

# PDCA Problem Solving Revisited

## Lean Business Practice

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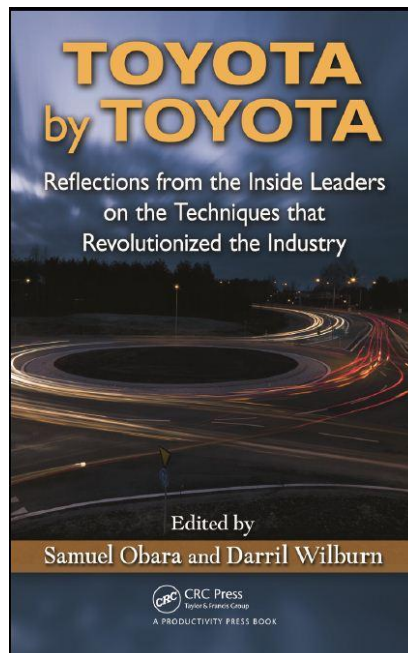
Booth #



## Our Lean services:

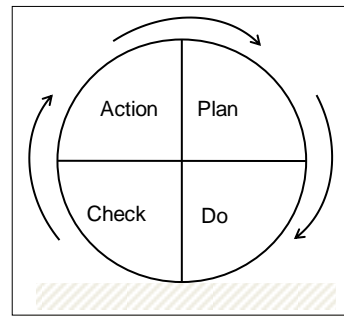


#1 Best Seller  
in the Obara and Wilburn household



## So what is PDCA??

PDCA cycle is a cycle of making a plan (Plan), implement it (Do), check the results (Check), and take necessary actions to improve (Action).

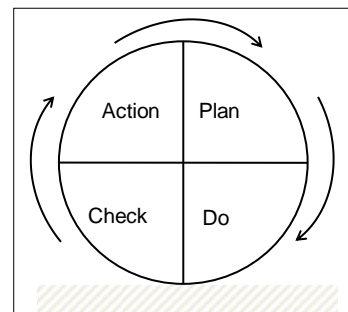


## So what is PDCA??

- A way of thinking and organizing activity to understand and solve problems.

*The Toyota Production System creates a community of scientists. To make any changes Toyota uses a rigorous problem-solving process... that is, in effect, an experimental test of the proposed changes.*

*HBR Article: Decoding the DNA of the Toyota Production System*



## PDCA and A3

- Many times the format used to demonstrate your PDCA activity is called an A3 (11x17 paper).

“Toyota...does not suffer from voluminous paperwork we associate with bureaucracy. In most cases...short crisp reports on one side of size A3 paper..” are used. The result is a clear statement of a problem and solutions that is accessible not only to people within a particular project but also to those working on other projects.”

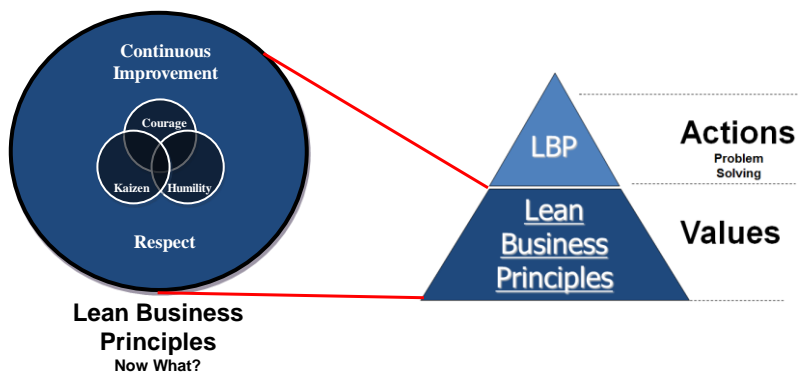
*Harvard Business Review July-August 1998*

*Another Look at How Toyota Integrates Product Development*

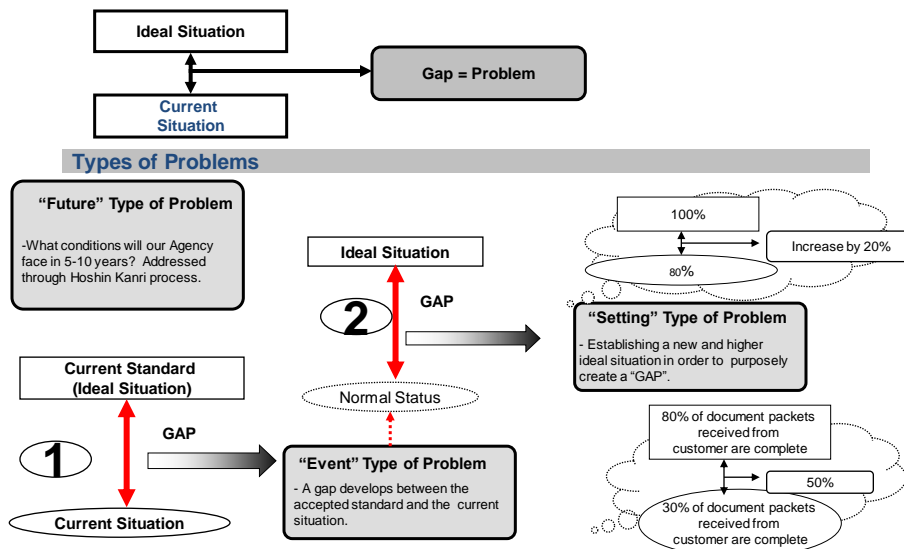


## Why Revisit?

- Trying to do too much!
- Align with the values.



