

5WCSQ

FUJITSU

shaping tomorrow with you

Why-why analysis with five Layers methodology for IT Projects

-Recommendation for both members and their organizations to solve problems together-

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**I am a seminar leader certified by
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was awarded the Continuing
Professional Education Provider of
the Year award.**

Get & Provide Kaizen skills FUJITSU



Table of Contents

1. Introduction
2. Five layers model
3. Verification of the root cause
4. Identification of the problem
5. Conclusion

A large yellow scroll graphic with a thin black border, featuring a vertical strip on the left side and a small scroll-up icon at the top right corner. The text "1. Introduction" is centered on the scroll.

1. Introduction

1.2 Is “5-Why” analysis easy ?

“Why”

That's all!!

“Why”

Really ??

“Why”

“Why”

I disagree it for

“Why”

IT projects!

1.3 Factories and IT projects

Difference	Factories	IT Projects
Products	Repeated	Unique
Level of Standards	Detail (Seconds)	Sequence (Hours)
Observation		

Seconds vs. Hours



Seconds = Sprinter

Hours = Marathon




Factories

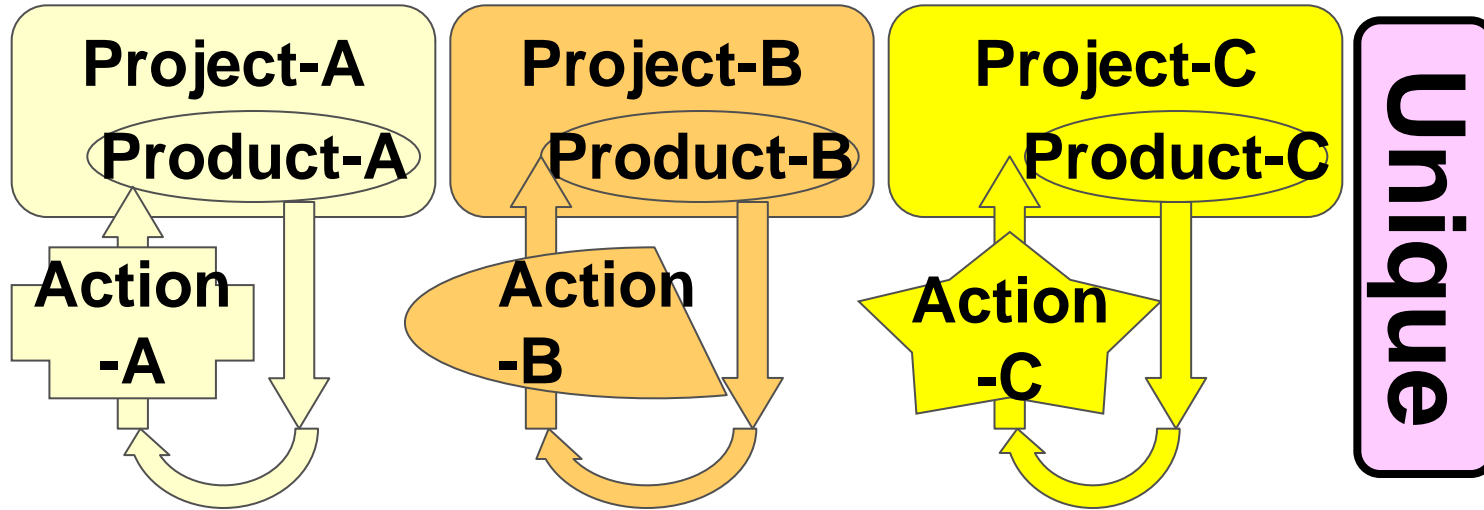
IT Projects

1.3 Factories and IT projects

	Factories	IT Projects
Products	Repeated	Unique
Level of Standards	Detail (Seconds)	Sequence (Hours)
Observation	Possible	impossible

