

**TOASTMASTERS**  
INTERNATIONAL®

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# Understanding the Fishbone Diagram

Micro Lab: Club Health Analysis

February 9, 2026

Are you stuck  
discussing the same  
club problems?



What is  
the Root  
Cause?



# Fishbone Analysis

01

## Missing the Real Problem

Symptoms vs. Causes

02

## The Fishbone Diagram

A visual tool to explore & categorize potential root causes of a specific problem.

03

## Step 1: The Problem

The Head of the Fish

04

## Step 2: The Categories

The Ribs of the Fish

05

## Step 3: The Causes

Adding the Bones – Get everything out on the table – No bad ideas

06

## From Diagram to Action

Create an Action Plan – turning the analysis into a concrete action plan

# Club Categories

These 6 Categories Cover Every Part of a Club's Health

01

## Resources

Club website, venue, and marketing efforts.

02

## Processes

Onboarding, guest journey, and club planning

03

## Leadership

Officer training and responsibilities.

04

## Membership

Retention, attendance, and member engagement.

05

## Meetings

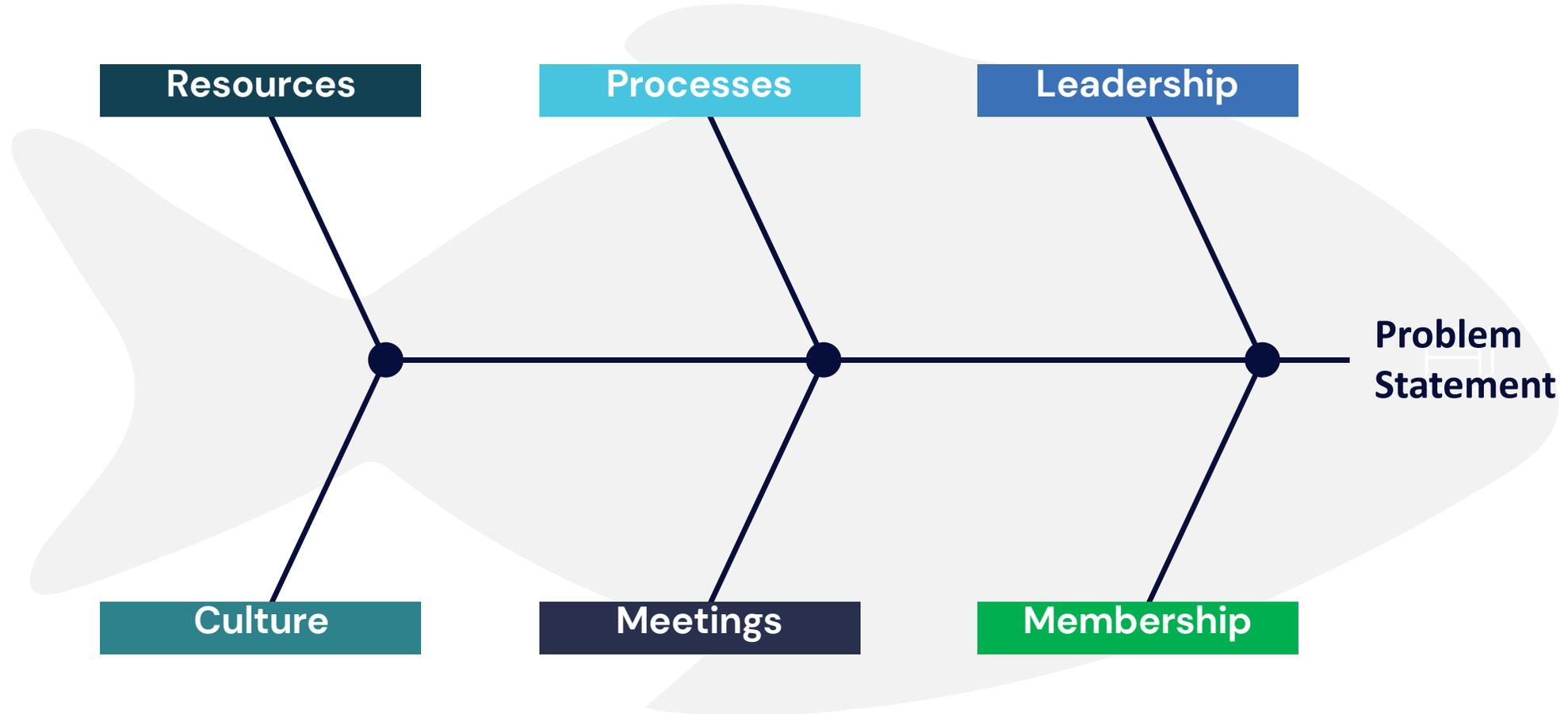
Meeting quality, energy, and evaluations.

