

DIAGNOSTIC SELLING....



SEASON 4

EPISODE 7

The 3 Types of Problems

*THAT YOUR BUYER WANTS TO SOLVE
(& HOW TO FIND THEM)*



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AGENDA

ACT I

WHAT IS **PAIN V. PROBLEM?**

ACT II

THE 3 METRICS: THAT PROBLEMS ARE BASED ON.

ACT III

THE 3 TYPES OF PROBLEMS:

BUSINESS PROBLEM, TACTICAL PROBLEM, & ROOT CAUSE.



AGENDA

ACT IV

WHAT IS A **BUSINESS PROBLEM?**

ACT V

WHAT IS A **TACTICAL PROBLEM?**

ACT VI

WHAT IS A **ROOT CAUSE?**

AGENDA

ACT VII

EXAMPLES: OF THE 3 PROBLEMS.

ACT VIII

WHY DOES ANY OF THIS MATTER?

ACT IX

SO..... WHAT IS A **MASTER PROBLEM?**

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PAIN V. PROBLEM



RULE #1

**THERE'S A DIFFERENCE BETWEEN
PAIN V. PROBLEM**



PAIN DEFINED

PAIN

A **PAIN** is a feeling or sensory experience that's unpleasant, uncomfortable, distressing, or a suffering to someone in the present.

PROBLEM DEFINED

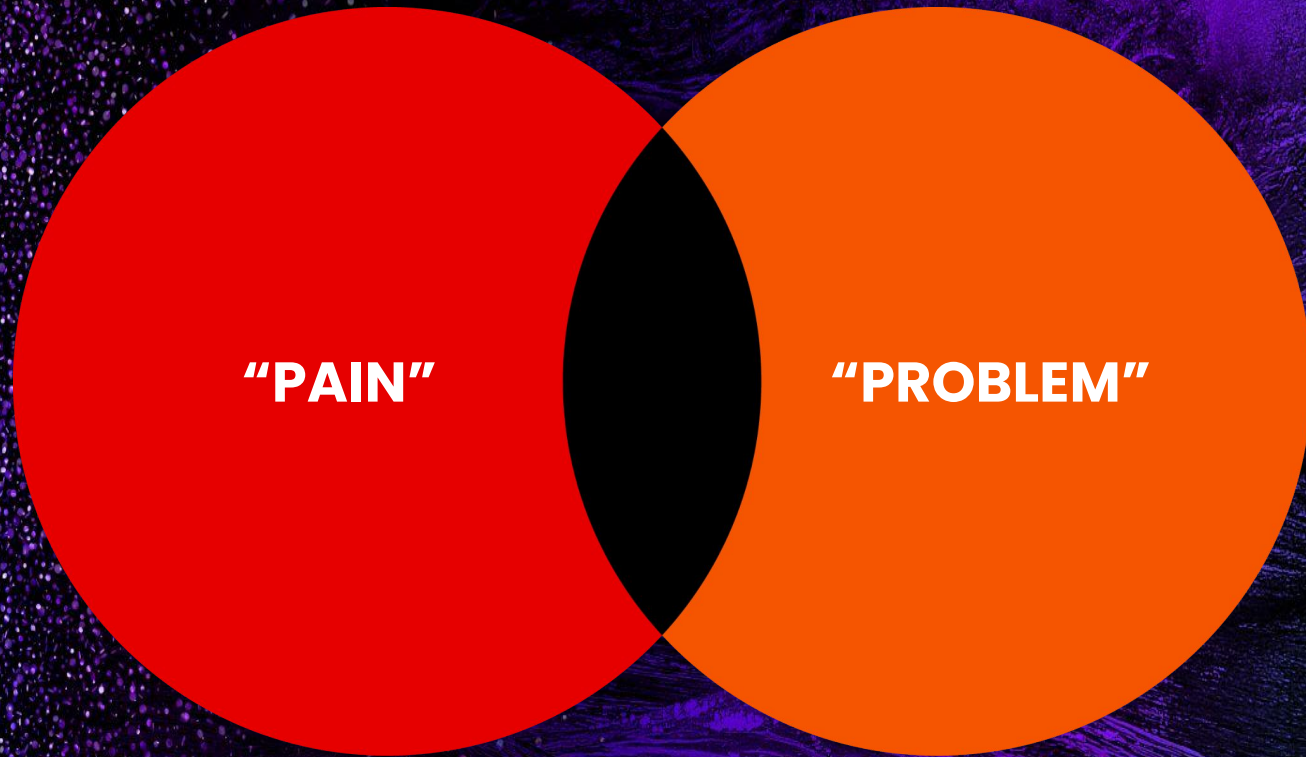
PROBLEM

A **PROBLEM** is a set of conditions that someone is attempting to “solve”, or “solve for”, based on the level of acute pain in the present, or the potential impact to the person if they don’t.

THE IMPACT OF THE DIFFERENCE



NOT ALL PAINS ARE PROBLEMS....



