

PROBLEM-SOLVING FORMULA

1. **Understand** the problem.
 - a. Get all the facts.
 - b. Listen non-defensively
 - c. Repeat back the problem, as you understood it.

2. **Identify** the cause.
 - a. What has happened?
 - b. What should have happened?
 - c. What went wrong?

3. **Discuss** possible solutions.
 - a. Suggest options.
 - b. Ask for the customer's ideas.
 - c. Agree on the best course of action.

4. **Solve the problem.**
 - a. Remove the cause, or
 - b. Take corrective action.
 - c. Ask if the customer is satisfied with the resolution.

