



K A I Z E N

*Improving
the Good*

- Ninja Services
- **Problem-Solving Story (PSS)**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
10+ years in Asia. Greenfield Experiences.

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Goals of this presentation

- **Create understanding:** What is a problem-solving story and how does it differ from error or project reports?
- **Convey benefits:** Why are problem-solving stories relevant to improvement, securing knowledge and dealing with mistakes?
- **Explain structure:** How is a story structured (current situation, problem, cause, measure, impact) and which analysis methods are used (e.g. 5-Why, Ishikawa)?
- **Show areas of application:** Where are problem-solving stories used (e.g. lean, CIP / KAIZEN, audits) and who benefits from them?
- **Specify quality criteria:** What makes a good story – and which typical mistakes should be avoided?
- **Create motivation:** Why is the effort worthwhile and how do you get teams to actively use the format?



KAIZEN

Method Mix / Solution Methods

Problem-Solving Story (PSS)

Definition

A problem-solving story is a structured format for presenting a specific problem, its causes, the measures taken and the impact achieved. It is used for the systematic analysis and sustainable solution of problems.

Significance

Problem-solving stories are a key tool in lean management, quality management and CIP / KAIZEN. They promote transparency, strengthen the approach to mistakes and help to secure knowledge and make improvements transparent.

Goals

- Identifying and understanding causes
- Identifying and documenting effective measures
- Avoid repetitive errors
- Facilitate learning and improve standards
- Empower teams to solve structured problems

KAIZEN Method Mix / Solution Methods



Visualization & Management

➤ Team Board

The team board serves as a communication tool for the team leader. Employees are informed at regular meetings and have the opportunity to make improvements.

➤ GEMBA Walk / GEMBA Talk

The GEMBA Walk enables managers to observe the actual work process, to get in touch with employees, to gain deeper firsthand knowledge about the work process and to discover practical opportunities for continuous improvement.

➤ 5S & Waste

The 5S method is a structured approach to improve workplace organization. It aims to avoid disruptions in the workplace, lengthy searches, long transport routes, and waiting times, for example. Wastes in production and administration form the basis for practical ideas for improvement.

➤ KAIZEN Maturity Level

The KAIZEN maturity level includes the implementation of the KAIZEN as a whole and is determined by these modules: Goals (solution methods), topics (dialogue), 5S audits and level of fulfilment (solution methods).

Problem Solving & Process Quality

➤ Improvement Card

The card is a tool for capturing and placing changes within the company. It will be reviewed and discussed on the team board.

➤ Problem-Solving Story (PSS)

The problem-solving story is suitable for *problems for which the cause is not known*. The specific root cause analysis is used to avoid wrong decisions and to define measures.

➤ Process Mapping (PM)

Process mapping involves analysing an *entire process*. Using KAIZEN flashes, wastage / problems are identified, a target process and a plan of measures are defined.

➤ Input-Output Check (SIPOC)

The SIPOC method highlights *process steps* with their inputs and outputs. Supplier and customer are included in the analysis, asking: What are the demands, what are the customer's wishes?

➤ Activity Structure Analysis (ASA)

The ASA is primarily used in the administrative area to analyse activities and eliminate waste in the process (waiting time, search time, etc.).

KAIZEN

Problem-Solving Story

- **The Benefits**
- **The Method**
- **The Profile**
- **The PSS Template**
- **Tracking List**

The Benefits



Problems arise in every company – that’s completely normal.

The important thing is not whether a problem arises, but how to deal with it!

This is exactly where the **problem-solving story** (PSS) comes in:

- It is a structured tool for systematically analysing causes, developing solutions sustainably and documenting their implementation in a traceable manner.