.....& NOT ALL PROBLEMS ARE PAINFUL. (YET)

RULE #2

A PAIN ONLY ----->
BECOMES A PROBLEM....

IN 2 CASE SCENARIOS.



WHEN DOES A PAIN ----->

BECOME A PROBLEM?

A **PAIN**, although uncomfortable, is **not necessarily** something that the prospect will attempt to “solve”, or “solve for”.

The **PAIN** will only become a **PROBLEM** (a set of conditions someone will “solve” or “solve for”), if:

- 1 The level of acute **pain** in the present is high enough to cause the prospect to decide that their current state, is no longer tenable.
- 2 The level of current **impact**, future **impact**, or potential **impact** to the prospect if they don't change, is high enough to warrant the prospect to take initiative to do something about it.

RULE #3

**A PROBLEM,
IS ONLY A PROBLEM....**

IN THE PRESENCE, OF A METRIC.



SO....

WHAT ARE THE 3 METRICS?



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THE 3 METRICS:
THAT PROBLEMS ARE BASED ON.



LIGHTNING ROUND STYLE :)



METRIC #1

LAGGING INDICATORS



WHAT IS A **LAGGING INDICATOR** ...

Definition

AN INDICATOR THAT THE BUYER IS ULTIMATELY METRICED TO DRIVE, & IS THE MAIN METRIC OF SUCCESS.

- **AN OUTPUT.**
- **MEASURED AFTER THE GAME IS OVER.**
- **CONFIRM THE SUCCESS OF SOMEONE.**
- **DEPENDENT ON A LEADING INDICATOR**
- **CAN BE OPTIMIZED FOR IN ISOLATION.**

LAGGING INDICATOR: TIP #1

**THERE'S ONLY 1 (MAX 3)
FOR EACH BUYER.**

*****TYPICALLY 1 MAIN: & 2-3 ANCILLARY*****



LAGGING INDICATOR: TIP #2

**THEY'RE THE FINAL METRIC
THE BUYER IS HIRED & FIRED TO AFFECT.**



LAGGING INDICATOR: TIP #3

**THEY ARE MEASURED
AFTER THE GAME ENDS.**

MEANING ONCE THEY'RE "PUBLISHED", THEY'RE PUBLISHED.



LAGGING INDICATOR: TIP #4

**THEY'RE THE FINAL METRIC THAT
MEASURES THE BUYER'S EFFECTIVENESS.**



LAGGING INDICATOR: TIP #5

THEY ARE THE OUTPUTS.



METRIC #2

LEANING INDICATORS



WHAT IS A **LEANING INDICATOR** ...

Definition

**AN INDICATOR
ANALYZED IN REAL
TIME, TO SHED LIGHT
ON LAGGING
INDICATORS...
BUT ISN'T WHAT THE
BUYER IS METRICED
ON**

- **A MIDPUT.**
- **MEASURED DURING THE GAME.**
- **HELP PREDICT : THE LEVEL OF LAGGING INDICATOR THAT WILL BE ACHIEVED.**
- **THEN DIAGNOSE : WHICH LEADING INDICATOR NEEDS TO BE CHANGED, IF THE LAGGING INDICATOR NEEDS TO BE CHANGED.**
- **THEN RE-ANALYZED : TO SEE IF IT'S THE RIGHT INDICATOR TO CHANGE, & CHANGED ENOUGH TO ACHIEVE THE GOAL.**

LEANING INDICATOR: TIP #1

**THERE'S ABOUT 10 – 15
OF THEM.**



LEANING INDICATOR: TIP #2

**THEY'RE MEASURED
DURING THE GAME.**



LEANING INDICATOR: TIP #3

THEY ARE USED TO PREDICT:
WHETHER THE **LAGGING INDICATOR**,
WILL ACTUALLY BE ACHIEVED.

LEADING INDICATOR: TIP #4

THEY'RE ALSO USED TO IDENTIFY:
WHICH **LEADING INDICATOR**,
SHOULD BE CHANGED.



LEADING INDICATOR: TIP #5

AND THEY ARE USED TO EVALUATE...

IF THE RIGHT **LEADING** INDICATOR WAS CHOSEN,
IF IT WAS CHANGED IN THE RIGHT WAY,
& IF IT WAS CHANGED ENOUGH—
IN ORDER TO HIT THE **LAGGING** INDICATOR GOAL.

LEANING INDICATOR: TIP #6

THEY ARE MIDPUTS.



METRIC #3

LEADING INDICATORS



WHAT IS A **LEADING INDICATOR** ...

