Building a Problem Solving Culture using Daily Management Boards and 4-Step Problem Solving Tool

Employment Security Department
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• Respect for people’s skills, knowledge, and experience

• Continuous improvement

• Customer-focused
• Respect for people’s skills, knowledge, and experience... to solve problems

• Continuous improvement... to solve problems

• Customer-focused... to solve the right problems
Lean Culture Requires Different Thinking:

• We strive to make “scientists” of us all
Why do we need to use a structured problem solving approach?

To ensure we aren’t jumping to conclusions and missing important information or details.
## Daily Management Board

<table>
<thead>
<tr>
<th>How are we performing? (Measure/Identify Gaps)</th>
<th>What is causing the gap? (Root Cause Analysis)</th>
<th>What can we do to reduce the gap? (Countermeasures)</th>
<th>What is the Implementation Plan?</th>
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<tbody>
<tr>
<td>Operational Measures</td>
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<td>What Who When</td>
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The Daily Management Board creates a reverse hypothesis
Four-Step Problem Solving Tool

Title and Purpose (of process): ____________________________________________________________
Problem Statement: ________________________________________________________________

1. Measure/Identify Gap
   - Target or Actual:
   - Gap between Target and Actual:

2. Conduct Gap Analysis/Root Cause Analysis (Fishbone or 5 Whys)

3. Develop Countermeasures

4. Create Implementation Plan and Sustain Plan
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<th>What</th>
<th>Who</th>
<th>When</th>
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Currently it takes 30 minutes for a facilitator to set up a room for REA Orientation.
Quality: How did this improvement make the product or service itself better?

Time (Annualized): How much less time does it take to do the new process?

Cost Savings (Annualized): How much money was saved or costs reduced between the old way and new way?

Safety: How are people safer because of this improvement?

Employee Satisfaction: How did this improvement make the work more satisfying or less frustrating for employees?

Customer Satisfaction: How did this improvement make the experience more satisfying for internal or external customer(s)?
Why include “everything”?

Building Culture – reinforce large and small acts of improvement

Change behavior to change thinking – this is actually more “activity” based then “results” based

Opportunity to coach – how to quantify

First follower – legitimizes each other

Share best practices

Easier to track results for reporting

Lean is incremental and iterative (not just “events”)
PDCA

- What does “success” look like?
- How successful are we?
- What do we need to do to bridge the gap?

What can we do NOW to bridge the gap?

- What adjustments do we need to make?
- What did we learn?
- How do we lock in our gains?
- What can we do to improve again?

How did we do?
Lean is Iterative

Deming’s Wheel

Continual Improvement

P
D
C
A
We use tools to change behavior

We change behavior to change thinking

We change behavior and thinking to change the culture
Questions?

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