Strategic Problem Solving for Real Estate Professionals

3 Days/ 24 Hours Program

Module	Duration / Timeline	Agenda
Pre-Assessment	1 week before the training	The trainer will conduct a questionnaire with registered participants one week or 10 days before the training to assess their expectations and understand their backgrounds. This can be carried out as an individual online assessment or as a group assessment via a Teams meeting, lasting 30 to 45 minutes.

Module 1: Foundations of Quality Management
 	
And
 	
Module 2: Problem Solving and Behavioral Aspects
	Day 1 – 8 Hours	Module 1: Foundations of Quality Management
		• **Topics:** Introduction to QC, QA, TQM, and Leadership in Problem Solving
		• **Objectives:**
		  ○ Define and differentiate between Quality Control (QC), Quality Assurance (QA), and Total Quality Management (TQM).
		  ○ Recognize their relevance in the real estate sector.
		  ○ Understand the role of leadership in fostering a culture of quality and effective problem-solving.
		
		Content Overview:
		
		• **Definitions and Importance:**
		  ○ **Quality Control (QC):** Operational techniques to meet quality requirements; focuses on defect detection.
		  ○ **Quality Assurance (QA):** Systematic processes ensuring quality during development and production.
		  ○ **Total Quality Management (TQM):** Organization-wide approach for continuous improvement in products and services.
		  ○ **Relevance in Real Estate:** Discuss quality issues in project delivery, client satisfaction, and compliance. Review case studies of successful TQM implementations.
		• **Performance vs. Opportunity Gaps:**
		  ○ Understand how performance gaps affect project outcomes and identify improvement opportunities in processes and customer experiences.
		• **Leadership in Quality Management:**
		  ○ **Leadership Styles:** Explore transformational and servant leadership styles related to quality management and the role of leaders in setting quality standards.
		  ○ **Effective Problem-Solving Techniques:** Define the steps in problem-solving (identify, analyze, solve, evaluate) and discuss decision-making frameworks like SWOT analysis.
		• **Activities:**
		  ○ **Group Discussion (1 Hour):** Participants break into small groups to identify quality challenges in their current projects, brainstorm potential solutions, and present their findings.
		  ○ **Role-Playing Exercise (1 Hour):** Participants assume leadership roles in various scenarios to practice guiding teams through quality-related challenges, focusing on communication, decision-making, and problem-solving.
		
		Module 2: Problem Solving and Behavioral Aspects
		• **Topics:** Understanding Problem Detection and Definition, Behavioral Aspects of Problem Solving
		• **Objectives:**
		  ○ Enhance skills for accurately identifying and defining problems.

		○ Explore the human factors influencing problem-solving in teams. • **Content Overview:** • **Problem Detection Techniques:** ○ Discuss methods for detecting problems, including stakeholder surveys, site inspections, and performance metrics. ○ Emphasize the importance of early detection to maintain project timelines and budgets. • **Problem Definition:** ○ Learn to craft a clear problem statement using the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). • **Understanding Biases:** ○ Explore common cognitive biases (e.g., confirmation bias, anchoring) and their effects on decision-making. • **Team Dynamics:** ○ Discuss the importance of collaboration, communication, and trust in effective problem-solving. ○ Review techniques for resolving conflicts and fostering a positive team environment. • **Activities:** ○ **Case Study Analysis (1 Hour):** Participants analyze a real estate project where problems were detected late. They will create a problem statement using the SMART criteria and present their findings to the group. ○ **Team Exercise (1 Hour):** Participants share subjective experiences of cognitive biases that have impacted their decision-making. Teams will discuss strategies to mitigate these biases and promote effective collaboration.
Module 3: Tools and Techniques for Problem Solving And Module 4: Advanced Techniques and Action Planning	Day 2 – 8 Hours	Module 3: Tools and Techniques for Problem Solving **Topic:** Overview of Problem-Solving Tools and Techniques **Objectives:** • Familiarize participants with key problem-solving tools and their applications in the real estate sector. **Content Overview:** 1. **Historical Context and Applications:** a. **Fishbone Diagram (Ishikawa):** For root cause analysis. b. **5 Whys:** A method for identifying root causes by asking "why" iteratively. c. **Pareto Analysis:** Used to prioritize issues based on their impact (80/20 rule). d. **Control Charts:** For monitoring process stability and performance over time. e. **Flowcharts:** Visual tools for mapping out processes and workflows. f. **Check Sheets:** For systematic data collection to identify patterns. g. **Scatter Diagrams:** Used to visualize relationships between two variables. 2. **Advanced Techniques:** • Introduction to **Fault/Risk Tree Analysis** and **Failure Mode and Effects Analysis (FMEA):** Focus on their applications in assessing project risks and potential failures. **Activity:** • **Interactive Demonstration (1 Hour):** Participants will break into small groups and select one of the discussed tools to analyze a sample real estate

