

Practice Biopsy Breakdown of Toyota Way to Service Excellence

Chapter 2: The Toyota Way Continues to Evolve

In the last chapter we learned the concept of a 'service organization' is more complex than it might first appear. The best orgs do not see excellence as an accomplishment but rather a continual process or 'way of being.' The biggest fear of any Toyota president is 'complacency.' TW is about continuous improvement (Kaizen principles).

Lean Leadership Development

Telling your team to 'be more efficient' often leads them to feel and be lost. How do we actually cultivate a leadership style that will instill the values of lean efficiency and excellent service into our teams?

But it starts with you!

Toyota Way is designed to teach principles of ELS (Excellent Lean Service), rather than specific methodology. One such set of principles are the **TBP (Toyota Business Practices) - which is an 8-step problem solving process.** Which follows the kaizen principle of Plan-Do-Study-Act framework. (The first 5 steps are all planning)

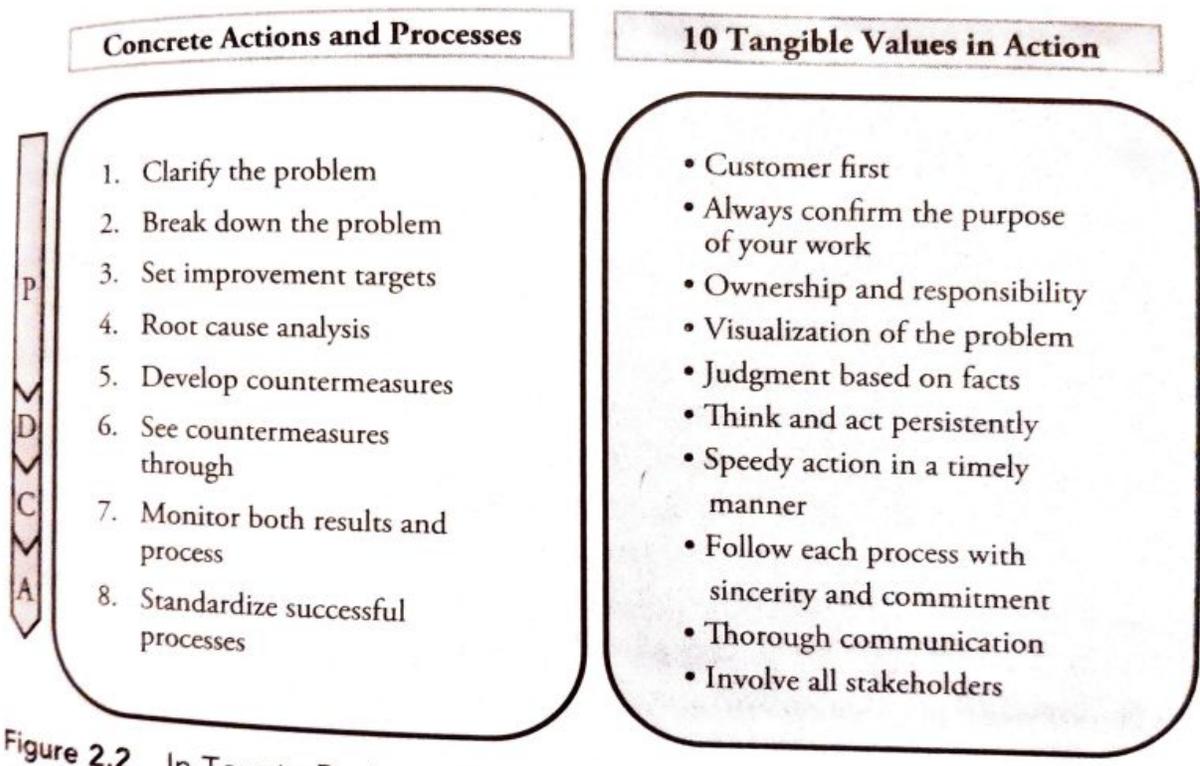


Figure 2.2 In Toyota Business Practices

The 8-Step TBP:

1) Clarify the problem

- a) Something in your practice isn't quite right. Don't jump to what it *should be*. Right now just focus on identify what doesn't seem quite right, or could be better in your dental practice system.

2) Break Down the Problem into Manageable Pieces

- a) Break down the problem into smaller and easier to manage pieces. Maybe the problem is missed phone calls during the day, but you break it down on further investigation to your Front Desk Staff has multiple interruptions, not enough phone lines, etc....smaller problems that result in the problem that got big enough for you to notice. Odds a problem is pretty big if you noticed it, and there are smaller mini-problems that you *didn't notice* which led to the problem you DID notice.
Solving these more manageable smaller problems, is easier, and more impactful than trying to tackle the big one.

3) Set your target

- a) You've identified the problem. What would you like the ideal state to actually be? How do you visualize once the problem is resolved? This is your target.

4) Root Cause Analysis

- a) The gaps that have been identified to work on are analyzed. "Why" is asked multiple times in order to get below the surface of the problem to unearth the underlying reason for the problem, so that the root cause can be attacked.

5) Develop Countermeasures

- a) These are *possible solutions* which you and your team propose. List out things that MIGHT solve the problem. We don't know if they are in fact a solution at this point, because the problem has not actually been solved. Oftentimes, we as the boss think we have the solution, and then it gets implemented, but we still see a problem. Maybe our idea was not the *true ideal solution*. It is a *possible solution* until proven otherwise. (Hypothesis)

6) See Countermeasures Through

- a) This is where you finally take an action after all of your planning to solve a problem (First 5 steps could take 5 minutes or a month). We try out our potential solutions. The rigour of steps 1 to 5 ensure that step 6 is not a 'shot in the dark.'