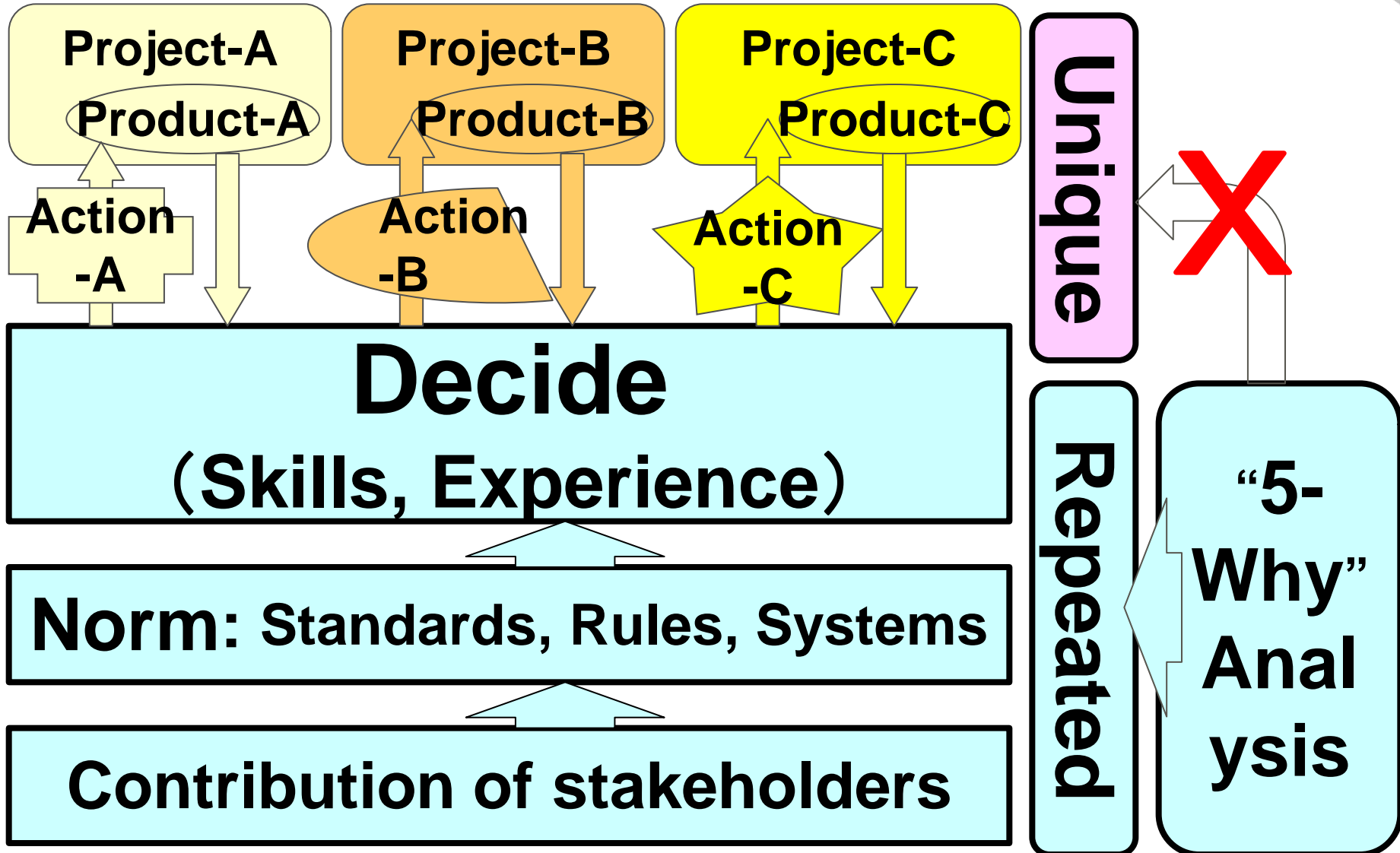


1.4 Unique actions in IT projects



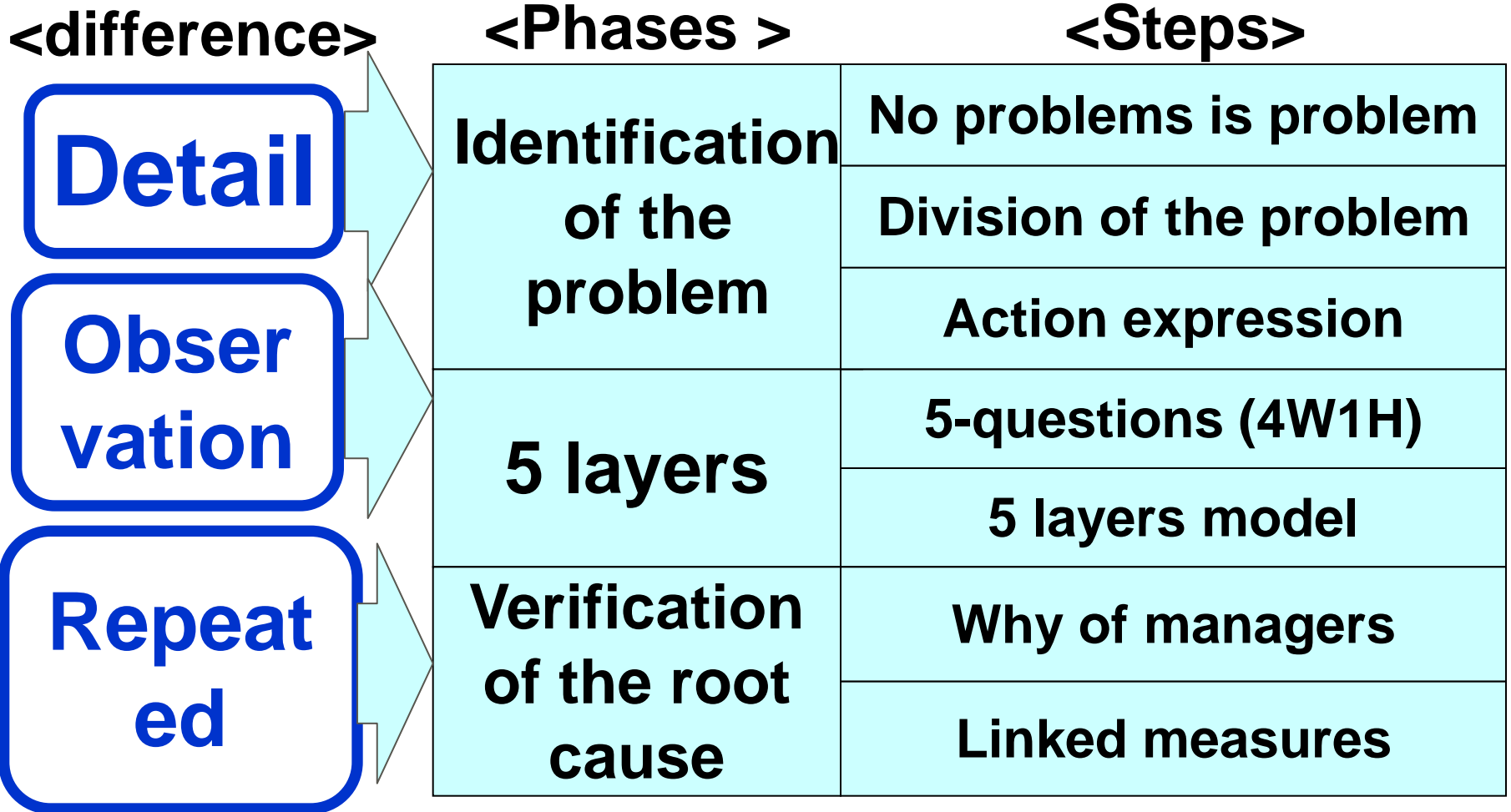
- Skills and experiences.
- Standards and rules
- Support of stakeholders.

