



PROBLEM-SOLVING (8D) AND COST OF POOR QUALITY (COPQ)

Analyzing and solving problems in a structured manner allows for addressing the root causes rather than treating surface-level symptoms.

A structured approach facilitates the identification of relevant variables, the determination of root causes of problems, and the development of effective and permanent solutions.

Estimating the Cost of Poor Quality or COPQ helps prioritize efforts and make informed decisions about the best solution alternatives. Without knowing the cost of errors and problems, it is difficult to determine which areas require more attention and resources for quality improvement.

The Eight Disciplines (Global 8D's)

It is a logical step-by-step thinking process known as disciplines, and it is crucial not to omit any of them.

Discipline one. Select a Team.

A multidisciplinary team can analyze a problem using different approaches based on the knowledge and experience of its members. An appropriate team typically consists of 5 to 8 members, depending on the nature of the problem under analysis.

Discipline two. Describe the Problem.

Analyzing a problem with insufficient information can lead to wrong paths and waste valuable time. Formulating questions such as what, who, when, how, where, and why forces further investigation and data collection to understand the problem.

Discipline three. Establish Containment Actions.

Sometimes, it is necessary to take containment actions to prevent the problem from spreading to other areas, processes, or customers. A temporary work instruction is implemented at the source or potential source of the problem until a definitive corrective action is implemented.

Discipline four. Systemic Root Cause Analysis.

Systemic refers to the quality management system and addresses the question What failed or allowed the problem to occur?

Discipline five. Systemic Corrective Action.

The identified root causes direct what needs to be modified or added to the QMS to prevent their recurrence.

Discipline six. Implementation and Effectiveness Verification.

It evaluates the Cost of Poor Quality (COPQ) to propose and select alternative solutions. It develops the project until its effectiveness is verified and validates that the problem will not recur.

Discipline seven. Preventive Action (Read Across).

It involves analyzing if the problem could occur in another product, process, or plant, and if so, notifying the responsible parties to take precautions.

Discipline 8. Recognizing the Team.

Sending a signal of gratitude and recognition to the team for their work motivates them to continue and encourages others to participate.

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