



Country Management Development Program

Day 3

Journey to a World Company Through
**PROBLEM SOLVING
& DECISION MAKING**

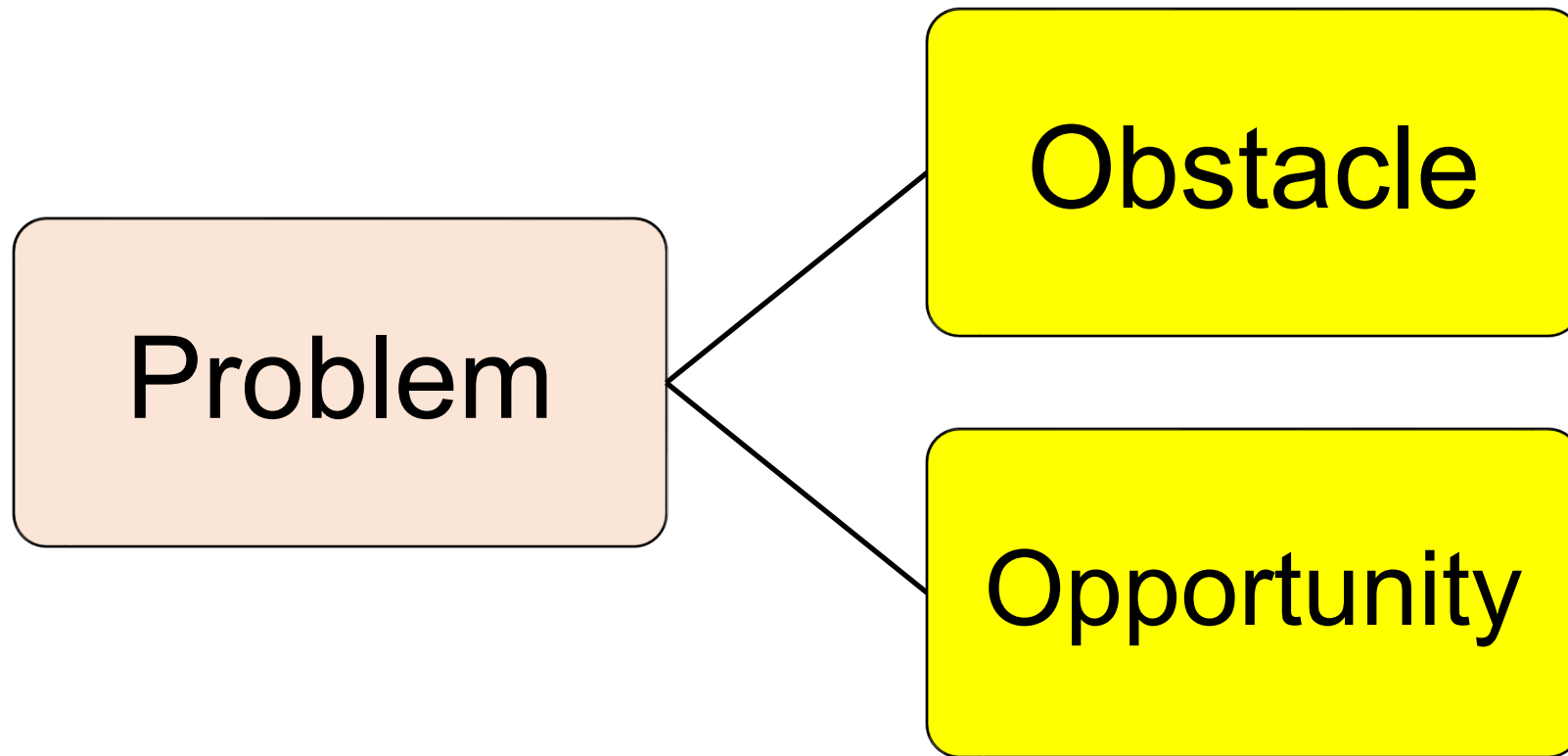
MODUL 1

Understanding the Problem- Solving Process



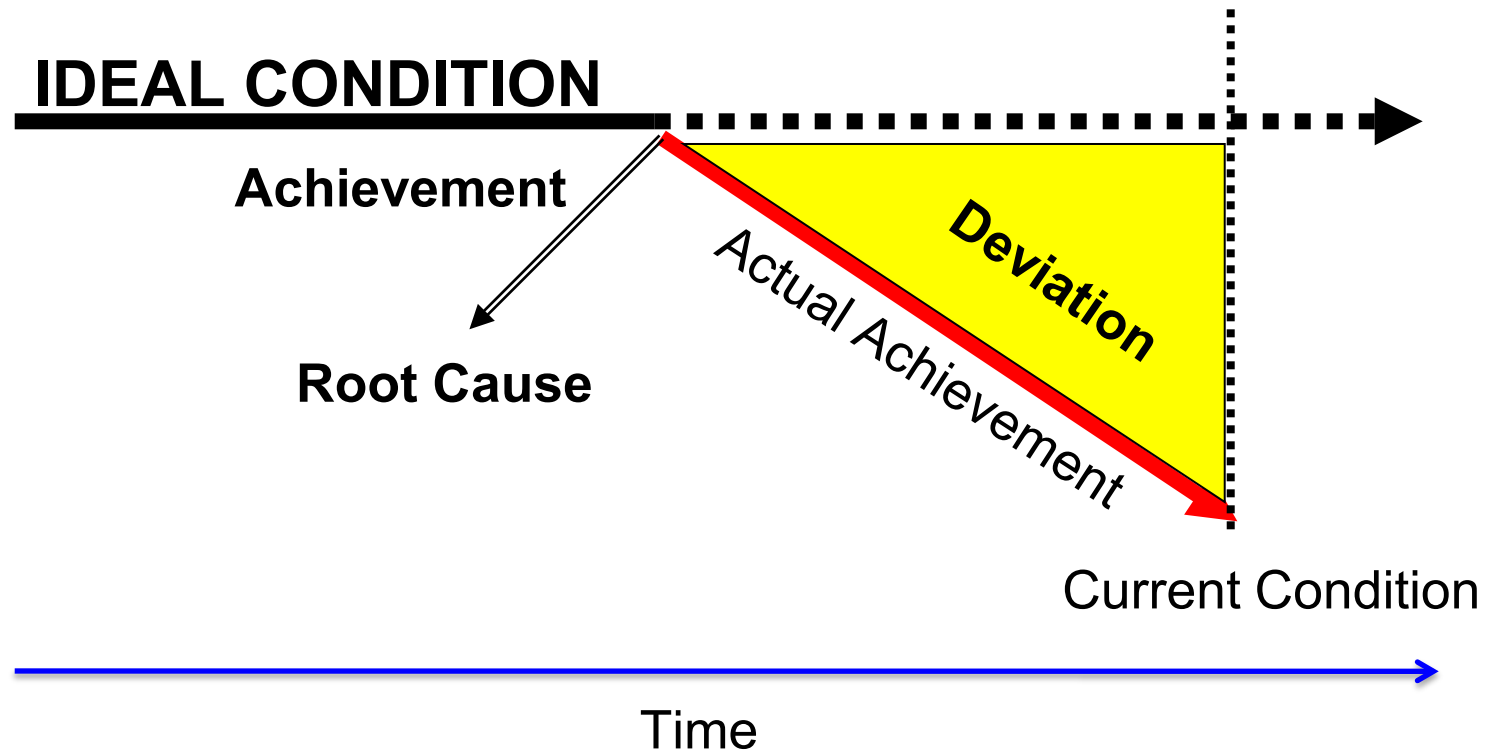


PROBLEM PERSPECTIVE





PROBLEM STRUCTURE





Problem-Solving & Decision-Making Process

1. Situation Analysis

Define and clarify the problem

2. Problem Analysis

Identify the root causes of the problem

3. Alternative Solution Analysis

Generate and evaluate alternative solutions

4. Potential Problem Analysis

Prepare preventive and corrective actions



1. Situation Analysis

No	List of problems	Priority	In your authority?	The root of the problem is known?	Next step

SITUATION ANALYSIS

5 questions

WHAT?

What happened?
What are the symptoms?
What are the consequences?
What's at stake?

