



03



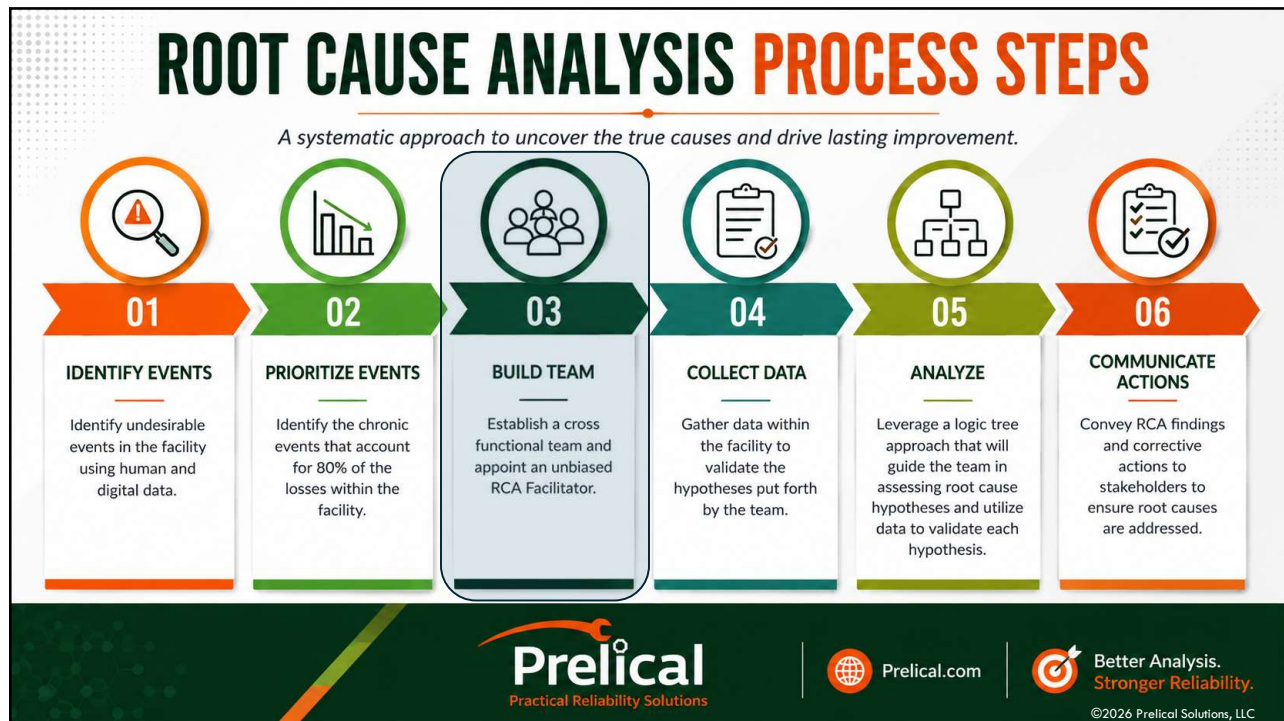
BUILD TEAM

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?

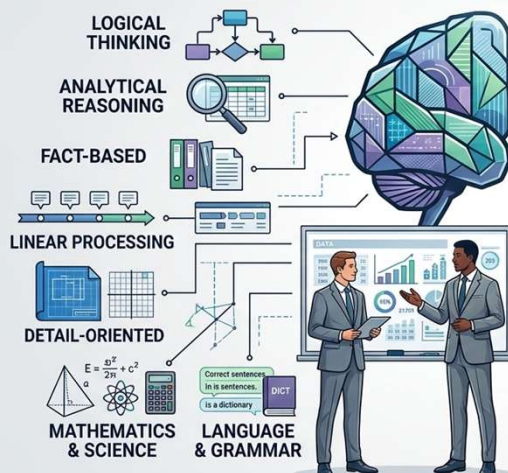


The right team. Better insights. Better solutions.

