



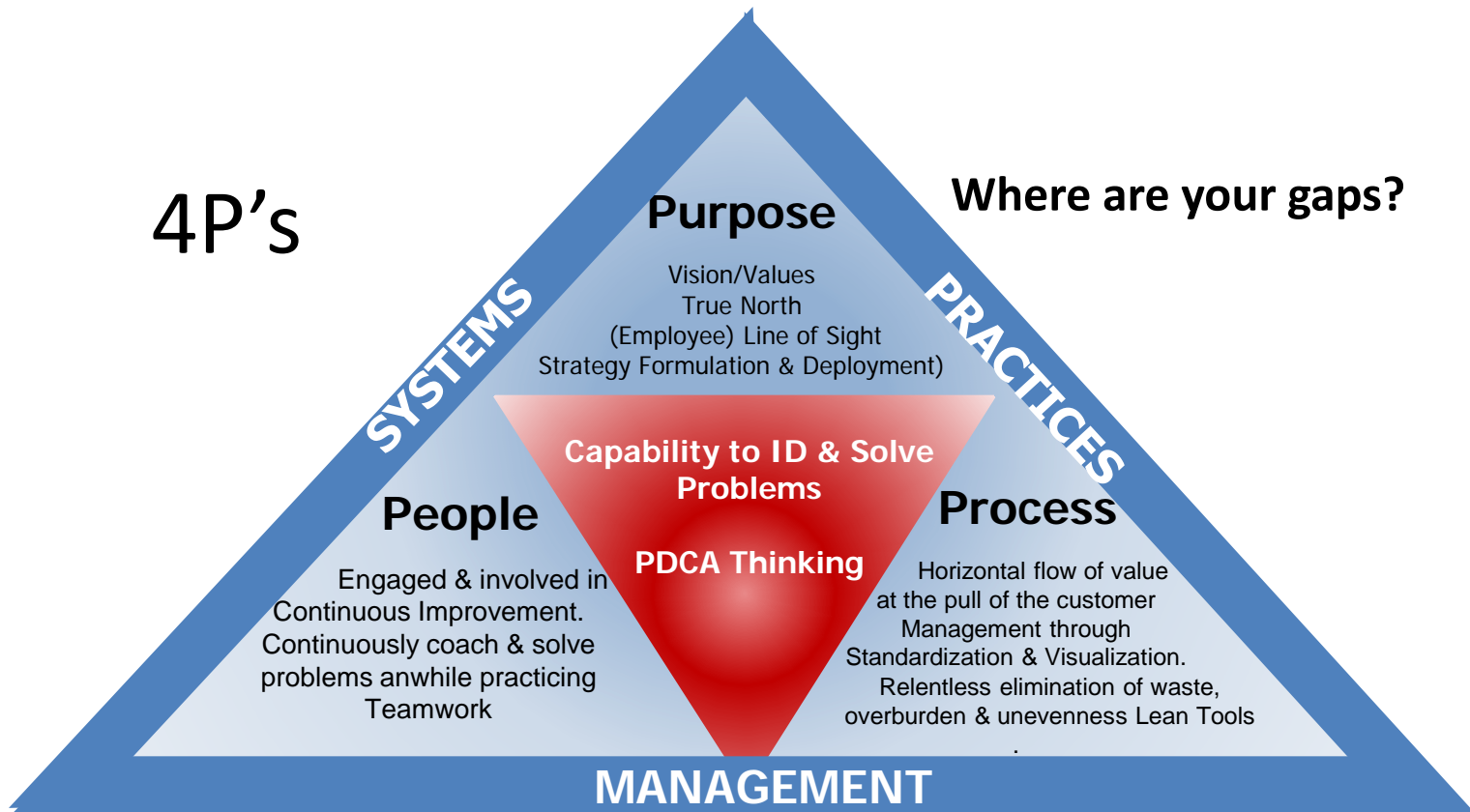
Developing Problem Solving Capabilities

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Teaching Lean Inc.

