

GLOBAL 8D

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BSEE, CQA, CSSBB, CQE

Also Known As

- 8 D
- 8 DISCIPLINES
- TEAM ORIENTED PROBLEM SOLVING
[TOPS]
- 7 D
- KEPNER TREGOE

HAS THIS EVER HAPPENED TO YOU?

- A PROBLEM YOU THOUGHT YOU HAD RESOLVED RECURS
- A PROBLEM YOU SOLVED OCCURS IN A DIFFERENT PRODUCT, PROCESS, APPLICATION
- ROOT CAUSES ARE SAID TO BE 'OPERATOR' ERROR
- SOLUTIONS ARE 'FIRED THE OPERATOR'

HAS THIS EVER HAPPENED TO YOU?

- YOUR ORGANIZATION MAKES CHANGES BUT THEY DO NOT DO WHAT THEY WERE INTENDED TO DO
- YOUR ORGANIZATION MAKES CHANGES BUT EVENTS OCCUR THAT WERE NOT PART OF THE PLAN. [VA/VE, MCR]
- YOU ARE ASKED “WHAT PERCENT OF YOUR CORRECTIVE ACTIONS HAVE BEEN VALIDATED?”

THE EIGHT GLOBAL DISCIPLINES

- D 0 EMERGENCY RESPONSE AND CASE FOR THE 8D
- D 1 SELECT THE TEAM
- D 2 PROBLEM DESCRIPTION
- D 3 INTERIM CORRECTIVE ACTIONS
- D 4 DETERMINE ROOT CAUSE

THE EIGHT GLOBAL DISCIPLINES

- D 5 PLAN PERMANENT CORRECTIVE ACTIONS
- D 6 EXECUTE PERMANENT CORRECTIVE ACTIONS
- D 7 PREVENTION
- D 8 CONGRATULATE THE TEAM

STEP ZERO (optional)

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- EMERGENCY RESPONSE ACTION
- IS THE 8D THE PROPER TOOL?
 - DOES THIS REQUIRE MORE THAN TWO (2) PERSONS TO SOLVE?
 - ARE THERE BETTER PROBLEM SOLVING METHODS?
 - CAN THE 8D BE COMPLETED WITHIN THE PROPER TIMEFRAME?
 - IS ONE 8D SUFFICIENT? OR SHOULD THIS BE BROKEN DOWN?

STEP ONE (1): ESTABLISH THE TEAM

STEP ONE (1)

- **ISHIKAWA aka FISHBONE** (preliminary brain dump with 1 or 2 people)
- **CROSS FUNCTIONAL TEAM** (permanent and transient)

CROSS-FUNCTIONAL TEAM MEMBERSHIP ROLES

- CHAMPION
- LEADER
- TEAM MEMBER
- TIME MANAGER
- SCRIBE
- RECORDER
- FACILITATOR

CHAMPION

- MANAGEMENT REPRESENTATIVE
- HAS OWNERSHIP OVER SYSTEM OR PROCESS
- HAS AUTHORITY TO MAKE CHANGES
- MAKES RESOURCES AVAILABLE
- SUPPORTS TEAM DECISIONS
- USES APPROPRIATE QUESTIONS TO MENTOR THE TEAM
- ATTENDS MEETINGS AS REQUIRED
- EMPOWERS THE TEAM

LEADER

- TEAM'S BUSINESS MANAGER
- SPOKESPERSON
- HELPS SET OBJECTIVES, TASKS
- DIRECTS DECISION MAKING
- FOCUSES ON MEETINGS PURPOSE AND AGENDA
- FORMS SUB TEAM OF: SCRIBE, TIME MANAGER, FACILITATOR
- DIRECTS THE G8D METHODOLOGY

TEAM MEMBER

- PROVIDES TECHNICAL INPUT / SUBJECT MATTER EXPERT [SME]
- CARRIES-OUT ASSIGNMENTS / GOFER
- GIVES DESCRIPTIVE FEEDBACK
- CLARIFIES ISSUES

TIME MANAGER

- ALLOCATES TIME TO EACH AGENDA ITEM
- MONITORS MEETING PROGRESS AGAINST THE AGENDA
- KEEPS TIME FOR THE TEAM
- PROPOSES AGENDA ADJUSTMENTS
- ENSURES THAT KEY PERSONNEL ARE RELEASED FROM THE MEETINGS ON TIME

SCRIBE

- RECORDS THE LEADER'S SUMMARY
- RE- STATES AND RECORDS TEAM DECISIONS DURING THE MEETINGS
- MAKES TEAM DECISIONS VISIBLE
- EASEL

RECORDER

- TRANSCRIBES MEETING NOTES
- MANTAINS RECORDS

FACILITATOR

- G8D SME
- HELPS MEMBERS CONTRIBUTE
- ACTS AS TEAM BUILDER
- DRAWS ATTENTION TO COMMUNICATION SKILLS
- ENSURES WARMUP AND COOLDOWN

CROSS-FUNCTIONAL TEAM CANDIDATES

- DESIGN ENGINEERING
- SUPPLIERS & STA
- MANUFACTURING ENGINEERING
- MANUFACTURING
- RELIABILITY ENGINEERING
- CUSTOMER QC
- LAUNCH ENGINEERING
- PRODUCTION CONTROL
- MAINTENANCE
- PURCHASING

STEP TWO (2): DESCRIBE THE PROBLEM

- EXQUISITE PROBLEM DEFINITION –
WHAT'S WRONG WITH WHAT?
 - TRENDS
 - CYCLES
 - OBSERVATIONS vs. CONCLUSIONS
 - WHY, WHY, WHY...
 - IS/IS NOT vs. WHAT, WHERE, WHEN, HOW
BIG

WHAT'S WRONG WITH WHAT?

- NARRATIVE

WHAT'S WRONG WITH WHAT?

- 358 WORDS WITH EMOTIONAL EMBELISHMENTS
- 41 WORDS
- 32 WORDS

OBSERVATIONS vs. CONCLUSIONS

OBSERVATIONS vs. CONCLUSIONS

* Observable,
Quantifiable
information

* Decisions based
on deductions

* High incidence
of accuracy

* Low incidence of
accuracy

* Tend not to be
disputed as they
are usually just a
list of facts

* Tend to be
debated until
proven valid by
testing

OBSERVATIONS vs. CONCLUSIONS

* Usually describes what, who, when, where, and magnitude

* Usually describes the why

* Details the effects

* Describes the cause

* Should be done first

* Should be done second

OBSERVATIONS vs. CONCLUSIONS

* Frequently done
incompletely

* Frequently
jumped to

* Tends to be
considered less
important, goes
unrewarded,
unappreciated

* Highly valued,
rewarded,
reinforced

OBSERVATIONS vs. CONCLUSIONS

"Jan is slow to respond to questions, makes clerical errors and does not move as quickly as others"

"Jan is lazy"

