

ProSolver®

ProSolver Solutions Ltd
Let's solve problems
Let's change behaviour

A culture of using Lean Six Sigma every day and an alternative approach to deployment

Key features

- Uses simple Lean Six Sigma DMAIC for every day company-wide problem solving for all employees
- Very cost effective in house training – uses current employees as trainers
- Rapid training of employees
- Includes change management model to drive true culture change
- Enhances Lean Six Sigma knowledge across all of the organisation

Lean Six Sigma deployment

Over the last two decades Lean Six Sigma (LSS) has been adapted for use in services business processes (from manufacturing) and become the dominant operational improvement mechanism in business, healthcare and even government. In fact, recent studies indicate that more than 70% of the top 2000 global organisations say they use Lean Six Sigma in some way, shape or form. Adoption levels have even reached county, city and country government agencies in hopes to drive increased efficiency with shrinking budgets.

Traditional deployment in an organisation is often similar to the picture below. There can be many problems with deployment, ranging from leadership support, relevancy to the business and effective change management. The main reason is to save money through driving efficiency across all areas. Regarding the training investment (ROI) for the LSS Belts, the issues below are typical:

- Significant numbers of Green/Black Belts not achieving Certification
- Significant numbers of Green/Black Belts not completing more projects after Certification
- Yellow Belt is ~40 hours of training with little practical application – so much of it forgotten

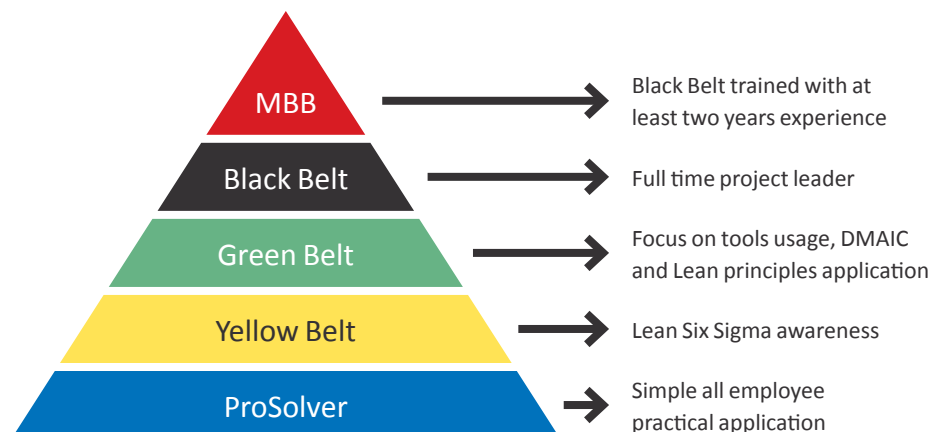
This means that even after many years of investment in LSS programs the majority of employees have not been involved in practical application, and therefore have very little practical understanding of what LSS is – and how – they can practice a simple version of LSS to solve daily problems. Experience shows that tools don't solve problems – people do!

An alternative or complimentary deployment approach – ProSolver

One difficulty is the selection of the Black and Green Belt candidates. How do you know that the employees that you are investing in will turn the tools they learn into meaningful results? However, by training all employees in a **simplified DMAIC** (for problem solving), Green Belt candidates can be selected more effectively by choosing employees who show a real aptitude – this also gives a message that employees who show an aptitude can be rewarded with Green Belt training and are more likely to achieve Certification and use Lean Six Sigma going forward.

Another benefit of deploying a simple DMAIC based problem solving process is that management are more fully involved and introduced in a practical way to LSS so when they have to sponsor projects and work with their teams they feel confident to both use it, support it and experience the benefits.

ProSolver and the Lean Six Sigma organisation structure



“The ability to learn faster than your competitors may be the only sustainable competitive advantage in the future”

—
ARIE DE GEUS

Let's solve problems
Let's change behaviour
Let's talk

—
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Employee engagement – companywide

A vital responsibility of all management is successful employee engagement. Only highly engaged employees are motivated enough to give the 'customer first' mindset needed. Also, Customers want to know employees can solve problems – there is nothing worse than a customer with a problem and the employee's response is poor.

Quite often, organisations experience the following:

- **Problems that they just can't solve**
- **Solving the same problem over and over again**
- **Significant or repetitive complaints from customers (external/internal)**
- **Areas of performance that are generally below the desired standard**
- **Significant time discussing problems without using data, a formal structure, and without resolution.**

These are all symptoms of not using a standard, formal problem solving process to uncover and repair the root cause of a problem. Not solving these problems often costs the organisation significant amounts of time, energy and money. Training members of these organisations in the common techniques used in problem solving can reverse those losses and start to change the organisation's culture. Success cannot be sustained without developing an army of problem solvers throughout the organisation, limiting problem-solving to a select few experts, as is often the case with initiatives like LSS, prevents creating a culture where everybody improves the work they do every day.

Having all employees engaged in Continuous Improvement for both the Customer and the Business is an important part of a quality culture. ProSolver is a companywide initiative engaging all employees in a standard problem solving process based upon LSS DMAIC. It allows for all employees to be able to embrace the basic application themselves as well as understanding the bigger picture. "Where there is no standard, there can be no kaizen." – Taiichi Ohno. This quote is used frequently to emphasise the importance of standardised work such as systems and work processes – it is also important to have a standardised problem solving process across the organisation. Additionally this is also a good selling point when bidding for new contracts.

In the 1980's and 1990's, many companies introduced Total Quality Management (TQM) which introduced the culture, attitude and organisation of a company that strives to provide customers with products and services that satisfy their needs. One of the areas of TQM was in employee teamwork – Quality Circles, a participatory management technique that enlists the help of employees in solving problems related to their own jobs. Circles are formed of employees working together in an operation who meet at intervals to discuss problems of quality and to devise solutions for improvements. As ProSolver is focused on problem solving, giving a methodology and a common language it can be an enabler to employees (and management) engaging in continuous improvement teamwork.

ProSolver deployment in practice

ProSolver starts with a three hour instructor led training course for all employees, focusing on using simple Lean Six Sigma DMAIC. The training includes the application of a 'case study' by the students and a clear handbook to aid future understanding. A feature is that all training is conducted in company offices, minimising costs. The training is also quickly scalable via cost effective own employee 'train the trainer' and can be done via classroom or 'live meeting' so large numbers of employees can be trained in a short time.

As a large scale employee training program, ProSolver would have little payback if it was not supported by a strong change management strategy to drive regular use. Here the powerful and portable change management model used is Influencer™ (New York Times Best Seller) by VitalSmarts. This proven, yet simple model can help ensure the behavior change of employees across the organisation to achieve that vision of all employees using ProSolver. It focuses on a few high level 'vital behaviours' that are driven by strategies from six-sources of influence. Understanding these vital behaviours and also the 'crucial moments' when they must demonstrate the use of that vital behavior is key – and as these vital behaviours become habit we get the change we need. So the way forward is not just the training but also the change management to go with it and truly make it part of the company culture.