A Way to Practice Business

4P's

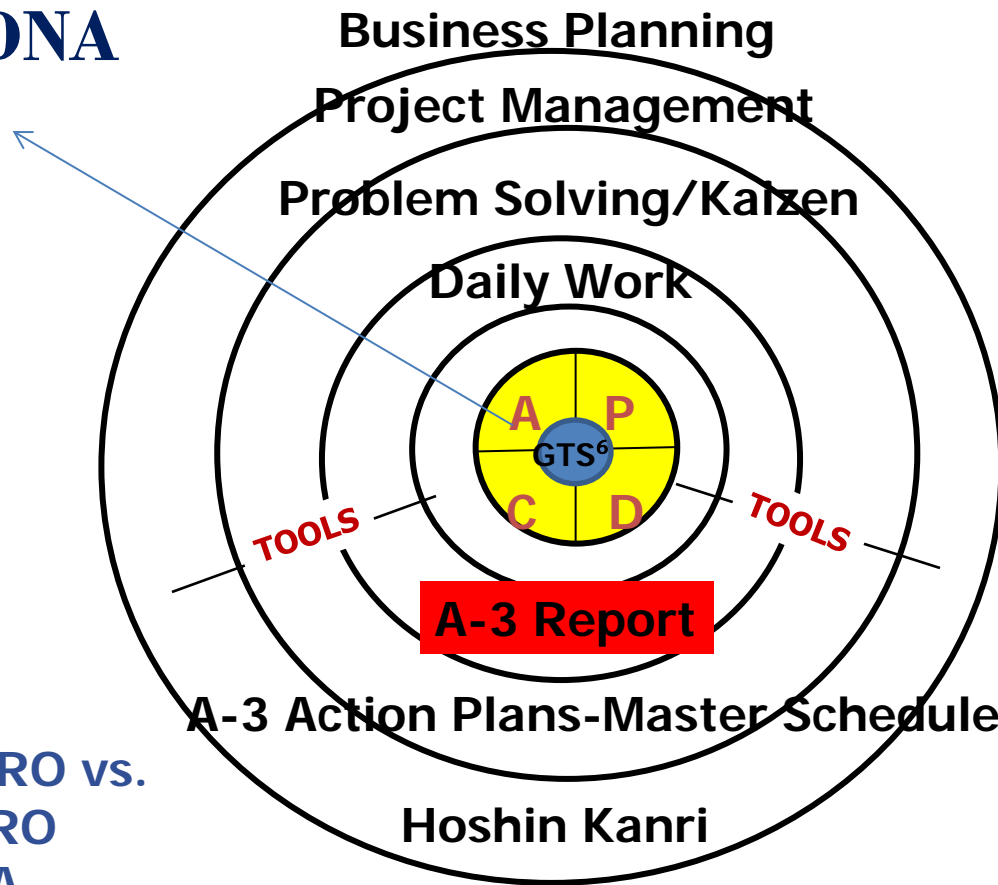
Where are your gaps?



PDCA is the core of our Daily Work

Daily Work formula
GTS⁶ + E³ = DNA

A way an
Organization does
Business –
Managing by PDCA
at every level!!



MACRO vs.
MICRO
PDCA
Thinking



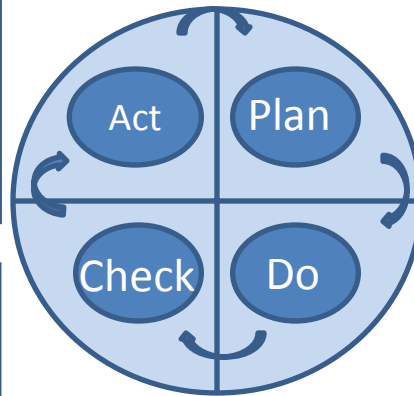
The “Thinking” behind the A3 Report

Act:

1. Evaluate overall success
2. Determine how much of the “GAP” was closed
3. Standardize and Share effective practices
4. Choose another problem to further close the “GAP”

Check Phase:

1. Check effectiveness of countermeasures
2. Compare Plan vs. Actual
3. Evaluate Customer, Company, and your own viewpoint



Do Phase:

1. Ensure proper reporting, informing and consulting of the plan (status report)
2. Monitor – resolve potential issues with contingencies
3. Consensus – Buy-in

Plan Phase:

1. Recognize abnormality
2. Understand Purpose
3. What is actually happening?
4. What should be happening?
5. What is the Gap
6. Breakdown the Problem, and prioritize
7. Go to the process and determine Point of Concern
8. Set Target
9. Cause Analysis and Root Cause
10. Determine Countermeasures and develop plan

If we have the ability to surface problems or see abnormalities then what do we do?

How do we think?
What questions are we asking?
What is the current situation?
vs.
What should be happening?

A3 process versus tool?

- It's **not just a "Tool"** – it's a visual manifestation of our thinking to share our wisdom with others.
- The **A3** is only as good as the **"dialogue"** that creates it. (?’s asked at the gemba).
- The **A3** is 5S of information- not everything I did in between.
- Understanding the importance of the **"people side"** of the **A3** is more important than the actual tool itself. (Don't just fill in the boxes) Engage, Coach, Involve and Challenge your people at every level

Coaching/Developing Points with A3/PDCA

- Begin from the business need (clearly defined business problem- KPI's- Q, S, P, C, HRTD)- Purpose
- 50% of a leader/coach's job is to develop people (teacher at gemba (work area) asking questions about abnormalities)
- Go See, Ask Why, and Show Respect
- Focus on individual's role servant leadership throughout their career and develop their Problem Solving skills (PDCA)
- "Tell me and I will forget, show me and I might remember, involve me and I will understand" - Confucius



Let's Check Our Thinking

Assumptions → Thinking → Actions → Results

What are our assumptions within our daily work that affects our thinking and leads to a specific action(s) that creates a result

Is that result continual, repeatable, or sustainable? Are you getting lucky and attaining results by your assumptions? (Lack of data or facts)

How many assumptions do you make in a single day?



What are we looking for in coaches to promote A3/PDCA?

- What are the traits and skills needed today by employees in your locations? (Competencies)
- What are the attitudes and beliefs you want them to have about their work? (Values / Principles)
- What are the traits and skills they will need for the future? (Long term sustainability-growth)
- What will it take to engage them in the business and their own personal development? (Cues)

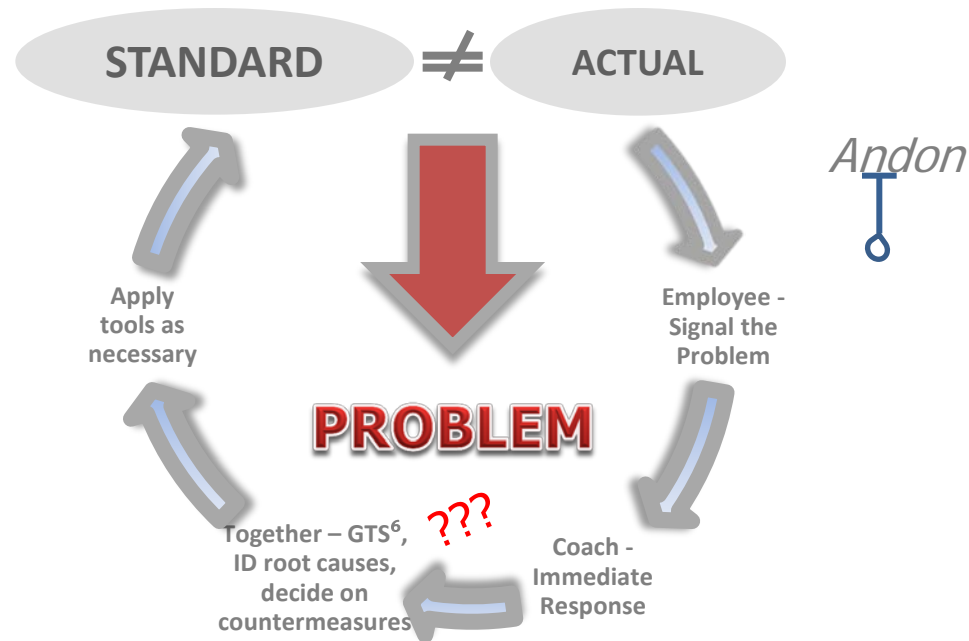
PDCA Thinking at the Gemba

Coach/Engage people at every level by:

- Coaching them to see the value stream (where is the waste?)
- Empower people to help them improve their jobs
- Lean shouldn't mean "Less Employees Are Needed"
- Build people before product
- Giving them deep technical knowledge and profound knowledge of process through shared wisdom
- Pushing responsibility for value stream management and improvement to the lowest practical level of line management (using PDCA/**A3**)
- Creating frequent problem solving loops between coaches and process owners

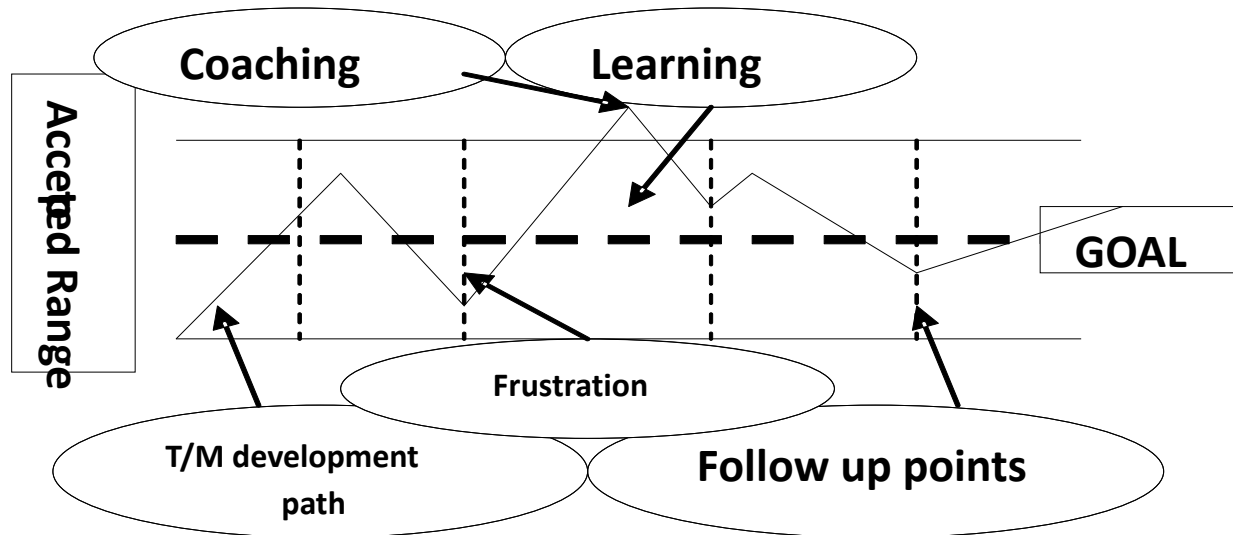
The Work of Leaders/Coaches in a PDCA / A3 Culture

Developing Systems & People to set Standards & Identify and Correct Out-of-Standard Conditions



In a successful organization, the work of coaches involves putting in place the system for signaling problems and responding to them

Learning Path



Monitor, Coach and Develop team members through task completion giving a sense of accomplishment (growth):

- Determine an appropriate method to follow-up and coach as the team members follow their developmental path.
- Encourage team members to “Think” along the way by asking the right questions
- Coach team members when their paths may go off target (*Coach over-enthusiasm as well as frustration along the way*)
- Evaluate their “thinking” process and evaluate overall results
- Give feedback and recognize their growth
- Continue to develop through Go-See, engagement, and involvement

Comments – Questions Time

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Good Luck with your Lean Journey!!

Remember it's a journey not a race 😊