Definition

**AN INDICATOR THAT
CAUSES THE
SUBSEQUENT
LEANING & LAGGING
INDICATORS TO
OCCUR**

- **AN INPUT.**
- **MEASURED BEFORE THE GAME BEGINS.**
- **DETERMINE THE ULTIMATE LEVEL OF SUCCESS, OF THE LAGGING INDICATOR.**
- **TYPICALLY HARD TO MEASURE.**
- **TYPICALLY DIFFICULT TO DEFINE.**

LEADING INDICATOR: TIP #1

**THERE'S ABOUT 20 – 30
OF THEM.**



LEADING INDICATOR: TIP #2

**THEY'RE MEASURED
BEFORE THE GAME STARTS.**



LEADING INDICATOR: TIP #3

THESE ARE THE INGREDIENTS:

**THAT THE BUYER SELECTS,
AND ARE INPUT TO ULTIMATELY
DRIVE LAGGING INDICATOR SUCCESS.**



LEADING INDICATOR: TIP #4

THEY ARE THE INPUTS.



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THE 3 PROBLEMS:

***BUSINESS PROBLEM,
TACTICAL PROBLEM, & ROOT CAUSE***



FROM A HIGH LEVEL...



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

SO... WHAT'S A PROBLEM? *(THE OVERLYING STRUCTURE)*

THE MASTER PROBLEM

CURRENT PROBLEMS			CURRENT IMPACTS			FUTURE IMPACTS		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
CURRENT PAIN (SYMPTOMS)			CURRENT: EXTENDED PAIN			FUTURE: EXTENDED PAIN		



FROM A HIGH LEVEL...

CURRENT PROBLEMS WHAT THEY NEED TO CHANGE, OR "SOLVE" IN THE PRESENT (IN ORDER TO SOLVE THE MASTER PROBLEM)	BUSINESS PROBLEM	BUSINESS PROBLEM - The lagging indicator achievement needed - the current lagging achievement What LAGGING INDICATOR needs to be changed, & by how much: In order to solve the MASTER PROBLEM .
	TACTICAL PROBLEM	TACTICAL PROBLEM - The leaning indicator state needed - the current leaning state What LEANING INDICATOR needs to be changed, & by how much: That would be evidence that the TACTICAL PROBLEM was solved.
	ROOT CAUSE	ROOT CAUSE - The leading indicator state needed - the current leading state What LEADING INDICATOR needs to be changed, & by how much: In order to solve the TACTICAL PROBLEM .

LET'S BREAK THAT DOWN.



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**WHAT IS A
BUSINESS PROBLEM?**



SO, WHAT IS THE DEFINITION OF A **BUSINESS PROBLEM**?



THE BUSINESS PROBLEM DEFINITION....

WHICH LAGGING INDICATOR

NEEDS TO BE CHANGED.....



THE BUSINESS PROBLEM DEFINITION....

AND BY HOW MUCH...

**IN ORDER TO ACHIEVE THE OUTCOME,
& SOLVE THE MASTER PROBLEM.**



THE BUSINESS PROBLEM EQUATION....

THE LAGGING INDICATOR GOAL –
THE LAGGING INDICATOR ACHIEVEMENT
THE BUSINESS PROBLEM



LET'S DO AN EXAMPLE.



EXAMPLE #1: THE BUSINESS PROBLEM

FOR A CFO:

THE LAGGING INDICATOR IS
GROSS PROFIT MARGIN.



EXAMPLE #1: THE BUSINESS PROBLEM

SO, THE BUSINESS PROBLEM FOR A CFO, IS....

THE GROSS PROFIT MARGIN GOAL –
THE GROSS PROFIT MARGIN ACHIEVED
THE BUSINESS PROBLEM



LET'S DO ANOTHER EXAMPLE.



EXAMPLE #2: THE BUSINESS PROBLEM ...

FOR A IT DIRECTOR:
**THE LAGGING INDICATOR IS
SERVER UPTIME.**



EXAMPLE #2: THE BUSINESS PROBLEM

SO, THE BUSINESS PROBLEM
FOR AN IT DIRECTOR, IS....

THE SERVER UPTIME GOAL –
THE SERVER UPTIME ACHIEVED
THE BUSINESS PROBLEM



LET'S DO ANOTHER EXAMPLE.



EXAMPLE #3: THE BUSINESS PROBLEM ...

FOR AN HR LEADER:
**THE LAGGING INDICATOR IS
EMPLOYEE RETENTION.**



EXAMPLE #3: THE BUSINESS PROBLEM

SO, THE BUSINESS PROBLEM
FOR AN HR LEADER, IS....

THE EMPLOYEE RETENTION GOAL –
THE EMPLOYEE RETENTION ACHIEVED
THE BUSINESS PROBLEM



LET'S DO ONE LAST EXAMPLE.



EXAMPLE #4: THE BUSINESS PROBLEM ...

FOR A HEAD OF PAYMENTS:

**THE LAGGING INDICATOR IS
TRANSACTION SUCCESS RATE.**



EXAMPLE #4: THE BUSINESS PROBLEM ...

SO, THE BUSINESS PROBLEM
FOR AN HEAD OF PAYMENTS, IS....

THE TRANSACTION SUCCESS RATE GOAL –
THE TRANSACTION SUCCESS RATE ACHIEVED
THE BUSINESS PROBLEM



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WHAT IS A
TACTICAL PROBLEM?



