



ARIZONA
SMALL
BUSINESS
BOOT CAMP &
COLLECTIVE

RESPOND → PLAN → RETURN STRONGER

One Simple Question That Reduces Cost And Increases Productivity Daily

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Session Goal

- Deliver an enlightening, immediately useful, and profitable hands-on session

And The One Simple Question Is ...



Why Ask Why? The 5 Whys Tool



- 1920s – 1960s: Producing quality in a repeatable manner to optimize cost
- 1970's to Present: 5 Why's tool used within Kaizen, Lean Manufacturing, and Six Sigma to eliminate waste, streamline efforts, and reduce cost while increasing efficiency, productivity and profits

**Big change in
Market Dynamic**

**HUGE change in
Business Life
Expectancy!**



	Industrial Era (IE)	Knowledge Era (KE)
Time	1920s - 1990s	1990 – current (advent of the internet)
Company's Focus	Producing quality in a repeatable manner to optimize cost	Competing in a global market for customers and employees
Market Dynamic	<ul style="list-style-type: none">• Customers were loyal to the brand• Brand reputation• Quality	<ul style="list-style-type: none">• Customers go where their needs are met• Knowledge in the minds of employees• Organizational agility
Business Life Expectancy	~80 years	~10 years ²
Market Leaders	<ul style="list-style-type: none">• Barnes & Noble• Blackberry• Blockbuster• JC Penny/Sears• Kodak• Nokia	<ul style="list-style-type: none">• Amazon• Apple• Netflix• Walmart• Keyosera• Samsung

OUT WITH THE OLD, IN WITH THE NEW...

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The 5 Whys Technique

- Step 1: Form The Cross-Functional Team
- Step 2: Define The Initial Problem/Effect
- **Step 3: Ask 'Why' To Detect The Root Cause of Initial Problem**
- Step 4: Evaluate and Verify The Answers
- Step 5: Take Action/Address The Root Cause
- Step 6: Monitor Your Measures

Get A Glimpse Of Winning!

- As it relates to the change/growth you seek, which is MORE true?
 - ✓ You're looking to stop something from happening
 - ✓ You're looking to have or achieve something



Deal With The D.I.R.T.T.

- How are you feeling about how your Team currently solves business problems?
- How prepared do you feel your teams and workforce are for the 1-3 years ahead?
- What strengths have you not leveraged enough?
- Which organizational process needs overhaul/redesign the most?