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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



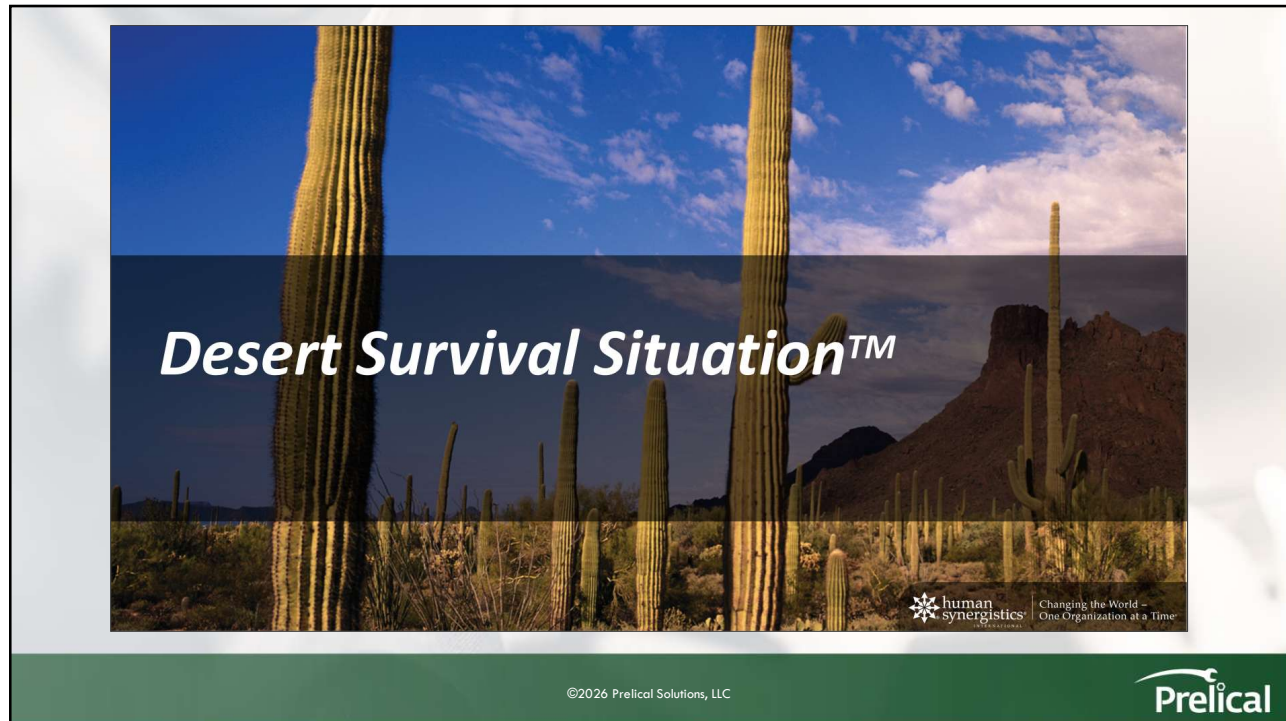
Principal Analyst is the lead facilitator responsible for team success



Is this how teams and RCA meetings occur in **your facility**?

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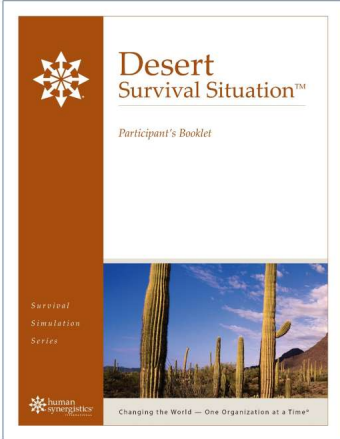
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Welcome to the Desert Survival Situation™

The Desert Survival Situation is designed to empower problem-solving teams to evaluate and constructively improve their group processes and the effectiveness of the solutions they develop.

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Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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The Challenge



Before the plane caught fire, your group was able to salvage the 15 items listed on the next page. Your task is to rank these items according to their importance to your survival, starting with a "1" for the most important, to "15" for the least important. You may assume:

- The number of people is the same as the number on your team.
- You are the actual people in the situation.
- The team has agreed to stick together.
- All items are in good condition.

STEP 1: Review the list of available items. Without discussing them with your team members, rank these items in the order of their importance to your team's survival. Record your individual ranks in the column labeled "Step 1."

Your team will have until _____ o'clock to complete this step

STEP 2: Now, as a team, reconsider the 15 items and agree on a new set of ranks. Your objective is to work toward a team solution that all members of your group can "live with" and are willing to support. Record your team ranks in the column labeled "Step 2." Once team work begins, do not change your individual ranks.

