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# Problem Solving Tools

## 5-Why Analysis

# About the Author

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Dan Burgos is an experienced business professional. With over 10 years of hands-on experience leading, and coaching organizations in identifying waste in their processes and leveraging break-through improvements.

Experienced in many industries, such as: Aerospace, Printing, Manufacturing, Distribution, Services, Government, among others.

As President of Alphanova Consulting, Dan helps middle market organizations improve their operations to become more efficient and profitable. While also focusing on developing a culture of continuous improvement.



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# The 5 Why Analysis

- **What is the 5 Why Analysis?**

- A simple problem solving tool that can help uncover the reason operational problems happen. Consists of asking why repeatedly when analyzing problems in order to get past symptoms and discover the root cause

- **How to Complete 5 Why Analysis**

1. Write down a problem statement for the problem you are trying to resolve
2. Ask why the problem happens and write it down on why #1 on the template
3. Repeat step 2 until the answer provides the root cause(s) of the problem
4. Strive to reach consensus among the team as to the root cause(s) of the problem
5. Some problems may have more than one root cause. Develop countermeasures for all root cause(s) of the problem, if possible

Note: Five is not the end point. Some problems require less, others more than asking why 5 times

- **Benefits**

- Helps identify root cause(s) of problems beyond the symptoms
- Identify the relationship between root causes
- Fosters collaboration and systems thinking



# 5-Why Problem-Solving

		DATE: 4/5/2011	Owner: Dan Burgos
<b>Pin-Point Problem</b>	<b>Problem Statement</b>	Machine operator hurt wrist while lifting material roll sitting at pallet.	
	<b>Why # 1</b>	Operator lifted material by pulling bag carrying material.	
	<b>Why # 2</b>	Material lifting is more comfortable and faster than lifting directly with hands.	
	<b>Why # 3</b>	Motion to transport rolls is awkward and uncomfortable.	
	<b>Why # 4</b>	Constant bending down.	
	<b>Why # 5</b>	Material is placed at floor level.	
	<b>Root Cause</b>	The employee chose to lift material using a bag to transport it in order to avoid bending down to floor because of ergonomic problem with material presentation.	
<b>Countermeasures</b>	<b>ACTION ITEMS</b>	1. Train all machine operators in correct material lifting method.	2. Develop improved material presentation and transportation system to facilitate transportation and reduce the bending motion for the operators.
	<b>Who</b>	Dan Burgos	Dan Burgos
	<b>When</b>	4/5/2011	4/29/2011
	<b>Status</b>	Communicated to leads.	Brainstorming ideas.
	<b>ACTION ITEMS</b>	3.	
	<b>Who</b>		
	<b>When</b>		
	<b>Status</b>		
	<b>ACTION ITEMS</b>	5.	6.
	<b>Who</b>		
	<b>When</b>		
	<b>Status</b>		
<b>Comments Updates</b>	The team designed and built a material handling cart that addressed the lifting and handling ergonomic concerns. Employees' feedback is very positive, they feel safer as they recognized anyone of them could have gotten hurt using the previous material handling & presentation method. The new cart is being used and more are being built to place on all the shop presses.		

SAMPLE



# 5-Why Problem-Solving

	DATE:	Owner:
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<b>Pin-Point Problem</b>	<b>Problem Statement</b>	
	<b>Why # 1</b>	
	<b>Why # 2</b>	
	<b>Why # 3</b>	
	<b>Why # 4</b>	
	<b>Why # 5</b>	
	<b>Root Cause</b>	

<b>Countermeasures</b>	<b>ACTION ITEMS</b>	1.	2.
	<b>Who</b>		
	<b>When</b>		
	<b>Status</b>		
	<b>ACTION ITEMS</b>	3.	4.
	<b>Who</b>		
	<b>When</b>		
	<b>Status</b>		
	<b>ACTION ITEMS</b>	5.	6.
	<b>Who</b>		
	<b>When</b>		
	<b>Status</b>		

<b>Comments Updates</b>	
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# ABOUT US

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We are Alphanova Consulting.

A Management Consultancy supporting middle market manufacturing, distribution, printing and service organizations through the implementation of operational excellence throughout their businesses.

We strive to build partnering relationships with our clients for their long-term success.

Let's partner for your improvement and growth!

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