TRANSCRIPT – September 2025 ASQ Ascend Webinar
Beyond the Tools: Building Problem-Solving Infrastructure
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0:00
Well, thank you so much everyone for joining us today.

0:02
If you want to put in the chat where you're calling in from, that might be kind of nice to see where other people are kind of calling in from and getting an idea of where everyone is coming in from today.

0:11
So we're going to go ahead and get started.

0:13
So my name is Michael Sullivan.

0:15
I'm the Manager of Organizational Membership here at ASQ, and I want to thank everyone for taking the time to be on the call today.

0:23
I want to give a special little shout out to all of our organizational members as well as our individual members.

0:28
We also did something a little different this time too.

0:30
We also thought we would enjoy some of the people who had interest in organizational membership or individual membership.

0:37
So some of the people who may be on these calls today may not be a member yet, but we're hoping you become one.

0:45
So by kind of taking an idea of getting some of the information that we cover in some of these sessions, it'll kind of give you an idea of how how valuable a membership is.

0:54
So thank you for taking the time to do that as well.

0:57
Couple of things before we get started, the presentation slides are going to be made available in a link through the chat.

1:04
So you can kind of watch for that.

1:05
In addition to that, anytime you have a a question as it goes on, if you want to throw it in the chat and then we'll be able to answer that in the Q&A session.

1:14
So kind of keep those things in mind and we'll get to as many of those questions as we can at the end.

1:19
And again, as I had mentioned, some non-members members, these are some of the opportunities that we have available for the organizational members as well as the individual members, kind of keeping in mind of some of the things that are upcoming events that we have.

1:32
We have an annual meeting with organizational members.

1:35
We have a Member Benefit Sessions that really focuses in on the benefits of how to maximize the usage.

1:40
The Excellence Roundtable is kind of a, it's a little bit of a, a continuation of these Ascend Webinars where we have Ascend Webinars throughout the year and they build up to a roundtable and unlocking the true cost of cost of cost.

1:55
Can't even talk cost of quality is the theme for this year.

1:59
In addition to that, the next event that we have through ASQ is the Women in Quality Symposium.

2:05
That's a virtual event that is a, it's a one-day event.

2:09
So kind of think in mind if you have any of those event credits from your organization to kind of keep those, make sure you use those up or you can register online for that.

2:17
Again, that's a virtual event.

2:19
There is a discount if you want to send a group of five or more, you do get a little bit of a price break.

2:23
So kind of keep that in mind.

2:26
So for 2025, the IoE benchmarking season has closed.

2:30
This is going to be the you can download the latest, the 25, excuse me, the 2025 IoE Benchmarking Highlights Report that is available at no cost to you.

2:40
So for those of you who are a non-member, you can still access that.

2:43
So please take a chance to look at that.

2:46
It's a really great resource and you can kind of get an idea of where the data set coming from 2020 to present date and how you can utilize that in your org as you're trying to make any kind of changes or, you know, enhancements within your organization.

3:00
So I want to actually thank Richard.

3:03
So today Richard Uphoff is our presenter for today.

3:07
Richard's going to do a great job.

3:08
Richard has a very long CV, so he is a very busy man.

3:13
He's the Manager and Registered Principal with The Vanguard Group in Scottsdale, AZ.

3:18
He has over 30 years of financial for 30 years in financial services experience and within those 30 years, 25 of those he held a leadership role.

3:28
So I think he's got a lot of great information to give us.

3:31
In addition to that, he's on the Human Development and Leadership Division, which is technical community as well as he is on the Financial Services technical committee and he actually founded that.

3:42
He's on the ASQE Board of Directors.

3:45
So we're so happy that Richard could take the time for this today and everyone is going to enjoy this.

3:51
Again, keep any questions you have in the chat.

3:53
We'll make sure that we can answer as many as we can.

3:57
And if for any reason there are so many, we'll actually send out an after communication about those as well.

4:03
So Richard, go ahead.

4:04
All right, Michael, thank you very much and greetings to everyone on the call.

4:09
Straight to see so many of you here.

4:11
I know we had quite a large number of people register.

4:15
And thanks for putting in the chat where you're dialing in from.

4:18
I see a number of mostly folks in North America here, but I see a couple folks from Europe.

4:23
So good evening to you and some folks from India, so good evening to you also.

4:28
We are going to be at about 45 minutes worth of content.

4:31
And as Michael shared, you know if you have questions, put them in the chat.

4:34
I have Nicole Johnson, who's monitoring the chat, and she'll be posting those questions so we can get those answered as we go.

4:42
But thank you, Michael for the introduction.

4:45
And I also want to thank Nicole for taking notes and keeping an eye on the chat.

4:48
And then also for Mandy Norbi, who's one of our Zoom coordinators here behind the scenes, making this impossible.

4:55
So Michael's going to be clicking through the slides, so I will be queuing him.

5:01
And I'm actually in a room.

5:02
I was telling this to Mandy before we joined.

5:04
I'm actually in A room where the temperature is controlled by a thermostat in a different conference room.

5:09
So if you see me wiping my brow, it's just because it's rather warm in here in Arizona.

5:15
But anyway, let me start by just saying thanks to all of you for being here.

5:21
You know, you all have at least a couple, 100 of you so far have made learning a priority at least for this hour on this day.

5:29
So thank you for taking some time out of your schedules to join us here and to learn a little bit about this important topic.

5:37
You know this, I think as Michael alluded to earlier, this represents the kind of unique value that ASQ as a society can bring to its members, to its organizational members.

5:48
And I am especially honored to be here kind of presenting this information to you today.

5:53
You know, I've been a member of ASQ for almost 20 years.

5:56
And as Michael said, I'm a senior member.

5:58
And so I've attended many webinars like this.

6:00
And, and I know that kind of value that I personally have gotten out of them.

6:05
And I hope that you too will find some, find some value in them.

6:08
So let's kind of get right into it.

6:10
I'm going to be mindful of the time here as we go.

6:12
I know everybody's got meetings that they got to run off to or evenings that they have to get to.

6:17
So we will get right to it.

6:19
So as Michael got us to this slide here, I really, we really have three learning objectives today, All right?

6:26
And those of you that have been around ASQ for a while know that we always want to discuss what it is that we're going to be learning.

6:31
What are we going to hope to get out of this time together?

6:33
And they're really three things.

6:35
First, I want to show or I want you to learn how problem-solving tools are really more effective when operating within a framework, right?

6:43
So context is everything.

6:45
So I want to make sure that you understand like how important, just how important having a system for problem solving is.

6:51
Secondly, we really want to, I'm going to share with you how our own system here at Vanguard, or at least in my department at Vanguard was built and some of the lessons that we learned in trying to get that up and running.

