

**MSS SUCCESS SPACES**

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PROBLEM SOLVING AND DECISION-MAKING TRAINING IN THE PHILIPPINES

**Diagnosing Root Causes, Evaluating Options, Making Sound Decisions,
Implementing Solutions, and Sustaining Results**

A Practical and Customizable Corporate Training Program by Making Strong Success Corporation

TRAINING OVERVIEW

Problems are part of every workplace. They appear as missed targets, delayed work, customer complaints, recurring errors, poor quality, excessive costs, communication breakdowns, employee-performance concerns, inefficient processes, equipment failures, low morale, operational bottlenecks, and decisions that fail to produce the intended results.

The real organizational problem is not the existence of problems. It is the tendency to respond to them impulsively, emotionally, superficially, or repeatedly without identifying and correcting their true causes.

Employees and managers commonly make ineffective decisions because they:

- React immediately without understanding the whole situation
- Focus only on the most visible symptom
- Define the problem according to personal assumptions
- Allow pressure, frustration, fear, blame, or anger to influence judgment
- Accept the first explanation offered
- Confuse opinions with facts
- Search for someone to blame instead of something to improve
- Use familiar solutions without determining whether they fit the problem
- Make decisions before clarifying the desired result
- Generate only one possible solution
- Select options based on preference rather than clear criteria
- Ignore risks, consequences, stakeholders, constraints, and implementation requirements
- Launch solutions without assigning owners, resources, milestones, or measures
- Fail to monitor whether the intervention is working
- Close cases even when the root cause remains unresolved
- Repeat the same mistakes because lessons are not documented or applied

Effective problem solving begins by stepping back.

When people are too close to a problem, they may see only the inconvenience, conflict, mistake, delay, or pressure directly in front of them. Taking a step back creates the space needed to regulate emotions, suspend premature judgment, examine the wider situation, distinguish symptoms from causes, and understand how different factors interact.

This **Problem Solving and Decision-Making Training in the Philippines** equips participants with a systematic but practical approach to defining problems, analyzing root causes, generating possible interventions, evaluating alternatives, selecting sound decisions, implementing solutions, monitoring results, correcting weaknesses, and celebrating meaningful improvement.

The program integrates both problem-solving and decision-making competencies because solving a problem requires a series of decisions:

- What exactly is happening?
- Why is it happening?
- What facts are available?
- What information is still missing?
- Who and what are affected?
- Which causes are within the organization's control?
- What alternative solutions are possible?
- Which option provides the strongest value with acceptable risk?
- How should the selected solution be implemented?
- How will the organization determine whether it worked?
- What must be improved if the initial solution is insufficient?
- When can the problem genuinely be considered resolved?

Participants are introduced to the proprietary MSS **H.A.V.E.F.U.N. Problem-Solving and Decision-Making Framework**:

- **H — Hold Off or Hold Back Judgment**
- **A — Analyze or Assess the Problem**
- **V — Visualize the Big Picture**
- **E — Enquire into the Root Causes**
- **F — Figure Out or Find Out the Best Options**
- **U — Use or Utilize the Chosen Solution**
- **N — Notice Flaws and Needed Improvements**
- **HAVE FUN — Celebrate Resolution, Learning, and Contribution**

The framework reinforces the principle that the best way forward is often to take a step back first.

Participants learn to examine root causes through the MSS-expanded **Ms of Management**:

- Milieu
- Management
- Manpower
- Methods
- Machine
- Materials
- Moments or Minutes
- Money
- Measurements

- Marketing
- Motivation

Following the MSS **EnterTRAINment®** methodology, participants will not merely listen to theories. They will analyze realistic workplace cases, define ambiguous problems, distinguish facts from assumptions, investigate root causes, evaluate competing options, defend decisions, develop implementation plans, monitor results, correct flaws, and design appropriate case-closure and recognition practices.

This program is ideal for organizations searching for:

- **Problem Solving and Decision-Making Training in the Philippines**
- **Training on Problem Solving and Decision-Making in the Philippines**
- **Problem Solving Training in the Philippines**
- **Training on Problem Solving in the Philippines**
- **Training on Solving Problems in the Philippines**
- **Solving Problems Training in the Philippines**
- **Decision-Making Training in the Philippines**
- **Making Decisions Training in the Philippines**
- **Training on Decision-Making in the Philippines**
- **Training on Making Decisions in the Philippines**
- Root-Cause Analysis Training in the Philippines
- Critical Thinking and Decision-Making Training
- Analytical Problem-Solving Training
- Workplace Decision-Making Skills Training
- Creative Problem-Solving Training
- Problem Analysis and Solution Development Training

TRAINING GOAL

To strengthen participants' ability to approach workplace problems objectively, analyze their root causes systematically, generate and evaluate appropriate solutions, make responsible decisions, implement chosen interventions, monitor their effectiveness, correct weaknesses, and sustain improvements.

