



Workshop Overview for the – 8 Step Problem Solving Process

OBJECTIVES

To create a Lean environment of adding value and continuous improvement by developing a culture of engaged people through problem solving.

2 DAY WORKSHOP PURPOSE AND DESCRIPTION

During the training session, we will discuss what it takes to make *Lean* a way of thinking rather than "a program"; and a company long-term strategy rather than a tactical approach.

Participants will learn what role the 8 step problem-solving process plays in creating that Lean culture.

You will have the opportunity to work on problems at your gemba as you learn to apply lean thinking through the problem solving process. Participants will learn how to create a summarized document of their thought process which follows PDCA and allows them to share the "need to know" information with others in your organization. This document which is most often referred to as "A3 problem solving tool" can also be used for:

- Strategy Deployment
- Coaching and Development
- 5S of information
- Gaining Consensus/Engagement/Buy-In (Nemawashi)
- Encouragement of Gemba (Actual work-area) visits (GO-SEE)
- Establishing a common language for the organization

Topics to discuss

Day 1 (am): Creating the Culture of Problem Solving

- Values, principles and beliefs that guide daily work activities and interactions in the lean organization.
- Lean as a philosophy and way to do business vs. a short-term improvement program.
- Tangible guidelines to be used throughout the problem solving process to bring the company values to life.
- Culture Chain of Values and Beliefs
- A "line of sight" between daily "value-adding" activities and organization's Hoshin (business plan) or KPI's (Key Performance Indicators) and its impact on problem solving.
- Micro vs. macro PDCA thinking.
- Recognize gaps in your own environments/culture based on class discussions and exercises
- Assumption vs. Fact based thinking
- Process vs. Results (Leading and Lagging Indicators)

Day 1(pm) and Day 2: Applying an 8-Step Process to Solving Business Problems

Learn and practice a problem-solving process based on the scientific method of PDCA (Plan-Do-Check-Act). This process helps everybody involved in solving a problem see it "*through the same lens*" and take actions to solve it at the root cause.

Most of the work in class will focus on the first 4 steps of the problem-solving process as you will learn to apply it to your own business problem. Steps 5-8 will be discussed in sufficient detail to prepare you to complete the process when you return to your organization.

The 8-step process is as follows- with emphasis on the left side Steps 1-4:

Step 1 – Problem Clarification	Step 5 – Developing Countermeasures
Step 2 – Problem Breakdown	Step 6 – Seeing Countermeasures Through
Step 3 – Target Setting	Step 7 – Monitoring Process and Results
Step 4 – Root Cause Analysis	Step 8 – Standardizing and Sharing Successful Practices

Benefits:

Over the course of two days you will learn about:

- The key values, principles and competencies critical to implementing and sustaining a problem solving culture based on the scientific method of PDCA.
- Problem Solving as a way to cascade the Hoshin/Strategy Deployment
- Emphasis on the “people side” of Lean versus the “tool side”
- Leadership coaching role
- Asking the right questions at the gemba
- Use a problem standardization process DAMI (Define, Achieve, Maintain, Improve)
- Use the A3 format to visualize your problem solving thinking
- Be introduced to the problem-solving flowchart template.
- Usage of valuable cheat-sheets after the training.