WHY?

Why does that happen?
Why is it not prevented?
Why should it be resolved?

WHO?

Who says there's a problem?
Who is involved?
Who is affected?

WHEN?

When did that happen?
When is it likely to happen again?

WHERE?

Where did it happen?

Problem Definition

Problem Statement

Personal Protective Equipment (PPE) compliance during operational activities in PT. XXX is still low at 78% over the past three months and has not achieved the company target of 95%.

Kepatuhan penggunaan Alat Pelindung Diri (APD) selama aktivitas operasional di PT. XXX masih rendah, yaitu sebesar 78% dalam tiga bulan terakhir, dan belum mencapai target perusahaan sebesar 95%.

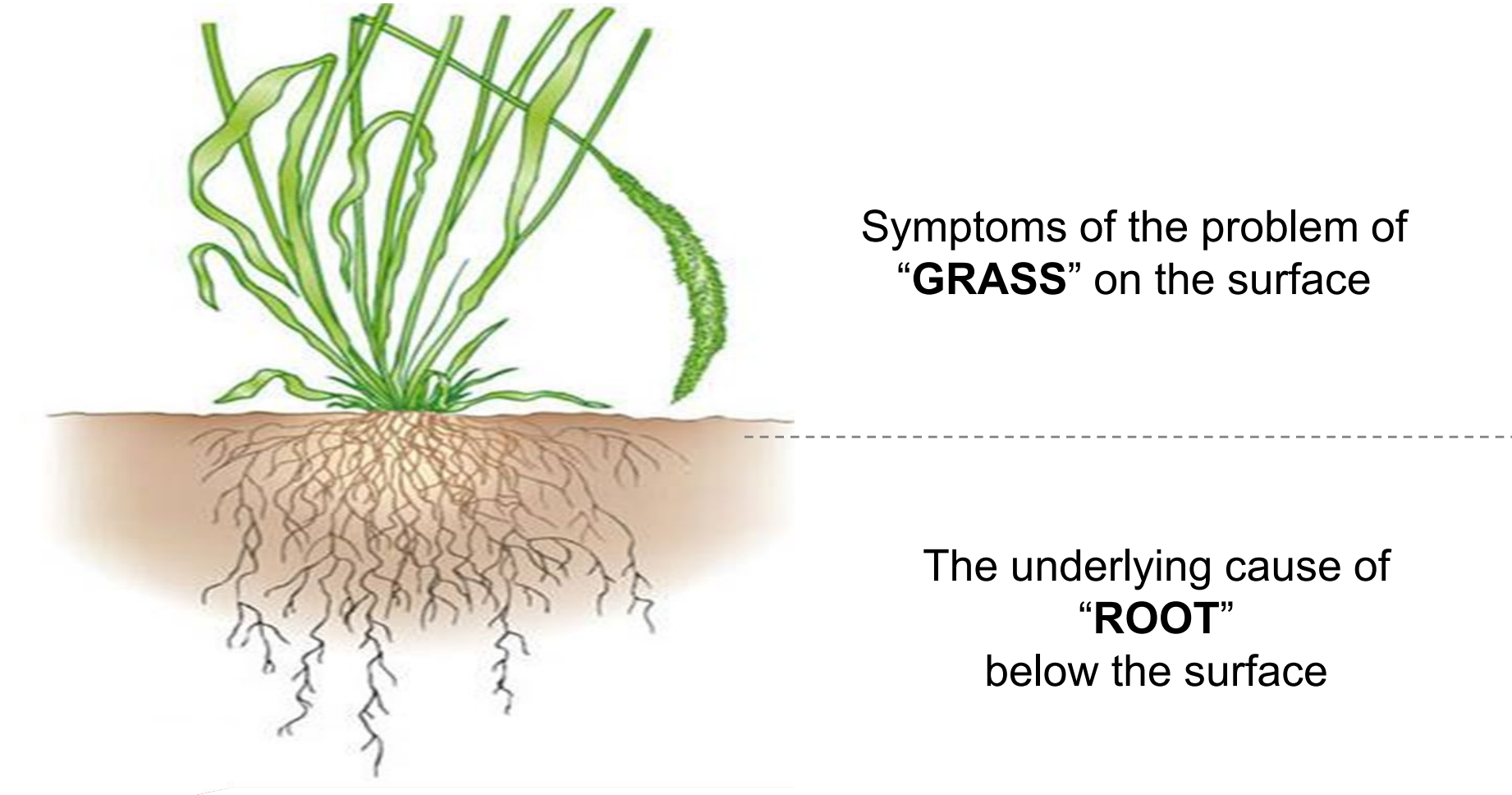
Problem Definition

*low level of Personal Protective Equipment (PPE) compliance occurred (**What**) during operational activities over the past three months (**When**) in the production and operational areas of PT. XXX (**Where**). This issue increases the risk of workplace accidents, audit findings, and operational disruptions that may negatively impact productivity and the company's safety performance (**Why**). Preliminary findings indicate that workers feel uncomfortable using PPE, supervision is inconsistent, and PPE availability and suitability are not fully aligned with operational needs in the field (**How**). The problem affects operational workers, supervisors, HSE teams, and company management (**Who**).*

