

GENERATION OF SOLUTION ALTERNATIVES

When the problem has been defined and identified, we proceed with the next step, which is the generation of possible solutions, for which it is recommended not to use old habits, rather to look for different approaches, not to use traditional ideas, instead using original ideas and innovative, avoiding negative personal emotions, in this way you can obtain more effective and creative alternatives.

Next, we will list the most important foundations for generating alternatives.

Specificity. Solutions should be described specifically rather than generally, for example: Rewarding employees with overtime productivity bonuses (this would be a specific solution), compared to: rewarding employees who work overtime, (general solution). Being specific makes decision-making easier and you can count on more possible solutions, but it is also not convenient to specify in the greatest detail unless the chosen solution is already being specified.

Brainstorming. This tool allows obtaining a large number of possible creative solutions, for this the following fundamentals are followed:

Quantity. You should think of all possible solutions, using creativity without limiting yourself to common solutions that have worked in the past, you can use as many alternatives as necessary.

Avoid criticism. When brainstorming solutions are being generated these should not be limited, you should allow yourself to use your imagination and obtain a large number of original ideas without criticizing whether they will be appropriate or functional, all ideas are acceptable, however crazy they may seem, since later they have the possibility of producing good solutions.

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Variety. In other words, when there are different types of solutions, when you have all the written solutions, you proceed to classify them according to the type of strategy used to solve the problem. If it is observed that there are few solutions for any strategy, you can try to propose some more.

Increase in the quantity and variety of solutions. When you already have the list of solutions, it is useful to increase their quantity, for which the following methods can be used:

Make modifications. Observe the list of solutions and propose some changes or additions to improve them or create new solutions.

Make combinations. Look at the list of solutions and determine how some solutions can be combined to obtain different and new ones.

Use your imagination. See themselves facing the problem and achieving the goal, and imagine how an efficient person would act to solve problems.

Seek help if necessary. When you are facing serious or high difficulty problems, and you cannot think of solutions after trying for some time or the list of solutions is very limited, or if the proposed solutions are not satisfactory, you may need to seek information or extra help, using expert professionals or bibliographic sources.

DECISION MAKING

This phase consists in the fact that once a considerable number of possible solutions are available, it is necessary to choose which are the most suitable to achieve the goals, and which in turn allow increasing benefits and reducing costs. Let's look at each of the steps:

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Screen or preliminary filter. After looking at the list of solutions, eliminate those that have negative or unacceptable consequences, and those that are not useful due to lack of resources, skill or any other obstacle.

Anticipation of the results of possible solutions. In this step the probable consequences that each solution can have are defined to facilitate its evaluation, the types of consequences can be:

Positive. Whether they confer benefits or gains

Negative. They incur costs or losses

In the short and long term. Depending on the solution time

Personal. They have an effect on emotional, physical, psychological, economic, social well-being, etc.

Evaluation of solutions. In this step, a comparison is made of the different solutions proposed, to achieve this they can be evaluated according to their types of consequences: positive or negative, a rating of 0 to 10 could be given to each solution, comparing the positive scores against the negative ones, to see which one obtained the highest score and thus choose the one that is most convenient.

Choosing a solution plan. Once the solutions have been evaluated, a solution plan is chosen asking the following questions:

Is there a satisfactory solution?

Is more information required before selecting a solution?

What solution should I choose to put it into practice?

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If a satisfactory solution is not found, you can take a break and come back again to come up with new ideas, or you can go back to the problem definition and formulation phase for more information, or rephrase the problem.

On the other hand, if the solution is satisfactory, we proceed to prepare what we call a solution plan, in which you can choose between the following options:

Choose a single solution or a combination of solutions.

Choose a contingency plan.

Apply solution A, if it does not work apply solution B, etc.

Preparation of an action plan. When a solution plan has already been chosen, the last step is to determine how it will be executed. This is called an action plan, in which we must include the answers to the following questions: How will it be done? In what order? When? How? with whom? How often? Etc.

It is also important to anticipate any potential problems that may arise in applying the plan.

Referencia

Bados, A. Garcia, E. (2014) *Resolución de problemas. [Problem solving]* Recuperado de <http://diposit.ub.edu/dspace/bitstream/2445/54764/1/Resoluci%C3%B3n%20problemas.pdf>