

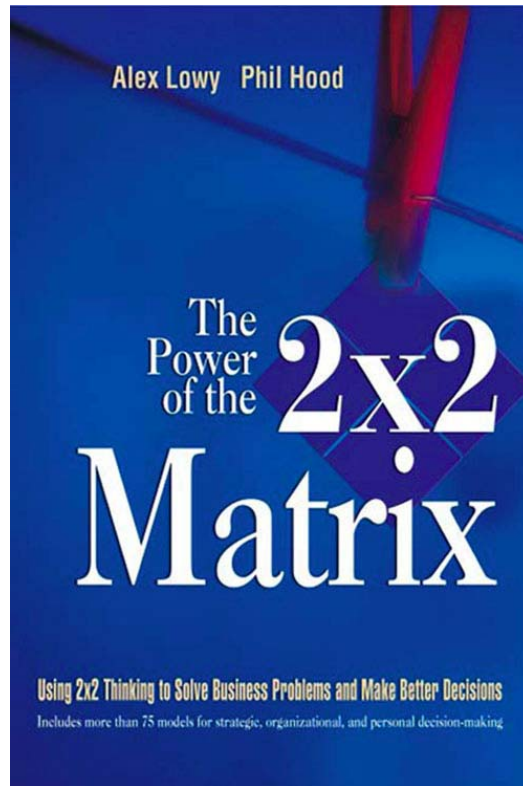
Class Overview

Business Problem Solving: The 2x2 Matrix (BUMA 432, CEUs: 1.4)

Phil Hood

November 11, 18, December 2, 9

Business Management Certificate Program
San Jose State University
Delivering Practical Skills · www.BUMAtesting.com



“2 x 2 Thinking helps firms resolve dilemmas quickly and effectively, perhaps the single most important skill an organization can have in a dynamic era in which strategic decisions must be made early and often.”