TRAINING OBJECTIVES

By the end of the program, participants will be able to:

1. Explain the relationship among critical thinking, problem solving, decision-making, implementation, and continuous improvement.
2. Distinguish a problem, symptom, cause, effect, issue, risk, constraint, and decision.
3. Recognize common emotional and cognitive barriers to sound judgment.
4. Control impulsive reactions and hold back premature conclusions.
5. Apply the principle of stepping back before moving forward.

6. Examine the situation from a wider organizational perspective.
7. Separate verified facts, interpretations, opinions, assumptions, and missing information.
8. Develop a clear and neutral problem statement.
9. Define the gap between the present and desired conditions.
10. Clarify the scope, impact, urgency, frequency, and consequences of a problem.
11. Identify affected employees, customers, processes, departments, suppliers, and stakeholders.
12. Visualize relationships among events, processes, decisions, and organizational conditions.
13. Avoid focusing only on the most visible symptom.
14. Investigate possible causes using the expanded Ms of Management.
15. Apply questioning, evidence gathering, process review, and root-cause analysis.
16. Differentiate immediate, contributing, systemic, and root causes.
17. Use practical tools such as the Five Whys, cause-and-effect analysis, process mapping, and evidence validation.
18. Generate several possible solutions or interventions.
19. Define appropriate decision criteria.
20. Evaluate alternatives according to impact, feasibility, cost, time, risk, sustainability, and stakeholder effects.
21. Recognize common decision-making biases and traps.
22. Select, explain, and defend the most appropriate option.
23. Develop an actionable implementation plan.
24. Clarify responsibilities, resources, milestones, communication, and risk controls.
25. Establish measures for determining whether the solution is effective.
26. Monitor implementation and notice flaws, resistance, unintended consequences, and emerging risks.
27. Improve, adjust, expand, replace, or discontinue an ineffective intervention.
28. Determine when a problem may genuinely be considered resolved.
29. Document lessons learned and preventive actions.
30. Recognize and reward individuals and teams who contributed to problem resolution.
31. Apply the MSS H.A.V.E.F.U.N. Problem-Solving and Decision-Making Framework.
32. Develop a Workplace Problem-Solving and Decision-Making Action Plan.

FROM POINT A TO POINT B

Point A: Common Workplace Practices	Point B: Desired Problem-Solving and Decision-Making Capability
Employees react immediately when a problem occurs	Employees pause, regulate emotions, and understand the situation before responding
People begin with judgment and blame	People begin with facts, questions, context, and curiosity
The most visible symptom is treated as the problem	Symptoms, effects, contributing causes, and root causes are distinguished
Problems are defined vaguely	Problems are described through clear, specific, neutral, and evidence-based statements

Point A: Common Workplace Practices	Point B: Desired Problem-Solving and Decision-Making Capability
Decisions are based on incomplete information	Available evidence, assumptions, gaps, and limitations are made visible
Departments examine problems only from their own perspective	The whole system, stakeholders, processes, and interdependencies are considered
Teams repeatedly ask who caused the problem	Teams determine what conditions allowed the problem to occur
Root-cause analysis stops at the first plausible explanation	Causes are validated through questioning, evidence, observation, and process analysis
Familiar solutions are applied automatically	Several alternatives are generated and evaluated
Decisions are based on preference or authority alone	Decisions are supported by agreed criteria, evidence, risks, and expected value
Solutions are announced without implementation planning	Owners, actions, resources, milestones, measures, and communications are established
Results are assumed rather than measured	Effectiveness is monitored using defined indicators
Implementation flaws are hidden or ignored	Weaknesses and unintended consequences are identified and corrected early
Problems are closed once activity is completed	Cases are closed only when causes are addressed and results are sustained
Success is taken for granted	Contributions, learning, improvement, and results are recognized and celebrated

ORGANIZATIONAL BENEFITS

This **Training on Problem Solving and Decision-Making in the Philippines** can help organizations:

- Improve the quality and consistency of workplace decisions
- Reduce impulsive and emotionally driven reactions
- Strengthen critical and analytical thinking
- Improve problem-definition accuracy
- Reduce recurring errors and repeated problems
- Strengthen root-cause analysis
- Reduce blame-oriented workplace behavior
- Improve collaboration among departments
- Strengthen evidence-based management
- Improve solution quality and feasibility
- Reduce costs associated with rework and ineffective interventions
- Improve response time without sacrificing judgment
- Strengthen risk awareness

- Improve accountability for decisions and implementation
- Improve employee confidence when addressing workplace challenges
- Strengthen implementation discipline
- Improve monitoring and evaluation practices
- Increase learning from problems and failed interventions
- Improve preventive and corrective actions
- Build a culture of curiosity, improvement, and responsible decision-making
- Recognize employees who contribute to meaningful solutions
- Improve organizational productivity, quality, customer satisfaction, and performance