Terjadi rendahnya tingkat kepatuhan penggunaan Alat Pelindung Diri (APD) (**Apa**) selama aktivitas operasional dalam tiga bulan terakhir (**Kapan**) di area produksi dan operasional PT. XXX (**Di mana**). Permasalahan ini meningkatkan risiko kecelakaan kerja, temuan audit, serta gangguan operasional yang dapat berdampak negatif terhadap produktivitas dan kinerja keselamatan perusahaan (**Mengapa**). Temuan awal menunjukkan bahwa pekerja merasa tidak nyaman menggunakan APD, pengawasan belum dilakukan secara konsisten, serta ketersediaan dan kesesuaian APD belum sepenuhnya selaras dengan kebutuhan operasional di lapangan (**Bagaimana**). Permasalahan ini berdampak pada pekerja operasional, supervisor, tim HSE, serta manajemen perusahaan (**Siapa**).



2. Problem Analysis



Symptoms of the problem of
“GRASS” on the surface

The underlying cause of
“ROOT”
below the surface

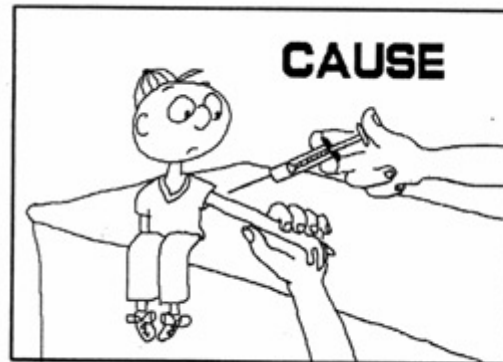


CAUSE

- What causes something to happen? The cause explains WHY it happened.

EFFECT

- Every effect is caused by one or more factors. The effect explains WHAT happened





