

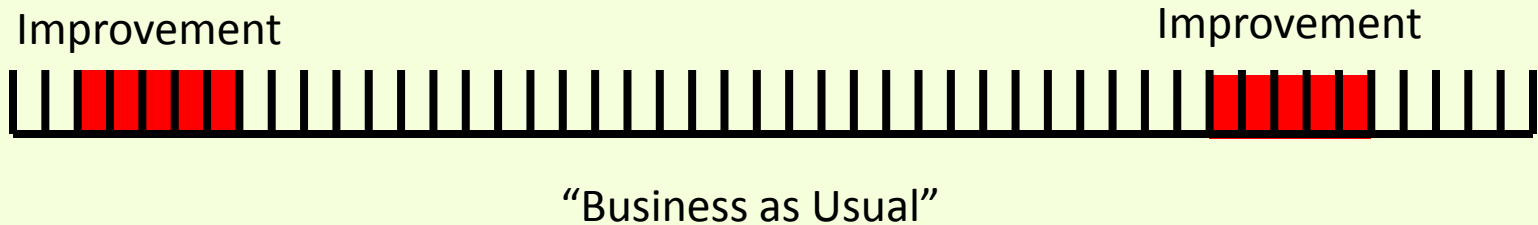
Manage Problem Solving as Part of Daily Work

MAKING IMPROVEMENT
CONTINUOUS

Manage Problem Solving

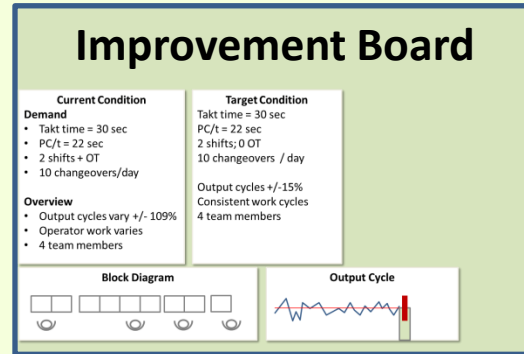
- There must be a process to *manage* problem solving.
 - Problem solving is what gives us control of our destiny.
 - It is *part of daily work*, and must be managed that way.
 - Simply directing it to occur *does not make it happen*.

Managers are teachers – what are you teaching?

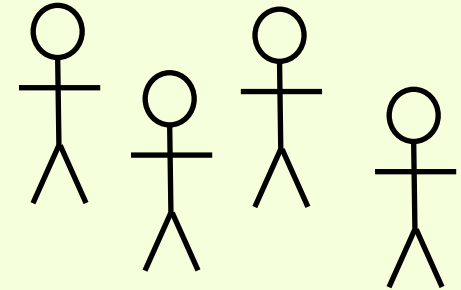


If you are usually doing “business as usual”
then you are teaching “business as usual.”

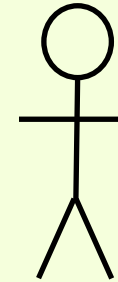
Coaching Cycles



Process Being Improved



Work Group



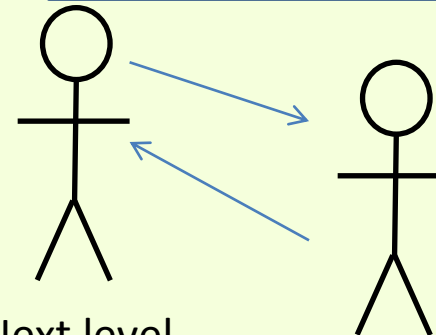
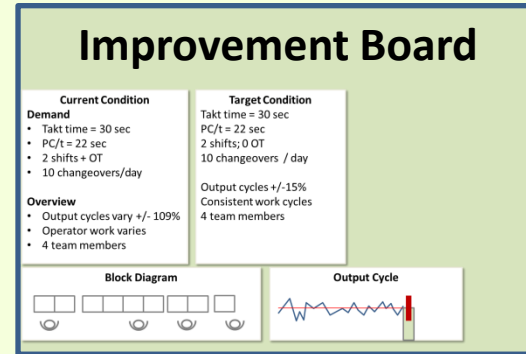
Work Group
Leader

Reviews status to
prepare for
coaching.

Coaching Cycle: 10-15 minutes / day

- What is your target condition?
 - Show me
- What is the actual condition now?
 - Show me
- What obstacles are keeping you from reaching the target?
 - Show me
- Which *one* are you addressing now?
 - Show me
- What is your next step? What do you expect to see or learn?
- When can we see what you have learned?

Set up *one* PDCA cycle.