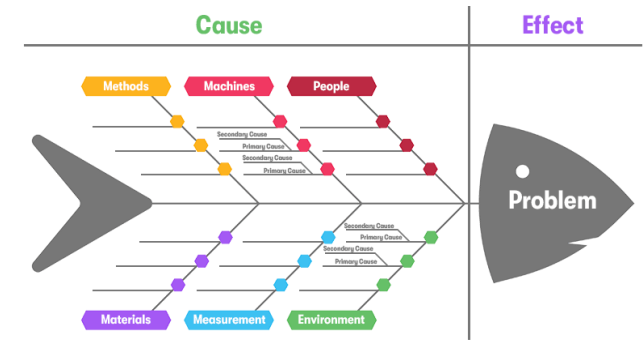
When is a problem-solving story used?

- If a problem occurs repeatedly
- If the cause is not apparent at first glance
- When a topic needs to be resolved across all units
- Or when measures are not sustainable

Why is this important?

- Because it’s not just symptoms that are being combated, but the real causes are being addressed.
- Because recurring problems cost time, money and motivation.
- Because clean problem solving strengthens trust in processes and employees.

The problem-solving story not only helps to solve the current problem – it also strengthens the learning culture, promotes teamwork and improves processes in the long term.



The Method



1. Problem Description

What is the problem?

- Describe current situation

What are the priorities?

- Visualize Figures / Data / Facts (FDF), and quantify them

What are the problem consequences?

- Economic impact

Measurability, deadlines

- Formulate goal(s)

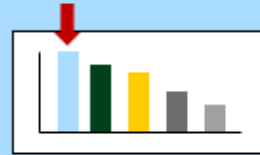
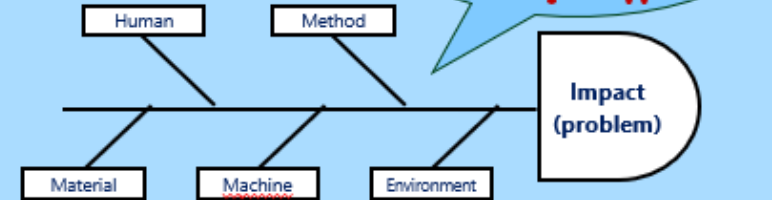


Photo
Sketches
Documentation

2. Causes of the Problem

Cause-effect Diagram
(Ishikawa Diagram)



5x Why Analysis: Why? (Because) > Why? (Because) > Why? (Because)
> Why? (Because) > Why? → (Because)

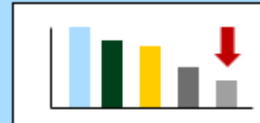
4. Solution Review

Carry out target-actual comparison result



Did the problem-solving lead to success?

- YES - Problem-solving story closed
- NO - Proceed to step 2 or 1



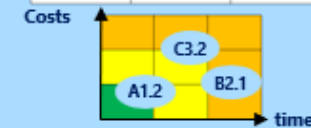
3. Problem-Solving

Prioritize solution ideas

Assess solution ideas

Implement solution ideas

Ideas for Solutions		
Solution A	Solution B	Solution C
A1.1...	B2.1...	C3.1...
A1.2...	B2.2...	C3.2...



Action Plan			
WHAT	WHO	DATE	STATUS
A1.2			⊕

The Profile



The “Profile” for KAIZEN workshops is a compact document that summarizes the most important information in a clear way. It fulfils several key functions:

Purpose of the profile

- It provides clear guidance for all participants and shows at a glance what the workshop is all about.
- It defines the organizational framework: goals, procedure, responsibilities and expected results.
- It facilitates communication in advance, such as during invitations, votes or internal approval.
- It creates commitment by providing precise information on the time, place, target group and methodology.
- Last but not least: **It also serves as an internal order.**

Advantages of the profile

- It saves time on preparation and coordination.
- It ensures transparency, as all parties involved have the same level of information.
- It can promote motivation and commitment if it is formulated in an appealing and clear way.
- It serves as documentation and reference for subsequent evaluations or follow-up workshops.

