The problem with Problem solving

Systems Thinking

We focus on core systems and the overlaps between them to ensure sustainable improvement across the business

– How stakeholder needs are understood and converted into strategy, the WHY.

– How value is created and realised across the end to end enterprise.

– How people potential is realised in the organisation.

– How strategy is deployed into the organisation and how governance is created, the WHAT.

– How the process is continually improved by the people and how problems are solved.

– How Principles and values are translated into Leadership and Behaviours, The HOW.

Two common Problems with Problem Solving

Problem 1

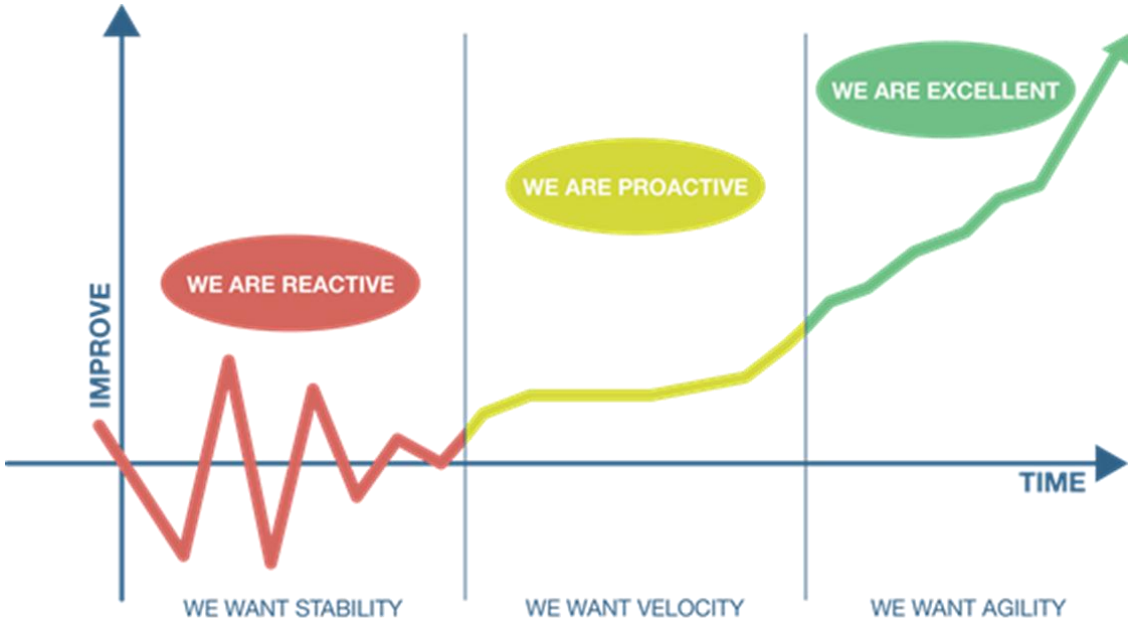
- The system of problem solving is not defined
  - Are we working on the right thing for each level of the business?
  - Does the approach match the maturity of the business?
  - Is a system visible at all levels and all functions of the business?

The problem with Problem solving

Organisations in this room…hands in the air?

1. Standard ‘scientific’ problem solving approach?
2. Have visual management system in place?
3. Would I see good problem solving activity on the visual management board?
   - Would it be relevant to the ‘now’?
4. Within the offices of leadership, would I see the same practice?
   - Are leaders effectively coaching for the behaviours needed

Developing an problem solving system



Outcomes Elements	① Create the standards and stabilise the process. Prioritise!	② Be able to return to the known standard quickly	③ Continuously improve upon the standard
Tools used	Diagnostic to identify variation & process to stabilise environment	System surfaces and makes problems visible	Predictive, proactive and preventative
Management system required	Understand our performance & eliminate variation	Immediately responds & effectively manages the issues to quickly restore the standard	Continuously mitigates known risks & improves QCD standards
Behaviours to support	What is the standard & can we define it together?	Inquiry: Was the standard followed? Is the standard correct / understood?	What's the potential?

