

## **Solve Problems, Make Sound Decisions**

### **LeaderTrak Lens Integration Session**

#### **One Page Integration Agenda**

Solve Problems, Make Sound Decisions

90 Minute Virtual Integration Session

#### **Purpose**

This integration session reinforces the key concepts from the Solve Problems, Make Sound Decisions course and focuses on helping leaders strengthen their ability to guide others through problem solving and decision making.

Participants will apply the CIDER problem-solving process, explore leadership strategies for developing stronger problem solvers on their teams, and practice structured approaches to analyzing and solving real workplace challenges.

---

#### **Welcome and Session Context**

0:00 to 0:10

- Welcome and connection to the video course
- Reflection on common problem-solving challenges
- The leader's role in building strong problem solvers

---

#### **Problems vs Decisions**

0:10 to 0:25

- Review the relationship between problems and decisions
- Explore the "current state vs desired state" framework
- Identify real workplace problems leaders are facing

---

#### **Leaders Building Problem Solvers**

0:25 to 0:40

- Review leadership behaviors that develop problem solvers
  - Discuss common leadership traps when solving problems for others
  - Explore strategies to build independence and critical thinking
- 

### **Applying the CIDER Problem Solving Process**

0:40 to 1:10

- Review the five steps of the CIDER framework
  - Practice applying the CIDER process to a real problem
  - Explore brainstorming and decision-making techniques
- 

### **Decision Making Approaches**

1:10 to 1:20

- Review different methods leaders use to make decisions
  - Discuss when each decision-making method is appropriate
- 

### **Leadership Commitments**

1:20 to 1:30

- Identify one strategy to strengthen team problem solving
- Capture leadership actions and key takeaways

## Facilitator Integration Outline

Solve Problems, Make Sound Decisions

90 Minute Integration Session

---

### 1. Welcome and Context

0:00 to 0:10

#### Facilitator message

“You’ve completed the video course Solve Problems, Make Sound Decisions.

Today’s session focuses on applying the concepts and tools from the course to real leadership situations.”

Explain

Leaders often get promoted because they are strong problem solvers. However, leadership requires something more:

Helping **others become stronger problem solvers and decision makers.**

This session focuses on how leaders develop those capabilities within their teams.

---

### Opening Discussion

Ask participants

“What types of problems do you find yourself solving most often as a leader?”

Follow up

“Which problems could your team solve without you if they had stronger problem-solving skills?”

Transition

“Let’s begin by reviewing the relationship between problems and decisions.”

---

### 2. Problems vs Decisions

0:10 to 0:25

Explain

A **problem** is the gap between a current state and a desired state.

A **decision** is a commitment to a course of action to close that gap.

Effective problem solving requires decisions about what actions to take.

---

### Discussion prompts

Ask participants

“Think about a recent problem you faced at work.”

“What was the current state?”

“What was the desired state?”

Follow up

“What decisions helped close the gap?”

Key insight

Problem solving often requires **multiple decisions along the way**, not just one final decision.

Transition

“Leaders also play a key role in developing the problem-solving ability of their teams.”

---

## 3. Leaders Building Problem Solvers

0:25 to 0:40

Explain

Many leaders unintentionally limit their teams’ growth by solving problems for them.

Effective leaders instead create an environment that encourages learning and independent thinking.

Examples of leadership behaviors that develop problem solvers include:

- Involving employees in solving problems
- Asking questions instead of giving answers

- Empowering employees to make decisions
- Creating a safe environment for experimentation

These approaches help employees build experience and confidence in problem solving.

---

### **Discussion prompts**

Ask participants

“What do leaders sometimes do that prevents employees from developing problem-solving skills?”

Common responses include

- solving problems too quickly
- giving answers instead of asking questions
- not involving others in decisions

Transition

“One way leaders help others solve problems effectively is by using a clear process.”

---

## **4. Applying the CIDER Problem-Solving Process**

0:40 to 1:10

Explain

One effective framework for problem solving is the **CIDER process**, a five-step approach leaders can use individually or with their teams.

C – Clarify the problem

I – Identify ideas and possibilities

D – Decide on actions

E – Execute the plan

R – Review and evaluate outcomes

---

### **Activity: CIDER Problem Solving Exercise**

Ask participants to think of a real workplace challenge.

Guide the group through the steps.

### **Step 1: Clarify the problem**

Ask

“What is the current state?”

“What is the desired state?”

Encourage participants to clearly define the gap.

---

### **Step 2: Identify ideas and possibilities**

Facilitate brainstorming.

Explain

This step focuses on **generating ideas without evaluating them yet**.

Encourage multiple perspectives and creative thinking.

---

### **Step 3: Decide on actions**

Ask

“What are the pros and cons of each option?”

“Which actions are most likely to close the gap?”

Participants identify the best options to pursue.