7:02
And then finally, really just understand how problem-solving tools without a framework can really affect morale, can affect engagement.

7:10
And I know this is something that we're all interested in, our own morale, our own engagement, and those of people that were responsible for.

7:17
So, you know, but really beyond all this, I hope that this hour will just energize your problem-solving process.

7:24
If you don't have a problem-solving process, hopefully you'll start one.

7:27
If you've already got one, maybe you'll learn a new thing or two and at the least kind of look at your problem-solving efforts with fresh eyes.

7:35

Because if there's only one thing that you get out of this time together, it's really to look at your organizational problems in, in new ways.

7:43
Now, as we're going along here, as I said, Nicole and the team are going to be monitoring the chat.

7:48
But I thought I would first start by just saying, you know, we've already gone through the learning objectives.

7:52
But if there's something in particular you were hoping to get out of this session, please put it in the chat.

7:58
Or if there's something you're hoping to learn, please put it in there.

8:01
And we'll be sure to, we'll be sure to get to it.

8:03
Or as Michael said, if we run out of time, we'll share it in the notes after, after this session.

8:10
All right, So if you can go to the next slide, Michael.

8:13
Thank you.

8:14
All right, so I'm going to actually start with the second quote because I have a bit more context on the first one.

8:18
So the second quote, right, having no problems is the biggest problem of all.

8:22
Some of you may have heard this before.

8:24
Hopefully you're familiar with who Taiichi Ono is.

8:27
If you're not, he's was a Japanese industrial engineer and he is the considered the godfather of the Toyota production system.

8:37
And he actually said, you know, like the fact that you think you have no problems is really the biggest problem at all.

8:44
I was actually in a corporate training on Friday about removing organizational impediments.

8:49

And I shared in the chat on that call that one of the biggest impediments in our organization is the fact that people don't think there are impediments, right?

8:59
So same with problem solving, right?

9:00
If you think you don't have any problems, then that is the problem.

9:04
And then really this first quote from Oliver Berkman, some of you may have read this, this book 4000 weeks.

9:09
It's it's really a kind of a ground breaking book on rethinking time management.

9:15
And one of the things that he says here is that it becomes possible to develop an appreciation for the fact that life just is a process of engaging with problem after problem.

9:23
And we'll get into some specifics about that here in just a minute.

9:26
And now I have details about the book, if you're interested in the bibliography at the end of the slides.

9:32
But he goes on to say in this book that, you know, the problem with us having problems usually is that we either try to rush the solution, right?

9:43
And so the problem either comes back or it's not fully solved or, you know, we just have to continue dealing with it.

9:48
Or we feel that there's some ideal future where we'll just have no problems at all.

9:54
And I know I've been guilty of this myself.

9:55
We think, hey, there's some future, you know, Nirvana state where there just are no problems, but that's just not not reality.

10:03
So, you know, the, the, the fact is that what we're going to be talking about is really a kind of a mindset shift for how you think about problems.

10:11
And as you're going to see in a moment, right, problems are really all around us.

10:14
So what are we going to do about that?

10:16
That's something that we'll we'll get to.

10:19
OK, next slide, please.

10:22
So just to link this to kind of again, bigger picture, you know, you know, this is not, you know, this was not just a couple of writers or a couple of engineers who had some important quotes about, about problem solving, but this actually has BeenVerified, you know, through the latest IOE report, the Insights on Excellence report.

10:44
So as Michael mentioned, you know, we have the 2025 benchmarking report that's available.

10:48
There'll be AQR code for that later or there was earlier.

10:51
I missed it, I may have missed it.

10:52
But you know, this latest Insights on Excellence report sort of bears this out, right?

10:57
And this is one of the unique values that ASQ Organizational Membership and ASQ, you know, Individual Membership really brings to its members, right?

11:07
Is insights like this, the Insights on Excellence report?

11:11
Because what this, the report the most recent edition pointed out is that problem solving, you know, it's not just two people saying this in the quote on the earlier slide, but this is really the sentiment across organizations that were surveyed as part of this benchmarking study, right?

11:24
In fact, the what was highlighted here is that problem solving equals data analytics as being the one thing in organizations that is most needing improvement, right?

11:40
So you're taking a step to address that by attending this hour.

11:44
But we're all here to try to solve this.

11:46
But this shows that this is, you know, one of the, you know, one of the, it's not just us that are here thinking about this are the the quality practitioners on this call, the problem-solving experts on this call, right?

11:58
This is a recognized problem throughout, throughout organizations that were surveyed for this benchmarking, right?

12:04
So we're in a kind of a unique position, right, attending this call being in our roles to help solve this problem for our organizations.

12:14
So let's dig into it in a bit more detail, if we can go to the next slide, Michael.

12:20
So first, a bit of background, right?

12:23
So as you saw from my introduction slide, I'm also an ASQ Certified Manager of Quality.

12:29
I'm an ASQ Certified Quality Engineer and many of you I'm sure hold those same or other related certifications.

12:38
So for anybody who has sat for an ASQ certification, you are familiar with these tools and we love these tools, right?

12:46
We have no shortage of tools, you know, whether it's the DMAIC 5 steps, PDCA or PDSAS 4 steps or a three, seven steps or 8 steps, depending on which a three you're looking at, you know, FMEA or the seven classic quality tools or the new quality control tools, right?

13:03
We have no shortage of tools.

13:06
Tools are everywhere.

13:07
So this is really not necessarily a problem with the tools.

13:13
It's really the context in which we use those tools, right, Because, you know, tools without a framework, tools without a system is really like a a chef that has, you know, great knives, great wooshed off knives or great equipment, but has no menu, right?

13:28
It's it's very similar.

13:30
So we have these tools, but do we have the mindset?

13:33
This is again, what we're hoping to kind of shift for you during this during this hour together.

13:38
So go to the next slide please, Mike.

13:42
So again, we have no shortage of tools, but can we see the problems that are around us, right?

13:50
This is where we start to tie in our tools together with a day like this.

13:55
So I manage in a call center, I manage in a department here at Vanguard that deals with change of ownership.

14:03
So when the ownership of one account is changing to another account mostly in the inheritance process.

14:10
So when a client passes away and that money is being moved to their beneficiaries or their heirs, that's what my team deals with.

14:15
And I have four teams of about 35 specialists in this area.

14:20
And I just sketched out some of the things that might occur in a typical day in the life of right.

14:26
So I'm just going to run through this now.

14:27
I started this at 7:00 AM.

