Staying competitive in today’s manufacturing world means gaining maximum benefit from every available asset, including your workforce.
“The Kepner-Tregoe process enables people to find solutions and encourages them to seek continuous improvement. **The more we use it, the more success we have with it, and the more value we create.**”

– Jeffrey W. Green, Senior Production Specialist, Sonoco

**Analytic Trouble Shooting** complements and enhances use of statistical quality tools and data and improves:

- Quality issues
- Planned shutdowns
- Maintenance and repairs
- Changeovers
- Process and system changes
- Equipment installation and supplier changes
- Conducting and documenting investigations
- Incident reporting and record keeping
- Shift change and hand-offs
- Problem escalations
- Safety
- Compliance risk reporting
- Staff and project status meetings

**REALIZE THE BENEFITS OF THE KEPNER-TREGOE® TRACK RECORD OF PROVEN RESULTS**

- Daily planning
- Crisis management
- Project planning and status reporting
- Taskforce and steering committee planning
- Conflict resolution and negotiations
- Department or function planning
- Any problem worth solving

People can be the greatest impediment to successful change, or they can be your single greatest asset. The difference is harnessing their collective knowledge and experience, aligning it under a common language and approach to solving problems, directing them to the issues that matter most, and providing the coaching and support to sustain change.

Analytic Trouble Shooting does just that. Used globally in diverse cultures and industries, **ATS™** integrates quality and productivity efforts, and provides a logical framework for statistical process control, lean manufacturing, Six Sigma, total productive maintenance, self-managed work teams and other programs.

Not tied to a specific machine or process, this flexible, critical thinking-based tool offers enduring value. Troubleshooters can use the same ATS process to solve and avoid problems in the production environments of today – and tomorrow.

**Technically speaking**

**KT Analytic Trouble Shooting** revolves around two types of activities: finding cause and taking action.

**FIND CAUSE** includes prioritizing problems, describing them in detail, and identifying and testing possible causes. Good troubleshooters differentiate between different types of problems and ask focused, probing questions to gather just the information they need. Before expensive repairs are tried, the true cause is tested and confirmed.

**TAKE ACTION** focuses on selecting the best fix and then thinking beyond the fix to avoid future problems. Good troubleshooters think about goals, find smart alternatives, and balance risk before implementing a fix. Part of the ATS process is to examine other areas that could be similarly affected, plan the implementation of any actions, and prepare for the unexpected.
“ATS delivers solutions that really work and that are owned by varying levels of employees within the business, often preventing the problems being pushed up or down the traditional hierarchy. **IT FUELS, IN AN UNEQUALLED WAY, THE BUILDING OF TRUST BETWEEN MANAGEMENT AND FACTORY EMPLOYEES.**” – Operations Director, Consumer Products Company

---

**Learning & Applying**

The design, based on world-class instructional design principles, is easily adaptable to meet the needs of any production setting and workforce. Founded nearly 50 years ago, KT continually collaborates with clients to update our approach to meet current business issues.

**PREPARATION** KT professionals work with participants and their managers to identify, frame and prioritize issues that they will address. Expectations are carefully set for the roles and responsibilities people will have and how the ATS concepts will be used in the workplace. The best results are often achieved by developing expert facilitators in your organization to structure, deliver and follow-up on workshops.

**CAPABILITY TRANSFER** More than half the workshop is dedicated to practicing and applying the concepts to actual problems. Individual attention from the instructor ensures mastery of the skills. The focus of the workshop is entirely on the needs of the individual participants and use of the concepts on the job.

**CONTINUED COLLABORATION** Extensive and personalized follow-up and support by KT professionals ensures that the concepts create immediate and lasting value. KT’s comprehensive business capabilities include removal of structural cost, business process improvement, quality assurance, and other approaches to helping organizations create business results and achieve strategic success.

Rapid Results  Our processes are designed to yield immediate, measurable results. We work with you to identify concrete issues and specific improvements you can expect, and then measure and appropriately monetize the rapid gains we have made.

Lasting Value  Our dedication to creating value helps to ensure that results are sustainable long term. By embedding our processes into the way work is done, you can achieve this same success long after our initial engagement.

The KT Way℠  We pioneer rational thinking processes. We apply them to drive both strategic and operational outcomes. We collaborate with your team. We transfer capability to your organization. We drive rapid results and create lasting value.

WHO HAS SUCCEEDED THE KT WAY?

BASF AG
Bristol-Myers Squibb
Canon Sales Co., Inc.
Citigroup, Inc.
Dell Computer Corporation
FedEx Corporation
General Mills
Hallmark International
Harley-Davidson, Inc.
Honda Motor Co., Inc.
IBM Corporation
J.M. Smucker Company
J.P. Morgan Chase & Co.
Lockheed Martin Corporation
Motorola, Inc.
Sara Lee Corporation
Siemens AG
Sony Corporation
Sun Microsystems, Inc.
Verizon Wireless, Inc.

Using KT Process

RAPID RESULTS: Workers at APT, a food-packaging company, left an ATS workshop and solved an eight-year-old problem, resulting in annual savings of $1.3 million.

CUT COSTS: A fiber manufacturer used ATS to reduce structural fixed costs by 15% in 12 months.

MORE UPTIME: A consumer products manufacturer avoided $1 million in annual downtime expenses with quicker root-cause problem solving. A major power plant used ATS to increase generator capability to 10% above the industry standard.

CONTINUOUS IMPROVEMENT: A KT-trained Uniroyal continuous improvement team collaborated to identify the greatest opportunity for improvement and then find and remove the cause of a packaging problem. Annual savings totaled more than $750,000, and customer satisfaction and safety increased 100%.

INNOVATION: Bluescope Steel used ATS to achieve new, higher quality process capabilities leading to engineering innovation and new product spin-offs.

www.kepner-tregoe.com