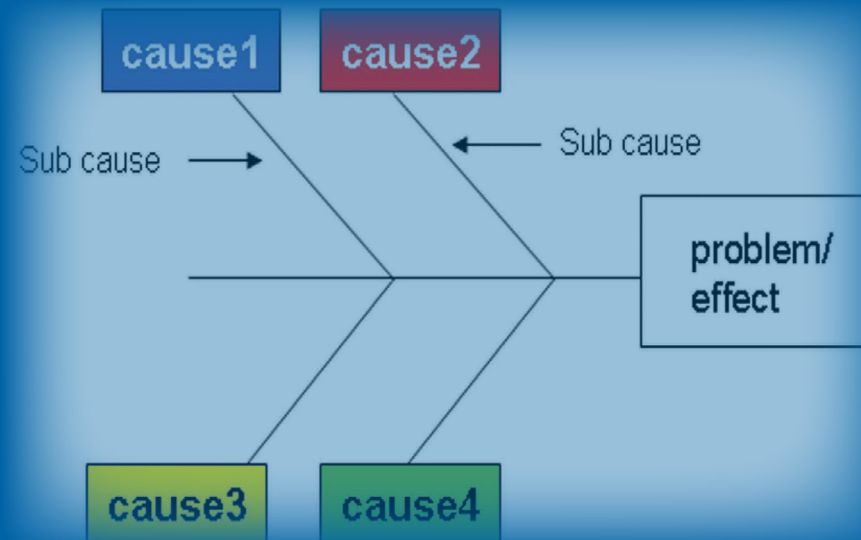


# **TOUCH OF CLASS ORGANISATIONAL PATHOLOGY ISSUES**

## **The Logical Thinking Process**



**THANK YOU FOR COMPLETING ONE OF THE ASSESSMENTS.**

**Please do the following steps to get maximum value out of solving the issues raised in the survey.**

### **STEP 1: REFLECT ON THE FOLLOWING QUESTIONS FIRST**

- What does this problem/challenge/issue really mean to you?
- How do you, your team and your organisation behave (current reality) in fulfilling this problem/challenge/issue?
- How should you, your team and your organisation behave (Future reality) in fulfilling this problem/challenge/issue?
- What practical tips can you give to ensure that this problem/challenge/issue is lived out in the workplace?
- Are there any other issues that needs to be addressed or principles regarding this problem/challenge/issue that you would like to propose or personal experience that you would like to share?

### **STEP 2: COMPLETE THE QUESTIONS ON THE FOLLOWING PAGES WITH ABSOLUTE HONESTY**

### **STEP 3: DO A DETAILED ACTION PLAN WITH ACCOUNTABILITIES**

### **STEP 4: PLAN FOR A REVIEW DATE**

### **STEP 5: DO THE ASSESSMENT AGAIN**

**Dr Mario Denton**

# TOUCH OF CLASS ORGANISATIONAL PATHOLOGY ISSUES

## The Logical Thinking Process

The issue:

Total score

% percentage split

1	2	3	4	5

Questions split

Response	Questions rated in the response category
1	
2	
3	
4	
5	

Now follow the rest of the process



Never

## THE LOGICAL THINKING PROCESS

Problems one of two things

- Obstacles, conditions or phenomena which stand in the way of achieving desired objectives

OR

- They are obstacles, conditions or phenomena which are causing a deviation from the Desired status

What is the apparent problem?

What are the facts?

Situation factor

The people factor

The place factor

The time factor

The causative factor



What is the real problem?

What are the alternatives?

What is the best solution?

**What course of action?**

**Describe the problem as you now see it.**

**Restate your problem situation in these terms:**

**The current situation**

**The ideal situation**

**List the driving forces and restraining forces**

**List some possible action steps to reduce the effect of the restraining forces.**

**Possible actions to increase the driving forces.**

**Action steps.**

**Implement.**

#### Seven Elements of A3 Thinking



1. Logical thinking process
2. Objectivity
3. Results and process
4. Synthesis, distillation and visualization
5. Alignment
6. Coherency within and consistency across
7. Systems viewpoint

## Pitfalls of selecting issues

### Pitfalls of selecting issues

- Grabbing at issues
- The paralysis of despair “do nothing” approach
- Throwing the baby out with the bathwater
- The urgency trap
- crucial and urgent - urgent but not crucial
- crucial but not - neither crucial nor urgent urgent

## Identifying Problems: the logical Thinking Process

- Look for ‘out-of-the-ordinary’ behaviour.
- What are people doing/not doing?
- What are people saying/not saying?
- How do people look like?
- Avoiding contact with others?



