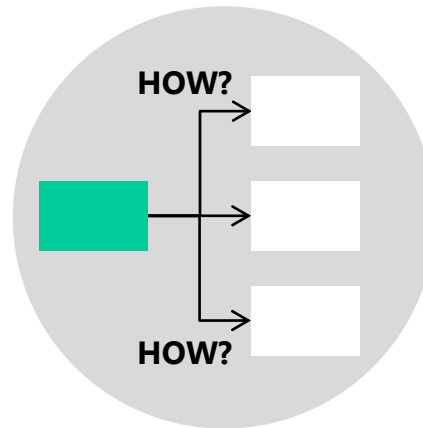


# Continuous Improvement Toolkit

## HOW-HOW DIAGRAM



# HOW-HOW DIAGRAM

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Once you have identified a problem, you need to find a **solution** that will permanently solve the problem.

Oftentimes, you should get to the root cause of the problem to understand **why it's happening**.



And this is where tools like the **5 whys** can help

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# HOW-HOW DIAGRAM

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Other times, you don't even need to dig into the problem, you just need to solve the it **right away**.

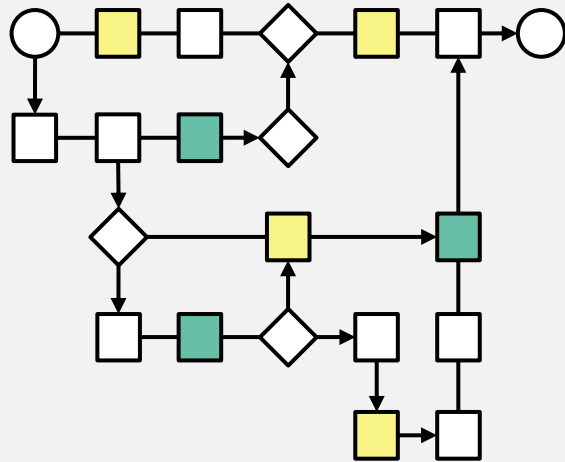
This is what is called **low hanging fruits**.

These low hanging fruits may be **quick wins** or **larger projects** that may involve capital expenditure.



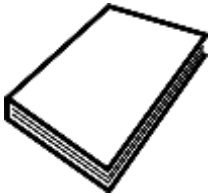
# HOW-HOW DIAGRAM

For example, after reviewing a process, you may have identified **non-value-added activities** that need to be eliminated.



# HOW-HOW DIAGRAM

Other examples include . . .



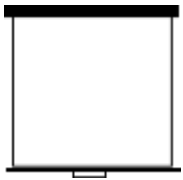
Modify a procedure

Change  
workplace  
layout



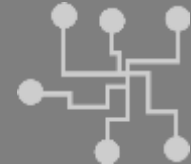
Improve  
management  
reports

Mistake proof  
a process



Train employees

Improve existing  
infrastructure

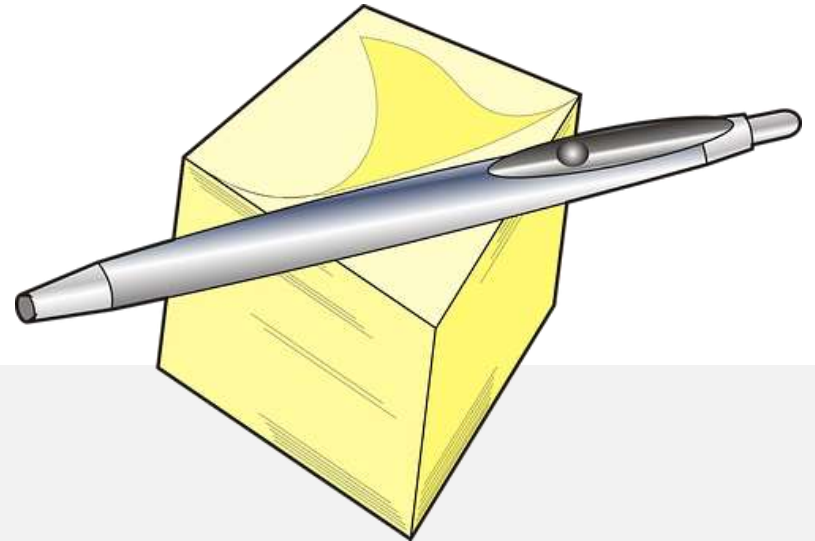


# HOW-HOW DIAGRAM

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In both cases, you need to come up with **actionable items** in order to solve the problem permanently.

