

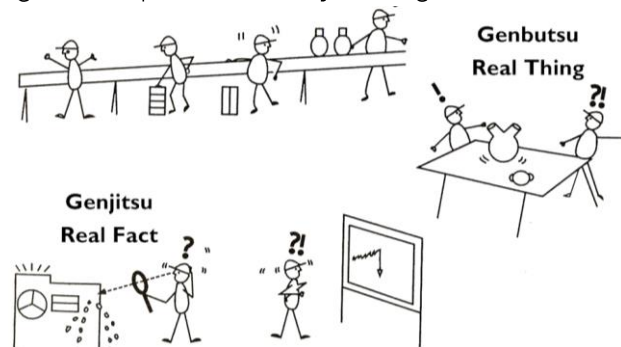
## Workshop Overview

# Problem Solving & Root Cause Analysis

### Solving your 'Piles of Problems'

Very few workplaces run smoothly all the time. Inevitably, almost every day, problems arise. More often than not we put in a quick fix and work around the problem. Some problems we ignore, some problems we learn to live with, and some problems we start to consider as 'just the way things happen around here.'










We become so accustomed to problems that we almost consider them to be 'normal.' But it shouldn't be this way. Our culture should be 'Kaizen' – continuous improvement – the conscious, and conscientious, elimination of problems. In this workshop, we identify all your problems – and begin solving them, permanently, using 'Root Cause Analysis.'



Genchi-Genbutsu – The Three Reals

### Problem Solving Workshop Activities

The Problem Solving and Root Cause Analysis workshop will cover:

-  Reveal all your current problems in the 'Piles of Problems' activity.
-  Introduce 'Affinity Technique' or KJ Method.
-  Introduce 'A3 Problem Solving' Technique.
-  Move from a 'Results' orientation to a 'Process' orientation.
-  Effective 'Problem Definition.'
-  Introduce '3 Reals' and 'Genchi Genbutsu' – 'Go to The Gemba.'
-  Five Why's – 'Ask Why Many Times.'
-  Introduce Ishikawa or Fishbone Diagrams
-  Begin Solving Problems and create a Problem-Solving culture.

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## Workshop Concepts

A3 Problem Solving	We introduce the Toyota Production System method of A3 Problem Solving.
KJ Method or Affinity Technique	Apply the Affinity Technique, or KJ Method, to group and classify subjective data.
Effective Problem Definition	<i>'A Problem Well-Put is A Problem Half-Solved'</i> – the importance of effective Problem Definition.
Sevareid's Law	<i>'The Chief cause of Problems is Solutions'</i> – how 'Band-aids' are a major source of problems.
Results vs Process Orientation	We introduce Deming's 'Bead Box' to demonstrate the importance of a 'Process Orientation.'
'Jishuken' – Seeing with Fresh Eyes	The importance of seeing our problems with 'Fresh Eyes', from a holistic systems viewpoint.
Consequence, Likelihood and Risk Rating	We analyse all our current problems from a 'Risk and Consequence' to assign resources to our problem solving efforts.
Ishikawa or Fishbone Diagram	We show your people how to use Ishikawa Diagrams – properly – for problem investigation.
Brainstorming	We introduce 'Brainstorming' – and how to do it better to engage extroverts <i>and</i> introverts.
5 Why's	We introduce the 5 Why's Technique – and why it is not always 5!
'House with 5 Windows'	WE introduce a wide range of other problem solving tools, such as 'House with 5 Windows', Forced Ranking, and 'Horrrify and Glorify.'
All hands on deck!	We analyse our 'Piles of problem' and start problem-solving, straight away!

## Workshop Highlights

The ‘Problem Solving Workshop’ effectively engages all staff to participate in 5S-6S, not just the shop-floor – but leadership, sales, HR and administration.

