

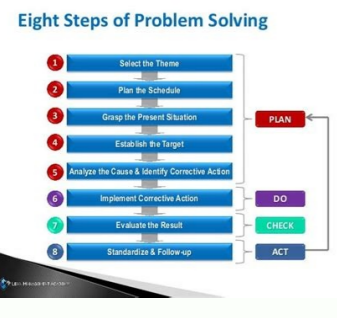




Name _____

Word Problems

1. On Wednesday you saw 12 robins on one tree and 7 on another tree. How many robins did you see altogether?
2. Your friends just gave you 12 sparkle markers, now you have 19! How many did you have before your friends gave you 12 more?
3. You picked 8 flowers and your friend picked 17 flowers. How many more flowers did your friend pick?
4. You have 17 birthday gifts! 9 came from your family, the rest came from your friends. How many gifts did your friends give you?
5. You saved 17 dimes and your brother saved 8 dimes. How many more dimes did you save?
6. Today is May 4th and your birthday is on May 21st, how many more days until your birthday?
7. In your class today, only 18 of the 26 students were at school. How many were absent?
8. Your 8 friends all have 2 wheeled bicycles, how many wheels is that altogether?



2- Describe the Problem (continued)

	IS	IS NOT
Who	Who is affected by the problem? Who first observed the problem? (internal/external) To whom was the problem reported?	Who is not affected by the problem? Who did not find the problem?
What	What type of problem is it? What has the problem? What is happening? Do we have physical evidence of the problem in our possession?	What does not have the problem? What could be happening but is not? What could be the problem but is not?
Why	Why it is a problem? Is the process where the problem occurred stable?	Why is it not a problem?
Where	Where was the problem observed? Where does the problem occur?	Where could the problem be located but is not? Where else could the problem be located but is not?
When	When the problem was first noticed? When has it been noticed since?	When the problem could have been noticed but was not?
How Much / Many	Quantity of problem? How Much is the problem causing in dollars, people, & Time?	How many could have the problem but don't? How big could the problem be but is not?
How Often	What is the trend (continuous, random, and cyclical)? Has the problem occurred previously? (If so attach previous analysis)	What could the trend be but is not?