ONE-DAY PROBLEM SOLVING AND DECISION-MAKING TRAINING PROGRAM OUTLINE

Recommended Schedule: 8:00 AM–5:00 PM

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
8:00–10:00 AM	MODULE 1: HOLDING BACK JUDGMENT, ASSESSING THE PROBLEM, AND VISUALIZING THE BIG PICTURE Understanding Problem Solving and Decision-Making • Problem solving as a disciplined thinking and action process • Decision-making as the selection of the most appropriate course of action • The connection among problems, causes, decisions, implementation, and results • Technical problems, people problems, process problems, performance problems, and systemic problems H — Hold Off or Hold Back Judgment • Why the best way forward is often to take a step back • Pausing before reacting • Controlling anger, anxiety, frustration, blame, defensiveness, and fear • Separating emotional reactions from responsible action	Hold Back Judgment Challenge Participants respond to an emotionally charged workplace incident and identify which conclusions must be suspended until more information becomes available. Fact, Assumption, and Opinion Exercise Teams classify statements from a workplace case and identify the evidence still required. Problem-Statement Clinic Participants transform vague, emotional, or blame-oriented descriptions into objective problem statements. Big-Picture Visualization Activity Participants map affected stakeholders, processes, objectives, dependencies, and consequences. Outputs: • Problem-Solving and Decision-Making Self-

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	• Suspending conclusions until sufficient information is available • Avoiding premature solutions Recognizing Thinking Traps • Confirmation bias • Anchoring on the first explanation • Availability bias • Overconfidence • Groupthink • Authority bias • Personal preference • Stereotyping and blame • Sunk-cost thinking A — Analyze or Assess the Problem • Problem identification versus problem definition • Present condition versus desired condition • Problem statement development • Who, what, where, when, how often, how much, and how significant • Impact, urgency, frequency, scope, and consequences • Distinguishing facts, opinions, assumptions, interpretations, and missing information • Defining what is included and excluded from the problem Developing a Strong Problem Statement • Describing the condition without blame • Avoiding solution statements disguised as problems • Avoiding vague language • Including observable and measurable evidence V — Visualize the Big Picture	Assessment • Fact–Assumption–Information Gap Matrix • Evidence-Based Problem Statement • Big-Picture Problem and Stakeholder Map

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	- Looking beyond the immediate incident - Identifying affected customers, employees, departments, processes, suppliers, resources, and objectives - Examining upstream and downstream effects - Recognizing interdependencies and unintended consequences - Understanding what changed before the problem appeared - Considering the consequences of action and inaction	
10:00–10:15 AM	Morning Break	Participants take a short break before proceeding to systematic root-cause investigation.
10:15 AM–12:00 NN	MODULE 2: ENQUIRING INTO ROOT CAUSES THROUGH THE Ms OF MANAGEMENT E — Enquire into the Root Causes - Enquiry as disciplined investigation rather than interrogation or accusation - Asking questions to understand, not merely to confirm an opinion - Moving from symptoms to contributing and root causes - Identifying what evidence supports or rejects a possible cause Understanding Levels of Causes - Immediate cause - Contributing cause - Systemic cause - Root cause - Triggering event - Condition that allowed the problem to continue Applying the Five Whys - Following cause-and-effect relationships	Root-Cause Questioning Laboratory Participants use neutral and evidence-seeking questions to investigate a recurring workplace problem. Ms of Management Analysis Teams examine the problem through Milieu, Management, Manpower, Methods, Machine, Materials, Moments or Minutes, Money, Measurements, Marketing, and Motivation. Five Whys and Cause-and-Effect Challenge Participants trace causal pathways and distinguish plausible explanations from validated causes. Root-Cause Validation Exercise Teams determine which possible causes are supported, unsupported, secondary, or in need of further investigation. Outputs:

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	• Avoiding unsupported answers • Recognizing multiple causal paths • Knowing when to stop asking why Using Cause-and-Effect Analysis • Organizing possible causes into categories • Testing relationships between causes and the observed problem • Avoiding the assumption that every listed factor is a validated cause Examining the Ms of Management Milieu • Workplace environment, culture, climate, physical conditions, market conditions, regulations, technology, and external influences Management • Leadership direction, policies, priorities, supervision, coordination, decisions, planning, governance, and accountability Manpower • Staffing, competency, knowledge, experience, workload, role clarity, communication, behavior, and performance Methods • Processes, procedures, workflows, standards, handoffs, instructions, and work practices Machine • Equipment, systems, technology, tools, software, maintenance, reliability, and usability	• Root-Cause Enquiry Guide • Ms of Management Cause Analysis • Cause-and-Effect Map • Validated Root-Cause Statement • Root-Cause Evidence Matrix



Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	Materials - Supplies, information, data, documents, inputs, specifications, quality, and availability Moments or Minutes - Timing, delays, waiting time, deadlines, sequence, cycle time, schedule, and responsiveness Money - Budgets, costs, funding, financial controls, purchasing limits, and resource availability Measurements - Targets, indicators, definitions, data accuracy, reports, monitoring, feedback, and performance standards Marketing - Customer expectations, value proposition, demand, communication, positioning, service promises, and market information Motivation - Engagement, incentives, recognition, morale, trust, purpose, ownership, and willingness to act Validating Root Causes - Evidence that the cause exists - Evidence of a causal relationship - Reproduction or repeated pattern - Comparison with situations where the problem does not occur - Determining whether removing the cause would reduce recurrence - Distinguishing controllable and uncontrollable causes	

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
12:00–1:00 PM	Lunch Break	Participants take their lunch break and prepare for solution generation, option analysis, and decision-making activities.
1:00–3:00 PM	MODULE 3: FIGURING OUT SOLUTIONS AND SELECTING THE BEST DECISION F — Figure Out or Find Out Possible Solutions • Connecting solutions directly to validated root causes • Corrective, preventive, adaptive, and improvement actions • Immediate containment versus permanent correction • Generating more than one viable option • Challenging the belief that the familiar solution is automatically the best solution Generating Alternatives • Individual idea generation • Team brainstorming • Process redesign • Policy or procedure improvement • Capability development • Resource or technology intervention • Communication and coordination improvement • Incentive, accountability, or motivation interventions • Combining several complementary actions Separating Idea Generation from Evaluation • Avoiding early criticism that limits creativity • Encouraging quantity before narrowing options • Building on other people's ideas • Identifying assumptions behind each	Solution-Generation Challenge Teams generate corrective, preventive, process, people, technology, policy, and communication interventions linked to validated root causes. Decision-Criteria Workshop Participants identify and prioritize the criteria that should guide the decision. Best-Option Decision Simulation Teams evaluate several alternatives using a weighted decision matrix and defend their recommended choice. Decision Defense Exercise Participants explain their recommendation to stakeholders who have different priorities, concerns, and preferences. Outputs: • Solution and Intervention Inventory • Decision Criteria and Weighting Guide • Options Evaluation Matrix • Recommended Decision Brief • Decision Risk and Assumption Register

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	proposal Developing Decision Criteria • Effectiveness against the root cause • Strategic and operational alignment • Expected impact • Feasibility • Cost and resource requirements • Implementation time • Urgency • Risk and unintended consequences • Employee, customer, and stakeholder effects • Sustainability • Legal, ethical, safety, and quality considerations • Reversibility and flexibility Evaluating Options Systematically • Advantages and disadvantages • Cost–benefit thinking • Risk–reward thinking • Short-term and long-term consequences • Decision matrices and weighted criteria • Scenario comparison • Sensitivity to assumptions Recognizing Decision-Making Traps • Selecting the option favored by the most senior person • Choosing the cheapest option regardless of impact • Choosing the fastest option regardless of sustainability • Continuing a failed approach because of money already spent • Avoiding difficult decisions • Seeking perfect information when timely action is required • Confusing consensus with decision	

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	quality Making and Communicating the Decision • Clarifying who recommends, who decides, who approves, and who implements • Recording the reason for the decision • Explaining criteria, assumptions, risks, and conditions • Communicating what was selected and what was not selected • Identifying triggers that may require the decision to be reviewed	
3:00–3:15 PM	Afternoon Break	Participants take a short break before the final implementation, monitoring, improvement, closure, and celebration module.
3:15–5:00 PM	MODULE 4: USING THE SOLUTION, NOTICING FLAWS, IMPROVING RESULTS, AND CELEBRATING SUCCESS U — Use or Utilize the Chosen Solution • Moving from decision to disciplined implementation • Converting the decision into specific actions • Defining scope, outputs, standards, and success measures • Assigning responsible owners • Establishing milestones and deadlines • Identifying resource, capability, approval, and communication requirements • Managing stakeholder support and resistance • Preparing contingency actions Developing the Implementation Plan • What will be done	Implementation Planning Laboratory Participants convert their chosen option into a practical implementation plan containing actions, owners, resources, milestones, risks, communications, and measures. Notice-the-Flaws Simulation Teams receive implementation updates showing delays, resistance, cost concerns, quality issues, and unintended effects. They decide whether to continue, adjust, strengthen, replace, or discontinue the solution. Monitoring and Evaluation Design Exercise Participants identify indicators, evidence sources, review schedules, thresholds, and corrective actions. Case Closure and Celebration Workshop