SO, WHAT IS THE DEFINITION OF A **TACTICAL PROBLEM**?



THE TACTICAL PROBLEM DEFINITION....

WHICH LEANING INDICATOR

NEEDS TO BE CHANGED.....



THE TACTICAL PROBLEM DEFINITION....

AND BY HOW MUCH....

IN ORDER TO SOLVE THE BUSINESS PROBLEM.



THE TACTICAL PROBLEM EQUATION....

THE LEARNING INDICATOR STATE NEEDED –
THE LEARNING INDICATOR CURRENT STATE
THE TACTICAL PROBLEM



LET'S DO AN EXAMPLE.



EXAMPLE #1: THE TACTICAL PROBLEM

FOR A CFO:

THE LEANING INDICATOR THAT NEEDS
TO CHANGE IS DAYS SALES OUTSTANDING.



EXAMPLE #1: THE TACTICAL PROBLEM

SO, THE TACTICAL PROBLEM FOR A CFO, IS....

THE DAYS SALES OUTSTANDING NEEDED –
THE DAYS SALES OUTSTANDING CURRENTLY
THE TACTICAL PROBLEM



LET'S DO ANOTHER EXAMPLE.



EXAMPLE #2: THE **TACTICAL PROBLEM**

FOR AN IT DIRECTOR:

THE **LEANING INDICATOR THAT NEEDS
TO CHANGE IS **BACKUP SUCCESS RATE.****



EXAMPLE #2: THE TACTICAL PROBLEM

SO, THE TACTICAL PROBLEM
FOR AN IT DIRECTOR, IS....

THE BACKUP SUCCESS RATE NEEDED –
THE BACKUP SUCCESS RATE CURRENTLY
THE TACTICAL PROBLEM

LET'S DO ANOTHER EXAMPLE.



EXAMPLE #3: THE TACTICAL PROBLEM

FOR AN HR LEADER:

THE LEARNING INDICATOR THAT NEEDS
TO BE CHANGED IS E-NPS SCORE.



EXAMPLE #3: THE TACTICAL PROBLEM

SO, THE TACTICAL PROBLEM
FOR AN HR LEADER, IS....

THE E-NPS SCORE NEEDED –
THE E-NPS SCORE CURRENTLY
THE TACTICAL PROBLEM

LET'S DO ONE LAST EXAMPLE.



EXAMPLE #4: THE TACTICAL PROBLEM ...

FOR A HEAD OF PAYMENTS:

**THE LEANING INDICATOR THAT NEEDS TO BE
CHANGED IS PAYMENT TIMEOUT RATE.**



EXAMPLE #4: THE TACTICAL PROBLEM ...

SO, THE TACTICAL PROBLEM
FOR AN HEAD OF PAYMENTS, IS....

THE PAYMENT TIMEOUT RATE NEEDED –
THE PAYMENT TIMEOUT RATE CURRENTLY
THE TACTICAL PROBLEM

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WHAT IS A
ROOT CAUSE?



**SO, WHAT IS THE DEFINITION
OF A ROOT CAUSE?**



THE ROOT CAUSE DEFINITION....

WHICH LEADING INDICATOR

NEEDS TO BE CHANGED.....



THE ROOT CAUSE DEFINITION....

AND BY HOW MUCH....

IN ORDER TO SOLVE THE TACTICAL PROBLEM.



THE **ROOT CAUSE** EQUATION....

THE **LEADING INDICATOR** STATE NEEDED –
THE **LEADING INDICATOR** CURRENT STATE
THE **ROOT CAUSE**



LET'S DO AN EXAMPLE.



EXAMPLE #1: THE **ROOT CAUSE**

FOR A CFO:

THE **LEADING INDICATOR THAT NEEDS
TO BE CHANGED IS **CLIENT PAYMENT TERMS.****



EXAMPLE #1: THE **ROOT CAUSE**

SO, THE **ROOT CAUSE FOR A CFO, IS....**

THE **CLIENT PAYMENT TERMS NEEDED –
THE **CLIENT PAYMENT TERMS** CURRENTLY
THE **ROOT CAUSE****



LET'S DO ANOTHER EXAMPLE.



EXAMPLE #2: THE **ROOT CAUSE**

FOR AN IT DIRECTOR:

THE **LEADING INDICATOR THAT NEEDS TO BE
CHANGED IS **AMOUNT OF AVAILABLE STORAGE.****

EXAMPLE #2: THE **ROOT CAUSE**

SO, THE **ROOT CAUSE**
FOR AN IT DIRECTOR, IS....

THE **AMOUNT OF AVAILABLE STORAGE NEEDED –**
THE **AMOUNT OF AVAILABLE STORAGE** CURRENTLY
THE **ROOT CAUSE**

LET'S DO ANOTHER EXAMPLE.



EXAMPLE #3: THE ROOT CAUSE

FOR AN HR LEADER:

**THE LEADING INDICATOR THAT NEEDS
TO BE CHANGED IS % OF EMPLOYEES WITH A
CAREER DEVELOPMENT PLAN WRITTEN OUT.**



EXAMPLE #3: THE **ROOT CAUSE**

SO, THE **ROOT CAUSE**
FOR AN HR LEADER, IS....

