Practical Problem Solving

Who should attend: Executives, Managers, Technical Specialists, Team Leaders

Length: 8 or 16 hours (available in a range of flexible in-person or remote formats)

Objective: Module 1: To learn the Practical Problem Solving process through interactive case studies & group activities. Module 2 (optional): To practice on actual company problems

Description

Lean and Lean Digital create a "community of scientists." Leading organizations such as Toyota and Amazon use a rigorous problem-solving process that is, in effect, an experimental test of any proposed changes. In this workshop we will explain and demonstrate a proven, scalable approach to problem solving. We will practice using actual case studies to illustrate the problem solving methodology and the underlying mindset, skillsets and management system.
Finally, we will discuss infrastructure required to develop and sustain problem solvers, and make explicit the link between problem solving and core Lean activities such strategy deployment, standardized work, visual management and human resources practices.

Practical Problem Solving (PPS) is a teachable, scalable approach based on the scientific method, which can solve the vast majority of your problems. PPS teaches clear thinking, reinforces lean concepts and engages team members at all levels.

To create and *sustain* problem solvers at all levels we need to link problem solving to core management systems and behavior. The explicit link between problem solving and Strategy Deployment, and core Lean and Lean Digital methods such as standardized work, visual management, and Agile ways of working are explained.

Course Outline

In this hands-on workshop, you will use interactive case studies and exercises to learn a proven approach to solving problems, both production and administrative. You will also learn how to link problem solving to core management systems in your journey towards a learning culture. Day 2

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comprises practical work on actual company problems. The deliverable is a Problem Solving A3 that summarizes your thinking, activities and next steps.

Problem solving has been called the "DNA of the Toyota Production System." The world's most successful companies are those that develop problem *solvers* at every level. Specific topics include:

- Problem Solving and Agile ways of working
- The Practical Problem Solving process
- Problem Solving and Lean Digital methods
- Underlying mindset, skillsets and culture
- Infrastructure needed to sustain problem solving
- Role and activities of the Leader
- Problem solving and Strategy Deployment

Module 1 – Classroom and in the field instruction, Business case studies and group activities
Module 2 – Practical application on actual problems

Available formats (both in-person and remote):
- Full-day or half-day sessions
- Weekly Two-hour sessions
- Monthly two-hour seminars

Suggested Reading

Harnessing Digital Disruption – How Companies Win with Design Thinking, Agile and Lean Startup (Taylor & Francis, Productivity Press: New York, 2021)

Getting the Right Things Done – a Leader's Guide to Planning & Execution (Lean Enterprise Institute, Cambridge MA: 2006)

The Remedy – Bringing Lean Out of the Factory to Transform the Entire Organization (Wiley & Sons, New York, NY: 2010)

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