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	• Who will do it • When it will be completed • What resources are required • What risks may interfere • How progress will be reported • What evidence will demonstrate completion Testing Before Full Implementation • Pilot testing and controlled implementation • Testing assumptions • Gathering user and stakeholder feedback • Identifying technical, behavioral, operational, and resource weaknesses • Determining whether to proceed, adjust, expand, or stop N — Notice Flaws Along the Way • Monitoring implementation rather than waiting for the final result • Comparing actual and expected progress • Tracking outputs, outcomes, quality, cost, time, risk, and stakeholder response • Identifying resistance, delays, unintended consequences, and emerging problems • Creating a safe environment for reporting bad news early Evaluating Solution Effectiveness • Did the intervention address the root cause? • Did the problem decrease or disappear? • Were there negative side effects? • Were expected benefits achieved? • Is the improvement sustainable?	Participants define the conditions for closing the case and design appropriate recognition for those who contributed to the result. Final Outputs: • Solution Implementation Plan • Monitoring and Evaluation Scorecard • Corrective and Improvement Action Plan • Case Closure and Lessons-Learned Checklist • Recognition and Celebration Plan • Workplace Problem-Solving and Decision-Making Action Plan

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	• Did the solution create another problem? Correcting and Improving the Solution • Continue • Adjust • Strengthen • Expand • Replace • Discontinue • Escalate for further decision Preventing Recurrence • Updating procedures, policies, controls, training, standards, technology, roles, and measures • Communicating lessons learned • Replicating successful practices • Assigning ongoing ownership Determining When the Case Is Closed • Root cause addressed • Desired performance achieved • Results sustained for an appropriate period • Risks controlled • Responsibilities transferred • Documentation completed • Stakeholders informed HAVE FUN — Celebrate Resolution, Learning, and Contribution • Recognizing people who identified, investigated, solved, implemented, and improved • Celebrating results without hiding the difficulty of the journey • Rewarding collaboration, initiative, learning, courage, and improvement • Converting successful problem	

Time	Modules, Topics, and Subtopics	Supporting Activities and Outputs
	resolution into confidence and organizational capability	

THE MSS H.A.V.E.F.U.N. PROBLEM-SOLVING AND DECISION-MAKING FRAMEWORK

H — Hold Off or Hold Back Judgment

The first responsibility is not to react. It is to create enough mental and emotional distance to understand what is happening.

- Take a step back before moving forward
- Regulate emotions
- Suspend blame and premature conclusions
- Avoid choosing a solution too early
- Listen to different perspectives
- Identify what is known and unknown

Holding back judgment does not mean avoiding action. It means preventing uncontrolled emotions, assumptions, and biases from producing the wrong action.

A — Analyze or Assess the Problem

Clearly define the condition requiring attention.

- Describe the current situation
- Define the desired condition
- Identify the gap
- Clarify scope, timing, frequency, and impact
- Separate facts from assumptions
- Write a neutral and evidence-based problem statement

A poorly defined problem usually produces an irrelevant solution.

V — Visualize the Big Picture

Step back again and view the situation as part of a larger system.

- Identify affected stakeholders
- Examine upstream and downstream effects
- Consider strategic and operational consequences
- Recognize interdependencies
- Determine what changed
- Examine the consequences of action and inaction

The purpose is to prevent a solution that improves one area while creating a larger problem elsewhere.

E — Enquire into the Root Causes

Investigate where the problem is truly coming from.

Use the expanded Ms of Management:

Milieu

The internal and external environment, workplace conditions, culture, regulations, market forces, and surrounding circumstances.

Management

Leadership, planning, supervision, policies, decisions, coordination, governance, and accountability.

Manpower

Staffing, competency, knowledge, workload, role clarity, communication, behavior, and performance.

Methods

Processes, procedures, workflows, standards, handoffs, and work practices.

Machine

Equipment, systems, tools, software, technology, maintenance, and reliability.

Materials

Physical supplies, information, documents, data, specifications, and other required inputs.

Moments or Minutes

Timing, sequence, waiting time, delays, deadlines, schedules, and cycle time.

Money

Budgets, costs, financing, purchasing limits, funding, and available financial resources.

Measurements

Targets, standards, reports, data quality, indicators, monitoring, and feedback.

Marketing

Customer requirements, service promises, demand, positioning, communication, and market expectations.

Motivation

Engagement, morale, incentives, recognition, trust, purpose, ownership, and willingness to perform.

Possible causes must be supported through evidence rather than accepted simply because they sound reasonable.

F — Figure Out or Find Out the Best Options

Generate and compare interventions that directly address the validated causes.

- Develop multiple alternatives
- Establish decision criteria
- Assess costs, benefits, risks, and feasibility
- Consider stakeholders and sustainability
- Compare short- and long-term consequences
- Select the strongest option or combination of options
- Explain why the recommendation is superior

The goal is not to find the easiest solution. It is to find the most appropriate solution.

U — Use or Utilize the Chosen Solution

Translate the decision into disciplined execution.

- Develop specific actions
- Assign owners
- Provide resources
- Establish milestones
- Communicate expectations
- Manage risks and resistance
- Pilot or test when appropriate
- Implement according to agreed standards

A sound decision without disciplined execution remains only an idea.

