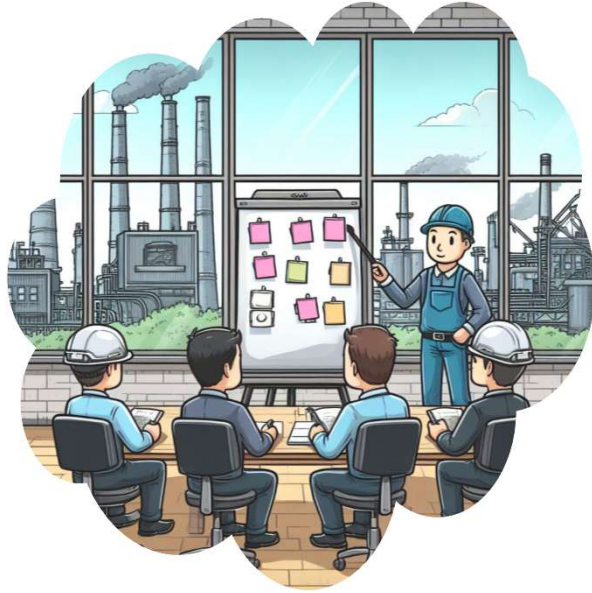


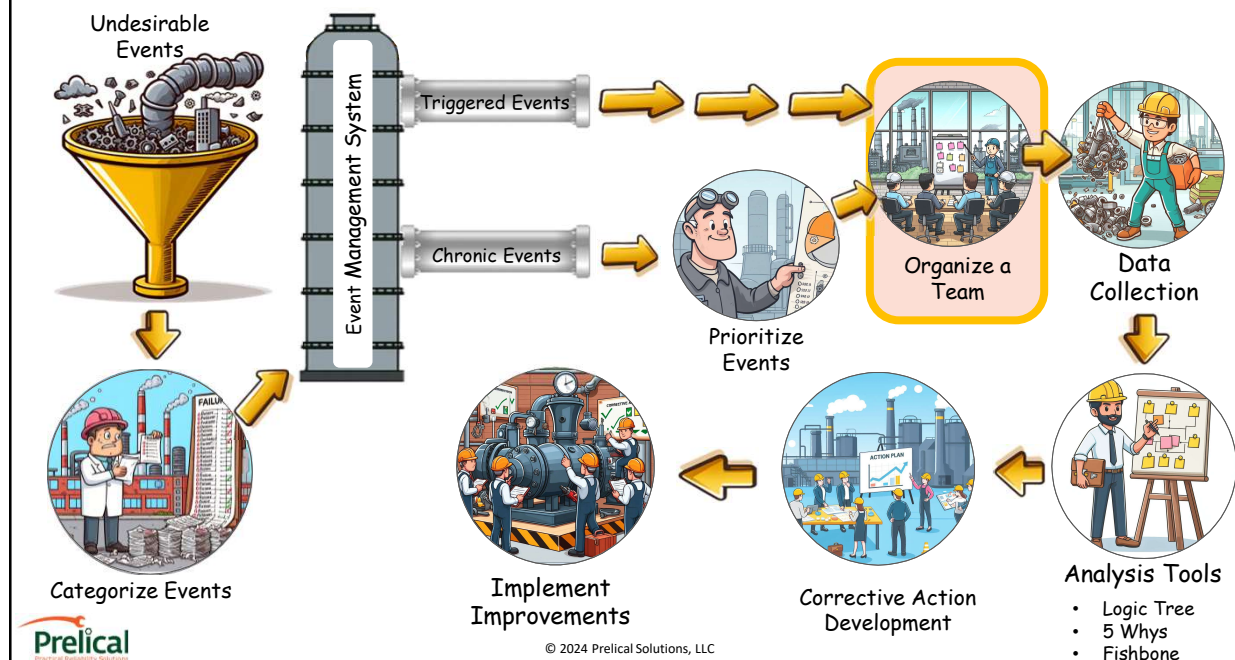
Organizing an RCFA Team



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1

Prelical Event Management System (PEMS)

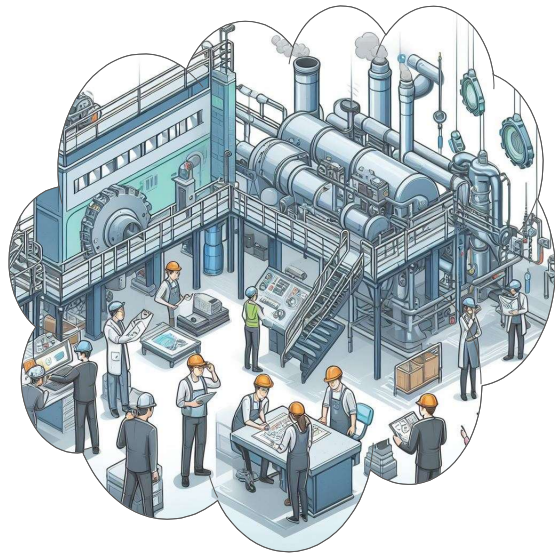


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2

Keys to an Effective RCA Team

- Team members should be **cross functional**
- Team members should have **diverse** work backgrounds and skills
- Team members should comprise a “**whole brain**”.
- **Technical expert or problem owner should never lead the RCA...Why?**



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3

3

Left Brain versus Right Brain Theory...

