



Root Causes & Elusive Solutions

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When seeking resolutions to a work-related or process-related problem, people frequently miss opportunities for identifying sustainable solutions because they misunderstand the true root cause or causes associated with their problem. Root causes are tricky and elusive things, and the most common culprit is an untested conclusion. Once people become convinced that they understand what's causing a problem and that they know what's needed to fix it, the search for the root cause stops.

In addition, many people don't take the time to test their assumptions and, when they are mistaken, they leave significant amounts of waste in their organizations.

Sometimes, group-think prevents people from digging into the root of their problem. Few things are more dangerous than common knowledge – when it is wrong.

Expansive brainstorming of possible causes, careful testing of each of them, and drilling down to unearth the underlying causes are necessary to arrive at lasting solutions. But you only know for sure when you have studied the results over time. You need to evaluate whether the problem is fixed and stays fixed – the ultimate proof that you have gotten the root cause!

Our current white paper, **Root Causes and Elusive Solutions**, provides examples and additional perspective on identifying and testing root causes to help ensure long-term resolution of work and process-related problems.

Topics included in the white paper are:

- Finding possible root causes
- Using logic to test root causes
- Using charts to test root causes
- Going the distance
- How to avoid being led astray by methodology such as the “5 Whys”

You will find a full complimentary white paper on **Root Causes and Elusive Solutions** in the Resources section of our website, www.conwaymgmt.com.