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View Discussion Improve Article Save Article Like Article 8D Problem Solving :8D Stands for the Eight Disciplines of team-oriented problem-solving. It is a step-by-step process of identifying the root cause of a problem, providing corrective solutions, and preventive solutions to eliminate the recurring problems permanently. 8D follows the logic of PDCA (Plan-Do-Check-Adjust). And the 8D was developed and implemented in the Second World War by the US government. Later it was popularized by the Ford Motor Company's Team Oriented Problem Solving manual. In addition to the eight disciplines, one more step is appended initially. That step is known as Step zero - D0. Let's have a look at the Eight Disciplines of problem-solving in detail. D0 - Preparation :Begin with the end in mind. This discipline emphasizes the following saying: "Preparation for tomorrow is hard work today".In order to be prepared to solve a problem using 8D, one needs to follow the steps given below. Do the hard work (Such as clearly understanding the problem, gathering required resources, and identifying people who have the expertise to solve the problem).Do the smart work (Before rushing into solving the problem with the information gathered, make a plan and execute it systematically).D1 - Build a Problem Solving Team :Building a team to solve the problem using 8D is one of the most important steps of 8D. Yet, one should be mindful about choosing the team members. The team doesn't need the best people from the company. It needs the people who have the expertise, and are concerned with the problem. Solving the problem is much easier when we know exactly what the problem is and have the right team of people working systematically to solve the problem. D2 - Describe the Problem :In this step, information regarding the problem is collected to describe the problem in detail. And describing the exact problem is a challenging task that can be completed by carefully gathering relevant data and profound analysis. By answering the following with the gathered information, a perfect problem description is found. What, who, where, why, when, how often and how (5W2H) of the problem. D3 - Temporarily Confine the Problem :Identifying the ideal solution to solve the problem and stop the problem from occurring again is not a piece of cake. That's why it is wise to isolate the problem to minimize its impact on the product quality or the customers before finding the permanent solution. D4 - Root Cause Analysis and Escape Point Detection :After isolating the problem, the root cause of the problem needs to be identified. So, detect all relative causes that help the team understand why the problem has occurred and identify the escape point - the time in which the problem could have been noticed as it occurred.Then the causes can be verified using the following methods to ensure that the cause found is the actual root cause of the problem. BrainstormingFive why processesAffinity diagramPareto chartsD5 - Research and Develop Permanent Corrective Action :Once the root cause of the problem is identified and verified, necessary actions must be taken through profound research and brainstorming to solve the problem completely and permanently. After identifying necessary actions (permanent corrective actions), the team has to perform a risk assessment of the actions. D6 - Implement Permanent Corrective Actions :After successfully developing the permanent corrective actions and implementing the solution, the team needs to make an action plan. Then the plan has to be communicated with stakeholders, validated with empirical information for improvements and executed sequentially. D7 - Implement Preventive Actions :By this stage, the team has gained profound awareness of the problem, its impact and the one-stop solution to resolve the problem once and for all. This awareness also helps the team to prevent problems with relevant products and processes. So the practices of management and standard systems can be modified as required with the acquired intelligence to prevent the problems that might arise in the future. D8 - Appreciate Team Members :This final discipline incorporates documentation of intelligence gained through the awareness of conducting the 8D steps for future reference and to improve the approaches of solving problems. Last but not least - appreciating the team for its diligence. This motivates the team and other employees to be more confident, productive, and passionate. So appreciation matters, it shan't be underrated. Quality The 8D method, also known as the 8 Disciplines, first appeared in Ford's 1987 Team-Oriented Problem Solving manual. It's a tool that's stood the test of time, becoming the main problem-solving method used in the company, today called Global 8D. Even though the 8D approach has been around for more than thirty years, many companies still struggle with ineffective problem-solving and weak implementation of corrective action. This overview looks at 8D best practices and pitfalls to avoid, helping manufacturers better understand how to use the method to address nonconformances and reduce risk. D0: Plan Before you take any action to solve the problem, you need a plan to identify the appropriate people and resources for the job. At a minimum, your plan should include: A basic description of the problem Timeframe for resolving the problem based on risk Any resources needed D1: Form Your Team Creating the team who conducts the 8D problem-solving process is a weak point for many organizations. It's critical to include people from the department in question, since you can't solve a problem without those who have first-hand knowledge of it. If it's a part problem, the engineer responsible for design should be on the team. If it's a production issue, you'll want to loop in the supervisor from the specific work area. Just don't make the mistake of thinking 8D is a paperwork exercise a quality person can complete from their desk. D2: Define the Problem This step involves gathering details and data to describe the problem completely, another area where people have a lot of trouble. Defining the problem could mean a Gomba walk to observe the problem on the shop floor, analyzing quality data and/or using is/is-not analysis to more precisely define the issue. As much as possible, try to describe and quantify the problem in terms of: Who What Where When Why How How many D3: Contain the Problem Temporary containment minimizes the impact of the problem while you develop permanent solutions, and is especially important where product quality or safety is at risk. In some cases, you may need new processes to route around the problem until you have a permanent fix. Many auto manufacturers make the error of stopping at this point, confusing containment for corrective action. Sorting mixed parts or cleaning up a mess addresses only the symptoms of the problem, not its root cause. The result: repeat problems, rising costs and potential loss of business. D4: Identify the Root Cause With the problem temporarily contained, you can now turn to analyzing the root cause of the nonconformance. Widely used methods include: The 5 Whys to dig into successfully deeper layers of the problem Fishbone diagramming to visually categorize causes during brainstorming Pareto charts to identify the vital few causes Beyond simply generating hypotheses, you need to verify the root cause with key stakeholders, audits and/or statistical data when possible. D5: Analyze and Select Corrective Actions After your team has determined the root cause of the problem, you're now in a position to identify what the best long-term solution is. Brainstorming sessions combined with tools like affinity diagrams can help organize ideas based on their relationships and determine the most effective course of action. D6: Implement and Validate Corrective Actions It's worth noting that six steps into the 8D method is when you're finally ready to implement the corrective action, highlighting the key role of planning in this method. Management needs to be an active participant in verifying implementation of corrective actions. That means they need to be a visible presence both on the shop floor and in regular reviews of key performance indicators (KPIs) to measure effectiveness. Leadership needs to set an example, examining processes through the eyes of the customer paying the bills. Verification could also involve tools like accelerated life testing to simulate conditions that could lead to failure. If the problem has multiple dimensions, perform steps D4 through D6 until you can verify your corrective actions have addressed the problem as a whole. D7: Implement Preventive Actions Many companies rush to close the file on corrective actions, but real change only happens when you apply lessons learned to other areas to prevent future problems. For instance, if you fix one piece of equipment, but the same problem could occur on several other machines, the corrective action was not sustainable. At this step, you'll want to consider actions such as: Updating process audit questions based on corrective actions to reduce risk in other processes and periodically verify corrective action is still in place Introducing poka-yoke or error-proofing devices to high-risk processes Performing red rabbit tests to see how long it takes poka-yoke devices to detect defective product D8: Recognize Your Team After all that work, don't forget to recognize the team. Whether it's a financial bonus, special event or simply mentioning the team in a meeting or newsletter, this step is critical to building a culture of quality. Because at its core, quality culture requires active participation from top management to front-line operators. And that kind of engagement—the kind where people take personal ownership of quality—is only possible when people can see that their actions have an impact. Shawn Faircloth

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