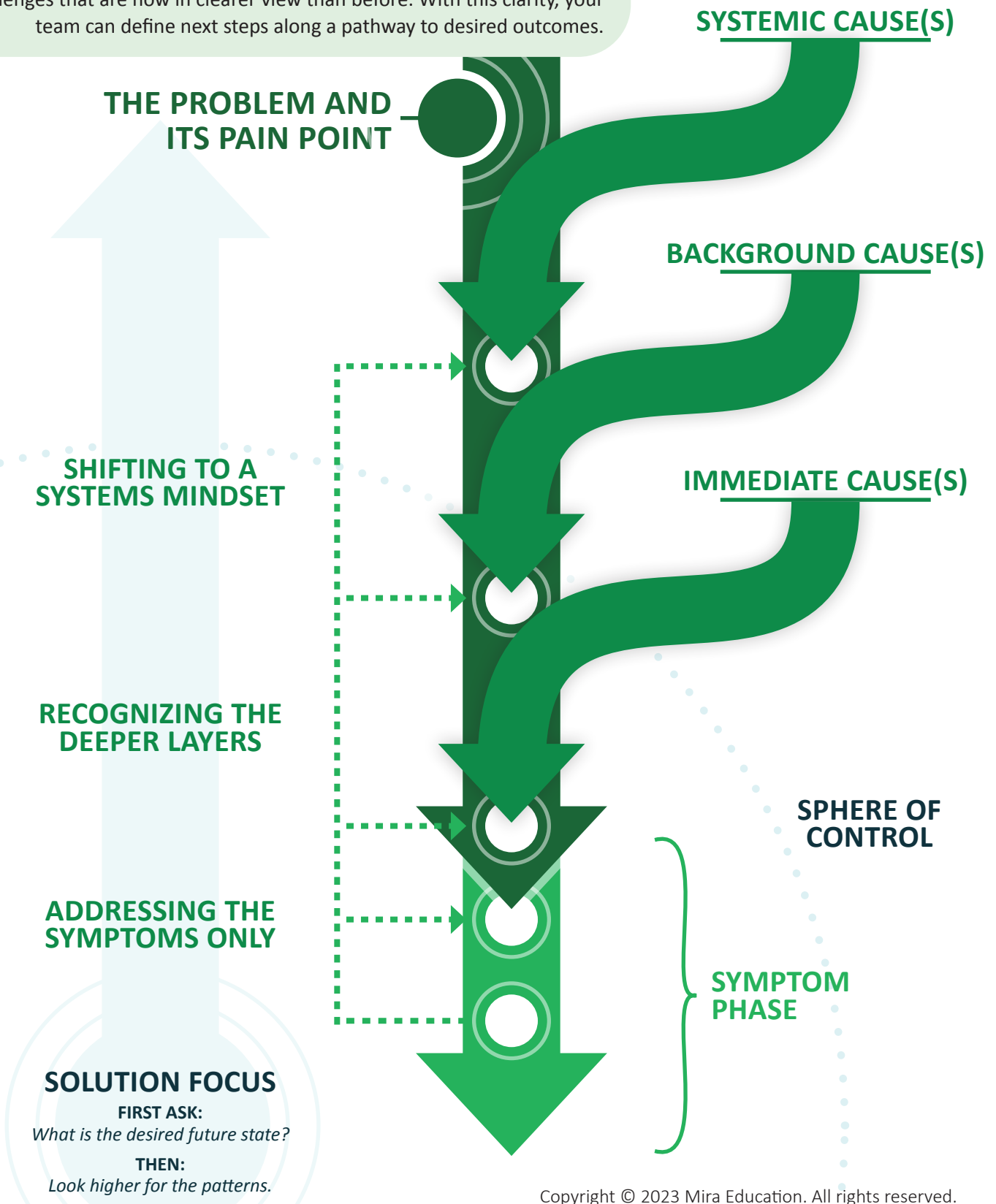


COACHING FOR PROBLEM-SOLVING

Using this resource, teams can begin to separate the symptoms from the potential root causes of a problem. The next step is to prioritize the challenges that are now in clearer view than before. With this clarity, your team can define next steps along a pathway to desired outcomes.



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COACHING FOR PROBLEM-SOLVING

BEFORE YOU BEGIN

Remember that the goal for your team is to arrive at a clear problem of practice through structured reflection; it's not enough to simply *identify* causes and additional pain points (the white dots). Your team's problem of practice should address the causes identified.

THE PROBLEM AND ITS PAIN POINT

SYSTEMIC CAUSE(S)

What do we *don't know we don't know*: other perspectives and experiences outside our own that push our thinking?

BACKGROUND CAUSE(S)

What do we *know we don't know*: the data we need to collect on the problem?

SHIFTING TO A SYSTEMS MINDSET

ADDRESSING THE SYSTEMIC CAUSE(S)

Not everything is going to be within the sphere of our team's control, but our team can only make sustained change once we have identified our problem of practice from the highest level possible.

IMMEDIATE CAUSE(S)

What do we *know we know*: the most visible symptoms of the problem?

RECOGNIZING THE DEEPER LAYERS

SEEING THE BACKGROUND CAUSE(S)

Teams who reflect on their practice, gather data on root causes, and seek out the support of individuals who can guide them through the process of identifying the actual problem can now begin to see the deeper layers behind the problem.

ADDRESSING THE SYMPTOMS ONLY

IDENTIFYING THE IMMEDIATE CAUSE(S)

This is a good step in shifting our team's mindset, but there's more to be done to truly see patterns.

"ADMIRING THE PROBLEM"

Shifting from a mindset of addressing symptoms to the underlying problem only happens when our team is ready to adopt a strategic and pragmatic approach.

JUST "PUTTING OUT FIRES"

Have we only been addressing the symptoms of problems as they become visible? If so, this is a good time to look "upstream" and identify patterns.

SPHERE OF CONTROL

- Do we really know the limits of what is in our control?
- Or have we accepted a certain "status quo"?
- Is there anything our team doesn't know it *actually* knows?

SYMPTOM PHASE

What are the most urgent needs? How do they trick us into thinking they are the problem itself?

SOLUTION FOCUS

HINT: ALWAYS LOOK HIGHER