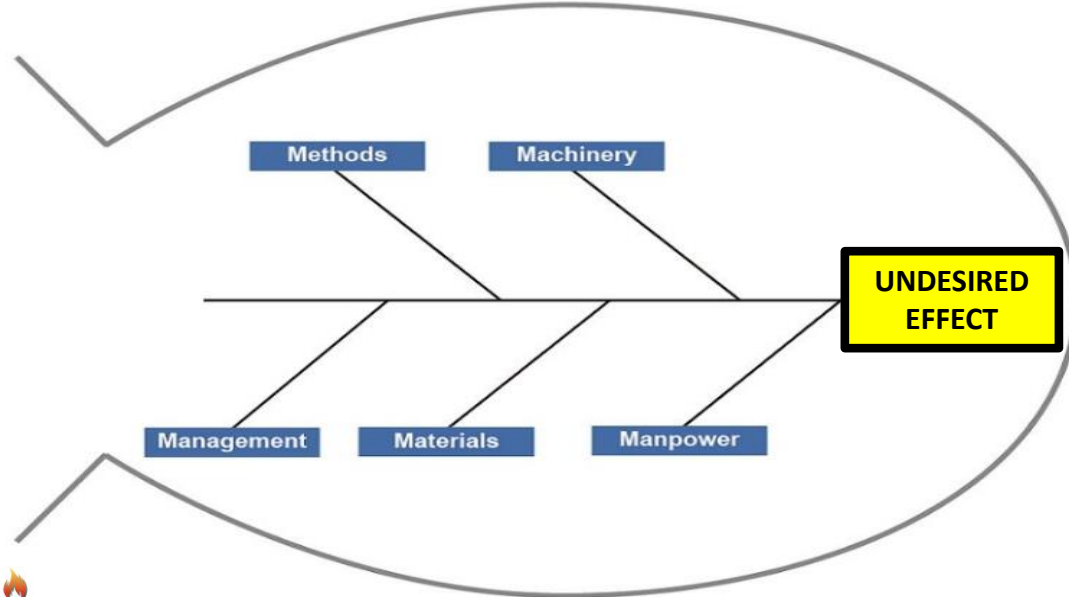


Winning Results Worksheet

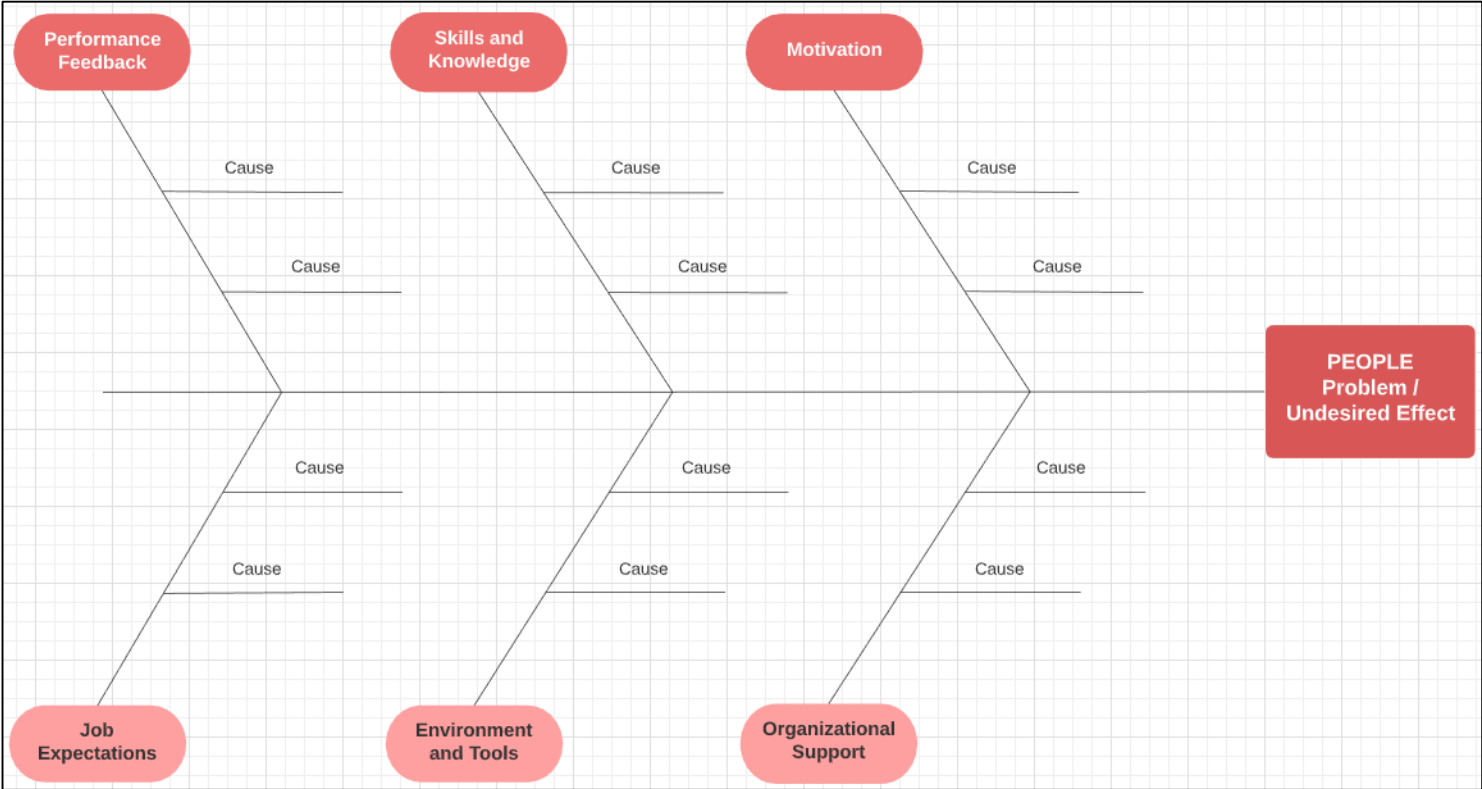
Winning Results Worksheet											
				Positioning Your Future							
How does your Team define Winning ?											
You can't celebrate if you don't know when you've won.											
Winning is the only real path to sustainability.											
(I) Growth Catalyst						The Focus Initiating Your Change					
___ You want to stop something from happening						Which is MORE true?					
___ You want to have or achieve something											
(II) Assess Your Needs						Deal With The D.I.R.T.T.					
What MUST you deal with this time to create the opportunity to win?											

