



# Lean Community of Practice 7/18/17 Meeting

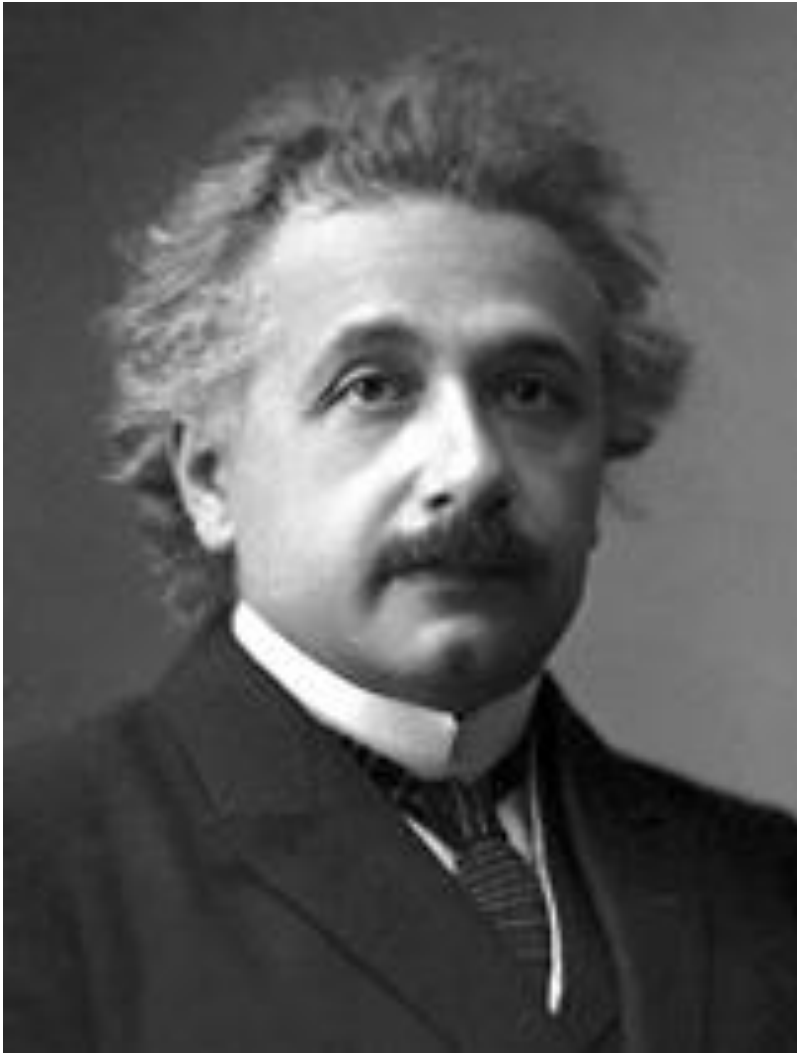
At the 7/18/17 meeting of the USC Lean COP, We discussed two tools frequently used in the Lean Process. These tools:

- A. The 5 Why's (Root Cause Analysis)
- B. Hensei (Deep Reflection)

Are just the latest instruments we have added to the Lean COP toolbox. Please see the exercise and link to the short video to learn more about the 5 Whys.

Video: <https://www.youtube.com/watch?v=BEQvq99PZwo>

# Problem Solving



“If I were given one hour to save the world, I would spend 59 minutes defining the problem and one minute solving it.”

- Albert Einstein

# 5 Whys



- 5 Whys is a SIMPLE but POWERFUL technique for uncovering the root cause of a problem when you lack data regarding why the problem is occurring.
- If we don't solve problems at the level of the root cause, we risk the same problem resurfacing in the future.