Two common Problems with Problem Solving

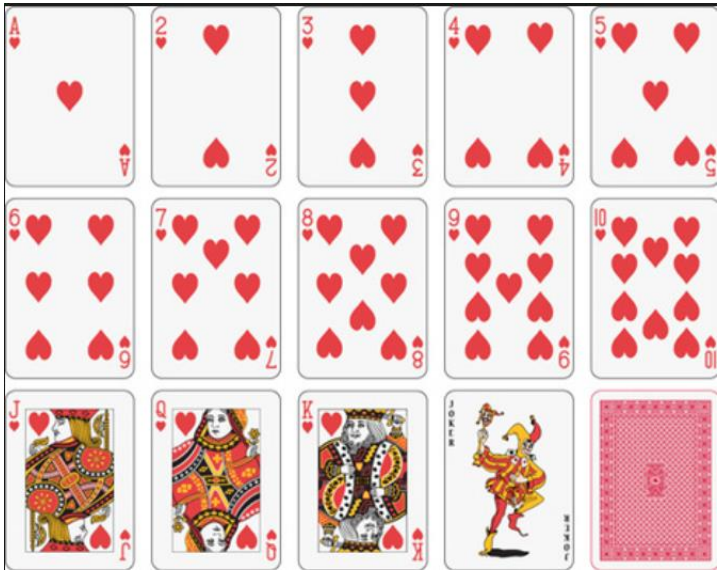
Problem 2

- Understanding and study of the process in the necessary detail to enable effective solutions
  - The detail that allows experimentation discovery and learning
  - Enables effective standards to be put in place

The Problem with Problem solving - 2

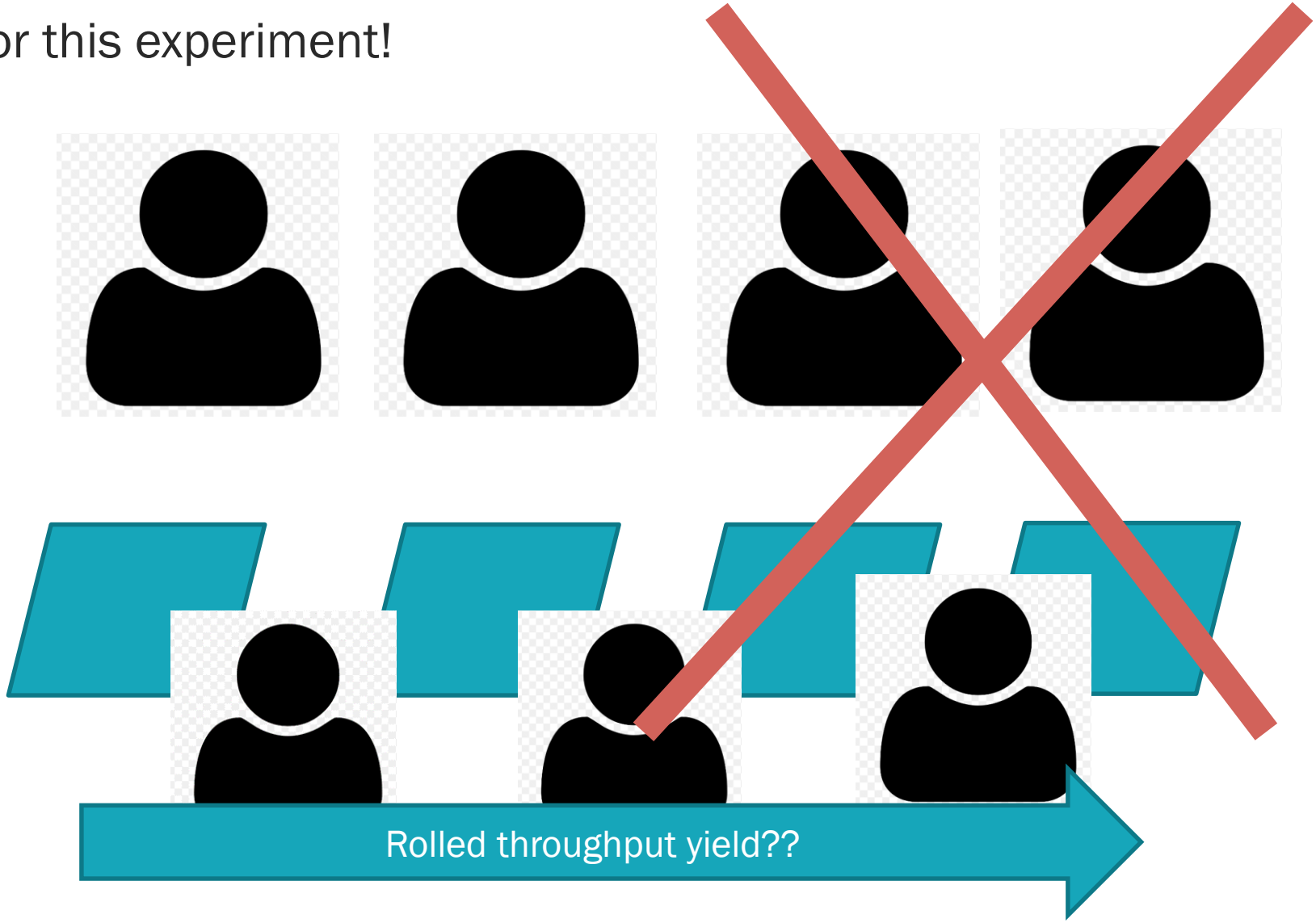
Process Focus!