1.5 Repeated actions in IT projects

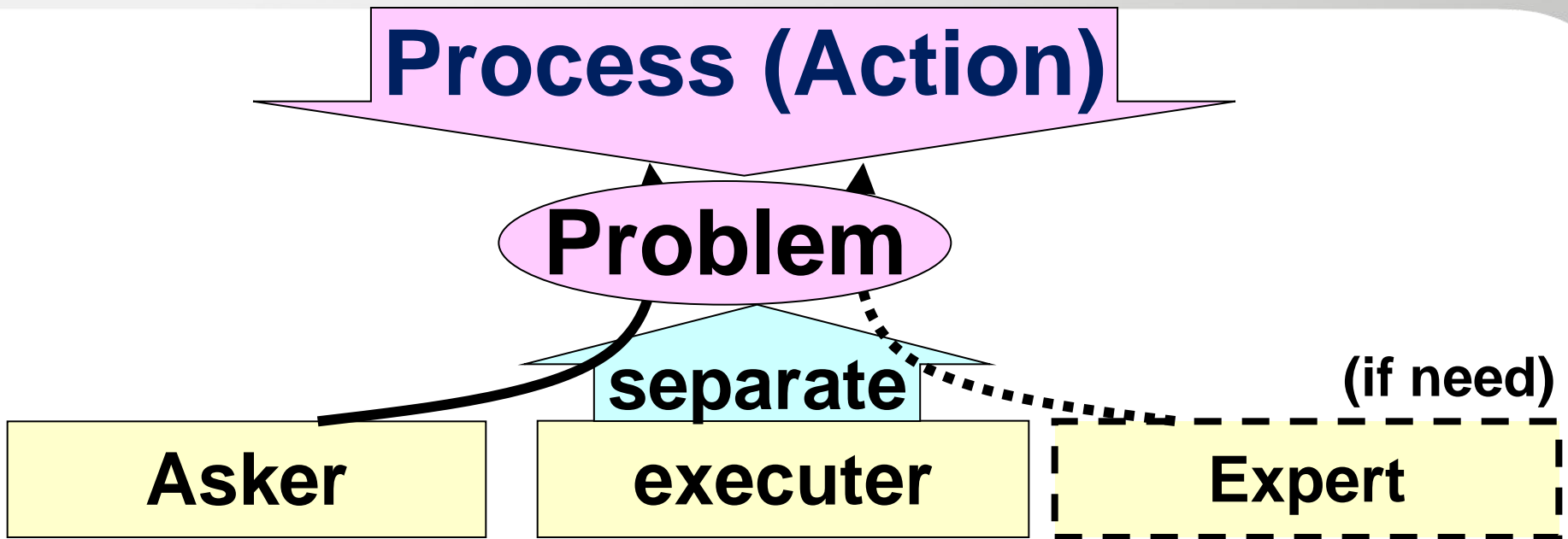


1.6 Three phases

I establish 3 phases for “5-Why” analysis



1.7 roles



Everyone is even against the problem

Keep Respectful Comprehensive Persistent
“Never blame” “Never be partial” “Never give up”