TOOLS FOR IDENTIFYING ROOT CAUSES

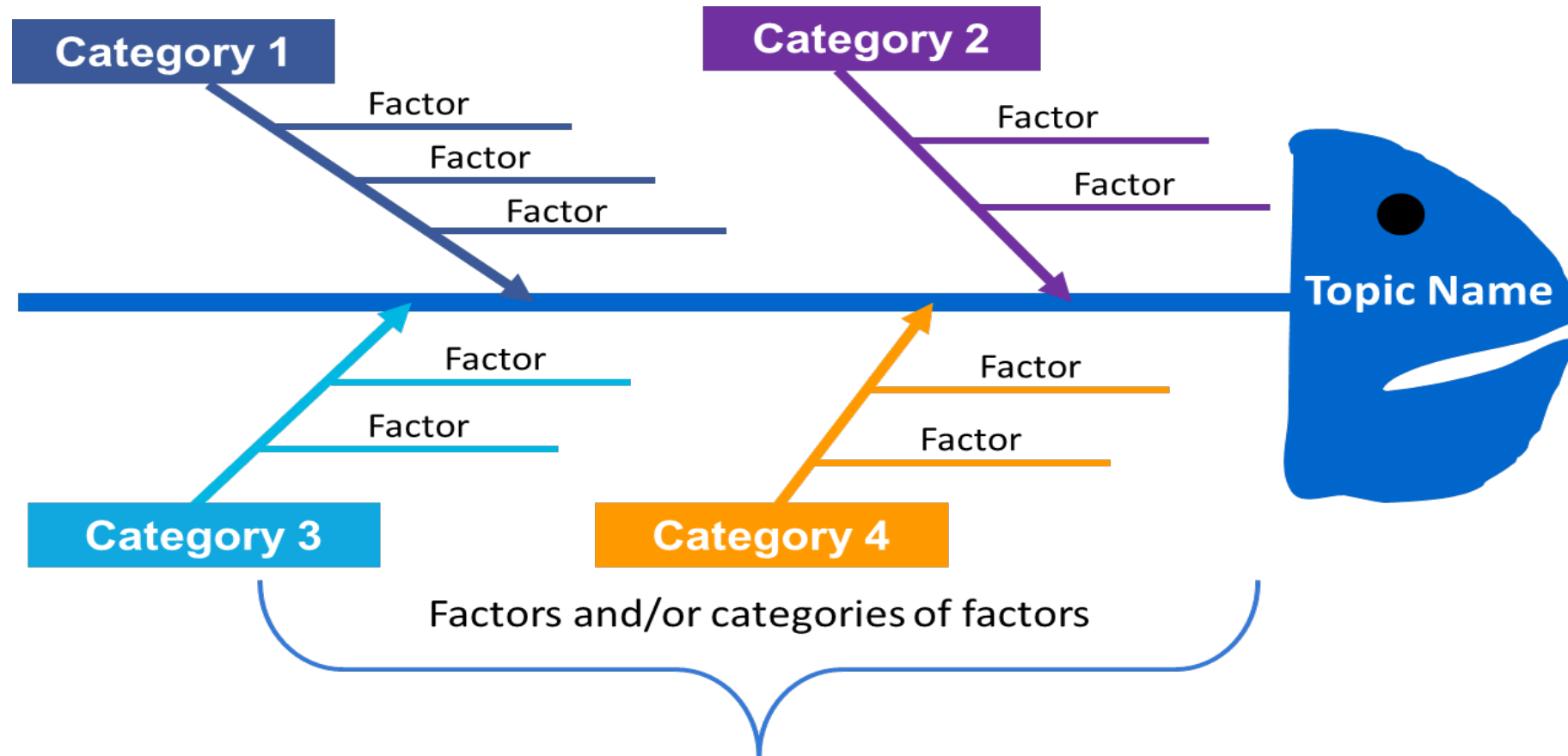
The 5 Why's





TOOLS FOR IDENTIFYING ROOT CAUSES

Fishbone Diagram





Fishbone Diagram

Main Categories in a Cause-and-Effect Diagram

Service Industry	Manufacturing Industry
<ul style="list-style-type: none">• Policies• Procedures• People• Plant/technology	<ul style="list-style-type: none">• Man• Method• Material• Machine• Measurement• Environment

You can modify the category according to the project or topic you are working on





CAUSE - EFFECT DIAGRAM

Practical steps in creating cause – effect diagram :

1. Topic Name – State the problem you want to analyze.
2. Adjust the categories based on the project or issue being analyzed.
In general categories are 4M+1E: Man, Machine, Method, Material, Environment.
3. For sub-category, please write under the general categories each line.
4. Start asking WHY each sub-category contributes to the problem
5. Write down the answer under the sub-categories.
6. Continue asking WHY to identify deeper root causes.