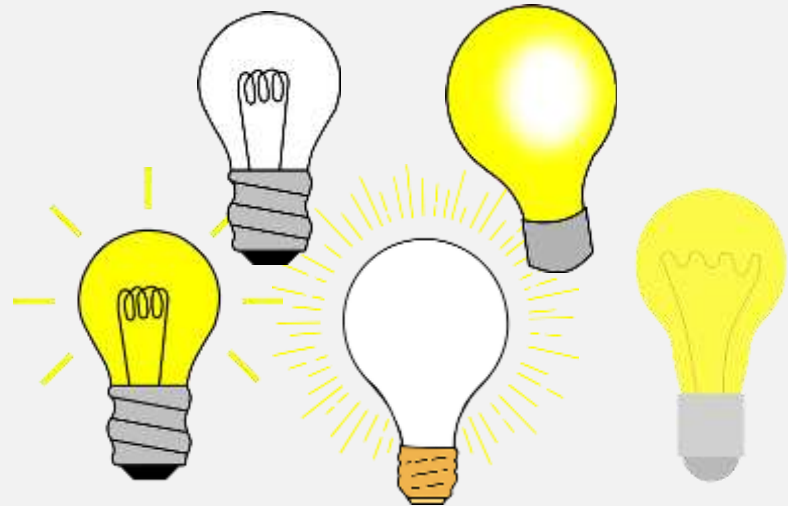
This can be easily done by performing the **How-How Analysis.**



# HOW-HOW DIAGRAM

The How-How Diagram is a simple method that is used to generate **multiple ideas** to solve a specific problem.

It is a **tree diagram** used when seeking a practical solution to a problem.



# HOW-HOW DIAGRAM

Provides an effective structure for **organizing** possible ideas and solution options all in one place.

It works by repeatedly asking: 'How can this be solved?' Until you can no longer break the answers any further.





# HOW-HOW DIAGRAM

**Multiple answers** can be given for a single question.

The result can be represented in a **hierarchical tree format**.



# HOW-HOW DIAGRAM

## BENEFITS

Helps breaking down the solution into smaller components

Provides a list of possible solution items all in one place

Supports the non-linear way in which we tend to think

Promotes collaboration and strengthens the levels of responsibility



# HOW-HOW DIAGRAM

## How to Construct the Diagram

With your team, clearly **state the problem** then write it on a post-it card

Place the problem card on the left side of a whiteboard or wall

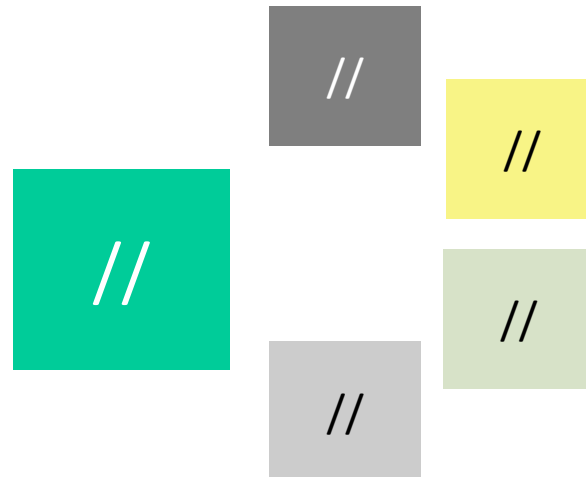


# HOW-HOW DIAGRAM

## How to Construct the Diagram

Ask 'how can this problem be solved?'

Let the team members write as many answers as possible on post-it cards, each idea separately, then stick them up to the right of your problem

