

## Action Planning using 'Ishikawa'

**Aim:** To Action Plan to create a safe and accessible service.

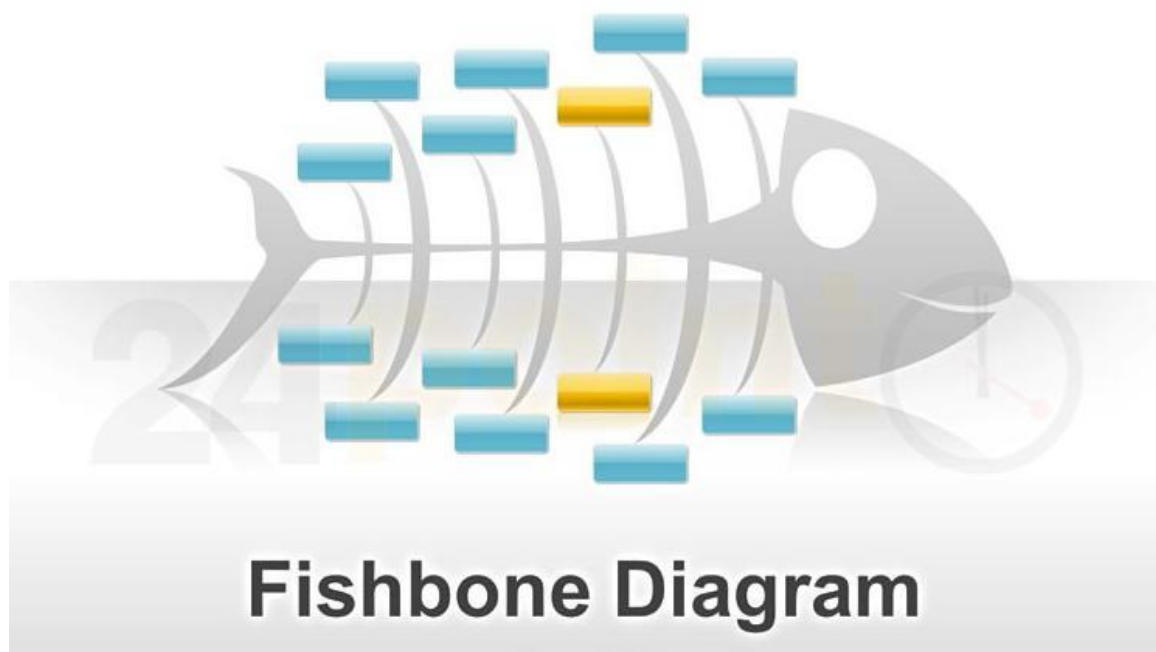
**Time:** 50 minutes

**Materials:** Flip chart paper, post-it notes, pens.

**Method:** Ask participants to get into small groups (4-5 people in each group). Ask all participants to think of solutions to the issues brought up during the training.

### Background

Ishikawa diagrams (also called fishbone diagrams, herringbone diagrams, cause-and-effect diagrams, or Fishikawa) are diagrams created by Kaoru Ishikawa. They are a useful tool in action planning with groups and teams.



### Steps

1. Divide people into teams and encourage them to be creative with their fishbone diagrams, one for each time on one side of flip chart paper. The important outcome is they have scales on

- their fish bones to help them to place their ideas into themes later on.
2. Encourage idea generation where each person, individually without discussing, writes their ideas (eg “ways of providing a better service”) onto post-its, one idea per post-it note.
  3. When everyone has finished creating their post-it note ideas the first person takes a post-it idea and places it randomly on a fishbone.
  4. The next person takes a post-it and if they think it ‘goes with’ the first post-it idea they place it on the same fishbone. If they don’t think it goes with the first one they place it on a new bone. This process continues (everybody can be putting on post-its at the same time) until all post-its are on a bone. People can take a post-it off a bone and move it elsewhere if they think it belongs elsewhere.
  5. During this process duplicates can be discarded and new post-its can be created.
  6. During this stage the process may well be chaotic – which is fine. What often becomes clear is that different people are working with different internal categories leading to the post-its being constantly shifted around. To reach consensus it is necessary for people to talk to each other, ask questions, negotiate etc. Irrespective of the final outcome, this can be a very powerful team building exercise and a way of getting people committed and ‘on board’. Standing up and moving about also generates more energy than sitting around a table.
  7. Once consensus has been reached, the group are asked to create a heading for each bone. The ideas have now been sorted into categories. The next step might be for small groups to take responsibility for working with all the ideas within one category.

**NB** ‘Storming’ onto Post-Its, which can be moved around, and putting these on the diagram creates much more flexibility.

A Fishbone diagram can be used to:

- Enable a whole group to see the big picture all at the same time and to work together on a problem/solution
- Serve as a recording device for ideas generated
- Reveal undetected relationships between causes
- Discover the origin of a problem/solution
- Investigate the expected results of a course of action
- Call attention to important relationships
- Create a document or map of a problem/solution that can be shared with others
- Identify if a problem has been thoroughly investigated