2. Five (5) layers

Identification of the problem
phase

5 layers phase

Verification of the root cause
phase

2.1 Hints for askers

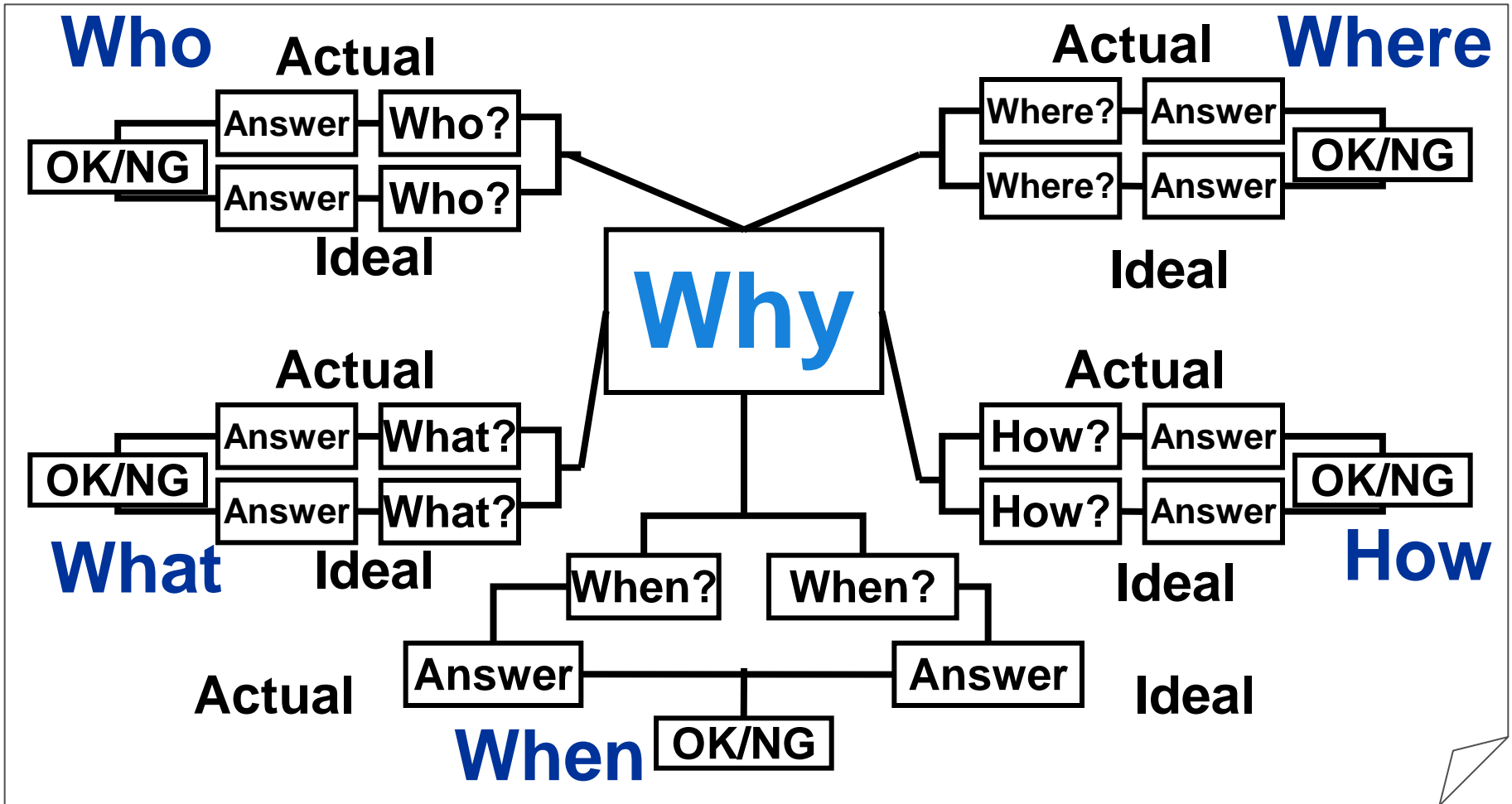
<Asker's attitude = **Pure**>

- **Base on the Fact**
(Without prejudices)
- **Focus on the action**
(Asker experienced the action as if asker had been the "I" of executer own.)
- **The Problem is opportunity.**
(Not a court but a laboratory)

2.2 Five(5) questions 4W1H

The Actual action as did	4W1H	answers		The ideal action to do
	Who	noun	Persons (Roles)	
	What		Document, Tools, Criteria, [Invisible Knowledge]	
	Where		Place, meeting	
	When		MM/DD/YY (HH:MM), Period	
How	sentence	Way, Attitude, procedures		

2.3 4W1H format

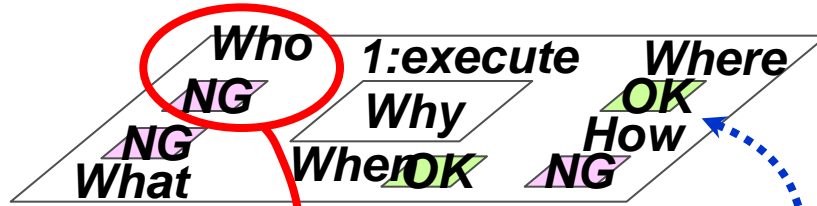


Answer in Actual = Answer in ideal \Rightarrow OK
 Answer in Actual \neq Answer in ideal \Rightarrow NG

2.4 Five (5) layers model

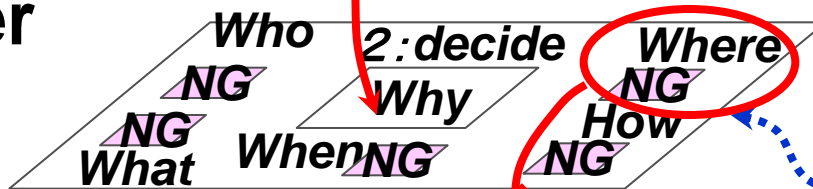
1st layer

Execute



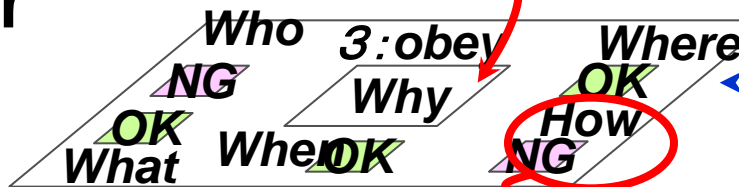
2nd layer

decide



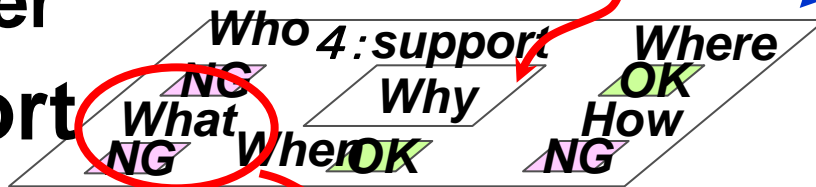
3rd layer

Obey



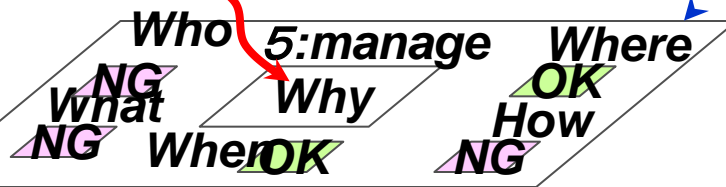
4th layer

Support

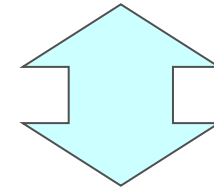


5th layer

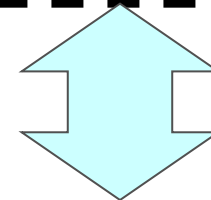
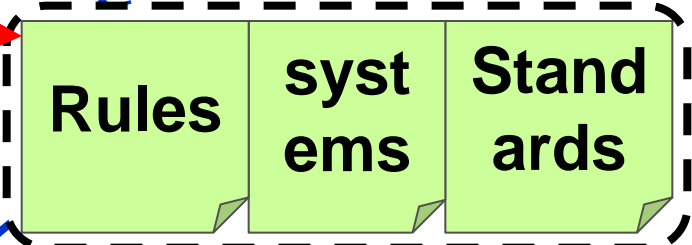
Manage



