



Sustainable Corrective Action



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Ground Rules

- **Organizations have people—organizations have problems**
- **Problems come in different sizes**
 - **Customer complaint vs. customer return**
 - **One defective product vs. a defective production run**
 - **Wrong product shipped vs. design flaw**
- **A people-based approach is needed to solve people-based problems**
- **Be careful about getting tangled up in varying levels of problems**



More Ground Rules

- **Each organization has a unique set of problems**
- **Problem intensity varies with industry**
 - **Six sigma for shoe laces vs. one defective heart valve**
 - **One defective landing gear vs. a defective production run of toilet paper**
 - **Wrong computer shipped vs. space shuttle design flaw**
- **The intensity of the approach varies with the intensity of the problem**



Most Important Ground Rules

- **A team (guiding coalition) is needed**
- **The right people need to be on the team**
- **The team must have authority to implement change**
- **Sustainable corrective action is about the people**

Note: The team needs enough power to lead the change



The Problem Statement

- **The problem must be measurable & agreed upon by the team**
- **Use dollars to quantify the problem, when possible (e.g., Crosby's cost of nonconformance)**
- **The problem must be worthy of solving**
- **Define who determines “worthiness”**



The Current Process

- Describe the current process
- An undefined or poorly defined process is often part of the cause
- Don't be fooled by ISO 9000 certification
- Use flow charts more often than sentences to describe a process



Formal Tool for Identifying Causes

- **Require the team to use a formal “brainstorming” tool**
- **Avoid the “ We already know what the problem is and how to fix it” syndrome**
- **Tool examples: cause & effect, 5 whys**
- **The brainstorming facilitator is important**



Implementation Plan

- **The team decides what solutions & actions are needed**
- **The team creates an action plan including responsibilities & timing (Gantt chart)**
- **The team shares the proposed actions with a group of personnel who are affected by the change**
- **The team makes adjustments to the plan based on feedback from the group**



Implementation

- **The team directs and oversees the implementation based on the plan**
- **The team systematically reports progress on the implementation (visibility)**
- **The team regularly compares new measurements with problem statement measurements**
- **The implementation step is where sustainability hangs in the balance (embedding culture)**

Note: 1) Use every vehicle possible to communicate the change; 2) get rid of obstacles; 3) change systems or structures that undermine the change



Culture-embedding Mechanisms

- **What leaders pay attention to, measure, and control regularly**
- **How leaders react to organizational crises**
- **Observed criteria by which leaders allocate scarce resources**
- **Deliberate role modeling, teaching, & coaching**
- **Observed criteria by which leaders allocate rewards & status**
- **Observed criteria by which leaders recruit, select, promote, retire, & excommunicate organizational members**



Measurement & Evaluation

- **The team shares short-term successes with those affected by, and involved with, the change**
- **The team sets up monitoring or auditing processes to ensure the change is anchored to the culture**
- **Sustainable corrective action, like sustainable change, requires leadership with desire, direction, discipline, & determination**
- **The end**