



## Kipling Checklist

I keep six honest serving-men,  
(They taught me all I knew);  
Their names are **What** and **Why** and **When**,  
And **How** and **Where** and **Who**.  
- Rudyard Kipling

### **Introduction:**

The Kipling Checklist – Who?, What?, When?, Where?, Why?, and How? – is an objective diagnostic tool for root cause analysis that removes the negativity associated with blame, which so often characterises this process. It can also be used to encourage engagement with the Lean Process.

### **When to use:**

- Root cause analysis
- Encouraging engagement in the Lean process

### **How to use:**

Ask each of the six questions in turn in order to identify the underlying cause of a problem or inefficiency in a process. You can combine the Checklist with the 5 Why?s method to give both breadth and depth to the problem-identifying and –solving stages.

Alternatively, as a facilitator, you can use the five Ws and one H to encourage participants to engage with Lean, and to increase their and your own understanding of the process. It is a useful method to get people talking and sharing ideas.