



## **PROJECT REPORT**

### **PROFERO EVENT:**

Quality Project on 8D Problem-Solving

### **CONSULTANT:**

Chuck Richardson

### **COMPANY CONTACT:**

Joe Hellenga, Littelfuse Plant Quality Manager, Des Plaines, Illinois USA

### **BACKGROUND ON COMPANY/PROJECT:**

Littelfuse is a leading manufacturer of fuses for the automotive industry, with plants located around the world. They needed to train their trainers to have a consistent 8D (eight step discipline of problem solving common to the automotive industry) process and methodology and to be able to execute that methodology consistently. Per Joe Hellenga, Plant Quality Manager, "We wanted to design a train-the-trainer program for 8D, and we came to Profero because we've worked with them in the past and had good results."

### **BEFORE STATE:**

In June 2006, Profero consultant Chuck Richardson conducted a quality project for Littelfuse on 8D Problem Solving. He knew that Littelfuse wanted to customize training processes and materials so that their employees could train engineers at plants worldwide, and he trained a core group of employees in the details of 8D steps. "They already had 8D implemented, but people didn't have a great understanding of all the steps, so it was difficult for those employees to train others," he explained. "Of the 11 engineers, 5 of them will eventually be training other employees, so it was particularly important that those individuals comprehended each step of the 8D method." Throughout the project, Richardson utilized course materials for team problem-solving along with a sample presentation to illustrate the steps, using a train-the-trainers program that could be implemented at Littelfuse plants around the globe.

### **AFTER STATE:**

Hellenga affirmed that, "Before [Richardson] came in, we consulted with him about exactly what we wanted in terms of training and materials and he definitely delivered those results during the project."

### **RESULTS:**

The 3-day project included one day of talking and instructing, one day of training and ½ day of follow up with the train-the-trainer sessions. Hellenga noted that one of the most important improvements was "a document that Richardson gave us for training, which has been very useful so far."

Hellenga was confident that now that the Littelfuse engineers have detailed training in all 8D steps, "We're going to hit our deadlines on 8Ds and have better written 8Ds."



**CONCLUSION:**

Hellenga noted that although only five employees are currently impacted by the project, since those personnel are now able to train others in the new process, the whole business will soon be positively impacted and a culture of Lean change will begin to spread.

Hellenga was pleased with the results. "I thought it went very well; it was a great job and Richardson was easy to work with and he did exactly what we discussed. Every one at the plant that I've talked with has also commented on the fact that the project went very well."