

Quick Response Quality Control — Ninja

*That four-tool chain is the craft you will leave Ninja able to run.*

# Running QRQC like clockwork on the line.

Daily Genba cadence · containment at the line · 5W1H → Ishikawa → 5 Why → Pareto → Poka-Yoke · escalation · sustain

# Lesson 1 — Running the daily Genba meeting

**Same time,  
same place,  
same people.**

The Ninja runs the line's daily 15-minute ritual.

## Who's in the room

- **Line animator**  
facilitator / owner of the board
- **Operators**  
speak first: what happened, when
- **Quality rep**  
classifies defect / calls 8D if needed
- **Maintenance**  
on-call for equipment causes



# Anatomy of a Genba board

Every zone has one job — if a zone has two jobs, split it.

## DAILY QRQC · LINE 3

### KPIs

#### DPM

defects per million — trailing 7 days

#### Close-out %

of issues resolved within 24 h

#### Response time

### Today's issues



Sticky notes from the last 24 h.  
Newest on the left, oldest on the right.

### In-analysis

#### Owner · due date · tool

"Smith · Apr 18 · 5 Why"

"Lopez · Apr 19 · Ishikawa"

*Nothing sits here without an owner.*

### Verified

#### Countermeasure held

for 3 consecutive shifts

#### Artefact attached

check sheet or chart evidence

*Only then does the card move here.*

### Escalated to UAP

#### 24 h exceeded, or

scope beyond line resources

#### Packet required

problem · containment · data · owner ask

*Escalation is a handoff, not a rescue.*

### Standard work

#### Current revision

date, owner, change log

#### Visual cue location

what operators see at the station

*This is what "held" is measured against.*

# The containment ladder

Stop the bleeding before you look for the cause.

**1**

## **Stop the line**

Halt production at the station where the defect was detected.

**2**

## **Isolate suspect parts**

Quarantine WIP and last-good-unit marker — nothing moves downstream.

**3**

## **Notify next station + UAP**

Radio / board signal. If needed, formal escalation packet to UAP.

**4**

## **Verify containment held**

Check first 10 parts after restart. Only then declare line released.

*You climb this ladder every time — even if you're "pretty sure" it's not serious.*

# Lesson 2 — The root-cause toolkit

Five tools. Each one has a job. Use them in this order.

## Ninja toolkit

reach for these, in order

1 · 5W1H — frame the problem

2 · Ishikawa 5M — surface causes

3 · 5 Why — drill to root

4 · Pareto — pick the vital few

5 · Poka-Yoke — prevent it

### Module 2.1

#### Frame the problem — 5W1H

Who · What · Where · When · Why · How.

The disciplined characterisation step.

### Module 2.2

#### Analyse → prevent — the tool chain

Ishikawa 5M → 5 Why → Pareto → Poka-Yoke.

Each tool feeds the next: causes → root → priority → prevention. No step is optional.

*QC Story (the full 8-step method) is covered in Samurai.*

# 5W1H — frame the problem before you analyse it

Six questions the Ninja asks at the board. In order. Every time.

**W**

**Who**  
is involved or affected?

*e.g. operator · station · customer*

**W**

**What**  
is the defect or deviation?

*e.g. one sentence, no jargon*

**W**

**Where**  
did it occur?

*e.g. line · station · product area*

**W**

**When**  
first · last · frequency?

*e.g. dates, shifts, cadence*

**W**

**Why**  
wasn't this caught earlier?

*e.g. placeholder for analysis*

**H**

**How**  
was it detected?

*e.g. operator · QC check · customer*

**+H**

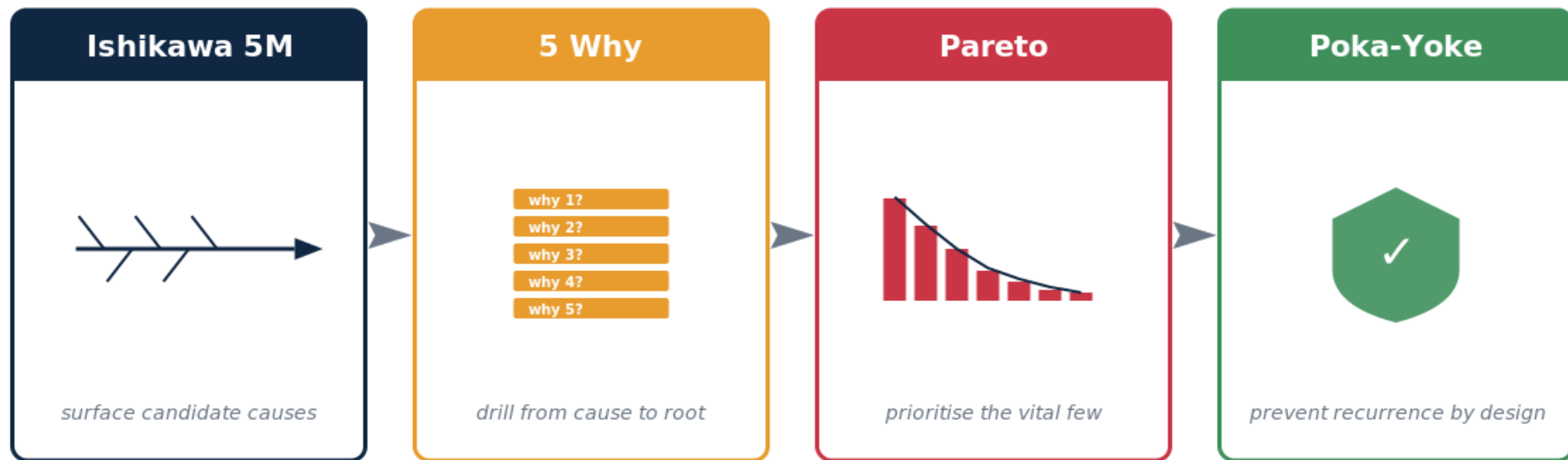
**How much? — quantify it**  
parts affected · shifts impacted · cost per shift

*5W2H extension — use when data is available*  
*Reach for 5W2H when the numbers exist. Don't stall the daily meeting for them.*

*Skip these questions and you'll analyse the wrong problem.*

# From candidate causes to prevention — the tool chain

Each tool feeds the next. Don't skip a link.



