



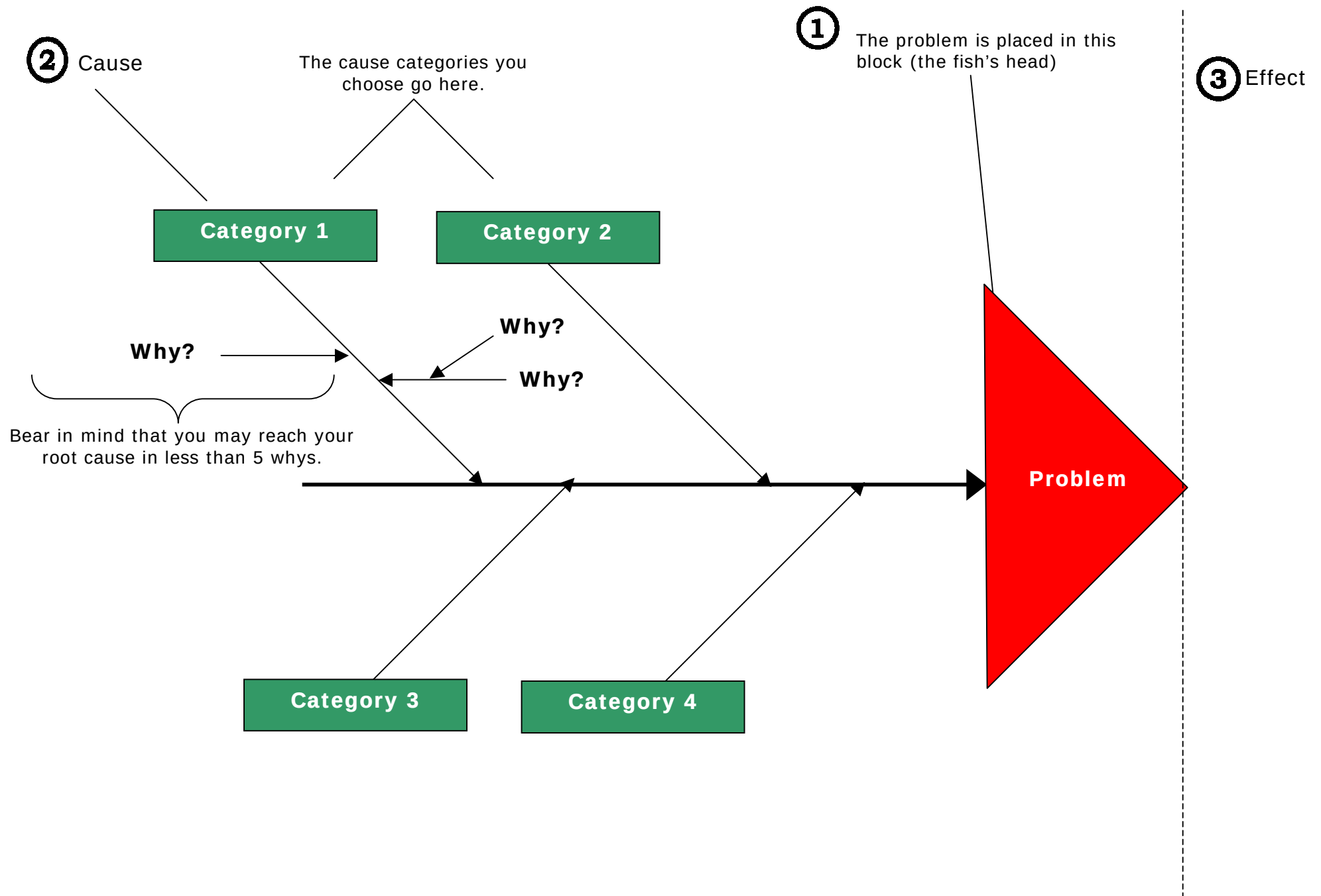
A Fishikawa Diagram, also known as an Ishikawa or Fishbone Diagram, is a tool designed to help us identify the root causes of a particular problem. By making use of this diagram we are able to hone in on specific categories and perform a 5-why analysis (known as drilling down to root cause) of each one's contribution to the problem.

Note: This tool is designed to help identify root causes of a problem and not necessarily provide solutions. However, by identifying the root causes of a problem we are able to refocus our line of enquiry and ensure that what we are treating is in fact the root cause of the problem, and not merely symptoms of it.

Below is an example of how to set up a Fishikawa Diagram, followed on the next page by a blank Fishikawa Diagram we will use as an example.

