

Notes:

5-Why Analysis

Key Learning Points

1. Describe the importance of 5-Why Analysis.
2. Explain how to complete 5-Why Analysis.
3. Utilize 5-Why Analysis in improvement projects.

What is a 5-Why Analysis?

It is necessary to look deeper into potential causes of causes to move from surface level potential causes to potential root causes.

One tool that helps to do this is 5-WHY Analysis. This tool is a qualitative tool that helps identify potential causes of problems.

The challenge is to find potential causes for those current circumstances for which effective solutions can be generated to prevent reoccurrence.

5-Why is the heart of cause and effect analysis and the fish bone diagram. It can be used separately or as a fish bone diagram.

Examples of 5-Why Analysis

Healthcare

| Improvement Opportunities | Why? | Why? | Why? | Why? | Why? |
|---|---|--|--|------|------|
| Patients without orders | Patient forgets orders | Patient received but did not bring order | Patient received but did not know to bring order | | |
| Inappropriate staffing to meet demands | Changing employee expectations | Changing industry standards | | | |
| Inconsistent method of obtaining benefits | Limited training and consistent process | | | | |

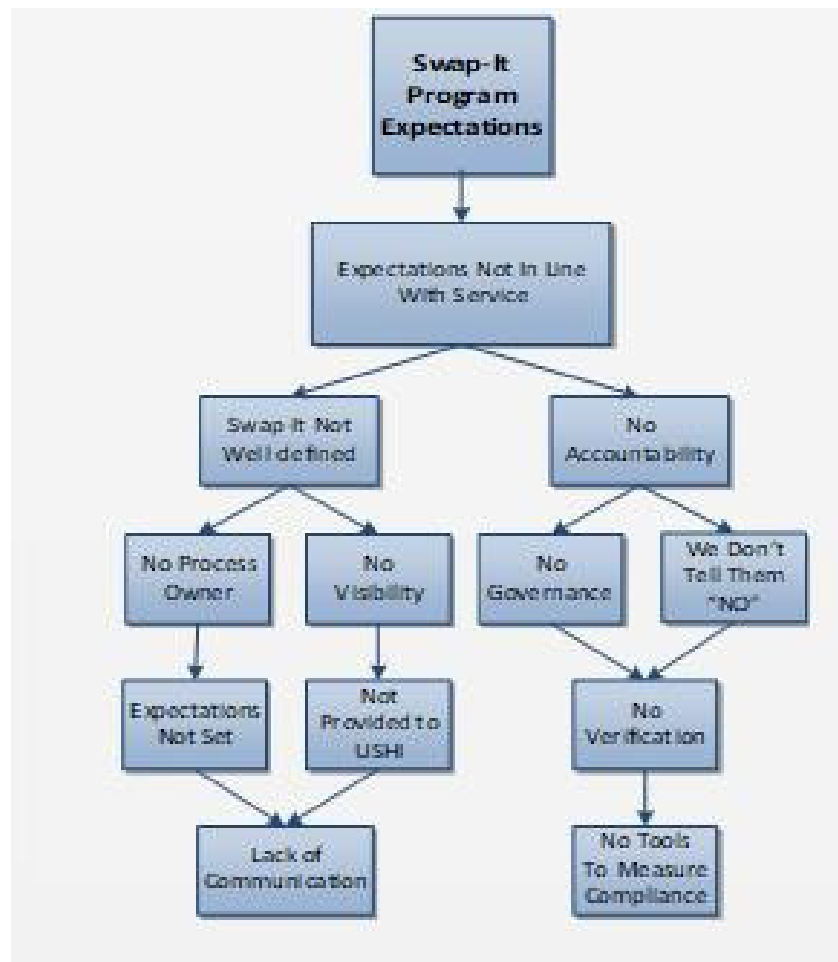
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Manufacturing