## Why this order

Jump straight to Poka-Yoke and you'll guard against the wrong thing.  
Stop at 5 Why and the vital few never get priority.

*Every QRQC countermeasure that actually holds went through all four stations.*

# Lesson 3 — Escalation and handoff

Three tiers, each owns what fits inside its horizon.

## Plant

**owner: plant manager**

cross-UAP · capex · customer escape · recurring systemic issues



escalate

## UAP

**owner: UAP manager**

multi-line · resource the Ligne lacks · tools the line can't run



escalate

## Ligne

**owner: line animator**

defects detected today on this line, solved inside 24 h

*Triggers to escalate: 24-hour rule exceeded · scope beyond tier · repeat occurrence · customer impact.*

# What goes in an escalation packet

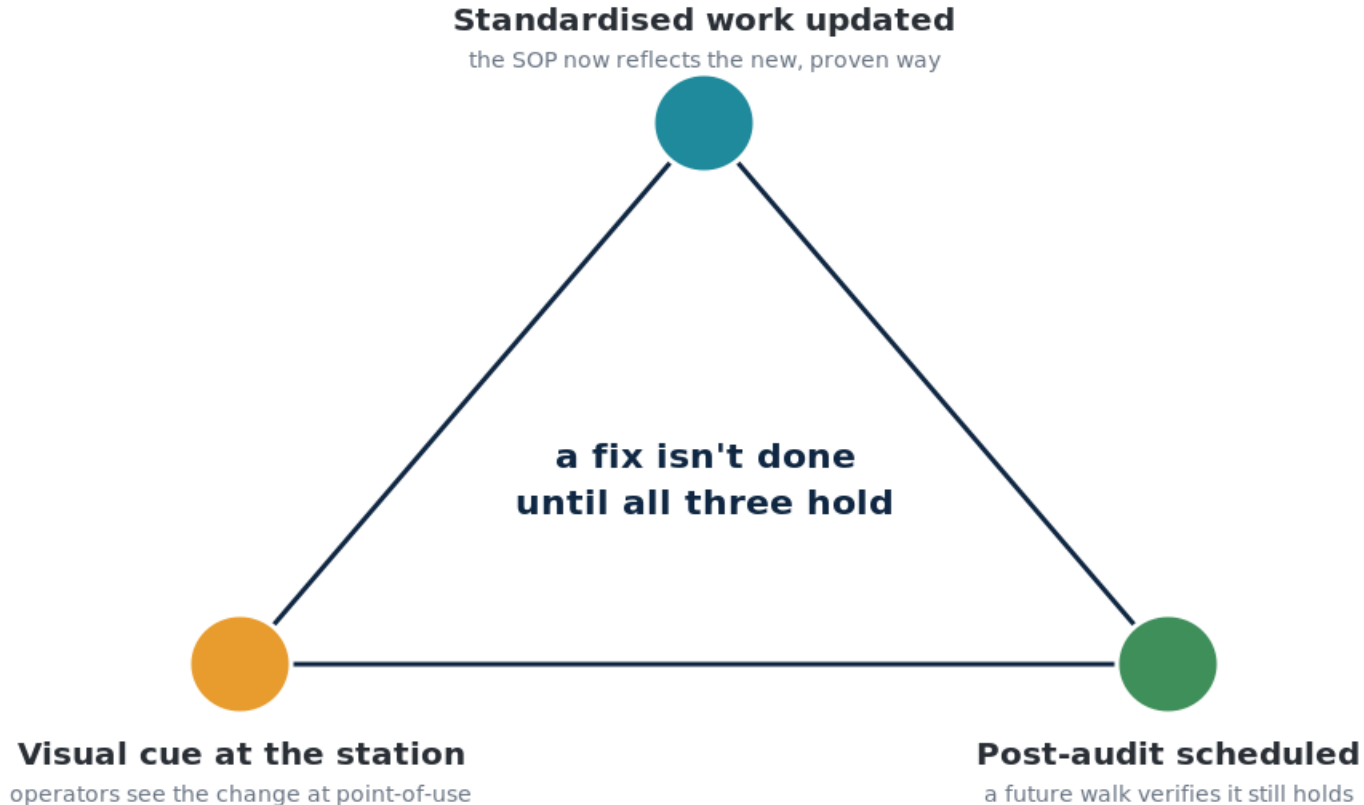
Any of the six missing = packet rejected. Fix it, resubmit.

- Problem statement**  
one sentence, no jargon — what is broken, where, how often
- Containment proof**  
evidence the line is safe now (quarantine, first-10 check)
- Root-cause work**  
5 Why trace or Ishikawa — not a hunch
- Data**  
the chart or defect count that triggered escalation
- Proposed owner**  
the name of the UAP-level person who should take it
- Resource asked for**  
what you need (hours, part, tool, expert) — be specific

*Escalation is a handoff of a complete object, not a request for rescue.*

# Sustain — three things that must be true

A fix isn't done until all three are in place.



Ninja complete

# Next up — Samurai.

Designing the QRQC workshop, running the eight-step QC Story in depth, calibrating against the audit grid, and coaching the line animator to hold the cadence without you.