KAIZEN WORKSHOP PROFILE		
To ensure effective and efficient preparation and follow-up of a workshop, the following profile must be completed. It also serves as an internal assignment:		
Commissioner (Name):		Place / Date:
Thema:		
Initial / Current Situation:		
Goal(s) SMART (Specific, Measurable, Achievable, Reasonable, Time Bound):		
Method(s): Which method is applied? PSS, PM, TSA, SIPOC:		
Metrics (Numbers, Data, Facts, and KPIs for Measurement):		
Duration, Date(s), Time:		Facilitator(s):
Participants Workshop:		
-		-
-		-
-		-
-		-
-		-
Material: ☐ Flipchart, Quantity ____ ☐ Pinboard, Quantity ____		Infrastructure (Room, Beamer): ☐ Brownpaper ☐ PSS Template (Paper)
Reporting ☐ Send Photo Minutes		☐ Fill in Presentation Template ☐ Invite for 100-Days-Check
Signature Commissioner: _____		

PSS Template



PSS	Team / Location:	Text hinzufügen		Topic:	Text hinzufügen		Date:	Text hinzufügen	
	Goal:	Text hinzufügen		Responsibility (Hat): Only 1 person	Text hinzufügen		Names:	Text hinzufügen	

1. Problembeschreibung

•Text



«Magic Sentence»:	Text hinzufügen	
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What is the problem? Why is it a problem? What impact(s) does the problem have?

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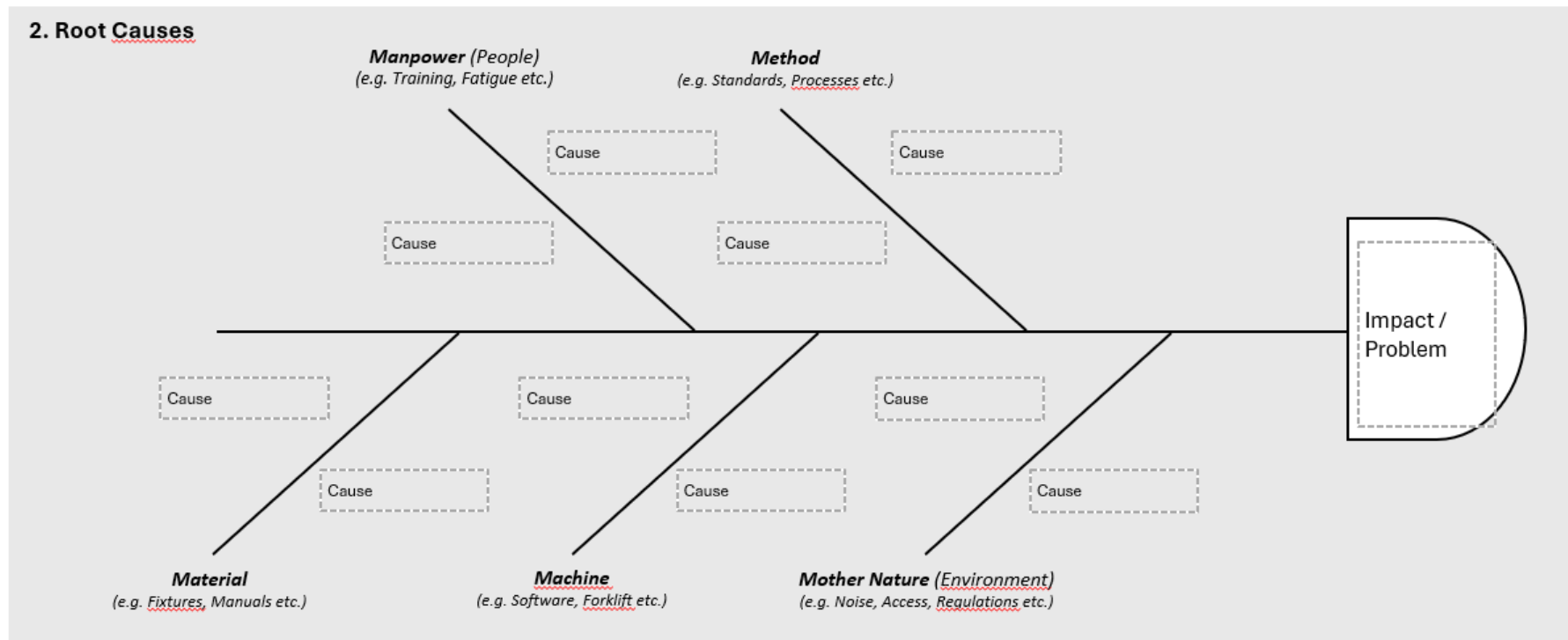
page 1

