Move

Problem-Solving & Decision-Making

Move forward with your priorities

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This section aims to introduce a clear and fast process for problem-solving. A lot of the time, decision-making processes are not needed, but sometimes structured tools can be really useful, particularly when energy is being drained by lengthy discussions which are not resulting in action. The following activity is designed for groups, but you can also adapt it for working on your own.

We will work with your chosen priority topic and put it through a process known as 'The Lightning Decision Jam' or LDJ*. The LDJ exercise creates an easy way to make faster decisions and find a quick direction.

When used in a group, the LDJ is a great way to capture everyone's ideas, not just the most confident speakers. It helps with injecting some pace when things are feeling stuck and helps you consider and evaluate a wide variety of ideas quickly.

The process guides you through a way to clearly define the problem to be solved, create a variety of collaboratively generated potential solutions, asses these using an impact effort matrix and then generate an action plan to test out the chosen solution. You should allow at least an hour to work through all the steps.

Activities

The Lightning Decision Jam

1. Sailboat
2. Reframing
3. Solutions
4. Effort impact matrix
5. Action steps

60 mins

A note on the LDJ!

The LDJ works best when there is a problem to be solved, decisions to be made or challenges to be discussed or explored. It's best to begin with a broad topic. For example - Improving the working environment, Increasing productivity or generating more sales or income.

*The LDJ is an exercise created by AJ&Smart as an easy way to make faster decisions and find a quick direction. The LDJ is inspired by the core principles of the design sprint (developed by Jake Knapp during his time at Google Ventures).

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LDJ Step 1 - Sailboat

Instructions

Move

You will need:

- Around 15 mins
- The sailboat canvas or a larger sheet of paper if working in a group
- Small or medium sticky notes
- Sticky dots if working in a group
- Pens or pencils

15 mins

Example Priority Topic → Day-to-day teamwork & productivity

Example Goal → To complete this project in May as a positive, energised team that looks forward to working together again.

Step 1:

Select a topic which you are going to focus on for this activity.
If you have moved through the map section of the toolkit, use your selected priority topic. **Decide on a goal related to that topic**, write it at the top of the canvas or on a sticky note and post it where you can see it.

Step 2:

Working silently, without discussion, spend 5 mins writing down all the positive elements currently moving you towards the goal and post or write them on the top half of the canvas.

Step 3:

Now spend 5 mins identifying issues or elements which are currently holding you back from your goal and post them on to the bottom half of the sailboat canvas.

Step 4:

Take time to read all the notes, then circle the issues you feel are holding you back the most. Choose up to three. If you are working in a group, use sticky dots to vote and decide on the most critical issues. Use no more than three dots each.

Step 5:

Now, go and get a cup of tea; when you return, it's time to reframe things and generate some ideas!

Notes on goal setting!

Frame your goal in the positive. e.g. "I want a job that I love" rather than "I want a that I don't hate"
Keep it outcome-focused - what do you want to achieve as a result of meeting your goal?
Keep it concise - try and articulate it in a short sentence.
Time frame - this doesn't have to be a strict deadline, but deciding a timeframe is helpful.
Think about the impact - a great incentive to wanting to achieve a goal is thinking about the impact. How will you feel, and what do you imagine will be different when your goal is achieved?

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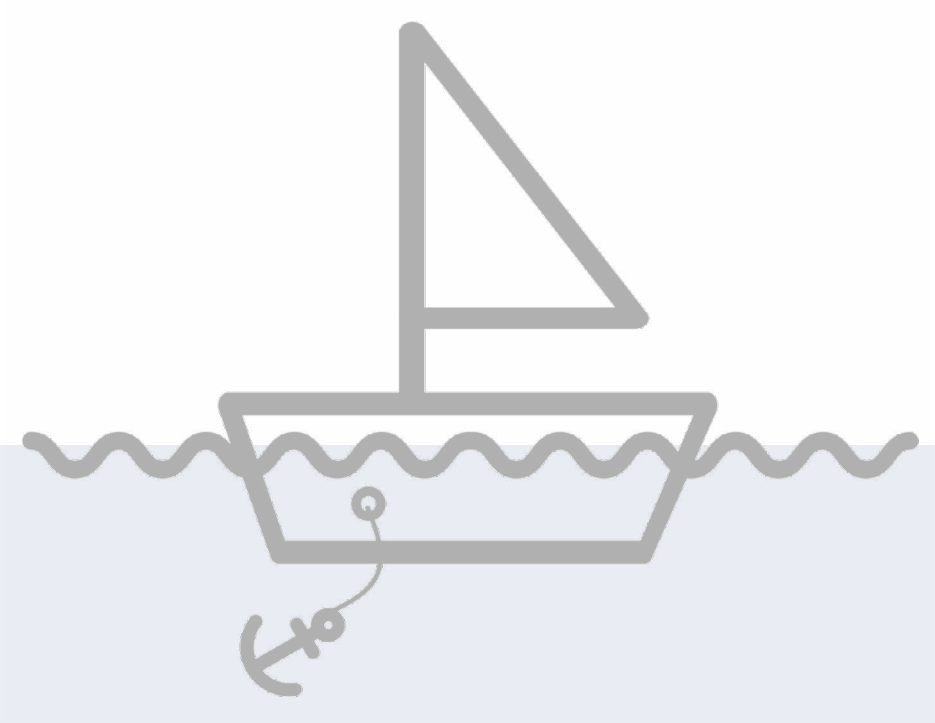
1. Sailboat

Canvas

The goal is...

What is moving you towards your goal?



