



## A Practical Problem Solving Overview Session + Gemba Problem Solving Workshop

Problem Solving is the foundation of Continuous Improvement. The tools within a Lean operating system are designed to identify problems. Do you have standardization and the expertise at all levels of your organization to solve them? The extent that you train and engage your organization in problem solving will ultimately determine your success in the lean journey.

Mike Hoseus, co-author of Toyota Culture, will review how a Lean organization establishes their culture for problem solving at all levels. This Executive Forum will highlight the 8-Step systematic problem solving process through examples and case studies in the Overview Session, followed by an optional 2-day hands on Gemba Workshop.

The Practical Problem Solving Overview Session is intended for a large audience and is a standalone event. The Problem Solving Workshop is intended for a very small audience, 24 maximum participants, held at Warn Automotive. To ensure the highest number of companies participate in the Workshop, no more than two people per company will be given seats. Workshop attendee's must also attend the Overview Session.

### Practical Problem Solving Overview Session

**Date:** Tuesday, February 19th  
**Time:** 8:00am – 5:00pm  
**Location:** Legacy Meridian Park [Community Health Education Building](#)  
Medical Plaza Office Building 1  
19250 SW 65th Ave #137  
Tualatin, OR 97062  
**Member Fee:** \$125.00 per person\*

**Intended Audience:** Leadership teams: **companies who choose to bring their leadership team to this event will gain the most value.** Additionally, CEO's, Presidents, Vice Presidents, Executive Leaders, General Managers, Managers, Lean Leaders, and those facilitating change within their companies are invited to attend.

#### Course Content:

The Overview Session will allow you to:

- Have your organization able to identify and respond to problems as they occur.
- Understand how a system of problem solving is a dynamic process that continually improves itself and the people engaged in it and how to implement it in your organization
- Assessing the current state of your organization in establishing, implementing and sustaining the daily problem solving
- Learn the role all levels play in the problem solving process
- Learn the basic formats of A3s and uses of the A3 as a management process
- Gain experience in the three basic roles of the A3 process

- Writing an A3 (Author/Owner)
- Reading A3s (Responder)
- Coaching others about their own A3s (Coach)

At the end of this Session you should be able to:

- Connect the values of lean to problem solving
- Follow the steps of the lean problem solving process (PDCA)
- Know how to use different problem solving methodologies in different circumstances (PDCA, 8 Step, and A3)
- Understand what it takes to develop concise problem solving A3's
- Understand and be able to explain the "thinking process" and infrastructure needed to sustain problem solving at all levels

#### **Past Overview Session attendees said:**

- “Best in class! A perfect balance between culture and Lean tools. Good balance between lecture and case studies.”
- “Structured great.....definitely will apply at work and will recommend to co-workers.”
- “Appreciated presenters’ depth of knowledge.”
- “Mike’s always great. And even when you’ve heard it before, you get so much out of the event. It’s not hard to walk away refreshed and enthusiastic!”

### **Gemba Problem Solving Workshop**

**Date:** Wednesday & Thursday, February 20-21

**Time:** 8:00am – 5:00pm

**Location:** [Warn Automotive](#)  
13270 SW 0 SE Pheasant Ct  
Milwaukie, OR 97222

**Member Fee:** \$475 per person\* (fee includes Tuesday’s Overview Session)

**Intended Audience:** Lean Leaders, Managers, Champions, and Change Agents: Those charged with disseminating and teaching problem solving in their organization.

#### **Course Content:**

The Overview Session will allow you to:

- Hands on team problem solving on the shop floor with **real** problems identified by Warn Automotive
- Learn by doing: Toyota’s “go and see”, breaking down a problem, and 5-why Root Cause Analysis
- Guidance and coaching by Mike Hoseus throughout the problem solving process
- Learn how to complete, present, and give feedback on the A-3 problem solving report

At the end of this two-day Workshop attendees should be able to:

- Connect the values of lean to problem solving
- Follow the steps of the lean problem solving process (PDCA)
- Know how to use different problem solving methodologies in different circumstances (PDCA, 8-step, and A3)
- Understand what it takes to develop and present concise problem solving A3's

#### **Past Workshop attendees said:**

- “The whole Workshop was fun and great. A really good selection of problems to learn the problem solving process.”
- “This went incredibly well....and I learned a lot! It was a 10 for me!!”
- “It's changing the thinking to encourage every employee to think about the CI process for every problem.”
- “We can use this! We have been using this problem solving technique with some degree of success for quite some time, but I am confident I can take it back and be more successful than in the past.”

\*Note: Payment can be made via check made payable to NWHPEC. Payment must be received no later than one week prior to this event. Cancellations will be honored up to one week prior to the event. Please note: If you prefer to pay by credit card, a 10% fee will be assessed for canceling your attendance. “No shows” will not receive a refund or account credit.

#### **Speaker and Workshop Leader: Mike Hoseus**

Mike was a corporate leader for 13 years at Toyota Motor Manufacturing's Georgetown, Kentucky, plant both in Human Resources and Manufacturing. As Assistant General Manager in Human Resources, his responsibilities included personnel, safety, HR development, employee relations, benefits, training, and manufacturing/human resource teams for a plant of 8000 team members. His major initiative was development of the enhanced relationship between Human Resource and Manufacturing. Mike's operational responsibilities in manufacturing began with the startup of the plant in 1987 as front line supervisor in vehicle assembly. This included all aspects of safety, quality, productivity, cost, and morale for operations. With experience as Assembly Plant Manager and eventually Assistant General Manager, his responsibilities increased to include both assembly plants including operations, maintenance, and engineering.



Mike is a Toyota Certified Trainer in Global Problem Solving & Waste Reduction, Standardized Work and Kaizen Events. Mike is the co-author of Toyota Culture with Jeff Liker (author of The Toyota Way, The Toyota Way Fieldbook, and Toyota Talent).

Currently, Mike is Executive Director for the Center for Quality People & Organizations (CQPO). CQPO is an organization developed in 1999 as a vision of Toyota Motor Manufacturing to share Lean Quality philosophy and human resource practices with education, business, and community organizations. CQPO current projects with Toyota include New Hire selection and training process, Team Leader and Group Leader post promotion training, Quality Circle Leader and Manager training, and Global Problem Solving for all levels.