PSS Template



PSS	Team / Location:	Text hinzufügen	Topic:	Text hinzufügen	Date:	Text hinzufügen
	Goal:	Text hinzufügen	Responsibility (Hat): Only 1 person	Text hinzufügen	Names:	Text hinzufügen

2. Root Causes



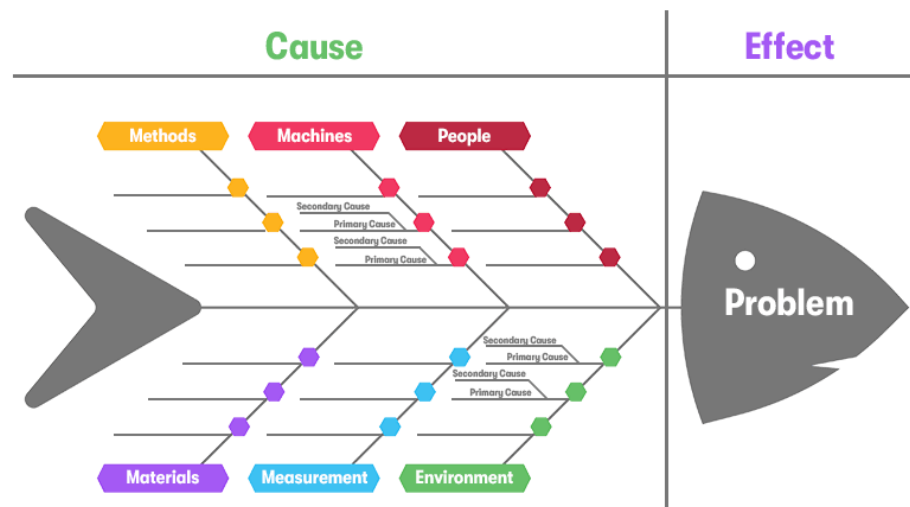
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page 2

PSS Template → Ishikawa Diagram



Fishbone Diagram (Cause & Effect)



A fishbone diagram (also known as an Ishikawa or cause-and-effect diagram) is a visual tool for systematic problem analysis. It helps teams to structure and identify potential causes of a problem.

The diagram shows the problem at the “head” of the fish, while the “bones” represent various categories of causes – e.g. people, methods, machines, materials, measurement and environment. These categories can be adjusted depending on the sector.

The tool promotes joint brainstorming and is often used in lean and quality management, such as in production, marketing or project management. This enables targeted solutions to be developed and processes to be improved.

Fishbone Diagram - Step 1



Fishbone Diagram - Step 2



Fishbone Diagram – Step 3

Choose the main cause categories that can contribute to the problem. Common categories are: methods, machines, people, materials, measurement and environment. Alternatively (IT), products, processes, people and partners can be used. These categories form the “bones” of the herringbone diagram.

Fishbone Diagram - Step 4



Fishbone Diagram - Step 5



PSS Template → 5x Why?



The six questions are based on: **Who? What? Where? When? Why (5x)? How?**

This may involve various questions:

- **Who** does it? Who's doing it now? Who should do it? Who else can do it? Who else should do it?
- **What** to do? What is being done? What should be done? What else can be done? What else needs to be done?
- **Where:** Where should it be done? Where will it be done? Where else can it be done? Where should it still be done?
- **When:** When will it be done? When will it really be done? When should it be done? When else can it be done? When do you still want to do it?

- **Why:** Why does he / she do it? Why should it be done? Why should it be done here? Why is it being done at this point? Why is this being done?
- **How:** According to the plan, how should it be done? How is it really done?

