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Are Your Lights On?

"... serves as a great introduction to problem solving.
... I highly recommend it."

—John S. Rhodes, WebWord.com

"... another wonderful and whimsical book from Ger-
ald Weinberg and Donald Gause."

—Barry Kornfeld, *Sound Bytes*

"In a highly readable evolution, the authors present
insights on problem identification and practical
approaches which will be of immeasurable aid to the
manager.

"Although the material is serious, the treatment is
neither stodgy nor unnecessarily technical. It is a
down-to-earth approach. . . ."

—Jim Van Speybroeck
Data Processing Digest

"This is one of the funniest, yet helpful books in print.
The authors do a great job in making difficulties into
anecdotes while providing helpful and valuable
advice."

—Charles Ashbacher, posted on Amazon.com

"We never get *rid* of problems. Problems, solutions,
and new problems weave an endless chain. The best
we can hope for is that the problems we substitute are
less troublesome than the ones we 'solve.'"

—from Ch. 7, "The Endless Chain"

About the Authors



Donald C. Gause and Gerald M. Weinberg bring to this collaboration a combined sixty years of experience in helping people in the banking, computing, insurance, automotive, and telecommunications industries to identify what the problem really is.

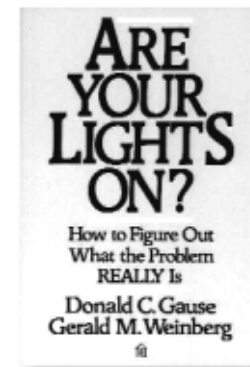
The number one lesson in problem definition, as the authors advise, is "In spite of appearances, people seldom know what they want until you give them what they ask for."



Are Your Lights On?

How to Figure Out
What the Problem Really Is

by Donald C. Gause and
Gerald M. Weinberg



ISBN: 0-932633-16-1
©1990 176 pages softcover
\$19.95 (incl. \$6.00 for UPS in US)

*A Practical Guide for Everyone Involved in
Product and Systems Development*

The fledgling problem solver invariably rushes in with solutions before taking time to define the problem being solved. Even experienced solvers, when subjected to social pressure, yield to this demand for haste. When they do, many solutions are found, but not necessarily to the problem at hand.

Whether you are a novice or a veteran, this powerful little book will make you a more effective problem solver. Anyone involved in product and systems development will appreciate this practical illustrated guide, which was first published in 1982 and has since become a cult classic.

Offering such insights as "A problem is a difference between things as *desired* and things as *per-*

ceived," and "In spite of appearances, people seldom know what they want until you give them what they ask for," authors Don Gause and Jerry Weinberg provide an entertaining look at ways to improve one's thinking power. The book playfully instructs the reader first to identify the problem, second to determine the problem's owner, third to identify where the problem came from, and fourth to determine whether or not to solve it.

Delightfully illustrated with 55 line drawings, the book conveys a message that will change the way you think about projects and problems.

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