

Issue Analysis

Understanding Root Causes of Issues

Intentions for this learning module

- You will understand values of addressing root causes instead of symptom maintenance..
- You will learn a two approaches for analyzing root causes of issues
- You will feel more comfortable in dealing with issues.

Symptom vs Root Cause

Symptoms

- Easy to see
- Sign of problem
- Superficial

Root Causes

- Hard to see
- Cause of Issue
- Requires analysis

Two Common Mistakes

- Focus first on one solution without dialog and consensus on the issue.
- Focus on a symptom instead of exploring the root cause of the issue. .

Two Common Approaches

- The 5 Whys
 - Determine the root cause by repeating the question “Why?” typically about five times to get to the root cause
- Fishbone (Ishikawa diagrams) Analysis
 - Causal diagram that identifies potential causes for an issue or problem based around appropriate categories.

Example of Five Whys?

- Issue: Sunday School had to limit programs due to not enough teachers.
 - Why? We had less people volunteer to teach this year.
 - Why? Parishioners who were interested in volunteering did not know more teachers were needed.
 - Why? The volunteer request announcement did not reach most of the parishioners.
 - Why? The church mailing list only reaches 25% of the community.
 - Why? Parishioners do not know how to subscribe to the church mailing list or prefer another method of communicating.

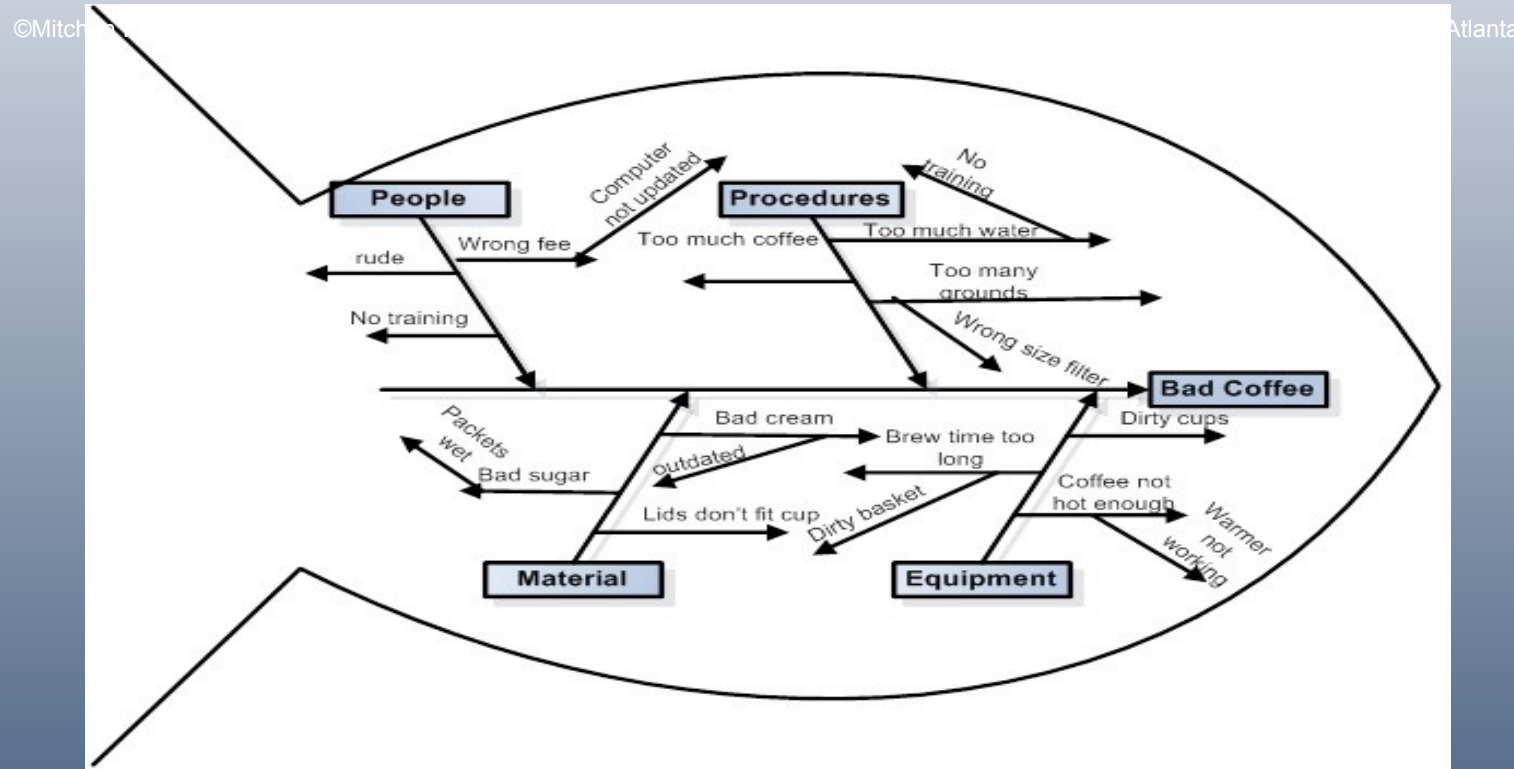
Five Why Approach - Why

- To Identify the hierarchy of root causes related to a singular issue.
- To identify root causes rather than symptoms of problems
- Useful with narrow issues where one main root cause may be involved.

Five Whys Analysis – How

1. Construct a clear problem statement and get consensus.
2. Repeatedly ask the question.. Why? five times. Using each succeeding answer as the body of the question.
3. Focus your energy in exploring solutions to the finally why answer.

Example of a Fishbone Analysis



Using Cause and Effect Diagrams to analyze issues and problems

Fishbone Analysis - Why

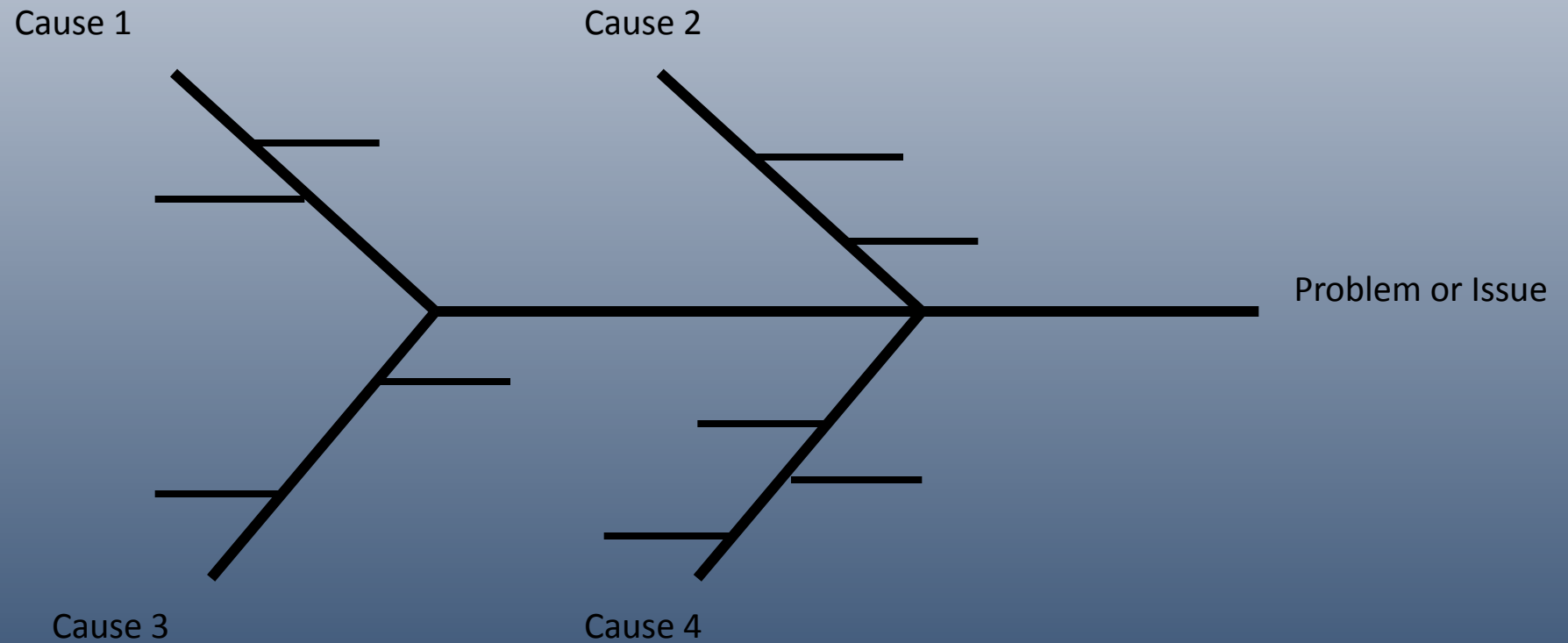
- To Identify, Explore and Graphically display all possible causes related to a problem.
- To identify root causes rather than symptoms of problems
- Useful with complex issues where one or more root cause may be involved.

