8 Step Practical Problem Solving

1. PURPOSE
Problems are Good!

"Having no problems is the biggest problem of all" Taiichi Ohno

1. VALUE-DRIVEN PURPOSE: What Problem are we trying to solve?
2. What management system & leadership behaviours are required to support the new way of working?
3. How do we develop the capabilities we need?
4. How do we do & improve the actual work?
5. What Basic Thinking, Mindset & Assumptions drive this change?
6. What are the underlying values?
7. What are the basic assumptions about the world that support this approach?
8. How do we create the environment in which people are enabled to perform?

2. PROCESS
Four Key Elements

1. Purpose
2. Process
3. People
4. Leadership

3. PEOPLE
Capabilities Problem Solvers at all levels

Roles & Responsibilities

Executive
Improving Strategy
Improving Processes
Running Processes
Time Spent Doing

Team Member
Leaders as Teachers
Management Routines

Leadership

Problem Solving Framework

<table>
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<tr>
<th>Types</th>
<th>Four Types of Problems</th>
<th>Problem Properties</th>
<th>Analysis Required</th>
<th>Approach</th>
<th>Who</th>
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<tbody>
<tr>
<td>Methods</td>
<td>Types of Solutions</td>
<td>Quantity</td>
<td>Difficulty</td>
<td>Time</td>
<td>Depth</td>
</tr>
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<td>No</td>
<td>Few</td>
<td>Hard</td>
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<td>Yes</td>
<td>Yes</td>
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<td>Yes</td>
<td>Yes</td>
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<td>4</td>
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<td>Yes</td>
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Problem Solving Framework

Leaders as Teachers
Management Routines
Go to the Gemba

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Leaders as Teachers