THE **% OF EMPLOYEES WITH A CAREER PLAN NEEDED** –
THE **% OF EMPLOYEES WITH A CAREER PLAN** CURRENTLY
THE **ROOT CAUSE**



LET'S DO ONE LAST EXAMPLE.



EXAMPLE #4: THE **ROOT CAUSE**

FOR A HEAD OF PAYMENTS:

THE **LEADING INDICATOR THAT NEEDS TO BE
CHANGED IS **LENGTH OF PAYMENT WINDOW.****

EXAMPLE #4: THE **ROOT CAUSE**

SO, THE **ROOT CAUSE**
FOR AN HEAD OF PAYMENTS, IS....

THE **LENGTH OF TIMEOUT WINDOW** NEEDED –
THE **LENGTH OF TIMEOUT WINDOW** CURRENTLY
THE **ROOT CAUSE**

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EXAMPLES:
OF THE 3 PROBLEMS.



EXAMPLE #1

SDRs.



EXAMPLE #1

THE 3 PROBLEMS: FOR AN SDR....

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING	# OF PATTERN WORDS/EMAIL	25 PATTERN WORDS/EMAIL	3 PATTERN WORDS/EMAIL	They must increase the number of questions they ask, by 12 per call.....
THE TACTICAL PROBLEM	LEANING	EMAIL REPLY RATE	.7% REPLY RATE	10% REPLY RATE	In order to increase their conversion rate, by 18%....
THE BUSINESS PROBLEM	LAGGING	SALs PER MONTH	4 SALs PER MONTH	10 SALs PER MONTH	In order to increase their closed-won ARR by 150k, per quarter.

EXAMPLE #2

SALES.



EXAMPLE #2

THE 3 PROBLEMS: FOR SALES

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	# OF QUESTIONS ASKED	3 QUESTIONS ASKED	15 QUESTIONS ASKED	They must increase the number of questions they ask, by 12 per call.....
THE TACTICAL PROBLEM	LEANING INDICATOR	CONVERSION RATE → CLOSED-WON	6% CLOSED-WON RATE	22% CLOSED-WON RATE	In order to increase their conversion rate, by 18%....
THE BUSINESS PROBLEM	LAGGING INDICATOR	CLOSED-WON ARR	100K CLOSED-WON PER QUARTER	150K CLOSED-WON PER QUARTER	In order to increase their closed-won ARR by 150k, per quarter.

EXAMPLE #3

MARKETING.



EXAMPLE #3

THE 3 PROBLEMS: FOR A MARKETER

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	TIME ADS ARE POSTED	3P POST TIME	9A POST TIME	They need to change the time of day they're posting ads from 3p, to 9a.....
THE TACTICAL PROBLEM	LEADING INDICATOR	# OF IMPRESSIONS	20K PER DAY	100K PER DAY	In order to increase the # of impressions, by 80k/day....
THE BUSINESS PROBLEM	LAGGING INDICATOR	# OF TOTAL MQLs	500 MQLs PER MONTH	2K MQLs PER MONTH	In order to increase the # of MQLs by 1500, per month.

EXAMPLE #4

CUSTOMER SUCCESS.



EXAMPLE #4

THE 3 PROBLEMS: FOR CUSTOMER SUCCESS ...

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	LOCATION OF SCHEDULING	FOLLOW-UP EMAIL	CHAT BOX	They need to offer an option for customers, to schedule time in the chat v. email.....
THE TACTICAL PROBLEM	LEADING INDICATOR	TIME TO ISSUE RESOLVED	29 DAYS	4 DAYS	In order to decrease the # of days, until their issue is resolved, by 25 days....
THE BUSINESS PROBLEM	LAGGING INDICATOR	CUSTOMER RETENTION	60%	90%	In order to increase the customer retention, by 30%.

EXAMPLE #5

IT DIRECTOR.



EXAMPLE #5

THE 3 PROBLEMS: FOR AN IT DIRECTOR ...

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	% OF STORAGE USED	45/50 TERABYTES USED (95%)	45/75 TERABYTES USED (70%)	They need increase the server storage by 25 terabytes.....
THE TACTICAL PROBLEM	LEANING INDICATOR	BACK-UP SUCCESS %	78%	96%	In order to increase the back-up success rate by 18%....
THE BUSINESS PROBLEM	LAGGING INDICATOR	SERVER UPTIME	94%	99.99%	In order to increase the server uptime, by 5.99%.

EXAMPLE #6

HEAD OF PAYMENTS.