5 Whys

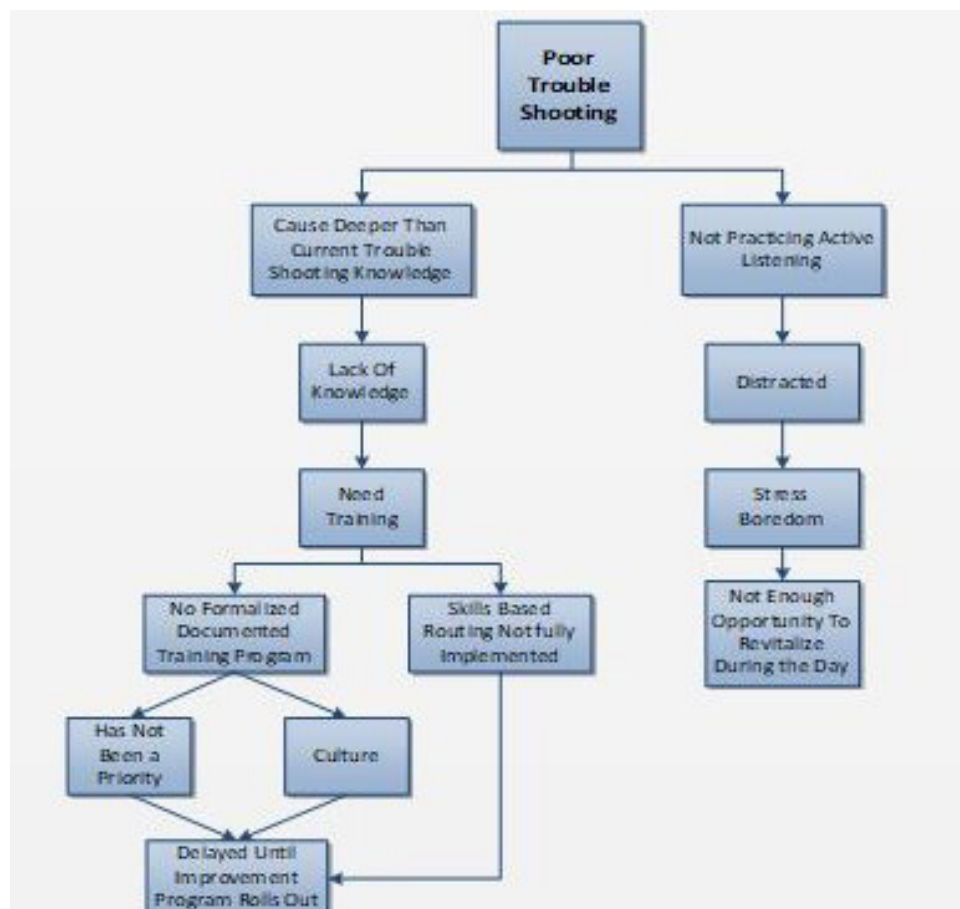
| Opportunity for Improvement | Category | Why? | Why? | Why? | Why? | Why? |
|-----------------------------------|--------------------------|--|--|--|---|------|
| Reducing waste in Food Production | People | Not following Processes | Lack of or incomplete Training | Staff are trained quickly d/t staff shortages | PRC approval process time consuming | |
| | | No Accountability | Lack of Sup oversight during tray line set up. | Supr are printing tray tickets | Short staffed | |
| | | Process not communicated properly | Oral or Written communication inconsistent | Paper copies of minutes not always read. | Access to PC, time. | |
| | Not using Panning Charts | Only one Panning chart per kitchen. | thought was that they could "share book" | Each station had its own sheet. Left handed/right handed. Turned into a Personal preference. | Sheets were not returned to book/lost. | |
| | | Lack of education as to why they need to be followed | Need to meet the Meal Service time | Was not a priority lack of additional/needed time for training. | Other overriding priorities at the time | |
| | | | No resource time/staff for training. | | Budget/FTE | |

Examples of 5-Why Analysis



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The Jefferson Memorial

By asking “why, why, why?”, the National Parks Service solves a chronic problem and discovers the true (and surprising) reason why this National Monument was deteriorating.

One of the most popular and memorable segments ever produced in this series. It is a vivid example to dramatize the value of identifying the true, root cause of any problem.

Steps to Conduct 5-Why Analysis

1. Write down the specific problem statement. Writing the issue helps you formalize the problem and describe it completely. It also helps a team focus on the same problem.
2. Ask Why the problem happens and write the answer down below the problem.
3. If the answer you just provided doesn't identify the root cause of the problem that you wrote down in Step 1, ask Why again and write that answer

down.

4. Loop back to step 3 until the team is in agreement that the problem's root cause is identified. This may take fewer or more than five rounds.

When Should A 5-Why Analysis Be Used?

A 5-Why cause and effect analysis is used in the Measure step to identify potential causes of the problem.

It is a team tool to brainstorm what the team and subject matter experts are knowledgeable about the problem in question, to identify as many potential causes of the problem as possible.

Important Points

- 5-Why analysis is often done when trying to determine causes on a cause-effect diagram.
- You do not always need to ask why five times. The idea is that you keep asking until you are confident you have reached a root cause of the problem.
- 5-Why analysis is also useful in day-to-day business life.

Pitfalls to Avoid

Avoid believing 5-Why cause and effect analysis generates root causes. It only means you have identified potential cause(s) of the problem. It means you have generated possible causes and they must be proven before any solutions can be implemented.

As a team do not be lazy when brainstorming for 5-Why analysis. The intent is to broaden your thinking to possibly capture what later may be the real root causes.

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