on the left with a light blue background and three right-pointing arrows, followed by a yellow background with a question mark and four arrows pointing in various directions (up-right, up, down, down-right). A small logo for 'HEALTH QUALITY IMPROVEMENT' is in the bottom right corner.

1

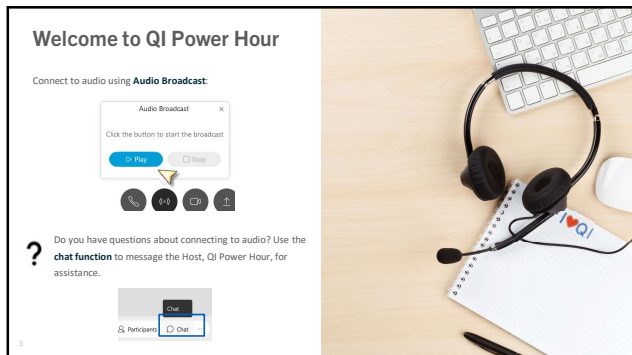


DO NOW ACTIVITY

In this session, you'll be introduced to a **thinking process** that can help you **get clear on your complex problems** - so start considering a challenge you'd like to work through today!

The slide has a black background. On the left is a white silhouette of a head with a gear inside, and two upward-pointing arrows. On the right is a grey box with the text.

2



Welcome to QI Power Hour


Connect to audio using **Audio Broadcast**

Click the button to start the broadcast

Do you have questions about connecting to audio? Use the **chat function** to message the Host, QI Power Hour, for assistance.

The slide is split into two parts. The left part is a white background with text and a screenshot of a Zoom 'Audio Broadcast' window. The right part is a photograph of a desk with a headset, a keyboard, a mouse, and a notebook with a pen.


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TREATY 6 TERRITORY & HOMELAND OF THE METIS

HQC is situated on Treaty 6 Territory and the Traditional Land of the Dakota, Lakota and Nakota, and is the Homeland of the Métis.

We pay respect to the treaties that were made on this land and acknowledge the harms and mistakes of the past. We are committed to move forward in partnership with Indigenous Nations in the spirit of reconciliation and collaboration.






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Access past QI Power Hour sessions

Past QI Power Hour webinars (with download links)

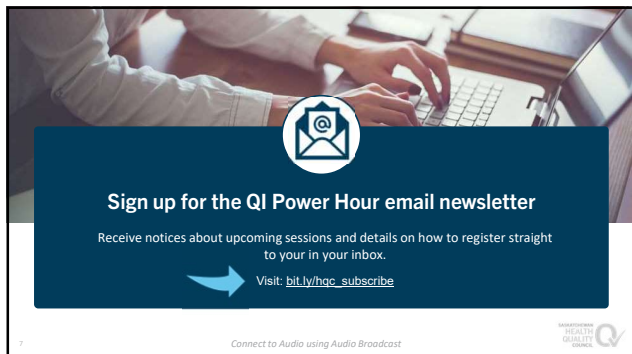
<p>Health Networks in Saskatchewan (QI Power Hour)</p> <p>Nov 15, 2019 at 9:30 AM</p> 	<p>Citizen Science in Public Health Policy: Leveraging the Power of Ubiquitous Tools</p> <p>Oct 25, 2019 at 9:30 AM</p> 	<p>The Costs of Poverty in Saskatchewan: Why Do They Matter and How Do We Calculate Them? (QI Power Hour)</p> <p>Sep 6, 2019 at 9:30 AM</p> 
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Spread of QI Power Hour across SK




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Spread of QI Power Hour across SK



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Spread of QI Power Hour across Canada

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Spread of QI Power Hour across Canada

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Spread of QI Power Hour worldwide

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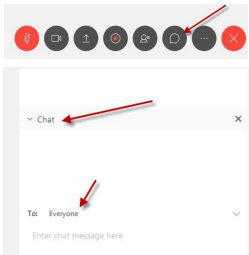
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Webex tool: chat function

Chat functions:


- Share **questions, comments, and ideas**
- Click on the message bubble icon to access the chat
- Send to **All Participants**



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Join the conversation

@QIPowerHour
@HQCSask
#QIPowerHour

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THE PROBLEM WITH PROBLEMS:
Getting Clear When Things are Complex




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LEARNING OBJECTIVES:


In this webinar, you will:




1. Learn the differences between **simple, complicated, and complex problems.**
2. Dive into **types of complex problems** – including examples.
3. Understand **how we come to conclusions** – and explore a better way of doing it!




