



## Discovery Process

***When examining a problem or issue, it too often happens that the root cause is not discovered. Why? The process of investigation usually stops at the first obvious cause, and gets sidetracked by non-objective reasons. Having a formal discovery process ensures that the examination is focused and the deliverables are actionable, relevant, and permanent solutions.***

### **WONDERMENT® Project Steps:**

1. Identify a problem and describe it in specific terms (ex. On-time delivery is 63%, profit margin is negative, etc.)
2. Formulate your own reasons behind the problem
3. Assemble a crossfunctional team to discover the root cause of the problem
4. Start the discussion by asking "What are the causes of the problem?"
5. Brain storm ... no answers are bad answers at this point
6. Prioritize the reasons uncovered at step 5
7. Examine the top reason by asking "Why?"
8. Repeat steps 4 and 5 until you get to a specific implementable action

Compare your initial conclusions with conclusions from the team. How close were you?

### **Example: Juice Company**

The shipping department at Julie Ann's Juice missed an important delivery for one of their largest customers. The plant manager asked the shipping supervisor what had caused the missed shipment, and the reply was that "The truck came in late". Normally the plant manager would be satisfied with an explanation like this, but this time she wanted to take it a step further. She called a meeting to discuss the issue and determine the root cause of the problem. She started the discussion by stating the problem and asking the question "Why did we miss the shipment?". Many ideas were given. The manager prioritized the ideas and the group decided that the shipping truck came in late. "Aha!" she said to herself, I had the right answer all along. Tempted to stop the discussion, the manager pushed forward and did something that she and her organization were not used to doing. She asked "Why did the shipping truck arrive late?". The group continued to discuss and prioritize the reasons and ask "Why?" until they were able to get to the root cause of the problem. The reason for missing the shipment was not that the truck was late (this turned out to be a symptom), but it was that the CSR handling the account did not enter the order in the company's ERP system in time, causing the missed shipping truck schedule.

***According to the University of Chicago Graduate School of Business:***

Researchers note that individuals tend to stop searching for the cause of a problem as soon as they locate a plausible explanation. Habitual ways of thinking about events can lead to a narrow understanding of problems as well.

### **What questions does this raise?**

Regarding your problem solving strategy...

- Where you surprised with the results?
- Where you able to separate object reasoning from personal and emotional biases?

***If you have questions or comments please contact us. Log on to [www.jacquard.com](http://www.jacquard.com) or call us at 847.945.8700.***