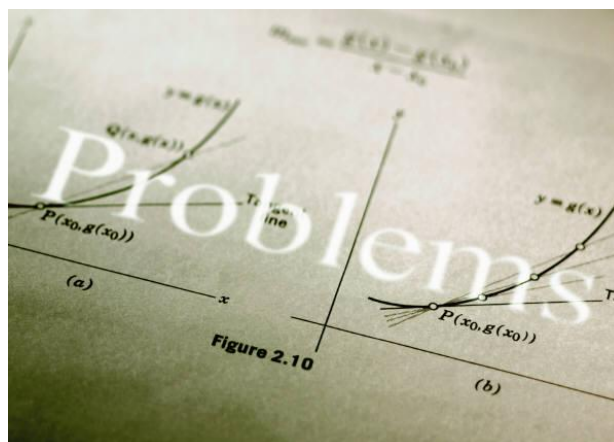
# What is a Problem?



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## The Purpose of our Work?



Product as countermeasure

Service as countermeasure

Employee as countermeasure

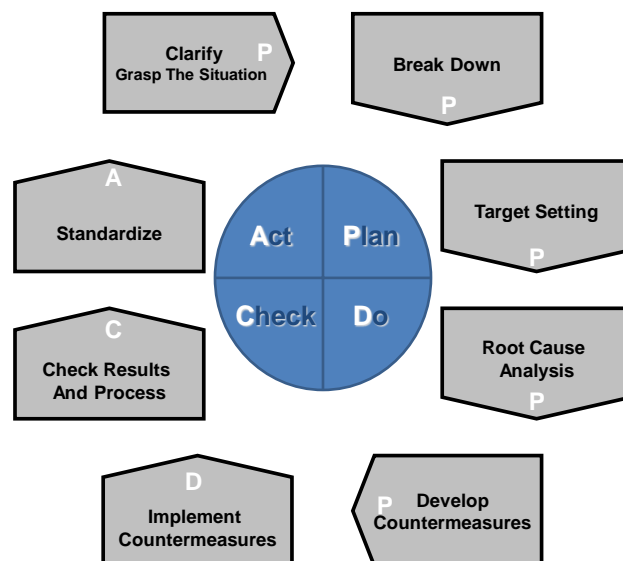


What 's The Problem with "Problem"?

An opportunity I can say yes or  
no, a problem I must solve!

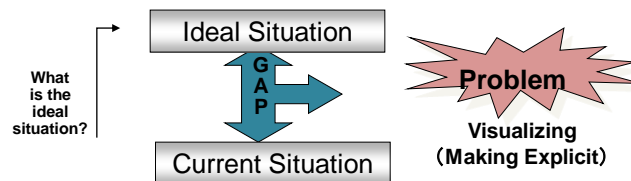


## Key Phases



## Clarify the Problem

Making ambiguous problems clear



## Clear, Specific



## Unclear “Junk” Words

- What is a junk word?
- Why are they not good?