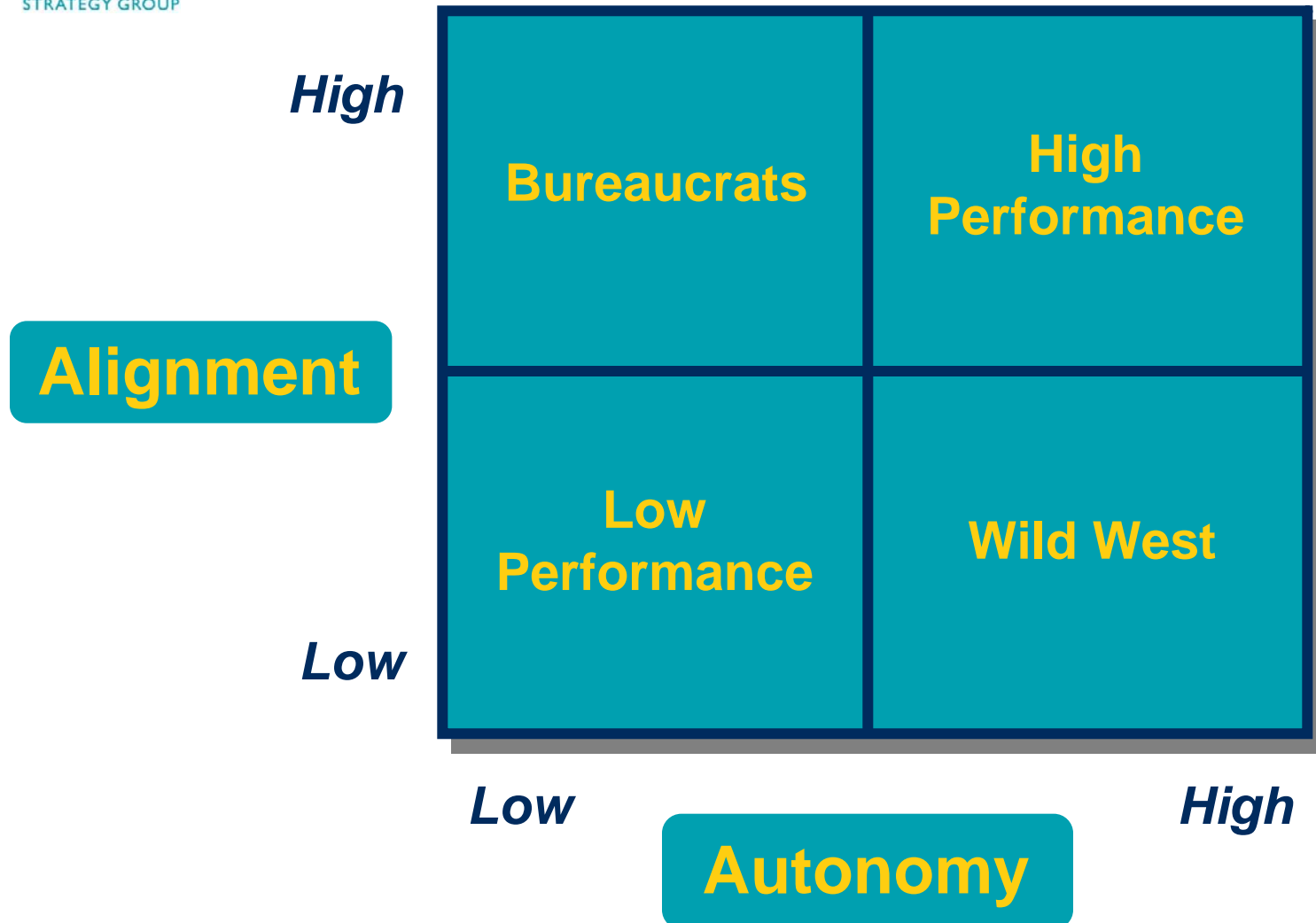
What's It About

- Business professionals and consultants of all varieties are called upon to make decisions, solve problems and plan strategies on a regular basis. Too often they are ineffective as people draw on unique talents, experience, knowledge and style without any explicit approach or training to refer to. Often, firms avoid real issues or mishandle them in the interest of quickly moving on-urgency misread as importance.
- The DSM™ (Dialectical Solutions Method) is a rigorous, intuitive and transferable problem-solving system recently developed by Alex Lowy and Phil Hood. At its core is the 2 x 2 matrix found in a wide assortment of business models, from the BCG Grid to the Gartner Magic Quadrant to the Prisoner's Dilemma. An analysis of over two hundred of the most influential 2 x 2 frameworks provides the foundation for a deeper understanding of the underlying nature of strategic dilemmas, the structure of problem-solving, and strategic business design. Drawing on models from the works of leading consultants, business school profs, social scientists and organizational theorists, students will learn how to analyze strategic dilemmas and practice skills for strategic design and problem-solving.
- At the conclusion of the course, students will have gained:
 - an appreciation of the archetypal nature of business dilemmas expressed in dozens of cases
 - an understanding of a powerful, business decision-making method and working knowledge of approximately twenty-four of the most important and useful 2 x 2 frameworks applied in business today
 - an ability to creatively and competently apply 2 x 2 Thinking to a solve range of problems
 - the structure, understanding and resources necessary for effective problem solving



