



Organizations NEED Troubleshooters

(...Not just Subject Matter Experts!)

I believe you are here because you agree that Troubleshooting can be a key aspect of your own job performance and therefore your career. Recent articles in the popular media report that employers identify critical thinking and problem solving as highly valued job skills. This is true for all private industries and government, too.

Consider that, within your organization, what an enhanced reputation as a troubleshooter could build your authority and credibility making you a more highly valued member of any team. This could lead to higher job approval ratings, and be a significant factor in future promotions and overall job prospects.

A skilled troubleshooter stops the negative effects of problems restoring smooth functioning and enabling everyone to get back to making their contribution to getting things done and making customers happy. Good Troubleshooters remove frustration and embarrassment, and this allows organizations to return to getting things done in satisfying and productive ways.

So, that's why organizations want troubleshooters.

There is just one problem:

Most so-called "troubleshooters" don't know what they are doing.

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Are you a “Doer?” ... Or a “Talker?”

(Why You Need To Be Certified)

What about your competition? Are others competing with you inside your organization for pay increases and promotions? Are new job openings being flooded with hundreds of applications from all over the world?

How do you separate those who “walk the walk” from the ones who merely... talk?

That’s the problem!

And at **BPI**, it was our problem, too. We don’t just teach critical thinking, we help customers apply it - facilitating customer teams to solve their current, very real problems. We also coach facilitators so they learn how to do it. Problems of all types (i.e., people, process, and performance issues). Every workshop we teach includes helping participants analyze 4-6 current problems. And our workshop and facilitation customers get a **10x ROI guarantee!**

In other words: **We Walk-The Walk ... And it matters to us, a lot, because if we don’t deliver results – we don’t get paid.**

It’s difficult to find truly skilled people who know what they are talking about and able to get a team to collaborate quickly on solving a problem. And that’s why we created the “**Troubleshooter I Expert**” certification.

We built this certification series to train our own team members, but there is also a big demand for troubleshooting in most organizations. These skills go beyond the classic team tools and are just what you need for 80% of the problems you face. As for the remaining 20% of problems, our methods light-the-way when more information is needed. We provide the upfront focus that experimental and statistical tools require to do their job. Our methods target what comparisons to make and what information is needed. **Stop Guessing.** Be confident knowing you are completely prepared to analyze any type of problem, finding insights others have missed, and you know how to do it quickly and easily!

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Why You Should Get Certified?

If you are an individual...

STAND OUT: This certification **will** set you apart from the pack.

PROOF: Unlike everyone else who can merely claim they can troubleshoot, you will have proof, first, by the documented completion of our rigorous troubleshooter training and coaching program and second, with an impressive digital archive of your successes. Over time your digital archive will grow as you document your track record of correcting real work problems daily.

CERTIFICATE: The certificate itself has two sides. The back of the certificate outlines **the specific process** a candidate completes to earn the certificate and the skills being certified. Also included is a brief description of BPI, our history, and BPI's ~4 decades of solving problems and tracking root causes in all industries.

Most importantly the process you follow to earn the certificate will make you a better troubleshooter and a clearer thinker.

We held nothing back. **We use this same training** to get our people up to speed as masters of our troubleshooting process.

So, if you want to:

- Enhance your career (or start a new one),
- Learn the best all-around troubleshooting method available, based upon powerful, proven critical thinking principles,
- Expand your skill set, distance yourself from the competition, and gain at least some of the recognition you deserve...

...this course and certification is for you.

If you are a manager...

...maybe you don't need the certification

But what about your team?

Do you know for a fact that their troubleshooting skills are fully up-to-speed? That they can't think more clearly and systematically?

They'll love the fact that you are investing in them, and you'll love they're improved performance and the very significant documented results.

If the concepts and methods are more important for you than the certificate then just do the online training and look at the coaching aspect as an optional extra. (We recommend you do the whole certification package to make sure of complete process mastery.)