* Function of D2

* Function of D4

* Effect / Defect

* Cause

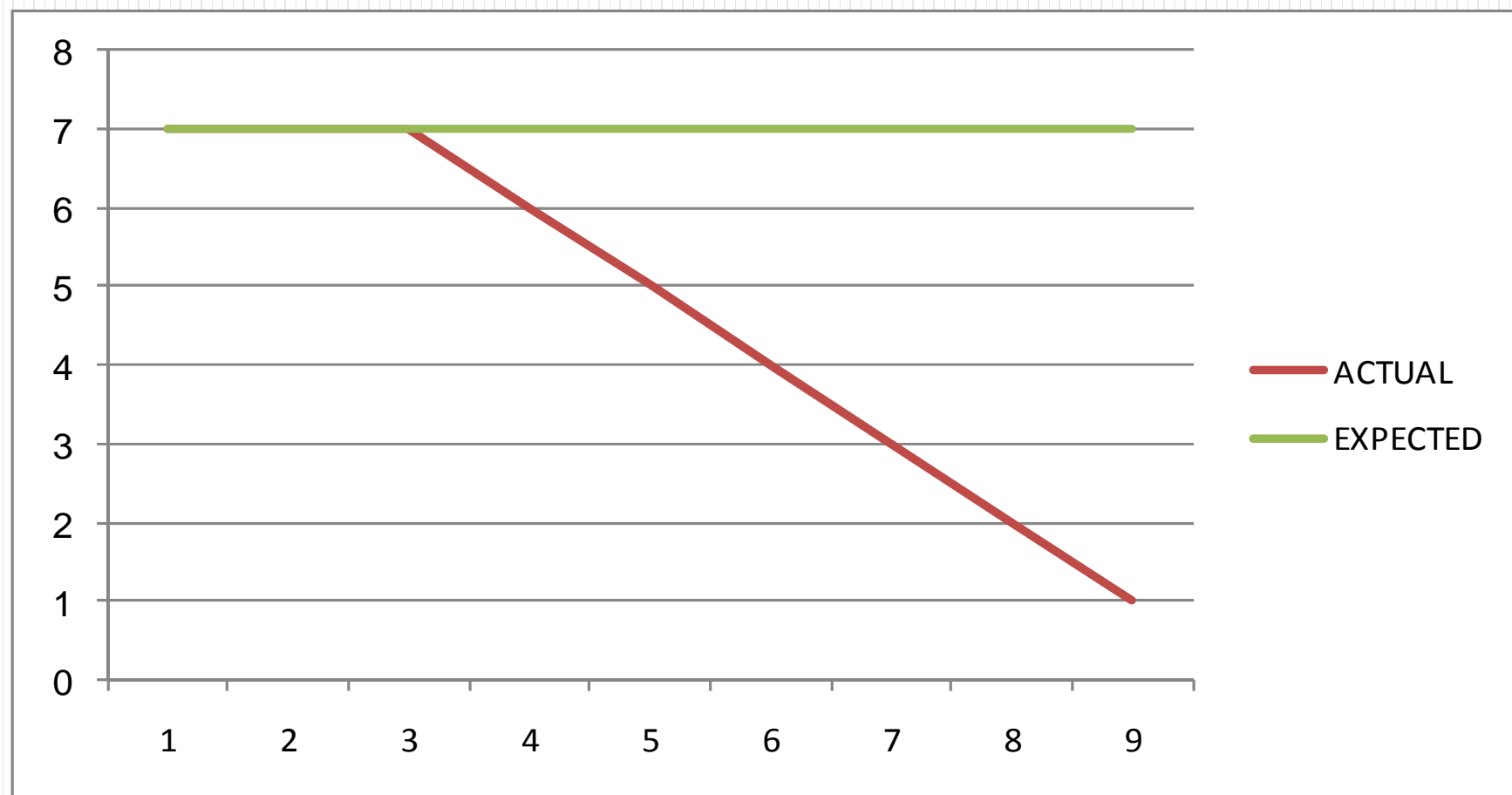
* Symptom

* Root cause

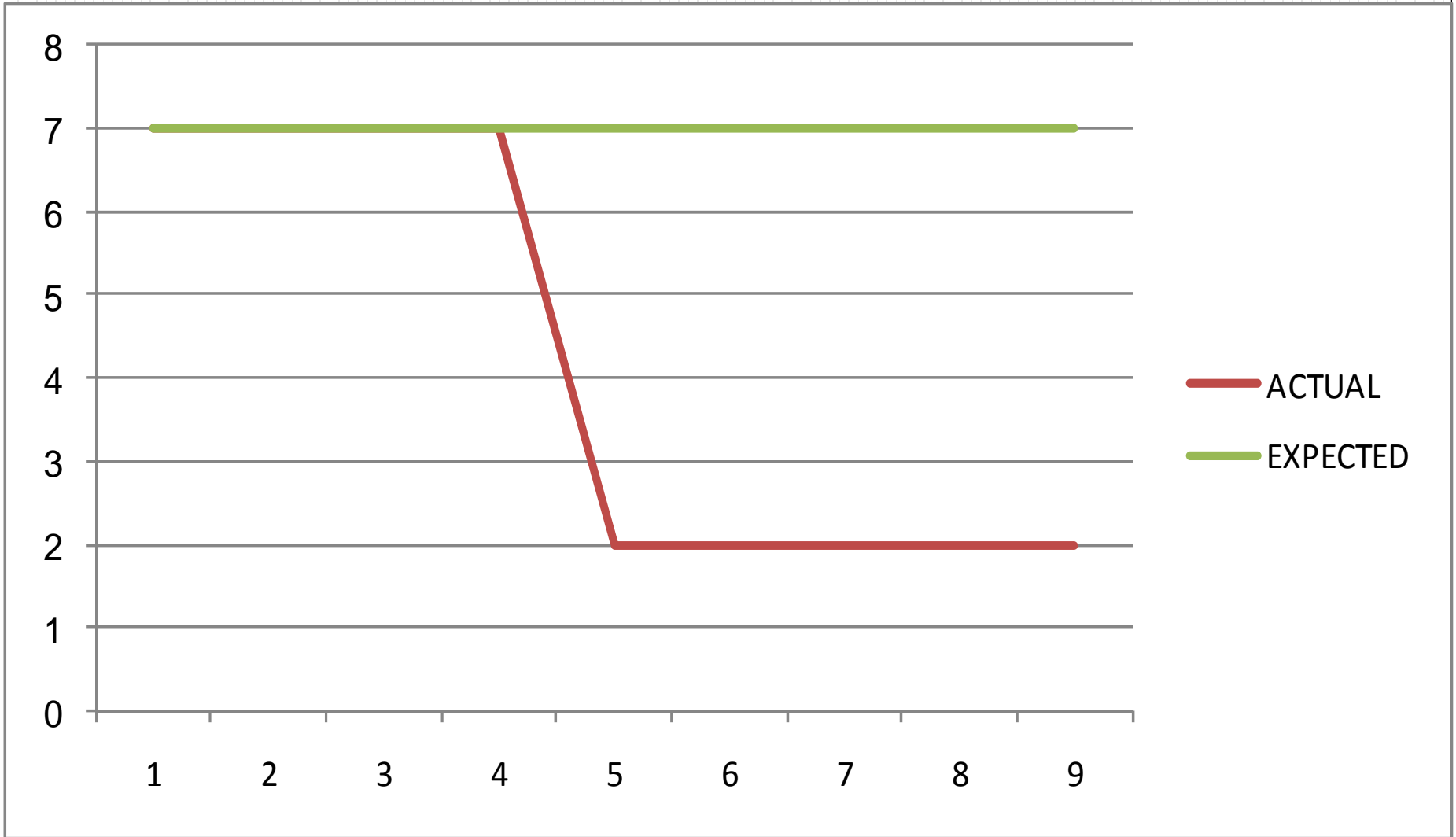
TRENDS AND CYCLES

- GRADUALLY
- ABRUPTLY
- NEVER BEEN THERE
- “S” SHAPED

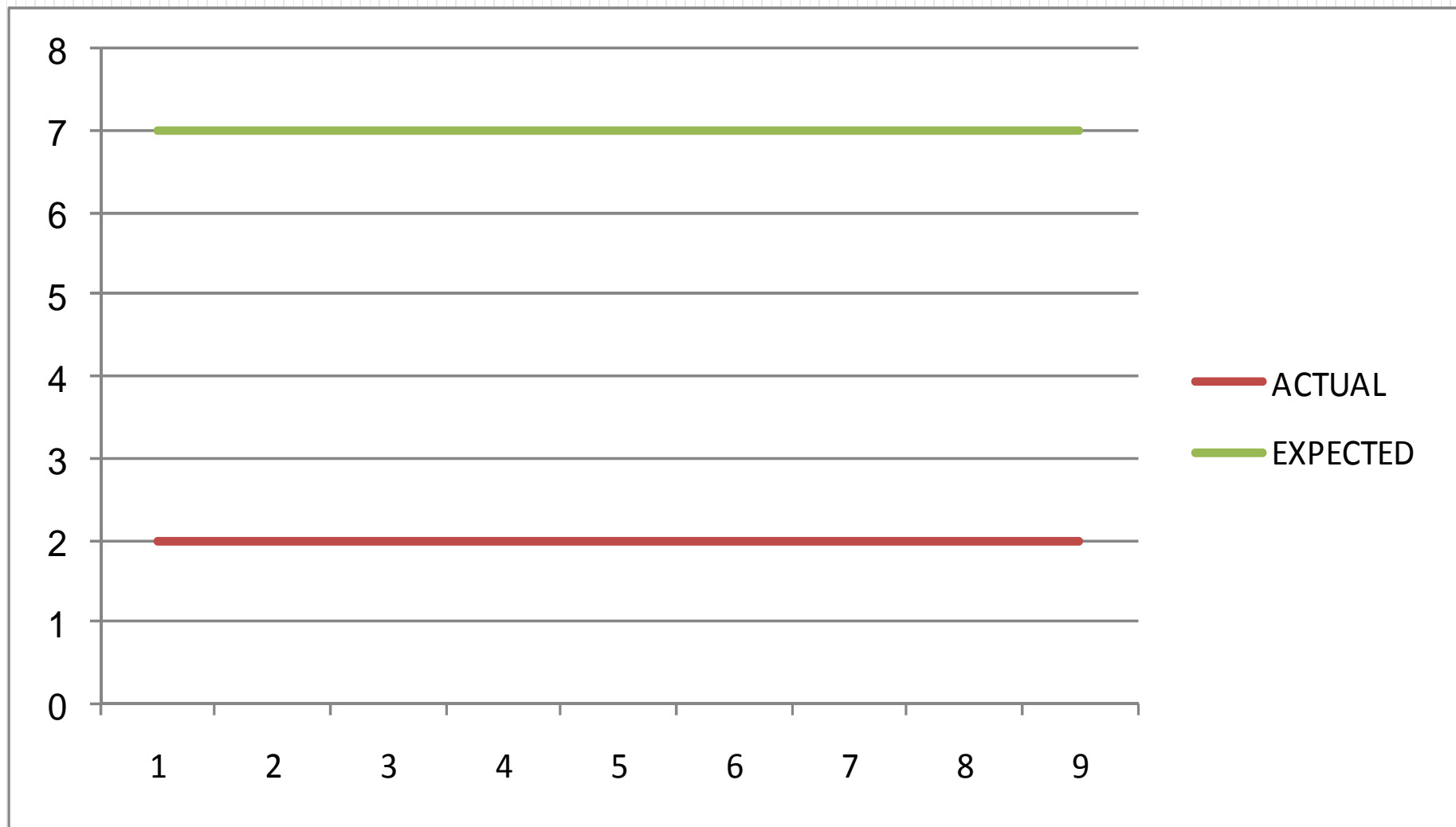
