

Facilitator CHIPS



Constructive, Helpful, and Informative Practices

Prepared by the ORO Facilitator Program to help enhance individual and organizational excellence

Issue 29

Winter 2002

Facilitation Services Available:

- Process Improvement
- Team Building
- Change Management
- Strategic Planning
- Customer Focus and Assessment
- Baldrige Quality Award Criteria for Performance Excellence
- Valuing Differences
- Problem Solving, Decision Making, and Consensus Building Tools
- 360° Feedback Instruments
- Problem Identification and Clarity
- Reengineering
- Integrated Organizational Renewal
- Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

[Butch Brant](mailto:Butch.Brant@oakridge.doe.gov) (865) 576-4087
or
[Donna Riggs](mailto:Donna.Riggs@oakridge.doe.gov) (865) 576-0063

Visit the [Facilitator Program Web Page](http://www.oakridge.doe.gov/fac)
www.oakridge.doe.gov/fac

Don't Just Jump Into Improvement Solutions

Have you ever been tasked to “fix” something in the workplace? It’s usually the result of a complaint or someone noticing “that’s not right,” right? How you go about fixing the problem is key to your long-term success - meaning the same complaint doesn’t come back to haunt you. Or worse, you “fix it” yet the same problem continues.

Many people jump directly to a solution to fix problems. Unfortunately, this may or may not (usually isn’t) the best solution. The first solution to jump to mind is usually related to symptoms, not the root cause of the problem. Numerous organizations adopt or tailor an improvement model and use it throughout the organization to increase effectiveness. Various improvement models exist to help you in your quest for the best solution. Although we do not endorse any specific model, examples of some that are widely used are mentioned below:

Plan-Do-Check/Study-Act Cycle conceptualized by Walter A. Shewhart and popularized by W. Edwards Deming stresses the fact that improvement is a cycle and never ending. Many organizations base their models on this foundation. For example, PQ Systems, Inc. expands “Plan” into Define the System + Assess Current Situation + Analyze Causes, “Do” into Try Out Improvement Theory, “Study” into Study the Results, and “Act” into Standardize Improvements + Plan for Continuous Improvement.

TapRoot™ Incident Investigation System © by System Improvements, Inc. uses a Root Cause Tree™ and a nine-step process to identify root causes of an incident due to human performance difficulties and/or equipment failures.

Problem Solving and Decision Making © by Kepner-Tregoe, Inc. uses a four process framework to provide a common-sense approach for identifying and resolving problems.

Joiner 7-Step Method © by Brian Joiner and Associates has seven steps, each with a goal and questions to be answered. It provides a general framework that applies to most situations.

Each of these models has strengths for different situations. Use one of these or yet another model to structure your improvement efforts to help you get the most out of your improvement efforts and break the cycle of fixing symptoms.