

PathStone Group



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The 5 Whys

Agenda

1. The Whys: What is it ?
2. The 5 Whys purpose and benefits
3. The Analysis
4. Takeaways



Introduction

What is it ?

The 5 Why method is one of the most **effective** tools to use when problem solving, but it is also one of the **easiest** to use.

Its primary goal is to find the **exact reason that causes a given problem** by asking a sequence of "Why" questions.



Introduction

Purpose and Benefits

- When applying the 5 Whys technique, we want to get to the **essence of the problem** and then fix it.
- The 5 Whys may show us that the source of the problem is **quite unexpected**. Often, issues that are considered as a technical problem turn out to be human and process problems.
- Finding and **eliminating the root cause** is crucial if we want to avoid iteration of failures.



"The basis of Toyota's scientific approach is to ask why five times whenever we find a problem ... By repeating why five times, the nature of the problem as well as its solution becomes clear."

Taiichi Ohno

The 5 Whys

The Analysis:



The 5 Whys

The Analysis:

1. Form a team

Try to assemble a **team of people from different departments**. Each representative must be familiar with the process that is going to be investigated.

2. Define the problem

Discuss the problem with the team and **make a clear problem statement**. It will help to define the scope of the issue we are going to investigate.

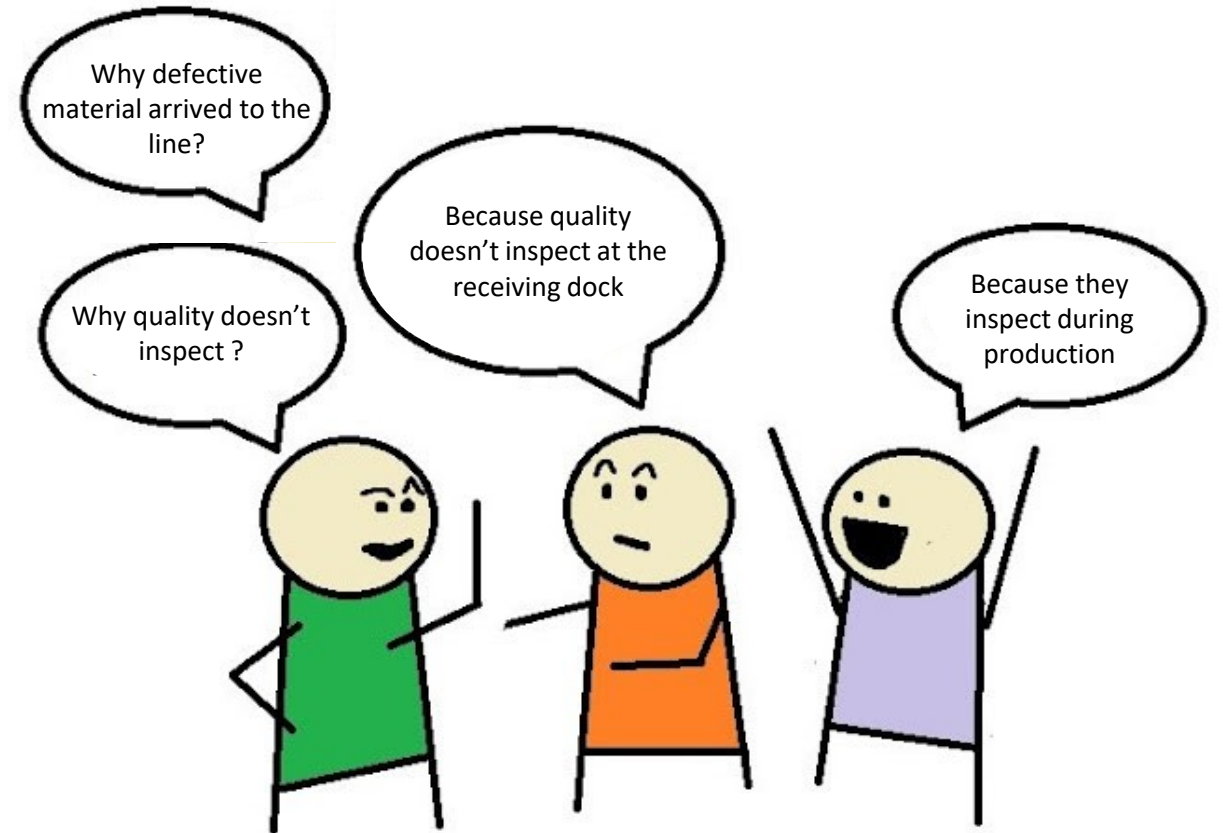


The 5 Whys

The Analysis:

3. Ask Why

Empower **one person to facilitate** the whole process. This team leader will ask the questions and try to keep the team focused. The answers should be based on facts and real data, rather than emotional opinions.



The 5 Whys

The Analysis:

3. Ask Why

Advice 1

Do not ask too many Whys. Focus on finding the root cause.

Advice 2

Sometimes there could be more than one root cause. In these cases, the 5 Whys analysis will look more like a matrix

The 5 Whys

The Analysis:

4. Take Action

The team members should be **responsible for applying the right actions** and observing the whole process.

The final case should be documented.



The 5 Whys

Problem

Customers wait too long on the phone at the end of the month



The 5 Whys



Problem	Customers wait too long on the phone at the end of the month
Why?	The last week of the month is the busiest for sales
Why?	The company offers more incentives to customers late in the month
Why?	Sales usually behind the goal late in the month
Why?	Customers have learned that if they wait, they will get incentives
Root Cause	Sales target are done on a monthly basis, letting a big deficit form the start of the period.