We need three willing Volunteers from each table!!!



Today

- For this experiment!



RULES!!!

- Standing one foot away from edge of sheet
- Arm at shoulder height perpendicular to body
- Finger and thumb pinch grip to top of card.
- One card dropped at a time
- **Only cards falling FULLY onto flip chart can counted and passed to the next launching technologist!**

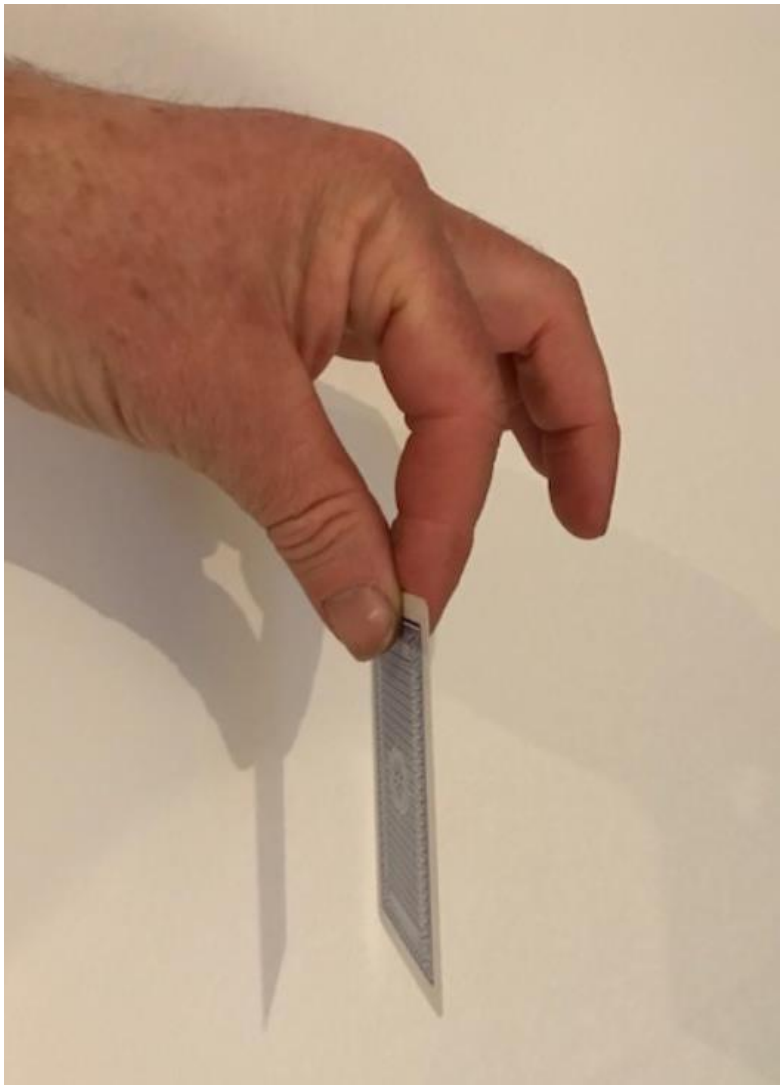
The Problem with Problem solving - 2

Customer is looking for the best, predictable throughput of processed cards per.