Projects



Norm



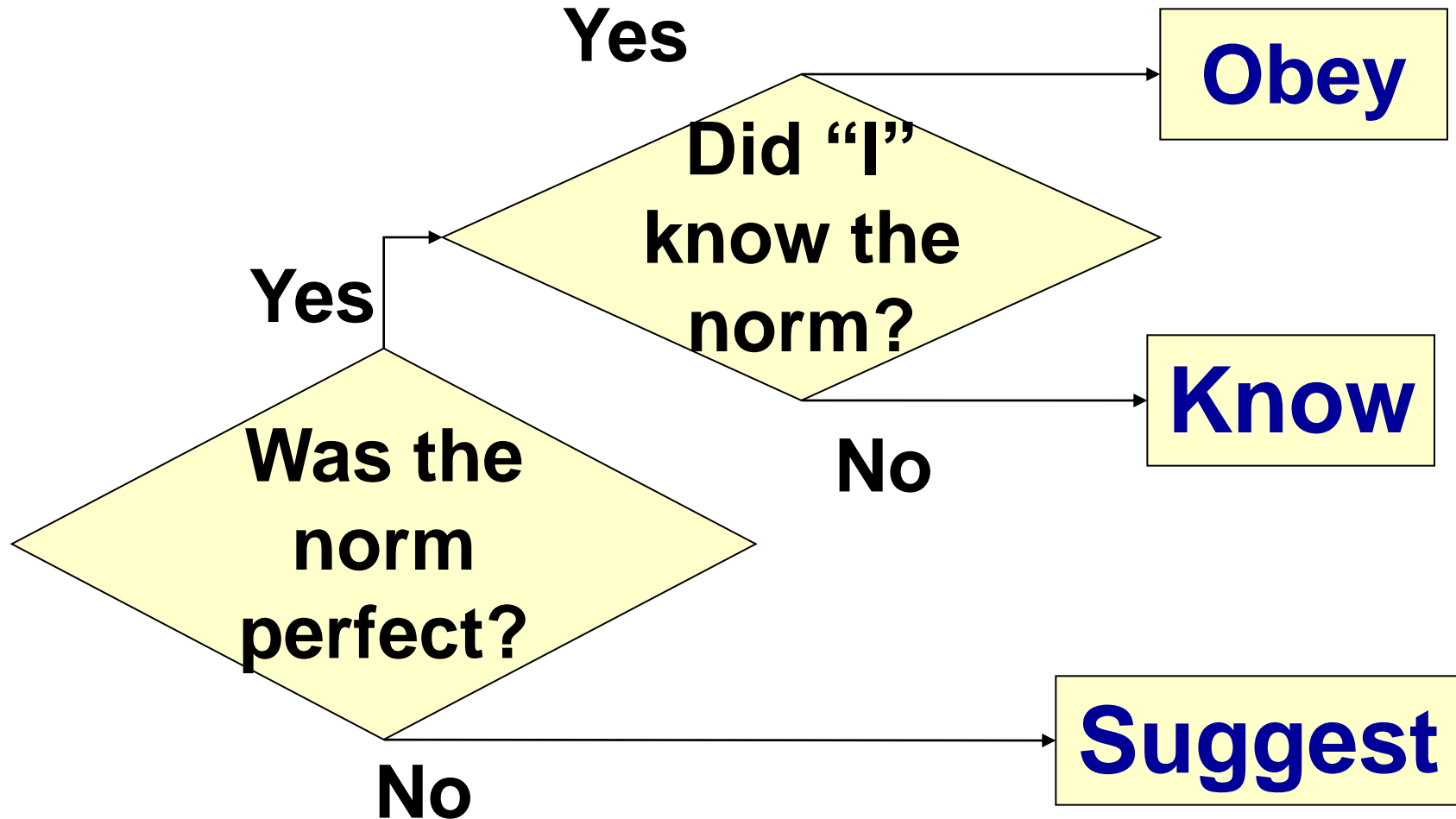
Organizations

2.5 Examples

- 1st Why did I execute inappropriate selection of testing items. NG in Who in 1st
- 2nd Why did I decide I could execute it without expert, Tanaka-san? NG in Where in 2nd
- 3rd Why didn't obey the rule around design review to decide it? NG in How in 3rd
- 4th I need help about the way. Why didn't I get any support to obey it? NG in How in 4th
- 5th I got not enough support from managers how to obey the rule. Why didn't I suggest management how to find it?

