Core Problem Solving Group
– Roles, Development & Implementation -

PURPOSE

Improve team performance.

Create core group of **root-cause experts.**

Team ROLES

        I. Expert Coach

        II. Team Members.

Mbr-A33/4.22

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- Full Team engagement

- Clear verification of the root cause(s)

- Evidence-based corrective actions

- Rapid Results

- System Evolution & Competitive Advantage

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WE SEPARATE: <u>team development</u> and <u>expert development</u>.

Why?
Different roles require different preparation.

Team member ORIENTATION
Begin with process orientation to enable fact-based problem solving. Team orientation is critical to smooth collaboration of team members using a process they understand and support.

EXPERT development
Facilitators/ Coaches become RCA (root cause analysis) Experts receiving intensive special preparation for their role working with teams. (They are not instructors or classroom managers.)

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Escalation Response.
Knowing when to move on to the next Tool ...

EXPERTS know what tool to begin with and when to move on to another.

- Systematic Problem-Solving (SPS) resolves **~80% or more of all problems**!

- **Synergy** - Systematic Problem-Solving delivers the power of critical thinking and fills the gaps in other tools.

- **Save Time** - Teams are more efficient using structured **critical thinking** to logically **converge** on the true cause of problems.

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SUPPLEMENTAL INFORMATION:

Elements that work together
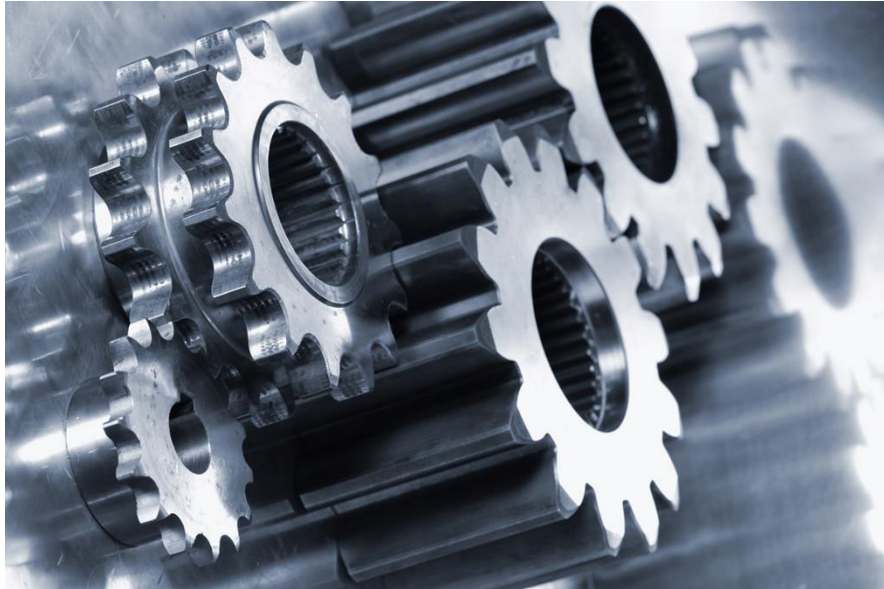
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Tailor an implementation plan.

Adopt **Systematic Problem-Solving** methods to update and transform existing team problem-solving performance. Select from these elements to create a common, tailored problem-solving process for your teams:

[E1] **EVALUATION WORKSHOP (aka PILOT CLASS):**
This is the One-day Orientation Workshop [8-20 participants]

To introduce **Systematic Problem-Solving (SPS)** to stakeholders, gain acceptance, and interest volunteers in becoming experts. May also be used to gather information for tailoring some of the content. This is Step #1 in the development of an in-house **Problem-Solving Core Group**.

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[E2] PREPARE TEAM MEMBERS:
Expand your SPS Team Member Pool in one to three ways so the full list of members has the skills to function on any problem-solving team.

a. ORIENTATION to RCA (root cause analysis concepts) is a requisite to PS Team membership. The organization sponsors a series of one-day **SPS Orientation Workshops** (10-20 participants each) to train existing teams, technical experts and other subject matter experts who may be called upon to work together in problem solving and root cause analysis efforts.

b. Optionally, use the **SPS Online Course** (self-paced) to begin the preparation of team members to work with a coach or SPS facilitator.

c. Use [a.] or [b.] selectively or together to orient your work force and make them more skilled team members.