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HOW OUR TIME TOGETHER WILL RUN:



-  **Types of Problematic Problems**
-  **The Problem with Understanding Problems**
-  **How to Come to Conclusions**



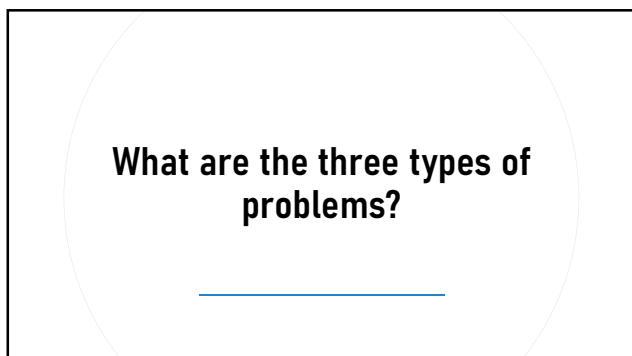
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When foil doesn't come off the roll in one piece

Still not knowing what switch does what

People who park over the lines




Simple Problems
(if annoying)

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Spaceship design

When building a spaceship, the tiniest details are crucial.




For example, this spaceship may be flawed because it has a giant hole in the side.

Complicated Problems
(but doable)

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Qui-Gon: "I didn't want to see a problem."



"You won't see, An!"

As it turned out, Anakin was, in fact, quite a problem indeed.

Complex Problems
(not Google-able)

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Example of Each Type of Problem

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What type of problem is this?

Baking a cake.



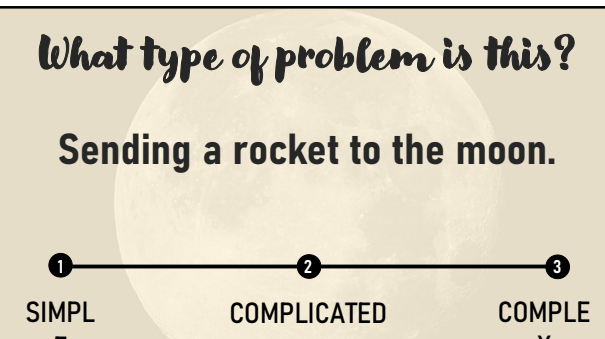
1 ————— 2 ————— 3

SIMPL E COMPLICATED COMPLE X

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What type of problem is this?

Sending a rocket to the moon.



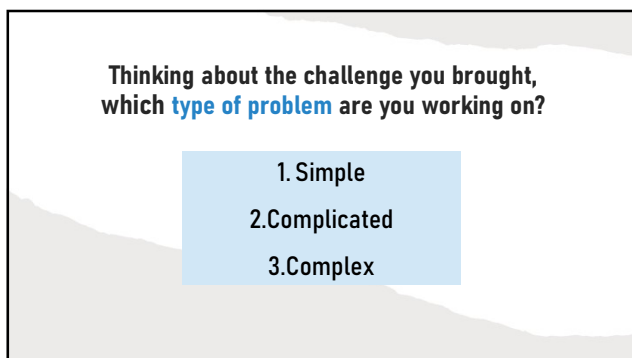
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SIMPL E COMPLICATED COMPLE X