Fishbone Analysis – How

1. Construct a clear problem statement and get consensus. Include what, where, when, and how much when describing the problem
2. Use brainstorming techniques to generate minor bones.
3. Build the Fishbone

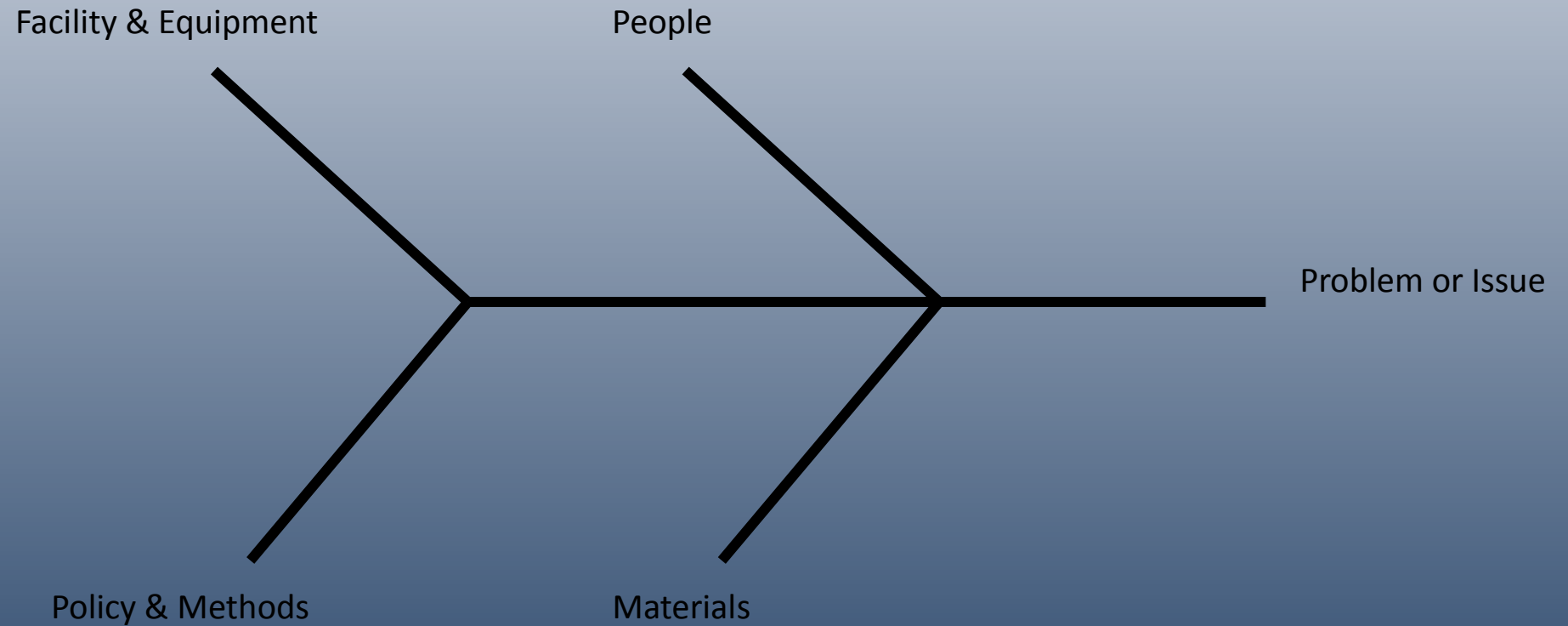
Cause Fishbone

In a Cause Fishbone, the major bones will relate to major causes (*You would have as many bones as major causes*).