14:29
But for those of you that, you know, begin your day early or you have a routine before you leave your house or if you have kids, right, you know that there's a whole host of other problems that can come up in the morning even before you leave the house, right?

14:43
But it could start with traffic.

14:44
You know, last night I was leaving home and my wife, I talked to my wife to let her know I was leaving for work.

14:49
And she said, oh, the main route into our town was blocked by a watering brick.

14:55
So normally that route takes about 15 minutes.

14:58
Now I have to make a 45-minute detour to go around that.

15:02
Otherwise, I'm sitting in traffic for two, 2 1/2 hours.

15:05
So obviously that's a problem that a lot of our people will encounter on the way into work.

15:09
Traffic accident transportation function.

15:12
You go out to your car, if you have a car, right, And the, you know, the tire's flat or the train is late or the bus is not on time, or the bus is too crowded or whatever, right?

15:22
And then we get to work.

15:23
And then if you're like me, you have to badge into the building, right?

15:27
Or badge into your department.

15:29
There may be an issue with that that may be malfunctioning.

15:32
I was leaving work last year and a poor woman in my building was literally stuck in the revolving door.

15:40
On the way out of the building.

15:41
Now, luckily this revolving door had floor to ceiling glass so it wasn't too claustrophobic, but she was literally stuck in the middle of the revolving door and it took at least 1/2 an hour to get her freed from that.

15:56
So, you know, she didn't have a panic attack or anything.

15:58
But again, problems that come up all day that can affect our people, affect our employees.

16:04
Then you get to work, you start your shift.

16:06
And in my case, our folks are logging into the system, they're logging onto the phone, the system may not be available.

16:14
Then we move into our schedule and most of my team's schedules are pre planned ahead of time so they know when to get on the phone, when to go on break, when they have sort of off phone time to catch up on cases that have follow up or emails come in, right.

16:28
So it's a very structured day, but the more it's structured it becomes then the more opportunity there is for problems.

16:34

So again, I'm not going to go through all of these, but you get a sense of the kinds of problems that our folks can encounter.

16:41

And so the key question here is, and as leaders, do we appreciate this?

16:46

Are we aware of this?

16:47

Are we aware of these kinds of things?

16:48

Because any one of these things could be frustrating, could be disengaging, could impact the morale of our people and get in the way of other more important work they're doing, delivering to customers, delivering to clients, whatever.

17:00

So it's on us to really think about that.

17:04

Let me just make a couple of other mentions and then we'll go go a little bit deeper here.

17:08

But when you look at this, right, it's easy to sort of get overwhelmed by this.

17:13

And one of the things that I'll talk about here in a minute is this idea of four types of problems, really, and having a framework or a language around how to discuss or describe these types of problems.

17:23

I'll talk, I'll talk about this here in in just a minute.

17:26

But Art Smalley has a really good book called Four Types of Problems.

17:30

He's got a great video on YouTube that you can see who goes into this, a kind of terminology around four types of problems, but these would all be captured in those four types of problems.

17:44

So in a sense, when you look at this, you can say, well, jeez, we're always in problem solving mode, right?

17:49

But I would not necessarily think of it because that can become a little overwhelming, could be get a little disengaging in and of itself, like we're always surrounded by problems and you can get a little too hung up on that.

17:59

But what I would ask is try to shift your mindset to say, hey, these are all opportunities to practice the tools.

18:06
These are all opportunities to practice the problem-solving tools.

18:10
So that's really the key that I want you to sort of think about as we go.

18:14
Next slide, please.

18:17
All right, so this is what I call sort of problem soup.

18:21
So once you have a problem and we'll just kind of stick to work related problems at this point, but they could be small problems, they could be big problems.

18:27
But once you have a problem, right, what do you do with that?

18:31
Again, I call this for most of us, this is problem solving soup, right?

18:34
If you do have formal problem solving in your organization, it may look something like this.

18:38
So I'm just going to pick a couple of these in particular.

18:41
So upper left corner you see P1, right, problem one now problem one decided it's going to try to be solved using an A3 framework, right?

18:51
And maybe it just stopped there.

18:52
Maybe out of that a three problem solving, there was some solution that that came about.

18:58
And so it may just end there.

19:01
Others like problem 2 or problem 3, those utilized a demand right of more of a five step more control centered or controlled problem solving.

19:12
And and maybe coming out of that there was a combination or a recognition of related issues to those two problems.

19:24
And maybe out of that comes a third problem, which I call P3A in the upper right, which may then have to go through a three problem solving is better.

19:32
Maybe tool, a problem solving tool for that, a new problem, some problems you can see like, you know, P4 may just be a dead end because there's no effort or time or resources put behind the problem solving effort, right?

19:47
And you may have a tool like Agile that you know of because you've been certified, but that's not being utilized in your organization.

19:56
And as a old boss of mine used to say, you know, are you a tool in search of a problem, right?

20:02
That's often what we get.

20:04
You know, I don't say blamed for, but what we often get associated with.

20:08
We have so many tools that we love to use the tools and it often becomes about the tools rather than the problem and the results that can come from solving that problem.

20:16
So as you see here, right, some problems just never get off the ground, right?

20:20
Or some, you know, get merged into some other some other promise of the tool.

20:24
So there's got to be a better way, right?

20:26
And often, too often, especially in organizations, we associate right, big problems with the tools rather than all kinds of problems.

20:36
And because as we saw from the previous slide, right, when your people encounter problems, they have a couple of choices, whether it's a system assets, a system access issue, system availability, you know, customer complaint, out of standard situation, right?

20:50
You name it, right.

20:52
Whenever your folks encounter a problem like that, they have a couple of choices.

20:56
They can choose to ignore it, right?

20:59
They can choose to work around it, right?

21:01

Use that tribal knowledge to work around the problem and just get on with their day, get on with their work, and maybe not even tell you about it or tell their leader about it.

21:09
Or they could choose to formally address it, right?

21:12
So again, depending on, you know, two of those three may never bubble up anywhere beyond their immediate interaction, right?

21:20
Their leader may never hear about it.

21:21
The quality team may never hear about it.

21:23
It's only through that third option where it's going to get addressed.

21:26
So what I'm talking about here is taking this problem soup into a much more systematic way and really developing a better way to sort of funnel these into a way to sort of vet them out accordingly.

21:39
So we wanted to, in creating our own system, we wanted to increase the likelihood that people will not choose to either ignore the problem or just work around the problem because that's not helping the organization.

21:52
It's not helping our clients, it's not helping improve the organization if they're just working around it like we needed to surface those problems.

21:59
So if we go to the next slide, please, I'll start to show you sort of what we decided to do in my group.

22:04
Now again, I'm a small group within a big department, but we have gotten a little bit of traction sharing some of these ideas outside of my immediate team.

