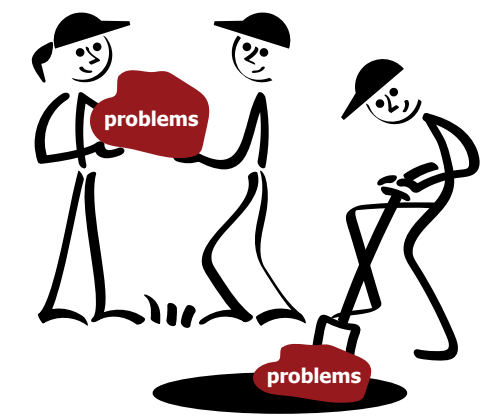


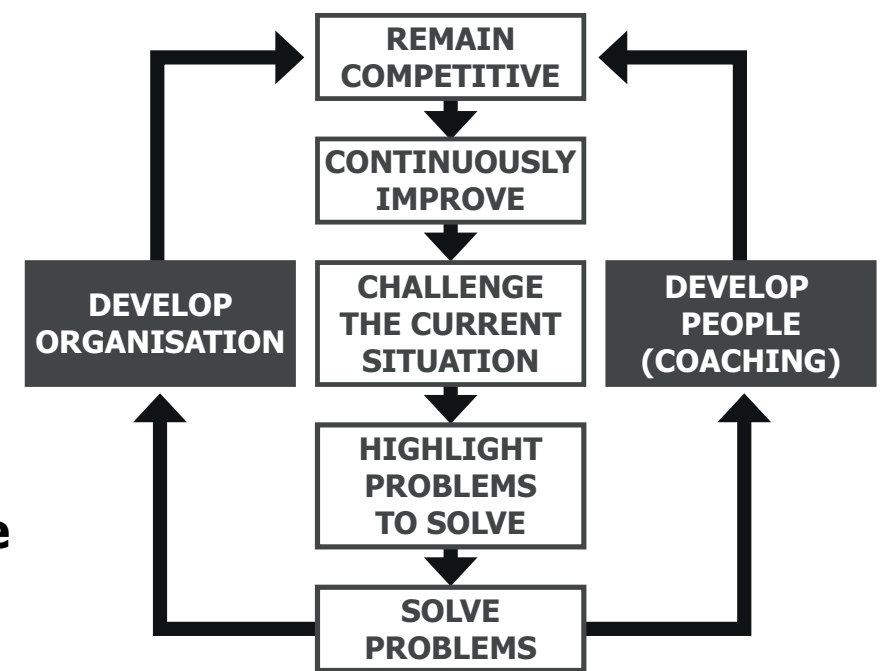
8 Step Practical Problem Solving

1. PURPOSE

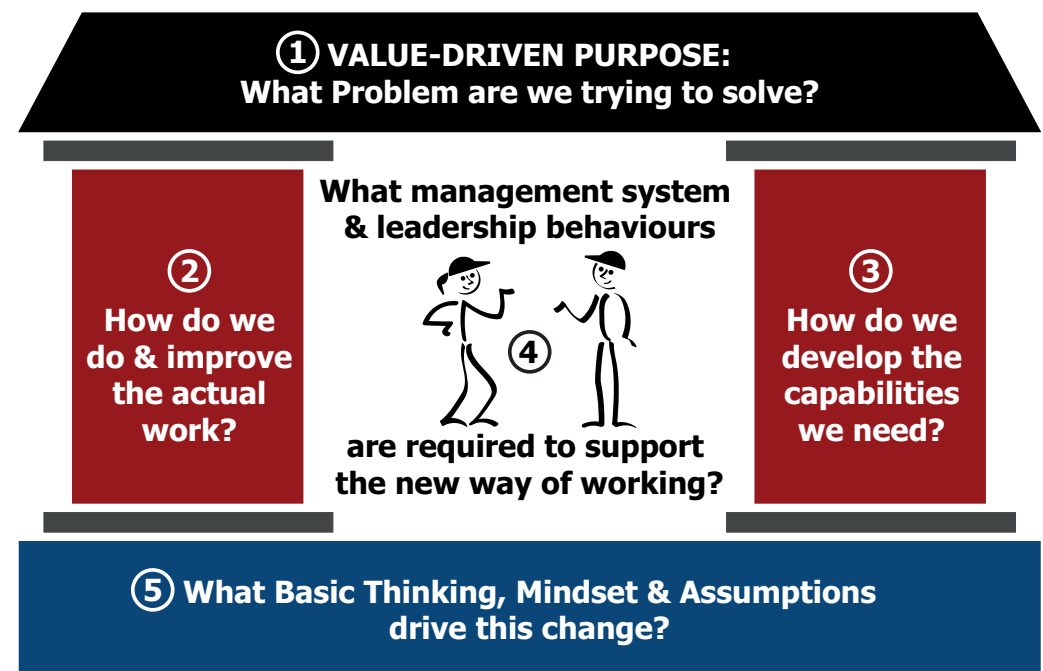
Problems are Good!