As one who hires new employees you already know how important certifications are to the hiring process and in finding the best candidates for your job openings.

Check out this course for possible adoption within your department. You may discover how to dramatically improve what you and your people can do.

So, if you want to:

- Boost team involvement and job satisfaction,
- Increase their thinking clarity,
- Enable your team to think together and document every significant problem solved,
- Eliminate their guessing, using an accurate understanding of the root cause to make meaningful changes,

...this course is for you.

How Does It Work?

We offer a step-by-step pay as you learn approach. Candidates move through certification sequence at their own pace, if satisfied with the former step, continue. If not satisfied STOP and get a refund for the un-accessed training or coaching elements.

This process is in bite-sized steps so can verify value as you go. Your evaluation of each step assures you are receiving value as you work through the process. If you are satisfied with a Step, signal this by continuing. But, if you are dissatisfied with a step, STOP before moving on to the next step. You pay only for steps you have opened or accessed. For us, no hard feelings. Just send an email and get a full credit on the un-accessed elements on your credit card account. No questions asked and nothing for you to return.

The whole Troubleshooter I Certificate sequence is described below. Complete Phases I-IV in sequence.

Phase I: **Web-based Training** (\$989)

The online training component of the Troubleshooter I certification process is composed of three self-paced modules. The suggested order is 1a-1b-1c. Complete all three modules before moving on to Phase II.

- Module **1a: *Problem Inventory***
- Module **1b: *Problem Solving***
- Module **1c: *Tracking Root Cause***

Phase II: **Systematic Problem Solving Text** (sent **after** you complete all three online modules 1a-1b-1c.)

The reference text includes chapters on each process, additional examples, process flow charts, blank process forms, related articles, and we will enclose two job aids (the Troubleshooter Notepad and send an email attachment of the Electronic Workbook with the expert's checklist). Familiarize yourself with the text book before moving on to Phase III.

Phase III: Three **Applications w/ Coaching** (sequence a, b, then c)

- 3a. Problem Analysis w/ Coaching #1 (\$299)
- 3b. Problem Analysis w/ Coaching #2 (\$289)
- 3c. Problem Analysis w/ Coaching #3 (\$279)

Demonstrate your understanding and uncover questions or needed refinements. Applying your new skills to a series of three job related problems is the most important aspect of the certification process. We provide you with a custom digital **problem-solving workbook**. You will use this workbook to complete

How Does It Work? (continued)

Get Started!

your analysis of a current problem and receive feedback from your expert coach using our 23-point expert's check list. You should use this same checklist to check your own work before any submission. After each submission your coach will provide expert tips on how to improve your analysis with tailored feedback. This coaching process has proven to validate and refine a candidate's mastery and prepare them well for their role as expert Troubleshooter. Use the workbook to document the problem's impact, true cause and to track root cause.

Phase IV: **Recognition** - Certificate, Expert Badge, Impact Archive

- 4a. **Troubleshooter I Certificate** The online courses prove your conceptual understanding, the analysis of three (3) problems checked by an expert verifies you have job application skills.
- 4b. **BPI Reference Offer**. A record of your work is kept at the **BPI** Research & Development office. We will attest to your competencies to any contact you send to us.
- 4d. **Impact Archive**. Begin immediately and create an impact archive with your Electronic Workbooks. You have a head start with the three problems completed for the certificate. On the first data entry page of each problem analysis (Problem Statement sheet) the problem's estimated impact is entered. We use a projected 18 months' time frame, the **standard management time horizon**, for estimates. Having this on hand for summarizing it is an impressive way to show your ever increasing value as a troubleshooter.

Frequently Asked Questions

Q1: "How do I begin?"

A1: Click any of the "**Get Started!**" links in these pages. You will be directed to the CONTACT US form. Tell us what you want and how to contact you. We will contact you to complete your enrollment.

Get Started!

Q2: "Am I guaranteed to get certified if I participate in the program?"