N — Notice Flaws Along the Way

Monitor and evaluate whether the solution is producing the intended result.

- Track progress
- Compare actual and expected performance
- Identify delays and weaknesses
- Observe unintended consequences
- Gather stakeholder feedback
- Correct deficiencies early
- Adjust, strengthen, replace, or discontinue ineffective actions

Noticing flaws is not an admission of failure. It is a requirement for responsible improvement.

HAVE FUN — Celebrate Resolution, Learning, and Contribution

When the root cause has been addressed, the problem has been solved, results are sustained, and the case is formally closed, the organization should recognize the achievement.

- Celebrate meaningful improvement
- Recognize contributors

- Reward initiative and collaboration
- Share lessons learned
- Replicate effective practices
- Reinforce confidence in the team's capability

Celebration transforms problem solving from a stressful obligation into a source of learning, pride, motivation, and organizational progress.

PROBLEM-SOLVING AND DECISION-MAKING TOPICS COVERED

Depending on the client's requirements, the program may cover:

1. Problem-solving fundamentals
2. Decision-making fundamentals
3. Critical and analytical thinking
4. Emotional regulation
5. Holding back premature judgment
6. Facts, opinions, assumptions, and interpretations
7. Problem identification
8. Problem-definition statements
9. Present and desired conditions
10. Problem scope and impact
11. Big-picture and systems thinking
12. Stakeholder analysis
13. Cause-and-effect relationships
14. Root-cause analysis
15. Five Whys
16. Cause-and-effect diagrams
17. Process mapping
18. Ms of Management
19. Evidence validation
20. Immediate and systemic causes
21. Corrective and preventive action
22. Creative solution generation
23. Decision criteria
24. Options analysis
25. Decision matrices
26. Cost-benefit thinking
27. Risk-reward analysis
28. Decision-making biases
29. Consensus and decision authority
30. Implementation planning
31. Pilot testing

32. Stakeholder communication
33. Resistance management
34. Monitoring and evaluation
35. Corrective adjustment
36. Preventing recurrence
37. Case closure
38. Lessons learned
39. Recognition and celebration
40. Continuous improvement

COMMON PROBLEM-SOLVING AND DECISION-MAKING MISTAKES COVERED

Participants learn how to avoid:

1. Reacting while angry, afraid, defensive, or frustrated
2. Making a decision before understanding the problem
3. Blaming a person before examining the system
4. Confusing a symptom with the root cause
5. Defining a problem too broadly
6. Defining a problem as the absence of a preferred solution
7. Treating assumptions as facts
8. Searching only for evidence that confirms an existing belief
9. Accepting the first explanation offered
10. Investigating only one possible cause
11. Stopping the Five Whys too early
12. Continuing to ask why after the analysis has become unsupported
13. Listing possible causes without validating them
14. Ignoring environmental or cultural conditions
15. Attributing every problem to manpower
16. Ignoring management, process, measurement, motivation, or resource causes
17. Generating only one solution
18. Evaluating ideas while they are still being generated
19. Selecting the cheapest option regardless of value
20. Selecting the fastest option regardless of risk
21. Choosing the option preferred by the most senior person without analysis
22. Allowing groupthink to replace critical examination
23. Refusing to change a decision because of previous investments
24. Waiting for perfect information when timely action is necessary
25. Failing to clarify who owns the decision
26. Announcing a decision without an implementation plan
27. Assigning action without authority or resources
28. Failing to monitor implementation
29. Hiding flaws or bad news

30. Assuming activity proves effectiveness
31. Continuing an ineffective solution because it has already started
32. Closing the case before results are sustained
33. Failing to document lessons learned
34. Failing to recognize contributors
35. Allowing the same problem to recur without systemic improvement

SAMPLE WORKPLACE SITUATIONS

Training activities may involve:

- Recurring customer complaints
- Delayed service delivery
- Missed sales or productivity targets
- Frequent quality defects
- Excessive rework
- Inventory discrepancies
- Equipment downtime
- Employee absenteeism or tardiness
- Poor coordination between departments
- Delayed approvals
- Repeated data or reporting errors
- Declining customer satisfaction
- Rising operational costs
- Slow turnaround time
- Poor employee engagement
- Low compliance with procedures
- Project delays
- Supplier-performance problems
- Communication breakdowns
- Workload bottlenecks
- Technology or system adoption concerns
- Failed corrective actions
- Decisions producing unintended consequences
- Problems that appear resolved but repeatedly return

Cases may be customized according to the client's industry, operations, target participants, recurring workplace problems, decision authority, and preferred analytical tools.

TRAINING METHODS

Consistent with the MSS **EnterTRAINment®** approach, this **Training on Solving Problems in the Philippines** minimizes lengthy lectures and maximizes analysis, investigation, collaboration, decision simulations, implementation planning, monitoring exercises, feedback, and workplace application.