Alignment & Autonomy

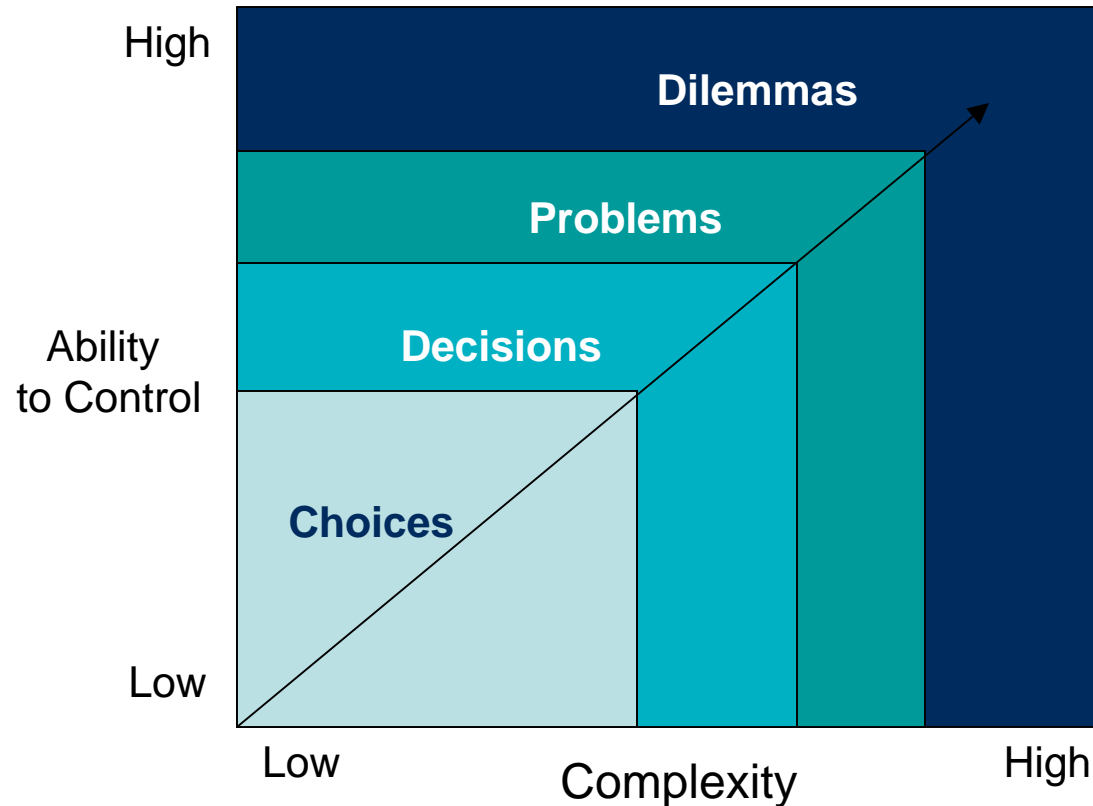
The course focuses on core dilemmas and tension that underlie everyday business issues





The World of Problems: 4 Levels

And, teaches you how to recognize what kind of problem you have and apply the right methods to your strategy decisionmaking.