2.6 Norm is not perfect.

Verb in 3rd layer



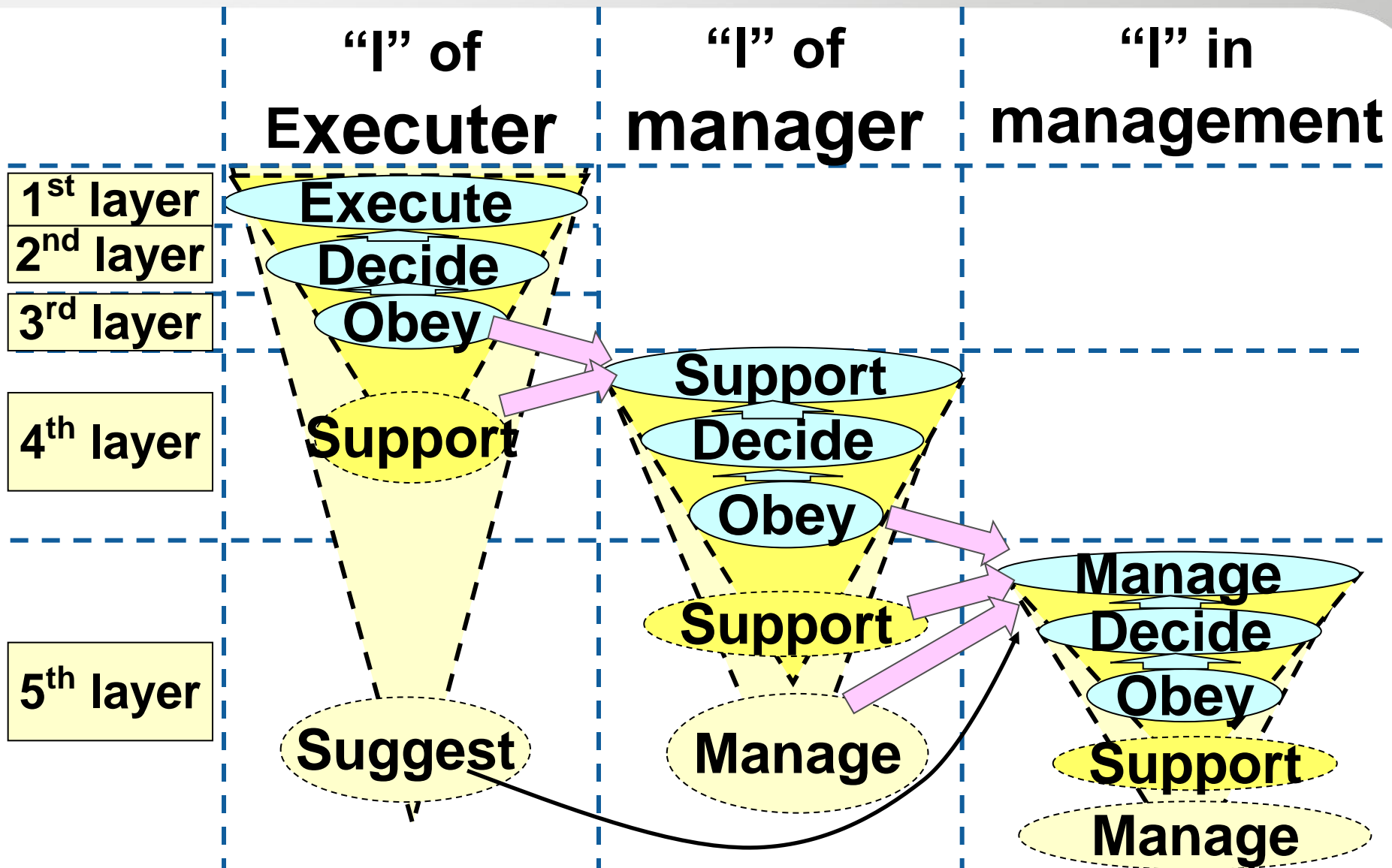
3. Verification of the root cause

Identification of the problem phase

5 layers phase

Verification of the root cause phase

3.1 Relation of “I”

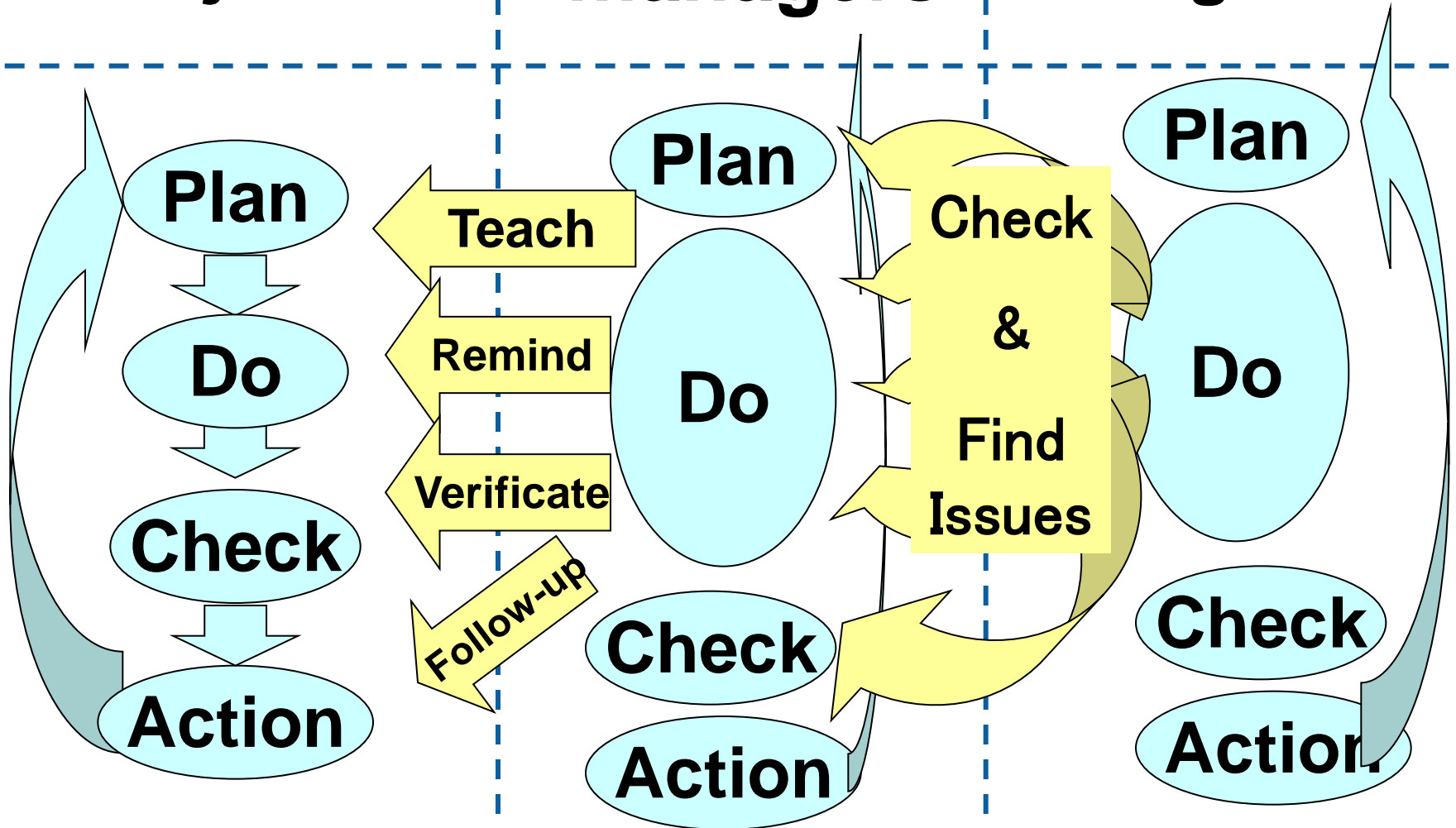


3.2 Linked measures

Project

managers

management



4. Identification of the problem

**Identification of the
problem phase**

5 layers phase

**Verification of the root cause
phase**

4.1 Small problem

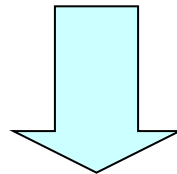
■ No problem is Problem.

Problems become opportunities.

■ Division of the problem



Hours



seconds



4.2 Action Expression

Situation Expression

Testing items are inappropriate.

Products

Be + adjective

Focus on Action

Action Expression

“I” (The executer)

Subject=“I”

selected

Verb=“Act”

inappropriate testing items.

5. conclusion

5.1 Philosophy in Kaizen tools

Kaizen tools originate Toyota Way 2001.