ACTION

Make weekly sales goals instead of monthly target to prevent getting behind

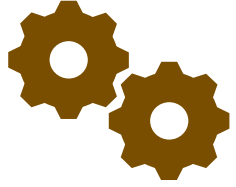
The 5 Whys

Problem

Persistent oil stains found on the packaged goods



The 5 Whys



Problem	Persistent oil stains on the packaged goods
Why?	Coolant is leaking from the packaging machine
Why?	A seal was damaged
Why?	Metal shavings got into the coolant
Why?	A screen on a coolant recycling pump was broken
Root Cause	The screen is located in a place where it was likely to be damaged by dropped parts.

ACTION

Redesign machine, add guard or lid to cover the screen

The 5 Whys

Problem

Tony had a car accident when coming to work



The 5 Whys



Problem

Tony had a car accident when coming to work

Why?

He was speeding at the road

Why?

He woke up late

Why?

The alarm clock didn't ring

Why?

Forgot to set it up

Root Cause

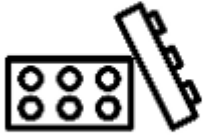
The alarm clock is old and doesn't have the option to setup an automatic reminder.

ACTION

Need a more reliable alarm clock, with automatic setup

The real reason Boeing's new plane crashed twice

LEARNING HUB



5 Whys

Vox

NEW



Airbus A320



▶ ◀ 🔊 1:29 / 5:59



TOOLBOX



5 Whys Worksheet

PathStone Group		5 WHYS ROOT CAUSE ANALYSIS WORKSHEET	
DEFINE THE PROBLEM	<input type="text"/>		
WHY IS THIS A PROBLEM?	PRIMARY CAUSE Why is it happening? 1 It is happening because		
	Why is that? 2 It is happening because		
	Why is that? 3 It is happening because		
	Why is that? 4 It is happening because		
	Why is that? 5 It is happening because	ROOT CAUSE	
<small>NOTE: If the final "Why" has no controllable solution, return to the previous "Why."</small>			
CORRECTIVE ACTION TO TAKE	CORRECTIVE ACTION Describe action here	PARTY RESPONSIBLE <input type="text"/>	
		DATE ACTION TO BEGIN <input type="text"/>	
		DATE TO COMPLETE <input type="text"/>	

Takeaways

- The 5 Whys method helps the **team** to **focus** on finding the root cause of a problem.
- It encourages each team member to **share ideas** for continuous improvement.
- Is highly recommended to use the 5 Whys together with the **Cause-Effect (Fishbone) diagram analysis**.
- It provides the team **confidence** that it can eliminate any problem and prevent the process from recurring failures.



Thank You



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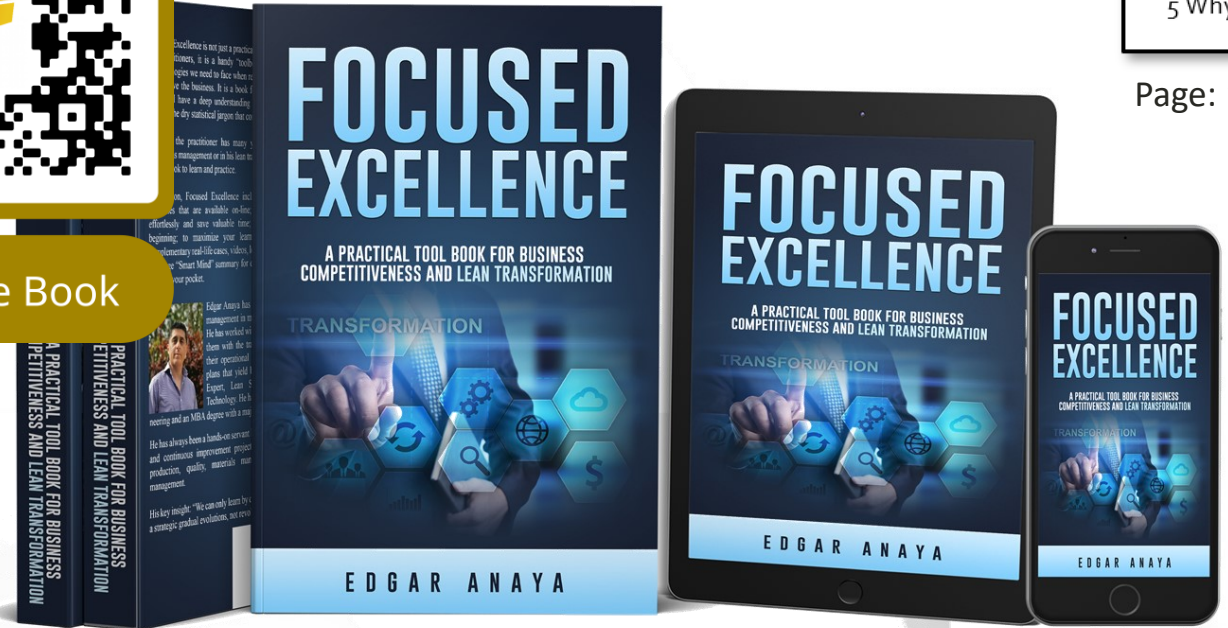
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TOPIC



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by Edgar Anaya
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