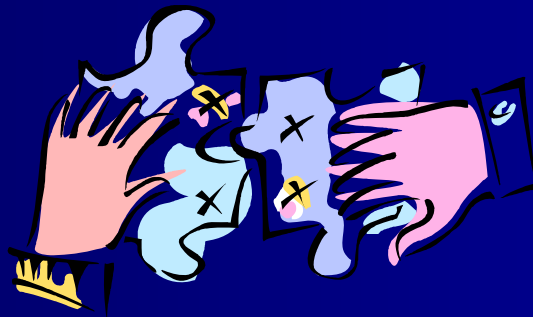


HOW TO STATE A PROBLEM

Enhancing Faculty Participation



Developed from the Contents of Reginald Leon Green's

Practicing the Art of Leadership:
A Problem-based Approach to Implementing
the ISLLC Standards

Chapter 5

EFFECTIVELY STATING A PROBLEM

- An essential skill for school leaders is the ability to assist the faculty in effectively stating a problem.

EFFECTIVELY STATING A PROBLEM

- When a problem is effectively stated, a faculty can be greatly encouraged to resolve that issue or problem.

EFFECTIVELY STATING A PROBLEM

- When a problem is effectively stated, creativity is encouraged, the issues are given full consideration, and alternative solutions are developed.

DEFINING THE PROBLEM

- The greatest aid in defining a problem is isolating the real heart of the problem.

DEFINING THE PROBLEM

- There must be a separation of creative thinking from judgmental thinking.

DEFINING THE PROBLEM

- It must be understood that the meeting is called not to settle the problem, but to get ideas on how to settle the problem.

STATING THE PROBLEM

Step 1

- The process should begin with a problem question, not a solution question.

A Solution Question

- “How can we get teachers to accept team teaching?”
- The solution has been given, “...get teachers to accept...”

A Question Statement

- “What instructional approach would be best to meet the needs of our students?”
- Or, “What information would be helpful to teachers to make decisions about working cooperatively with each other?”

STATING THE PROBLEM

Review this statement...

- “How do we get rid of our present instructional system and install a more efficient method?”
- Is this a problem or solution statement?

A Solution Statement

Again, the solution is given.

- A problem statement would be, "What are the characteristics of a teaching approach that we would like to have?"

BEST PRACTICE

- The best practice suggests a separation of the solution from the problem; then the faculty can focus on understanding the details of the problem.

BEST PRACTICE

- Once this occurs, appropriate solutions are likely to emerge.

STATING THE PROBLEM

- There are no hard and fast rules for stating a problem. However, the art of group leadership is assisting the group to state questions in a problem, rather than a solution framework.

REFERENCES

- Greenberg, J. & Baron, R. A. (2003). *Behavior in organizations: Understanding and managing the human side of work* (8th ed.). Upper Saddle River, NJ: Prentice Hall.