To give you some insight on what to expect in this workshop, some graphics, highlights and concepts include:

"5-WHY?" INVESTIGATION QUESTIONS	
LEVEL OF PROBLEM	COUNTERMEASURE
There is a puddle of oil on the shop floor	Clean up the oil
The machine is leaking oil	Fix the machine
The gasket has deteriorated	Replace the gasket
We bought gaskets made of inferior material	Change gasket specifications
We got a good price on the gaskets	Change purchasing policies
Purchasing are measured on their ability to achieve cost savings	Change performance measures

5 Why's and Countermeasures

Kaizen and Kaikaku

‘Piles of Problems’ Activity

**Process**

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graph LR
    OP1[OP 1] --> OP2[OP 2]
    OP2 --> OP3[OP 3]
    OP3 --> OP4[OP 4]
    OP4 --> OP5[OP 5]
    
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Efforts for Improvement  
Support and Motivate

**Process Orientation**

**Result**

Output Sales KPI's

Performance Management  
Control with carrot and stick

**Results Orientation**

Moving to Process Orientation

**Current Performance**

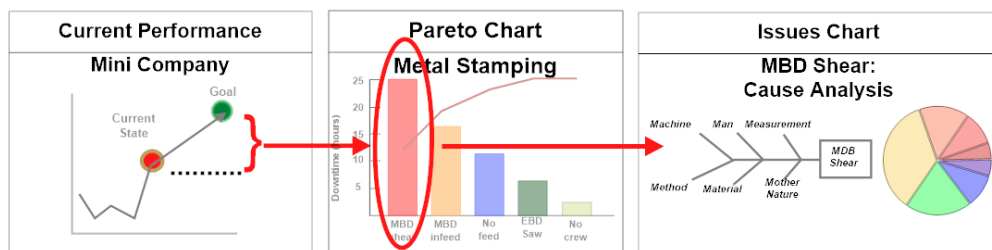
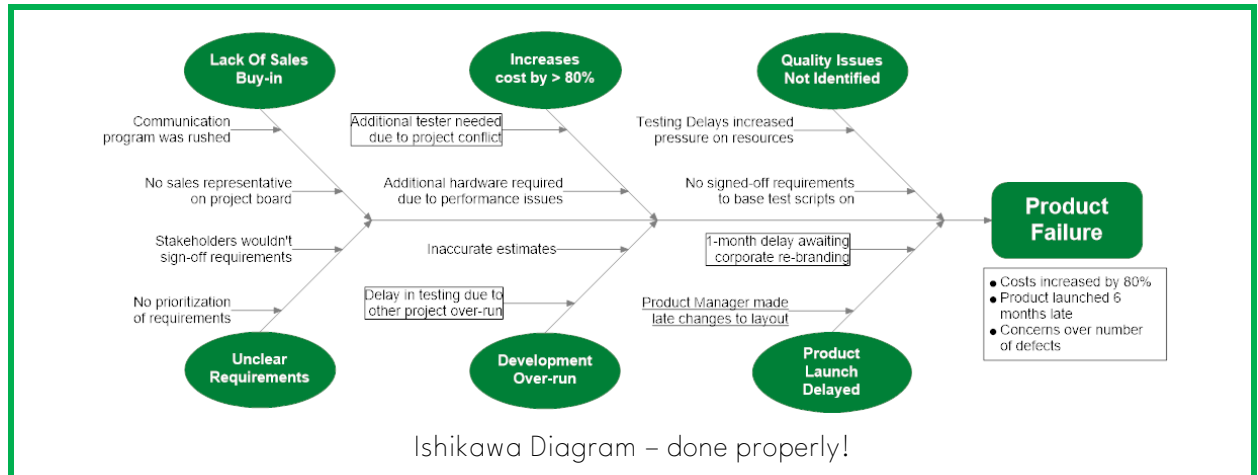
**Our Mini-Company**

A Problem is a gap between 'what is' and 'what should be'