22:14
And what we came up with is this framework, right?

22:18
We call it, we call it sort of the rallying point, right?

22:24
And So what it, it, what it was, was there's a way to corral all of the problems that could potentially be out there into one rallying point.

22:31
And I'll show you in the next slide sort of what that rallying point is, how we used it and what the, what the, the platform was that we used for it.

22:39
But, you know, the rallying point could be, you know, a Kanban board.

22:43
It could be some sort of a parking lot.

22:46
It could be a flip, you know, post it, you know, post it notes on a whiteboard or flip chart, you know, somebody handwriting on a flip chart.

22:54
You know, it could be anything.

22:55
But the idea is to collect all these problems into one place so that you can then have some sort of traffic cop, not necessarily committee, but maybe a, a group, some process to sort of vet these to say, hey, which, you know, are all of our time is limited.

23:10
All of our resources are limited.

23:12
So we can't focus on all of them.

23:13
But we at least when we see these in our rallying point, we can then help determine like which one should be tackled through which tools, which one should be tackled first and which one second and all that.

23:24
So the rallying point really gives us better visual management and gives us the ability to sort of prioritize how to, you know, how to deal with these.

23:32
Right now.

23:33
We, I'll just say we are, we did implement a process of lean quality management a couple of years ago here in my, a retail division, a vanguard, right?

23:42
And it really has become very widespread and part of our lean methodology has resulted in this problem solving mindset, right?

23:50
But problems once they service can either, you know, if your rallying point just becomes a parking lot, right?

23:56
They can at least be surfaced and visible through that parking lot or through that rallying point, right?

24:01
They may not all make it into formal problem solving, but they're at least they're invisible in that, in that rallying point, right?

24:08
So we knew now getting back to the, you know, the time challenges that often come up, right, We know that resources are an issue, resource challenges come up, resource constraints can often surface.

24:20
So and then competing resources or competing priorities.

24:25
So by having things in one list, 1 rallying point, it really allows us to, you know, either prioritize better.

24:32
We knew that there would be more problems than we would have time to solve, but what we wanted to do by creating this idea of a rally point, get the problems out of people's heads and up into a visual format somehow, some way, all right?

24:49
That's where this really became important, because as crew or as our employees would encounter problems throughout the day, right?

24:57
We didn't want them to Stew about it.

24:59
We didn't want them to think about, well, what should I do with it?

25:02
I have no earthly idea.

25:04
We wanted to create a process by which they could surface those problems and then we could, you know, deal with them accordingly.

25:10
Now, it's not perfect system and it took time to develop this and it still is, as you'll see in just a minute, right?

25:18
It still can be improved and doesn't scale well yet.

25:23
So again, you'll see here in a minute, but we have tried to at least create this visual management process so that people can get these problems out of their head and on to, you know, a what really became a digital platform, a digital tool for us.

25:40
The other thing that I'll just mention here was we don't even though we are a lean, you know, shop, we don't really have a formal and on court process.

25:47
So those of you who are familiar with Toyota production, a frontline assembly line, workers are empowered to stop the line, right, if they encounter a type one problem or a Type 2 problem.

25:58
I'll talk about those in just a minute.

25:59
And that's called the M9 cord.

26:01
They literally pull an hand on cord hanging from the ceiling to stop the line.

26:05
And the idea is it's an immediate problem that needs some resources to swarm in the moment.

26:10
Now they obviously have broader context, but the the frontline workers are empowered to deal with those problems in the moment so that they can get the assembly line started, started up again.

26:22
So what is our platform?

26:24
Well, I'll show that to you next.

26:26
If we can go to the next slide and I'll just do a quick time check here.

26:30
We're about 15 minutes in, so or actually 2020, almost 25 minutes in.

26:39
OK, so this was our this was our platform.

26:42
Now I'm going to go into a bit of detail here.

26:45
We did give it a name.

26:47
We called it Smokey.

26:48
You can maybe see that.

26:49
I know this is kind of small, hard to read, but we did give a name and we have a little mascot, Smokey the bear, because what we found out was that, you know, we we realized we were in firefighting mode a lot of the time, right?

27:03
And and we wanted to get out of firefighting mode.

27:06
This is one of the examples that Art Smalley uses in his YouTube video Four types of problems.

27:10
He talks about the analogy of firefighting, right?

27:14
And when you are encountering a fire, right, if your house is on fire, you don't necessarily care how it started.

27:20
You just need to put the fire out, right?

27:22
So This is why we wanted to name our board, give it some visual impact and personify it a bit, right?

27:30
We created this in Microsoft Planner, but again, you I don't have to overthink this.

27:35
I've been in other groups where we actually just use post it notes on a whiteboard in the building or in our team area or, you know, post it notes on a piece of flip chart paper, right?

27:46
So again, you don't have to overthink it.

27:48
We happen to use this in Microsoft Planner.

27:50
It's very easy to use.

27:52
And the idea is that when our frontline folks encounter a problem, they put it on a card.

28:00
It's very easy to use.

28:01
All of our teams, all, you know, 35 of our people have access to this board.

28:06
They can fill out a card and put it on the board, right?

28:08
Again, the idea is get it out of their head, get it up in a board.

28:11
So then we can talk about it, research it, and then decide, OK, who should, who should, you know, work on this, right?

28:18
So I should actually take a step back.

28:20
There's really five parts to this board.

28:22
There's the parking lot, there's the backlog, there's the different team silos on here.

28:27
And then there's elevated or roadblock items and then completed items.

28:33
So you know, typical Cam band board, you'd have sort of three columns you'd have to do doing, which is your whip, your work in progress and then done.

28:40
So this is a bit of a a riff on on that idea, but further, further fleshed out.

28:46
So the idea first is you put it in the parking lot and I'll elaborate that in on that in in just a minute.

28:52
So we want all ideas there.

28:54
And then because our time is limited, we will periodically go through that parking lot and say, hey, which ones do we want to start working on?

29:01
If we decided to pull it from a parking lot and start actually working on it, either on my, you know, collective manager team or on any one of my 4 sub teams, then it would go into our backlog so that we knew it was getting queued up being ready to be worked on, right?

29:18
And then the 14 buckets we have one for my manager group and then a couple for my team of alcohol specialists and a team of inheritance administrators who are almost like paralegals.

29:29
And then my senior team, each one of those groups has a bucket.

29:32
Because the idea in problem solving is to try to solve the problem at the lowest level where people feel empowered to solve it, right?

29:40
And this is where we say, hey, if this is within your locus of control, handle it at the outreach team level or handle it at our inheritance administrator level.

