




## Bottom Line Innovation Associates, Inc.

We help organizations develop innovation as a core competency, and the capability to define the right problem before solving it is a critical component. In addition, we offer training in creative thinking and innovation processes, and we can help your leaders learn how to *lead innovation* so that innovation becomes part of your company culture. Our client list reads like the Fortune 100, including giants in chemicals, high tech, retailing, travel, foods, entertainment, financial services, and others areas.

All of our associates are highly seasoned business executives who have earned advanced degrees in such diverse fields as engineering, architecture, physics, organization development and chemistry.

Dr. Charles Prather, President, was the first manager of The DuPont Center for Creativity and Innovation, and helped design its offerings. He is a frequent conference presenter and keynote speaker and is a Senior Fellow at the University of Maryland's Robert H. Smith School of Business. He has authored numerous articles, and his book, *Blueprints for Innovation*, was published by The American Management Association. Dr. Prather earned his Ph.D. in biochemistry from North Carolina State University.



"Our certification and license to use Bottom Line Innovation® was one of the best business investments we made all year. We gained new clients, improved project quality, and created new business opportunities in the first six months alone."

Dr. Victor Gulas, VP Technology,  
Montgomery Watson, Boulder, Colorado

"Bottom Line Innovation® helped us create 'CapShare,' the first member in a new category of products. BLI helped our team move beyond traditional thinking to explore new and original ways to meet the needs of our customers."

Dr. Ross Allen, Project Manager  
Hewlett Packard, Palo Alto, CA

"Bottom Line Innovation® offered Sears a solid, results-oriented process that is delivering new revenue growth and will keep us ahead of the competition. Just one idea produced over \$200 million in new revenue in 2000 alone. We are now certified and licensed to conduct BLI workshops ourselves, increasing our scheduling flexibility and reducing our costs."

Lyle Heideman, President, Hardlines  
Sears Roebuck and Company, Hoffman Estates, IL

## Bottom Line Innovation Associates, Inc.

1704 Fox Grape Lane, Suite 312  
Annapolis, MD 21401  
800-220-9375

[www.bottomlineinnovation.com](http://www.bottomlineinnovation.com)

(C) 2004 Bottom Line Innovation Associates, Inc.



# BOTTOM LINE® INNOVATION

# INTENSIVE PROBLEM DEFINITION

Learn tools to help  
you define the right  
problem before  
solving it.

## Clues That Problem Definition Needs Improving:

- (1) Old problems keep returning even after you thought they had been resolved.
- (2) People accept the first statement of the problem and quickly begin working on it because of business urgency.
- (3) People tend to accept the description of events as the problem itself without digging to uncover the root cause.

## The Solution

This *Intensive Problem Definition* workshop will teach you several powerful approaches to uncover the real problems that create the symptoms you observe. You will learn how to clearly define the variables in the larger system and identify their cause-and-effect relationships. This will allow you to find the leverage points that define the problem. Like learning to play a musical instrument, participants must practice this new skill to become proficient.

## The Methodology

You will learn and practice several approaches to uncovering the real problem. First you will learn the problem definition steps in the "Bottom Line Innovation" process. You will learn how to construct a Cause & Effect Wheel, revealing the elements of greatest causal impact.

1. Do problems keep coming back, even after you have "solved" them?
2. Would you like your staff to define the right problem the first time?
3. Would it be worth two days for them to learn tools they can use?

Using a work-related problem, you will learn and practice the basic principles of Systems Thinking technology. This powerful approach helps you find the leverage points in the system in which the

root cause resides. Knowing the leverage points, you will be able to identify the true cause and then write an effective problem statement.

## Who Should Attend?

- (1) Leaders who want their people to solve problems quickly.
- (2) Leaders who want to become better Leaders of Innovation..
- (3) Intact teams that have critical issues they must understand and resolve.

## Venue

We deliver this workshop at your location to as many as ten of your people. An intact team could work on one of their critical issues as they learn together.

The logo for Bottom Line Innovation Associates features the words "Bottom Line" in a blue serif font with a registered trademark symbol, "INNOVATION" in a large, bold, black sans-serif font, and "Associates" in a smaller blue sans-serif font below it. A green vertical bar is positioned to the left of the text.

**800-220-9375**