If we can't do this we won't get the business.

RULES!!!

- All set up ?
- Arm horizontal and perpendicular to body.
- Pinching card.
- Clear on the rules?



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Begin!

Three Minutes.

Maximum yield wins!!

We have a problem!

Defining the problem.

- What is the problem?
- Who does it involve?
- Where does it impact?
- When does it occur?
- Why is it a problem?
- How much does it affect us?

Common ‘solutions’

- Cards must fall from the same height (and no we cannot employ shorter people!).
- You cannot weight the cards or drop them in a bundle!
- Cannot make a tube so that cards land on the sheet
- Target space cannot be made bigger
- If you want you can turn of air-conditioning and eliminate any drafts *(but it won’t make a difference)*

.

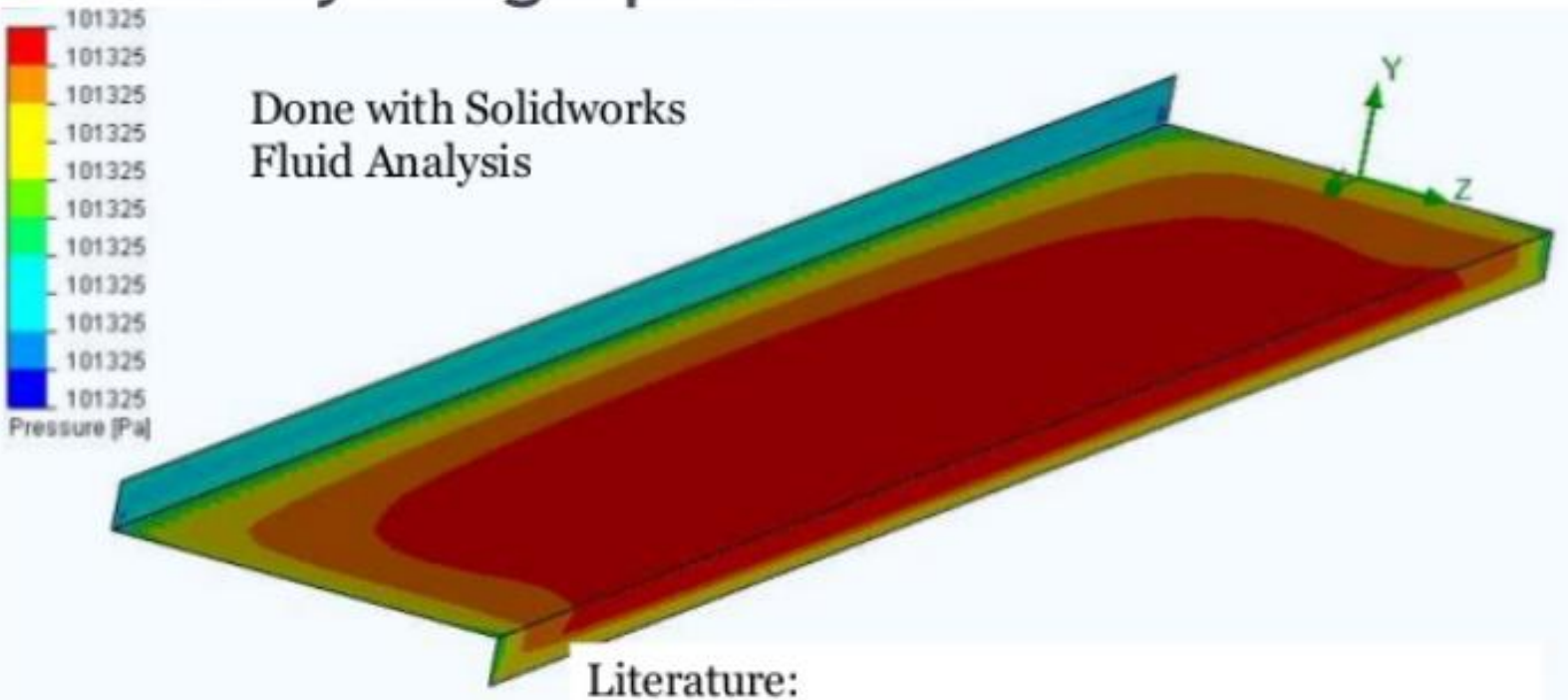
Process focus

Same conditions drop height and target area but we want a better result!

- Now, focus on the process, what is happening to the cards?