29:49
Or maybe it needs to be elevated either to my level, my manager team level, or to my senior manager level.

29:56
So that's where the idea of having a column for things that are roadblock, because then if I say my team takes on a problem, we say, well, Gee, we've run into a roadblock here.

30:06
I need to elevate this up to my manager's board or my senior manager's board.

30:10
Now we have a column to put that.

30:12
And so we don't forget about it because a lot of times I, I don't attend my senior managers huddled.

30:16
So, but I don't want to lose sight of it.

30:18
I don't want to lose track of it.

30:19
So we'll keep it in that roadblock column so that I can periodically follow up with my senior manager on it to say, hey, did you have any progress on that?

30:28
Can, has there been some solution in there so that we can then bubble it down to to my team?

30:34
And then finally, because we want to, you know, keep visibility on our wins, We do have a completed or a back burner, you know, things that just have to go on the back burner because something changed and we're not going to continue problem solving that anymore.

30:47
Or we are just done with it and it's been completed.

30:51
We want to keep it on here for a time.

30:53
So again, we wanted to create these different buckets, right, for parking lot items and or parking lot first, then backlog and then out to the teams in our in our whip.

31:05
And the idea here was, well, one of the problems that we encountered with this is, you know, how do you scale this right?

31:12
Because each of my sub teams has a daily huddle and that's often where these problems first get encountered.

31:19
Because those teams are meeting every day and they say hey I encountered this issue or that situation.

31:25
And then often times if we can't solve it in the moment, somebody will say, well, let's get it in the parking lot.

31:30
And I just actually looked in my parking lot yesterday.

31:34
I actually have 41 items currently in our parking lot right now.

31:38
We don't have bandwidth to solve 41 problems, but they're at least there.

31:42
And if we had to, we could do some multi voting, right?

31:45
So if we wanted, you know, if we knew that several of these were coming from our frontline crew, right, we could have them go in and conduct some multi voting so that we could they find out from our frontline crew like which, which of these, you know, 10 problems is the most important one for our for us to start problem solving.

32:04
It's a way to keep them engaged, keep them involved.

32:07
Instead of just getting an idea on the board or a pain point on the board, They now have some skin in the game because they can say, Hey, I'm going to vote on this one being as as having been or should the the the highest priority problem, right?

32:22
So they can sort of vote on the ones that we may narrow down to, to problem solve.

32:29
So how does this fit into the broader problem-solving process?

32:33
So one of the other problems that we encountered, and I mentioned the one about scale and just what is the flow before it gets to the parking lot, was, yeah, we didn't want to create too much of administrative burden on people.

32:46
These cards are super easy to open up, to move around.

32:49
It doesn't take a certification degree to, you know, slide them from one bin or silo to another.

32:56
It's very easy and intuitive system to use, but we as an organization also have a separate problem-solving tracker, more formal problem-solving tracker that bubbles up to my subdivision level.

33:07
So again, it's another step in the process.

33:10
So there may be problems discussed at the huddle before it gets to my board.

33:15
And then after it leaves my board or once it gets here, then I want the senior leaders in the organization to know how the problems that we're taking up time to try and solve are, you know, bubbling up to those folks

because our senior leaders are also interested in one of the problems that our frontline people and leaders encountering.

33:34
So again, yeah, when you think about it, it could be 3 different places.

33:38
You'd have to track something.

33:39
And that can get a little a little burdensome in and of itself.

33:43
So we do try to keep that to a bit of a bit of a minimum.

33:48
All right.

33:48
So how does this fit into it's a little bit about our our process and a little bit about the platform that we use.

33:56
Now let's get into a little bit more about the broader process that this can fit into.

33:59
So we go to the next slide.

34:01
I'm gonna talk about sort of the four parts to our system.

34:04
That was obviously there could be more, maybe there's more for your system, more, less for your system.

34:09
But we think about it in sort of these four steps, right?

34:12
You first have to see the problem, then you have to document the problem, right?

34:15
We try to keep that step to a minimum.

34:17
Then you go do the problem, you go try to solve the problem and with using some of the tools or more immediate kind of type one problem solving methodology and then you finish it, right?

34:26
So we wanted to introduce this kind of four step process to our teams and this sort of loosely follows a PDCA or PDSA plan do check act model, but you know, first thing is to see the problem.

34:38
And I already mentioned this type 1, type 2, type 3 again, it leverages our smallest framework from four types of problems.

34:45
Type 1 is the thing that most often are in that first kind of day in the life of slide, right.

34:51
These are troubleshooting reactive things that that our frontline people might encounter right out of the gate, right?

34:59
Then you can deal with type 2 problems, which may be not like, hey, the house is on fire, we need to put it out.

35:07
But it may be more like, like why does fire start in the 1st place, right?

35:12
It's a gap from standard, we call type 2 problem gap from standard.

35:15
And it's, it undergoes usually a bit more structured problem solving.

35:20
Then there's type 3, which is more like target condition.

35:23
Like how do we want to improve this process?

35:25
How may we want to eliminate waste or unevenness in the process?

35:29
Like, I know when I was a kid, you know, in the 70's, the big thing was, you know, how do we prevent house fires?

35:38
How do we there was a public service campaign about smoking in bed because what government officials realized was a lot of house fires started by people smoking in bed.

35:47
And this was part of the anti-smoking campaign in the 70s.

35:51
And I remember my dad was a smoker and I would always worry about this as a kid.

35:54
Like, is my dad going to fall asleep and burn our house down?

35:57
Right.

35:57
Well, again, in the terminology of these four types of problems, type 1 is, you know, immediate troubleshooting, right?

36:03
House is on fire.

36:04
Type 2 is gap from standard.

36:05
And that's like, why, why, why did the house catch on on fire in the 1st place?

36:09
Type 3 would be like, OK, why does this house catch on fire but not that one, right?

36:13
Like, what are the things that we can do to prevent this one from catching a fire and not that one or vice versa?

36:20
And then Type 4 is really the truly innovative open-ended type of problem solving.

36:24
Like how can we think of, you know, housing, you know, construction materials that are flame retardant?

36:32
That kind of sort of innovative, innovative thinking is the type 4.

36:36
But so having this framework and this terminology helps our team to say, well, this is really a type one problem.

36:42
We can either color code it on our card so that we know is this type one that's already been solved or is this like type two or three and needs more formal tools to be utilized?

36:52
So it allows us a common language to address these problems, right?

36:56
Then we have to document it.

36:57
I already talked a lot about that.

36:59
Put it in the parking lot, get it up on our daily huddle board or the teens huddle board so that we can, you know, make it visible, right?

37:06
Then you go out and do the problem.