7) Monitor both Results and Process

- a) Checking to see if the experimental solutions are moving the outcome toward the target results that were set in step 3. BUT you must also be checking the process along the way to make sure your staff is properly implementing it! If you want to implement a new case presentation process -- its not just enough to 'see if the new process worked' you need to CHECK to make sure the team is actually doing, or able, to DO the new process? Is the implementation a success is just as much a question of is the actual result of the implementation a success? Lots of us miss this point. "*In Toyota it is commonly said that achieving results without a good process is simply luck*"

8) Standardize Successful Processes, adjust, and spread.

- a) This is where you reflect on your findings and determine what to do with the findings. Do you implement the new process? Or do you take what you learned and try a new potential solution? What did you learn from your experiment, what were the results of your new system?

DO NOT ALWAYS PUT THE ONUS ON YOURSELF TO DO THIS!
DELEGATE TO YOUR TEAM TO IDENTIFY AND SOLVE PROBLEMS!

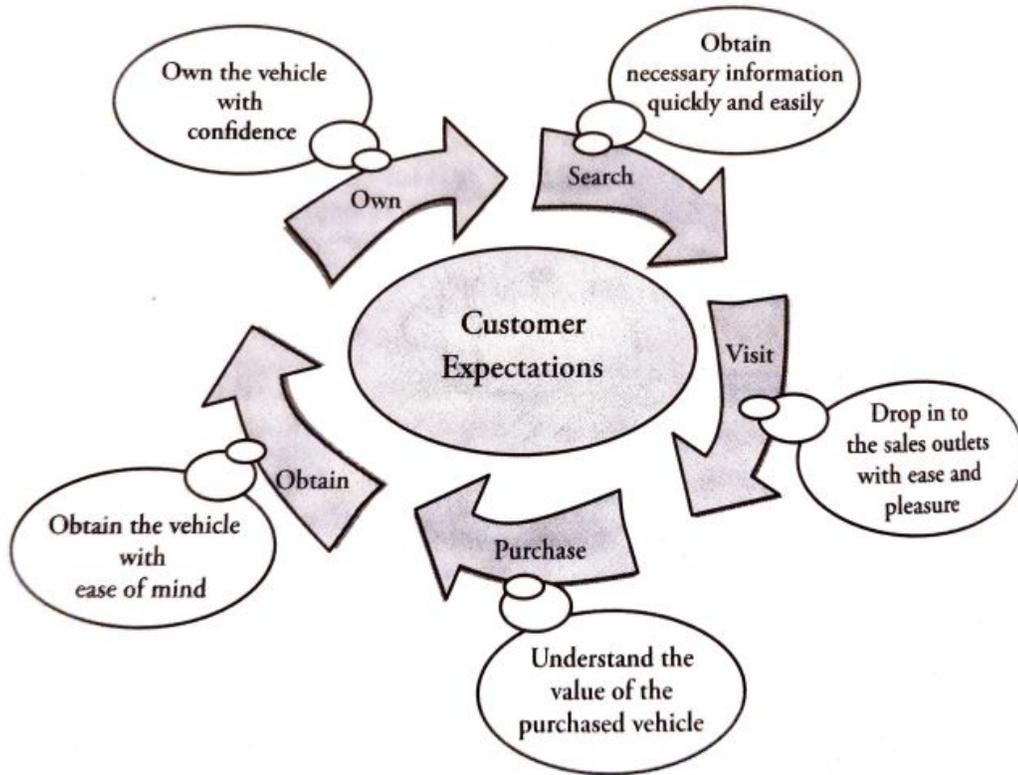
Ex: I've noticed that our collection percentage is not as high as it could be. What do you think we could do to improve it?

Then have them go through the process

They present the problem breakdown and potential solution, you guide them with implementation (boundaries) and evaluate the results!

"All processes in Toyota should be customer-focused. How are things from a customer viewpoint."

Here is a snippet from the book, I will re-phrase with dental terms



SEARCH: *The patient initially discovers your office and decides to contact you for an appointment. What are their preconceptions of your office? What is your reputation? Why have they chosen you vs a dental office down the street?*

VISIT: *The patient comes to your office for the first visit. What impression does the atmosphere of the office give. How does the flow of the first visit go? What type of experience is your patient having at this first visit to the office. The 'New Patient Experience.'*

PURCHASE: *This is your case presentation. The patient must here understand the value of the treatment to be purchased. How is the case presentation experience for the patient. Do they feel good about their purchase choice?*

OBTAIN: *They are obtaining the dental care. This is the patients experience of actually having the dental work done. Comfortable, vs painful. Pt feels confident vs questionable while you and your assistant are working.*

OWN: *This is the period of time after the dental care has been received. Post op calls? Sore when they went home? A letter from you after the appointment? Birthday cards? How do they think of you after they have 'owned' your dental work? Are they referring their family and friends to you?*

Systematically improve each of these processes in your practice.

"Learning is not the same as imitating. We cannot imitate the specific solutions that Toyota has evolved to deliver value to its customers." -- You can't copy EXACTLY what someone else did in their practice. Lots of dental consultants try to plug and chug their systems and charge dentists for it. Doesn't work that way. Learn the principles of systems developments and the fundamentals, and then you must make it your own for your specific landscape (which is different than everyone else's landscape).