

Problem-Solving Toolkit Executive Summary

Developing a culture of problem solving and increasing application in frontline staff and beyond



Problem

How does the State of Missouri improve the use of critical thinking and problem-solving skills for frontline team members and supervisors and develop a culture that empowers critical thinking and problem-solving in frontline team members and beyond?

The State of Missouri has focused on providing team members at all position levels with increased problem-solving training. However, practical application of the concepts and tools taught have been mostly limited to leadership positions. Frontline team members and their direct supervisors comprise 80 percent of the workforce. While these team members continue to benefit directly or indirectly from existing training, the State of Missouri needs to equip and empower them to practically apply the concepts in their day-to-day work.

Solution

The State of Missouri must make problem-solving skills accessible to frontline team members by providing pathways to see them in action and gain experience and confidence to use them. The solution to making this accessible to frontline team members is the creation of a common **Problem-Solving Toolkit** and the development of a **Customized Departmental Roll-out** of the toolkit.

Problem-Solving Toolkit

The Problem-Solving Toolkit is a set of common tools that can be adapted to any team. It is quick to learn, easy to use and designed for frontline team members to apply the tools in their day-to-day work. The tools align with current and future ShowMe Excellence resources, such as the White and Yellow Belt trainings, to give team members the opportunity to put them into action.

The tools will help team members answer the following questions:

- ✓ What is my problem?
- ✓ How do I fix it?
- ✓ How do I make sure it stays fixed?

Customized Departmental Roll-out

The State of Missouri's Operational Excellence community will kick-off the Toolkit roll-out. To focus on tailoring Toolkit use to the specific needs of a variety of frontline teams, each department's Operational Excellence leader will work to develop a self-sustaining community of practice for frontline supervisors interested in empowering their teams to solve day-to-day problems. The communities can start small and grow organically, focusing on developing institutional knowledge, sharing stories, and building supervisor confidence using the tools. With frontline supervisors confidently applying the tools, frontline team members will be empowered to learn-by-doing in their regular work.