

QUALITY & OPERATIONAL EXCELLENCE | COURSE BROCHURE

Fishbone, 5 Whys and Pareto in Practice

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Simple problem-solving tools, used well, solve most everyday quality and operational problems. This practical course teaches fishbone diagrams, 5 Whys and Pareto analysis in depth, plus check sheets and run charts, through hands-on practice with real workplace problems.

Basic tools are often used superficially. You will learn to apply them properly and reach real root causes.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Hands-on tool practice, team problem-solving sessions, case studies and peer review.

Course objectives

By the end of this course, participants will be able to:
• Collect data with check sheets
• Prioritise problems with Pareto analysis
• Explore causes with fishbone diagrams
• Drill to root causes with 5 Whys
• Track results with run charts
• Combine tools in a simple problem-solving process

Target audience

This course is suitable for:
• Team leaders and supervisors
• Quality and process staff
• Front-line employees
• Engineers
• Service managers



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Target competencies

Participants will develop competencies in:

- Data collection
- Prioritisation
- Cause analysis
- Root cause identification
- Result tracking

Course outline

Day 1: Problem Solving Basics

09:00–10:08	Problem statements
10:08–11:00	Facts versus opinions
11:00–11:30	**Coffee break**
11:30–11:45	Facts versus opinions (continued)
11:45–12:53	Simple process
12:53–14:00	Exercise

Day 2: Data and Pareto

09:00–10:08	Check sheets
10:08–11:00	Pareto analysis
11:00–11:30	**Coffee break**
11:30–11:45	Pareto analysis (continued)
11:45–12:53	Prioritisation
12:53–14:00	Exercise

Day 3: Fishbone

09:00–10:08	Cause categories
10:08–11:00	Building diagrams
11:00–11:30	**Coffee break**



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11:30–11:45	Building diagrams (continued)
11:45–12:53	Team brainstorming
12:53–14:00	Workshop

Day 4: 5 Whys

09:00–10:08	Asking why effectively
10:08–11:00	Avoiding blame
11:00–11:30	**Coffee break**
11:30–11:45	Avoiding blame (continued)
11:45–12:53	Verifying causes
12:53–14:00	Exercise

Day 5: Results

09:00–10:08	Run charts
10:08–11:00	Countermeasures
11:00–11:30	**Coffee break**
11:30–11:45	Countermeasures (continued)
11:45–12:53	Sharing results
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,890.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Barcelona Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,840.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Cape Town Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,890.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Paris Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,860.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
London Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,450.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,890.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,840.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Rome Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,450.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Dubai Confirmed dates	10 May 2027	14 May 2027	**€3,150.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	31 May 2027	4 Jun 2027	**€2,650.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Dubai Confirmed dates	21 Jun 2027	25 Jun 2027	**€3,150.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
London Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Vienna Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,940.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Rome Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,540.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Rome Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,450.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	22 Nov 2027	26 Nov 2027	**€3,150.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Vienna Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,940.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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