EXAMPLE #6

THE 3 PROBLEMS: FOR A HEAD OF PAYMENTS

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	TIMEOUT WINDOW	45 SECOND WINDOW	90 SECOND WINDOW	They need to lengthen the payment timeout window by 45 seconds.....
THE TACTICAL PROBLEM	LEANING INDICATOR	PAYMENT TIMEOUT RATE	5%	.5%	In order to decrease payment timeout rate by 4.5%...
THE BUSINESS PROBLEM	LAGGING INDICATOR	TRANSACTION SUCCESS %	83%	95%	In order to increase the transaction success %, by 12%.

EXAMPLE #7

CFO.



EXAMPLE #7

THE 3 PROBLEMS: FOR A CFO....

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	CUSTOMER PAYMENT TERMS	60 DAYS	30 DAYS	They need to decrease the customer payment terms, by 30 days....
THE TACTICAL PROBLEM	LEANING INDICATOR	DAYS SALES OUTSTANDING	85 DAYS	45 DAYS	In order to decrease the days sales outstanding by 40 days...
THE BUSINESS PROBLEM	LAGGING INDICATOR	GROSS PROFIT MARGIN	60%	90%	In order to increase the gross profit margin, by 30%.

EXAMPLE #8

CISO.



EXAMPLE #8

THE 3 PROBLEMS: FOR A CISO

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	% OF EMPLOYEES WITH RE-USED PASSWORDS	60% OF EMPLOYEES	32% OF EMPLOYEES	They need to decrease the % of employees using a weak/re-used PW by 28%.....
THE TACTICAL PROBLEM	LEANING INDICATOR	INTRUSION ATTEMPTS	6k PER DAY	2k PER DAY	In order to decrease intrusion attempts, by 4k per day...
THE BUSINESS PROBLEM	LAGGING INDICATOR	INCIDENT RATE	5 INCIDENTS PER YEAR	2 INCIDENTS PER YEAR	In order to decrease the incident rate by 3, per year.

EXAMPLE #9

HR.



EXAMPLE #9

THE 3 PROBLEMS: FOR HR....

	THE TYPE OF INDICATOR	THE TARGETED INDICATOR	THE CURRENT STATE	THE STATE NEEDED	THE PROBLEM
THE ROOT CAUSE	LEADING INDICATOR	CAREER DEVELOPMENT PLAN	35% HAVE A WRITTEN PLAN	75% HAVE A WRITTEN PLAN	They need to increase the % of employees who have a written career development plan, by 40%.....
THE TACTICAL PROBLEM	LEANING INDICATOR	E-NPS	8	32	In order to increase the e-nps score by 24 points....
THE BUSINESS PROBLEM	LAGGING INDICATOR	EMPLOYEE RETENTION	60%	90%	In order to increase the employee retention by 30%.



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**WHY DOES
ANY OF THIS MATTER?**



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SO...
WHAT IS A
MASTER PROBLEM?



SO, WHAT IS A MASTER PROBLEM?



WHAT IS A **MASTER PROBLEM**



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

SO... WHAT'S A PROBLEM? *(THE OVERLYING STRUCTURE)*

THE MASTER PROBLEM

CURRENT PROBLEMS

BUSINESS
PROBLEM

TACTICAL
PROBLEM

ROOT CAUSE

CURRENT PAIN
(SYMPTOMS)

CURRENT IMPACTS

CURRENT
PERSONA
IMPACT

CURRENT
HORIZONTAL
IMPACT

CURRENT
VERTICAL
IMPACT

CURRENT: EXTENDED PAIN

FUTURE IMPACTS

FUTURE
PERSONA
IMPACT

FUTURE
HORIZONTAL
IMPACT

FUTURE
VERTICAL
IMPACT

FUTURE: EXTENDED PAIN



WHAT IS A MASTER PROBLEM BASED ON?



& WHAT IS A MASTER PROBLEM BASED ON....?

**THE
OUTCOME**



THE **OUTCOMES** : FOR **NEGATIVE** MASTER PROBLEMS



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

DIAGNOSING THE MASTER PROBLEM HOW TO IDENTIFY THE TYPE OF PROBLEM (BASED ON OUTCOME)	TYPE OF PROBLEM	IDENTIFY PROBLEM TYPE				
		THREAT BASED	SIGN BASED	NEGATIVE- SYMPTOM BASED	PRESCRIPTION BASED	LATERAL BASED
	OUTCOME	IDENTIFY OUTCOME				
		AVOID THE THREAT .	SOLVE THE PROBLEM, THE SIGN INDICATES.	ALLEVIATE THE NEGATIVE SYMPTOM .	SOLVE THE PROBLEM, THE FIRST PRESCRIPTION DIDN'T.	SOLVE THE PROBLEM, THAT WAS LATERALLY CREATED.

THE **OUTCOMES** : FOR **NEUTRAL** MASTER PROBLEMS



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

DIAGNOSING THE MASTER PROBLEM HOW TO IDENTIFY THE TYPE OF PROBLEM (BASED ON OUTCOME)	TYPE OF PROBLEM	IDENTIFY PROBLEM TYPE				
		FUTURE - METRIC BASED	SUCCESS BASED	GOAL BASED	FUTURE - EVENT BASED	AMELIORATION BASED
	OUTCOME	IDENTIFY OUTCOME				
		TO ACHIEVE THE FUTURE METRIC.	TO SOLVE THE PROBLEM CREATED BY THE SUCCESS.	TO ACHIEVE THE GOAL.	TO ACHIEVE THE STATUS, THAT THE FUTURE EVENT REQUIRES.	TO AMELIORATE THE TARGETED LEADING INDICATOR.