Fishbone Diagram and Terminology

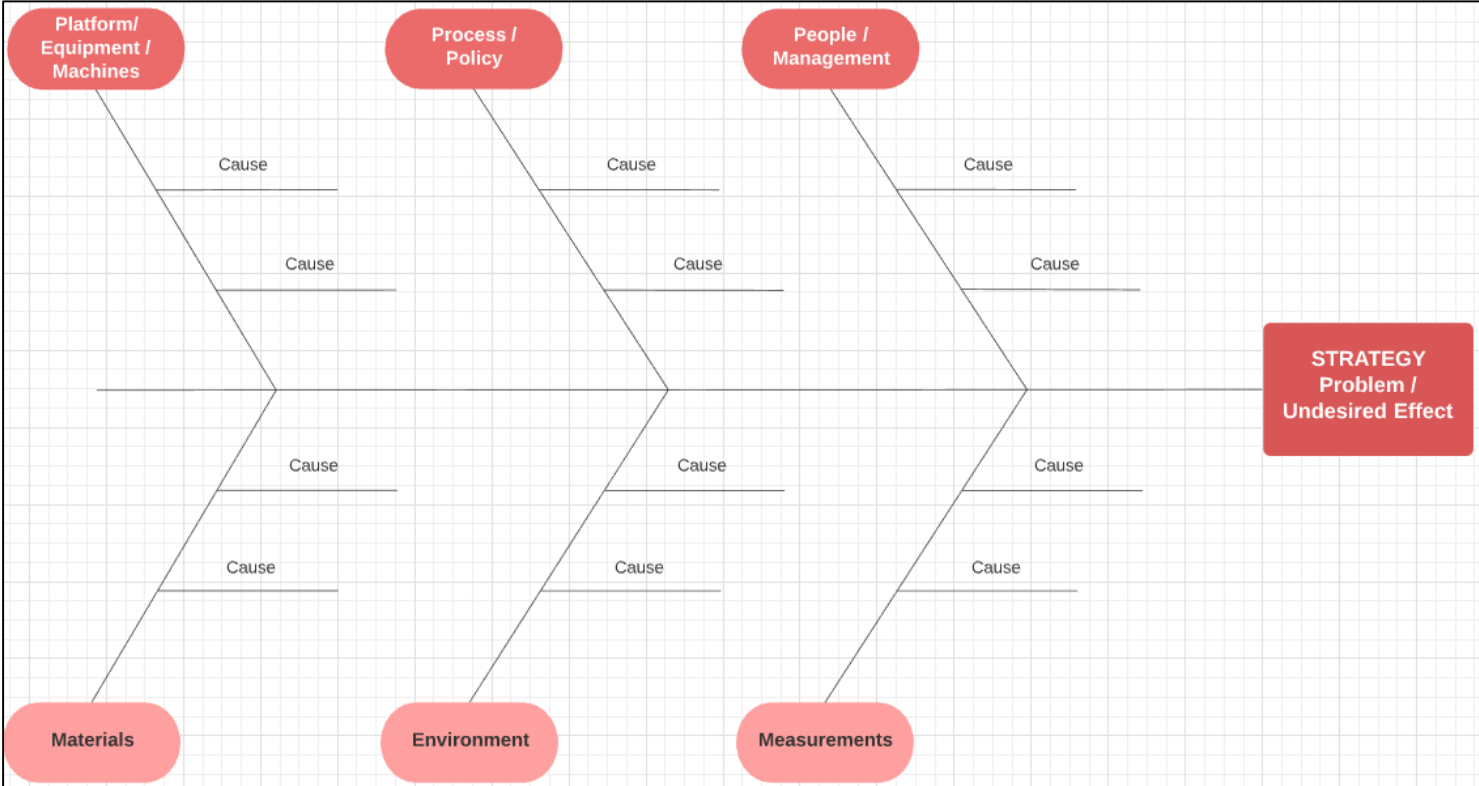
- A structured brainstorming tool using categories to explore potential root causes for an undesired effect.