37:07
And again, our folks operate under a pretty scheduled day, so we only have problem solving time during a certain hour of the day.

37:16
Player of the week.

37:17
We have very limited time for formal problem solving, but there's a lot of this problem solving, you know, we have a chat group.

37:24
So if that's monitored by some of our senior, more experienced people.

37:28
And so if our folks have somebody on the phone and they have an immediate type one problem they're facing before they can hang up with the client, they can put it in the chat.

37:38
And then the people monitoring that chat will immediately get into type one problem solving, right?

37:42
To help, you know, troubleshoot whatever issue it is.

37:45
That person's accounting.

37:46
I see that happen all throughout the day, right?

37:49
And then you finish the problem, right?

37:51
So I don't necessarily, if I want to see the problem, the Type 1 problems, I don't necessarily need those to come to the board unless they become really endemic.

38:00
But I can go into that chat anytime and just sort of scan the chat and see what sorts of things keep popping up.

38:07
Because sometimes the crew don't think that this is a problem other people have encountered, right?

38:11
So by monitoring that chat, I can see that.

38:13
And I think my teams are sometimes surprised when I pop in for that chat because sometimes I can be the bad ring RAM in solving some of their type 1 problems.

38:22
If something needs an approval or I know an immediate person that can help solve that problem before they hang up with the client, like I can intervene in the moment.

38:30

I don't do that a lot, but I can monitor that chat for those type 1 problems that are that are getting surfaced a couple of other additional things and then I'll move on here.

38:39
So some of you may be looking at this thinking, well, geez, isn't this just good problem project management?

38:46
And yes, it, it is really, you know, any good project management discipline, any good project management methodology will be trying to anticipate what some of these problems are gonna be, right?

38:58
You have this idea of a post mortem, right, as part of a good project management methodology, right?

39:04
But there's also the pre mortem, right?

39:06
Especially if you have the luxury of thinking through some of these bigger type 2 or type 3 problems ahead of time, you may have the luxury of doing a pre mortem.

39:14
Like how do we think this could go wrong and what things can we do ahead of time, right?

39:19
So I'll give you 2 quick examples.

39:21
So post mortem after an AFQ organizational webinar that we did for organizational members a couple months ago, Mandy and I were debriefing after the session because I was the moderator for that session and we were just saying kicking, going back and forth.

39:35
Like how could we have made this better, right?

39:37
One of the things that we tried to do was utilize the chat more.

39:40
That was one of the takeaways in our post mortem was how could we make this session better for the future?

39:45
And one of them was, as you hopefully saw here, like how can we get the audience engaged, right?

39:51
With a couple of 100 of you on the call, it's hard to get you engaged, but we wanted to put some questions out there.

39:58
We're not necessarily doing surveys, but we can say, hey, what you know, what's the problem that you're trying to solve now?

40:03
Love to see some of those come in the chat.

40:05
So it's a way of like taking what we took away from our last session and incorporate it for improvement into this session, right.

40:11
So that's.

40:12
One example of post mortem and then an example of pre mortem.

40:17
It's rather timely because tomorrow is the 24th anniversary of 911 here in the United States.

40:24
And I know before the Navy SEAL team number six conducted its raid on Osama bin Laden's compound in 2011, they went through an exhaustive free mortem, right?

40:37
An exhaustive series of training exercises to say what could possibly go wrong with this raid.

40:42
You know, we're going to be travelling at night into foreign airspace, undercover of darkness, into utilizing equipment that's really not been, you know, combat tested.

40:56
What kinds of problems will arise and then what are we going to do?

40:59
What countermeasures can we put into place ahead of time to deal with those?

41:03
And as luck would have it or not, right, they did encounter some of those problems.

41:07
One of the helicopters exhibited a malfunction and they had to abort that helicopter.

41:12
But because they practice this is part of their pre mortem and anticipating problems that would arise that allow them to all survive that that raid.

41:21
So what do you do then when you don't have this right?

41:24
So if you don't have the four parts of the system, you don't have a visible problem-solving framework.

41:29
Like what happens that's going to take us now to the next slide.

41:33
And what is the impact it has on people here, right?

41:37
Because as you all can imagine, right, this can affect morale, can affect engagement, right?

41:42
So I just listed some of, of these findings from a recent Gallup report, but I'll also mention that this was also some of these drivers were also corroborated in our recent IOE report.

41:57
Our recent insights on excellence report corroborate some of these things, right?

42:04
So I'll just kind of go through these, right?

42:05
Because a lack of meaningful work, right?

42:08
Like employees who don't think that their work is meaningful or doesn't align with their values or that they see, if they just see nothing but problems and they don't see progress on those problems, then that can lead to a perception that there's no meaning in the work, right?

42:23
And so we as leaders can control that.

42:25
We as leaders can hopefully affect that, right?

42:28
And it's those folks who don't think that their work has purposed can often lead to more problems or lead to other problems.

42:34
So we want a workforce that's engaged and, and with high morale.

42:38
And actually based on some of our IOE research, we, we found that really only 1/3 of the respondents in this most recent report felt that automation has actually created more meaningful work.

42:50
So obviously a lot of you are implementing automation or AI in your workplaces, right?

42:55
You need to think about how is this either introducing new problems, how's the solving, you know, endemic problems, but how is it affecting engagement, right?

43:03
Because again, people, if people feel like they're just being replaced by or they see AI as a tool and they're being replaced by that as a tool, It's our job as leaders and quality practitioners to help close that gap and people's mindset, right?

43:16
So lack of recognition and appreciation.

43:18
Again, I mentioned that a lot of times when things go up, show up on my board, I can reach out to the people that put it on the board or I can reach out to a team that might be problem solving a specific thing so that they know, I see that they know that my senior manager sees those problems and we can either recognize them at my senior manager's board or I can recognize them.

43:37
I can have them come to my huddle to talk about, you know, their problem.

43:41
In particular, I had a meeting on Friday with one of my frontline crew who was dealing with a problem for a certain, when somebody passes away and the executives of that estate, they have to do an accounting of, you know, either the, you know, the assets that were held in that account, stocks or mutual funds or whatever.

44:02
They have to do an accounting of that estate for the deceased person.

44:05
And there's a statement that's often involved.

44:07
And so he had seen problems with the generation of that statement.

44:10
And so he wanted to talk to me and review his solution.

44:13
So this is part of a bit of a more formal problem solving, but it was great to sort of recognizing in that way.

44:18
And when workforce doesn't have that type of recognition, it can lead to disengagement, right?

44:24
And again, going back to the IOE research, the this most recent report found that half of respondents, right in the organizations, only half have organizations that provide internal rewards of recognition, right?