THE **OUTCOMES** : FOR **POSITIVE** MASTER PROBLEMS



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

DIAGNOSING THE MASTER PROBLEM HOW TO IDENTIFY THE TYPE OF PROBLEM (BASED ON OUTCOME)	TYPE OF PROBLEM	IDENTIFY PROBLEM TYPE OPPORTUNITY BASED POSITIVE - SYMPTOM BASED	
	OUTCOME	REALIZE THE OPPORTUNITY	EXTEND THE POSITIVE - SYMPTOM



**OK – WHAT TYPE OF
MASTER PROBLEM
WAS IN THE EXAMPLES,
THAT WE DID?**



THE TYPE OF MASTER PROBLEM : IN THE EXAMPLES....



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

PROBLEM TYPE

'SOLVE'
V. 'SOLVE
FOR'

POSITIVE,
NEGATIVE,
V. NEUTRAL

PAIN-
CENTRIC V.
PLEASURE-
CENTRIC

THRIVE V.
SURVIVE

PROBLEM DESCRIPTION

WHAT'S
THE ULTIMATE
OUTCOME?

WHAT'S THE IMPACT
OF SOLVING, OR NOT
SOLVING IT?

1

NEGATIVE-
SYMPTOM
BASED
PROBLEM

'SOLVE'

NEGATIVE
PROBLEM

PAIN-
CENTRIC
PROBLEM

SURVIVE

A **negative-symptom based problem** is a "**problem**" that comes as a result of a prospect experiencing a **negative symptom** in the present, that they want to alleviate, or prevent from persisting, spreading, or increasing in level of aggression, in the future.

This type of "**problem**" is subjective in nature, can initially be identified only by the prospect, and is typically based on "**pain**".

Alleviating the effects of the **negative symptom**.

The **impact** of not solving the **problem**, is that the **pain** (or **negative symptoms**) would persist, or increase in spread, frequency, or level of aggression;

And the prospect would suffer a **negative impact** in the future, as a result.





HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

1 NEGATIVE-SYMPTOM BASED PROBLEM

HOW TO MEASURE: A **NEGATIVE-SYMPTOM BASED** PROBLEM

THE PAIN

THE MASTER PROBLEM

THE MASTER PROBLEM								
PROBLEMS (NEGATIVE)			CURRENT IMPACT (NEGATIVE)			FUTURE IMPACT (NEGATIVE)		
BUSINESS PROBLEM	TACTICAL PROBLEM	ROOT CAUSE	CURRENT PERSONA IMPACT	CURRENT HORIZONTAL IMPACT	CURRENT VERTICAL IMPACT	FUTURE PERSONA IMPACT	FUTURE HORIZONTAL IMPACT	FUTURE VERTICAL IMPACT
The PERSONA'S LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEADING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The STATE NEEDED of the PERSONA'S LEADING INDICATOR: In order to achieve their LAGGING INDICATOR GOAL	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR: If they was achieving their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was achieving their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT: If the PERSONA was achieving their LAGGING INDICATOR GOAL	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If they do achieve their LAGGING INDICATOR GOAL	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their LAGGING INDICATOR GOAL	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA does achieve their LAGGING INDICATOR GOAL
The PERSONA'S CURRENT LAGGING INDICATOR ATTAINMENT	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S LEADING INDICATOR	The CURRENT STATE of the PERSONA'S EXTENDED INDICATOR	The HORIZONTAL TEAM'S CURRENT LAGGING INDICATOR ATTAINMENT	The VERTICAL LEADER'S CURRENT LAGGING INDICATOR ATTAINMENT	The FUTURE STATE of the PERSONA'S EXTENDED INDICATOR: If their CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is	The HORIZONTAL TEAM'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is	The VERTICAL LEADER'S FUTURE LAGGING INDICATOR ATTAINMENT: If the PERSONA'S CURRENT UNDER ATTAINMENT of their LAGGING INDICATOR GOAL, stays as is

WHAT ARE THE OTHER TYPES OF MASTER PROBLEMS?



THE 12 TYPES: OF MASTER PROBLEMS...



