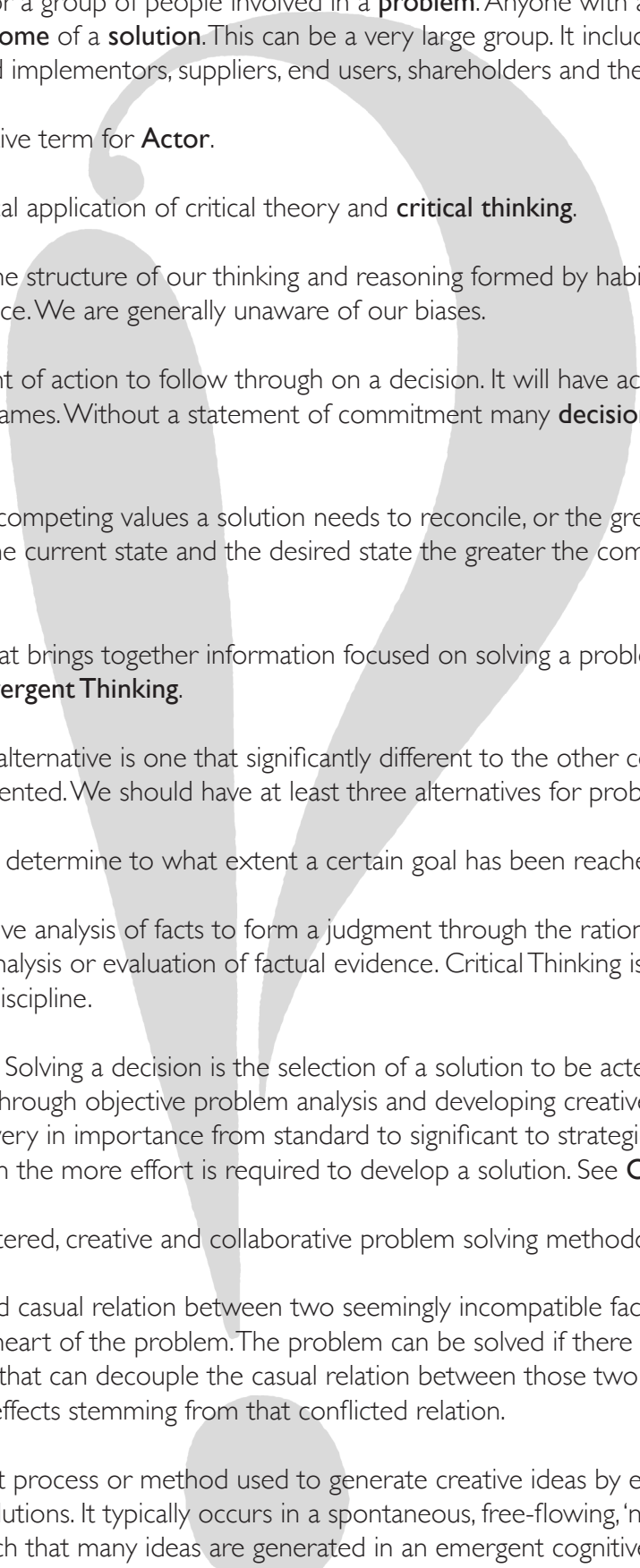


# InterroBang

The Problem Solving and Decision Skills Consultancy  
Because everybody benefits.



<b>Actor</b>	A person or a group of people involved in a <b>problem</b> . Anyone with an interest in the <b>outcome</b> of a <b>solution</b> . This can be a very large group. It includes decision makers and implementors, suppliers, end users, shareholders and the public.
<b>Agent</b>	An alternative term for <b>Actor</b> .
<b>Applied Thinking</b>	The practical application of critical theory and <b>critical thinking</b> .
<b>Bias</b>	A flaw in the structure of our thinking and reasoning formed by habits, experience and prejudice. We are generally unaware of our biases.
<b>Commitment</b>	A statement of action to follow through on a decision. It will have accountability and time frames. Without a statement of commitment many <b>decisions</b> remain ideas.
<b>Complexity</b>	The more competing values a solution needs to reconcile, or the greater the gap between the current state and the desired state the greater the complexity of the problem.
<b>Convergent Thinking</b>	Thinking that brings together information focused on solving a problem. It generally follows <b>Divergent Thinking</b> .
<b>Creative Alternatives</b>	A creative alternative is one that significantly different to the other courses of action presented. We should have at least three alternatives for problem solving.
<b>Criterion</b>	A factor to determine to what extent a certain goal has been reached.
<b>Critical Thinking</b>	The objective analysis of facts to form a judgment through the rational, skeptical, unbiased analysis or evaluation of factual evidence. Critical Thinking is also an academic discipline.
<b>Decision</b>	In Problem Solving a decision is the selection of a solution to be acted on. It is arrived at through objective problem analysis and developing creative alternatives. Decisions vary in importance from standard to significant to strategic. The bigger the decision the more effort is required to develop a solution. See <b>Outcome</b>
<b>Design Thinking</b>	A user-centered, creative and collaborative problem solving methodology.
<b>Dilemma</b>	A perceived casual relation between two seemingly incompatible factors that forms the heart of the problem. The problem can be solved if there is at least one alternative that can decouple the casual relation between those two factors or can nullify the effects stemming from that conflicted relation.
<b>Divergent Thinking</b>	Is a thought process or method used to generate creative ideas by exploring many possible solutions. It typically occurs in a spontaneous, free-flowing, 'non-linear' manner, such that many ideas are generated in an emergent cognitive fashion. Many possible solutions are explored in a short amount of time, and unexpected connections are drawn. These ideas are then filtered through <b>Convergent Thinking</b> .