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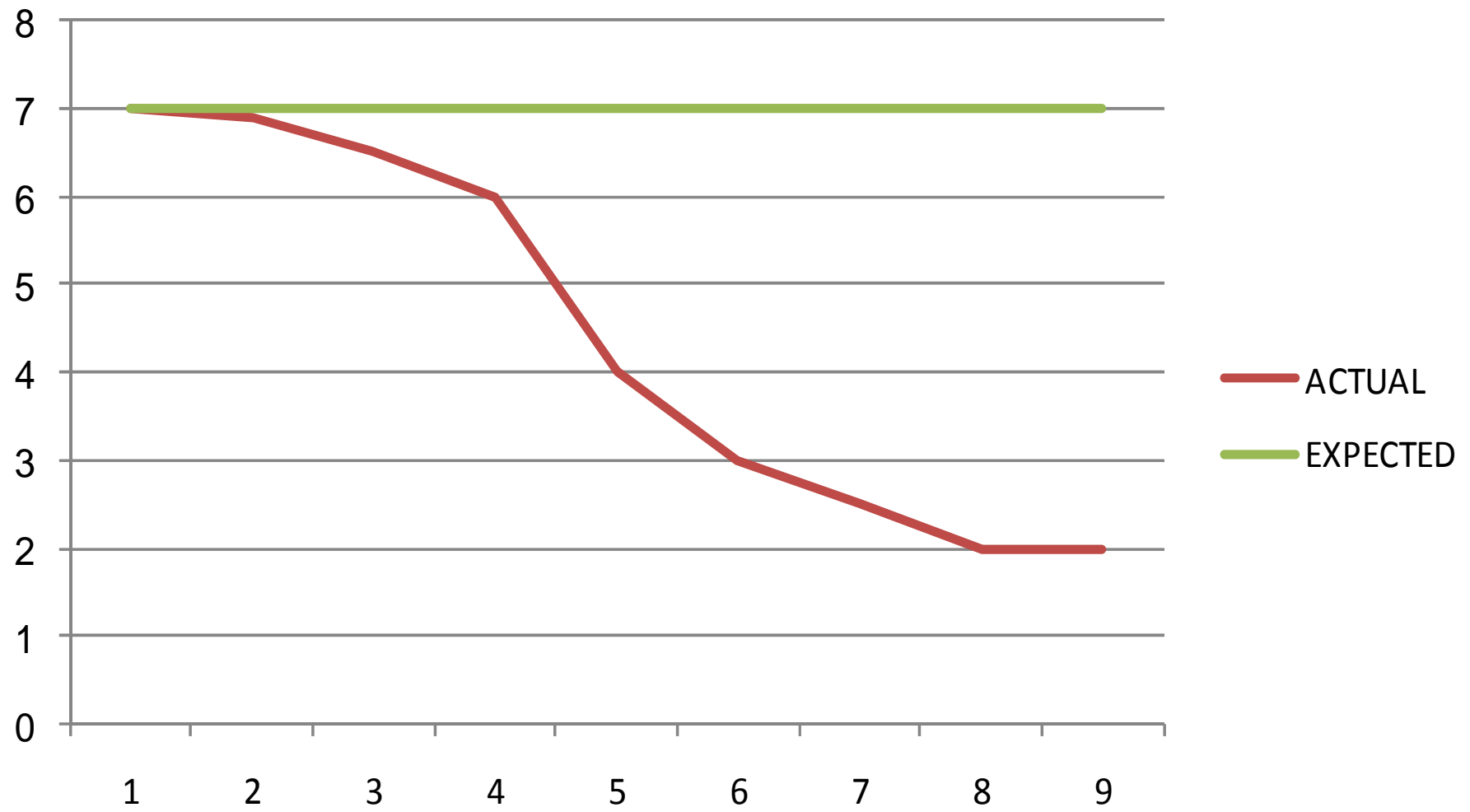
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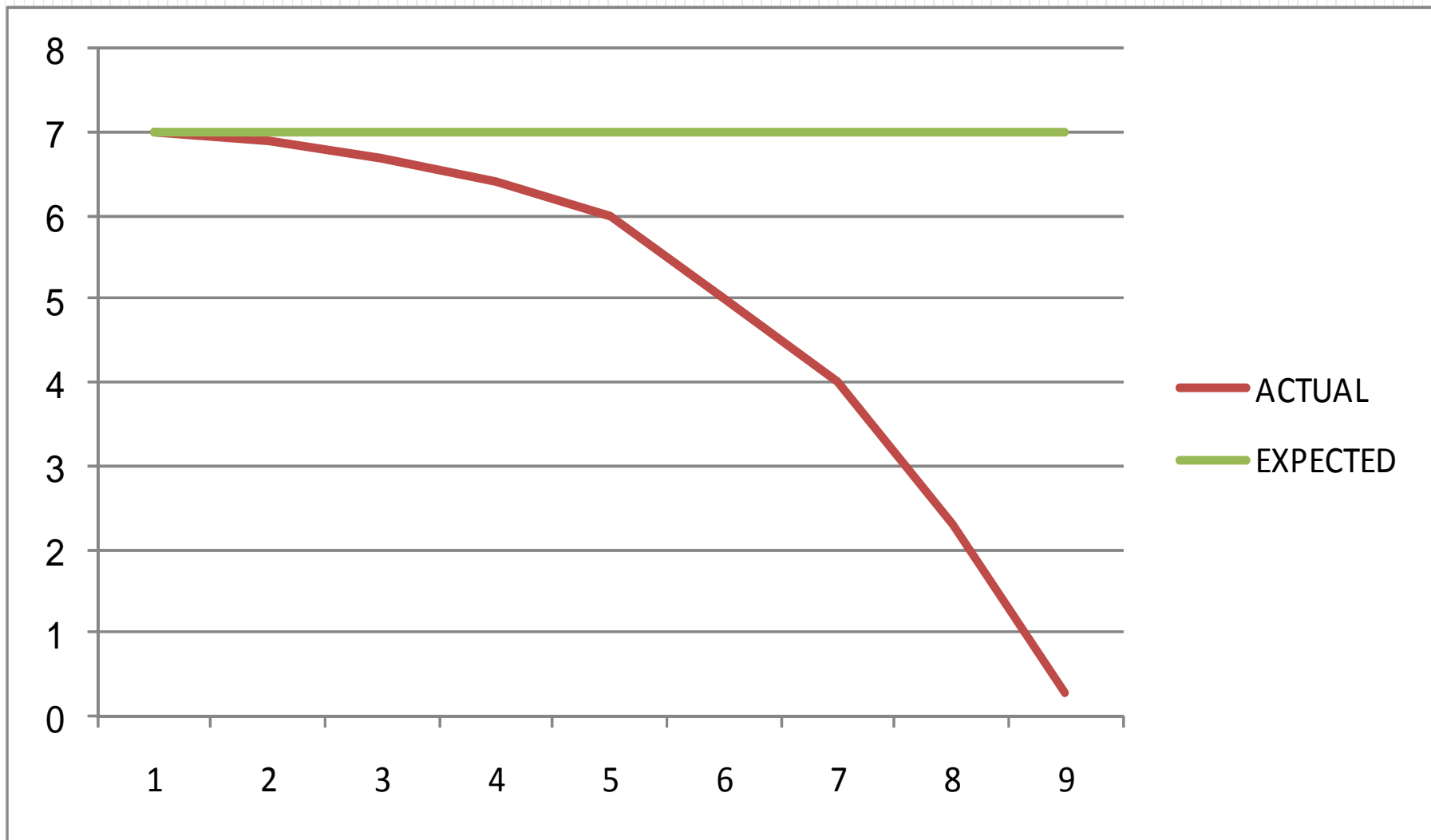
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GRADUALLY "S"