< Examples >

■ Poka-Yoke: Tools to avoid mistakes

People makes mistakes.

■ Hoshitori-hyo: Figures to share Skills

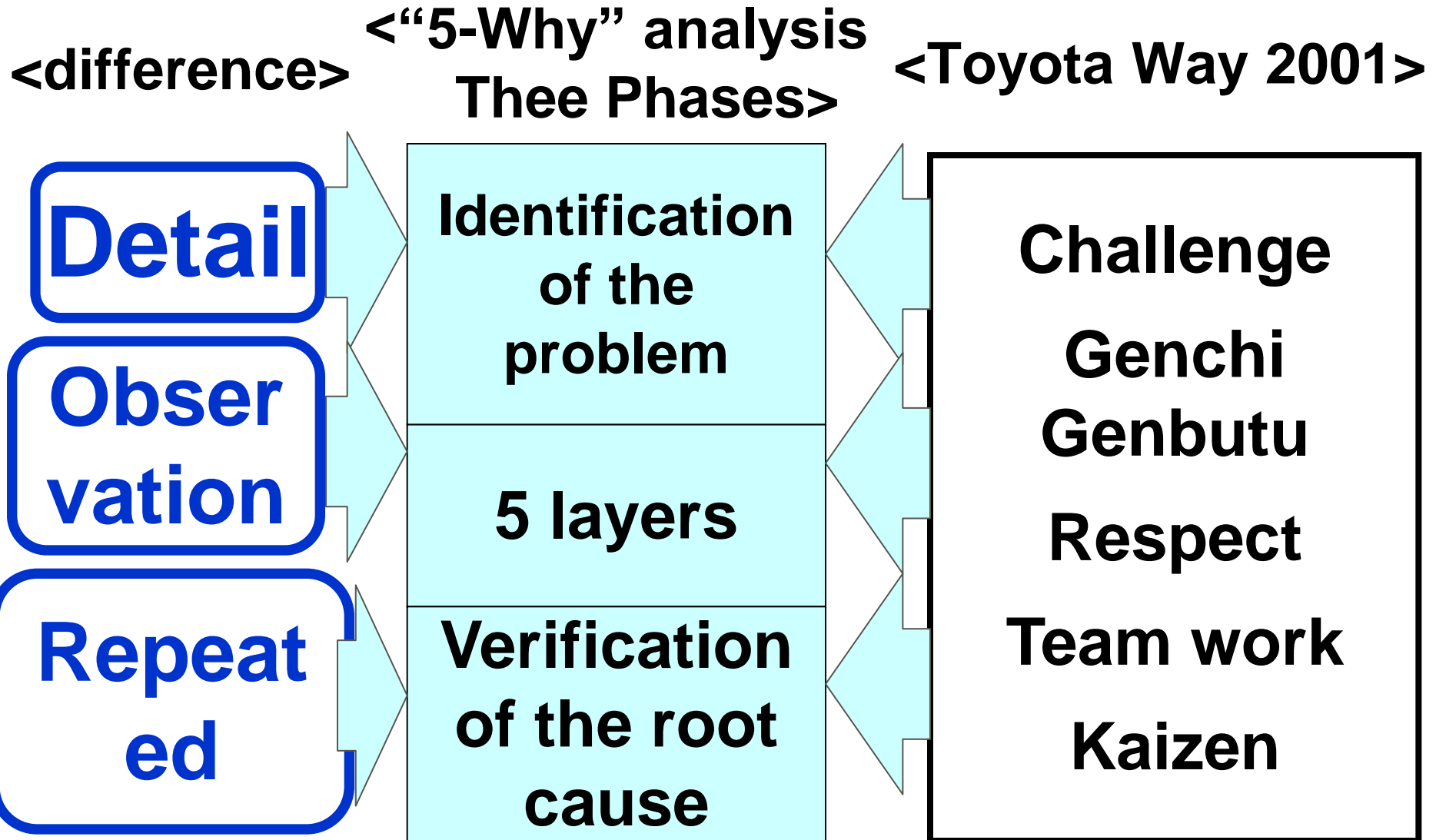
People has strength and weakness in detail.

■ Andon: System to call the leader

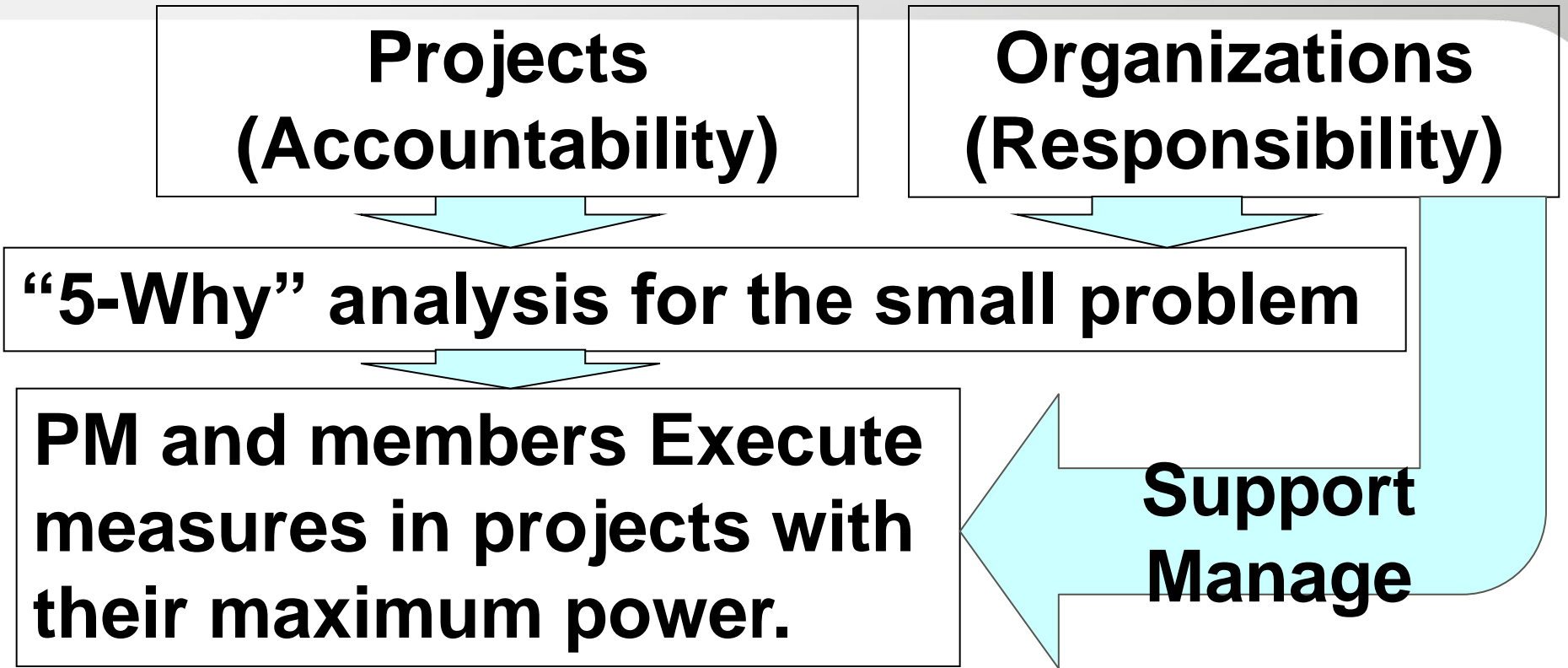
People is good or bad condition each day.