# Harley Davidson Story



- Reliability Problems
- Retraining the Management
- Ask Why 5 Times
- Finding the True Source of the Problem

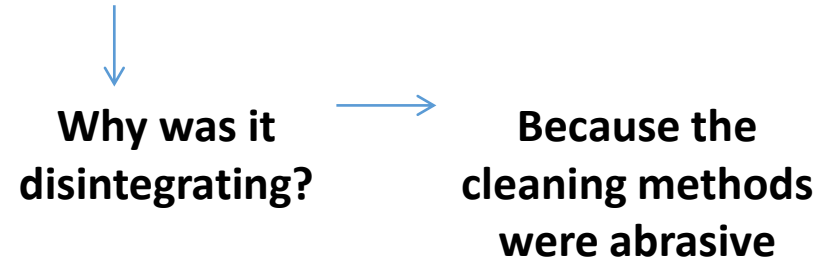


# Exercise and Video

# 5 Whys Example



**Problem:** The Jefferson Memorial was disintegrating rapidly



Why?  
Why?  
Why?

**Root Cause!**

**Five Why Analysis** helps drive to source of the problem.

The actual technique can take more or fewer iterations.

How many whys did it take to get to the root cause of the Jefferson Memorial's problem?



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# HANSEI Reflection

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Lean Community of Practice

# HANSEI

*“Without hansei it is impossible to have kaizen.”* – Jeffery Liker, *The Toyota Way*

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## What is it?

- *Process of reflecting on ideas or experiences in order to learn from successes or failures to improve oneself in the future.*
- *Key step in kaizen, both for personal improvement and for process improvement in business.*

## Why use it?

- *Ensures you understand the causes of success or failure*
- *Avoids repeating the same mistakes in the future*
- *Reinforces our sense of humility so we don't stop learning and improving ourselves*



## KEY ELEMENTS OF HANSEI

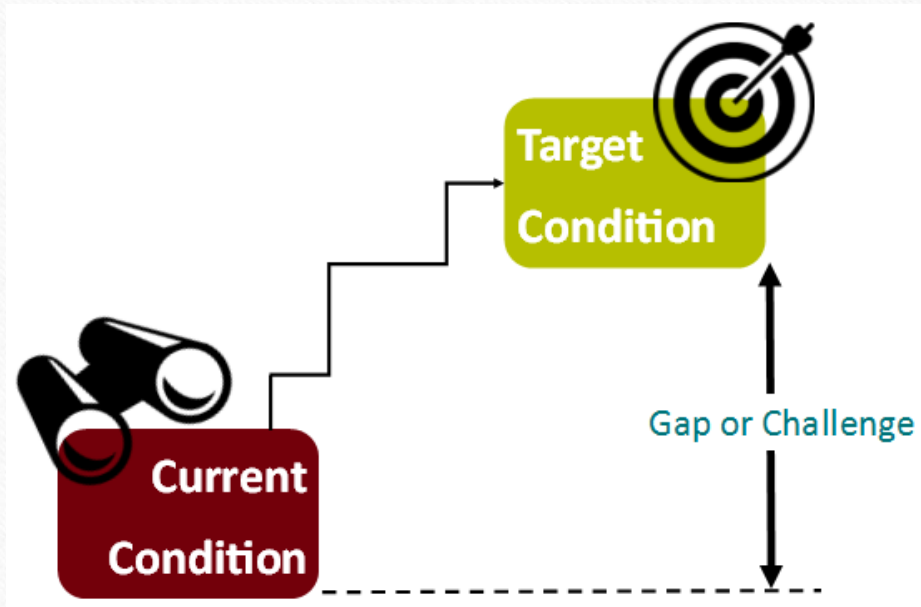
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- Helps the individual recognize a problem
- Allows individuals to accept responsibility of a problem with a higher level of emotion
- Pushes the individual towards a plan of action to improve