## Risks

- What could go wrong if we go ahead/don't go ahead?
- What effect will acting/not acting have on other goals, people and plans?
- What can we do in advance to reduce or eliminate the risks?
- How can we respond if the risks become reality?

## Building a diagnostic map

- What is the problem?
- Who owns the problem?
- Who can fix the problem?
- Who must be involved?
- How will we know it is fixed

Ask these five critical questions

- WHAT happened?
- WHO is involved?
- WHERE did it happen?
- WHEN did it happen?
- WHY did it happen?

## **The Ten Commandments for choosing a course of action**

- 1. Focus on the total end-result to be achieved.**
- 2. Never accept your final choice as being final.**
- 3. At least 80% of the time, choose an alternative other than the first one thought of - you can almost always do better.**
- 4. Don't do anything solely because it worked once before. Choose actions that are clearly justified and based on the demands on the current situation.**
- 5. Never follow the advice of experts unless the advice completely makes sense to you.**
- 6. Always take heed of your own intuition. A hunch is a conclusion based on facts you previously observed and stored.**
- 7. Remember that once you act, things will change. Always be prepared to deal with new circumstances and to respond to new information.**
- 8. Be bold rather than timid. Major change is easier to implement and much more likely to take hold than minor change.**
- 9. Assess the needs and priorities of those around you and design your action plan to be supportive of them.**
- 10. Take plenty of time to decide. Haste does tend to make waste, so don't rush things.**

### **Major characteristics of an effective decision**

- The resources of group members are fully utilised.**
- Time is well used.**
- The decision is correct, or of high quality.**
- The decision is implemented fully by all the required group members.**
- The problem-solving ability of the group is enhanced, or at least not lessened.**

## **Problem vs. solution–orientated questions**

### **Problem-orientated:**

- **What is wrong? What is the problem?**
- **Why do you have this problem?**
- **How does this problem limit you?**
- **What does this problem stop you from doing that you want to do?**
- **When was the worst time that you experienced this problem?**
- **How do you feel because to this problem?**

### **Solution or outcome-orientated**

- **What do you want instead? How would you rather be?**
- **How will you know that you have it? /What experience(s) will let you know that you are on the right path?**
- **What will happen when you get this? / What else will improve in your life when you get what you want, or become as you want to be?**
- **Can you remember a time when you had what you now want? (Tell me about it.)**
- **What resources or skills do you have available (inside and outside of yourself) to help you with the solution to the problem?**
- **How can you utilise the resources and skills that you have?**
- **What would an expert on the solution of these kinds of problems advise you to do, or do if he/she was in your position?**
- **Project yourself into the future and see yourself as having what you now want. How did you go about getting it? What was your first step?**
- **What are you now going to begin doing to get what you want, or be like you want to be?**
- **When exactly are you going to start?**



## **Principles of decision making**

**A logical decision can be made only if the real problem is first defined.**

**A logical decision must be valid in terms of the evidence on which it is based.**

**Facts may appear to differ depending on the point of view in time from which they are observed.**

**The 'obvious' solution to a problem is not necessarily the 'best' solution.**

**Creative thinking can help you to generate a wide range of alternative solutions - not all of them feasible.**

**Analytical thinking will enable you to narrow the range down to feasible solutions.**

**Generating 'quality' solutions to problems involves combining creative thinking with analytical thinking.**

**Instead of carrying business problems around with you, why not carry around the solution?**

**Effective managers make things happen.... and in the manner intended!**

**Do not pour new wine into old wine skins, for the skins will burst and both the wine and the skins will be lost. Pour new wine into new wineskins.**

## Additional Questions

Please answer the following questions/statements as accurately as you can.

Anything else that you would like to bring under our attention with specific regards to this issue.

Please indicate below

What would help you most to increase your performance and / or the quality of your work?

What changes have you noticed in our organisation over the last year?