---

### **Step 4: Execute the plan**

Ask

“What actions will be taken?”

“Who will do what and by when?”

---

### **Step 5: Review and evaluate outcomes**

Ask

“How will you know if the solution worked?”

“What follow-up actions might be needed?”

Key insight

Problem solving is often **iterative**, meaning leaders may return to earlier steps as new information emerges.

Transition

“Once ideas are generated, leaders must determine how decisions will ultimately be made.”

---

## **5. Decision Making Approaches**

1:10 to 1:20

Explain

Leaders can use different decision-making approaches depending on the situation.

Examples include:

Autocratic

Leader decides.

Inclusive

Leader gathers input before deciding.

Participative

Group recommends, leader decides.

Democratic

Group votes.

Consensus

Everyone supports the decision.

Delegated

Decision authority is given to others.

---

## **Discussion prompt**

Ask participants

“When might each decision-making approach be appropriate?”

Key insight

Strong leaders **communicate decision-making methods clearly** to avoid confusion or frustration.

---

## 6. Leadership Commitment

1:20 to 1:30

Ask participants to capture three reflections:

- 1 One way they will strengthen problem solving within their team
  - 2 One way they will use the CIDER framework in their leadership
  - 3 One leadership behavior they will change to avoid solving problems for others
- 

## Closing Reflection

Ask

“What is one idea from today’s session that will help you become a stronger leader?”

Close with

“Great leaders are not defined by how many problems they solve themselves, but by how many problem solvers they develop.”



## Optional Activity

### CIDER Group Problem Solving Simulation

LeaderTrak Lens Integration Activity

Solve Problems, Make Sound Decisions

Time Required

30 minutes

Purpose

This activity allows participants to practice the **CIDER problem-solving framework** while working collaboratively on a real workplace challenge.

Participants will learn how to guide others through structured problem solving rather than solving problems for them.

---

### Activity Setup

Break participants into **small groups of 3–4 people**.

Each group will:

1. Select **one real workplace problem**
  2. Work through the **CIDER framework**
  3. Present their recommended solution
- 

### Step 1

Select a Real Problem

Time: 5 minutes

Each participant briefly shares **one real problem from work**.

Examples might include:

- Missed deadlines on a team project
- Low employee engagement
- Poor cross-department communication

- Customer complaints increasing
- Team conflict around responsibilities

The group selects **one problem to solve together**.

Ask the person whose problem is selected to act as the **subject matter expert**.

---

## Step 2

Clarify the Problem (C)

Time: 5 minutes

The group helps define the **current state and desired state**.

Ask the group to answer:

Current State

What is happening now?

Desired State

What should be happening instead?

Other clarifying questions

- What do we already know about the problem?
- What have we tried so far?
- What obstacles are in the way?
- What happens if we do nothing?

Facilitator note

Encourage the group to **focus on the real problem, not just symptoms**.

This step is often the **most important step in the entire process**.

---

## Step 3

Identify Ideas and Possibilities (I)

Time: 5 minutes

The group now **brainstorms possible solutions**.

Rules for brainstorming:

- Generate as many ideas as possible
- No criticizing or evaluating ideas
- Encourage creativity and new perspectives
- Build on each other's ideas

Prompt questions

- What are all the possible ways we could address this?
- What ideas might work even if they seem unconventional?

Record all ideas.

---

#### **Step 4**

Decide on Actions (D)

Time: 7 minutes

Now the group shifts to **critical thinking and evaluation**.

Review the brainstormed ideas and ask:

- What are the pros and cons of each option?
- Who would be impacted by this decision?
- What resources or constraints exist?

The group selects **2–3 actions to pursue**.

---

#### **Step 5**

Execute the Plan (E)

Time: 4 minutes

Define the execution plan.

Ask the group to determine:

- Who will do what?
- By when?
- Who is the final decision maker?

Encourage participants to make actions **specific and measurable**.

---

## **Step 6**

Review and Evaluate (R)

Time: 2 minutes

Ask:

How will you know if the solution worked?

What follow-up will occur?

Possible follow-up measures include:

- performance metrics
- employee feedback
- customer satisfaction
- project milestones

---

## **Group Debrief**

Time: 5–7 minutes

Bring everyone back together.

Ask groups to briefly share:

- The problem they solved
- One solution they recommended
- One insight from using the CIDER process

---

## **Facilitator Debrief Questions**

Ask the group:

What step in the process was easiest?

What step was most challenging?

What did you notice about how the process changed the discussion?

How could you use this process with your team?

---

### Key Learning Point to Emphasize

Close the exercise with this message:

Many leaders try to **solve problems quickly**.

However, effective leaders focus on **developing problem solvers**.

A structured framework like **CIDER** gives leaders a simple way to guide others through critical thinking, creativity, and sound decision making.