GRADUALLY 'S'



WHY, WHY, WHY.....#1

- Tire is flat
- Why?
- Nail in tire
- Why?
- Nails on floor
- Why?
- Crate fell apart
- Why?
- Wet
- Why?
- Leaky Roof
- Why?
- Maintenance

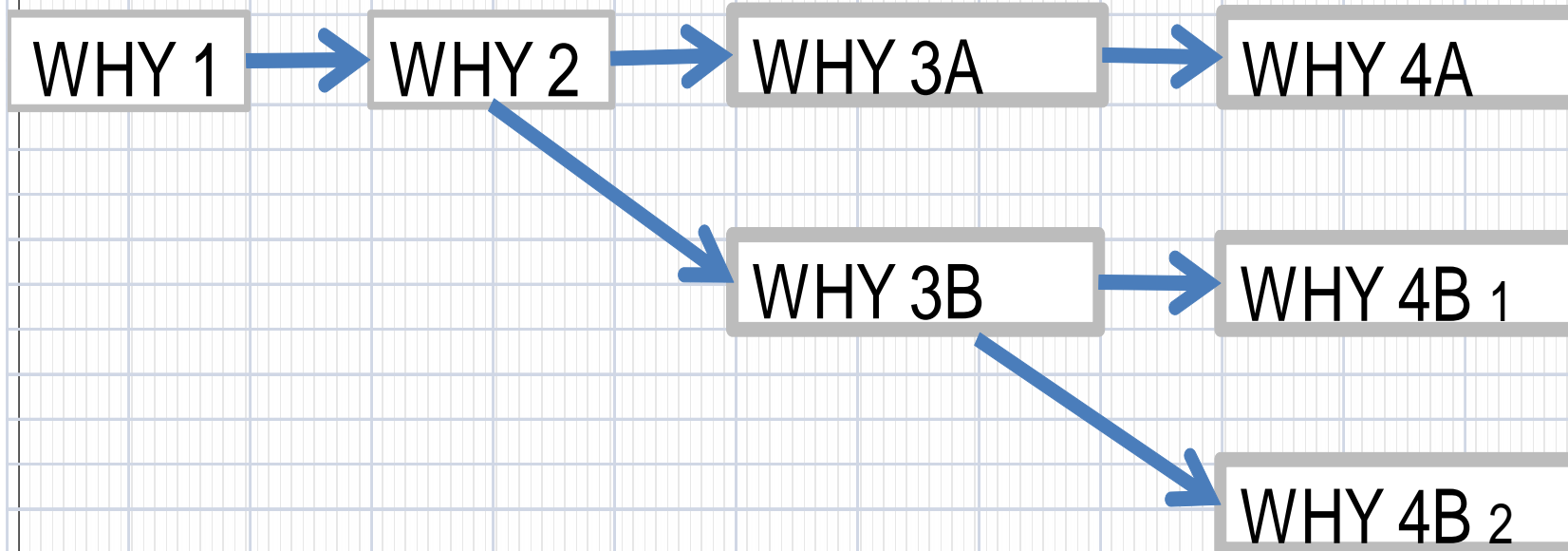
WHY, WHY, WHY.....#2

- Water-Cooled Brake Leaked after previously passing the “Leak Test”
- Why?
- RTV clogged the inlet of the Test Fixture during the original test
- Why?
- The RTV dispenser was placed on the water inlet screen many times AND the RTV dispenser excreted extra RTV
- Why?
- Operator placed RTV dispenser on water inlet screen

WHY, WHY, WHY.....#2

- Why?
- The holder for the RTV dispenser was covered up
- Why?
- The holder was not mounted in a user-friendly position
- Why?
- Job setup
- Why?
- Why?

WHY, WHY, WHY.....#3



STEP THREE (3): INTERIM CORRECTIVE ACTION

RATIONALE

- BUY TIME
- PROTECT THE CUSTOMER FROM THE EFFECT OF THE PROBLEM
- CONTAIN THE PROBLEM

KEY CONCEPTS

- TEMPORARY
- WORKS AGAINST THE EFFECT
- AN ICA MUST BE KEPT IN EFFECT UNTIL A PCA HAS BEEN ESTABLISHED AND VALIDATED
- SOMETIMES INITIATED WITHOUT MUCH DATA AND PROVIDES OPPORTUNITY FOR A FULL-SCALE INVESTIGATION

KEY CONCEPTS

- ATTACKS THE SYMPTOMS
- MUST BE VERIFIED
- IS MONITORED WITH DATA
- ADDS COST

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- **ATTACKS THE SYMPTOMS**
- **MUST BE VERIFIED**
- **IS MONITORED WITH DATA**
- **ADDS COST**

VERIFICATION

- DEVELOPED BEFORE THE ICA
- MUST WORK AS INTENDED
- BEFORE AND AFTER DATA
- CANNOT INTRODUCE A NEW PROBLEM
- EXAMPLES:
 - Tests
 - Surrogate Data
 - 100% sort at customer and in-plant
- TRIAL RUNS ARE RECOMMENDED

VALIDATION

- ONGOING EVIDENCE THAT THE ICA IS DOING WHAT WAS INTENDED WITHOUT INTRODUCING NEW PROBLEMS
- PRE-CUSTOMER VALIDATION [over time]
 - Dock Audits
 - Stepped-Up Final Inspection / test
 - Extra downstream inspection/test
 - ISPC
- CUSTOMER VALIDATION [over time]
 - Customer Dock Audits
 - VOC

BEFORE ICA IMPLEMENTATION, ASK

- IS A SERVICE ACTION NEEDED i.e. RECALL?
- HAS THE PROPER CRITERIA FOR THE ICA BEEN PROPERLY ESTABLISHED BY THE TEAM?
- DOES THE ICA PROTECT THE CUSTOMER 100%?
- IS THE ICA VERIFIED?
- IS THE ICA COST-EFFECTIVE AND EASY?

ICA PLANNING

- HAVE THE APPROPRIATE DEPARTMENTS BEEN INVOLVED WITH THE PLANNING?
- HAS APQP, FMEA, CONTROL PLANS AND INSTRUCTIONS BEEN CONSIDERED?
- TIMELINE, GANTT CHARTS, CPM
- HAS A VALIDATION METHOD BEEN DETERMINED?
- CUSTOMER APPROVAL?
- WHAT COULD GO WRONG AND WHAT PREVENTION SHOULD BE CONSIDERED?

POST IMPLEMENTATION

- DOES THE VALIDATION DATA INDICATE THAT THE G8D CUSTOMER IS BEING PROTECTED?
- CAN THE ICA EFFECTIVENESS BE IMPROVED?

COMMON TASKS

- HAVE ALL CHANGES BEEN DOCUMENTED?
- DO WE HAVE THE RIGHT TEAM COMPOSITION TO PROCEED TO DISCIPLINE 4 [DEFINE AND VERIFY THE ROOT CAUSE AND ESCAPE POINTS]
- HAVE WE REVIEWED THE MEASURABLES?
- HAVE WE DETERMINED IF A SERVICE ACTION [RECALL] IS REQUIRED?

