# Problem solving guide

## Procedure for recurring problems of major importance

### Problem definition - 6W and W-not

**Who?**
- 70% of employees in section A

**When?**
- Since Monday

**What?**
- Coffee does not taste good

**Why?**
- The coffee is too bitter

**Where?**
- Tea kitchen at section A

**How, how much, how often, how long?**
- 4 cups of coffee per person per day

**What / Where / Who not?**
- The team in section B is satisfied with the coffee there
- No complaints about the coffee in the canteen
- Tea in section A is unchanged
- Employees go to the café outside the plant during the break

**Effects**
- Late arrival for meetings as coffee is fetched from elsewhere → 40 min per day in total
- Lack of attention → Processing time per case increased by 10%

**Actions taken so far**
- Coffee machine cleaned
- ...

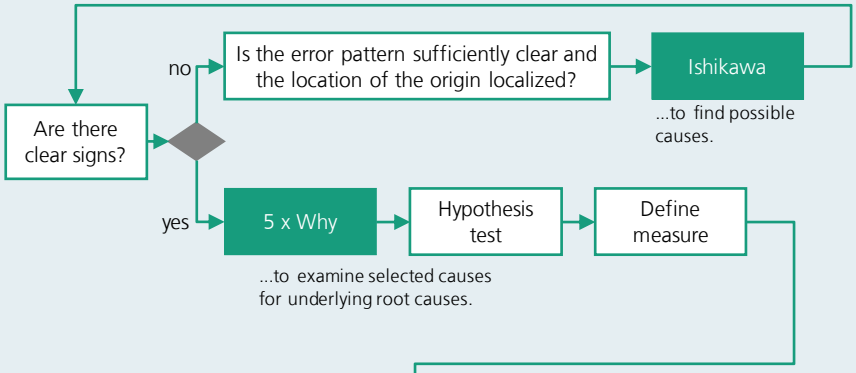
**Note:**
- Observe the actual state without making assumptions.
- Describe the process.
- Record data (requirements).
- Record as much information as possible in the first report.
- Good documentation and easy access to previous solutions are key to avoiding duplication of effort.

**Note:**
- The overall goal is the starting point for sub-goals.
- It is better to have several concrete goals than one unclear goal.

### Definition of objectives

**S** Specific **M** Measurable **A** Achievable **R** Relevant **T** Timely

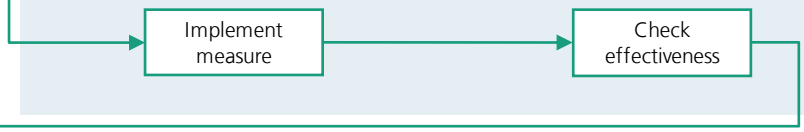
### Root cause analysis




**Note:**
- If the cause is already clear → go straight to implementation
- Stay pragmatic and don't try to test every idea if it's not absolutely necessary.
- If it becomes absurd, stop for a moment and consider whether the end of the analysis step has been reached.
- With Ishikawa, quantity is more important than quality.
- Do not allow stubborn ways of thinking, but challenge them to think in new ways.

**Note:**
- If there are several actions, determine a reasonable sequence.
- Effectiveness can only be verified if the objectives are well defined.

### Implementation & effectiveness monitoring




### Standardize


**Note:**
- Can the solution also be useful elsewhere?
- Also think about transferability to areas outside of production.

### Do you still have questions or need company-specific adaptations? Please contact us!

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