

Are You Solving the Right Problem?

A 15–20 minute exercise for leaders who want to fix the cause, not just the symptom.

CHAPTER 3 | DIAGNOSE BEFORE YOU PRESCRIBE

SEE IT IN ACTION

The Sales Problem That Wasn't

SYMPTOM	Salespeople keep missing their targets.
ASSUMPTION	The team needs more sales training.
DISCOVERY	Many leads are poorly qualified, so sellers chase unlikely buyers.
BETTER QUESTION	Is this a closing problem, or are we creating the wrong opportunities?

TAKEAWAY: More training may not fix a lead-quality problem.

01 What's the problem?

Describe what you can observe, not what you assume is causing it.

02 What evidence supports that diagnosis?

What numbers, behaviors, or feedback show this is happening?

03 What assumptions are you making?

Which explanations have you accepted without testing?

04 What else could explain what you're seeing?

Consider process, incentives, expectations, resources, and leadership decisions.

From Diagnosis to Action

Look beyond the obvious fix. Find a small test that can teach you something.

CHAPTER 3 | FIND A BETTER ANSWER

05 Who might have solved something similar?

Think beyond your industry. Which leaders, teams, or businesses could you learn from?

06 What's one thing you could test?

Choose a small change that could validate your diagnosis or improve the situation.

07 How will you know if it worked?

Identify a meaningful outcome, not just activity or effort.

YOUR COMMITMENT

What will you do differently this week to test your diagnosis?

Owner: _____

Review date: _____

Before you spend another dollar solving a problem, make sure you've identified the right one.

You don't get extra credit for figuring it out yourself. You get results for figuring out what works.