

# PROBLEM SOLVING SKILL

**...not solving problem thoroughly and let it reoccur would lead to the worst.**

- ◆ Do you realize “problem” in your work? The biggest problem would be you don’t know what the “problem” is  
→ We enhance your staffs’ awareness of “problem” and help them obtain kaizen (continuous improvement) mindset.
- ◆ Are you finding causes for “problem” by “intuition” and “experience”?  
→ We provide participants with effective tools to analyze and find root cause.
- ◆ Do departments spend a lot of time on arguing the solutions, but finally you can’t agree on the most efficient one?  
→ We guide participants methods to evaluate and select solutions based on appropriate and comprehensive criteria.
- ◆ Do problems reoccur after you have solved it?  
→ We instruct participants to solve problems with a logical process, so that the same problems don’t arise again..

## CONTENT

### Part 1: What is problem?

- ◆ Definition of problem
- ◆ Importance of problem solving

### Part 2: Process of problem solving

- ◆ Step 1: Identify the problem ~ PQCDSMEL  
(P: Productivity, Q: Quality, C: Cost, D: Delivery, S: Safety, M: Morale, E: Environment, L: Legal)
- ◆ Step 2: Breakdown the problem ~ Pareto, 4W
- ◆ Step 3: Set a target ~ SMART
- ◆ Step 4: Analyze the root causes ~ 5Why, Fish-bone diagram, Why Tree – MECE, 3Gem, etc.
- ◆ Step 5: Develop countermeasure ~ How Tree
- ◆ Step 6: Implement countermeasures ~ Gantt chart, 5W1H
- ◆ Step 7: Evaluate results and process
- ◆ Step 8: Standardize

### Part 3: Summary and Action Plan

※The above content is subject to change without prior notices



## OBJECTIVES



- ➔ Enhance awareness of problem and kaizen (continuous improvement) mindset.
- ➔ Understand logical thinking process, and acquire necessary tools to solve problem.
- ➔ Clarify root cause by logical analysis and find solution to prevent problem reoccurring.

## TARGET



- ☐ Staff
 ☒ Middle-Management
 ☒ First-line Management
 ☐ Top-Management

## METHOD



**30% theory, 70% practice** through group discussions, presentations, case studies, role-playing, games, etc.



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