

Give the Problem Before You Give the Process.

A 20-minute practice for seeing how people solve the same problem differently.

Start with the outcome and genuine constraints - not the inherited method.

1 BRING A REAL PROBLEM

Choose a live challenge where there is more than one plausible path to a useful result.

2 NAME THE OUTCOME + NON-NEGOTIABLES

What must be accomplished? Which safety, ethical, legal, policy, or quality boundaries are real?

3 LET PEOPLE SHOW THEIR APPROACH

Before teaching the established process, ask individuals or small groups: How would you solve this?

4 NOTICE THE PROBLEM-SOLVING MOVES

What did people search, connect, test, automate, prototype, ask, or discard? What did they see that others did not?

5 ADD EXPERIENCE + JUDGEMENT

Now introduce history, context, consequences, professional judgement, and why some constraints exist.

6 DECIDE WHAT TO KEEP, CHANGE, OR TEST

Which established practices still add value? What newer approach is worth trying? What will you monitor?

DEBRIEF

Ask: What did the digitally fluent approach make easier or faster? What did experience help us see? Where did judgement change the answer? What should the organization learn from the difference?

Learning from different approaches is more valuable than rewarding imitation.