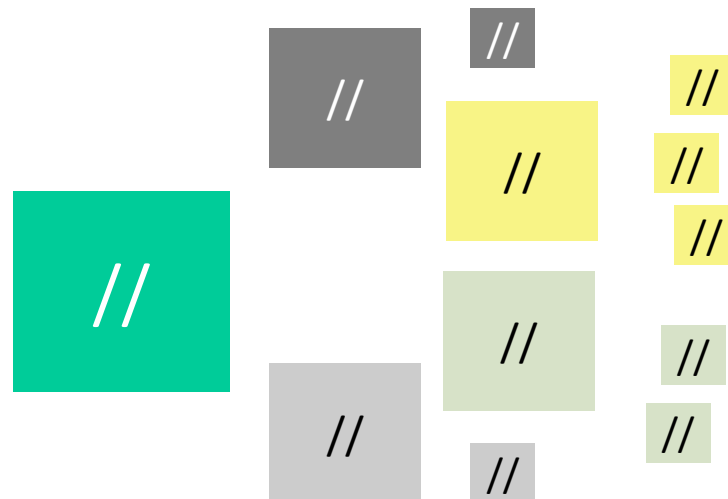


# HOW-HOW DIAGRAM

## How to Construct the Diagram

Repeat this sequence of breaking down the problem once more

Keep asking 'How' until the ideas are specific enough and you are satisfied with them