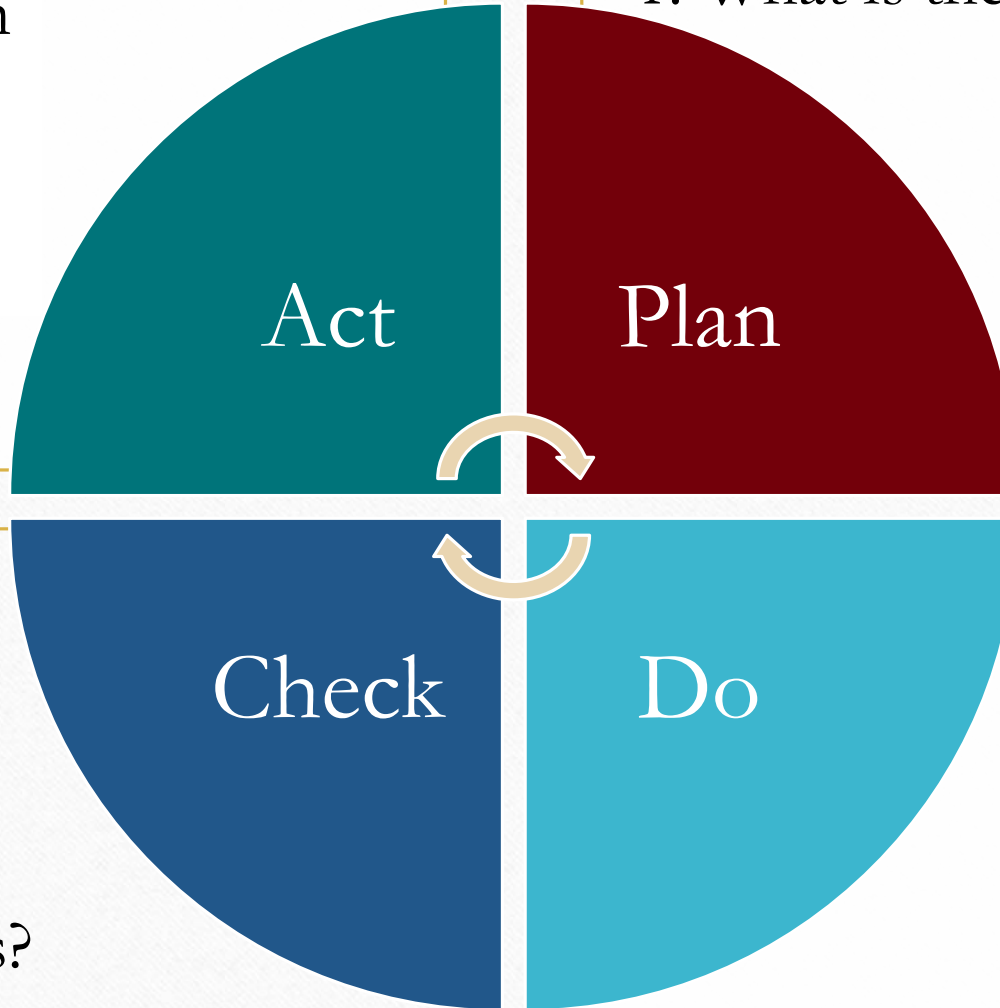
## HOW DO I DO IT?

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- Confront the facts of your actions and behavior that resulted in success or failure
- Use the 5 Whys technique to understand the reasoning and assumptions behind your actions
- Question the validity of your assumptions
- Define alternative assumptions, reasoning and/or actions in the context of the situation being reflected upon

6. What did you learn about reaching the target?



1. What is the target at this process?
2. What is the current condition?
3. What obstacles are preventing you from reaching the target?

5. What is working?  
Are you getting the planned results?

4. What obstacles are you addressing?

THE SIX QUESTIONS WE SHOULD ASK

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- What part of that failed conversation today should I own? How would I approach that person differently in the future? Regret & repair the relationship.
- Is that program/deliverable/process still fruitful or should we consider strategically abandoning it? Why do I want to keep it even if it doesn't produce results? Why do I get defensive when others question its validity?
- When I built that new process, did I think of the internal up/down-stream users and the customer perspective? Or only that it made my office work easier?
- At the end of a project how often do you meet to identify problems, countermeasures, and communicate to others so the mistakes are repeated?

# PURSUE PERFECTION

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HANSEI (relentless reflection)  
+ KAIZEN (continuous improvement)  
= LEARNING ORGANIZATION

“

Hansei is much deeper than reflection. It is really being honest about your own weaknesses. If you are talking about only your strengths, you are bragging. If you are recognizing your weaknesses with sincerity, it is a high level of strength.

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Jeffery Liker, *The Toyota Way*

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Villafuerte, Jaime. 2013. *The Lean 6 Sigma Deployment Memory Jogger*. New Hampshire: GOAL/QPC

<http://www.kaizen-news.com/hansei/>