A2: No. A certification that can be purchased and not earned is worthless. Our courses are challenging because troubleshooting can be challenging. The good news is that it is better to fail to be certified than to fail on the job. Plus you are

Frequently Asked Questions (continued)

protected with our **step-by-step guarantee**. The three online courses are completed one by one. You may get a prorated refund for any module you have not started. Each module is valued at 1/3rd of the online USER pricing. Nothing to return, nothing extra to do.

Q3: "How long does it take to finish the course and receive my certification?"

A3: The short answer is it depends. The range will likely be between 8-15 hours of study and application with time added to receive your textbook via the U.S. mail.

Most people will take three calendar weeks spreading out 8-15 hours of study and application similar to this:

Sample Sequence (your work is ALL self-paced, this is an example only):

- Week I: **5-6 hours** of self-paced **web-based training**,
- Week II. Order and await arrival of your text and two job aids,
- Week III. and after, analyze and gain approvals for three job-related problems in an estimated **3-9 hours of work**

How much coaching and remedial work you may benefit from is unknown. We allow three cycles of **submission → feedback → resubmission** to bring your understanding up to standard using each problem as a learning opportunity. If the first problem takes 3 submissions, the subsequent 2 problems usually take less because of the clarification gained from the first problem.

Q4: "How long do I have to complete the course of study once I start."

A4: We guarantee you will have 12 months to complete the course of study. If you want more time, just ask and we will try to work with you.

Q5: How fast will the coach return my submissions?

A5: Based on 1,500 problem submissions in our most recent project, we have a 99+% record of 24-hour turnaround or less. We don't promise 24-hours, **we promise a 48-hour turnaround**. You can make the turnaround go faster by always using the expert checklist before submitting your work and by following the procedural guidelines we will be sending you.

Q6: "What is the problem submission and feedback process with the coach?"

A6: The purpose of this aspect of certification is to **jump from learning concepts to real life applications**. The best way to do this is with the help of an expert guide. The analysis of any real work problem will reveal misunderstandings which your coach can spot and remediate immediately. This will be the most valuable part of your training, learning lessons that are just not available with concept learning alone.

Frequently Asked Questions (continued)

Our coaching process involves the Candidate in analyzing a problem from their work situation using our Excel Electronic forms. The Electronic form is submitted to the coach for review and comment. The coach **identifies any procedural or conceptual misunderstandings** providing feedback to the candidate. The analysis is returned to the candidate with explanations and instructions for improving the work. **The candidate does not redo the whole analysis** but need only focus on suggested area(s) highlighted by the coach. The candidate, given a new understanding, makes adjustments and re-submits. This 2nd submission is reviewed by the coach who may add a further comment about the new work. A third submission may be done and a final review completed by the coach. Accepting the analysis of the candidate's analysis regardless of the number of submissions means the coach is satisfied that the candidate now understands the necessary procedures or concept(s) sufficiently to move on to their next problem application and possible new learnings.

Remedial information may be recommended by the coach after a submission to improve the candidate's understanding and prowess.

Q7: What's the difference between your approach and the troubleshooting approaches commonly associated with "equipment".

A7: Our approach is not limited to any one type of problem or equipment. It is a generally applicable approach that uses the description facts, logic and your judgment to generate high quality potential causes and to find and verify the true cause. Our approach also works equally well on people performance issues, machines, systems, and processes. We have success in all industries from Insurance, Medical, Energy to Manufacturing, also for Schools.

Q8: What about the quality improvement tools like Fishbone, Brainstorming, Control charts, Pareto charts, Process maps, Scatter plots, Five Whys and so forth?

A8: Most of these tools are missing key critical thinking functions such as how to develop a high quality potential cause, or how to logically scrub a list of potential causes to find the most likely cause. They are data collection and organizing tools and some are creativity tools. We incorporate the Five Whys procedure within our root cause tracking system but Five Whys by itself is just, well, five whys. We also can integrate the Fishbone questions to develop potential causes but we improve the structure of the questions to generate higher quality potential causes. We will show you how to evaluate any list of potential causes using logic to find the Most Likely Cause.

