

Start Date:

Heading : *What Change or Improvement are you talking about?*

Problem statement: A good / concise description of what the report is about

Background: **What are you talking about and why?**

What is the purpose or reason for choosing this issue to work on? What specific performance measure needs to be improved? What is the strategic, operational, historical or organizational context of the situation?

Current Condition: Where do we stand NOW?

What is the performance gap?

What is happening now versus what should be or needs to be happening?

Have you been to the gemba?

What factors or data indicate there is a problem?

Where? How much? How often?

Can you break the problem into smaller pieces?

You may want to diagram how the work happens (VSM or process flow) and identify the waste, defects and problems in storm clouds. You may also want to use charts or graphs.

Goal: **What specific outcome or improvement in performance do you need to achieve?**

Show how much by when; don't state a counter measure as a goal

Problem Analysis: **Why does the problem or need exist?**

For each problem and unwanted variation determine the root cause:

What do the specifics of the issues in work processes (location, patterns, trends, factors) indicate about **why** the performance gap needs or exists?

What conditions or occurrences are preventing you from achieving the goal?

Why do they exist – what is the cause?

Use the simplest problem analysis tool that will suffice to show cause and effect.

Test the cause and effect by asking “ WHY Down” and “STATING therefore up”

Target Condition /Future State: Create a graphic of the *proposed better way* to do the work to achieve the goal.

Consider starting with 2-3 alternatives to be evaluated. What is the best option? How do they compare in effectiveness, feasibility, cost/ benefit, potential disruption?

Ask: Does the proposed target condition move the process closer to the ideal?

Countermeasures: **What needs to happen to move from Current State to Future State?**

Create one or more countermeasures that state **WHAT** will need to change.

The counter measures must address the gaps and root causes that you identified in the analysis – clearly and explicitly!

Action Plan: **How will you implement. 3 W's**

Focus on the **HOW** to get to the **WHAT** listed in the counter measure(s).

What actions will be taken and in what sequence to achieve the counter measures?

What support or resources do you need?

Who will be responsible for what by when?

Metrics

Cost / Benefit:

Implementation costs

What was the old cost? What is the new cost? Can a savings be calculated?

TEST: How will you measure the effectiveness of the action plan?

Results: What are the results?

Follow Up: How will you ensure ongoing PDCA? How will you know that the plans have been followed and the actions have the desired impact? How will you know you reduced the gap in performance and that targets are being met? What processes will you use to enable, ensure and sustain success? How will you share your learning and success with others?