44:36
And that's kind of sad, right?

44:38
Only half of the organizations have some sort of formal recognition, formal appreciation process.

44:43
And it doesn't need to be anything fancy, right?

44:46
It can just be an e-mail from a senior leader or it can be, you know, putting somebody's name on a white board somewhere, right?

44:51
Recognition can be as simple as that, right?

44:54
And then last point here, we're management, we're communication.

44:57
Poor communication, again going back to the IoE research was the third most identified workforce skill that needs improvement, right?

45:05
Communication is definitely needed as again, as documented by the folks taking this the survey, right, is needed in in the workforce.

45:16
So along with problem solving, along with data analytics knowledge, it's also communication skills.

45:21
That's a little bit more tricky problem to solve, but it's not a unsolvable problem, right?

45:26
And then obviously poor management, especially when it comes to solve a problem solving, because you know, if you think about it, right, if you think about your own experience, right, how does it make you feel?

45:37
And feel free to put it in the chat, right?

45:39
Just one word, like how does it make you feel when you see problems that don't get addressed, right?

45:46
Like, how does that make you feel?

45:47
I know it makes me feel frustrated.

45:49
It sometimes makes me angry, right?

45:51
And it makes me a little annoyed sometimes too.

45:53
So I'm seeing frustrated, right?

45:55
So you know this happens to all of us, right?

45:57
So you think about what it can do to the people that we're responsible for, for the people that help meet needs for our clients.

46:05
Right.

46:05
I'm saying resentful, right?

46:07
Like that's another good word, Mary.

46:08
I'm right tired.

46:09
Right, Jason?

46:10
Yeah.

46:10
We all can all feel tired when it's just one problem after another or it's one the same problem that keeps coming up.

46:16
It can just be exhausting.

46:17
Right?

46:17
Ready for retirement.

46:19
Right.

46:19
Frustrated, Disillusioned, right?

46:21
These are all really, these are feeling words, right?

46:24
And our frontline people go through the same emotional arc when we encounter these things and when they encounter these things.

46:31
So it's again, it's our responsibility as leaders to try to help them navigate this much more effectively because again, can be annoying, can be disappointing, can be demotivated, can be upsetting even.

46:41
So again, you all feelings, right?

46:43
But our frontline folks, they're no different, right?

46:47
They encountered these just like, just like the rest of us.

46:50
So we can go to that the next slide here is starting to wind down a bit here.

46:53
And I want to make sure we get to other questions that are out there now before I put these slides together earlier this year and when I first created this deck earlier this year, there's a Harvard Business Review article that came out like magical timing, right?

47:09
And the headline really caught my eye why employees stay silent when they see warning signs of a problem.

47:14
And the article really caught my attention.

47:16
Obviously, I was creating this this deck, but what the article really points out is a couple of things that are important for this audience, right?

47:25
Number one, that there's a difference between clear threats, you know, problems that are clear threats and problems that are ambiguous threats, right?

47:32
So again, some new words, some ambiguous words, but it's a way for us to think about these problems that we're encountering new ways to describe them, right?

47:40
Clear threats or ambiguous ones, right?

47:43
And ambiguous threats are the ones that often go unnoticed or unaddressed, right?

47:47
Clear ones are, hey, house is on fire.

47:49
You know, you can see the smoke from miles away, right?

47:51
Hard to miss it, right?

47:53
But if the smoke, if the fire's smoldering in the kitchen, in the backroom, you know, you may not know that it's there, right?

47:59
So that may be a bit more ambiguous.

48:00
Or maybe flames haven't broken out yet, but something's happening and a temperature's increasing in this circuit breaker, you know, So it may be happening if we don't intervene.

48:10
But if we don't see it, it's ambiguous and undressed.

48:13
So another important way to think about it.

48:15
But the other thing is the more ambiguous the problem, the more like more likely the workers are going to remain silent, right?

48:23
So again, it pays for us to talk about this stuff.

48:26
It pays for us to use this common language to describe these sorts of things, right?

48:31
And that this problem solving framework that I'm talking about can be a way to help handle these issues right as they as they come up.

48:38
Because obviously when people stay silent about problems, that in and of itself becomes a problem, right?

48:43
And we, we know as quality practitioners that that can often lead to, to bigger problems.

48:48
So it's about 10 till I know we have about 10 minutes left.

48:52
I'm going to close out here and then we'll get to questions.

48:54
So if you can go back, I'm sorry, can you go back?

48:56
I'm sorry, Michael.

48:58
Yep, I was actually going to leave this up and then actually read some questions because I thought just to kind of keep on our time frame.

49:04
Yeah.

49:05
Yeah.

49:05
Great.

49:06
OK, so I'm going to get to this in just a second.

49:08
So let me just quickly recap, Right.

49:09
So we first started talking about, right, Tools are more effective when they have when they operate within a system, right?

49:14
And they have that concept, right.

49:15
Again, think of like a pro chef who's got the greatest knives but doesn't have a menu plan.

49:20
Secondly, I talked about like how these systems are built, right?

49:22
Some of the lessons that we learned.

49:24
I shared some of those things.

49:25
Hopefully that'll help you if you decide to pursue any of these or act on any ideas that you get coming out of this hour.

49:31
And then finally, right, talking about how these problems can, especially if they go unaddressed and really affect the morale and engagement.

49:38
So I've listed 5 resources here.

49:39
There's tons more out there, but these are some of the ones that I cited here in this hour.

49:44
So again, if you can go to the next slide here, you'll got the slides.

49:48
The slides will be made available if you want to research any of these.

49:51
But really, I would love to hear from you, right?

49:54
You can connect with me on LinkedIn.

49:56
I do have a sub stack every Sunday night.

49:59
If you I sign up for my sub stack every Sunday night, I send out a very short e-mail that is really covering the intersection between quality and leadership quality, continuous, improving the leadership.

50:09
But I send it out every Sunday night.

50:11
I really enjoy doing it.

50:12
I've been doing it for about two years now and it's a way to, again, keep the conversation going.

50:17
But here's my e-mail, my board of directors, e-mail, my Gmail.

50:20
Feel free to reach out again.

50:22
I'll connect with you on LinkedIn and I think with that, we can go to questions and I'll make sure that those resources and your contact information are in the follow up with Mandy too, just in case anybody missed that.

50:35
So we do have a question for you, Richard.

50:39
As you already pointed out in the five s s of sustain in the finish, the problem quotes, what exactly should be considered as done here quotes again, when do we stop monitoring slash tracking the results?

50:56
Do you think the monitoring tracking should be part of the framework?