Process Fishbone

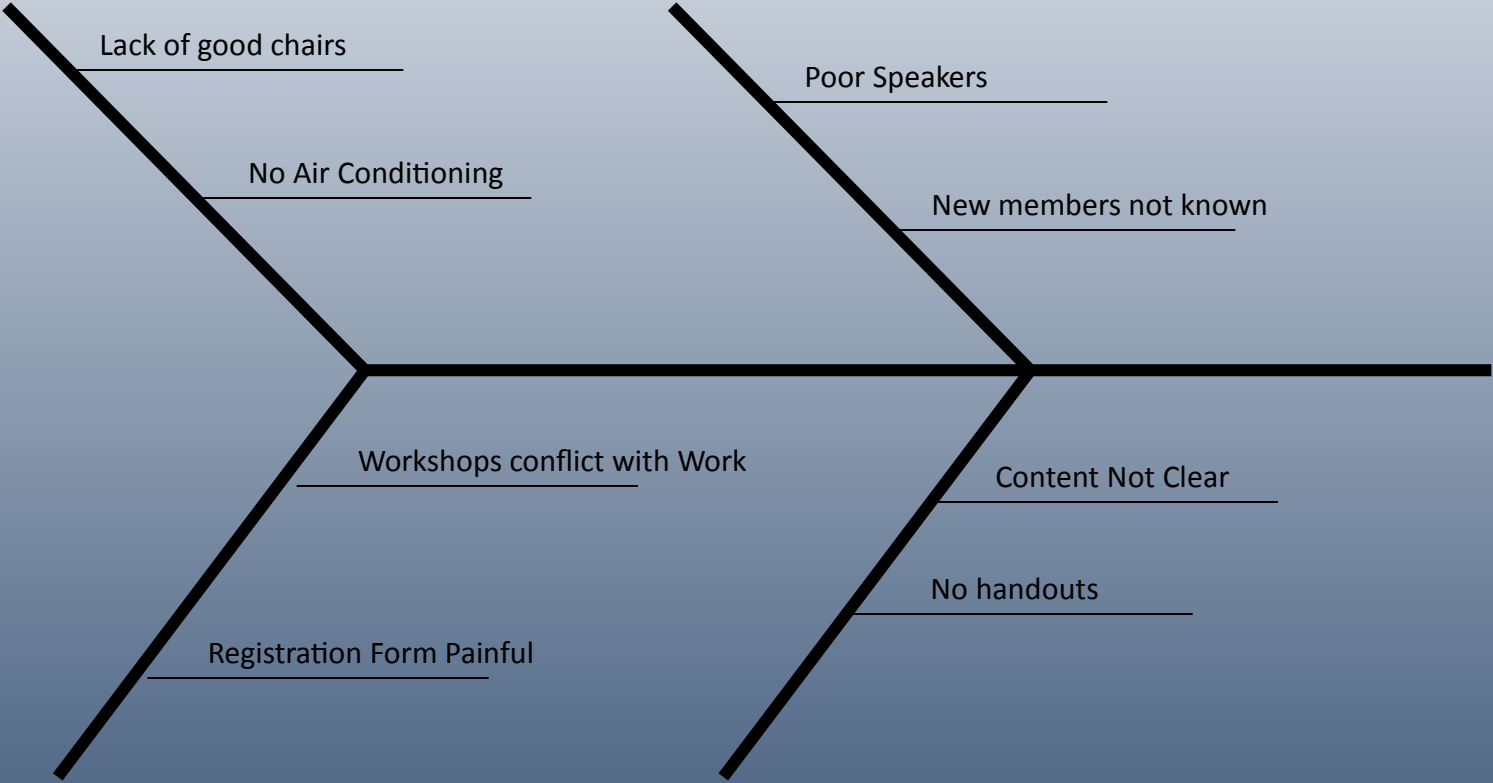
In a Process Fishbone, the major bones will relate to process pieces



Fishbone

Facility & Equipment

People



Lack of attendance at Educational Workshops

Fish Bone Example

- Stagnating Net Income from Festival
- Lack of Participation in Sunday School
- Space Conflicts among Ministries

Real Issue Fishbone

- Have everyone (silently) brainstorm two issues or problems the church is facing.
- Get in groups of 4-5 people.
- Have each person share their issues/problems without discussion.
- After all have shared, each grouping will need to identify one issue they will work on.
- Using an Flip Chart Sheet, lay out a process fishbone using the four Major Bones:
 - People
 - Materials
 - Policy & Methods
 - Facility & Equipment.

Slide linking to the next module?