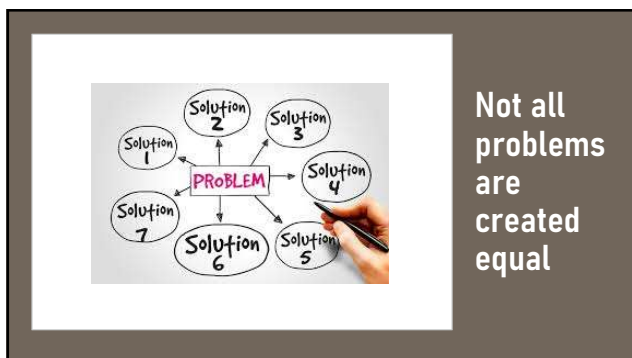
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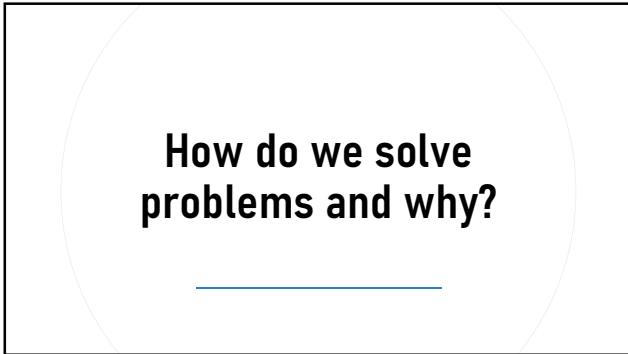
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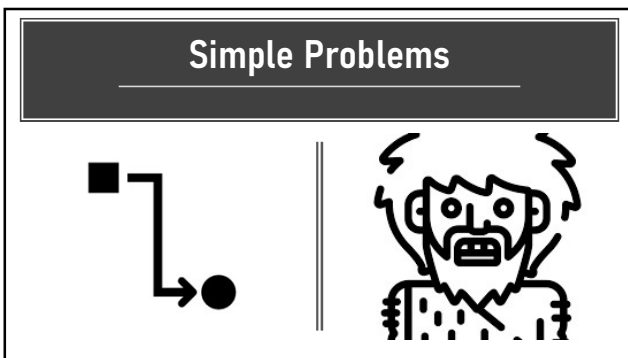
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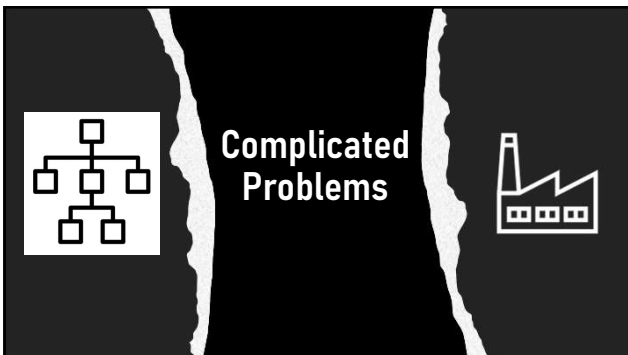
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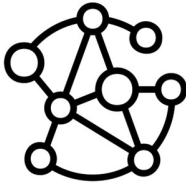


"The new world is characterized by the need to manage complexity."



Stafford Beer, c. 1970s

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Complex Problems

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Table 1
Simple, Complicated and Complex Problems

Following a Recipe	Sending a Rocket to the Moon	Raising a Child
The recipe is essential	Formulae are critical and necessary	Formulae have a limited application
Recipes are tested to assure easy replication	Sending one rocket increases assurance that the next will be OK.	Raising one child provides experience but no assurance of success with the next
No particular expertise is required. But cooking expertise increases success rate	High levels of expertise in a variety of fields are necessary for success	Expertise can contribute but is neither necessary nor sufficient to assure success
Recipes produce standardized products	Rockets are similar in critical ways	Every child is unique and must be understood as an individual
The best recipes give good results every time	There is a high degree of certainty of outcome	Uncertainty of outcome remains
Optimistic approach to problem possible	Optimistic approach to problem possible	Optimistic approach to problem possible

Glouberman & Zimmerman, 2002

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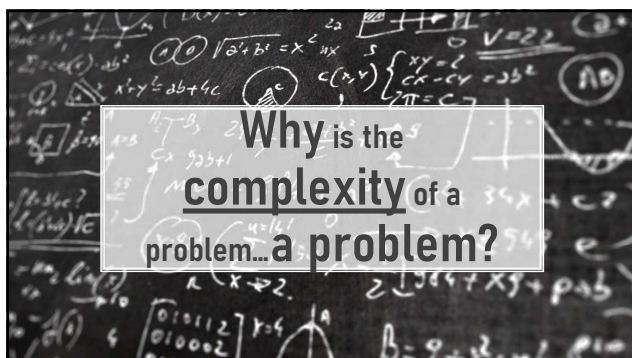
Thinking about your challenge...

