

## The Art of Diagnosis: Solving the Right Problem the First Time

### Session Details

Faculty:	Dr. Jackson Nickerson	Date:	Thursday, June 14, 2018
Location:	Bellevue Club 11200 Southeast 6th, Bellevue, WA 98004	Sign In:	8:30 AM
Phone:	(425) 455-1616	Session:	9:00 AM - 4:00 PM

### Session Description

The Art of Diagnosis provides new insights into how individuals and teams can solve the right problem the first time. The critical challenge is that all too often when tackling problems, individuals and teams suffer from a set of biases and impediments that cause them to focus prematurely on problem solving and "jump to solutions". In contrast, this program focuses on the art of comprehensively formulating problems before solving them. Participants will learn a variety of specific and proven processes to help them and their teams solve the right problem the first time.

### Biography

Dr. Jackson Nickerson is the Frahm Family Professor of Organization and Strategy at Washington University in St. Louis Olin Business School. He also is the Associate Dean and Director of Brookings Executive Education and a Senior Non-resident Scholar in Governance Studies at the Brookings Institution. A prior systems engineer at NASAs Jet Propulsion Laboratory with a BSME from Worcester Polytechnic Institute and an MSME from U.C. Berkeley, Jackson combines his engineering systems knowledge with an MBA and Ph.D. in Business Strategy both from U.C. Berkeleys Haas School of Business. He is a globally recognized expert in organization design and its performance implications as well as in critical thinking for business decisions, for which the Olin Business School won the inaugural MBA Roundtable Innovators Award. He also is the creator of Leading Thinking, a new approach for developing leaders taught through Brookings Executive Education. Jackson has published numerous papers in leading academic journals and is the author or editor of four books. His latest book is entitled *Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities* (Brookings, 2014). He consults with business, government, and nonprofits on problem diagnosis, strategy, and leading change. In addition to serving on corporate boards, Jackson is a co-founder and business director of NFORMD.NET, a new media company that provides sexual assault prevention programs to universities and the U.S. Army.

### Guide to Participant Selection

Department	Admin	Distrub	Engr	Finc	H.R.	Legal	Mktng	IT	Or	Plng	Pchsg	R&D	Sales
<b>Senior Executive</b> (Pres. Exec & Sr VP)	2	2	2	2	2	2	2	2	2	2	2	2	2
<b>Executive</b> (VP & Gen'l Mgr)	2	1	1	1	1	2	1	1	1	1	1	2	1
<b>Senior Managers</b> (Div & Reg. Mgrs)	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>Middle Managers</b> & Superintendents	2	2	2	2	2	2	2	2	2	1	2	2	2

## Time Allocation - Topics

10% Why is solving the right problem the first time important?

20% Why don't individuals and teams often fail to solve the right problem?

20% How can individuals figure out what the right problem is?

20% How can teams figure out what the right problem is?

20% How can you reprogram your brain to avoid common biases and impediments to solving the right problem?

10% What can you do to impact your organization tomorrow?

## Focus

Primary - Leadership Development

Secondary - Planning/Organizing

Tertiary - Executing/Controlling/Evaluating

## Level

Introductory

Intermediate

Advanced

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