**SESSION 1**

**INTRODUCTION TO PROBLEM SOLVING**

**Session Focus:**

* The job of a manager is to solve problems
* Products include goods and services
* Processes include manufacturing and non-manufacturing processes
* We run organizations with a chronic ‘management gap’
* Set audacious goals – 1000% ROI on your cost-to-company

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| **LESSONS LEARNED** |
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| **EXAMPLES FROM PERSONAL EXPERIENCES** |
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| **REMARKS** |
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**SESSION 1.1**

**INTRODUCING – THE CASE OF THE LATE PATIENT**

**Session Focus:**

* Fitness for Use
* Customer Delight happens when we offer the Right Product or Service Features to our Customers, Free from Deficiencies
* The absence of Customer Dissatisfaction does not mean Customer Satisfaction
* Craftsman is the perfect icon for World-Class Quality

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| **REMARKS** |
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**SESSION 1.2**

**DR. THOMAS COACHES THE TEAM**

**Session Focus:**

* Cost Of Poor Quality
* Sporadic Problems
* Chronic Problems
* Responsibilities of the Quality Improvement Council

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| **REMARKS** |
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**SESSION 1.3**

**THE BREAKTHROUGH CHAIN**

**Session Focus:**

* Language of Upper Management
* The Breakthrough Chain
* Breakthrough in Commitment
* Breakthrough in Organization
* Breakthrough in Understanding
* Breakthrough in Habits
* Breakthrough in Performance
* Alignment with four phases of Problem Solving

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| **REMARKS** |
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**SESSION 2**

**PROBLEM DEFINITION**

**SESSION 2.1**

**THE TEAM GETS ITS MISSION!**

**Session Focus:**

* Problem Solving Methodology
* Sources of Information for Problem Identification
* Problem Definition
* Problem Selects the Team
* Team Charter and Mission

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**SESSION 2.2**

**MISSION IMPOSSIBLE?**

**Session Focus:**

* Reconfirmation of Mission by Team
* Data Collection
* Data Analysis
* Histograms for Single Characteristic
* Revised Mission Statement

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| **REMARKS** |
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**SESSION 32**

**PROBLEM DIAGNOSIS**

**SESSION 3.1**

**THE FLOW’S THE THING!**

**Session Focus:**

* Overview of Problem Diagnosis
* Analysis of Symptoms
* High Level Flow Diagram
* Common Understanding of Work Flow
* Team Dynamics

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**SESSION 3.2**

**THE VITAL FEW**

**Session Focus:**

* Economy of Effort
* Identify Potential Trouble Spots on Flowchart
* Pareto Diagram to Identify Vital Few Trouble Spots
* Patterns in Pareto

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**SESSION 3.3**

**RITA HAS A BRAINWAVE!**

**Session Focus:**

* Formulate Hypotheses of Causes
* Brainstorm for Possible Causes
* Stratification Criteria via Flowchart
* Cause and Effect Diagram for Logical Relationships
* Roadmap for Testing Hypotheses

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**SESSION 3.4**

**TESTING TIMES AHEAD!**

**Session Focus:**

* Test Hypotheses
* Follow Roadmap for Testing Hypotheses
* Rainbow of Histograms
* Data Gathering
* Improved Team Dynamics

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**SESSION 3.5**

**ROOT CAUSE AHOY!**

**Session Focus:**

* Identify Root Causes
* Criticality of Working with Data
* Continuous Data, NOT Sample Data
* No Short Cut to Analyses
* Root Cause(s) must be Self Evident

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| **REMARKS** |
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**SESSION 42**

**PROBLEM REMEDY**

**SESSION 4.1**

**FIXES, ANYONE?**

**Session Focus:**

* Problem Remedy
* Evaluate Alternative Remedies
* Criteria for Evaluation
* Team Consensus

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**SESSION 4.2**

**THE NEW PROCESS DEFINED**

**Session Focus:**

* Ensure Team Achieves Mission
* Design a Checklist for Data Gathering
* Flowchart the New Process
* Train all Impacted by New Process
* Understand Interdependence of Activities and Procedures

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**SESSION 4.3**

**THE TEAM LISTENS!**

**Session Focus:**

* Design Easy-To-Use Controls
* Deal with Resistance to Change
* Prove Effectiveness of Changed Procedures
* Role Play the New Process
* Team Interaction with Operating Departments

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**SESSION 4.4**

**LET’S DO IT!**

**Session Focus:**

* Implementation
* Start Small when Implementing Change
* Gather Data on Pilot Implementation
* Analyze Data
* Mend the Trouble Points

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**SESSION 52**

**LOCKING THE IMPROVEMENTS**

**SESSION 5.1**

**LOCKING THE IMPROVEMENTS**

**Session Focus:**

* Design Effective Quality Controls
* Foolproof the Remedy
* Achieve Breakthrough Results
* Audit the Controls
* Recognize Team

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