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

## Employment Security Department
### Karl Kraber & Anna Saint Mullaire

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**Employment Security Department**
WASHINGTON STATE

- **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**

- **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

## Daily Management Board

| How are we performing? (Measure/ Identify Gaps) | What is causing the gap? (Root Cause Analysis) | What can we do to reduce the gap? (Countermeasures) | What is the Implementation Plan? What   Who   When |
|---|---|---|---|
| Operational Measures | | | |

# 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:

Target or Actual:

Gap between Target and Actual:

### 3.  Develop Countermeasures

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

### 4. Create Implementation Plan and Sustain Plan

| What | Who | When |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Lean Measures Translated in Improvement Inventory eForm

**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
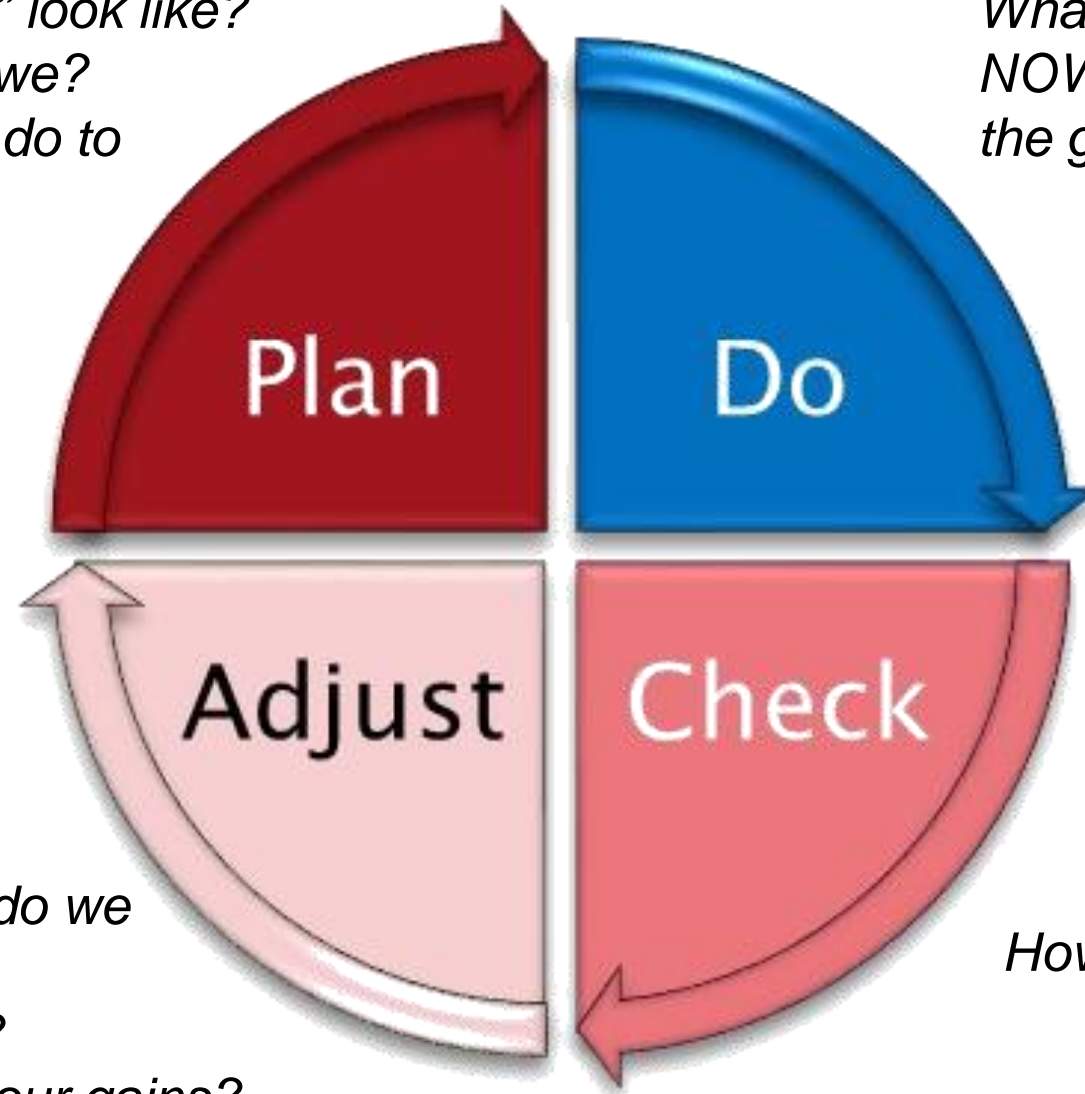
**First follower** – legitimizes each other

