Step 4 - Develop/Select Countermeasures
- Develop best solutions. Use appropriate lean tools.
- Work on no more than 3 Root Causes at a time

Step 5 - Implement Countermeasures
- Identify ONE owner for each countermeasure
- Set an aggressive schedule. Challenge yourself!
- Use a project management plan. Stick to it!

Step 6 - Check Results
- Verify results of each countermeasure individually
- Use data, comparing to the Standard and the Goal
- Use a project management plan. Stick to it!
- Set an aggressive schedule. Challenge yourself!
- Identify ONE owner for each countermeasure

Step 7 - Standardize the Process
- Use Job Instruction and follow a deployment plan
- Apply visual systems. Make the abnormal obvious.
- Use a project management plan. Stick to it!
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Step 8 - Recognize & Share Success
- Include all who contributed their time and effort

80% Understanding, 20% Action

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8 Steps to Problem Solving

→ Plan → Do → Check → Act →

A problem is a deviation from a standard

Step 1 - Describe The Problem

- Identify the team
- Problem Statement
  - Clear, Concise, Measurable, Standard & Deviation
- Understand the Process → Clarify the Problem
  - Directly Observe the problem at the front lines
  - Use data: Paretos, Trends, Histograms, Scatter Plots
  - Tools to Analyze → Determine Points of Cause
- Goal Statement
  - What results will be achieved by what date
- Tip → Avoid Junk Words, Junk Data
  - Like “various, sometimes, a lot, very, extremely…”
  - Sort, scale, and label charts to show a clear story

Step 2 – Containment Actions

- Short term, temporary corrective action
- Step 3 - Cause & Effect Analysis
  - Use the 5 WHY’s (Fishbone Diagram)
    - Ask Why, Why, Why, Why, Why?
  - Understand Causes → “The Real Problem”
    - Brainstorm with team all ideas and possibilities
    - Collect data to prove or disprove possible causes.
    - Man, Machine, Materials, Methods, Measurement, Mother Nature
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KEEP THIS CARD HANDY