Consider the "complex problem" criteria (Yes/No*):

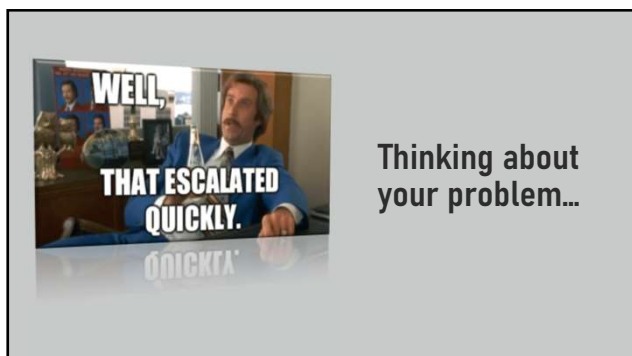
1. Can you apply a formula to it?
2. Do experience and expertise ensure success?
3. Can it apply to many individuals?
4. Is the outcome certain?

*If you answer "no" to any of these, you are likely dealing with a complex problem.

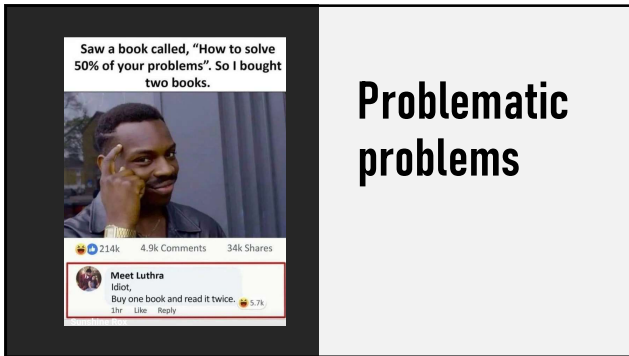
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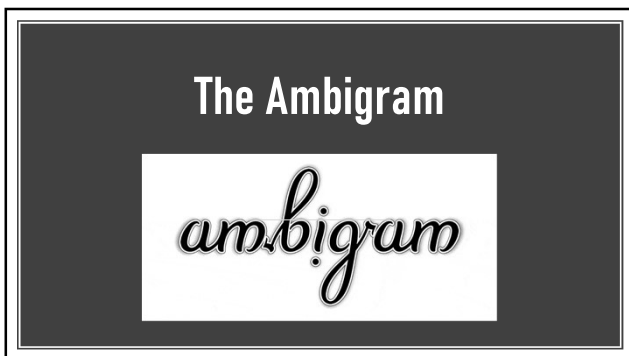


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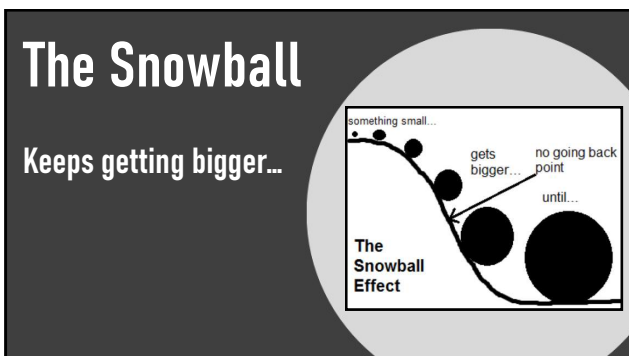


Problematic problems

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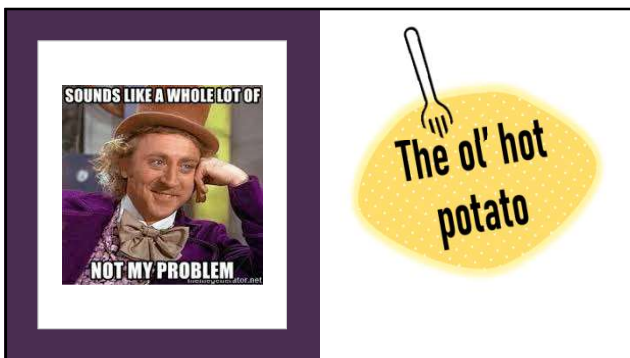
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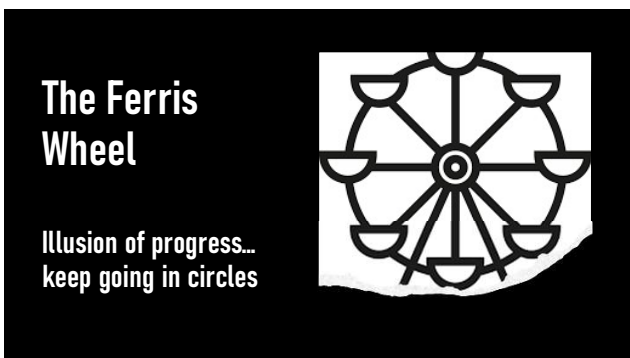
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Camouflage
is like a problem (but

