



“Problems” vs “Outcomes”

Culture: In general our culture is more aligned towards Problem Solving.

- There is a bias in politics, in business, and in many people towards looking for what isn't working, for problems to solve, and people to blame.
- Such individuals and institutions are less likely to model excellence. The price they pay is that they do not notice what is working.

What is the culture of the organisation around you?

- What class of phenomena do we pay attention to?
- Problems and Failures or Things that work?

Think of a medium problem and ask the following questions:

Problem Frame

Outcome Frame

What is your problem?	What do you want?
How long have you had it?	How will you know when you have got it?
Why did it start?	What else in your life will improve when you get it?
Who is to blame?	What resources do you already have which can help you achieve this outcome?
What is your worst experience with this problem?	What is something similar which you did succeed in doing?
Why haven't you solved it yet?	What is the next step?