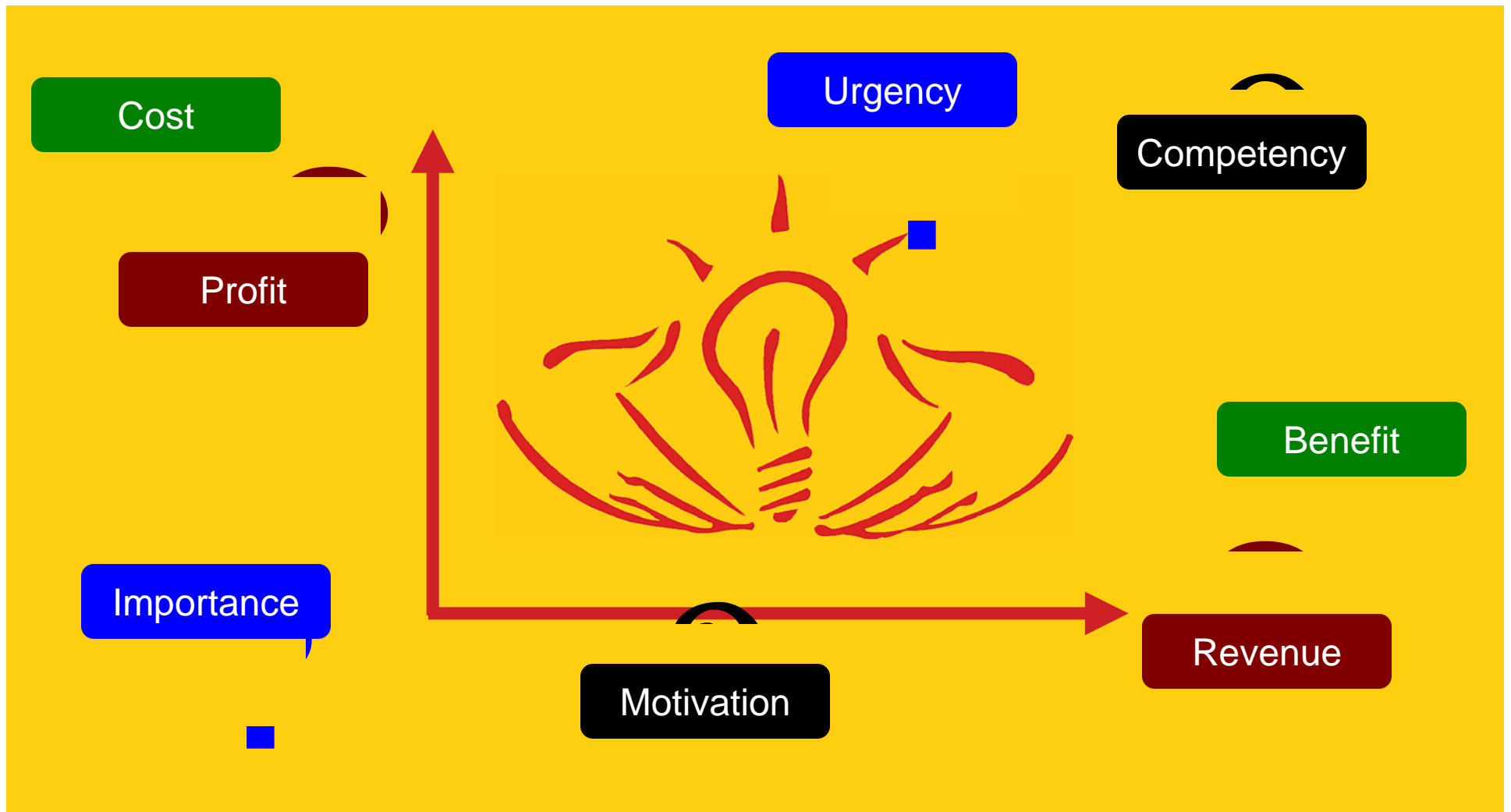
- Managers and executives are taught to recognize the differences between levels of problems and how to employ proper approaches
- Choices=simple A or B selection
- Decisions=require research or understanding
- Problems=present deep challenges and require immediate action
- Dilemmas=managed for optimal innovation and performance