Q9. How difficult are the web-based courses?

A9. Almost everyone scores 70%-100% on these lessons. The minimum acceptable score to pass is 70%. They are self-paced. So we recommend that you take your time. Read carefully to fully understand each question. The questions provide feedback themselves that are lessons themselves.

Frequently Asked Questions (continued)

Q10. What is the design of the web-based courses?

A10. Each module begins with a case study demonstration of the full process showing how all concepts work together. Next, individual concept videos of ~3' provide a lesson about each concept. Then, two follow-up questions test your understanding of that concept with necessary feedback to confirm or remediate, as needed. All this is preparation for the Exam on the process tool.

Get Started!

Reasons to Believe!

Q11 What are a few reasons to believe that we can do what we say?

A11 Here are six reasons we can deliver on our offer.

First, there is the length of time we have been in business, **4 decades of success in this one specialty**, tens of thousands of participants taught, with direct applications to the problems of workshop participants.

Second, the long standing workshop guarantee (pre-Covid) - a **10-fold Return on Training Costs**. The cost saved from solving problems in the workshop will be a minimum 10X ROI or the organization pays nothing. That's a 10X recovery of all costs (BPI materials, instructor fees, and participants' salaries for two days and all our travel) or the workshop is free. This is based solely on the problems identified in the workshop itself. We have never lost on this offer. And participants can continue their better problem solving skills thereafter to solve problems and track root causes.

Third, Our Breadth of Experience: We've worked successfully resolving problems in every category of business, and government (e.g. high tech, automotive, financial services, insurance, banking, software, pharmaceutical, biotech, petrochemical, utilities, petroleum, transportation and more) & the entire range of job classifications within organizations (executives, managers, cross-functional teams, technical experts, SME's, quality teams, project teams, green belts, black belts and more).

Fourth, Top Organizations chose us: We have helped target groups of employees perform better by thinking better in many of the world's most successful organizations (e.g. Ball Aerospace., Daimler Truck, GM, Ford, IBM, Union Bank, Solar Turbines, Goodyear, Merck Pharmaceuticals, Genzyme, eBay, Novartis, Adobe Systems, Shell Oil USA, Exxon, S. California Edison, Shea Homes, Motorola, Pacific Life, Stanford University, Sony Electronics, USC Leadership Academy (hospital cohort program), Verizon Wireless, Zenith Insurance, Universal Studios).

Reasons to Believe! (continued)

A **Fifth reason** to believe is many **Unsolicited Personal Endorsements**:

"Being able to layout your thought process and visually demonstrate how you arrived at a conclusion lends tremendous credibility... Within a few minutes, a decision was made and needless on-going debates were avoided."

-Joanne O'Neill, IBM

"The training was largely attended by mechanical engineers and project managers and many stated that this was the best training ... they had experienced."

-Robin Carajal, Executive Director of ETI.

"By asking a few simple questions you're able to control the focus, to uncover the root cause of a problem and find a true corrective action."

-Craig C., Supplier Quality Black Belt, major international mfg.

"I attended the two-day critical thinking workshop in 2007 and have used the (methods) for problem solving and decision making numerous times over the years. I ... rate course as one of my all-time bests."

-Director, Strategic Operations, at a major Telecom company.

"The (BPI) process used to conduct RCA (Root Cause Analysis) is gaining ever greater reputation at the most senior level."

- Andrew, Senior internal consultant, Pharmaceutical industry.

"The programs in Belgium were very well received. The quote of the day, 'We have studied this problem many times, and yet in a little over an hour, we uncovered more data and facts than we could have imagined. The group, all of whom were Quality Professionals, became both converts and advocates (as I later discovered).'"

- Internal Consultant, Biotech company

And the **Sixth reason** the low risk **Step-by-Step Guarantee**. You may stop anytime and get the balance of your money back.

Get Started!