

4. Problem Solving

Bill is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Offering a variety of perspectives on an issue or problem	Being too argumentative or challenging from a sheer love of debate	Won't speak up or defend their ideas	Realising that a less confrontational approach will engender more support
Questioning and critiquing potential solutions	Being unwilling to consider details or facts that could derail a solution	Are too focused on the here and now	Being less dismissive of the useful facts and details

Brian is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Synthesizing and organising ideas	Settling on a course of action not supported by facts	Taking things at face value or only at a surface level	Evaluating theories against hard data and specifics
Presenting innovative, unusual solutions	Taking an adversarial attitude	Are threatened by debate and see questions as personal attacks	Recognising that obtaining agreement is easier through persuasion than confrontation

Fred is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Using a straightforward logic	Falling to take key details into account when constructing solutions	Won't look at the problem in logical terms	Checking to see that his solutions are practical and realistic before forging ahead
Finding flaws in a potential solution	Being too results orientated, ignoring the value of the problem-solving process	Are too trusting and gullible	Realising that cutting off debate too early can yield a less-than-optimal solution

Julie is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
Outlining specifics, facts, and details in an orderly and precise manner	Neglecting the people side of the problem	Bringing personal conflicts to the decision-making process	Considering the impact of a conflict or solution on people and their feelings
Making a thorough appraisal of the situation to apply time-honoured practices	Losing track of the big picture in favour of the particulars	Focus too much on interpreting or examining the problem rather than on constructing solutions	Examining the long range implications surrounding a problem or solution

Problem Solving *cont'd*

Lucy is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
Seeing the need to include people and values in the decision making process Being imaginative and flexible in her approach to a problem	Wanting to stay open to all the possibilities to the extent that no decision is made Losing track of the details in her enthusiasm for the big picture	Fail to consider the impact on people Are narrow minded or see the problem in black-and-white terms	Recognising the importance of setting limits on the process so that a decision can be made Understanding that a better solution will arise if it is supported by facts and specifics

Tim is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Outlining specifics, facts, and details in an orderly and precise manner Making a thorough appraisal of the situation to apply time-honoured practices	Neglecting the people side of the problem Losing track of the big picture in favour of the particulars	Bringing personal conflicts to the decision-making process Focus too much on interpreting or examining the problem rather than on constructing solutions	Considering the impact of a conflict or solution on people and their feelings Examining the long range implications surrounding a problem or solution

Victor is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Offering a variety of perspectives on an issue or problem Questioning and critiquing potential solutions	Being too argumentative or challenging from a sheer love of debate Being unwilling to consider details or facts that could derail a solution	Won't speak up or defend their ideas Are too focused on the here and now	Realising that a less confrontational approach will engender more support Being less dismissive of the useful facts and details