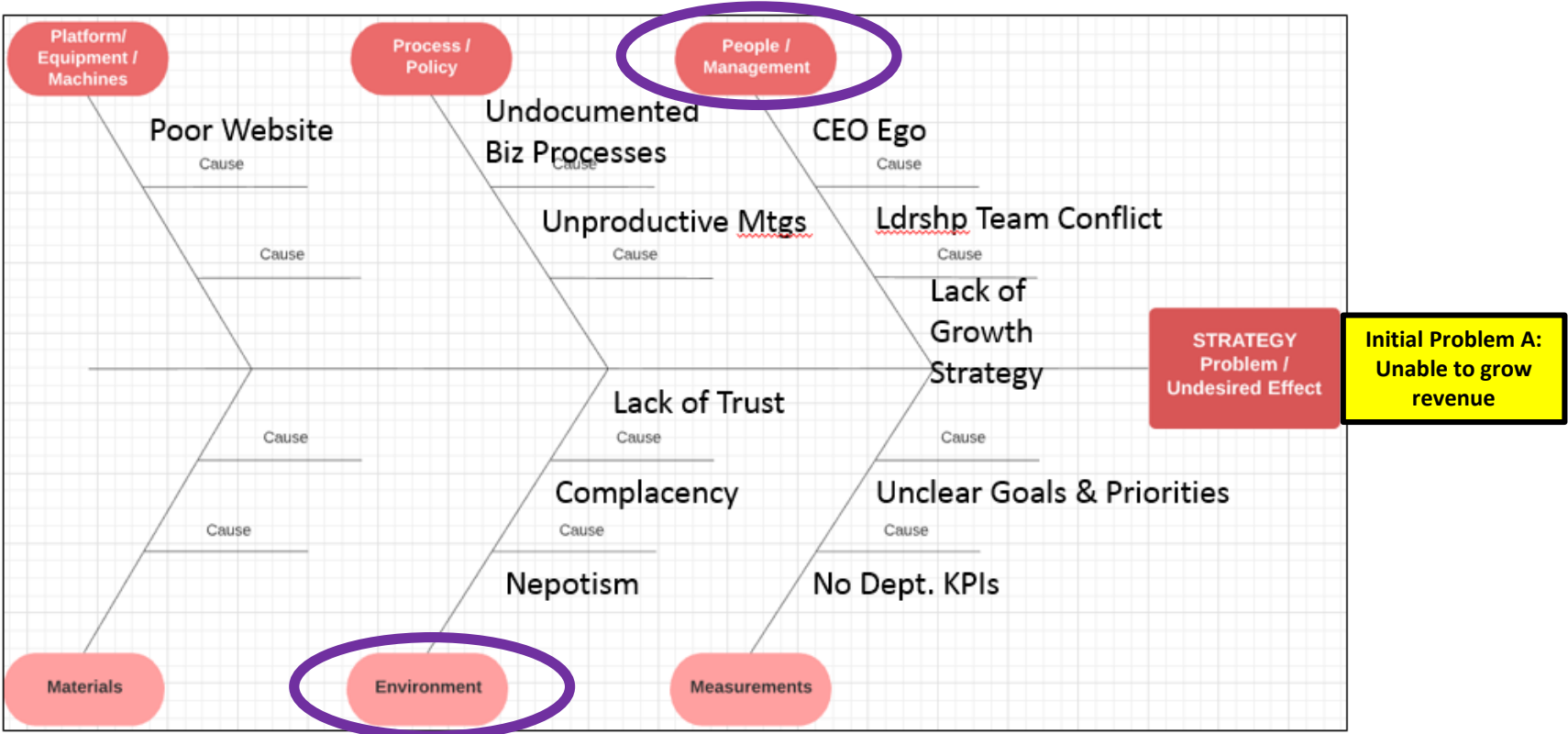
Sample 'People' Fishbone



Sample 'Strategy' Fishbone



Completed 'Strategy' Fishbone With Cause Categories and Causes

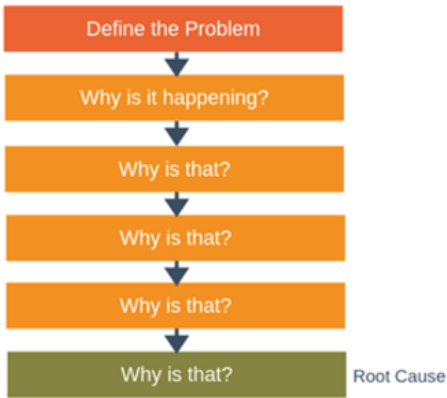


Your Turn 😊

1. Identify a current Team Problem/Undesired Effect
2. Write Initial Problem 'A' on best fit Sample Fishbone
(Either People or Strategy in your Handouts)
3. Circle (2) CAUSE CATEGORIES most likely linked to Undesired Effect
4. Add at least (1) potential cause under those CAUSE CATEGORIES

**UNDESIRE
D EFFECT =
INITIAL
PROBLEM A**

Completed 5 Whys and Winning Results Worksheet

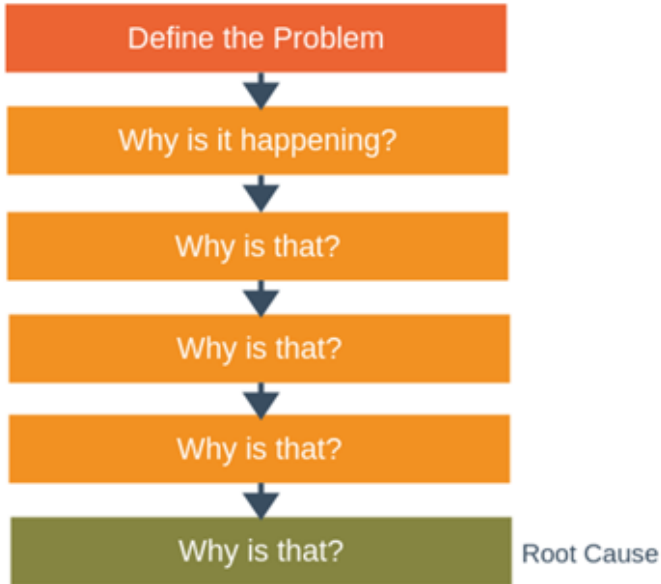


Unable to grow revenue
Egos and Conflict
Nepotism
Lack of Trust
Fear of the empty seat
Unprofessional Team building Teepees vs. Tower
Lack of know-how and skillset to lead Team in achieving next level


(I) Growth Catalyst		The Focus Initiating Your Change	
___	You want to stop something from happening	Which is MORE true?	
X	You want to have or achieve something		
(II) Assess Your Needs		Deal With The D.I.R.T.T.	
What MUST you deal with this time to create the opportunity to win?			
Team is not ready for the next 1-3 years; Will hinder ability to exit on own terms			
(III) Growth Quest		How We Are Pursuing Winning	
Step 1: Perform Problem/Undesired Effect Root Cause Analysis			
More clearly defined problem:			
<u>Lack of knowledge and skillset to lead Team in achieving next level</u>			
Step 2: Identify the first cause category linked to effect that should be further explored			
Cause Category to explore: People/Management			
(IV) Potential Corrective Actions		How We Can Avoid More of Problem	
<u>Professional Development Coaching</u>			
<u>Business Growth Strategy Development</u>			
<u>Establish Meeting Agendas and Rhythms</u>			
(V) Define What You'll Do Next to Drive Results			
<u>Invest in Management Consultant and inform Team Leaders</u>			

Asking The 5 Whys

Compare Fishbone 'Initial Problem A' with Your Growth Catalyst



Complete Winning Results Worksheet

(III) Growth Quest		How We Are Pursuing Winning				
Step 1: Perform Problem/Undesired Effect Root Cause Analysis						
More clearly defined problem:						
Step 2: Identify the first cause category linked to effect that should be further explored						
Cause Category to explore:						
(IV) Potential Corrective Actions			How We Can Avoid More of Problem			
(V) Define What You'll Do Next to Drive Results						
						

Q & A

Thank You!



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