Your team will have until _____ o'clock to complete this step



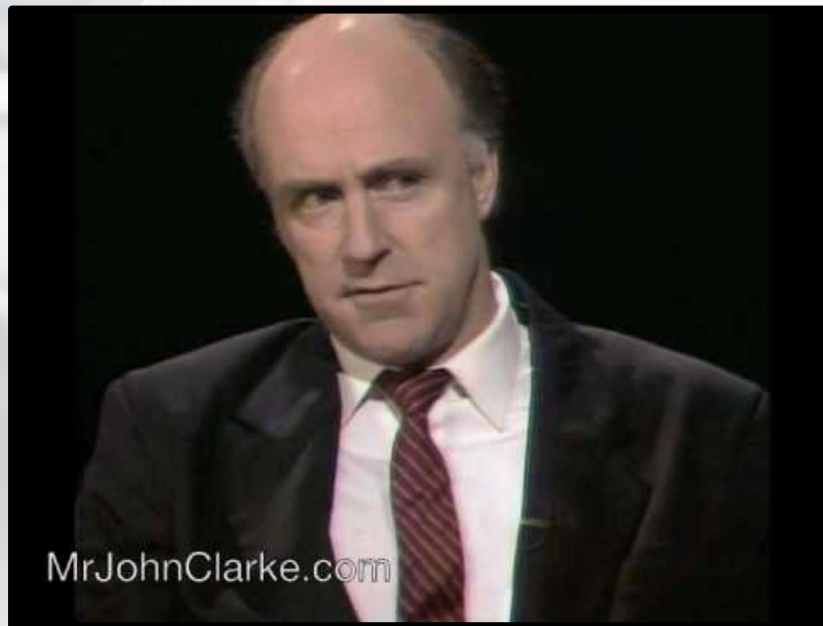
human synergistics
Changing the World –
One Organization at a Time®

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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.



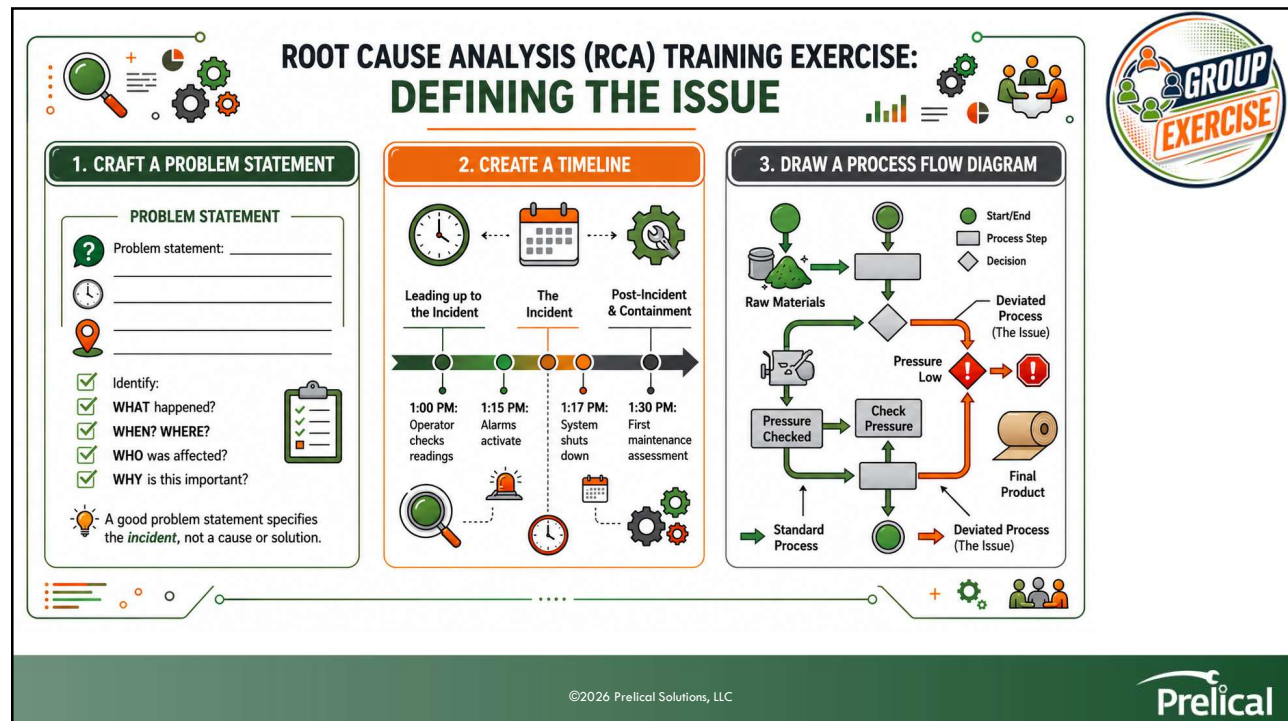
IMPACT FOCUSED

Connects the problem to business consequences.

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