

## Structured Analytical Thinking

### Programme Overview

The analytical thinking programme enables participants to increase the power and effectiveness of their thinking and apply a consistent consultative approach to problem solving and opportunity generation.

Following extensive research with leading consultancy firms and management teams, PSfPS have identified and developed a structured analytical thinking process that provides internal or external consultants with the knowledge, skills, tools and behaviours to effectively solve unstructured and ambiguous business problems and generate new, creative opportunities.

Our structured analytical thinking programme has been one of our core programmes for over 25 years and in this time we believe our team has trained more consultants in the required behavioural and cognitive skills than any other firm worldwide.

### What is a structured analytical thinking process?

Many business problems stem from a lack of diagnosis and usually the more data involved the harder the diagnosis. So how can consultants decide which data is relevant, generate insight, collaborate effectively and produce outputs and recommendations that can be both understood and acted upon by clients, colleagues and key decision makers?

The answer is to establish a cohesive, structured analytical thinking process with the adoption of associated key skills and behaviours firm wide. The process should be robust, reliable and valid and it also needs to be efficient (only data that is needed is collected) and effective (it solves the problem/identifies an opportunity).

### Learning outcomes

- Know how to apply a consistent consultative approach to problem solving and opportunity generation
- The ability to identify, manage and deliver new and creative solutions to business problems and/or identify opportunities
- Enable participants to increase the power and effectiveness of their thinking
- The ability to arrive at credible conclusions based on valid logic
- Know how to develop practical and actionable recommendations for key stakeholders
- A structured thinking process that can be immediately integrated with existing company procedures and used on current assignments

### Key elements of the programme

#### Defining the scope: Develop clear and relevant objectives, topics for investigation and outputs

- Analysis of the client's situation
- Defining the client's objectives
- Outlining the topics that need to be investigated
- Defining the outputs to be produced
- Developing the scoping diagram

#### Data collection: Planning and organising efficient data collection

- Understanding and developing hypotheses to test
- Defining and asking the right questions
- Determining what data needs to be collected to test the hypotheses
- Agreeing on sources and methods of enquiry for data collection
- Constructing the data matrix: how to organise and display data
- Achieving cost effective use of resources

#### Developing the logic: Drawing logical conclusions & developing practical recommendations for action

- Synthesising the data into findings and drawing reasoned and clear conclusions
- Turning conclusions into practical and effective recommendations
- Determining the consequences and benefit of alternative actions
- Presenting results effectively and planning the implementation process