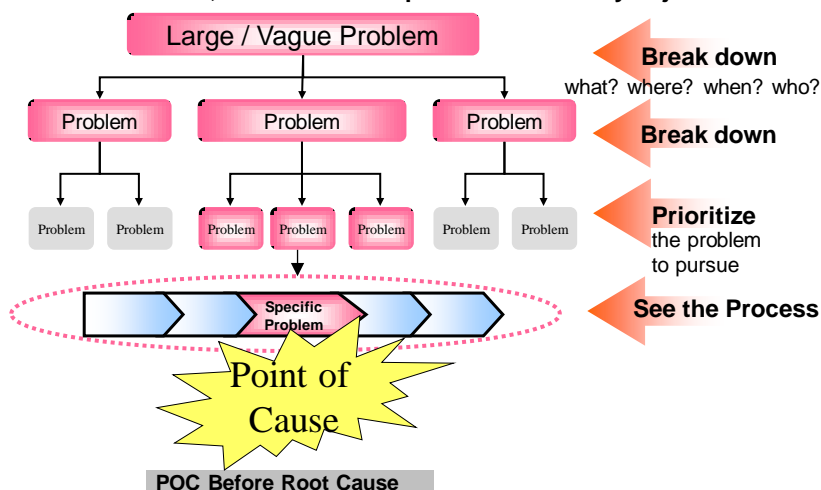
## Refocus on Problem Breakdown

- Better problem breakdown=more focused Root Cause analysis



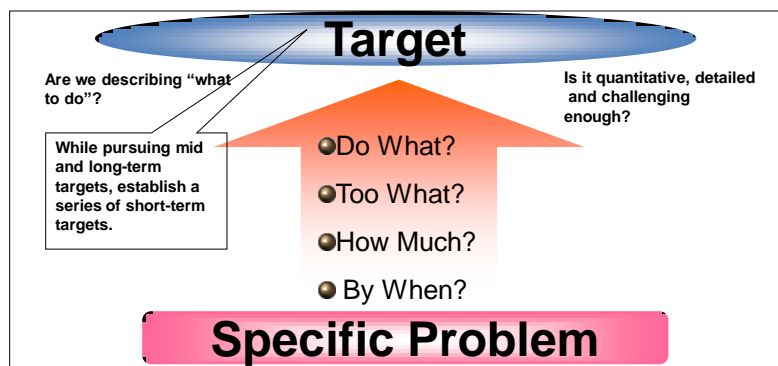
## Break Down the Problem

Based on facts, break down the problem and clarify objectives

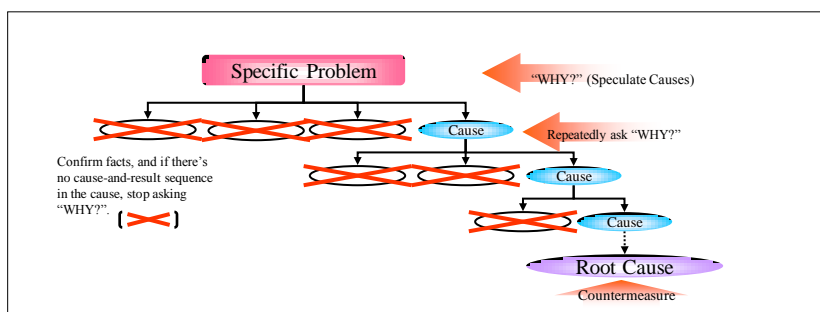




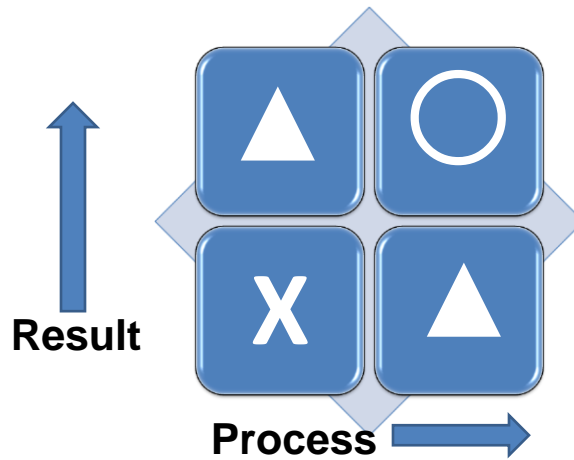
## Target Setting



## More Focused Root Cause Analysis

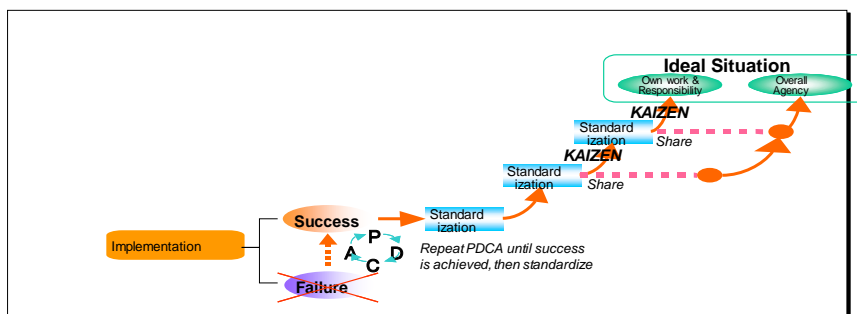


## Check Results and Process

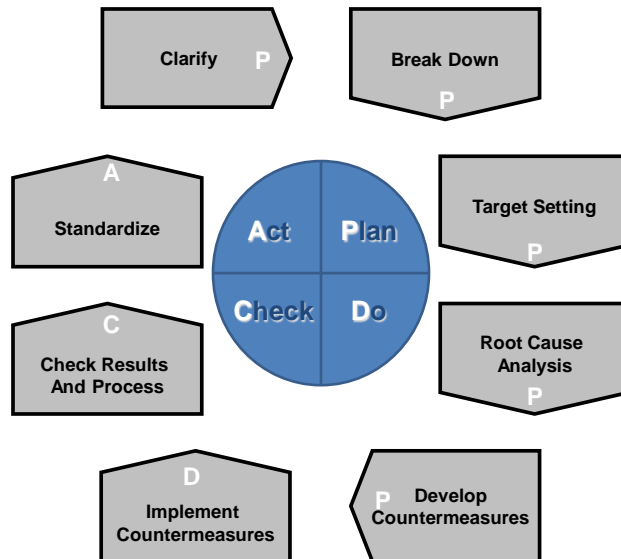


## Standardize

Establish successful processes as precedent, and continue to raise the standard level of success



## Key Phases



## The End

