

As you formulate criteria, rank them roughly in order of importance. Is this test one that a possible solution absolutely must pass? Or is it merely something that would be nice to accomplish?

5. Select the best solution.

This is the area of executive decision.

Occasionally, one clearly superior solution will stand out at the conclusion of the testing process. But often it is not that simple. You may find that no one solution has come through all the tests with flying colors. You may also find that a proposal, which flunked miserably on one of the essential tests, racked up a very high score on others.

The best solution frequently will turn out to be a combination of two or more possible solutions which you tested. You will usually come up with the best possible solution under the circumstances.

6. Put the solution into action.

Now we put the chosen solution into action and watch the results. They may point toward modifications.

"If the problem disappears when you put your solution into effect," Maj. Crow tells his students, "you know you had the right solution."

There is still the possibility that the solution does not work. This is usually an indication that you have the wrong solution for the wrong problem. If this is the case we start all over with step number one.

POINT FOR THE MONTH

Every man who aspires to a higher position will be helped or impeded by the effect his attitudes have on his performance and on the way he impresses others.

It is important to have positive, open-minded attitudes. Nine of the most essential are:

1. The ability to question the existing order and suggest constructive changes.
2. Flexibility.
3. A positive approach to problems.
4. A willingness to learn from others.
5. Courtesy and modesty.
6. Self-respect.
7. Willingness to give credit.
8. A realistic outlook.
9. Seeing things from the other fellow's point of view.

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