



**Manufacturers Alliance**  
Sharing Education & Resources Peer to Peer

## **EDUCATIONAL SEMINAR**

### **Developing a Problem Solving Culture**

*Practical perspectives on how individuals at all levels can  
solve problems.*

## **Pentair Flow Technology**

**Matt Kanz, Plant Manager**



# PROBLEM SOLVING

Manufacturers Alliance

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EXAMPLES FROM PENTAIR LOCATIONS

MINNEAPOLIS, MN &  
MILWAUKEE, WI



## Culture is EITHER intentionally or unintentionally created

Consistency is Comfort

Math, Facts, and Data

One Surprise Element

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ELEMENT ONE

CONSISTENCY IS COMFORT

## Be The Bus Driver



### STEPS TO BE THE "DRIVER"

- Leader Standard Work Required
  - Leads to Site Leader
  - Posted & Audited
- Follow set "Routes"
  - 6:45 AM – Floor
  - 9:30 AM – Everyone
  - One on One – Staff
- Speed of Trust
  - Intentionally Consistent
  - Accessibility is Accountability

## Are the Hero's in your Business Fire Fighters

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## Managing for Daily Improvement (MDI)

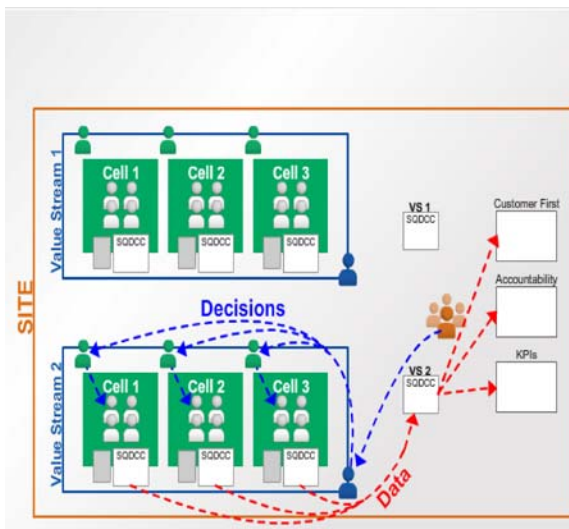
### MDI is the "Vehicle" to see

MDI happens at Cell, Value Stream, Functional and Site Level everyday  
**9:30AM – Site Roll-Up**

We Cover Safety, Quality, Delivery, Cost and Cash

Everyday there is communication from the Cell all the way to the Site Level

MDI Replaces Meetings – Content should be deep & impactful



### Linkage to the Cell Level

•PENTAIR

## At the Point of Impact

### LAYER ALIGNMENT BEGINS



- Leadership on the Floor
  - No paging or radios
- Cell Level
  - Problems are heard & seen
- Value Stream Level
  - Data blends with evidence
- Site Level
  - Facts with Math and data shape action

**Consistency is Comfort**

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ELEMENT TWO

MATH, FACTS AND DATA

## Math, Facts and Data

### LASER LIKE FOCUS

- Data “plants the seeds”
  - Collected by anyone / anytime
  - Don't be afraid of gaps or how clean
- Math helps “grow” solutions
  - Helps see something other “ME”
  - Moves off “Beaten Paths”
- Facts are the “Environment”
  - Some are generated some are out of our control
  - But you have to face it to fix it



### 3 R's (Remind, Reward, Repeat)

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## Run the situation to Ground



### PROBLEM SOLVING IS HARD

- Top Chart is “Top Shot”
  - Plot “Data” what happened with a simple Pareto
- Middle Chart is “Deeper”
  - Data becomes Details
  - “Math” starts to break to “second level Pareto”
- Invite the Owners
  - The Math, Facts and Data founders of a 5-why
  - **NOW**, owners of the Processes outside of the Point of Impact are invited to the Cell to PROBLEM SOLVE

### Math, Facts and Data are the building permits of process

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## Problem Solving “experience”

- Deeply engrained paths do not grow new solutions
- Solutions grow out of being ok with not being ok



**Being open to new paths is NOT easy**

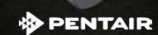
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We have to be ok with not being ok hence why the 3<sup>rd</sup> Element is most critical....

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## High Performing Teams Have Fun



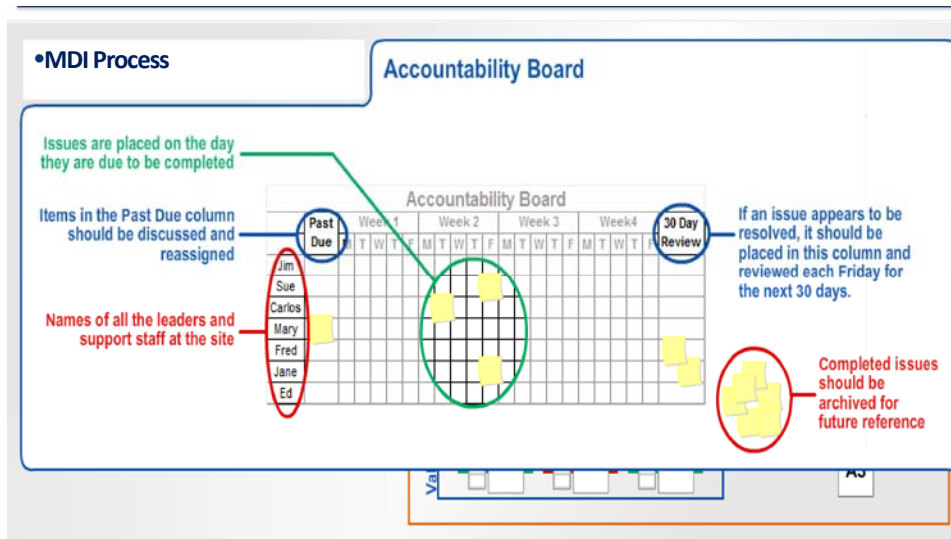
### SPEED OF TRUST IS GAINED IN HUMOR

- Humor is effective
  - Laughing breaks tension
- Leaders aren't Perfect
  - Not only admit it but laugh about it
  - Laughter instills trust
- Laughter is Confidence
  - Make fun of yourself
  - The Team realizes you know them well – These Cookies are Awesome!

## Accountability is found in High Performing Teams

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## • ACCOUNTABILITY BOARD PROCESS



Execution is Paramount – Action, Owner, Due Date

## Problem Solving Culture is Intentionally Created

Consistency is Comfort - Trust

Math, Facts, and Data – No Emotion

Have Fun – Accountability

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At Pentair, we believe the health of our world depends on reliable access to clean water. We deliver a comprehensive range of smart, sustainable water solutions to homes, business and industry around the world.

130 locations in 34 countries, Pentair's 10,000 employees are united in our unwavering belief that the future of water depends on us. Our 2017 revenue was \$2.8 billion, and we trade under PNR

If you would like more information my e-mail is  
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# THANK YOU

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*Thank you for joining us!*