Next level
Leader

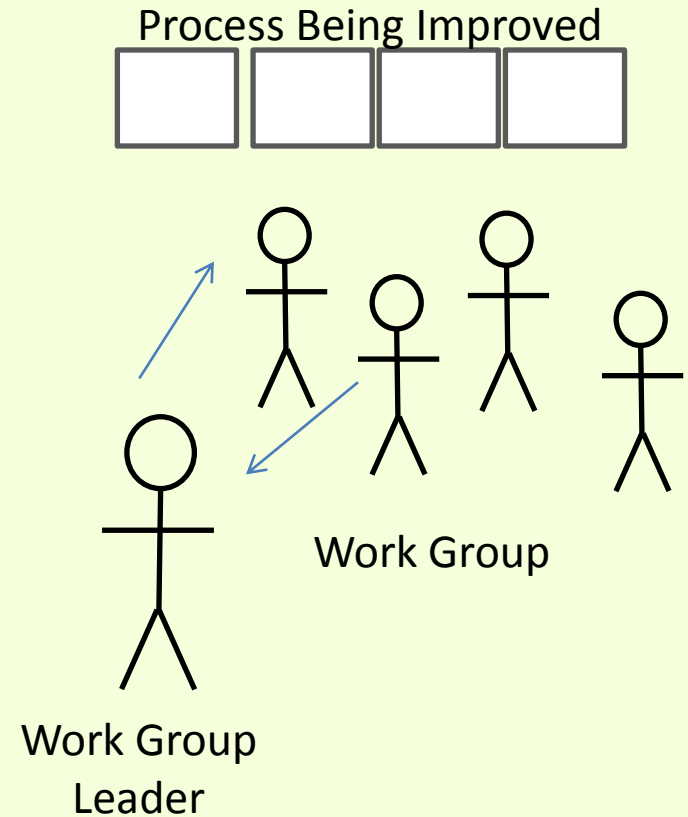
Visits 1 / day
10-15 minutes

Work Group
Leader

Coaching Cycle – PDCA Experiment

During the course of the day, the work group leader organizes the next experiment (PDCA cycle), and captures what was learned.

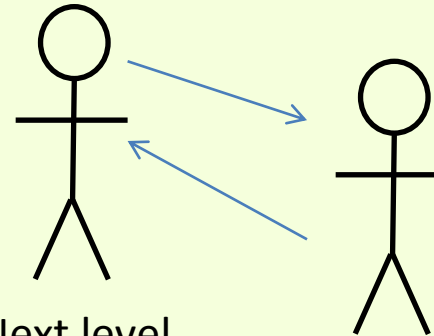
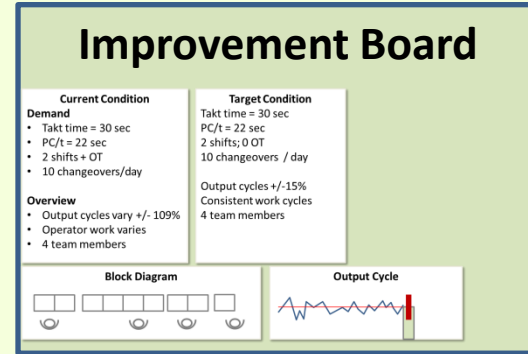
Updates the status board.
Prepares for the next coaching cycle.



Next Coaching Cycle

- What is your target condition?
- What is the actual condition now?
 - Show me
- What obstacles are keeping you from reaching the target?
- Which *one* are you addressing now?
 - Show me
- What is your next step? What do you expect to see or learn?
- When can we see what you have learned?

Set up *one* PDCA cycle.



