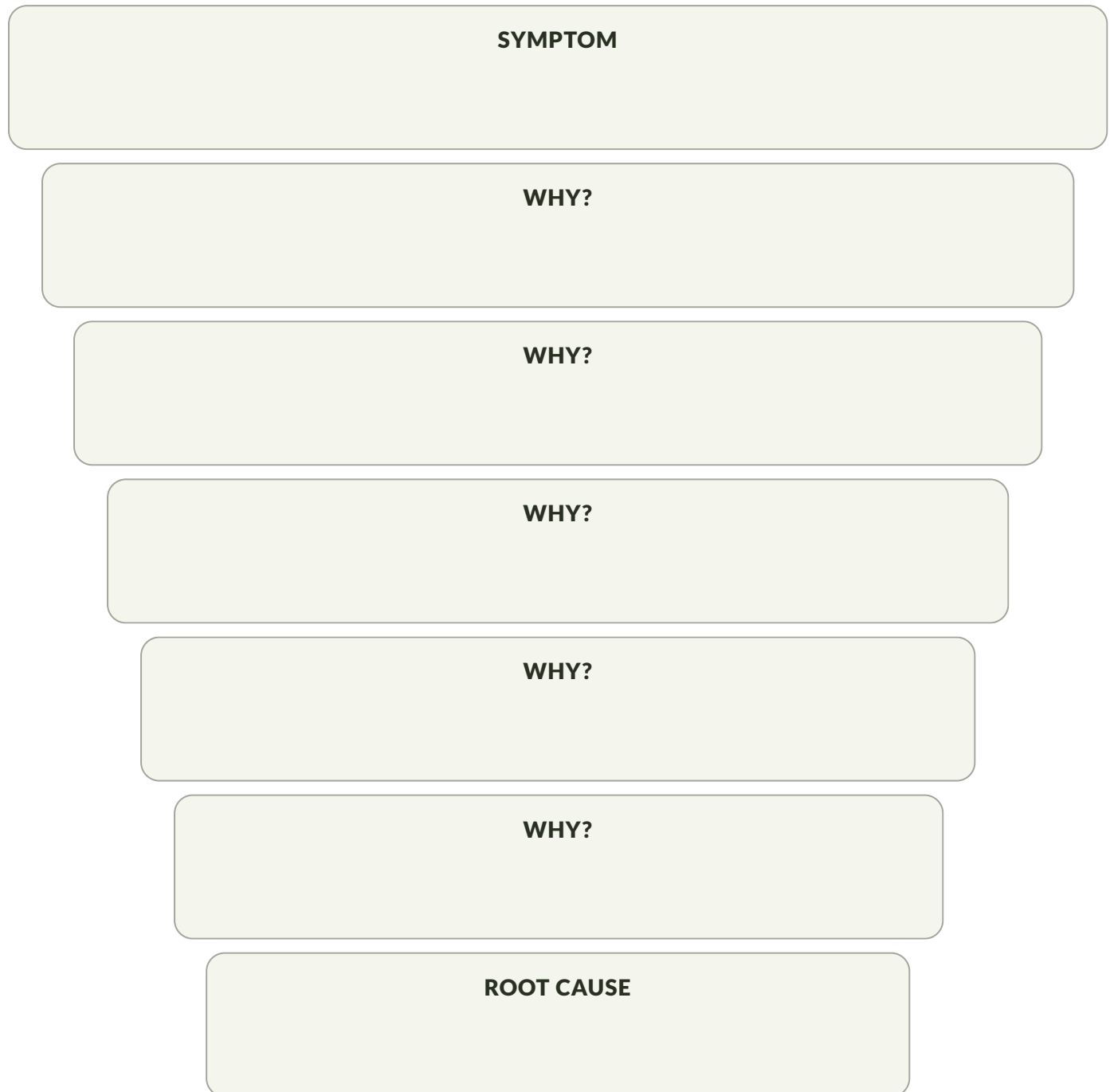


5 Whys

A root-cause tool: asks why five times until the real problem under the symptom shows itself. Origin: Toyota (Sakichi Toyoda & Taiichi Ohno)



- **SYMPTOM:** The starting problem - the observable symptom, stated plainly before you start digging. No causes yet, just what you can see.
- **WHY?:** First why. Begin with 'Because...' and answer the symptom directly - usually the surface cause.
- **WHY?:** Second why. 'Because...' that takes Why #1 one layer deeper, paraphrasing it rather than jumping topic.
- **WHY?:** Third why. 'Because...' - usually where an uncomfortable assumption starts to show.
- **WHY?:** Fourth why. 'Because...' - the belief or design choice underneath the last answer.
- **WHY?:** Fifth why. 'Because...' - the deepest link in the chain, one step from the root.
- **ROOT CAUSE:** The root cause: the fixable belief or broken system that, once changed, makes the symptom disappear.