Navigating Wicked Problems

ACQUIRING THE KEY TO UNLOCKING FUZZY PROBLEMS

COURSE OVERVIEW
Today’s business problems are increasingly impossible to define, let alone solve. Why? Because they’re not just complex – they’re wicked. If the problem is wicked, then ambiguity rules and traditional problem-solving approaches not only don’t work, but they usually make the situation worse.

What areas are prone to wickedness: change, culture, innovation, large-scale IT projects, brands, communications and even strategy? If you have multiple stakeholders; if you are experiencing confusion, discord or lack of progress; if the issue is defined more by what you don’t know than what you do; and if it morphs with every attempt to address it – then the problem is likely to be wicked.

Wicked problems have the highest levels of uncertainty and ambiguity, but also potentially yield the most value. Dealing with ambiguity, creativity, innovation management and strategic agility are four of Lominger’s Big 8 competencies that few executives possess. These competencies have been proven to make the most significant difference to an individual’s career and to the performance of the company in which they work.

The Navigating Wicked Problems course will focus on developing these competencies and enable you to learn the creative mindset, abilities and techniques needed to stand out in your field.

COURSE INFORMATION

DURATION
2 days

LOCATION
North Ryde campus
99 Talavera Road, Macquarie Park NSW 2113

WHO SHOULD ATTEND?
- Mid–senior level managers in all industry sectors
- High-potential managers or those wishing to extend their career by learning these valuable skills
- Business managers responsible for innovation, change or IT projects

TO ENROL
Corporate and Professional Education
T: (02) 9850 9016
E: professional.education@business.mq.edu.au

mq.edu.au/business/professional-education
COURSE OBJECTIVES
This course is designed to provide the frameworks, tools and techniques needed to navigate in environments defined by ambiguity, where clear problem definitions and solutions do not exist.

It will challenge current business assumptions and demonstrate the creative problem-solving approaches that are the key to unlocking the value in such ‘fuzzy’ and frustrating spaces, facilitating a mindset shift to a more flexible mode of operating.

COURSE OUTCOMES
• Identify and understand the dynamics of different classes of problem
• Anticipate the barriers to solving wicked problems
• Understand the mindset and abilities needed to operate effectively in this space
• Practice pragmatic tools and techniques to navigate the ambiguity of wicked problems
• Become more comfortable with uncertainty and ambiguity
• Become more flexible and resourceful in how you think, respond and lead

“True genius resides in the capacity for evaluation of uncertain, hazardous and conflicting information.”
Winston Churchill

COURSE FACILITATOR
MO FOX
Mo Fox is a true hybrid thinker – an accomplished artist with an extensive corporate background in advertising and strategy, who consults, speaks, writes and trains in the area of creative strategy and applied creative thinking. Her eclectic background means she thrives on combining structured analytical thinking with free-form creativity to get sharper, faster, stickier results.

She has worked across a wide range of industries in Australia and the United Kingdom, with companies as varied as Toyota, IKEA, Kellogg and Commonwealth Bank of Australia. Mo is renowned for her ability to solve highly complex problems and generate innovative ideas in a short space of time – and to engage people in the process.

Mo is the director and creator of Studio Thinking®, a methodology that uses art practices to achieve commercial business results by teaching people how to think differently and how to find and leverage their own innate creativity – the secret to having a true competitive edge.

She speaks on subjects such as disruptive innovation, managing ambiguity, ingenuity, perception and change, influence and, of course, complex and wicked problems.

COURSE TIMETABLE

<table>
<thead>
<tr>
<th>DAY 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Developing a new mindset</td>
</tr>
<tr>
<td></td>
<td>Three levels of problem: distinctions and</td>
</tr>
<tr>
<td></td>
<td>dynamics</td>
</tr>
<tr>
<td></td>
<td>The power of ambiguity</td>
</tr>
<tr>
<td></td>
<td>The creative approach to fuzzy problems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DAY 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The creative approach:</td>
<td></td>
</tr>
<tr>
<td>Tools and techniques</td>
<td></td>
</tr>
<tr>
<td>Defaults and triggers</td>
<td></td>
</tr>
<tr>
<td>Managing stakeholders</td>
<td></td>
</tr>
<tr>
<td>The way forward</td>
<td></td>
</tr>
</tbody>
</table>