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Course ID: S02

TOYOTA A3 8-STEP PROBLEM SOLVING

Online course: 4 webinars x 4 hours each, with project work

1. What is this course about?

The Toyota A3 8-step problem solving process is highly interactive and collaborative in nature. The objective is to enable the problem solver and team to 'find a problem, solve a problem and prevent a problem from coming back'. The 8 steps are written up or drawn on an A3 size sheet of paper. This encourages brevity and facilitates sharing of information amongst all stakeholders.

This online 8-step problem solving course will enable all participating problem-solvers to approach problems with confidence, and to use a standard systematic process to resolve those problems. The four 4-hour webinars are run at typically one week apart. Participants who complete an organization based A3 team project will receive a Lean Ireland Lean Practitioner Level 1 certificate.

2. What will you achieve?

Upon completion of the 8-step problem solving online course, you will

- Understand how to define and root cause a process problem;
- The advantages of using a selection of problem solving tools;
- Understand how and where to use the tools;
- Be enabled to work in a team to define and analyse process problems, and
- Be able to complete a small scale project using the 8-step A3 problem solving approach.

Participants work on a pre-selected organization process problem. Participants who complete and submit a suitable A3 team-based project for review, will receive a Lean Ireland Lean Practitioner Level 1 certificate.

3. How will you be supported?

During this online course, you will

- a) be able to listen to and interact with the online course tutor and other participants;
- b) be able to ask questions and complete online quizzes to self-assess your understanding of the topic;
- c) be able to download all online lean course recorded webinars for your own future use, and
- d) be able to download soft copy presentation files, with data sets and case studies, for your own future use.

The online course is laid out in 4 separate 4-hour webinars, giving a total of 16 contact hours. Before the course starts, you will select a project on which to work during the course. The course tutor will be happy to help with project selection and scope. In addition to the contact hours on webinars, you

will also work in a team on the small-scope project. Project mentoring is provided by the tutor. Within one month of the final webinar, you will present your team project for certification.

4. What topics will be covered?

ID and title	Content	Duration
S01 E01 Steps 1 & 2	Introductions Review of 8 step A3 template Step 1 - Clarify the problem Learning to see Who is Tim Wood and why does he matter? The 7 wastes and continuous process improvement Step 2 - Breakdown the problem What's your problem? Writing a problem statement Data collection and graphing - Run chart, histogram box plot & Pareto chart Photographs Quiz	4 hrs
S01 E02 Steps 2 & 3	Step 2 – cont'd SIPOC charting Process problem data review Step 3 – Set the target Target setting – focusing the team effort Quiz	
S01 E03 Steps 4 & 5	Step 4 - Analyse root cause Why? Why? Why? Why? Why? Fishbone analysis Why do human beings make mistakes? Step 5 - Develop countermeasures Simple error proofing techniques 5S: the five pillars of workplace organization	4 hrs
S01 E04 Steps 6, 7 & 8	Step 6 - Implement countermeasures Implementation plan Step 7 – Monitor results & process Process performance monitoring Step 8 – Standardise & share success Standard work methods & template Quiz A3 project template review.	
Project certification review	Team presentation of completed A3 projects. Lean Practitioner 2 certificate award.	1 hr

Total contact time on live webinars = 16 hours

The online webinars are spaced between 2 to 7 days apart, depending on organisation needs and participant availability. The webinars are hosted on the secure Lean Ireland learning platform. Webinars are highly interactive in nature and case study based. Files are shared before each webinar, such that participants can complete exercises themselves after attending each webinar.

All webinars are 4 hours in length, with 2 short breaks. Participants are encouraged to use the online forum on the secure Lean Ireland portal, to share A3 problems, process issues, application of techniques and discuss potential solutions.

5. How do you certify?

On completion of the course, you will receive a Lean Ireland Lean Practitioner Level 1 certificate. The certificate is awarded to those who have full attendance, and work in a team to complete and present an A3 project. The project material is provided by Lean Ireland. This level of competency is in line with guidelines provided in [ISO 18404 guidelines](#) (*Quantitative methods in process improvement – Six Sigma – Competencies for key personnel and their organizations in relation to Six Sigma and Lean implementation*).

The certificate is awarded by Lean Ireland.

6. Who is this course for?

The course is suitable for all personnel (e.g. directors, managers, supervisors, laboratory analysis, quality professionals, administrators, engineers, financial analysts, doctors, nurses, porters, planners, product builders, buyers, plasterers, tool makers) who will be taking part in process improvement in the organization. Over time all personnel in the organisation participate in 8-step problem solving training and complete a team based continuous improvement project. The learning programme is usually spread out over a 2-year time period. New employees undergo 8 step problem solving training within 6 months of joining the company.

7. Where can you find out more?

Please contact Bernie Rushe at Lean Ireland,
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8. Tailor your course

This course is tailored for the organisation. In advance of course commencement, a projects is selected by the course sponsor, in agreement with lean Ireland. The team works on this project A3 during and after the webinars. Additional tailoring may include the use of specific statistical software, or a focus on particular lean tools. Also, the course can be hosted on any other suitable online learning platform of your choice. Please contact us to discuss your needs.