Common category groups for the Fishikawa include:

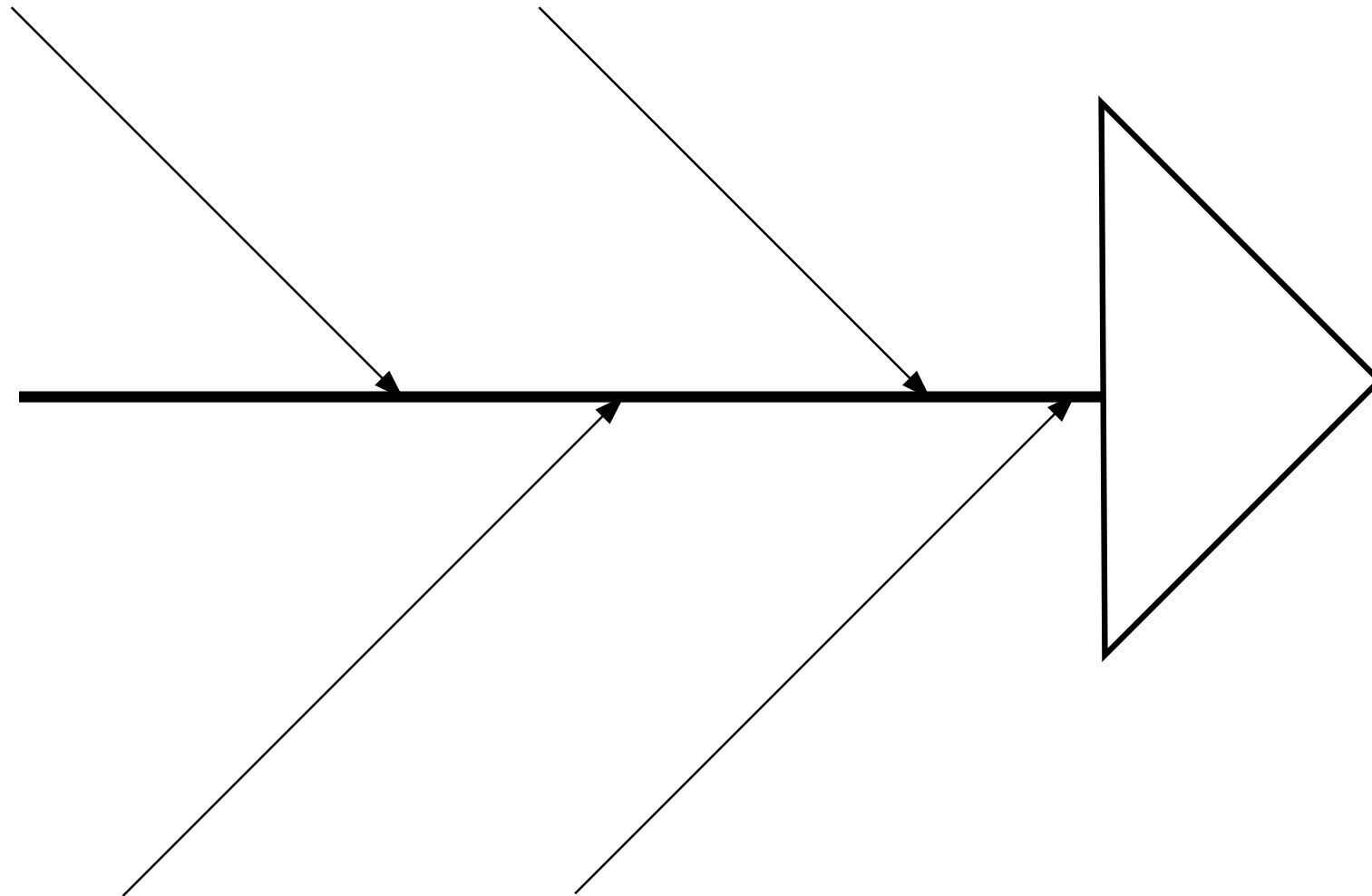
5S	Skills, Suppliers, Systems, Safety, Surroundings	service industry
4P	People, Plant/Place, Policies, Procedures	service industry
6M	Machine, Materials, Man, Mother Nature, Measurement, Method	manufacturing industry
3Ms and P	Materials, Methods, Machinery, People	manufacturing industry
8Ps	People, Price, Promotion, Policies, Procedures, Place, Processes, Product	Sales, service or administration industries





Cause

Effect



You may want to (but do not have to) use the 4Ps for this exercise: People, Plant/Place, Policies, Procedures