**Share best practices**

**Easier to track results for reporting**

**Lean is incremental and iterative** (not just "events")

❖ *What does "success" look like?*
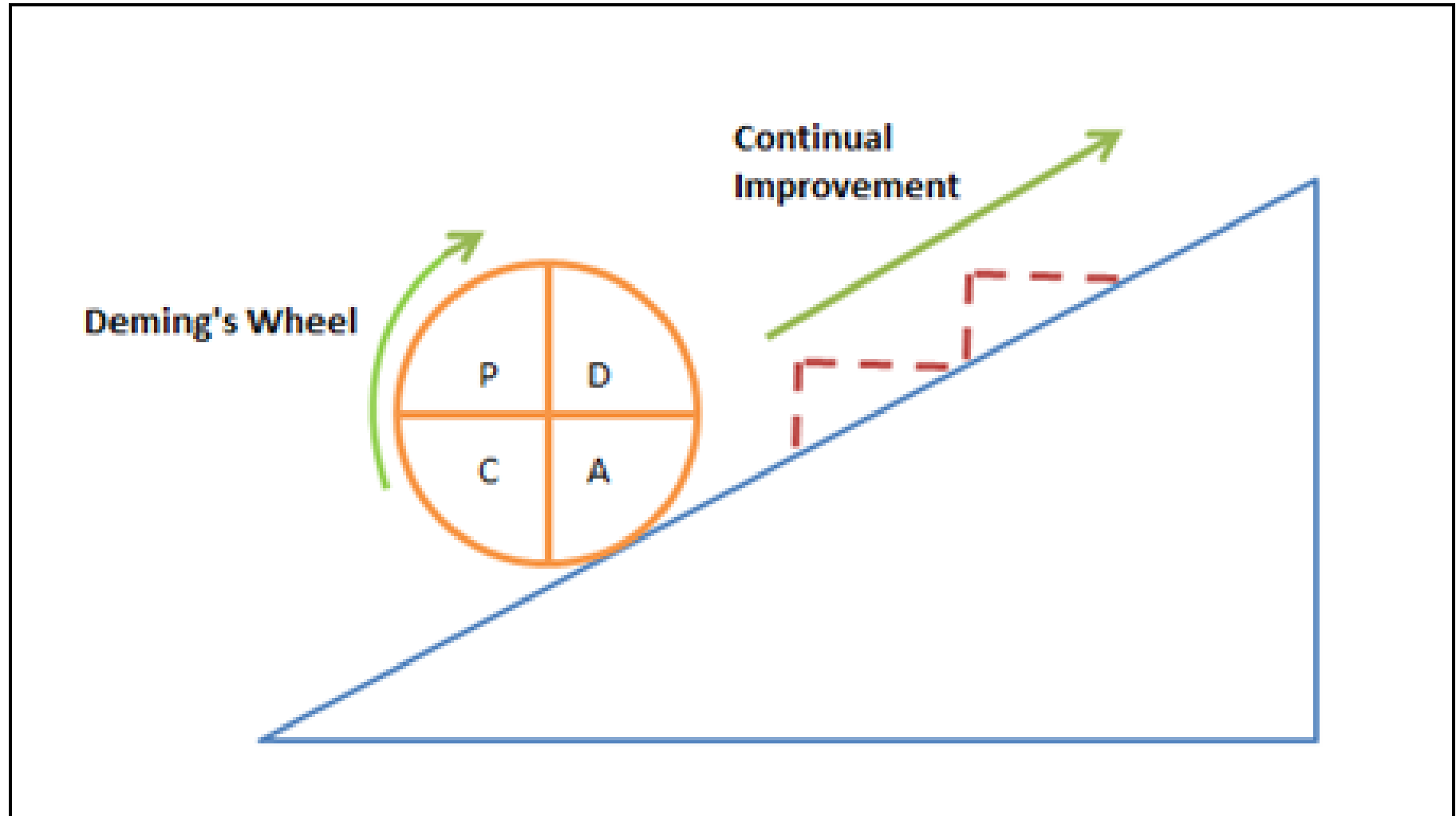❖ *How successful are we?*
❖ *What do we need to do to bridge the gap?*

*What can we do NOW to bridge the gap?*



Plan | Do | Adjust | Check

❖ *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?*

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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

Contact
information:

Karl Kraber
ESD Director
Office of Lean Transformation
[Kkraber@esd.wa.gov](mailto:Kkraber@esd.wa.gov)

Anna Saint Mullaire
ESD Acting Director
Office of Lean Transformation
[ASaintMullaire@esd.wa.gov](mailto:ASaintMullaire@esd.wa.gov)