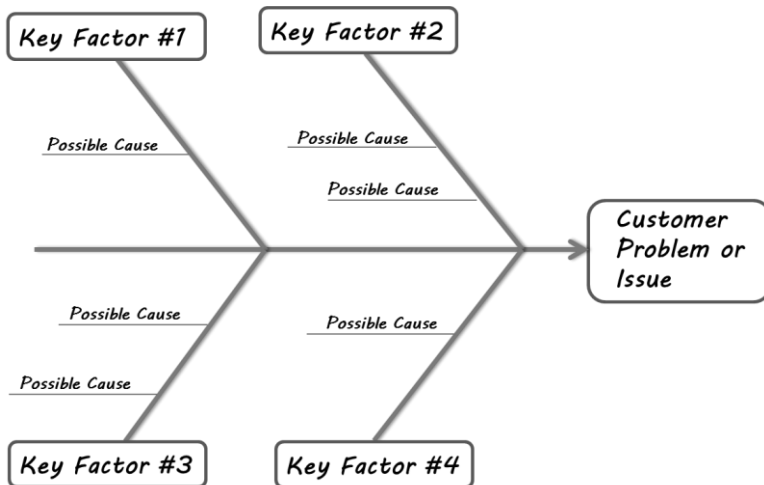


RAINMAKER! TOOLS & RESOURCES

FISHBONE ANALYSIS



1. Draw a horizontal line (the backbone) in the center of the page.
2. In the fish "head" (the box on the right side of the diagram) write the problem statement (or what is occurring now). Include as much information as possible, including the what, where, when and how much as related to the problem.
3. Draw and label 4-6 "spines" – the key factors or major categories that could be contributing to the problem. Sample categories that are often used as key factors include things like:

People	Marketing	Suppliers
Procedures	Competition	Systems
Product	Service	Price
Materials	Management	Policies
4. Now, brainstorm for causes that may be contributing to the problem. Place these ideas as "cause bones" tied to the appropriate key factor.
5. Select the most likely causes and then investigate each one further to determine the root cause(s) of the issue or problem.