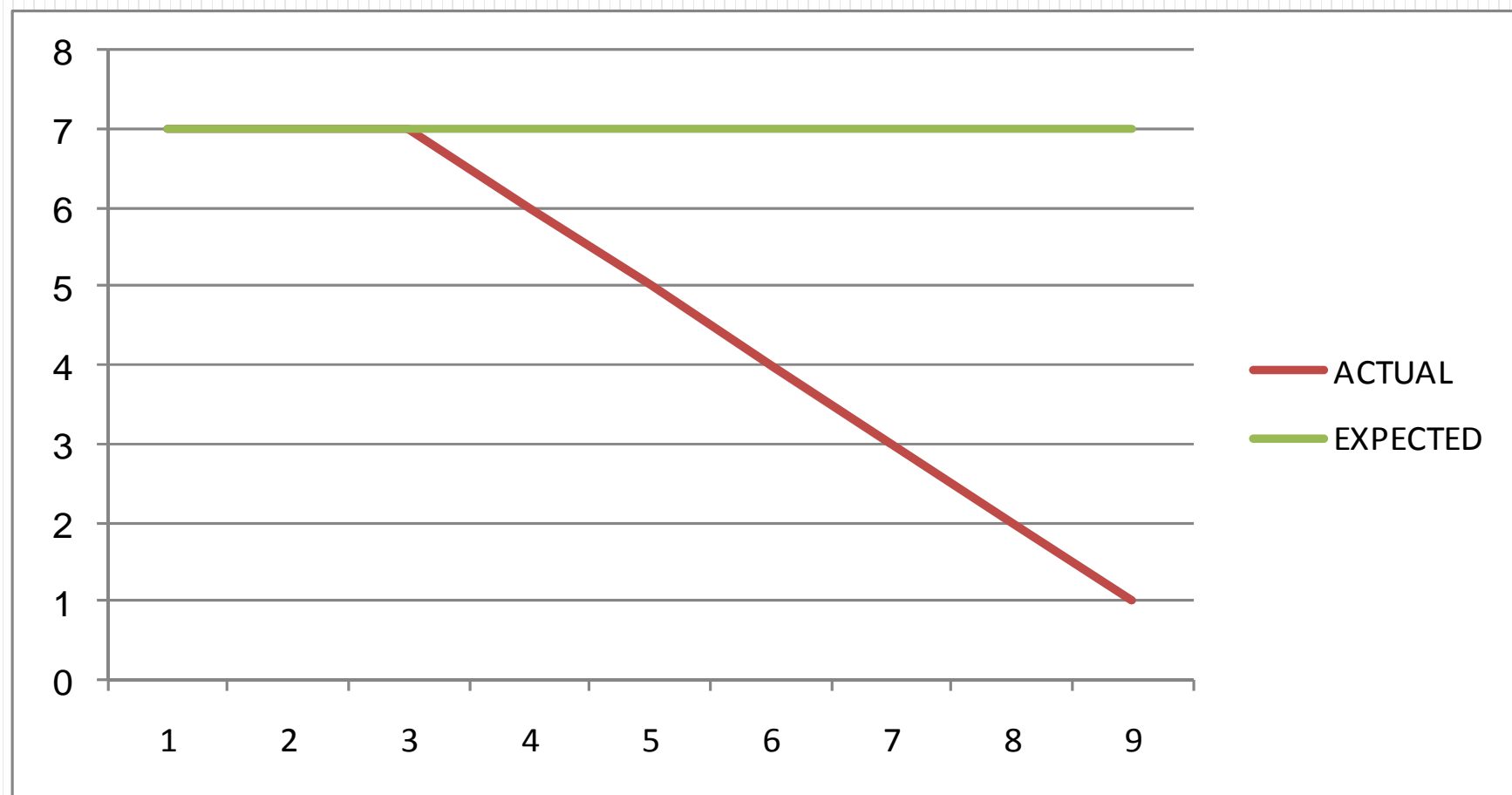
DISCIPLINE Four (4): DEFINE and VERIFY ROOT CAUSE and ESCAPE POINT

- REVIEW EXISTING PROGRESS/STEPS
 - FISHBONE
 - TRENDS
 - CYCLES
 - IS / IS NOT [and new info]
 - PROBLEM STATEMENT or SCOPE
 - PROBLEM DESCRIPTION
 - COMPARATIVE ANALYSIS

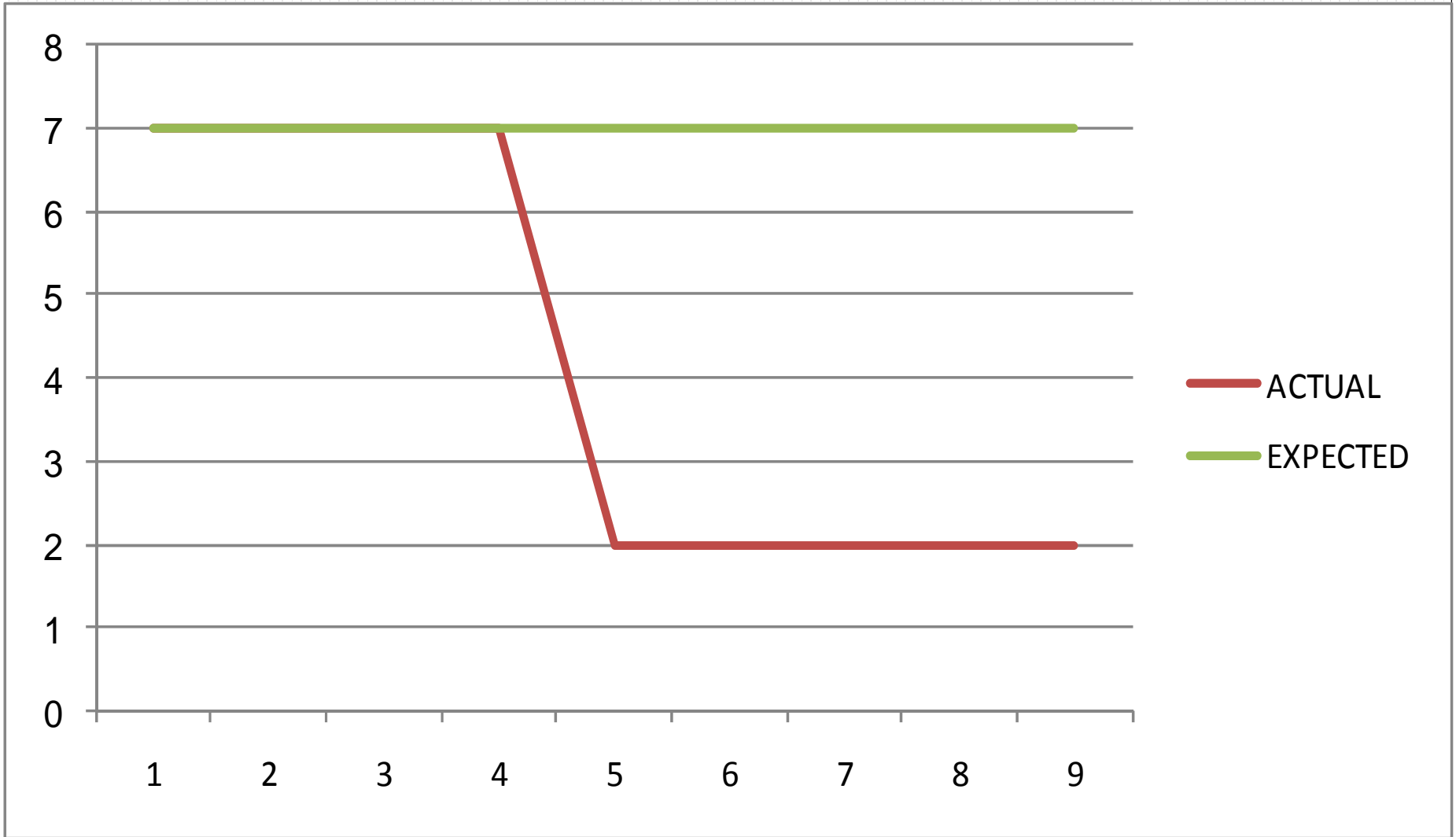
DISCIPLINE Four (4): DEFINE and VERIFY ROOT CAUSE and ESCAPE POINT

- REVIEW EXISTING PROGRESS/STEPS
 - POSSIBLE CAUSES
 - TRIAL RUN OF POSSIBLE CAUSES
 - PROCESS FLOW, FMEA, CONTROL PLAN, FMEA? WHAT DO THEY SAY?