“5-Why” analysis must be based on Toyota way 2001 since Kaizen tools are measures.

5.2 Three phases and Toyota Way 2001



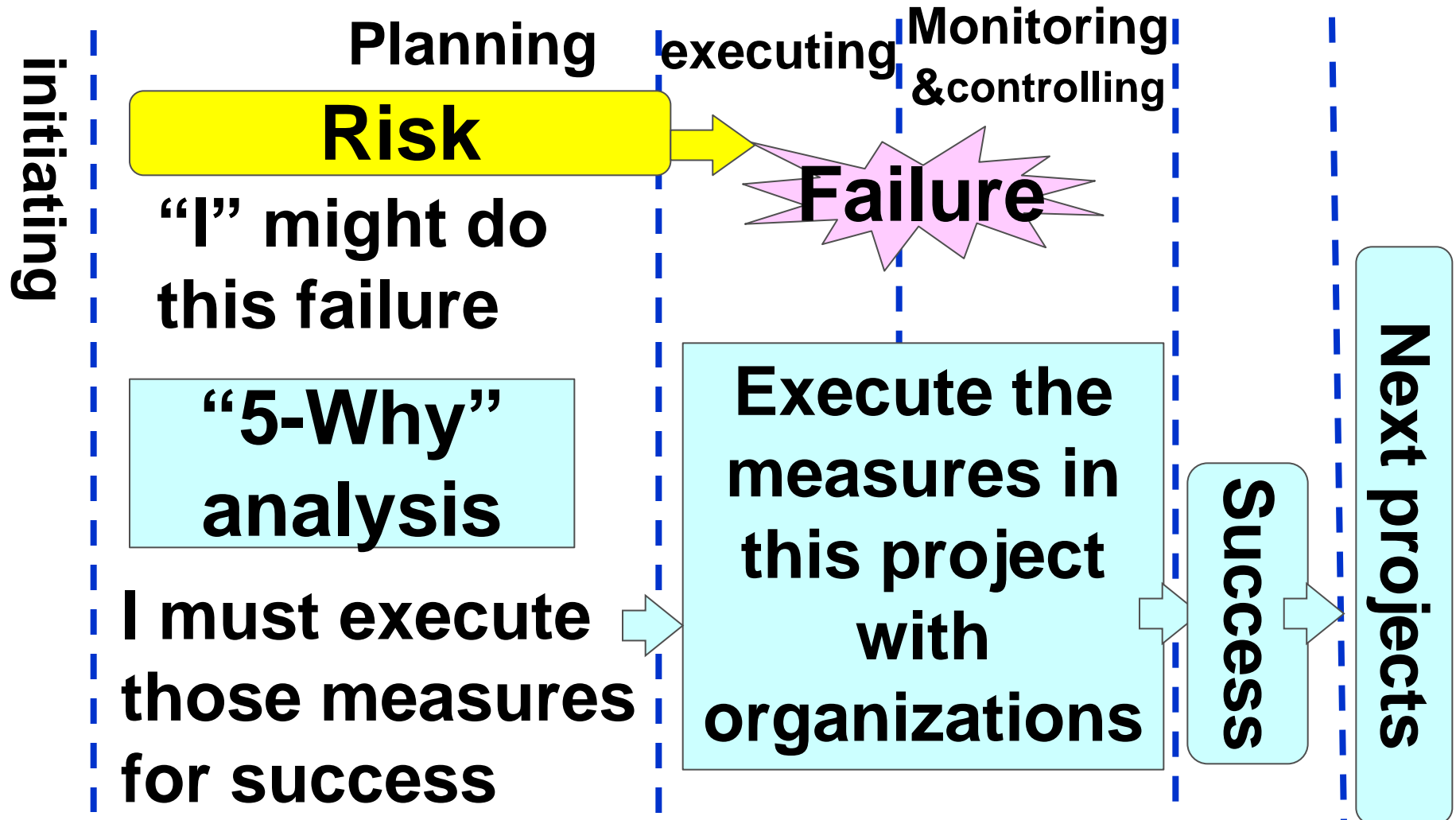
5.3 Learning organization



Everyone Learns how to implement the philosophy of the organizations together from the small problem.

5.4 Next steps

“5-Why” analysis in Planning Closing



5.5 Let's practice “5-Why” analysis


I have research “5-Why” analysis for 7 years as a char of the WG in SIG of PMAJ. I will have been researching it.

Could you practice “5-Why” analysis for a real small problem?

Then could you send me the question?

(Kohara.yukio@jp.fujitsu.com)

Your questions are my treasure.



FUJITSU

shaping tomorrow with you