Tackle problems at the right logical level – solve problems, manage dilemmas



Creative Tension

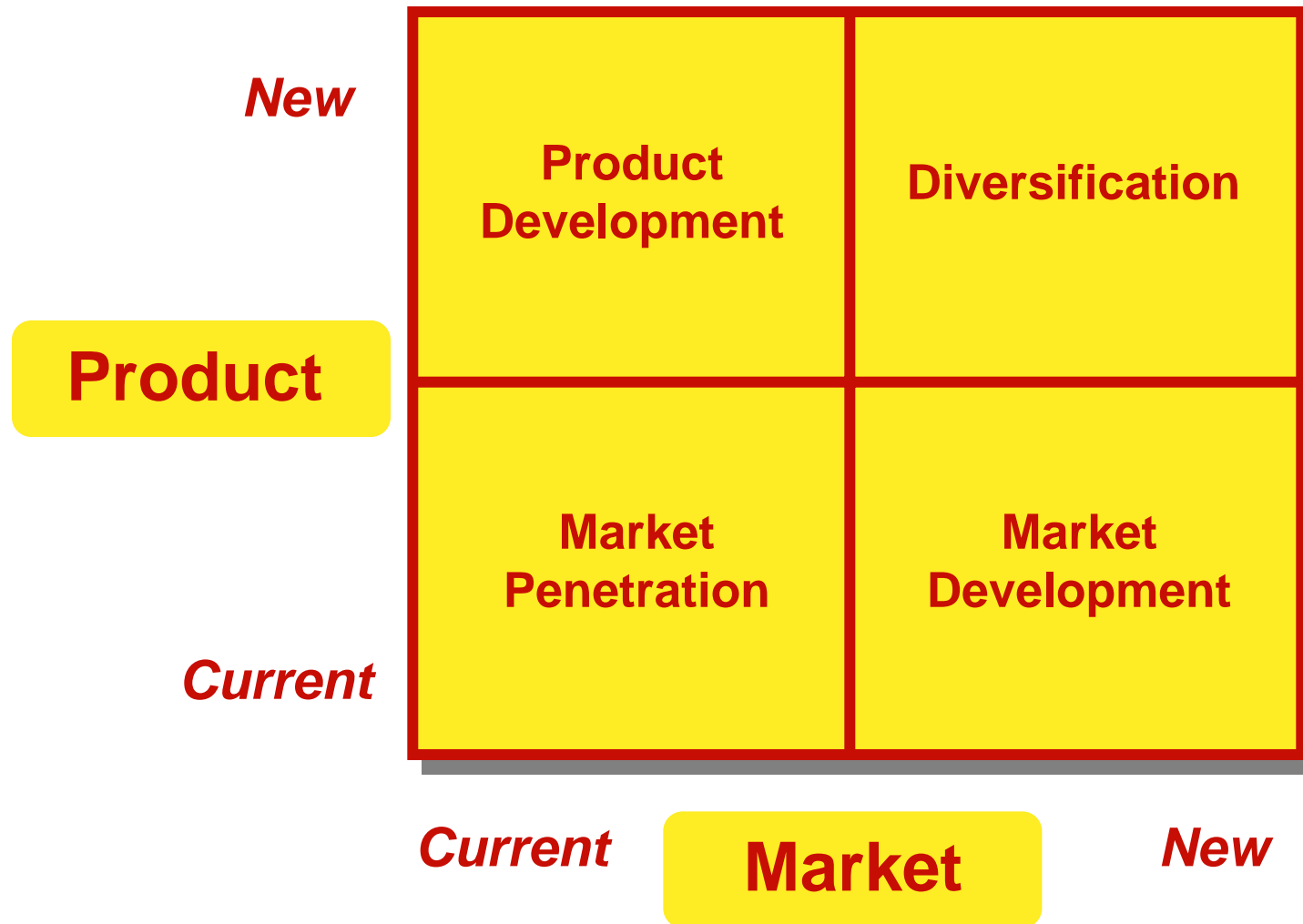
Companies often suffer from strategic and organizational paralysis in the face of unresolvable dilemmas





Product/Market Igor Ansoff

2 x 2 modeling has been a basic decision making tool for framing options, but few of us know how to repeatedly design a model to help us with business problem solving.