# HOW-HOW DIAGRAM

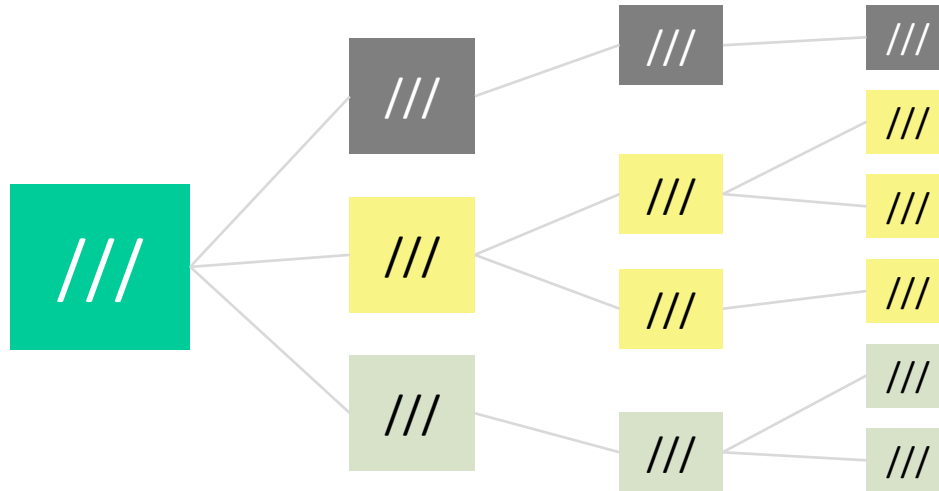
## How to Construct the Diagram

Once you are finished, prioritize and determine the key ideas to be implemented

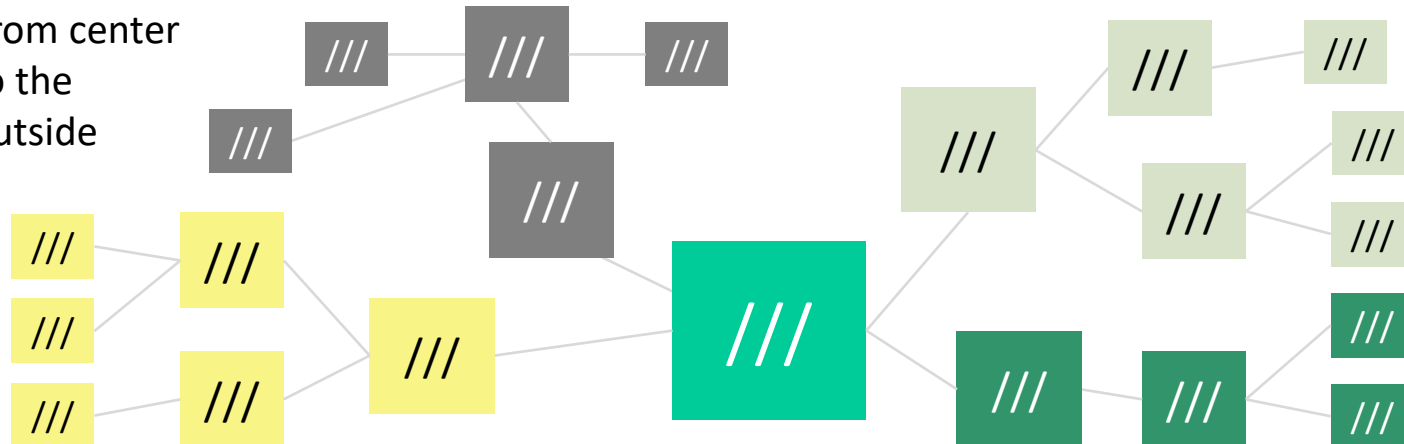


# HOW-HOW DIAGRAM

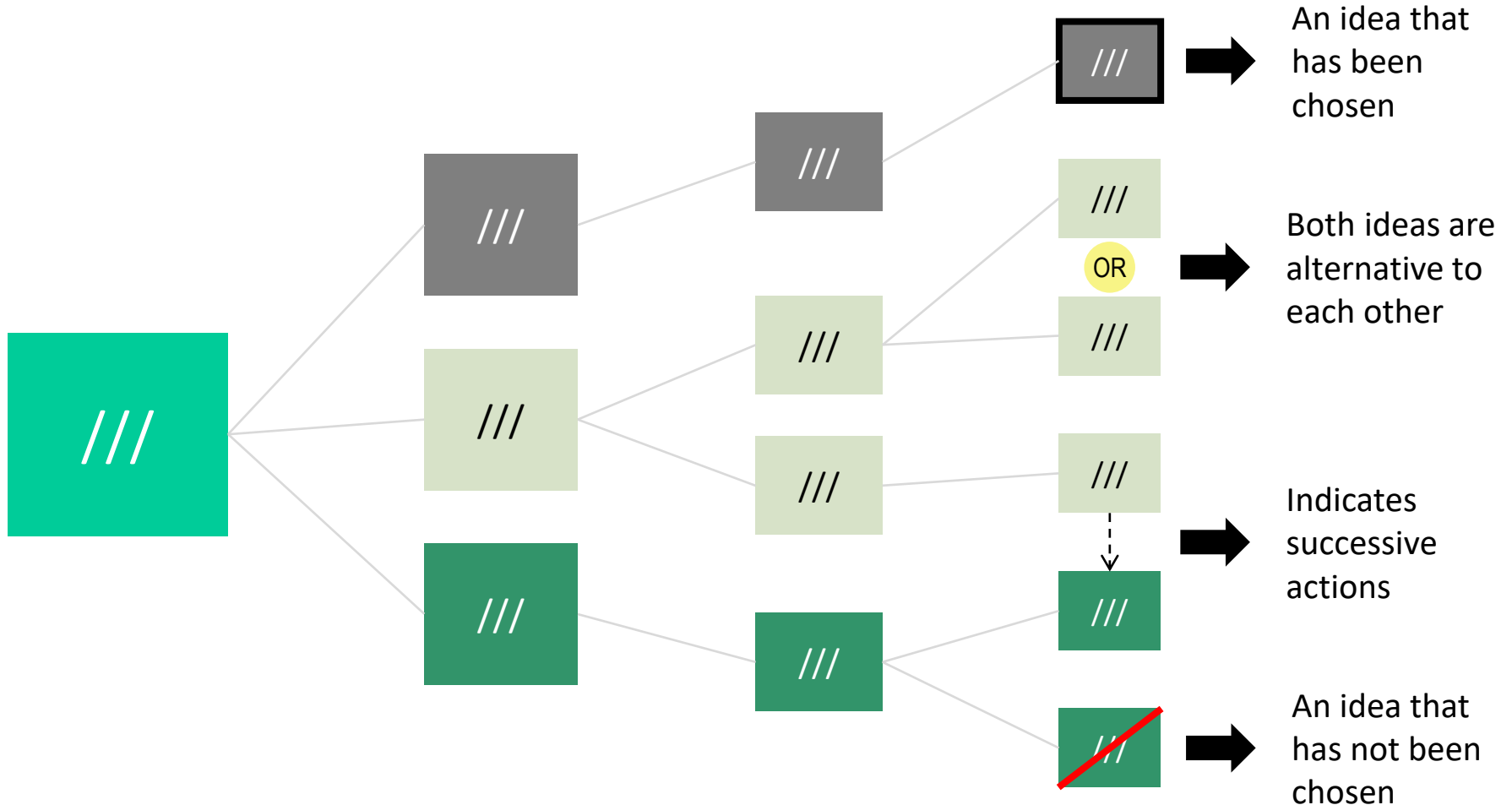
From left to right



From center to the outside



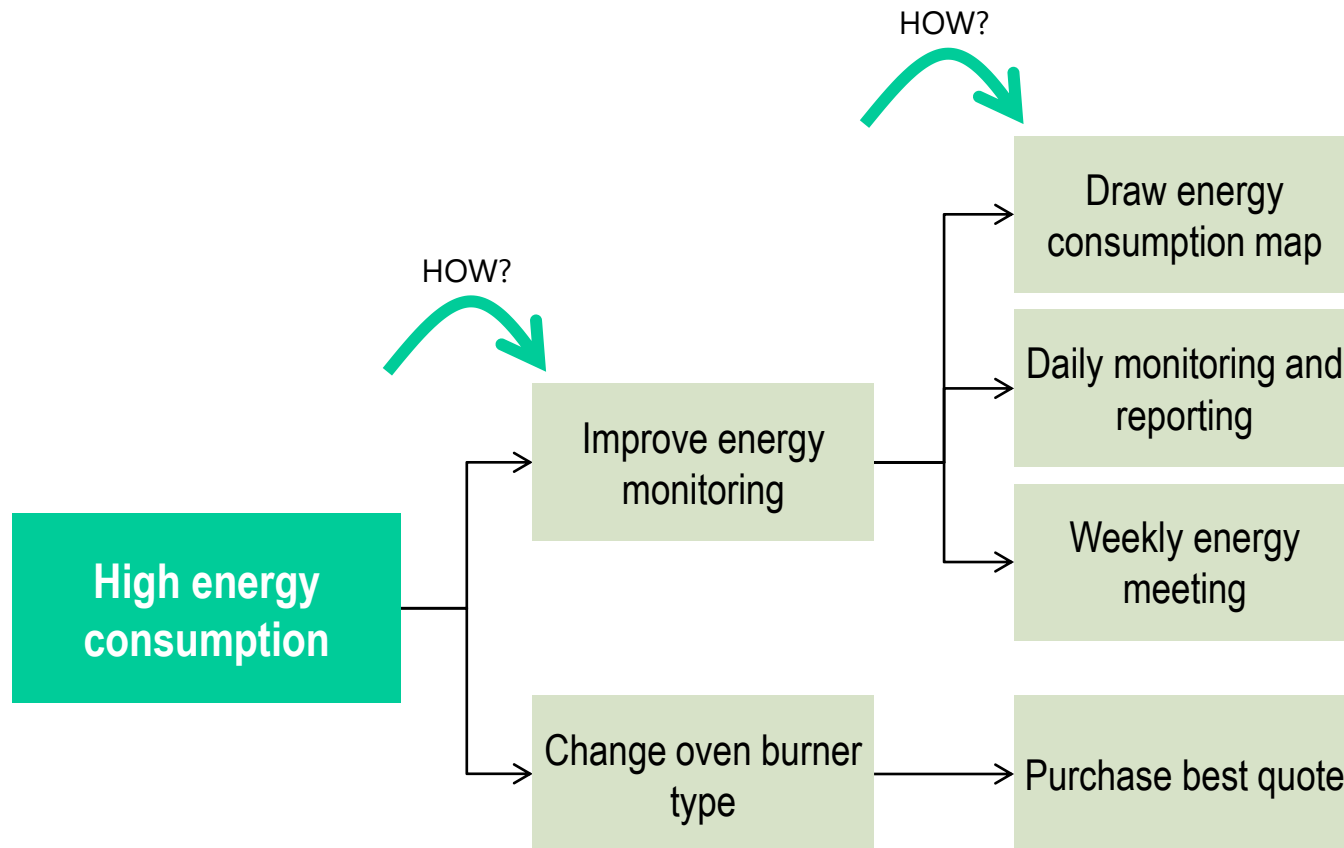
# HOW-HOW DIAGRAM





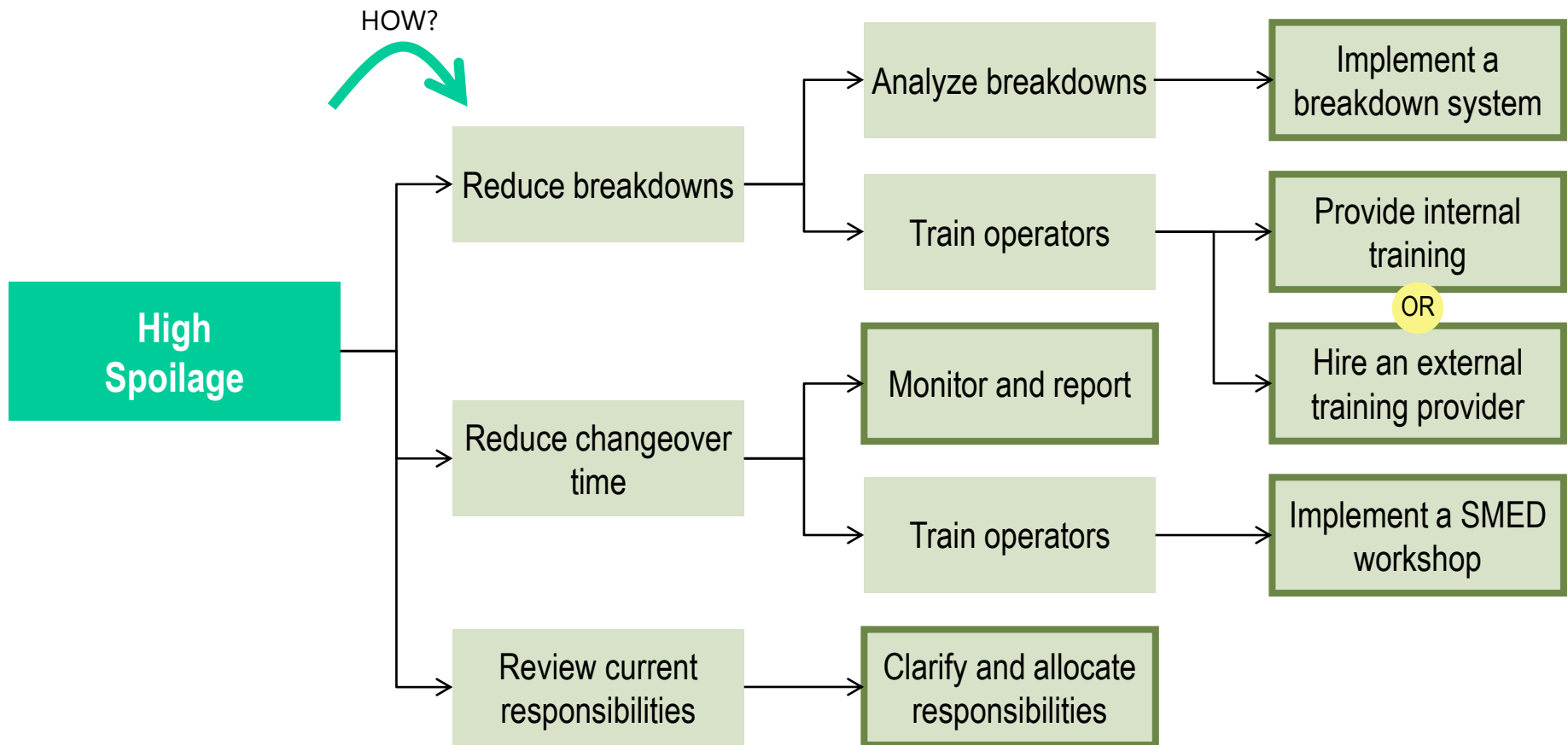