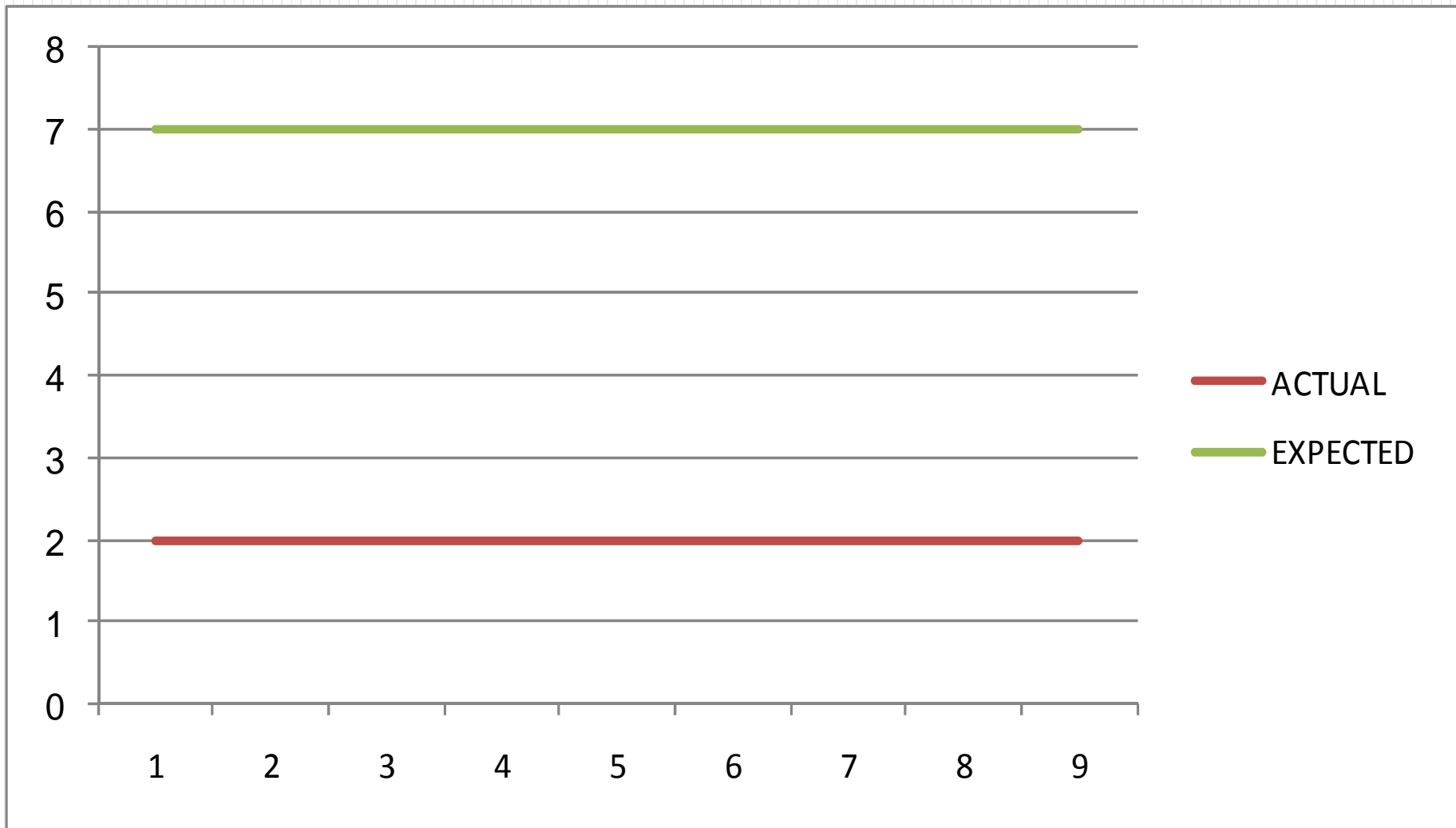
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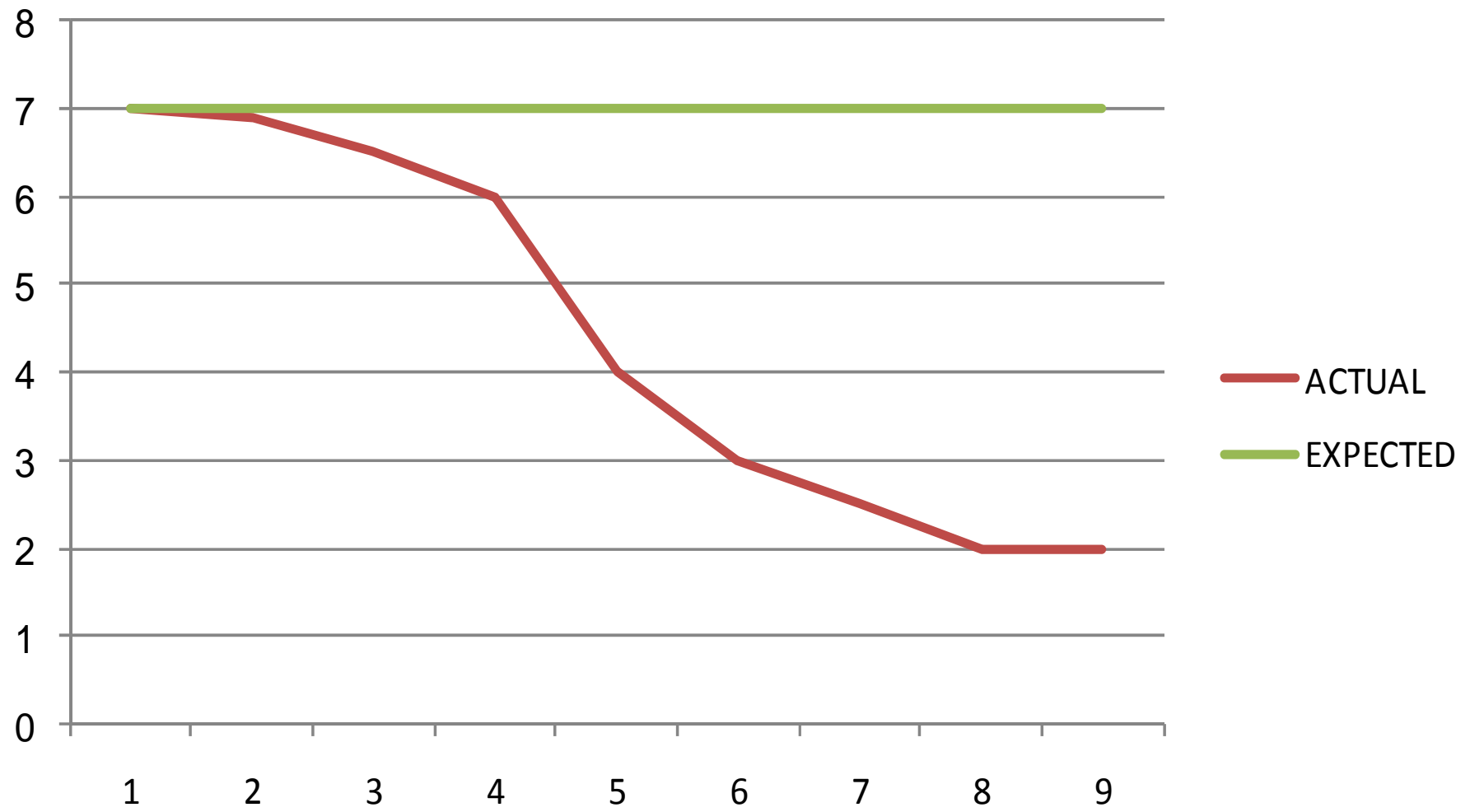
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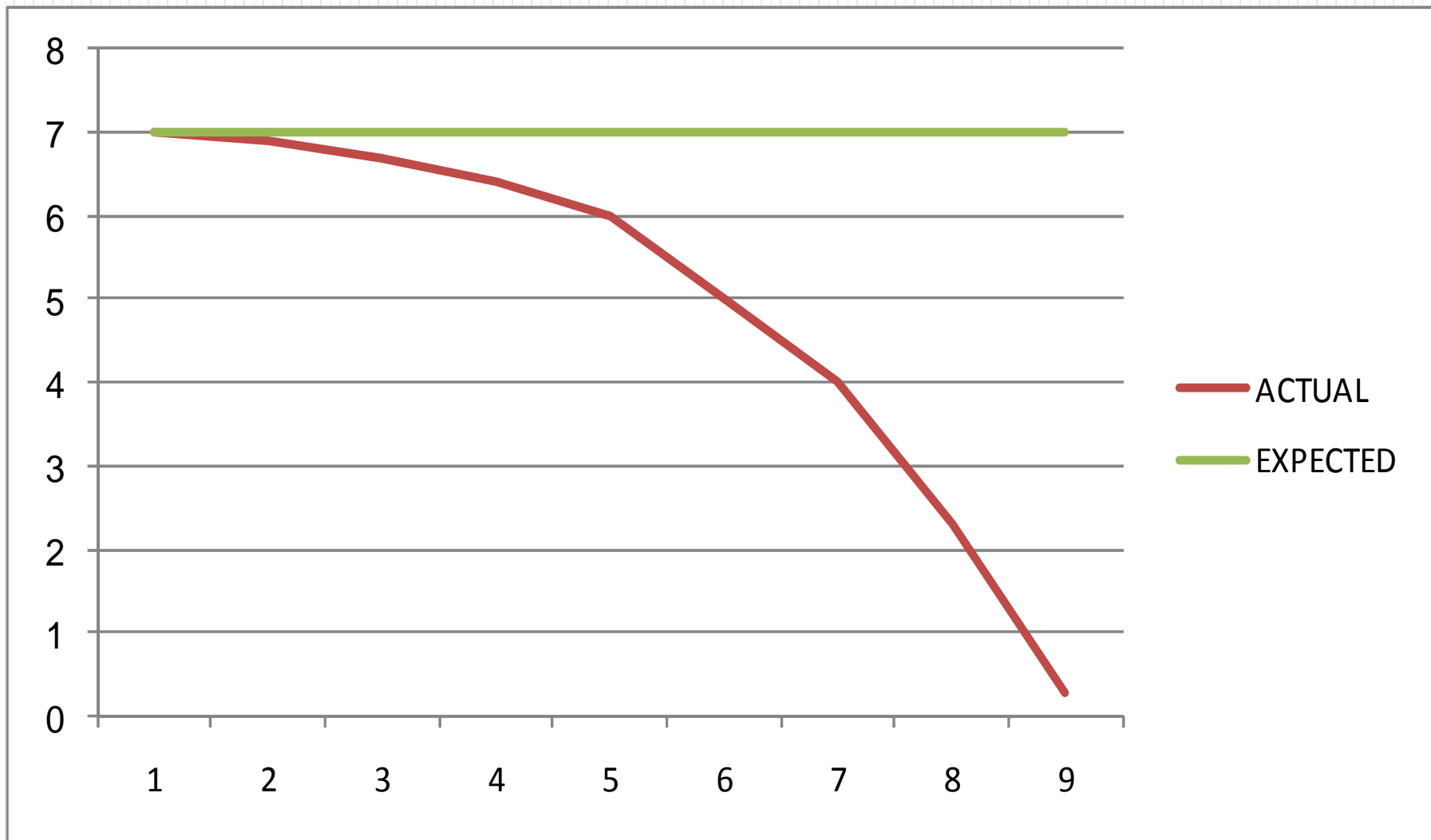
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D4 OVERVIEW

