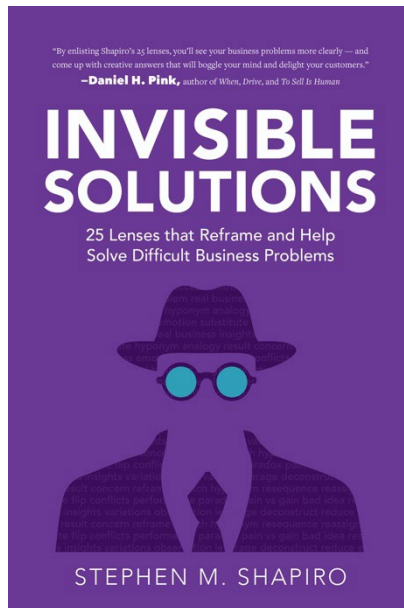


SOLVING DIFFICULT PROBLEMS DURING DIFFICULT TIMES



During these challenging times, organizations have more complex problems than ever. Stephen Shapiro's latest book, *Invisible Solutions*, provides a practical tool that can help any business solve these difficult problems.

To drive change and innovation, you need an effective and systematic approach to solve your most complex challenges.

To find better solutions, you need to first ask better questions. The questions you ask determine which solutions you'll see and which will remain hidden.

This interactive virtual experience contains the formulas to reframe any problem multiple ways: twenty-five lenses that help you gain different perspectives. Packed with powerful stories and practical tools, this presentation will enable everyone on your teams to start mastering any challenge.

This session will help you...

- discover why we are hardwired to ask ineffective questions and how to work through those barriers
- understand the power and importance of well-defined questions
- reframe any problem multiple ways to help you find the optimal solution

You won't just leave with new concepts; you will have powerful tools you can apply every day.

EVENT STRUCTURE

Stephen doesn't just present the content; he makes sure that the audience fully experiences it. His goal is to ensure that everyone derives value and can immediately apply his approach. All attendees receive his 25 problem-formulation lenses. Optional: He can create a password protected webpage specifically for your event, where attendees can download resources, PDFs, videos, tools, videos, and other useful information.

To drive the greatest impact, he uses a four-step process during his sessions:

1. **Presentation:** This is the standard presentation portion. He shares stories, frameworks, and the 25 lenses tool. This is done using enhanced broadcasting tools that create a powerful and engaging experience.
2. **Demonstration:** Next, to show how his tools can be used, he has someone sit in the "hot seat." He has an audience member share a problem they have, and then he uses the 25 lenses real-time to solve their problem. (see the screenshot below)

3. **Application:** Now that everyone has seen the content demonstrated, it is now time for the audience to try it out for themselves. He sends attendees to breakout rooms where everyone uses the 25 lenses to solve (or more accurately, reframe) their own problems. *(this step is dependent on time and platform)*
4. **Reflection:** Finally, he brings everyone back to reflect on what worked and where they struggled. He talks about how they can continue to apply the lenses in the future. This also involves real-time Q&A with one final story to close. *(this step is dependent on time and platform)*

The screenshot shows a presentation slide titled "The 25 Lenses" from the book "Invisible Solutions" by Stephen M. Shapiro. The slide is divided into three main sections: "Change Perspective", "Zero-In", and "Switch Elements". Each section contains a list of lenses with their descriptions. A video inset on the right shows a man speaking, likely the presenter.

Change Perspective

- 11. **Resequence:** How can we delay a decision until later in the process when we have more or better information? How can we make a decision earlier in the process, before we have all the necessary information? How can we perform multiple tasks in parallel?
- 12. **Reassign:** Who else could perform this task? How can we generalize the question so that it does not imply anyone in particular? How else might this task be accomplished (e.g. via automation)?
- 13. **Access:** How can we change ownership words to "access" words, such as "find," "subscribe," "lease," or "use"?
- 14. **Emotion:** How can we shift from corrective words such as "improve," "fix," or "reduce," to a more aspirational goal? How can we reframe the challenge in a way that stimulates solvers from an emotional perspective?
- 15. **Substitute:** How can we swap out one or more words in the problem statement for different terms?

Zero-In

- 21. **Real Problem:** Do we really know the underlying problem we want to solve? Are we solving the root cause of the problem?
- 22. **Real Business:** What business are we really in? Who are our real customers? What new technology can make us irrelevant?
- 23. **Insights:** What data would help reframe the question or provide insight into better solutions?
- 24. **Variations:** If your question implies that all customers/situations are treated the same, ask, "How can we address exceptions or past cases in different ways?"
- 25. **Observations:** Instead of asking our customers what they want, how can we observe them?

Switch Elements

- 16. **Flip:** How can we turn the problem upside down by improving a different factor?
- 17. **Conflict:** How can we design the challenge to allow for and embrace conflicting attributes?
- 18. **Performance Paradox:** What can we focus on other than the outcome?
- 19. **Pain vs Gain:** What is the pain we need to solve? What might be lost if we don't solve this problem?
- 20. **Bad Ideas:** How can we turn a bad idea into a good one? What will give you what you don't want—and then do the opposite?

The 25 Lenses are from the book *Invisible Solutions* by Stephen M. Shapiro.

You can learn more about the book at: www.InvisibleSolutionsBook.com.

You can download your own copy of this cheat sheet at: www.InvisibleSolutionsResources.com.

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(screenshot of the hot seat in action)

ABOUT STEPHEN SHAPIRO

For 25 years, Stephen Shapiro has presented his provocative strategies on innovation to audiences in 50 countries. During his 15-year tenure with the consulting firm Accenture, he led a 20,000-person innovation practice. He is the author of six books, including his latest: *Invisible Solutions: 25 Lenses that Reframe and Help Solve Difficult Business Problems*. His Personality Poker® system has been used around the world to create high-performing innovation teams. In 2015 he was inducted into the Speaker Hall of Fame.

