Carnegie Foundation
for the Advancement of Teaching

Understanding the Problem: Fishbone Diagram
Summit 2018

Your Task: Understand what challenges are limiting blood donations by creating a *Fishbone Diagram.*
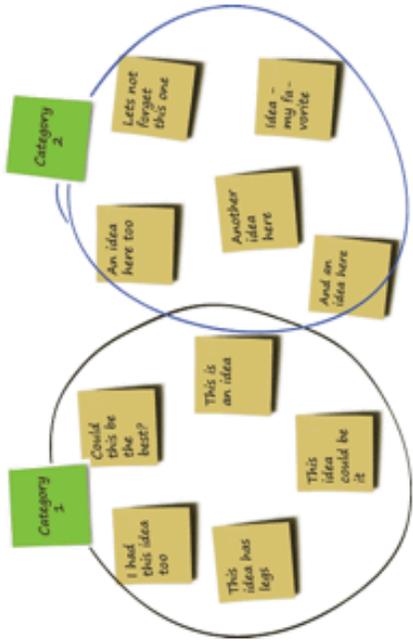
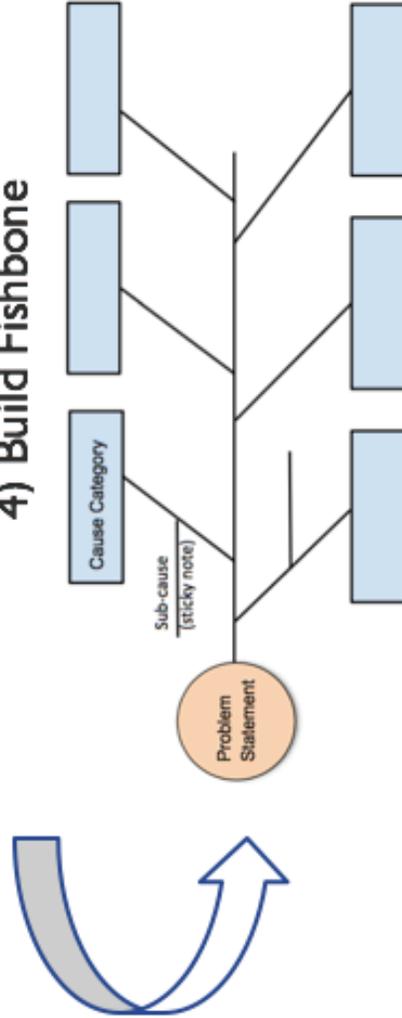| Activity Step	Actions
1. Develop Problem Statement (5 min)	● Use data provided to identify the gap in performance. ● Draft a problem statement, knowing it will change. ● Focus on a rough consensus and write a brief but clear statement.
2. Generate Ideas (5 min)	● Team members silently, individually brainstorm as many causes of the problem as they can, writing one idea per sticky note. *Tip:* ● Causes should be written as specific problems instead of general areas. For example, instead of "professional development," one could say, "professional development is not differentiated by teacher needs." ● Ask yourself "why?" each time to think of a cause in an effort to get at the root cause.
3. Share-out and Cluster (15 min)	● A volunteer starts by reading one sticky note aloud and placing it down. ● Others, one by one, share their sticky notes aloud. ● Once all sticky notes have been read aloud, arrange similar causes near each other.
4. Label the Clusters (5 min)	● For each cluster of causes, determine a categorical label that describes the ideas in that cluster. ● Each of these clusters becomes a main *cause category* for your fishbone. *Tip:* ● Labels should be specific phrases or sentences describing a category of problems within your larger problem space.
5. Arrange the Fishbone (5 min)	● Arrange the clusters onto a fishbone handout. ● Each main *cause category* is a branch, and each sticky note is a bone on that branch.
6. What's next? (5 min)	● As a group, identify data collection tasks that are important to expanding your understanding of the problem space. ● List concrete next steps for your causal system analysis.

How to Build a Fishbone Diagram

1) Clear PROBLEM STATEMENT

2) Brainstorm potential causes

5-WHY'S

3) Categorize

Category 1

Could this be the best?

This is an idea

I had this idea too

This idea has legs

This idea could be it

Category 2

Lets not forget this one

Idea – my favorite

An idea here too

Another idea here

And an idea here

4) Build Fishbone

Cause Category

Sub-cause (sticky note)

Problem Statement

5) TEST!!