# HOW-HOW DIAGRAM

## Example – Energy Reduction



# HOW-HOW DIAGRAM

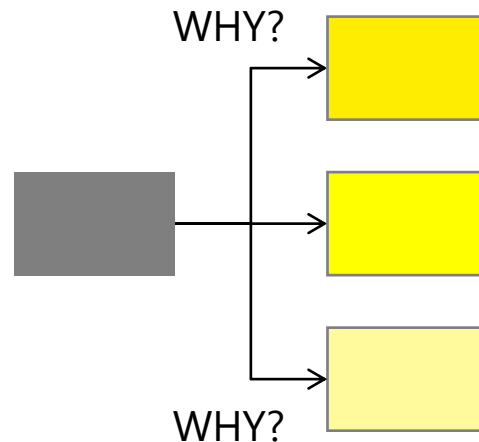
## Example – Reducing Spoilage in a Production Line



# HOW-HOW DIAGRAM

## Further Information

Very similar to the **whys-why technique** which focuses on finding the root causes of the problem.



# HOW-HOW DIAGRAM

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## Further Information

The Power of Asking 'How' Instead of 'Why' in Coaching.

Asking 'why' will  
get you nowhere

Asking 'how' will  
get straight to  
the point

**Example** - Not 'Why is your performance so poor?' but 'How can you improve your performance and keep it up?'

# HOW-HOW DIAGRAM

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The Continuous Improvement Toolkit

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