

# Toyota Frontline Problem Solving

## *Need to get to the Root Cause of a Problem?*

### *It's as easy as 1, 2...no, A3!*

**What do you do when problems occur? Do these problems keep coming back? Do you need to improve the problem solving capability in your organisation?**

CTPM Australasia ran its' inaugural one-day Toyota Frontline Problem Solving workshop in Launceston, Tasmania in late 2007. Delegates attended from Simplot Devonport, Simplot Ulverstone and ACL Bearings. Since then, the workshop has been progressively refined and conducted at numerous clients' sites in Victoria, Tasmania and New Zealand.

#### Why is Problem Solving important?

- Provide the competitive edge for the business
- Emulate the success seen by Toyota
- Address problems at root cause
- Balance problem fixing with problem prevention
- Create a learning organisation (daily problem solving)

*CTPM model provides an integrated framework and flexible pathway for organisations to achieve Operations Excellence*



Problem solving is essential to every business progressing on a journey of continuous improvement. Often it takes place in every part of a business, everyday, sometimes using a structured method and other times not.

Differing approaches to problem solving are required depending on the nature of the problem, the level of complexity of the problem and the experience and capabilities of the problem solvers at hand.

Wouldn't it be great if ALL employees in our organisations were effective and proficient problem solvers?

Wouldn't it also be great if they could use a process that resulted in actions, was consistent across the organisation and focused on the right issues?



*Above: Tim O'Shea, CTPM Australasia Senior Navigator VIC / TAS, highlighting a step in the problem solving process.*

*"Getting the Right Things Done"* by Pascal Dennis highlights the power of story-telling in problem solving. Moreover it suggests, why not increase the level of problem solving capacity by increase the number of problem solvers in an organisation? Getting people communicating with one another with open dialogue and then aligning their issues shows what's important.

#### 1. Define Problem

##### Standards make Problems visible

*Standards critically define and encode business expectations, making deviations, and hence problems immediately visible.*