Additional Comments:

Positive

Negative.

**Thank you for taking the time and effort to complete the survey and the report.**

**Dr Mario Denton**



## **Mario Denton MBA; M.Econ; PhD**

### **PHASE ONE: OBTAINING CORPORATE EXPERIENCE - LEARNING THE ROPES**

Has 17 years' experience in human resources management in the corporate world, started with SANLAM and moved on to METROPOLITAN LIFE in Organisational Development and end this phase as Group Manager: Human Resources PROTEA ASSURANCE, during this period completed a MBA, MEcon as well as **Registered Industrial Psychologist**.

### **PHASE TWO: ESTABLISHMENT OF BUSINESS SCHOOL ACADEMIC- SHARPENING THE SWORD**

- From 1997-2007 teaching in Organization Behaviour and also International Human Resource Management, People and Change Management, High Impact Leadership, Management Consulting, Emotional Intelligence, Executive Coaching at the University of Stellenbosch, Graduate School of Business. During this period completed my PhD and register Strong Message Business Consultancy in 1997.
- Presented People Management practices 44 times consecutively to MBA students without being absent for even one day and trained around 3000 participants in Emotional Intelligence.

- Academic project manager and coordinator for 22 international groups doing their international electives at the USB.
- The area of Advanced Leadership, Making Human Capital the differentiating factor Facilitating perpetual and complex change for REIMS France (11 times), University of Antwerpen, University of Cape Town, UWC, Dortmund and Leipzig HHL Germany (9 times) Aarhus Denmark, Graz, Austria, Maastricht, University of Indonesia, University of Central Oklahoma and the University of Cuttington Liberia, Europa-Universität Viadrina Frankfurt (Oder), Bangalore Management Academy in Bangalore and Poddar/Wellingker College in India, Leipzig, Mauritius, Marseilles.
- International papers and conferences in London, Amsterdam, Oxford, Antwerp. Geneva Switzerland, Australia, Shanghai and published twelve books, six international articles, two case studies and a chapter in a book, has successfully being the study leader/supervisor for 160 completed MBA research projects.

### **PHASE THREE: TAKING UP THE CHALLENGE OF BUSINESS CONSULTANT, VISITING LECTURER, IMPACT PLAYER AND EXECUTIVE COACH - PRACTICE WHAT YOU PREACH**

- Strong Message Business Consultancy: I am a very experienced business consultant both in private and public sector and recognised impact player in organizational effectiveness and renewal and have been involved in several major strategic and corporate initiatives. Have done business consultancy for organisations including but not limited to Sanlam, Santam, First National Bank, Eben Donges Hospital, Oceana, Department of Health Overberg Region, Western Cape Department of Education, SCIR, APL Cartons, Cape Union Mart, Desmond Tutu TB Centre, Consol Glass, SPAR, Barloworld. XSTRATA, Tiger Brands, SA Navy, Nedcor, Old Mutual, FNB, DE Beers, Government, Kumba, Clickatell, Coca Cola Sabco, Karsten Boerderye, Water and Sanitation of City of Western Cape, City of Windhoek, FNB Namibia, Lumber City, visiting lecturer for Peniel Consultancy. Mario has done 250 radio talks: Programme: Wisdom that Works.
- Have done training in Cairo, Egypt, being trained as a Character First Consultant in Oklahoma and have done this training in Namibia, Ghana, Uganda, Nigeria, Malawi, done a presentation on the 29th FCCI Marketplace conference in Denver, USA, train 400 students including executive students in Kumasi Ghana, talking to the Crown Board in Nigeria, attending a strategic thinking session in Toronto, Canada and FCCI conference in Naples, Florida, Haggai Advanced Leadership Programme, Maui, Hawaii, trained as a Faculty member in Singapore for the Haggai Institute, lecturing in Maui on personal leadership and goal setting 7 times. Have done corporate governance for Kaduna State in Nigeria.

#### **CONTACT DETAILS**

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**Email (H): marden@mweb.co.za • Web: <http://www.strongmessage.com>**

**Meet the person; Mario is married with Mariene (his first love) since 1979 and has three sons Du Wayne, Desmond and Marinus and three granddaughters. He spends time reflecting at his holiday house at Pringle bay. He is a servant leader.**