

problems, Problems ... **PROBLEMS !!**

The products or services that you provide are in essence allowing others to rectify problems. Internally you are constantly facing problems and working all the time to resolve them ... in essence you are in pursuit of developing the perfect process.

Indeed we know that Lean Methodologies are put in place to identify and eliminate waste. Those pesky items that do not add value that our customer is willing to pay for.

But problems ... let us define them

In order to differentiate between Problem Solving Methodologies available, a definition of problem types is required

Common Cause :

A problem requiring fundamental improvement to correct (ie. reduce variation). Defined by the observation that it has always been that way (substandard). These types of problems are Engineering or Continuous Improvement based (ie. Scrap reduction, Capability Improvement)

They are not characterized by an abrupt change from one state (acceptable) to a new state (unacceptable).

Special Cause :

A problem that by its very definition causes us to ask the question : What Changed? It is signified by the realization that what was once acceptable has become unacceptable. The goal of solving is generally to allow us to return to our previous state of operation – quickly and prevent further loss due to the diminished state of operation.

Category of problems

Technical :	Product/Process not Capable, Excessive Scrap Level, Process not Stable, Set-up difficult/inconsistent, Customer Dissatisfied
Operational :	Throughput, Downtime, Maintenance, Reliability
Organizational :	Strategic, Human Resource, Administrative inefficiencies

Where Lean Thoughts can become Reality

Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

All types of problems require quick resolution. However, certain tools and skills are more effective than others at solving specific types of problems.

