

Figure 4.4 shows the basic layout of a cause-and-effect diagram. Some commonly used categories are as follows:

- o Methods, materials, machinery, and people (3Ms and P);
- o Policies, procedure, people, and plant (4Ps); and
- o Another possible significant fifth factor is the environment.

The steps for constructing and analyzing a Cause-and-Effect Diagram are outlined below:

1. It is a good practice to develop an Operational Definition of the effect to ensure that it is clearly understood by all team members. These are the labels for the major branches of the diagram and become categories under which to list the many causes related to those categories. Identify more detailed levels of causes and continue organizing them under related causes or categories. Draw a horizontal arrow pointing to the right.
- 2.
- 4.
- 5.
- 6.