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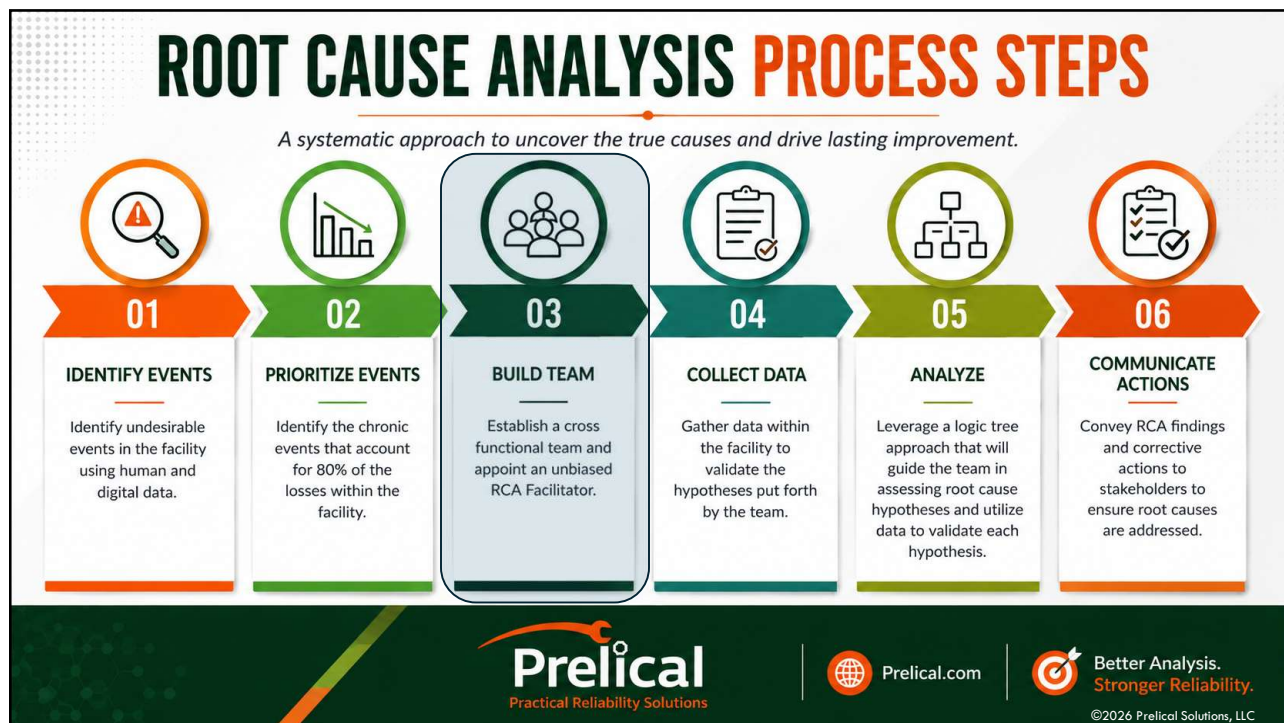
BUILD TEAM

Establish a cross functional team and appoint an unbiased RCA Facilitator.

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KEYS TO AN EFFECTIVE 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?

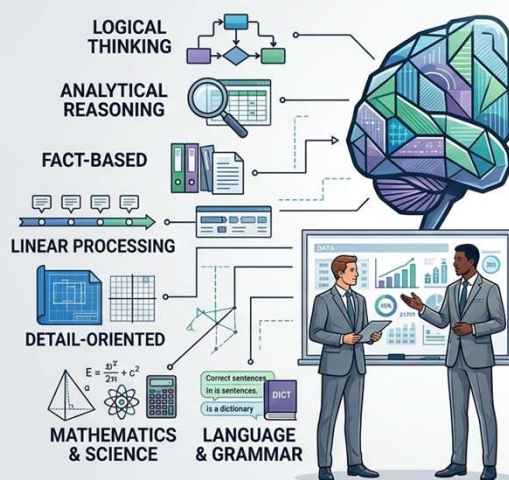


The right team. Better insights. Better solutions.

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LEFT BRAIN



RIGHT BRAIN



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“

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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TEAM COMPOSITION

Building the Right Team for Effective RCA



-  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 RCA meetings occur in **your facility?**

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PROBLEM STATEMENT EXAMPLE

A strong problem statement clearly defines the issue, its impact, and why it matters.

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 interruptions 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**.

SPECIFIC
Clearly identifies the issue and where it occurs.

MEASURABLE
Includes data and timeframe to quantify the impact.

IMPACT FOCUSED
Connects the problem to business consequences.

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GROUP EXERCISE

ROOT CAUSE ANALYSIS (RCA) TRAINING EXERCISE: DEFINING THE ISSUE

1. CRAFT A PROBLEM STATEMENT

PROBLEM STATEMENT

Problem statement: _____

Identify:

- ☒ WHAT happened?
- ☒ WHEN? WHERE?
- ☒ WHO was affected?
- ☒ WHY is this important?

A good problem statement specifies the *incident*, not a cause or solution.

2. CREATE A TIMELINE

Leading up to the Incident

1:00 PM: Operator checks readings

The Incident

1:15 PM: Alarms activate

1:17 PM: System shuts down

Post-Incident & Containment

1:30 PM: First maintenance assessment

3. DRAW A PROCESS FLOW DIAGRAM

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graph TD
    RM[Raw Materials] --> P1(( ))
    P1 --> PC[Pressure Checked]
    PC --> CP[Check Pressure]
    CP --> FP[Final Product]
    P1 --> PL{Pressure Low}
    PL --> DP[Deviated Process The Issue]
    
```

Legend: ● Start/End, □ Process Step, ◇ Decision

Standard Process (Green arrows), Deviated Process (The Issue) (Red arrows)

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