

### About the Seminar Leader:

Mike Hoseus is Executive Director for an organization developed in 1999 as a vision of Toyota Motor Manufacturing to share lean quality philosophy and human resource practices with education, business and community organizations. Mike brings both manufacturing operations and specialization in Human Resources. Current projects with Toyota include new hire selection and training process, team leader and group leader post promotion training, quality circle leader and manager training, and global problem solving for all levels. Mike is an adjunct professor with the University of Kentucky's Lean Manufacturing Program and senior fellow with the University of Dayton Center for Competitive Change. Mike is co-author with Dr. Jeffery Liker (Author of "The Toyota Way") of "Toyota Culture: The Heart and Soul of the Toyota Way."

Mike was a corporate leader for 13 years at Toyota Motor Manufacturing's Georgetown, Kentucky, plant both in Human Resources and Manufacturing. As Assistant General Manager in Human Resources, his responsibilities included personnel, safety, HR development, employee relations, benefits, training, and manufacturing/human resource teams for a plant of 8000 team members. Mike's operational responsibilities in manufacturing started in 1987 as a front line supervisor in vehicle assembly. This included all aspects of safety, quality, productivity, cost and morale for operations. He is a Toyota Certified Trainer in Global Problem Solving & Waste Reduction, Standardized Work and Kaizen Events.

Mike is a senior associate with the Center for Competitive Change at the University of Dayton. He has degrees in Business and Psychology from Xavier University and a Masters of Arts in Counseling from Asbury Theological Seminary.

**The University of Dayton**  
**Center for Competitive Change**  
300 College Park, 1700 SPB Room 3350  
Dayton, OH 45469-0186

### To Register

1. Contact Teri at 937-229-4632 or [teri.stemley@udri.udayton.edu](mailto:teri.stemley@udri.udayton.edu)
2. Online at [www.competitivechange.com](http://www.competitivechange.com)
3. By fax at 937-229-3533

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YOUR SITE AND CUSTOMIZED.  
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## Toyota Culture Series: A-3 Problem Solving

### What You Can Expect From This Seminar

Problem Solving is the foundation of Lean. The tools of a lean management system are designed to identify problems. **Do you have standardization and the expertise at all levels of your organization to solve them?** The extent that you train and engage your organization in problem solving will ultimately determine your success in the lean journey.

Mike Hoseus, co-author of Toyota Culture will review how a lean organization establishes their culture for problem solving at all levels. A "hands on" simulation will be used to review an 8 Step systematic process that can be used by all levels and all departments of your organization. He'll also review the processes a lean organization uses not only to sustain this problem solving culture but also to improve it on a daily basis.

The workshop will also discuss in detail the Toyota Recall Crisis. The workshop will use the recall as a "case study" to apply the A-3 problem solving process. The workshop will break down the major issues of the recall in order to identify root causes and countermeasures. We will also reflect on the crisis to identify lessons learned, not only for Toyota, but also for your organization.

### Program Benefits and Outcomes:

- Learn how to respond to problems "as they occur"
- Understand how a problem solving system is a dynamic process that continually improves itself and the people engaged in it and how to implement it in your organization
- Assess the current state of your organization in establishing, implementing and sustaining the daily problem solving process
- Learn the role all levels play in the problem solving process
- Learn the basic format of A-3's and uses of the A-3 as a management process
- Gain experience in the three basic roles of the A-3 process
  - Writing an A-3 (Author/Owner)
  - Reading A-3's (Responder)
  - Coaching others about their own A-3's (Coach)
- Practice the A-3 process utilizing the Toyota Recall Crisis
- Reflect and summarize lessons learned from the Recall Crisis
- Identify improvement action steps to apply to your organization

### Seminar Content

#### A.M. A-3 Problem Solving

- Connect the values of lean to problem solving
- Follow the steps of the lean problem solving process (PDCA)
- Learn how to use different problem solving methodologies in different circumstances (PDCA, 8 Step, and A-3)
- Understand what it takes to develop concise problem solving A-3's
- Understand and explain the "thinking process" and infrastructure needed to sustain problem solving at all levels
- Problem Solving Case Study
- Definition of a problem

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### Seminar Content (Continued)

- Divide up the problem
- ID potential causes
- ID & implement countermeasures
- Hansei Reflection
- Standardize and share
- Practice reviewing and coaching A-3 examples (Visual Template, Guiding Questions, Blind Spot).
- Hoshin Kanri- (Visual Hoshin)
- Visual Management System- framework for daily problem solving

### P.M. Applying the Problem Solving to the Toyota Quality Recall Crisis

- The most admired company in the world
- The Floor Mat Problem, "Unintended Acceleration" & "Sticky Accelerator Pedals"
- Identify the problem
- Break down the problem
- Identify root cause
- Identify and implement countermeasures
- Turning crisis into opportunity
- Learning you can apply to your company

### Who Should Attend

This seminar is recommended to those who are responsible for directing change efforts along with those who must carry out the changes: executives, managers, supervisors and technical project leaders. The shared experience realized in this seminar will enable the organization to accelerate its progress with project improvements and increase profitability of long-term success.

### Our Guarantee\*

We use a Teach, Practice, Apply methodology. The result? You return with immediate, executable plans and competencies that stay with you. Bring a problem plaguing your department or organization, attend the program and leave with an answer.