# InterroBang

The Problem Solving and Decision Skills Consultancy  
Because everybody benefits.

<b>Ecosystem</b>	The problem ecosystem includes everything that contributes to the problem or is affected by the solution.
<b>Efficacy</b>	The capacity for producing a desired result or effect; effectiveness: It is often coupled with efficiency.
<b>Efficiency</b>	The minimum effort and resources used to achieve the maximum return on investment.
<b>Emotional Intelligence</b>	A skill in perceiving, understanding, and managing emotions and feelings. It enhances our ability to <b>empathise</b> with others.
<b>Empathy</b>	The psychological and emotional identification with or indirect experiencing of the feelings, thoughts, or attitudes of another. Our ability to be in another's shoes to fully understand their point of view and response to experience.
<b>Empowerment</b>	Empowerment, in solution development, enables the end user to have their needs met in a way they can control. The end user believes they are self-directed as a consequence of the solution.
<b>End User</b>	The eventual user of a product of service.
<b>Frame</b>	Determine the purpose, scope and perspective for a decision. A good frame is not too narrow or broad and facilitates an accurate problem statement to solve the right problem.
<b>Ideate</b>	A process that uses divergent thinking to generate a wide variety ideas some of which will be explored as possible alternatives.
<b>Impostor Syndrome</b>	Anxiety or self-doubt that results from persistently undervaluing one's competence and active role in achieving success, while falsely attributing one's accomplishments to luck or other external forces (see separate downloadable resource).
<b>Iteration</b>	In problem-solving it is a different form or version of a solution: a problem-solving in which a succession of versions build on the one preceding to achieve a desired degree of efficacy.
<b>Lateral Thinking</b>	A strategy for solving problems through an indirect and creative approach, using reasoning that is not immediately obvious and involving ideas that may not be obtainable by using only traditional step-by-step logic. It deliberately distances itself from the standard perception of creativity as "vertical" logic.
<b>Metric</b>	A system of measurement to quantify data for comparison so that relative merits of <b>alternatives</b> and <b>values</b> can be evaluated.
<b>Mindset</b>	Our mental attitude to problems, solution and learning. Carol Dweck in her book mindset has identified two main types, fixed and growth mindsets.

# InterroBang

The Problem Solving and Decision Skills Consultancy  
Because everybody benefits.

<b>Non-IQ Characteristics</b>	Angela Duckworth identified several non-IQ personal attributes that contribute to a person's longterm success. She has whittled them down to the seven most important when combined contribute more to a person longterm success than their IQ alone (see separate downloadable resource). The most important of the seven is Grit (determination and staying power) which is the title of her book.
<b>Outcome</b>	The result of a <b>decision</b> . Decision and outcome do not always correlate. For example arriving home safely after getting a lift from a drunk driver was a good outcome but a bad decision. While good decisions do not guarantee good outcomes they greatly increase their probability.
<b>Problem Statement</b>	A one sentence description of the gap between the desired and the undesired state, and a <b>dilemma</b> explaining why the gap will not close automatically. A dilemma shows why the alternatives are not immediately obvious i.e. why there is a problem.
<b>Prototype</b>	One of the first builds of a product, which is based on prior <b>ideations</b> . The prototype is tested so that the design can be changed if necessary before the product or service is released to the end user. Products and services may go through many prototypes to get valuable user feedback before a solution is committed to
<b>Significant Decision</b>	Medium frequency decisions. The line between significant and strategic decisions can be blurred. 'Should I take this job offer/launch this product/service?' Commitment and difficulty to reverse is proportional to the resources spent.
<b>Stakeholder</b>	An alternative for the term <b>actor</b> .
<b>Standard Decision</b>	High frequency, everyday decisions. 'What will I have for breakfast?' Low commitment and low cost.
<b>Strategic Decision</b>	Low frequency decisions 'Should I buy this house/close this takeover?' High commitment and cost. Expensive and time consuming to reverse.
<b>Sustainable</b>	For something to be sustainable it must be Socially (good for people), Economically (make financial sense) and Environmentally (respects ecosystems and biodiversity) sound.
<b>Talent</b>	According to Anders Erikson, who has researched talent for several decades, talent is a myth. Instead it is a combination of attitude, access, application and analysis.
<b>Tension</b>	The gap that exists between the current and desired state identified by the <b>dilemma</b> due to conflicting <b>values</b> . Without an identified tension there is no problem.
<b>Values</b>	Values are the criteria by which we understand what is important to us in a solution. They are weighted so alternative solutions can be compared and the best solution for the individual or organisation determined.