



Breaking the Ceiling

Problem Solving

Collaborative Activity

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Title	
Problem Solving Collaborative Activity	
Objective	<ul style="list-style-type: none"> – to gain awareness of cause-effect relationships using the Ishikawa diagram; – collaborative learning: to enhance collaboration within and between groups; – to develop communication skills in relation to problematic events.
Duration	at least 2 hours
Materials Needed	<ul style="list-style-type: none"> – pens, – papers, – internet access
Instructions	
Introduction (10 minutes)	The trainer will present the following business case to the group: <i>On 20th of January, at the Xx Spa textile company's production plant, during the move, the truck accidentally hit the entrance wall, destroying the wall and the security door. In addition, as the door fell, it damaged the new silk spinning frame purchased to replace the previous one, which, although still functional, was already showing signs of decay. Within the next month, 10 km of fabrics are to be delivered to the company Zz Spa, which is to use them for the new spring collections.</i>
Group Formation (10 minutes)	The group activity is aimed at a maximum number of 6 participants. Therefore, in the case of large groups, it is necessary to form subgroups of 5/6 participants and assign them to a table around which they can work.
Activity Phase (60 minutes)	
Task Description	Each group should reason about the business case presented and follow the following steps: <ul style="list-style-type: none"> – PROBLEM ANALYSIS: break down the main problem into secondary problems using the Ishikawa diagram – PROBLEM SOLVING: analysing various alternative solutions – DECISION MAKING: collaboratively choose the actions to be taken by differentiating them into urgent and important actions – DECISION TELLING: communicating the decision taken – DEMOCRATIC CHOICE: Collaboratively choosing the most effective solution.
Guidelines	The trainer stimulates the active participation of all participants, encourages questions and discussions and the sharing of ideas within the groups. it is important that each group appoints a facilitator who takes care that no participant remains on the sidelines or silent, and a note taker, so that the best ideas are transcribed as they emerge and then used for the final solution.
Possible Activities	In summary, the activities involve the presentation of a real business case, an intra-group problem-solving activity, the inter-group selection of the most effective solution, the presentation of the solution to all groups and the final debriefing.

Inter-Group Sharing (15 minutes)	Each group presents its solutions or results related to the presented business case. The trainer encourages questions and discussions from all groups and facilitates a short question and answer session after each presentation.
Reflection and Discussion (15 minutes)	At the end of the exercise, the trainer analyses the proposed solutions and explains how they had to work together and make decisions collaboratively to solve the case. They report back to the groups on the relational dynamics they observed during the activity.
Conclusion (10 minutes)	The lecturer summarises the key points of the activity, thanks the participants for their active participation and suggests new activities or readings to improve problem solving skills.
Assessment Criteria	Participants' performance will be evaluated on the feasibility of the solution developed, the ability to communicate and convince the audience of the effectiveness of the solution, and the ability to collaborate intra- and inter-group.