HOW TO DEFINE, MEASURE, & DIAGNOSE A PROBLEM

BY FLIP THE SCRIPT

PROBLEM TYPE	1 NEGATIVE-SYMBOL BASED PROBLEM	2 THREAT BASED PROBLEM	3 PRESCRIPTION BASED PROBLEM	4 SIGN BASED PROBLEM	5 LATERAL BASED PROBLEM	6 GOAL BASED PROBLEM	7 FUTURE-METRIC BASED PROBLEM	8 FUTURE-EVENT BASED PROBLEM	9 SUCCESS BASED PROBLEM	10 AMELIORATION BASED PROBLEM	11 OPPORTUNITY BASED PROBLEM	12 POSITIVE-SYMBOL BASED PROBLEM
PROBLEM DESCRIPTION	A negative-symbol based problem is a "problem" that comes as a result of a prospect experiencing a negative symptom in the present, that they want to alleviate, or prevent from persisting, spreading, or increasing in level of aggression, in the future. This type of "problem" is subjective in nature, can initially be identified only by the prospect, and is typically based on "pain".	A threat based problem, is a "problem" that comes as a result of a prospect identifying a potential threat that they believe will likely occur in the future, if they do not change.	A prescription based problem is a "problem" that a prospect already tried to solve, by using a solution that was previously prescribed to them – And the prescribed plan or tools, were not effective in solving the problem. (typically a negative-symbol based problem)	A sign based problem, is a "problem" that comes as a result of a prospect identifying a sign that a prospect is displaying, and linking the sign to a deeper condition. This type of "problem" is objective in nature, can initially be identified only by an "outside expert", is not based on "pain" – And is unique to the prospect, prior to a rep identifying it.	A lateral based problem, is a "problem" that comes as a result of a prospect being assigned another "problem" – And the solution was effective in solving the original problem, but created another lateral problem, in doing so. (a side-effect of applying a solution)	A goal based problem, is a "problem" that comes as a result of a prospect being assigned a goal – And attempting to change the elements of their current state, in a way that will achieve the goal.	A future-metric based problem, is a "problem" that comes as a result of a prospect being assigned a future metric – And attempting to achieve the future metric, by changing elements of their current state, today. In this type of "problem", the prospect is successfully achieving their current metrics – But will not successfully achieve the future metric, if they remain as they are today.	A future-event based problem, is a "problem" that comes as a result of a future event – Where the prospect is attempting to change elements of their current state, in a way that will satisfy the standards, that the future event requires.	A success based problem, is a "problem" that comes as a result of a prospect's success – Where the prospect exceeded their core metrics, but their over-achievement and success, caused a separate problem to occur.	An amelioration based problem, is a "problem" that comes as a result of a prospect wanting to improve, "better", or ameliorate an element in their current state, or their current state way of operating.	An opportunity based problem, is a "problem" that comes as a result of a prospect identifying a potential opportunity that they believe they can inherit in the future, if they change their current state way of operating.	A positive-symbol based problem, is a "problem" that comes as a result of a prospect experiencing a positive symptom in the present, that they want to prolong the effects, or cause to continue, spread, or increase in level of aggression, in the future. This type of "problem" is subjective in nature, can initially be identified only by the prospect, and is typically based on "pleasure".
WHAT'S THE ULTIMATE OUTCOME?	Alleviating the effects of the negative symptom.	Preventing the threat from being realized, in the future.	Solving the problem, that the original prescription didn't successfully solve.	Solving the problem, that was identified based on a sign.	Solving the lateral problem, that the solution to another problem created.	Achieving the goal.	Achieving the future metric.	Achieving the future state, that the future event requires.	Solving the problem, that was caused by the prospect's success.	Ameliorating the current state item, that the prospect wants to make "better".	Realizing the opportunity, in the future.	Prolonging the effects of the positive symptom.
WHAT'S THE IMPACT OF SOLVING, OR NOT SOLVING IT?	The impact of not solving the problem is that the pain (or negative symptoms) would persist, or increase in spread, frequency, or level of aggression. And the prospect would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the threat is realized in the future. And the prospect would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the pain persists, and typically with increased aggression (since time has passed). And the prospect would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the condition persists, spreads, and worsens over time. And the prospect would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the lateral side-effects would persist, or increase in spread, frequency, or level of aggression. And the prospect would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the prospect would fail to achieve the goal. And would suffer a negative impact in the future, as a result of not achieving the goal.	The impact of not solving the problem is that the prospect would fail to achieve the future metric. And would suffer a negative impact in the future, as a result of not achieving the future metric.	The impact of not solving the problem is that the prospect would fail to achieve the future state (that the future event requires). And would suffer a negative impact in the future, as a result of not achieving it.	The impact of not solving the problem is that the prospect perceives they're not a "good steward" of what they have (even though they achieved their metrics). And would suffer a negative impact in the future, as a result.	The impact of not solving the problem is that the prospect remains frustrated that the current state item has not been ameliorated. And would either suffer a negative impact, or miss a positive opportunity, as a result of not ameliorating it.	The positive impact of solving the problem is that the prospect realizes the opportunity, in the future. And inherits a positive impact, as a result of realizing the opportunity.	The positive impact of solving the problem is that the prospect would prolong, or increase in spread, frequency, or level of aggression. And the prospect would incur a positive impact in the future, as a result.

WHICH WE'LL COVER...



IN EPISODE 10. :)





IN SUMMARY...





THE END.

