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"Cheryl Einhorn has given us a practical book providing a wealth of useful lessons for making complex decisions of almost any kind. It breaks down everything from where to look for data and insights to how to make sure you don't see only what you want to see.

This is a book that can be useful for everyone."

—Atul Gawande, best-selling author of *The Checklist Manifesto* and *Being Mortal*

"Human beings are surprisingly bad at making decisions in complex modern environments. For most of us, therefore, a well-conceived, disciplined decision process is essential.

Problem Solved clearly and effectively presents one of the best such processes available. It is invaluable."

—Bruce Greenwald, best-selling author, *Value Investing* and Robert Heilbrunn Professorship of Finance and Asset Management, Columbia Business School

A Proactive Way to Work Through Life's Uncertainty and Make Thoughtful, Confident Decisions

It can be messy and overwhelming to figure out how to solve thorny problems. Where do you start? How do you know where to look for information and evaluate its quality and bias? How can you feel confident that you are making a careful and researched decision?

Whether you are deciding between colleges, navigating a career decision, helping your aging parents find the right housing, or expanding your business, **Problem Solved** will show you how to use the powerful AREA Method to make complex personal and professional decisions with confidence and conviction.

The AREA Method coaches you to make smarter, better decisions because it:

- Recognizes that research is a fundamental part of decision-making and breaks down the process into a series of easy-to-follow steps.
- Solves for problematic mental shortcuts such as bias, judgment, and assumptions.
- Builds in strategic stops that help you chunk your learning, stay focused, and make your work *work* for you.
- Provides a flexible and repeatable process that acts as a feedback loop.



Cheryl Strauss Einhorn an award-winning investigative journalist, covers business, economic, and financial news for publications including *Barron's*, *Pro Publica*, *Foreign Policy*, and the *New York Times*. As the founder of CSE Consulting, a strategic consulting practice, she applies her AREA Method—initially developed to promote better decision-making in her journalism work—toward the success of businesses and individuals. A Columbia University adjunct professor, she teaches her AREA Method at Columbia Business School, having also taught it at the Graduate School of Journalism. To learn more about Einhorn, please visit areamethod.com.



PROBLEM SOLVED

A Powerful System for Making Complex Decisions With Confidence and Conviction



CHERYL STRAUSS EINHORN

FOREWORD BY **TONY BLAIR**,
FORMER UK PRIME MINISTER

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Foreword

One of the fascinating aspects of leadership is the process of decision-making. And the challenge of doing it properly is the same in any walk of life—leading a company, a community, a country, or even a football team.

But of course in everyday life, we also make big decisions in how we lead our own lives: about what career move to make, where to live, how to handle family concerns and crises, how to identify our life's goals, and how to meet them effectively.

How do you get the best possible chance of making them correctly? This is the subject of Cheryl Einhorn's book. She believes that you can apply an analytical framework to decision-making which improves the possibility of a good outcome. I think it is a really interesting idea and the book makes it clear and simple to follow.

In essence, the method called AREA breaks down the process of making a decision, teaching you how to avoid bias and preconception which may be misconception, allowing you to define accurately the Critical Concepts at the core of the decision, which enable you to assess what is really the objective you seek to achieve and how.

It draws an analogy with the way a cheetah hunts. The key is the animal's ability to decelerate and pause, giving it the opportunity to