MODUL 2

DECISION MAKING

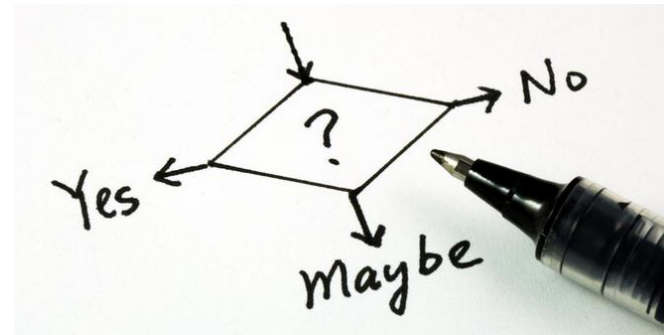




3. Decision Analysis

GOAL : CHOOSE THE BEST DECISION ALTERNATIVE

1. Determine the purpose of the decision
2. Determine criteria:
 - Mandatory criteria
 - Desirable criteria
3. Develop alternative solutions
4. Evaluate alternatives against the criteria
5. Choose the best alternative
7. Select the best alternative





DECISION CRITERIA

1. Mandatory Criteria

Targets that must be achieved so that decisions can work well.

2. Desirable Criteria

Additional criteria used to compare alternatives that already meet the mandatory requirements.





1. Mandatory Criteria

- ❖ Derived from operational requirements or constraints
- ❖ Quantitative
- ❖ Non-negotiable
- ❖ Must be fulfilled by every alternative solution

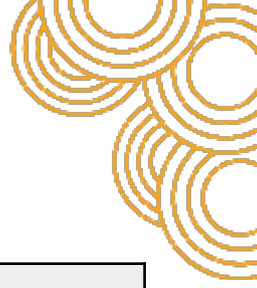




2. Desirable Criteria

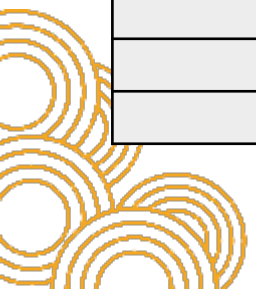
- ❖ Derived from desired outcomes
- ❖ Developed from mandatory criteria and business expectations
- ❖ Do not have to be fulfilled by all alternatives
- ❖ If fulfilled, add value to alternative decisions
- ❖ Weighted based on their importance to decision makers





ALTERNATIVE ANALYSIS WORKSHEET

CRITERIA		ALTERNATIVES								
		Mandatory:								
		INFO	go / no - go ✓ / X		INFO	go/ no - go ✓ / X		INFO	go/ no - go ✓ / X	
Desirable	Weight	INFO	points	weight x points	INFO	points	weight x points	INFO	points	weight x points
		TOTAL SCORE								





4. Potential Problem Analysis

Preventive actions:

- Eliminate the cause of potential problems
- Implemented to prevent potential problems from occurring





4. Potential Problem Analysis

Curative Actions:

- ❑ Reduce the consequences of the problem
- ❑ Implemented if preventive actions fail
- ❑ Requires a monitoring system to identify when preventive actions fail and corrective actions need to be implemented





POTENTIAL PROBLEM MATRIX

Alternative 1:

Risk:	Likelihood	Severity	L X S
1.			
2.			
3.			
	Total Risk Score		

Preventive Actions:

-
-

Curative Actions:

-
-





POTENTIAL PROBLEM MATRIX

Alternative 2:

Risk:	Likelihood	Severity	L X S
1.			
2.			
3.			
	Total Risk Score		

Preventive Actions:

-
-

Curative Actions:

-
-





Action Plan & Business Impact

- Define priority actions
- Assign PIC / owner
- Create implementation timeline
- Identify success indicators
- Estimate business impact





Action Plan *Sample*

Action	PIC	Timeline	Success Indicator
Improve fertilizer distribution schedule	Estate Manager	1 Month	On-time fertilization >95%
Increase pest monitoring frequency	Field Supervisor	2 Weeks	Reduced pest incidents
Conduct field maintenance audit	Assistant Manager	Monthly	Compliance improvement





Why Expected Business Impact Matters?

Expected business impact helps us:

- Connect solutions to business goals
- Prioritize the most valuable actions
- Gain stakeholder support
- Measure implementation success

Key Question:

“What value will this solution create for the business?”





Expected Business Impact

Sample

Operational	Financial	Organizational
Increase work efficiency by 20%	Reduce losses by Rp500 million/year	Faster coordination between field and support teams
Reduce operational errors by 12%	Improve operational efficiency by 5%	Faster issue response and decision making
Improve response time by 20%	Support annual production target achievement	Clearer ownership and accountability