Training methods include:

- Interactive facilitator-led discussions
- Problem-solving self-assessments
- Emotion and judgment-control exercises
- Fact-versus-assumption challenges
- Problem-statement clinics
- Big-picture mapping
- Root-cause questioning laboratories
- Five Whys exercises
- Ms of Management analysis
- Cause-and-effect mapping
- Solution-generation workshops
- Decision-criteria development
- Weighted decision matrices
- Decision-defense simulations
- Implementation planning
- Monitoring and evaluation exercises
- Case-closure activities
- Recognition planning
- Peer feedback
- Facilitator coaching
- Workplace action planning

TARGET PARTICIPANTS

This **Problem Solving and Decision-Making Training in the Philippines** is suitable for:

- Rank-and-file employees
- Administrative and support personnel
- Technical and functional employees
- Customer-service personnel
- Sales and marketing employees
- Production and operations employees
- Quality personnel
- Project team members
- Team leaders
- Supervisors

- Managers
- Department heads
- Business owners
- Professionals
- Cross-functional teams
- Employees expected to solve recurring workplace problems
- Employees involved in operational, tactical, or managerial decisions

The program may be customized for employees, supervisors, managers, executives, technical teams, service teams, production groups, project teams, quality teams, or mixed organizational levels.

EXPECTED PARTICIPANT OUTPUTS

Participants will complete:

1. Problem-Solving and Decision-Making Self-Assessment

Evaluating:

- Emotional control
- Judgment and bias
- Problem-definition ability
- Root-cause analysis
- Solution generation
- Options evaluation
- Decision confidence
- Implementation discipline
- Monitoring and improvement practices

2. Evidence-Based Problem Statement

Containing:

- Present condition
- Desired condition
- Measurable gap
- Scope
- Frequency
- Impact
- Available facts
- Information still required

3. Big-Picture Problem Map

Showing:

- Affected stakeholders
- Related processes

- Upstream causes
- Downstream effects
- Organizational objectives
- Constraints
- Risks
- Consequences of action and inaction

4. Ms of Management Cause Analysis

Examining:

- Milieu
- Management
- Manpower
- Methods
- Machine
- Materials
- Moments or Minutes
- Money
- Measurements
- Marketing
- Motivation

5. Root-Cause Evidence Matrix

Containing:

- Possible cause
- Supporting evidence
- Contradicting evidence
- Information required
- Cause level
- Validation status
- Responsible investigator

6. Options Evaluation Matrix

Showing:

- Proposed solution
- Root cause addressed
- Impact
- Feasibility
- Cost
- time requirement
- Risks
- Stakeholder effects
- Sustainability
- Weighted score

7. Recommended Decision Brief

Containing:

- Problem
- Root cause
- Options considered
- Decision criteria
- Recommended solution
- Reasons
- Assumptions
- Major risks
- Approval required

8. Solution Implementation Plan

Showing:

- Action
- Responsible owner
- Required resources
- Start and completion dates
- Milestones
- Communication requirements
- Risks and controls
- Evidence of completion

9. Monitoring and Evaluation Scorecard

Containing:

- Expected result
- Indicator
- Baseline
- Target
- Data source
- Review frequency
- Responsible person
- Corrective-action threshold

10. Case Closure and Lessons-Learned Checklist

Confirming:

- Root cause addressed
- Desired result achieved
- Result sustained
- Controls established
- Lessons documented
- Ongoing owner assigned
- Stakeholders informed

**MSS SUCCESS SPACES**

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- Contributors recognized
- Case formally closed

DELIVERY OPTIONS

The program may be delivered as:

- Onsite or face-to-face in-house training
- Live instructor-led online training
- Hybrid training
- Half-day Problem-Solving Essentials session
- One-day Problem Solving and Decision-Making workshop
- Two-day Applied Problem Solving and Decision-Making program
- Problem Solving for Rank-and-File Employees
- Problem Solving for Supervisors and Managers
- Strategic Decision-Making for Leaders
- Root-Cause Analysis Training
- Critical Thinking and Analytical Skills Training
- Corrective and Preventive Action workshop
- Customized workplace problem-solving intervention

A two-day format is strongly recommended when participants must work on actual organizational problems, conduct deeper root-cause analysis, compare several interventions, prepare full implementation plans, and receive detailed facilitator coaching.

RECOMMENDED CUSTOMIZATION INPUTS

The client may provide nonconfidential information regarding:

- Common workplace problems
- Recurring customer concerns
- Quality and process issues
- Productivity or service-delivery gaps
- Current problem-solving procedures
- Decision-making authority
- Approval and escalation practices
- Existing root-cause analysis tools
- Common corrective actions
- Monitoring and evaluation practices
- Target participants' roles
- Desired behavioral and performance outcomes
- Industry-specific examples and terminology

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Confidential employee cases, privileged legal information, protected customer data, trade secrets, and personally identifiable information are not required.