- Could you improve the consistency of the process to make create consistent result?
- Even on a target space the size of an A4 Sheet?

Whats happening to the card?

Theory: High pressure

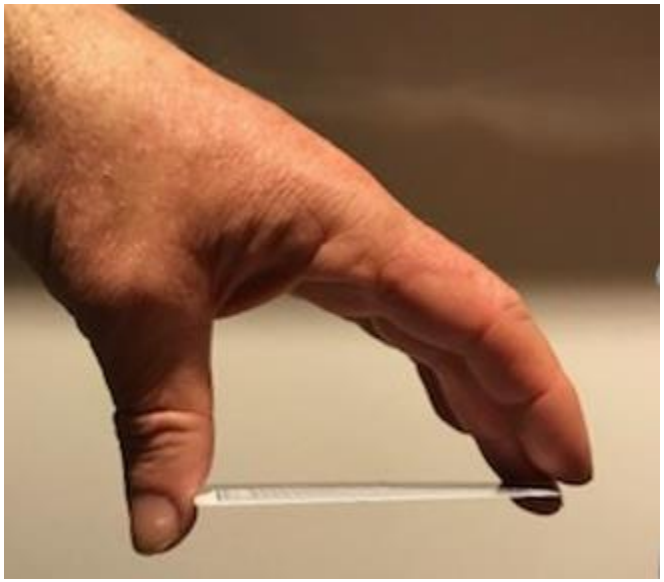


Literature:

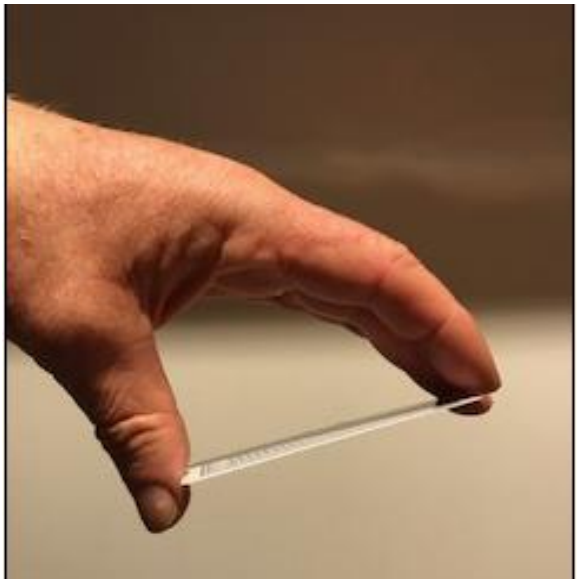
1. *Tumbling cards*, L. Mahadevan et al., 1999
2. *Unsteady aerodynamics of fluttering and tumbling plates*, Z. Jane Wang et al., 2005

Clean fingers, technique and position!

Good



Problem



The level of detail necessary to create REAL work standards and organisational learning.

Focus on Process

- Time to experiment and play!

- True organisational learning is about understanding the detail of our processes through iterative learning steps
- In doing so we accumulate skills and knowledge which enriches us as individuals
- But we need to release the innate inquisitive nature that is within us (safe environment for learning)
- A necessary foundation for a problem solving culture

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