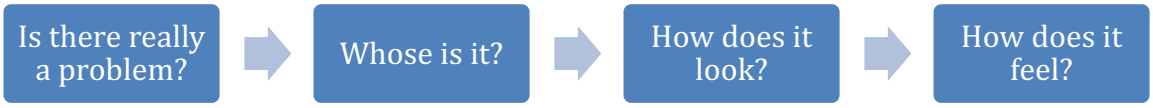
PROBLEM IDENTIFICATION

In order to solve a problem, it is first necessary to carry out its identification, the identification of a problem has two objectives:

1. Define the problem clearly and comprehensively for group members

2. The group must define the desired condition to be achieved through its solution.

The first step to identify a problem is to define the perception of the problem, for which the following questions can be used:



This phase consists of investigating, probing, if everything that involves taking the problem and delimiting its area, sometimes there are no symptoms of problems other than a certain perception that indicates its existence, such as, for example, when customers are not buying our product, this is why it is necessary to find out what the problem is.

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Perception-signs

- One of the mistakes of administrators is that they neglect the projection by devoting more attention to certain urgent matters.
- Those involved in the problems feel frustrated
- Conflicts arise
- The organization looks disoriented
- It is time to do a survey because there is no clarity in the problem and only some symptoms are perceived

The perception of the problem has a close connection with its subsequent definition and analysis. It is required to attend three phases in the stage of perception of the problem:

1. Understand the problem through analysis
2. Get a deep definition of the problem
3. See it and accept it entirely.

In this phase the main objective is for the whole group to recognize that a problem exists, accept it and agree to try to solve it. It is of utmost importance that all the members of the group show their support, that they get involved in order to face it.

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In order to identify a problem, you must first properly identify it, avoiding the confusion that it could be a symptomatic or essential problem, to achieve this, you must make a description as it really is and avoid working on the wrong problem.

Making the correct identification of the problem guarantees having 50% of its solution, it is an essential and important step for the process, although one of the most difficult, hence the phrase that it is better to find mediocre solutions to real problems, than to find optimal solutions for fictional problems.

It is very important to attend and record the points of view of all the members, since there are different visions of the problem, by doing this, it is easier to discover areas that could be invisible, but be the real cause of the problem.

Identifying the problem implies clearly establishing the desired conditions or minimum requirements that the decision must meet, for example, if the following is stated: "quality has difficulties", this statement is very general and does not facilitate understanding by the not having clarity, however if it is specified in this way: "Only 60% of the production is first class", it would be formulated with greater clarity and this would allow establishing the desired condition in the following way: "raise up to 80% first-class quality production¨.

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There is a procedure to carry out the identification and selection of problems, which uses techniques and instruments, which are described in detail below.

PROCEDURE FOR THE IDENTIFICATION AND SELECTION OF PROBLEMS

1. Prepare a list of potential problems using any method of generating ideas.

Through the generation of ideas, an attempt is made to obtain a wide range of problem areas for the group to consider.

2. Review, combine, integrate and classify.

In this step the production of ideas is processed in order to verify that all the members are understanding each one of them, clarifying and modifying the list through the fusion of ideas, (where two ideas can become one). In this process the members define the problems with great precision and the conditions as they exist.

The next thing to do is reduce the list of ideas in order to obtain such a manageable figure and also locate the fundamental problems on which you want to work, using questions that serve to define such as:

Does the group have control over the problems and their solutions?

Is it important to solve the problems?

Does the group have the necessary resources to solve them? (people money, equipment, etc.)

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These questions allow you to specify those problems that have no solution at the moment.

To reduce the list, we can use square brackets [] enclosing the ideas that have not been selected, leaving only the ideas that are not enclosed in square brackets. This is done with the intention that the group can continue to see the unselected ideas, and if necessary be able to use them if considered.

Reducing the list is a technique used to find an agreement among the group and to achieve this, a criteria evaluation model can be used, made up of factors that can be assessed through scale such as filter questions, as well as the time take to solve the problems or your expected benefit, there are also other instruments to get consensus, such as weighted voting, paired comparisons, cost-benefit and balance sheets.

Referencia

García, G, Zayas, E. *El proceso de solución de problemas. [The process of the problem solution]* Recuperado de http://biblioteca.utec.edu.sv/siab/virtual/elibros_internet/55764.pdf