The ol' hot potato

The Piece of Cake
SOLVE
LEMS...
Seems so easy...
and then

The Snowball Effect
something small
gets bigger
no going back point
until

The Ambigram
ambigram

Which "problematic problem" is standing out for you?

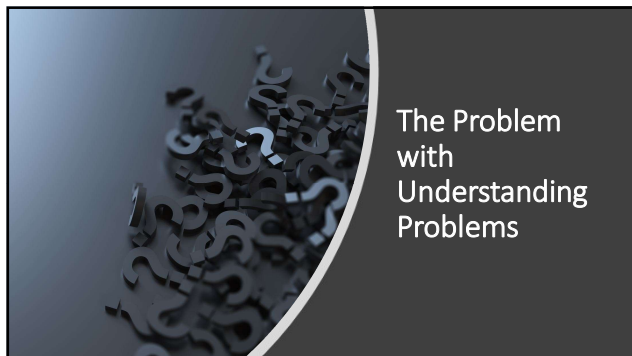
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For every complex problem there is an answer that is clear, simple, and wrong.
H. L. Mencken

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**Lots of types of problems...
so what, now what??**

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How we think about problems

1 piece of information = Conclusion/Problem Statement

Most mornings I wait 20 minutes for my coffee at the coffee shop = Customer satisfaction isn't important to them

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How we think about problems

- If using one piece of information to come to a conclusion about a complex problem isn't ideal...
- What is ideal? What do we do instead?
- We need to understand HOW we think about problems before we can get to a better conclusion

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WINNING THE BRAIN GAME - 7 FATAL FLAWS

- 1** Leaping
Mental knee jerk, jumping to conclusions
Fixation
- 2** Blind spots, biases, mindset
Overthinking
- 3** Overanalyzing, overplanning
Satisficing
- 4** Good enough
Downgrading
- 5** Disengagement, abandonment
Not Invented Here
- 6** Resistance to concepts produced elsewhere
Self-Censoring
- 7** Rejecting, stifling, silencing our own ideas

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WHICH OF THESE FATAL FLAWS SOUNDS MOST LIKE YOU?

- 1 Leaping
Mental knee jerk, jumping to conclusions
Fixation
- 2 Blind spots, biases, mindset
Overthinking
- 3 Overanalyzing, overplanning
Satisficing
- 4 Good enough
Downgrading
- 5 Disengagement, abandonment
Not invented Here
- 6 Resistance to concepts produced elsewhere
Self-Censoring
- 7 Rejecting, stifling, silencing our own ideas




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That Goldilocks Spot

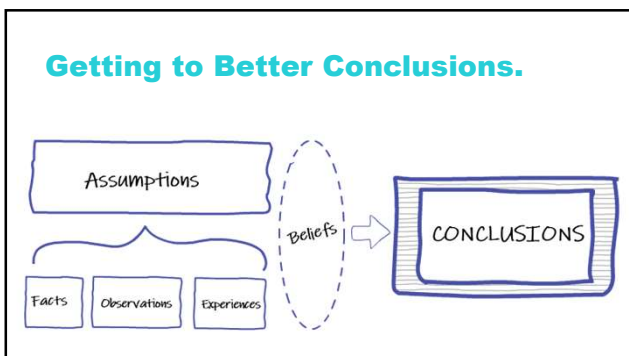
WEAK ANALYSIS ANALYSIS PARALYSIS

Satisficing Overthinking

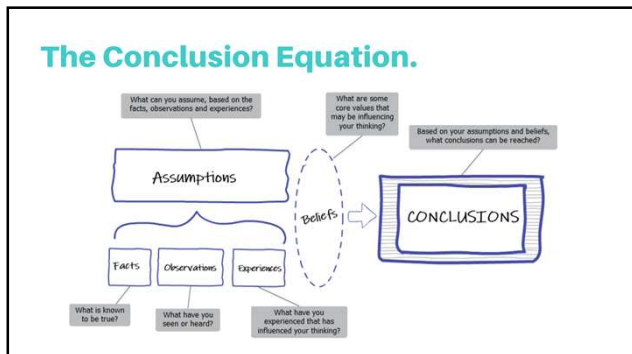
Downgrading



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My complex problem



We need to make these meetings more effective.