- Logical and Analytical
- Math and Science
- Sequential Thinker
- Language Skills
- Critical Thinkers

What type of occupations excel in this space?



- Creative and Artistic
- Holistic Thinkers
- Emotional Intelligence
- Spatial Skills
- Innovative

What type of occupations excel in this space?



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What is an 'Expert'...

**“An Expert is NOT Someone That Gives You the Answer,
But Rather Someone That Asks You the Right Questions!”**

- Eli Goldratt – ‘The Goal’



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**“If the Team Leader has something
to lose or gain as a result of the
analysis, they should NOT be leading
the team!”**



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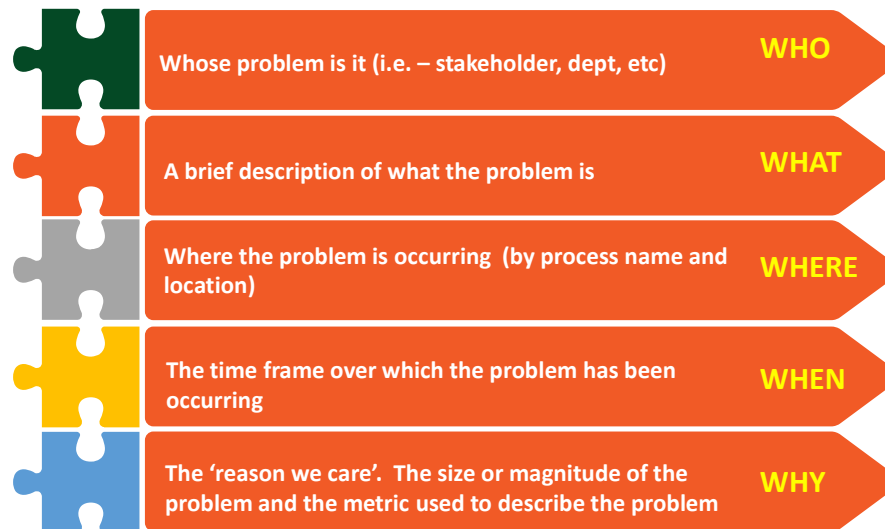
6

Team Composition

- A small number of (3 to 5) people
- Try to have a common meeting place
- Meet periodically on a set schedule
- Does not have to be a full-time position
- Principal Analyst is the lead facilitator responsible for team success
- **Is this how teams and RCFA meetings occur in your facility?**



Elements of an Effective Problem Statement – Job Aid



Properly Defining the Problem is Half the Game



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9

Problem Statement Example

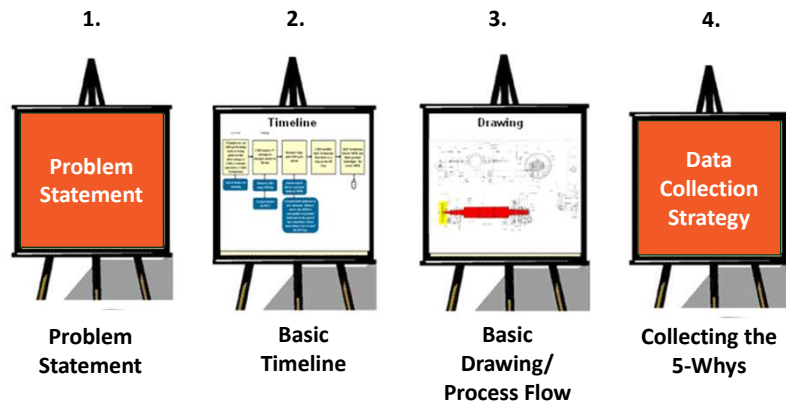
- **Poor Problem Statement:** Wet end breaks are too high and must be reduced.
- **Better Problem Statement:** Excessive wet end breaks on #1 Paper Machine are causing excessive downtime. This is creating cash flow and customer complaints/returns. The number of wet end breaks, over the past 90 days, is 72 and have resulted in net losses of \$2,100,000.



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10

10



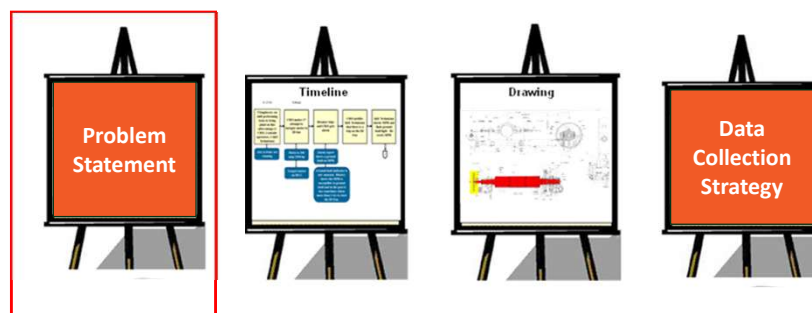
Ideal Initial Team Meeting
...But We Have to be Practical, NOT PERFECT!
(FOR TRIGGERED/CHRONIC EVENTS)



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11

Exercise: Team Prep/Develop Problem Statement



Instructions: Based on the prioritization exercise (chronic events), select a failure event that is reasonable to tackle in a workshop atmosphere. Based on the Problem Statement elements described, create a short, concise Problem Statement for your team's failure event.



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Beware 'Conventional Wisdom' 😊

