Catch problems while they are small.

RAPID RESPONSE TO PROBLEMS

The Escalation Process

What happens next?

What is the *specified response?*

How do they *check* that it occurred?

Escalation / Problem Solving: 4 Steps

1. Detect the problem immediately.
2. STOP
3. *Rapidly respond.* Contain the problem – fix or correct the immediate condition.
4. Investigate the root cause, establish a permanent countermeasure.

1: Detect the problem immediately.

- Do *not* rely on human vigilance. *It does not work.*

- Design processes to *help* people by detecting problems immediately and signaling (or stopping).

Why is human vigilance a very poor way to detect problems?

2: STOP!

- This does *not* mean "shut everything down."
  - Although it could.
- Question: What do you *want* people to do when there is a problem?
  - Keep doing what they were doing?
  - Try to figure it out on their own?
  - Stop, step back, and engage a problem clearing and solving process?

3: Immediate response

- CLEAR or CONTAIN THE PROBLEM
    1. Protect safety. Do *not* restart an unsafe operation.
    2. Protect quality. Do *not* pass along a defect.
- Objective is to *re-establish the normal pattern.*
    - *You do have a "normal pattern" don't you?*
- Failing that, restore safety and quality.
    - …and what did you just learn?

Establish the root cause

- Problem solving *begins* at the first response.
- The process can be restarted *before* there is a permanent countermeasure.
- Problems *must be managed as part of daily work.*

- What might this look like in daily coaching?

Question:

What is the difference between:

Containing the problem   and   *Solving* **the problem**

Does your organization manage these things separately?

Problem Solving vs. "Firefighting"

"All we do around here is firefighting."

Let's talk about how firefighters fight fires.

Step 1: Detect the fire.

We *do* rely on human vigilance…

AND automatic detection equipment.

Step 2: STOP, call.

We *don't* (hopefully) try to put out a fire on our own.

Every fire department in the country says: Call 911 *first*.

Step 3: Immediate response.

Clear the problem – *put out the fire.*

- **But…**
    - Firefighters study fire. They understand it.
    - They work methodically, step by step.
    - They do not put lives at risk to save property.
    - At each step, they have an action + a *predicted effect*.
    - If the see something unexpected, they back off, and seek to assess what they did not understand.
    - They ensure each step is complete before proceeding. They do not leave fire behind them.

What's Next?

- Who shows up at the fire site as soon as it is safe to enter?

- What is he seeking to understand?

What's Next?

- How does the knowledge gained get incorporated into future practice?

All we do is "fight fires"

Wouldn't it be great if we were *all that good*?

Process Erosion or Improvement

It is about *the way work is structured and managed.*

Define "problem free." ← This is your target condition.

Set up the system to reveal "not problem free."

Respond immediately.

   Clear the problem, get things moving.

   Understand why it happened.

   Fix the root cause.

This thinking can be applied to *any* human activity.