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Get clear on the problem.

WHAT: Inspect your problem...is every word clear? Have you simplified your thinking?

WHY: Why is this problem important? Is it the right problem to solve? Is it *your* problem?

SO WHAT: Is this a need or a want? What happens if this problem isn't solved?

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Example time!

We need to make these meetings more effective.

Who has this problem?

What exactly is a meeting?!

What does effective mean?

What do we mean by "more"?

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Getting clear on the problem.

MEETINGS: Have 3 or more people, 30 minutes or longer, work element to it.

EFFECTIVE: Produce specific actions, accountable parties, and measurable "move the ball forward" results

MORE: Don't have to have another meeting on the same issue unless something changes? Shorten the average meeting by 10 minutes?

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Get clear on the problem.

WHAT: Inspect your problem...is every word clear? Have you simplified your thinking?

WHY: Why is this problem important? Is it the right problem to solve? Is it *your* problem?

SO WHAT: Is this a need or a want? What happens if this problem isn't solved?

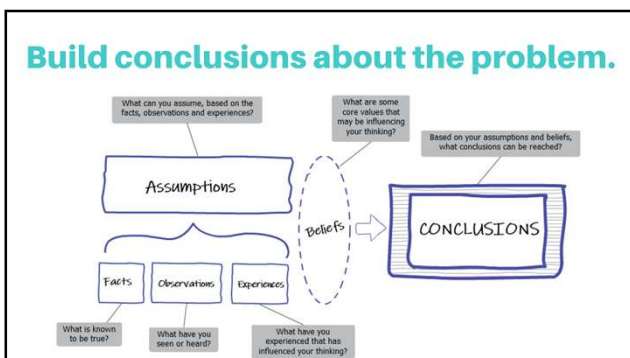
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Step 2: Build your conclusions.

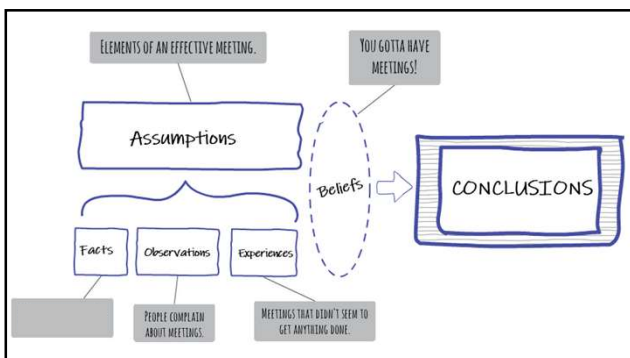


Process modified from Michael Kallet's HeadScratchers Critical Thinking Workshop materials

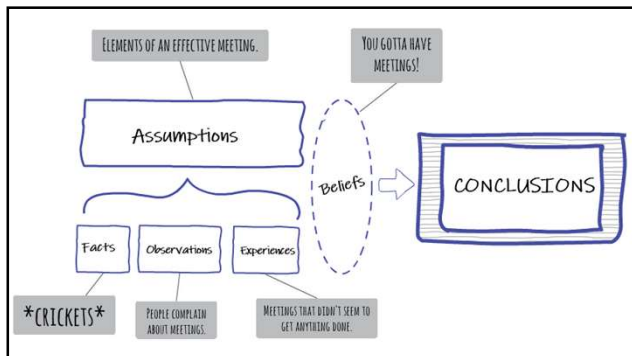
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Review your thinking.


- What **surprised** you?
- Where are there **gaps** in your conclusion? What might you need to **investigate** further?
- What other **questions** do this raise for you?

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DEBRIEF 

In one word (or short phrase),
how did this process feel for you?

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Let's hear from you!


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Next up...



STRENGTHENING INDIGENOUS & NON-INDIGENOUS RELATIONSHIPS THROUGH DIALOGUE

With BRAD BELLEGARDE

Friday, June 18, 2021

9:30-10:30 am CST

To register, [visit our events page](#)



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