

This course was designed to provide the participant with a systematic methodology for solving problems. It includes an overview of different problem solving approaches with a focus on the DMAIC problem solving approach.

Since 1988, we have researched the problem solving approaches and results of corporations, consulting/training organizations, Six Sigma companies and Malcolm Baldrige award finalists/award recipients.

## How Businesses View Problem Solving - Problem solving is:

- What you do when things go wrong
- A matter of discovering, and fixing defects
- Putting out fires
- A gap between the current state and a desired state
- Fixing something that never should have happened
- Not a strict linear process
- More difficult than had been assumed



## How Problem Solving Efforts Get Started:

- Issues generated from a process improvement effort
- Generic defect and/or cycle time efforts
- Boss said to "Do it"
- Customer wants something done that is not being done today

## Common Problem Solving Pitfalls:

- Tackling processes/problems beyond the control of the team
- Failure to involve employees when identifying potential solutions
- Working on problems that are not well defined
- Not prioritizing what problems to work on first
- Selecting team members based on who is available not who is the appropriate person
- Failure to establish a standardized core training/learning for appropriate employees
- Inadequate balance between statistical/quantitative and people/qualitative tools
- Lack of discipline of following through with a standardized problem solving methodology
- Failure to establish a system of measuring results of problem solving efforts

The **Problem Solving** course was designed to eliminate/reduce the impact of those common solving pitfalls. The approach was modeled from Baldrige award recipient companies and the discipline they practice. The tools were selected to achieve an appropriate balance between statistical/quantitative tools and people/qualitative tools. Course Delivery design was based on interpretation/discussion, case study challenges and hands on use of the tools in real day to day type applications and reinforced learning.

**At the conclusion of this course, the participants will:**

- Understand how to select the right problem/issue
- Identify the right personnel to work on the problem
- Develop tools to measure and display defects or errors
- Develop root cause analysis
- Identify and test potential solutions
- Understand the importance of monitoring the changes for continuous improvement

**Key learning Points -**

**Participants will learn:**

- A five-step (DMAIC-Six Sigma) problem solving model
- Understand the problem solving approach and the appropriate problem solving tools
- Know when to use the appropriate tools in a problem solving effort
- Know how to use the appropriate tools in a problem solving effort
- Solve problems using a logical process to identify root cause(s) prior to taking corrective action
- Hands on utilization and familiarization of quantitative and qualitative problem solving tools via case studies and subgroup interaction

**Recommended for:**

Front line, middle and senior levels of management who will be involved in identifying and eliminating problems/issues in key business processes.

**Duration:**

1 or 2 days in length