- PROBLEM STATEMENT or SCOPE
- PROBLEM DESCRIPTION
- COMPARATIVE ANALYSIS
- POSSIBLE CAUSES
- TRIAL RUN OF POSSIBLE CAUSES

REVIEW THE IS/IS NOT

- REVIEW THE PROBLEM STATEMENT
- THE ROWS DESCRIBE WHAT, WHERE, WHEN AND HOW BIG
- BY THIS TIME, ALL IS/IS NOT STATEMENTS MUST BE FACTS
- ALL CONTRASTING INFORMATION IN THE IS/IS NOT COLUMN SHOULD BE SIMILAR IN CATEGORY, SHAPE, FUNCTION, FORM AND COMPOSITION

IDEAS

- CONSENSUS BUILDING
- TEAM BUILDING
- DECISION MAKING
 - UNILATERAL
 - POLLING
 - PRIORITIZATION [rational]
 - COMPROMIZE
 - CONSENSUS

ASSESSING QUESTIONS

- HAS ALL THE ANECDOTAL EVIDENCE BEEN FACTUALIZED ON THE IS/IS NOT CHART?
- FISHBONE AND WHYS?
- HAVE ALTERNATE ROOT CAUSES BEEN CONSIDERED?
- LIST OF ALL KNOWN CHANGES?
- TRIAL RUN(S)
- ESCAPE POINT?

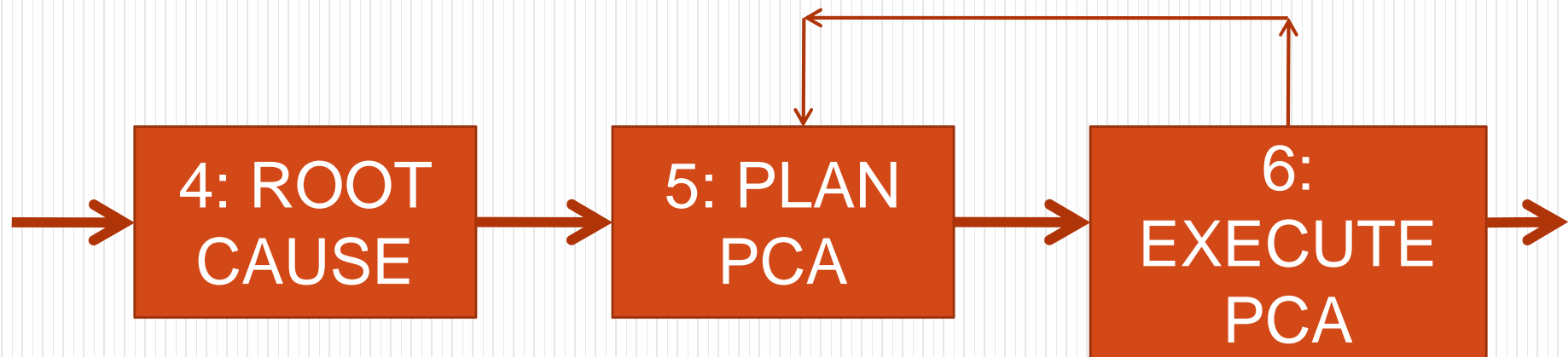
ASSESSING QUESTIONS

- CAN THE SYMPTOMS IN D2 BE DUPLICATED BY TURNING ON THE ROOT CAUSE? CAN THE SYMPTOMS BE TURNED ON AND OFF?
- IS THERE MORE THAN ONE ROOT CAUSE?
- ARE MULTIPLE EVENTS REQUIRED TO PRODUCE THE SYMPTOMS?

COMMON TASKS

- HAVE ALL CHANGES BEEN DOCUMENTED?
- DO WE HAVE THE RIGHT TEAM COMPOSITION TO PROCEED TO DISCIPLINE 5 [CHOOSE AND VERIFY PCAs]
- HAVE WE REVIEWED THE MEASURABLES?
- HAVE WE DETERMINED IF A SERVICE ACTION [RECALL] IS REQUIRED?

NAVIGATION



DISCIPLINE Five (5): CHOOSE and VERIFY PCAs

- PLAN, PLAN, PLAN
- END RESULT, GIVENS AND WANTS
- RISK ANALYSIS
- FIELD SERVICE ACTIONS?
- WHEN AND HOW TO TURN OFF THE ICA
- GANTT CHART / TIMING

IDEAS

- CONSENSUS BUILDING
- TEAM BUILDING
- DECISION MAKING
 - UNILATERAL
 - POLLING
 - PRIORITIZATION [rational]
 - COMPROMIZE
 - CONSENSUS

DISCIPLINE Five (5): CHOOSE and VERIFY PCAs

- REVIEW EXISTING PROGRESS/STEPS
 - FISHBONE
 - TRENDS
 - CYCLES
 - IS / IS NOT [and new info]
 - DIFFERENCES & CHANGES
- GET MAINTENANCE INVOLVED EARLY AS NEEDED

ASSESSING QUESTIONS FOR D5; CHOOSE AND VERIFY PCAs FOR ROOT CAUSE AND ESCAPE POINT

- WHAT CRITERIA WAS USED FOR ESTABLISHING THE PCA?
- WHAT PCA CHOICES HAVE BEEN CONSIDERD?
- DO WE HAVE THE RIGHT EXPERIENCE ON THIS TEAM TO MAKE THIS DECISION?
- WHAT RISKS ARE ASSOCIATED WITH THE PCAs.

