BASIC CAUSE AND EFFECT
(The fish-bone diagram)

THE PRIMARY PURPOSE OF THIS TECHNIQUE IS TO HELP THE GROUP SOLVE PROBLEMS

1. State the problem.
2. Brainstorm possible CAUSES (not solutions!)
3. Remember WHO, WHAT, WHERE, WHY, WHEN, HOW
   (Put ideas in categories (MANPOWER) & subcategories (attitudes))
4. After brainstorming the diagram, then possible causes are voted upon to determine top-ranking probable causes and circle them.
   (When examining each cause, look for something that has changed. Shifts in patterns and deviations from the norm are often good clues in problem analysis.)
5. Rank-order the probable causes in order of importance.
   Vote to select the most likely probable cause.
6. Test the most probable cause. Measurements of variables may work or brainstorming may be useful. Whatever the team selects as a model for verification, it should be tried to see if it supports its conclusions.
7. Prepare a recommended solution.
8. Preparation and implementation of a recommended solution may also be achieved by brainstorming.
9. The recommended solution becomes part of the “Management Presentation”

CAUSE AND EFFECT can also be used in other ways as well:
Do a C&E when something is going well, to be able to repeat it!!
Do a C&E on a "Job Description" (as effect) to determine which components should be included to cause it to be right.
REMEMBER! WHO WHAT WHERE WHY WHEN HOW

OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING.
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.