6 Ws

WHO does it?
WHAT needs to be done?
WHERE should it be done?
WHEN will it be done?
HOW is it done?
WHY is it being done (this way)?

5x Why? Why?
Why? Why? Why?

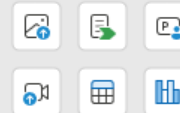
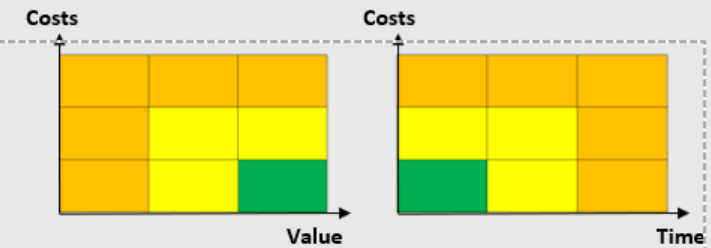
PSS Template



PSS	Team / Location:	Text hinzufügen	Topic:	Text hinzufügen	Date:	Text hinzufügen
	Goal:	Text hinzufügen	Responsibility (Hat): Only 1 person	Text hinzufügen	Names:	Text hinzufügen

3.1 Solutions

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page 3

PSS Template



PSS	Team / Location: Text hinzufügen	Topic: Text hinzufügen	Date: Text hinzufügen
Goal: Text hinzufügen	Responsibility (Hat): Only 1 person Text hinzufügen	Names: Text hinzufügen	

3.2 Solutions -> Measures

Nr.	<u>Measures</u>	Who	Deadline	<u>Logbook</u>	Status
Tabelle einfügen					

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page 4

PSS Template



PSS	Team / Location:	Text hinzufügen	Topic:	Text hinzufügen	Date:	Text hinzufügen
	Goal:	Text hinzufügen	Responsibility (Hat): Only 1 person	Text hinzufügen	Names:	Text hinzufügen

4. Solutions Check

•Text



Savings (estimated)
☐ Min. per Workday
☐ CHF / EUR per Year

Text hinzufügen
Text hinzufügen

Degree of Achievement in %: Text hinzufügen

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A cartoon illustration of a black ninja character in a dynamic pose, performing a high kick. The character has a red sash and a yellow and black striped weapon tucked under their arm.

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KAIZEN

Communication

- **Communication**
 - **Conflict Management**



Communication



Perception

I've seen...
I heard...

Effect

That's what made me...
This makes me feel...

Wishes

I hope that...



Communication component	Description	Impact in%
Body language	Gestures, facial expressions, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%

Gestures and facial expressions have a significant impact on the feedback!
Non-verbal communication = **80%**



***“It’s the tone that makes the music”
”How to call into the forest, so it comes back”***



Communication → Conflict Management



Typical forms of conflict

Conflict type	Description
Conflict of interest	Conflicting goals hinder cooperation
Valuation conflict	Differing opinions, values, and norms lead to disagreement
Distribution conflict	Dispute over resources such as time, money, tasks
Conflict of relations	Personal injuries, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power issues
Conflict of power	Competitive behaviour towards line managers or colleagues
Conflict of values	No common basis for views, moral tensions

Why are conflicts so difficult?

- Emotional conflicts often operate below the surface
- Particularly sensitive during phases of life such as puberty, mourning or pregnancy
- Objective solutions do not apply to personal injuries
- Lack of communication exacerbates momentum

Dealing with conflicts

- Identifying and naming conflicts early on
- Treat causes instead of symptoms
- Clarify roles and responsibilities
- Create a common value base
- Use moderation or external support

Conflicts are part of KAIZEN

KAIZEN stands for continuous improvement – but change brings friction. Tensions can be triggered by new processes, allocation of roles or transparency. **Conflict management is therefore not a secondary issue, but an integral part of KAIZEN.** Sustainable improvements can only be achieved by recognizing and addressing conflicts and resolving them constructively.

Questions & Answers