06

## Culture

Recognition, socialization, and conflict resolution.

# Fishbone Diagram for Problem-Solving



# Step 1: Frame the Problem the Right Way

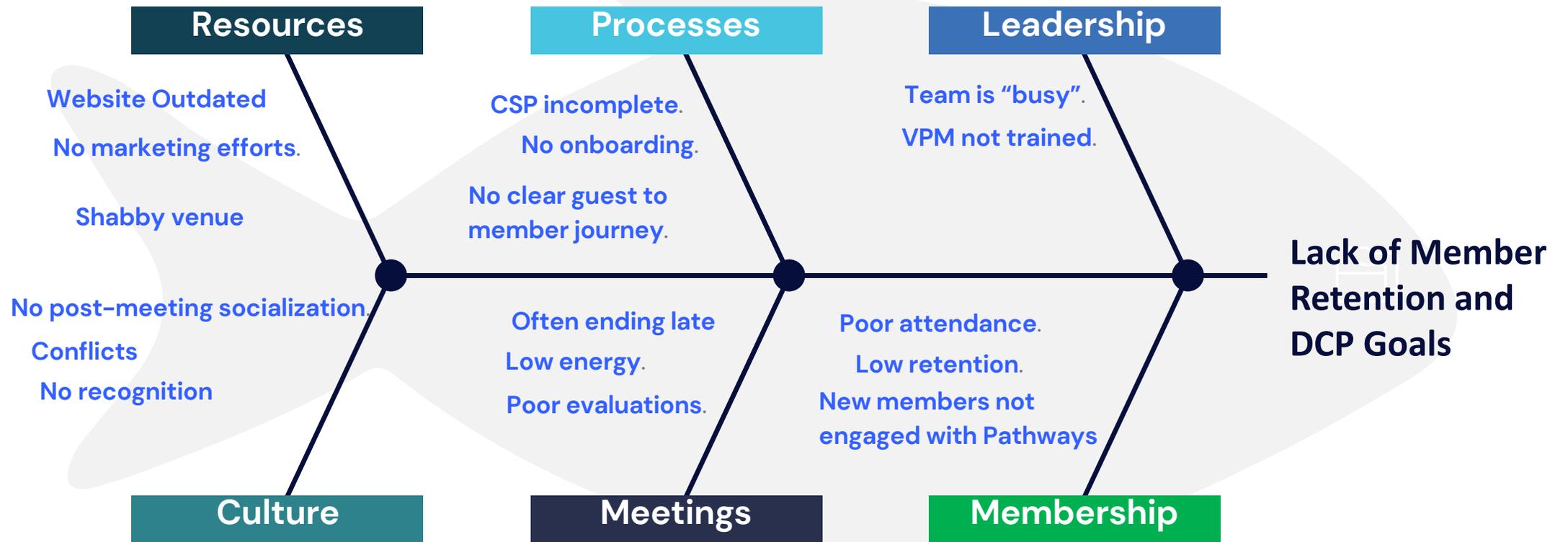
- Club is not meeting DCP educational goals
- Low member engagement and meeting energy
- Guests attend but do not convert to members
  - Note: The District has offered two (2) sessions on *Turning Members into Guests*
- Pathways participating is inconsistent
  - Campaign

# Fishbone Categories

<b>Category</b>	<b>Bone</b>	<b>Guiding Question</b>
Membership	People	Do members feel valued, prepared, supported, and confident?
Membership	Pathways & Education	Do members understand Pathways and how to succeed?
Meetings	Program Quality	Are meetings engaging, prepared, and purposeful?
Leadership	Leadership & Planning	Is the Club Success Plan alive and used monthly?
Culture	Culture & Belonging	Does the club feel welcoming, safe, and encouraging? Is there a “sense of community?”
Resources	Promotion & Visibility	Are we consistently telling our story externally?