What is holding you back from achieving your goal?

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LDJ Step 2 - Reframing

Instructions

Move

You will need:

- Around 15 mins
- The reframing canvas
- Small or medium sticky notes
- Sticky dots
- Pens or pencils

15 mins

Step 1:

Write the main goal at the top of the reframing canvas - it's good to keep this in mind while you work!

Step 2:

Take the top three issues you identified in the sailboat activity and stick them at the top of the reframing canvas.

Step 3:

Now, try to transform each issue into a positive challenge statement. Try this several times until you are happy with the wording. Start each challenge statement with "How Might We..." (See example opposite)

Step 4:

When you have spent a few mins creating challenge statements for each issue, select the one you feel ready to tackle today. Place it at the top of the next canvas.

Example Goal → To complete this project in May as a positive, energised team that looks forward to working together again.

Example top voted issue → The messy, disorganised work space is holding us back from our goal

Example Challenge Statement → How Might I/We... Create a space which we all enjoy working in?

Top Tip!
Avoid providing possible solutions within the challenge statement, e.g. "H.M.W. create a clean, organised workspace." Keep the challenge as open as possible to encourage lots of potential creative solutions. Remember to focus on the main goal!

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2. Reframing

Canvas

The goal is...

Top-voted issues here

1.

How Might I/We.....?

2.

How Might I/We.....?

3.

How Might I/We.....?

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LDJ Step 3 - Generating solutions

Instructions

Move

You will need:

- Around 5-10 mins
- The generating solutions canvas or larger sheet of paper if needed
- Small or medium sticky notes
- Sticky dots
- Pens or pencils

5-10 mins

Step 1:

Write the main goal at the top of the solutions canvas - it's good to keep this in mind while you work!

Step 2:

Take the selected top challenge statement and stick it at the top of the solutions canvas.

Step 3:

Set a timer for 5 mins - Setting a time limit will help focus your mind and generate momentum!

Step 4:

Read the goal aloud, followed by the challenge statement, then start the timer. Spend 5 mins writing down on sticky notes as many possible solutions as you can think of. Push yourself to keep writing to the end, even if the solutions start to feel outlandish!

Step 5:

Stand back and admire your work! - If working in a group, read all the generated solutions and remove duplications.

Top Tips!

Ensure you only write one idea per sticky note - this will be important for the next step!

If in a group, work without chat to allow everyone to concentrate - feel free to select music to play if that helps people to focus.

If you have hundreds of possible ideas, choose the top 10. If working in a group, you can vote using sticky dots - limit them to 5 dots per person.

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3. Solutions

Canvas

The goal is...

Top challenge here

1. How Might I/We.....?

Solution ideas here!

Spread out onto more paper or the wall if you need to!

LDJ Step 4 - Effort Impact Matrix

Instructions

Move

You will need:

- Around 10-15 mins
- The 'Effort Impact Matrix' & 'Action Steps' canvases or larger sheet of paper if needed
- All your wonderful solution ideas on sticky notes
- Sticky voting dots

10-15 mins

Step 1:

Write the main goal at the top of the Effort Impact Matrix canvas - it's good to keep this in mind while you work!

Step 2:

Take 2 mins to read all the possible solutions to your chosen challenge, then select the ones you feel will have the most impact on solving your challenge. If you are in a group, allow more time and use sticky dots to vote for the top solutions.

Step 3:

Take each top-voted solution in turn and assess it against your effort impact matrix. Decide where you think it should be placed. If in a group, one person should hover the post-it note, and you should decide as a group, first on the effort you think it will take, then on the impact you think it could have.

Step 4:

Take the suggestions from the top left quadrant (those with the highest impact and lowest effort) and create action steps for testing these solutions on the 'testing action' canvas. Choose actions which will take less than two weeks to complete, as this is about testing a direction to see if it brings results. If working in a group, assign actions to individuals and set a deadline.

Top Tip!

Remember, this process is for tricky issues you may be stuck with or have been holding you back for a while, so schedule a time to check your progress and see if the actions you are testing are moving you toward your goal. If not, try testing different solutions!

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4. Effort Impact Matrix

Canvas

The goal is...

Do Now

Make a Project

Make a Task

Ignore for Now

Impact

Effort

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4. Action Steps

Canvas

The goal is...

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Actions

1.

What

How

Who

When

2.

What

How

Who

When

3.

What

How

Who

When

And Finally...

Well Done!

You have completed the collaboration toolkit.

We hope that you have found it useful!
Keep experimenting with it and adapting activities to suit your needs.
You should now have some useful elements to help you take your project or initiative forward with confidence!

- **A set of individual or shared values**
- **An approach framework showing your ethos around culture, structure and growth**
- **The beginning of a manifesto to share your values and ethos**
- **A set of priorities to move forward with**
- **A clear goal related to your priority topic**
- **A set of actions to test related to your goal**

Access the toolkit on digital white board via this link!

Miro Board

Now, go forth and get good stuff done!

If you are interested in a facilitated session using any part of the toolkit, please contact:
Stacey Toner at: stacey@morayartsdevelopmentengagement.org
Or Caroline Inckle at caroline@studioconstella.co.uk

The AIM Collective is a collective of Moray-based art organisations (Dance North, M:ADE, wildbird and The Moray Way Association) working in collaboration with artists and communities. AIM was part of the National Culture Collective from 2021 - 2023. The Toolkit was developed as part of an Arts in Moray (AIM) collaborative research residency between Stacey Toner of M:ADE and Caroline Inckle of Studio Constella.