51:00
That's like couple of questions and one big question.

51:05
Yeah, so great question.

51:07
So let me just kind of break this down as I wipe the wet from my forehead in this very warm room.

51:14
OK?

51:15
So, yeah, as any of you know, 5S, right, the last S is sustained, right?

51:19
And that's often the most important step in the process.

51:22
But it does bring up some really good questions here which the questioner has posed, right?

51:27
Like when do you like stop the tracking?

51:29
When do you, you know, think The thing is over, right?

51:33
When is it actually done right?

51:34
And I would say it really depends because we've had, and I'll give you a couple of examples.

51:40
One of the problems that we encounter in the inheritance space, apologies for any of you that live in New Jersey, but the inheritance process for residents of New Jersey is very, let's just say cumbersome, right?

51:55
state of New Jersey has had an inheritance tax on its books and in its tax code for over 100 years.

52:02
So they're not changing the same time zoom and it requires paperwork that that is outside of my team's locus of control.

52:11
It's even outside of Vanguard's control because this is not a form that our, our, our clients have to fill this form out, but it's New Jersey's form, right?

52:18
And so there's only so much that we can do.

52:20
And so as we started to problem solve this, we pretty quickly realized, hey, there's only so much that we can do right before it gets out of our locus of control.

52:28
Now when we get to that point, we can decide, hey, do we set up a meeting with New Jersey tax officials to say, Hey, there's a problem with your form?

52:36
Or like my front, my team, they're just busy answering the phone all day.

52:40
They don't necessarily get into technical issues with the platform or the system or the app or the CRM system, right?

52:47
So when they encountered systems that cause them problems during the day, they're not programmers, they're not coders, they're not product owners.

52:55
What do we do?

52:56
Well, one problem, we called it done when we just collected all those ideas, met with the product owner and then gave them our wish list.

53:04
So we sort of handed it off to them and then we said, OK, we're going to call this done as it relates to our board.

53:09
So I would say it sort of depends.

53:10
But when you start to bump up against a locus of control that's above your level, that's maybe when you either have to roadblock it with a senior leader or send it to the team that really has the ability to solve that problem.

53:23
I got to talk more on this, but I know we got a couple others here.

53:26
Michael.

53:27
Sure.

53:27
I'll give you another question.

53:28
Another question is how do you stop the constant human error related to documentation?

53:34
We come across the situation every time with the batch record where operators do not sign, do not sign for the task they perform.

53:45
Yes.

53:46
Yeah.

53:46
Another important question.

53:48
I guess the way I would sort of answer that, yeah, I was an English major in college, so I did not come to quality through my formal education.

53:57
But what you learn in, you know, studying English is, you know, attention, attention to detail matters, right?

54:03
And that's sort of what this question is alluding to, right?

54:07
So how do you deal with that, right?

54:08
Like the solution that I, which is what I tell my team every day, like the solution, every problem can't just be, well, tell the operator to pay more attention to detail, right?

54:16
Like that just can't be a solution.

54:19
So we want to try to mistake proof, right?

54:21
Use the Japanese term pokeo to mistake proof some of these processes.

54:25
Like I was on a call earlier today and this is the first time I've ever seen this happen.

54:29
There was a participant in the meeting when I was reading the team's chat like list of participants, there was a name I didn't recognize.

54:36
And when I realized afterwards that somebody had turned on the AI transcription function, right, for this meeting and it was starting capturing, as I'm sure a lot of you have seen, right transcription, whether it's on YouTube or some other platform can be a little wonky and be a little humorous, right?

54:50
Sometimes those tools are just getting better every day, like they're getting better and better all the time.

54:56
So I would hope that some of this problem will be addressed over time, but it's something that we as quality professionals always have to be, always have to be on guard for.

55:04
I'll give you 1 quick example.

55:05
That was the thing that made the headlines couple months ago.

55:08
It was a, a ********* error, a, a key stroke error at one of the largest banks in the United States.

55:17
And it was the difference between it was like somebody was trying to key in a refund check for a house closing or closing costs or something.

55:26
And the the refund was supposed to be something like $1200.

55:30
And the operator keyed in and it didn't get caught by the control processes.

55:34
Two different control processes didn't catch his error.

55:36
The error ended up being like 1.2 quadrillion dollars, which is just a like obscenely humorous amount of money because the bank didn't even like have anywhere near that.

55:47
But the fact that it was a human error, right?

55:49
It realized like, hey, This is why quality practitioners are going to stay in business for a very long time.

55:58
So we're getting really tight on time.

55:59
I'll, I'll ask one more question.

56:01
It's actually kind of related to the same question that you did have in there.

56:06
It said how because the first question was about how to stop the constant.

56:13
This one is any tips problem solving in the context of repetitive human errors on mistakes, for example, filling out forms.

56:21
So it's it's kind of building a little bit on that other question that's in there.

56:25
Yeah.

56:25
So I would say, you know, because we see it all the time in call center right repetitive errors.

56:29

And again, I think it just has to come back to what sort of unique innovative type 3, type 4 solutions can you come up with for that type of problem solving.

56:40
And you know, Smalley's book, right, you can't really see it here because I'm on blur mode.

56:46
But in his book Four Times Problems, if you watch the video right on YouTube, he talks about like ideas for how to get good robust type 4 problem solving right to come up with some of those innovative solutions to address some of these repetitive problems.

57:00
So again, it's not an unsolvable problem, but it may be bumping up against the limits of our imagination sometimes.

57:07
All right, well, I know we want to respect everybody's time.

57:10
Again, thank you all for your engagement.

57:13
I haven't seen nearly a fraction of the chat comments and questions.

57:17
So again, thanks to you, Michael, and appreciate.

57:21
But again, let's keep the conversation going.

57:23
Reach out to me on e-mail, reach out to me through LinkedIn or substack.

57:26
And I'm sure Mike will have more to say here in just a minute.

57:29
Yes, well, first and foremost, thank you so much Richard for all your help today as well as everyone taking the time.

57:35
Again, there is a short survey when you log out.

57:38
Please answer that.

57:39
There are some other questions that are in the chat.

57:42
So if there are, what we're going to do is get those questions answered by Richard and then that'll be in some of the follow up information that gets sent out.

57:51
So again, the slides are available in the chat.

57:54
There will be an after this event is done, might give it a day or two because now what we have is some more questions that I'd really like answered by the professional, i.e, Richard.

58:03
So we'll get him to answer those questions and then we'll get that all sent out to everyone as a thing.

58:08
So that may come in like a day or two.

58:10
So first and foremost, thank you everyone for being a member.

58:13
Thank you everyone for taking the time today and I hope everybody has a great day.