Built-in and normal root causes will co-exist[1]

Unhandled complexity on the wholeness

No proper long-term planning[2]

Bad short-term planning[2]

Solvability

Insolvability

weeks   months   year   years   Time

3)

Built-in root cause (built-in to our way of working, <u>always</u> high severity)

Normal root cause (inevitable in on-going work, often of lower severity)

Effect - seen in the organization (early indication of built-in root causes)

Effect - seen in the organization (early indication of normal root causes)

Effect - product problems (late indication of built-in root causes)

Effect - product problems (late indication of normal root causes)

1) SPPA – Systemic Problem Picture Analysis will help us distinguishing which is which   2) Variability to be handled   3) Can lead to the same effect, e.g., "too many meetings", "missing competence", etc.

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