

# Higher Environmental Performance begins with knowing The importance of asking "Why?"



We should all be asking "Why?" to get to the root cause of any problem and to look for ways for improving.

At Walker Industries each employee is encouraged to ask "Why?" when something:

- goes wrong
- looks out of place
- is affecting normal operations
- looks like it may affect the environment
- needs improvement

It takes asking "Why?" at least 5 times to get to the true cause of the problem.

By asking "Why?";

- you prevent small problems becoming big problems
- save the operation time and money
- more efficiently operate
- achieve higher environmental performance



When something goes wrong sit down as a group and analyze the situation. Ask why did the problem occur and then ask "Why?" at least 4 more times.



## THAT MEANS DAILY COMMUNICATION ▼

### BE COMFORTABLE:

- asking questions
- sharing your ideas

Your Supervisor and the Environmental Performance Department are happy to answer your questions and listen to your ideas.

### EXAMPLE:

1. "Why did the machine stop?"  
The circuit was overloaded, causing a fuse to blow.
2. "Why is the circuit overloaded?"  
There was insufficient lubrication on the bearings, so they locked up making the motor use more power.
3. "Why was there insufficient lubrication on the bearings?"  
The oil pump on the machine is not circulating sufficient oil.
4. "Why is the pump not circulating sufficient oil?"  
The pump intake is clogged.
5. "Why is the intake clogged?"  
Because there is no filter on the pump.
6. "Why was there no filter on the pump?"  
and so on . . .



## EXERCISE ▼

1. Choose a recent problem or incident.
2. Why did it happen?
3. For each answer to that question, ask why did it happen?
4. Ask why at least 5 times to get to the root cause.
5. What actions will you take to prevent that problem or incident from happening again?

You must be the change you wish to see in the world.  
Mahatma Gandhi

[www.walkerind.com](http://www.walkerind.com)

Higher Environmental Performance  
**EARTH 1st** Our Environmental Messenger™  
 ASKING "WHY?"  
 COMMIT ■ CREATE ■ PARTICIPATE

© Walker Industries Holdings Limited, 2009