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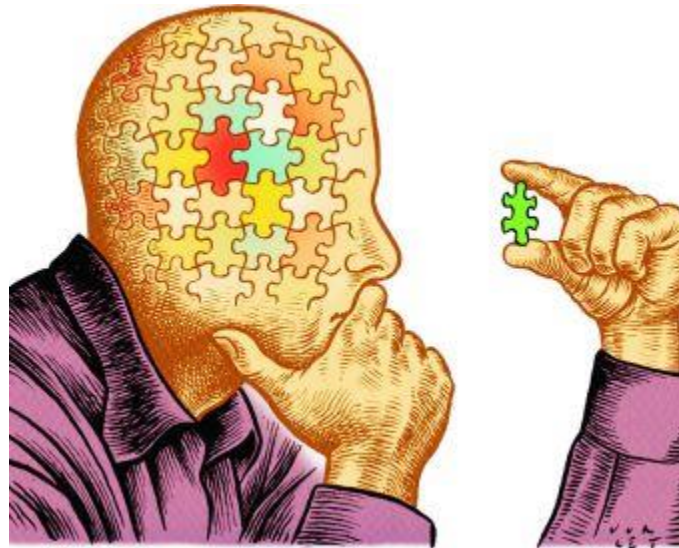
[E3] **PREPARE EXPERTS** (example – may be modified):

1. WORKSHOP: Candidates attend a one-day **SPS Orientation Workshop** then <u>volunteer</u> to work toward expert status.

2. ONLINE STUDY: Each candidate volunteer deepens their understanding by completion of the full **SPS Online Course** (5-6 hours of lessons, feedback, demonstrations and study).

3. COACHES WORKSHOP: Candidate volunteers attend a **Coaches Workshop** (2.5 days) to Master content, practice use of the Team **Electronic Forms** and practice using the **Feedback Checklist**.

4a. PRACTICE ONLINE: 1 on 1 submissions and expert *coaching*. Candidates **complete an SPS analysis** for each of 2 current job problems. Each analysis is reviewed online exchange with a **BPI Master** who provides up to three rounds of feedback.

4b. PRACTICE IN TEAMS: Teams of Course graduates work on current problems with feedback from **BPI Master(s)**. In the team, the roles are rotated to build both facilitator and process consulting skills of the candidates.

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E4. <u>**COACHING DEVELOPMENT (over time):**</u>

Clarity & Excellence

a. A SYSTEM OF COACHING TEAM MEMBERS. Team members who have completed an online or standard SPS Orientation workshop are required to submit a Problem Analysis of a current problem TO THEIR INTERNAL COACH. The assigned coach works with the participant developing feedback aimed at refining the participant's understanding. The feedback is forwarded to an **SPS Master** who finalizes the feedback and distributes the analysis to both the coach and the team member. This process serves to validate or improve the coaching <u>and</u> the performance of the team member.   Over time, internal coaches reach a level of mastery at par with the SPS Master. (No fixed time is set for this. It becomes evident with time, usually 6-12 months.)

b. FACILITATOR SUBMISSION OF TEAM ANALYSES. The above process can also be started when a coach **submits results** from teams they work with to an **SPS Master**. The **SPS Master** provides expert level feedback to the coach based on an analysis review.

An **organization's coaches,** are a valuable internal resource assuring the best problem solving analysis for teams and people who can be called in when a team needs help. This creates and sustains a culture of excellence in problem solving and system evolution through root cause analysis.

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TELL US WHAT YOU THINK

Want us to suggest how your organization might develop or improve your Core Problem Solving Group? Just answer these 9 questions - the best you can. We'd like to know your current situation. This will help guide our suggestions. Thank you!

GAP? 1. Current CONCERN? What's happening or not happening?

_____

2. What do you OR others want? [The ideal situation]?

_____

IMPACT?

3. Cost or impact of this GAP to date? (x cost per week, month, or year.) An estimate is OK! _____

4. Consequences if this GAP is NOT eliminated?

_____

5. Value to organization if you could eliminate the GAP right now?

_____

SPONSOR?

6. Who wants this fixed, improved, addressed? (title)

_____

ACTIVE PEOPLE?

7. Estimated # of problem-solving Team-Members? _____

8. Estimated # of Problem-Solving experts you'd like to have to support the problem-solving effort? _____

TIME FRAME ESTIMATE?

9. In your opinion, what is the desired timing for action on the GAP?

_____