NAVIGATING ISSUE RESOLUTION IN PROPOSAL MANAGEMENT

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AGENDA

- Introduction

- Issues Overview

- Methodology for Addressing Issues

- Role of Leadership in Issue Resolution

- Issue Resolution Steps

- Example: Issue Solving

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INTRODUCTION TO ISSUE RESOLUTION

- Issues are inevitable in any company.

- Examples: Tight deadlines, team dysfunction, and unexpected changes in client requirements.

- View issues as opportunities for growth and innovation.

- Success is tied to our ability to Identify, Discuss, and Solve the most important issues.

METHODOLOGY FOR ADDRESSING ISSUES

IDS = Identify, Discuss, and Solve*

*DEVELOPED BY GINO WICKMAN. FOR MORE INSIGHTS INTO THIS USEFUL SYSTEM READ HIS BOOK, TRACTION.

THE ROLE OF LEADERSHIP IN ISSUE RESOLUTION:

1

Cultivate teams that are comfortable:

- Bringing up and probing issues
- Providing recommendations to solve issues.

2

Foster a supportive environment.

- It is not about placing blame.
- You're looking for solutions.

3

Provide tools, resources, and autonomy.

STEP 1:

IDENTIFY THE ISSUES

- Start time-limited discussion (10 minutes) on issues.

- Assign a moderator
  - Keeps discussion on track and
  - Records key points.

- Encourage all team members to bring forward any issues they face.

- Record each issue on an "Issues List".

- Prioritize the issues based on impact.

STEP 2: DISCUSS TOP ISSUE

- Have a time-limited discussion (20 minutes) on the top issue.

- Moderator keeps discussion on track and record key points.

- The person who reported issue explains:
  - Why it is an issue,
  - Its impact on the organization, and
  - What they have done to address it.

- Each team member ask questions about issue.

- Refrain from recommending solutions.

- Clearly understand the root cause of issues.

- Pinpoint the root cause of issue using the "5 Whys" technique.

THE 5 WHYS TECHNIQUE

- Simple, yet powerful tool for uncovering an issue's root cause.

- Involves asking "Why?" five times to drill down into the real issue.

- Move beyond symptoms and discover the true underlying problem.

- Once the root cause is identified, the group can discuss and solve it.
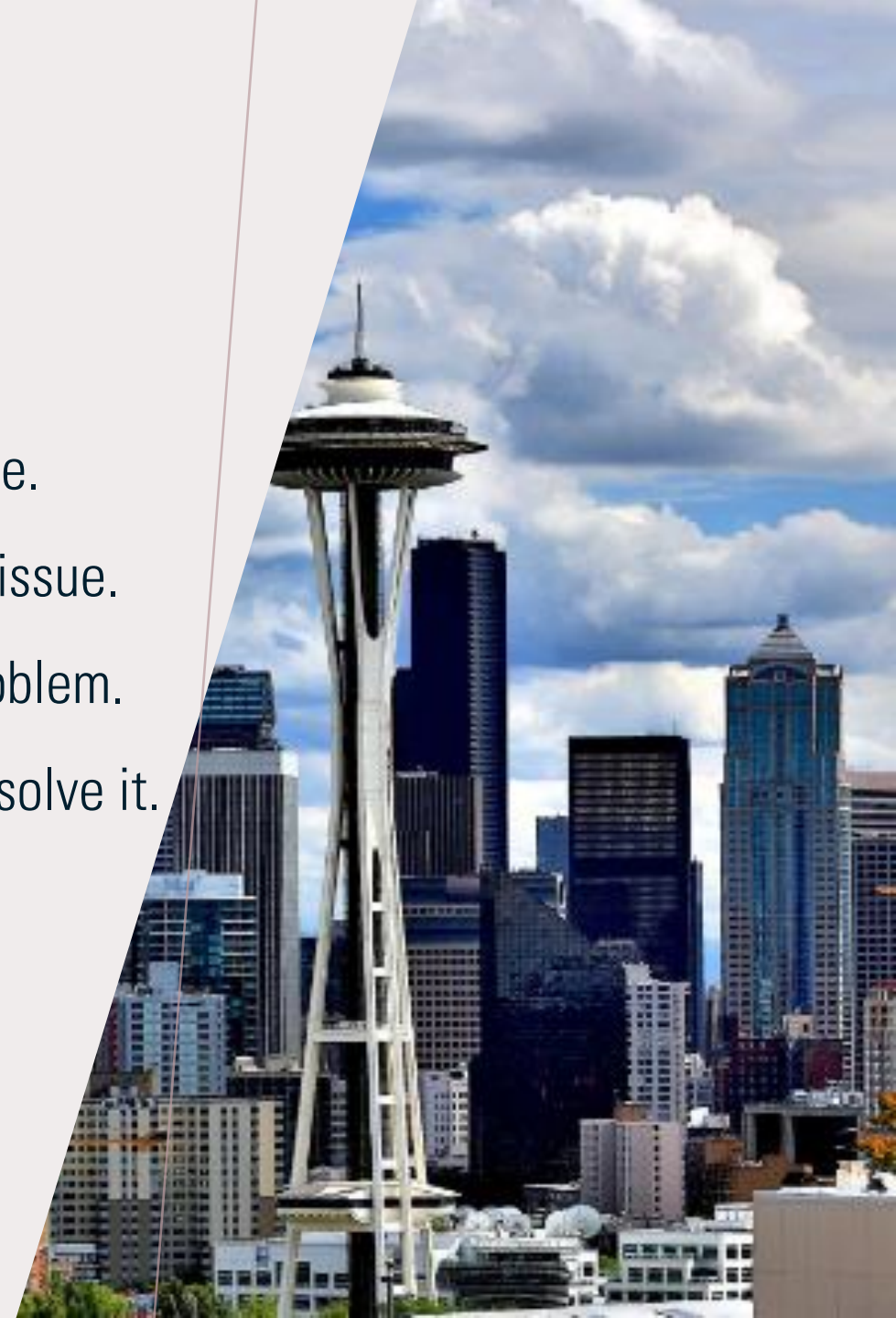
EXAMPLE OF THE 5 WHYS TECHNIQUE