# Fishbone Diagram for Problem-Solving

## Example



# Your Analysis Tools



## Step 1: Clustering

- **When different symptoms in different categories point to one shared failure**
- Example from video: Highlighting connections between Processes and Membership



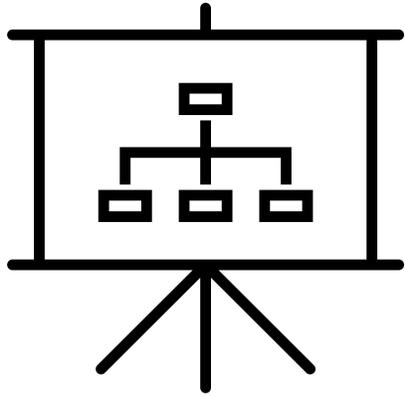
## Step 2: Repetition

- Listen for echoes
- **When a similar theme repeats across multiple bones it is likely a primary constraint**
- Example from video: Notice the repeated themes of time-scarcity and lack of training

# Fishbone Diagram

**Fixing one or two 'clusters'  
solves huge sections of the  
diagram at once.**





# Action Plan

Create an Action Plan  
that solves the real  
problems, not just the  
symptoms



# Summary

# The Head

Write down the one specific issue you need to solve.

This becomes the head of your fish.



# The Ribs

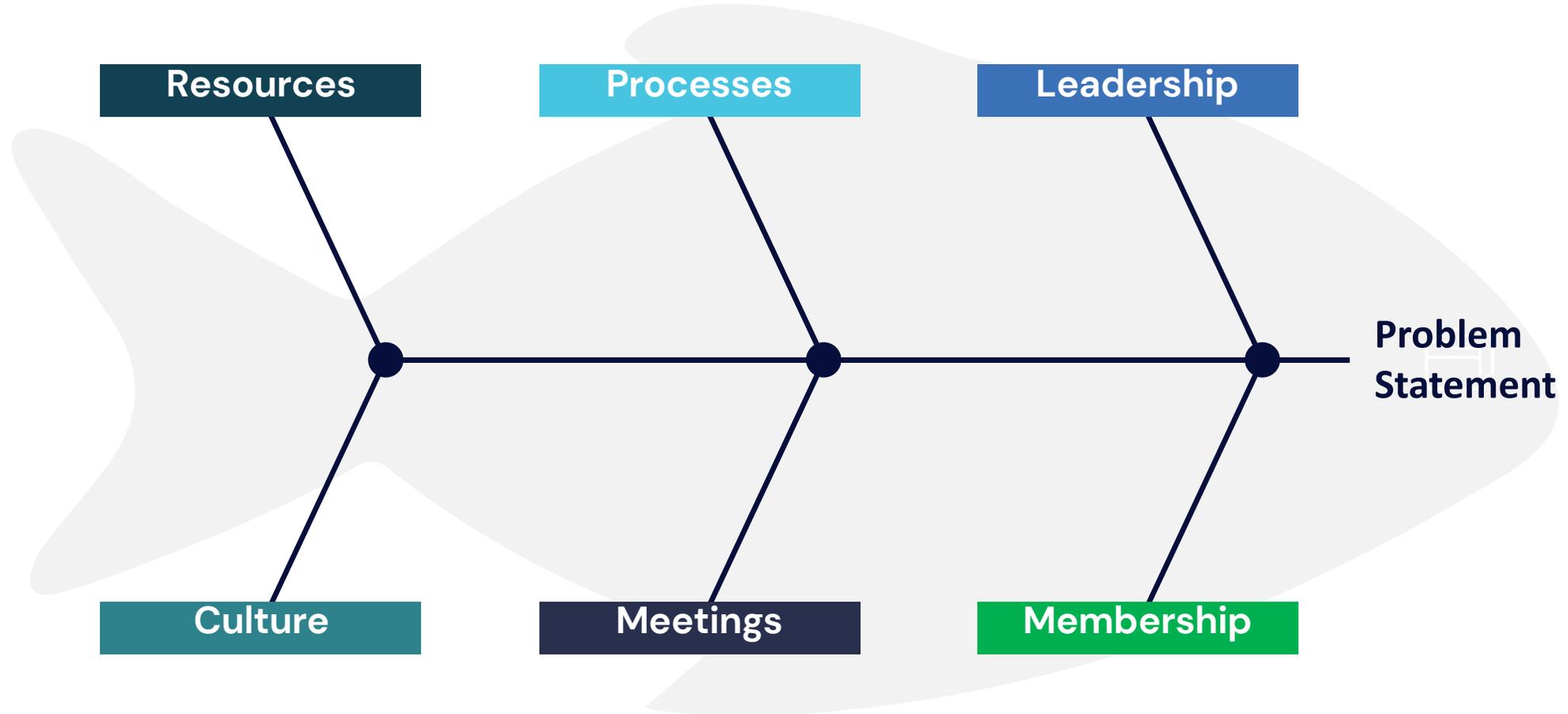
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Draw your six  
(6) standard  
Toastmasters  
categories for  
brainstorming.



