

Sneak preview of the B-IT 3 Programme



Led by:

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Introduction

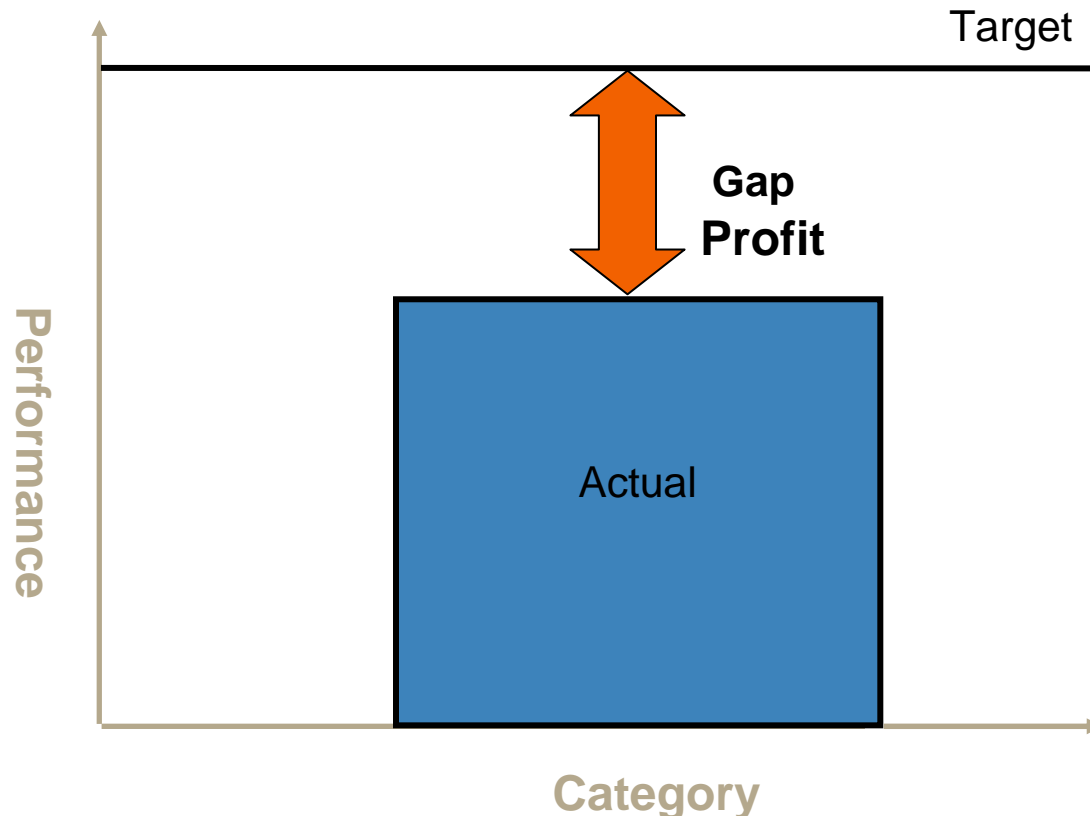
In this document is a short example of the Problem Solving unit for you to have a look at before you start your course.

We hope this helps and gives you a good idea of what you will be covering.



What is a problem?

- The gap between actual performance and target performance when the cause is unknown.



Example of performance measures that may benefit from Problem Solving:

- Quality
- Delivery
- Cost
- Lead time
- Safety

Problem Solving Benefits

- Protects the customer from the problem
 - Clear definition and understanding of the problem
 - Identification of the root cause
 - Implementation of the root cause
 - Prevent problems from recurring “Fire fighting”
 - Improvement in performance measures

The Key to Problem Solving

It is essential to find the root cause of the problem and eliminate it.

- If the root cause is not identified clearly, then it is tempting to resolve the effect instead.
- Although the problem is temporarily “sorted” the root cause will happen again.

This cycle, repeatedly resolving the effect, is known as “Fire Fighting”.

Reasons for a Structured Approach

It is essential to use a structured approach to Problem Solving:

- Avoid jumping to (incorrect) cause
- Ensure root cause is found
- Easy to involve others
- All facts taken into account
- Method is repeatable
- Structure can be applied to any problem
- The process is captured and documented

Team Based Approach to Problem solving

Problem Solving can be carried out by an individual, but teams are often more effective.

What is a team?

“A group of individuals working together to achieve a common goal”

Team Skills Mix

- Ensure a good cross-functional team is involved with a mix of skills, specific roles to be represented:
 - **Facilitator** – Promotes creative thought, gives structure & direction to team, Also as timekeeper and scribe to transfer ideas onto flip chart
 - **Operator** (at least 1) – Daily knowledge of process
 - **Team Leader/Supervisor** – Overview of process
 - **Process expert** – E.g. from engineering
 - **Challenger** – From a different department, without detailed knowledge of process, e.g. HR

The Main Steps of Structured Problem Solving

- Detection of the problem
- Protect the customer
- Definition of the problem
- Analysis of the root cause
- Implementation of countermeasure

Detection of the Problem

- How do we detect that we have a problem?

A problem occurs when there is a gap between the ideal situation and the actual situation.

The more common methods of detecting when a problem occurs are:

- Drop in performance – Quality, Cost, Delivery, Safety
- There is an opinion that something is not right
- Through the senses – Visual, Smell, Touch etc..
- Manual inspection or automated devices – mistake proofing

Some questions for you

- What will I do as a result of what I learnt today?
- How will I take this back into my workplace?
- What will I do differently as a result?
- How can I become better than I already am?
- What do I need to know to be even better?
- What books can I read or tapes can I listen to, to accelerate this process more?



Good Luck

We hope this has helped, you have enjoyed your sneak peak and are looking forward to completing your training.

We also wish you the best of luck for your course and for a successful career using your training.