Let's say the problem is: **"We don't have enough time to complete our proposals."**

- **Step 1.** We ask "Why?"

  - Answer:

- **Step 2.** We ask "Why?"

  - Answer:

- **Step 3.** We ask "Why?"

  - Answer:

- **Step 4.** We ask "Why?"

  - Answer:

- **Step 5.** We ask "Why?"

  - Answer:

- **Root Cause Identified**

STEP 3:

SOLVE THE TOP RANKED ISSUE

- Use a moderator to keep on track and record key points.

- Have a time-limited discussion (20-25 minutes)

- Brainstorm and evaluate solutions; choose one

  - Designate a decision-maker if consensus isn't reached.

- Develop a plan of action using SMART criteria: Specific, Measurable, Achievable, Relevant, Time-bound.

- Ensure accountability: assign one person to be responsible for actions and weekly progress report.
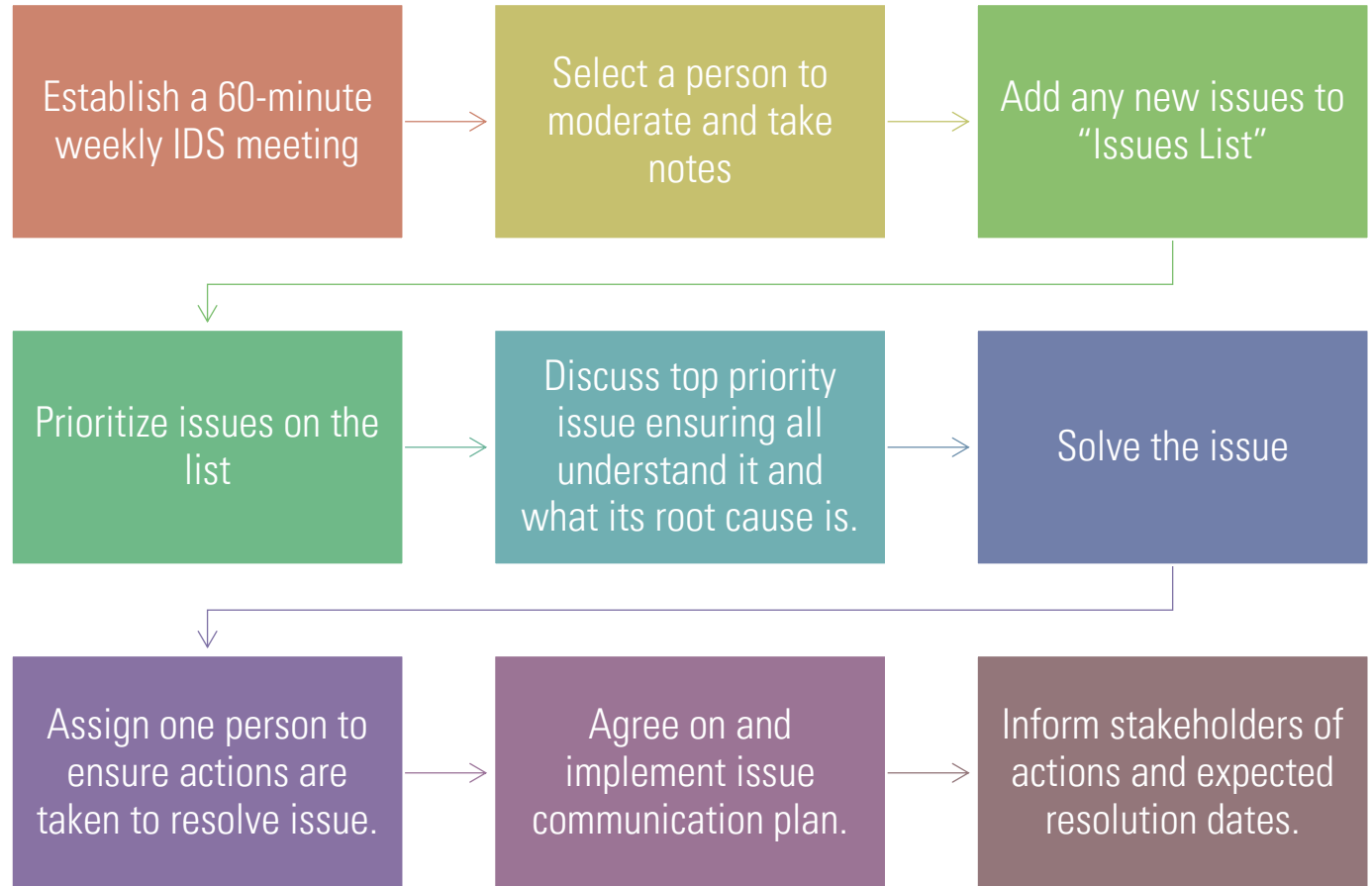
STEP 4:

CONCLUDE IDS MEETING:

- Timeline – 5 minutes

- Review all agreed actions.

- Develop a stakeholders' communication plan to inform them of outcomes, plans, and estimated resolution dates.

IDS MEETINGS OVERVIEW

Establish a 60-minute weekly IDS meeting → Select a person to moderate and take notes → Add any new issues to "Issues List"

Prioritize issues on the list → Discuss top priority issue ensuring all understand it and what its root cause is. → Solve the issue

Assign one person to ensure actions are taken to resolve issue. → Agree on and implement issue communication plan. → Inform stakeholders of actions and expected resolution dates.

REAL-LIFE ISSUE SOLVING EXAMPLE:

- **Issue:** The Bid/No Bid decision was taking too long, reducing the time to prepare proposals.

- **Root Cause:** It was agreed that too many people were involved in the bid/no bid decisions.

- **Discuss:** An active discussion occurred in which a multitude of questions were asked.

- **Solution:** The BD Department provides recommendations and justifications.

    - The rest of the bid/no bid decision team reviews within a set deadline and only intervenes if they disagree.

- **Result:** Expedited decision-making and increased authority for the BD team, while the decision makers only spent time on disagreements.

CONCLUSION

- Issues are opportunities in disguise that are a natural part of business.

- Keep an active and prioritized list of issues.

- Ensure you have identified the issue's root cause.

- Discuss and resolve the most important one weekly.

- This process requires effective team communication.

- Assign one person to own implementing solution.

- Each resolved issue strengthens your company.

Q & A

THANK YOU

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