Problem Definition

## Workshop Outcomes and Results

The outcomes and results to expect from the ‘Problem Solving and Root-Cause Analysis Workshop’ will be agreed with your management team, and our workshop will be customized to meet your goals. To give you insights into what can be achieved, ideas include:



Problem Analysis Techniques




### A3 Problem Solving Worksheet

INVESTIGATION TEAM MEMBERS: _____ DATE: _____ ID# _____	PROBLEM OR IMPROVEMENT OPPORTUNITY: _____ Risk: Critical, High, Medium/Low																								
PROBLEM SITUATION (Outline problem/situation using data, observations, etc)	FUTURE STATE (A brief description, picture or diagram showing successful resolution)																								
BRAINSTORMING POSSIBLE CAUSES (Go and Search) (Brainstorm or Fishbone)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="background-color: #f2f2f2;">COUNTERMEASURES &amp; IMPLEMENTATION PLAN</th> </tr> <tr> <th colspan="4" style="font-size: small;">IMMEDIATE CORRECTIVE ACTIONS (Temporary measures to address immediate problem)</th> </tr> <tr> <th style="font-size: x-small;">ACTION ITEMS</th> <th style="font-size: x-small;">WHO</th> <th style="font-size: x-small;">DUE</th> <th style="font-size: x-small;">STATUS</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	COUNTERMEASURES & IMPLEMENTATION PLAN				IMMEDIATE CORRECTIVE ACTIONS (Temporary measures to address immediate problem)				ACTION ITEMS	WHO	DUE	STATUS												
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ROOT CAUSE ANALYSIS (Go site, collect data, survey, interview, value stream map)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="background-color: #f2f2f2;">LONG TERM RESOLUTION (Standardize and Control)</th> </tr> <tr> <th style="font-size: x-small;">ACTION ITEMS</th> <th style="font-size: x-small;">WHO</th> <th style="font-size: x-small;">DUE</th> <th style="font-size: x-small;">STATUS</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	LONG TERM RESOLUTION (Standardize and Control)				ACTION ITEMS	WHO	DUE	STATUS																
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Form Investigation Team (about 3-4 people)	Initial Problem Statement	Clarify Problem Situation	Brainstorm Possible Causes	Investigate Possible Causes	Plan/Plan/Quick Fix(es)	Plan Long Term Resolution	Implement/Permanent Solutions
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A3 Problem Solving Worksheet

## Workshop Details

Duration	One Day.
Locations	 On-Site at your premises.  Hired Training Room at your locality.
How many people can attend?	 From <b>8 to unlimited people</b> for maximum engagement.
Target audience?	<b>Anyone</b> , at all levels in your organisation.
Is this workshop available for conference delivery?	<b>Yes.</b> The <b>Problem Solving Workshop</b> makes an excellent conference starter (any number.)
Can this workshop be customised?	<b>Yes.</b> We are happy to customize all resources – workbooks, handouts etc – with your corporate branding. Contact Glen for pricing.
Can we build In-House capability and deliver ourselves?	<b>Yes.</b> We are happy to help you build In-House capability. Contact Glen for pricing.
Is this workshop available for delivery in regional locations?	<b>Yes.</b> We enjoy travelling and delivering in regional locations. We minimize travel costs. Contact Glen for an estimate of t&a costs for your location.
Is this workshop available for on-line and/or remote delivery?	<b>No.</b> The Problem Solving Workshop requires face-to-face interaction for maximum impact.
Is this workshop accredited?	<b>No.</b> For maximum flexibility, to enable customisation, and minimise cost, we do not offer accredited programs.
Is there any prework required?	<b>No.</b> We just ask you to attend with an open mind and have fun in the 5S-6S Workshop.
Is there post-workshop support?	<b>Yes.</b> We make Fridays available for ‘free’ <sup>1</sup> post-workshop support.

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<sup>1</sup> Free workshop support is available any Friday – up to one hour per client company, upon booking any available slot through our Scheduling Calendar.