		problem. Each group will present their findings and approach using the chosen tool. Module 4: Advanced Techniques and Action Planning • **Objectives:** • Apply the 7 quality tools to practical real estate scenarios. • **Content Overview:** • **In-depth Exploration of Each Tool:** ○ Discuss the applications of the 7 basic quality tools: ▪ Fishbone Diagram ▪ 5 Whys ▪ Pareto Analysis ▪ Control Charts ▪ Flowcharts ▪ Check Sheets ▪ Scatter Diagrams ○ Specific focus on how each tool can be utilized in real estate contexts, such as project management, quality assurance, and customer satisfaction. • **Activity:** • **Group Exercises :** Each group will choose one of the quality tools and apply it to a hypothetical real estate scenario (e.g., a delayed project launch). Groups will present their findings and solutions based on the tool they used. • **Advanced Techniques** • **Fault/Risk Tree Analysis:** ○ Instruction on constructing and analyzing fault trees to identify potential risks in projects. ○ Define the System and Scope ○ Identify the Top Event ○ Develop the Fault Tree ○ Perform Qualitative Analysis ○ Quantitative Analysis (if applicable) ○ Identify Mitigation Strategies ○ Document and Communicate Findings ○ Review and Update • **FMEA (Failure Mode and Effects Analysis):** ○ Identify Failure Modes ○ Determine Effects of Failure ○ Assess Severity, Occurrence, and Detection ○ Calculate Risk Priority Number (RPN) ○ Prioritize Failures Based on Severity and Likelihood ○ Develop Mitigation Strategies ○ Develop Action Plans ○ Implement Actions ○ Review and Update FMEA • **Activity:** • **Group Work:** Participants will conduct an FTA or FMEA on a current or past real estate project. They will identify potential failures, assess their impacts, and develop action plans to mitigate these risks. Each group will share their findings with the larger group
Module 5: Root Cause Analysis (RCA) And MODULE 6 - PLAN OF ACTION (POA)	Day 3 - 8 Hours	Module 5: Root Cause Analysis (RCA) • **Topic:** Systematic Approach to Identifying Underlying Causes • **Overview:** • Root Cause Analysis (RCA) is a systematic approach used to identify the underlying causes of problems, focusing on resolving issues at their source rather than just treating symptoms. • **Key Concepts:** • **RCA Techniques:**

		○ **Fishbone Diagram (Ishikawa):** A visual tool for categorizing potential causes of a problem to identify root causes. ○ **5 Whys:** An iterative questioning technique to explore the cause-and-effect relationships underlying a problem. • **Importance of Data Collection and Analysis:** ○ Highlight the role of data in identifying root causes, emphasizing the need for accurate information to support the RCA process. • **Application in Real Estate:** • Discuss real-world examples where RCA has led to long-term solutions, improving project outcomes, and preventing recurrence of issues. • **Steps to Perform Root Cause Analysis (RCA)** • Define the Problem • Gather Data • Identify Possible Causal Factors • Identify the Root Cause(s) • Develop and Implement Solutions • Verify the Effectiveness of Solutions • Document the Process and Findings • • **Activity:** • **Group Exercise (1 Hour):** Participants will apply RCA techniques to a real-world problem they have faced in their projects. Working in small groups, they will: ○ Use the Fishbone Diagram to identify potential causes. ○ Apply the 5 Whys technique to drill down to the root cause. ○ Present their findings and propose long-term solutions to the larger group. • **Topic: Theory of Constraints (TOC)** • **Overview:** • The Theory of Constraints (TOC) is a methodology aimed at identifying the single most important limiting factor (constraint) that hinders the achievement of a goal, and systematically improving that constraint to enhance overall performance. • **Key Concepts:** • **Identify the Constraint:** Determine the primary limiting factor affecting project success. • **Exploit the Constraint:** Maximize the output and efficiency of the identified constraint. • **Subordinate Everything Else to the Constraint:** Align all other processes and resources to support the constraint. • **Elevate the Constraint:** Find ways to eliminate or mitigate the constraint to enhance performance. • **Steps in the Theory of Constraints (TOC)** ○ Identify the Constraint ○ Exploit the Constraint ○ Subordinate Other Processes ○ Elevate the Constraint ○ Repeat the Process (Continuous Improvement) ○ Evaluate Performance Metrics ○ Focus on Continuous Improvement Culture ○ Consider External Constraints ○ Integrate with Other Improvement Methodologies • **Application in Real Estate:** • Discuss case studies demonstrating how TOC has been successfully applied in real estate to streamline project timelines, optimize resource allocation, and improve overall project delivery. • **Activity:**

		• **Group Exercise:** Participants will work in small groups to:
		  ○ Identify constraints in a current project they are involved in.
		  ○ Develop a TOC plan to address these constraints, outlining steps to exploit, subordinate, and elevate the identified constraint.
		• Present their plans and proposed solutions to the larger group.
		
		MODULE 6 - PLAN OF ACTION (POA)
		
		Select one actionable plan and convert it into a ongoing Key Performance Indicator (KPI).
		
		Action Steps
		
		1. Define Objectives
		  a. Action: Set specific, measurable goals (e.g., increase client satisfaction by 15%, reduce project delays by 20%).
		2. Develop Actionable Plans
		  • Action: Create detailed plans with assigned responsibilities, required resources, and deadlines.
		3. Apply Problem-Solving Techniques
		  • Action: Use tools like RCA and TOC to address current project challenges.
		4. Engage Stakeholders
		  • Action: Communicate plans and involve stakeholders for buy-in.
		5. Monitor Progress with KPIs
		  • Action: Track progress using defined KPIs (e.g., action plan completion rate, stakeholder feedback).