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

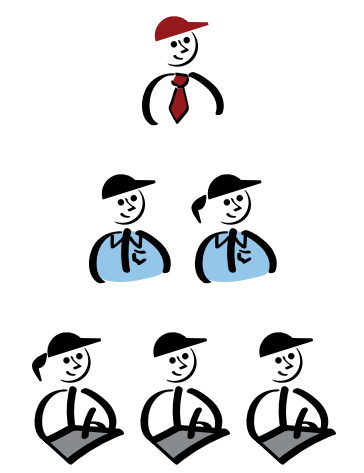


LEAN TRANSFORMATION FRAMEWORK

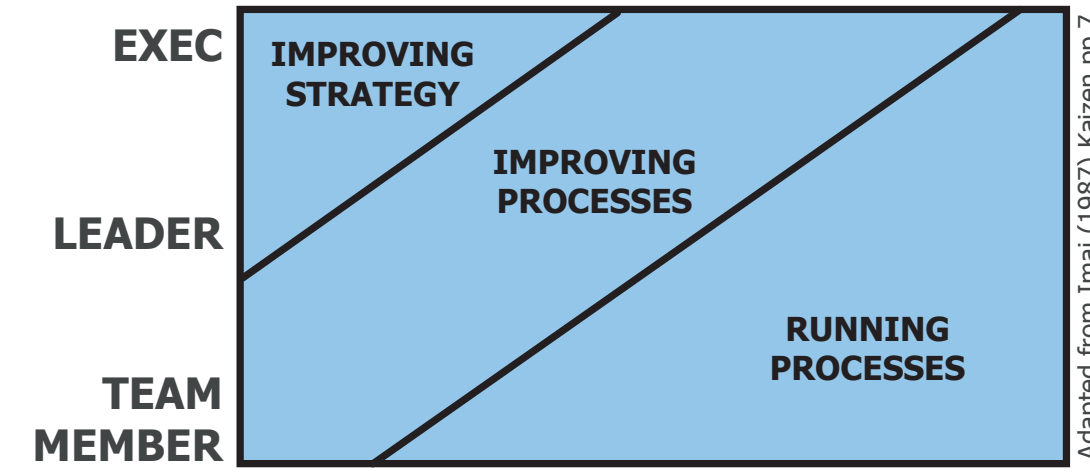


3. PEOPLE

Roles & Responsibilities



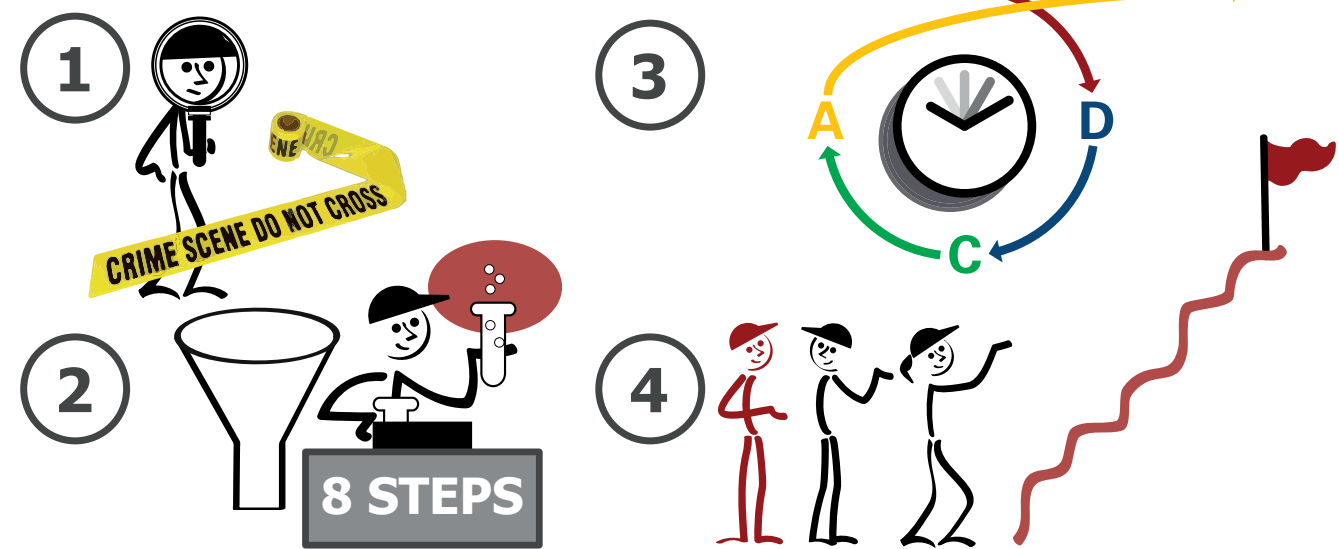
Capable Problem Solvers at all levels



Adapted from Imai (1987) Kaizen pp.7

2. PROCESS

Four Key Elements



Problem Solving Framework

PROBLEM SOLVING FRAMEWORK										
Types	Four Types of Problems				Problem Properties		Analysis Required		Approach	Who
	Reactive/Caused	Created/Proactive			Quantity	Difficulty	Time	Depth		
Methods	1	2	3	4						
Advanced		✓	✓	✓	Few	Hard	Long	Deep	Scientific, data & fact driven	Technical & Specialists
Practical		✓	✓	✓	▲	▼	▼	▼		Leadership & Specialists
Rapid		✓	✓		▲	▼	▼	▼		Team Leaders/ Members
React	✓				Many	Easy	Short	Shallow	Fix it now	Everyone

Leadership