FREQUENTLY ASKED QUESTIONS

What is Problem Solving and Decision-Making Training?

Problem Solving and Decision-Making Training in the Philippines develops participants' ability to define workplace problems, identify root causes, generate solutions, evaluate alternatives, select sound decisions, implement actions, and monitor effectiveness.

Why are problem solving and decision-making combined?

Problem solving requires several decisions, including how the problem should be defined, which causes should be investigated, which solution should be selected, how it should be implemented, and whether it should be continued or improved.

What is the H.A.V.E.F.U.N. Framework?

It is the MSS framework that guides participants to Hold Off or Hold Back Judgment, Analyze or Assess the Problem, Visualize the Big Picture, Enquire into Root Causes, Figure Out the Best Options, Use the Chosen Solution, Notice Flaws Along the Way, and Have Fun by celebrating meaningful resolution, learning, and contribution.

Why does the framework begin with holding back judgment?

Premature judgment can cause people to react emotionally, blame others, accept unsupported assumptions, and apply solutions before understanding the problem. Stepping back improves objectivity and decision quality.

What are the Ms of Management?

The expanded Ms of Management used in the program are Milieu, Management, Manpower, Methods, Machine, Materials, Moments or Minutes, Money, Measurements, Marketing, and Motivation.

Does the program teach root-cause analysis?

Yes. Participants use questioning, Five Whys, cause-and-effect analysis, the Ms of Management, evidence validation, and process examination to distinguish symptoms, contributing causes, and root causes.

Does it cover creative problem solving?

Yes. Participants learn how to generate several alternatives before evaluating them according to agreed criteria.

Does the training cover decision-making biases?

Yes. It addresses confirmation bias, anchoring, overconfidence, groupthink, authority bias, availability bias, sunk-cost thinking, emotional judgment, and preference-based decisions.

Is this suitable for rank-and-file employees?

Yes. The program can be simplified and customized using workplace cases appropriate to the employees' responsibilities and authority.

Is this suitable for managers and executives?

Yes. Managerial versions may place greater emphasis on strategic consequences, risk, competing priorities, stakeholder interests, decision authority, and implementation governance.

Can actual organizational problems be used?

Yes. Participants may work on nonconfidential workplace problems when sufficient information is provided before the training.

Does the program include implementation?

Yes. Participants learn to translate decisions into actions, responsibilities, resources, milestones, risk controls, communication requirements, and performance measures.

Why does the framework end with "Have Fun"?

Problem solving should not end only with technical closure. When the root cause has been addressed and results are sustained, the organization should recognize contributors, celebrate improvement, share lessons, and reinforce confidence in its people.

RELATED TRAINING PROGRAMS

Organizations may also consider:

- Critical Thinking Training
- Root-Cause Analysis Training
- Creative Problem-Solving Training
- Strategic Thinking and Decision-Making Training
- Corrective and Preventive Action Training
- Risk Management Training
- Process Improvement Training
- Lean and Kaizen Continuous Improvement Training
- Project Management Training
- Conflict Management Training
- Effective Business Communication Training
- Data Analysis and Interpretation Training
- KPI Design Training
- Change Management Training
- Leadership and Management Training

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WHY CHOOSE MSS CORPORATION?

Making Strong Success Corporation delivers practical and customizable corporate training programs based on actual workplace, productivity, operational, leadership, communication, quality, and organizational challenges.

Our approach combines:

- The proprietary MSS H.A.V.E.F.U.N. Framework
- Practical critical-thinking principles
- Emotional-control and judgment exercises
- Evidence-based problem definition
- Big-picture and systems thinking
- The expanded Ms of Management
- Root-cause investigation
- Creative solution generation
- Structured decision analysis
- Decision-defense simulations
- Practical implementation planning
- Monitoring and evaluation
- Corrective improvement
- Case closure and lessons learned
- Recognition and celebration
- MSS EnterTRAINment® learning methods
- Workplace action planning

This **Decision-Making Training in the Philippines** is designed not merely to teach participants to complete analytical templates. It develops the discipline to step back, ask better questions, understand the whole situation, identify the true cause, make defensible decisions, execute responsibly, notice flaws, improve continuously, and celebrate meaningful results.

REQUEST A CUSTOMIZED PROGRAM

Organizations searching for **Problem Solving and Decision-Making Training in the Philippines, Training on Problem Solving and Decision-Making in the Philippines, Problem Solving Training in the Philippines, Training on Solving Problems in the Philippines, Decision-Making Training in the Philippines, Making Decisions Training in the Philippines, or Training on Making Decisions in the Philippines** may request a customized program based on their industry, workforce, operating environment, recurring challenges, decision authority, and desired organizational outcomes.

Step back. See clearly. Find the cause. Choose wisely. Act decisively. Improve continuously—and HAVE FUN when the problem is truly solved.