ASSESSING QUESTIONS FOR D5; CHOOSE AND VERIFY PCAs FOR ROOT CAUSE AND ESCAPE POINT

- DOES THE CHAMPION CONCUR WITH THE PCA SELECTION?
- WHAT EVIDENCE DO WE HAVE THAT THE PCA WILL SOLVE THE ROOT CAUSE?
- DID OUR VERIFICATION METHODS ALLOW FOR VARIATION?
- HOW LIKELY WILL THE PCA CREATE OTHER PROBLEMS?

ASSESSING QUESTIONS FOR D5; CHOOSE AND VERIFY PCAs FOR ROOT CAUSE AND ESCAPE POINT

- CAN THE CUSTOMER LIVE WITH THIS RESOLUTION?
- WILL THE ICA CONTINUE TO WORK UNTIL THE PCA IS IN PLACE?
- WHAT DEPARTMENTS WILL HAVE TO BE INVOLVED WITH THE PCA PLANNING?

COMMON TASKS

- HAVE ALL CHANGES BEEN DOCUMENTED?
- DO WE HAVE THE RIGHT TEAM COMPOSITION TO PROCEED TO DISCIPLINE 6 [IMPLEMENT AND VERIFY PCAs]
- HAVE WE REVIEWED THE MEASURABLES?
- HAVE WE DETERMINED IF A SERVICE ACTION [RECALL] IS REQUIRED?

DISCIPLINE Six (6): IMPLEMENT AND VALIDATE PCAs

- EXECUTE THE PLAN
 - ELIMINATE ICA
 - CONTINGENCY PLANS
 - MONITORING
- VALIDATION
 - ACCEPTABLE METRICS
 - MEASUREMENT OVER TIME
- EFFECTIVITY

OTHER IDEAS

- FMEA
- WIs
- CUSTOMER INVOLVEMENT
- KNOCK DOWN PREVIOUSLY IDENTIFIED BARRIERS

ASSESSING QUESTIONS FOR D6; IMPLEMENT & VALIDATE PCAs

- WHAT DEPARTMENTS ARE NEEDED?
- ARE THESE DEPARTMENTS ON-BOARD ?
- WHAT CUSTOMER / SUPPLIER INVOLVEMENT IS NEEDED AND WHO IS THE PLANNER / INTERFACE?
- HAS AN ACTION PLAN BEEN DEFINED, RESPONSIBILITIES ASSIGNED, TIMING ESTABLISHED AND SUPPORT COMMITTED?

ASSESSING QUESTIONS FOR D6; IMPLEMENT & VALIDATE PCAs

- AT WHAT POINTS IS THE PLAN VULNERABLE?
- WHAT ARE THE CONTINGENT ACTIONS AND WHAT WILL TRIGGER THEM?
- HOW IS THE PLAN MONITORED?
- WHEN WILL THE ICA BE REMOVED?
- WHAT MEASURABLES WILL BE USED TO VALIDATE THE OUTCOME?

ASSESSING QUESTIONS FOR D6; IMPLEMENT & VALIDATE PCAs

- HAS THE UNWANTED EFFECT BEEN TOTALLY ELIMINATED AND HOW CAN WE PROVE THIS?
- HOW WILL WE MONITOR LONG TERM RESULTS?
- HAVE ALL SYSTEMS, PRACTICES, PROCEDURES AND DOCUMENTS BEEN UPDATED AND ARE THEY ACCURATE?

COMMON TASKS

- HAVE ALL CHANGES BEEN DOCUMENTED?
- DO WE HAVE THE RIGHT TEAM COMPOSITION TO PROCEED TO DISCIPLINE 7 [PREVENT RECURRANCE OF THIS AND SIMILAR PROBLEMS]
- HAVE WE REVIEWED THE MEASURABLES?
- HAVE WE DETERMINED IF A SERVICE ACTION [RECALL] IS REQUIRED?

DISCIPLINE Seven (7): PREVENT RECURRANCE

- A.K.A. FIX THE ROOT CAUSE OF THE ROOT CAUSE
- ADDRESS THE SYSTEMS, PRACTICES, POLICIES AND PROCEDURES THAT ALLOWED THE PROBLEM TO OCCUR AND ESCAPE
- WHAT OTHER PRODUCTS / PROCESSES COULD THIS PROBLEM HAVE OCCURRED ON BUT DID NOT?

OTHER IDEAS

- FMEA
- ISO PROCEDURES AND INSTRUCTIONS
- PROCESS FLOW
- CONTROL PLANS
- QFD
- CONTINUOUS IMPROVEMENT
- LEAN SIX SIGMA

ASSESSING QUESTIONS D7

- HOW AND WHERE DID THIS PROBLEM ENTER OUR PROCESS?
- WHY DID THE PROBLEM OCCUR THERE AND HOW DID IT ESCAPE DETECTION?
- DID CONFUSION OR LACK OF KNOWLEDGE CONTRIBUTE TO THE CREATION OF THIS ROOT CAUSE?
- WHAT POLICIES, METHODS PROCEDURES AND/OR SYSTEMS ALLOWED THIS PROBLEM TO OCCUR AND ESCAPE?

ASSESSING QUESTIONS D7

- DID WE UNCOVER BAND-AID FIXES IN OUR PROCESSES? WHERE?
- HAVE THE AFFECTED PARTIES BEEN IDENTIFIED?
- WHAT NEEDS TO BE DONE DIFFERENTLY TO PREVENT RECURRANCE OF THE ROOT CAUSE? ESCAPE?
- WHAT EVIDENCE EXISTS THAT INDICATES THE NEED FOR PROCESS IMPROVEMENT, FOCUSED IMPROVEMENT, RE-ENGINEERING?

ASSESSING QUESTIONS D7

- WHO IS BEST ABLE TO DESIGN IMPROVEMENTS INTO THE SYSTEMS, POLICIES, METHODS AND PROCEDURES THAT RESULTED IN THE ROOT CAUSE AND ESCAPE?
- WHAT IS THE BEST WAY TO PERFORM A TRIAL RUN ON THESE IMPROVEMENTS?
- WHAT PRACTICES NEED STANDARDIZATION?
- WHAT PLANS HAVE BEEN WRITTEN TO COORDINATE THE PREVENTION STEPS? WHO? WHEN? HOW?

ASSESSING QUESTIONS D7

- DOES THE CHAMPION CONCUR?
- HOW WILL THESE NEW PRACTICES BE COMMUNICATED?
- HAVE THE PRACTICES BEEN STANDARDIZED?
- WHAT MILESTONES HAVE BEEN DEFINED TO ASSESS SYSTEM IMPROVEMENTS?
- WHAT MANAGEMENT POLICY, SYSTEM OR PROCEDURE ALLOWED THIS PROBLEM TO OCCUR AND ESCAPE?
- ARE THESE PRACTICES BEYOND THE SCOPE OF THE CHAMPION?

ASSESSING QUESTIONS D7

- WHO HAS RESPONSIBILITY FOR THESE PRACTICES?
- DOES THE CURRENT CHAMPION AGREE WITH THE SYSTEMIC PREVENTION RECOMMENDATIONS OF THE TEAM?
- WHAT DATA HAS BEEN SUBMITTED TO HQ?
- HAVE ALL CHANGES BEEN DOCUMENTED?
- DO WE HAVE THE RIGHT TEAM TO PROCEED TO D8 [CONGRATULATE THE TEAM]?
- HAVE WE REVIEWED MEASUREABLES?
- HAVE WE DETERMINED IF A SERVICE ACTION IS REQUIRED?

**DISCIPLINE Eight (8):
RECOGNIZE TEAM AND
INDIVIDUAL CONTRIBUTIONS**

DISCIPLINE Eight (8): RECOGNIZE TEAM AND INDIVIDUAL CONTRIBUTIONS

- **UPDATE THE GLOBAL 8D REPORTS**
- **RECOGNIZE ALL THE TEAM MEMBERS,
CURRENT AND PAST**
- **COMMUNICATE TO THE ORGANIZATION**
- **LESSONS LEARNED**
- **TIE IN TO BUSINESS METRICS**
- **CELEBRATE**

THIS MUST NEVER HAPPEN TO YOU?

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- A PROBLEM YOU SOLVED OCCURS IN A DIFFERENT PRODUCT, PROCESS, APPLICATION
- ROOT CAUSES ARE SAID TO BE 'OPERATOR' ERROR
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- YOU ARE ASKED “WHAT PERCENT OF YOUR CORRECTIVE ACTIONS HAVE BEEN VALIDATED?”

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QUESTIONS