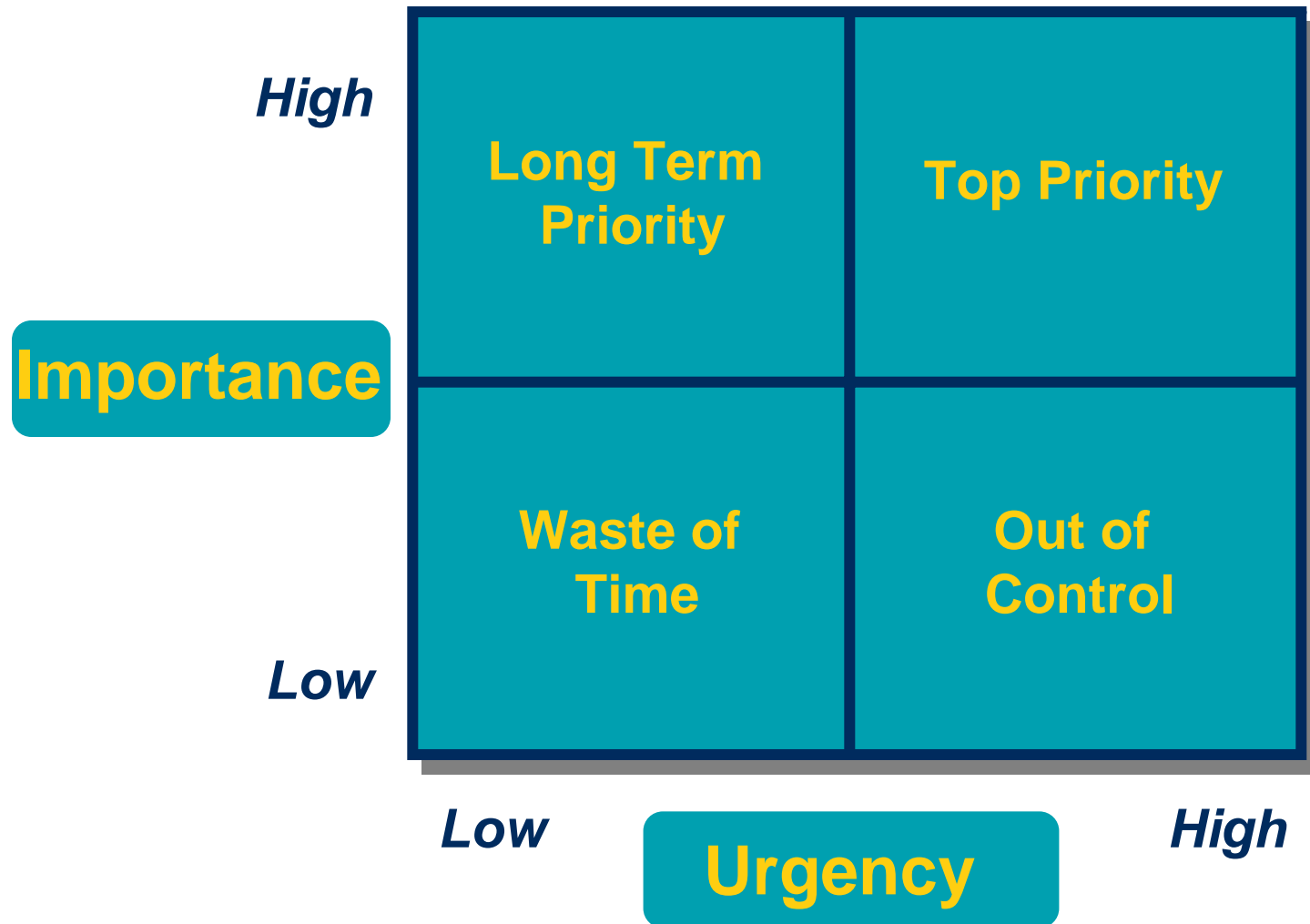




Urgency/Importance

Steven Covey

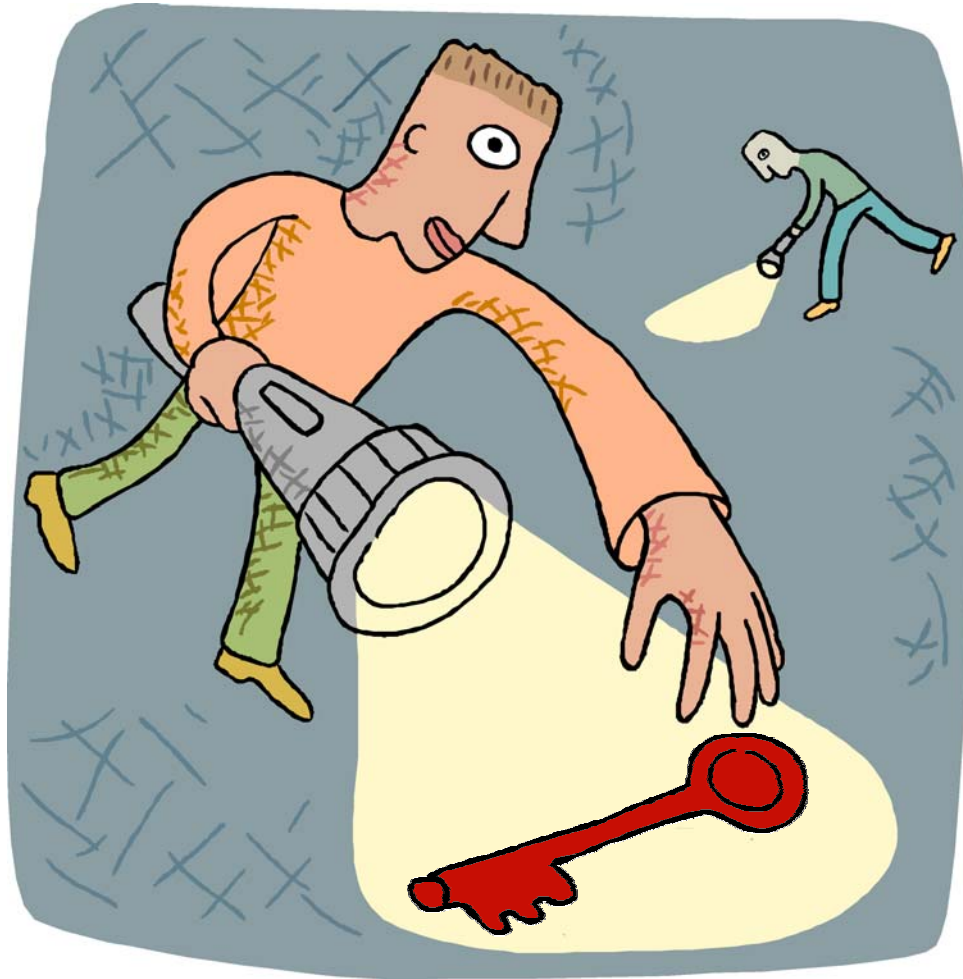
Many strategic issues also have a highly personal dimension that affects our ability to manage, lead, or be effective in our personal life.





Solve the Right Problem

Faulty problem definition is the greatest barrier to effective solutions.





2 x 2 Thinking – Both/And not Either/Or

Using issues drawn from the class, we will practice “2 x 2 thinking”, applying our problem solving skills to a range of problems in strategy, marketing and other areas.

