



Case Study 01

A3 Problem Solving

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|------------------------|------------------|--------------------------------------|----------------|---------------|
| Client details | Employees | 240 | Engaged | 46 |
| Project Details | Training | 3 mos. | Support | 9 mos. |
| Improvement | 47% | customer complaints reduction | | |
| Improvement | 66% | repeat complaints reduction | | |

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| Annual Saving | ROI |
| £113,317 | 11:1 |

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| 1 | Describe the problem | PLAN |
| R Requirement S Source E Evidence S Source | Customer complaints excessive with negative annual trend. | |
| | Problem resolution takes too long and often ineffective. | |
| | Problems recur. | |
| | Losing long term customers. | |
| | Some customers frustrated, leaving after first order. | |

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| 3 | Identify the root cause(s) Use 5-why / fishbone etc. | PLAN |
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Man Power: NO OWNERSHIP OF PROBLEMS, NOT A PRIORITY, TIT FOR TAT BETWEEN DEPTS (Internal Ncs), NO TIME TO PROBLEM SOLVE

Machines: LACK OF PROBLEM SOLVING SKILLS, TRYING TO SOLVE ALL PROBLEMS, TRYING SOLVE PROBLEMS ALONE

Environment: NON STANDARD DOCUMENTS IN USE, NO MEASURED BUT NO TREND REPORTING

Management: NO LEADERSHIP BUY IN, LOT OF WORDS WITH NO ACTIONS, NO SELLING OF ACHIEVEMENTS, NO INTER DEPT. TEAMWORK, NO MEETINGS TO SOLVE & REVIEW PROBLEMS

Methods: LACK OF PROBLEM SOLVING SKILLS, TRYING TO SOLVE ALL PROBLEMS, TRYING SOLVE PROBLEMS ALONE

Materials: NON STANDARD DOCUMENTS IN USE

Measurement: NO MEASURED BUT NO TREND REPORTING

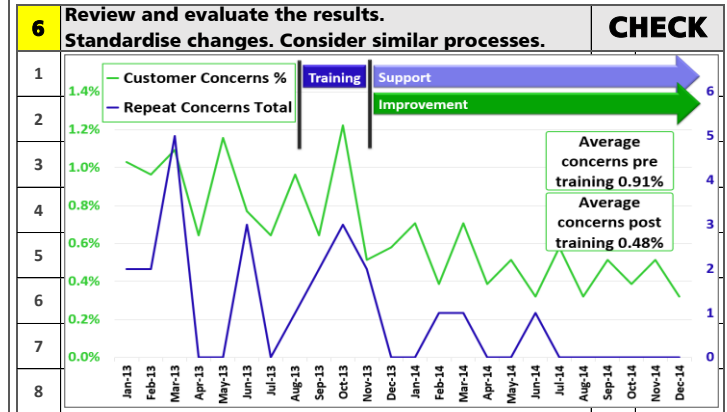
Information: LOW VISIBILITY OF IMPROVEMENT ACTIVITY

Main points from Ishikawa diagram:
 Managers don't drive the problem solving process
 Teamwork sporadic
 Teams lack problem solving skills
 Actions fizzle out and are rarely followed up
 Teams need resource (time) to fix issues

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| 5 | Implement the solution | DO |
| | 1 OOQual Problem solving training booked by client | |
| | 2 3 sessions of 2 days. 8 delegates per session. | |
| | 3 Day 2 of training work on actual problems. | |
| | 4 Set up trainees into teams | |
| | 5 Get mgmt to release process experts for improvement | |
| | 6 Set up monthly workshops to practice new skills | |
| | 7 Set up workshops to report progress to OOQual | |
| | 8 Agree reporting process for current performance | |

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| 2a | Describe the current process Breakdown the problem | PLAN |
| 1 | No standard problem solving tools in use, or at best used sporadically. | |
| 2 | Low visibility of complaints trend. | |
| 3 | Managers firefighting. | |
| 4 | We've always done it this way. | |
| 5 | Desk based problem solving. | |
| 6 | Problem solving is done by individuals. | |
| 7 | Many recurring problems are answered with the same ineffective solutions. | |
| 8 | Quality dept. seen as the owner of the problem solving process. | |

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| 4 | Develop potential solutions and action plan | PLAN |
| 1 | Problem solving training for 3 groups of 8 (managers and supervisors). | |
| 2 | Teams in workshops to begin working on NCs. | |
| 3 | Set up reporting. | |
| 4 | Monthly support by CQual to keep progress on track. | |
| 5 | Improve and standardise documents use. Integrate into quality management system. | |
| 6 | | |
| 7 | | |
| 8 | | |



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| 2b | Describe the achievable future state | PLAN |
| 1 | A standardise team based approach with high levels of success in removing causes of problems. | |
| 2 | High visibility of concerns to raise awareness. | |
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| 7 | Reflect & act. | ACT |
| 1 | Internal reject data could have been analysed. This would have demonstrated the full potential of the problem solving process. Lesson: Include all processes likely to be affected. | |
| 2 | Total engagement of trainees, experts and personnel totalled 516 hours in year 1. This is a sum of, initial training, support, & time spent by individuals in & around the processes as they sought to improve them. This figure represents a huge endeavour on the part of the client to improve. | |