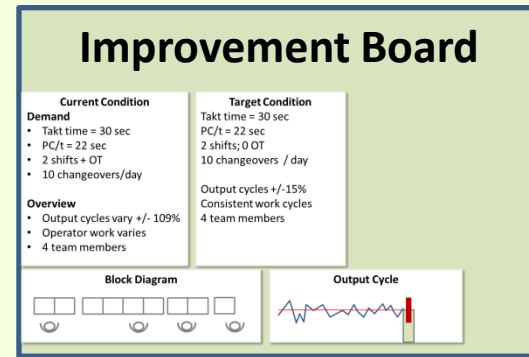
Next level
Leader

Visits 1 / day
10-15 minutes

Work Group
Leader

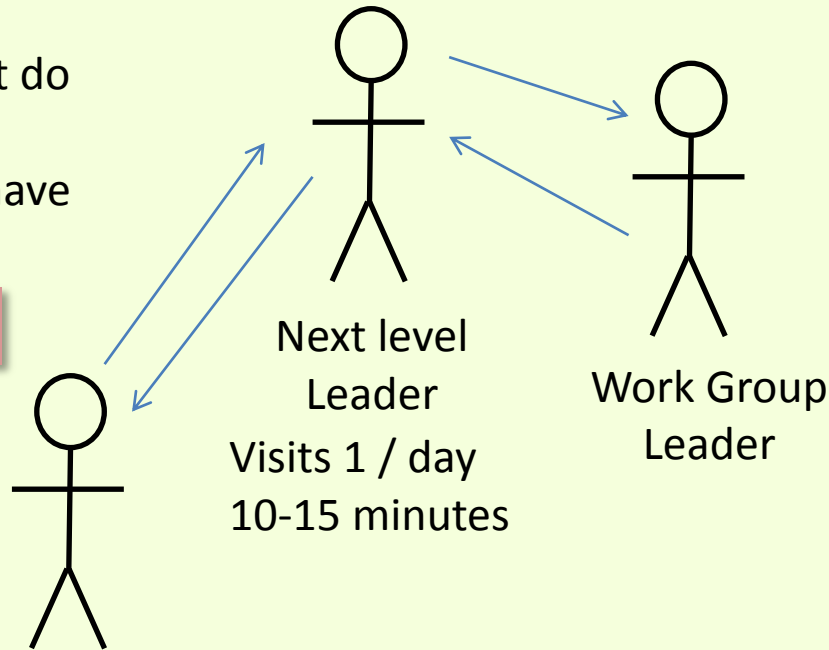
2nd Level Coaching – periodically, 1 / week

- What is your target condition?
 - Show me
- What is the actual condition now?
 - Show me
- What obstacles are keeping you from reaching the target?
 - Show me
- Which *one* are you addressing now?
 - Show me
- What is your next step? What do you expect to see or learn?
- When can we see what you have learned?



Set up *one* PDCA cycle.

2nd Level Coach
Observes,
coaches the
coaching style.



What makes the “lean organization” different?

	Lean Practices	“Traditional” Practices
Setting Direction	<ul style="list-style-type: none">•Drive toward a clear sense of “the ideal.”	<ul style="list-style-type: none">•Vague “mission” or “values” statement.
Performance Targets	<ul style="list-style-type: none">•Set clear target objectives.•Focus the organization on methodically clearing the problems as they block progress toward the target.•Frequent cycles of checking and coaching.	<ul style="list-style-type: none">•Major “strategic initiatives” to implement directed solutions.•Annual reviews tied to performance bonuses.
Process Design	<ul style="list-style-type: none">•Designed to highlight problems immediately, often by halting the process if no immediate response.	<ul style="list-style-type: none">•Designed to tolerate problems, keep running in spite of them.

What makes the “lean organization” different?

	Lean Practices	“Traditional” Practices
Response to problems	<ul style="list-style-type: none">•Detect immediately.<ul style="list-style-type: none">•An undetected problem is a problem!•Respond immediately.•Provide support to clear problem and restore normal pattern of work.•Drive to root cause, improve the system.	<ul style="list-style-type: none">•Respond when problem cannot be ignored.•Work around the problem at the lowest possible level.
Process Improvement	<ul style="list-style-type: none">•Driven by daily problem solving.•Specific approach, coached by leaders.	<ul style="list-style-type: none">•Select projects for their ROI.•Leaders disengaged from “how” problems are solved.

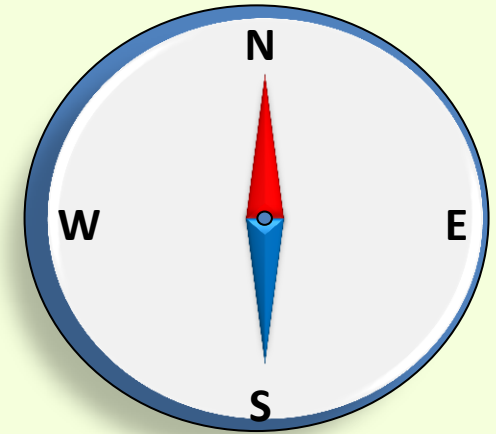
“Lean” is about implementing a culture that *thrives on problem solving*.

“No problem is a *big* problem.”

It means the improvement engine has *stopped running*.

Improving the Management Process

The management system itself is a *process*, just like any other.



It, too, can be continuously improved toward a sense of “True North.”

Discussion

Based on what we have discussed so far, and your study of “Learning to Lead at Toyota” :

What does the work flow of “daily problem solving” look like?

What is “True North” for the leadership process?