These are the  
main ribs.

# Fishbone Diagram for Problem-Solving



# Your Analysis Tools



## Step 1: Clustering

- **When different symptoms in different categories point to one shared failure**
- Example from video: Highlighting connections between Processes and Membership



## Step 2: Repetition

- Listen for echoes
- **When a similar theme repeats across multiple bones it is likely a primary constraint**
- Example from video: Notice the repeated themes of time-scarcity and lack of training

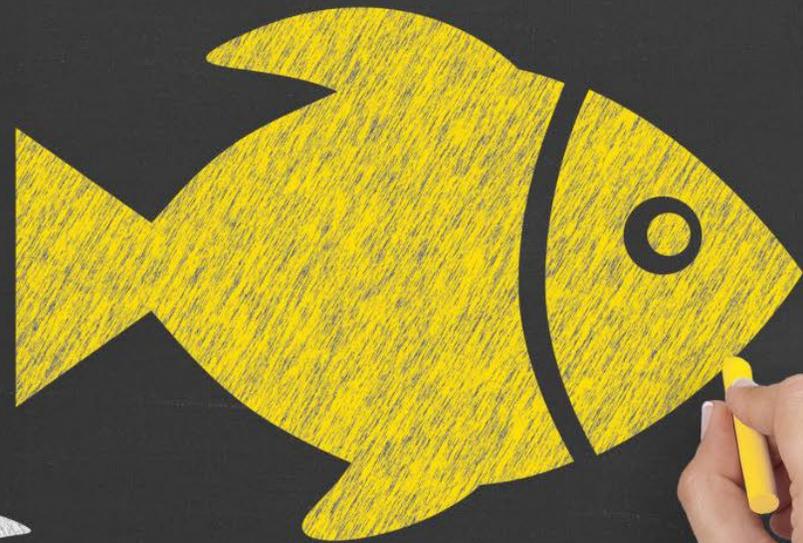
# Fishbone Diagram

**Fixing one or two 'clusters'  
solves huge sections of the  
diagram at once.**

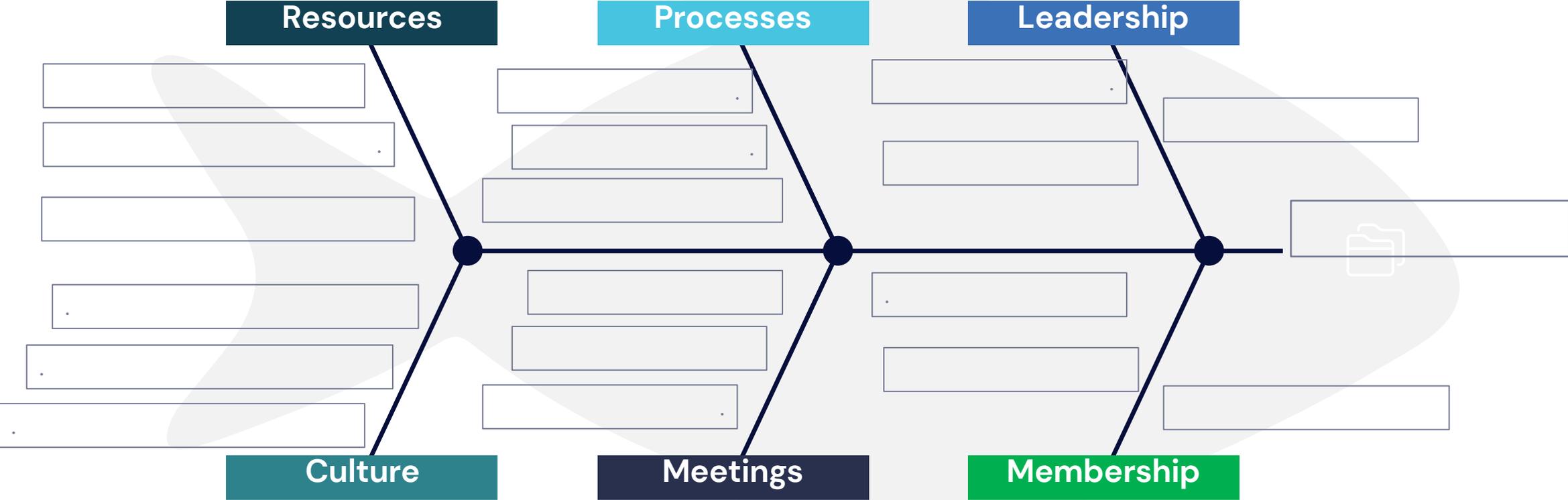


# Fishbone Templates

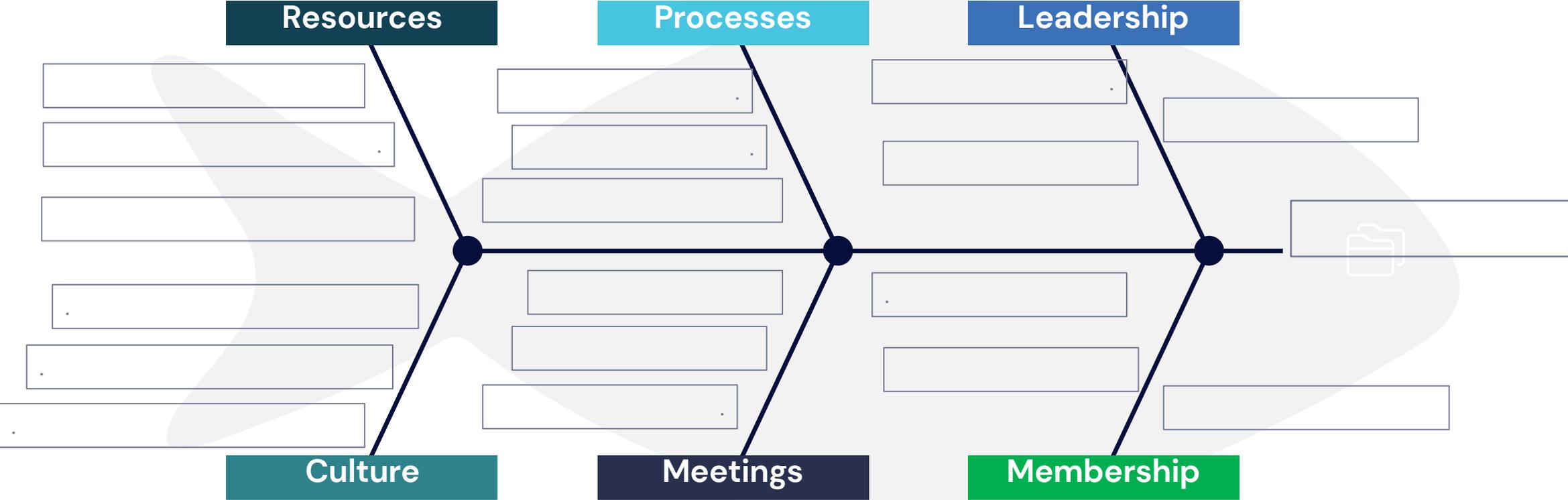
**Three (3) fillable templates to print and handwrite the “bones” or type in/without text boxes.**



# Fishbone Diagram for Problem-Solving



# Fishbone Diagram for Problem-Solving



# Fishbone Diagram for Problem-Solving