Embraces paradoxes

- Both/and replaces either/or thinking
- Drawn to complexity

Engages in dialogue

- Listens without judgment
- Shares openly

Actively learns

- Challenges own assumptions honestly
- Reframes problem & solutions

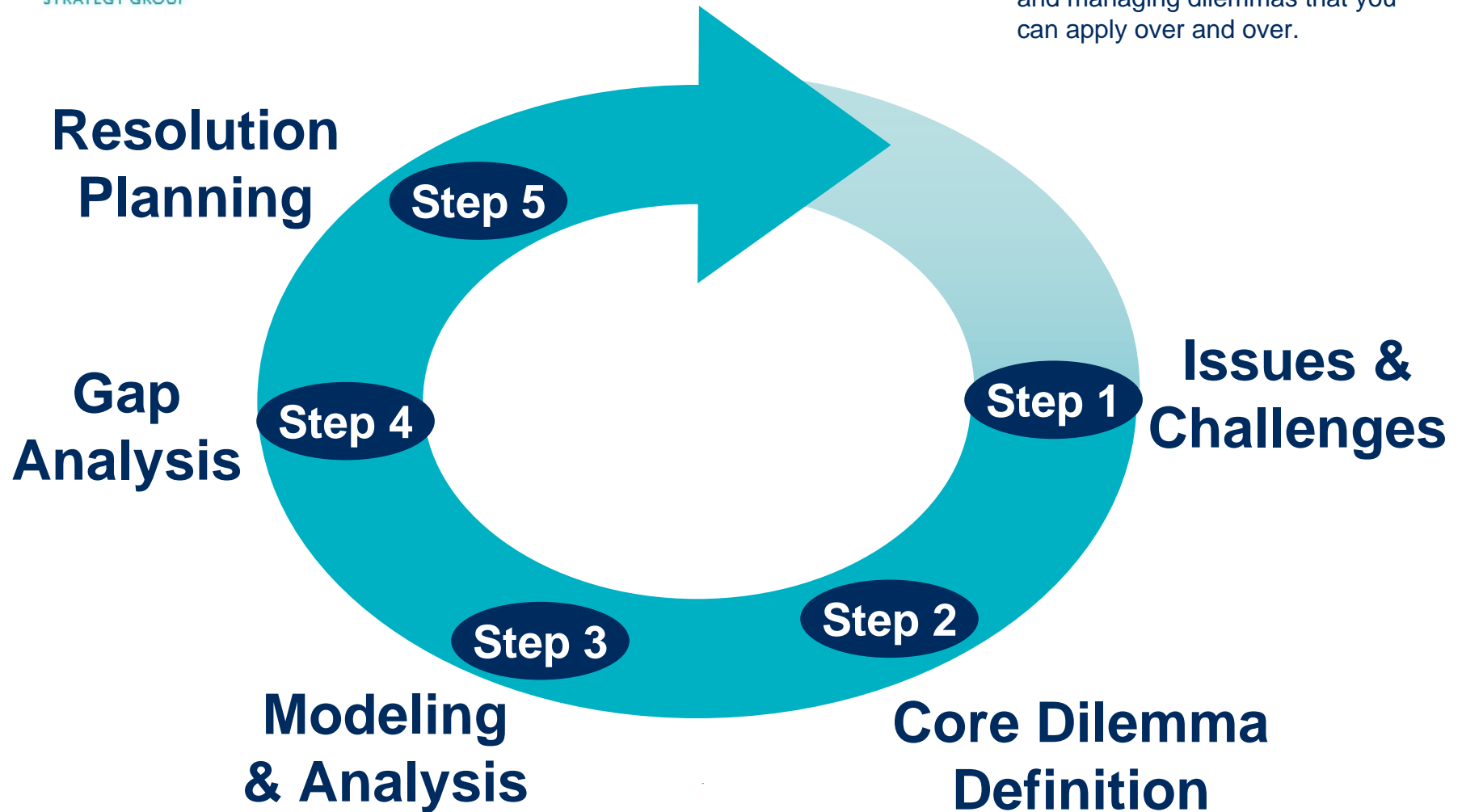
Simplifies to intensify focus

- Able to make tough choices to limit the field



2 x 2 Thinking in Action - A 5 Phase Model

Learn a method for solving problems and managing dilemmas that you can apply over and over.





The 8 Archetypal Dilemmas

Archetypal dilemmas are used to help validate the solutions you are developing to your challenges



Head & Heart



Cost / Benefit



Change and Stability



Competing Priorities



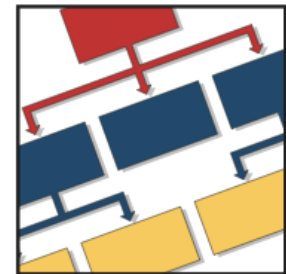
Inside / Outside



Product / Market



Know / Don't Know



Content / Process



See you in class!

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The 2x2 Blog

exploiting dilemmas for competitive advantage

California 2x2 Events

Posted by: Transcend on Wednesday, October 13, 2004 - 02:59 PM

To those living in California, we're pleased to invite you to our workshop at [KMWorld 2004](#) and to sign-up for Phil's executive education course entitled [Business Problem Solving: The 2x2 Matrix](#) at [San Jose State](#).

[Click for course overview](#)

[Click for workshop details](#)

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