Title: *What improvement or change are you discussing?*   **Team Members:**   **Lead:**

1. Background: What are you talking about and why?

2. Current Conditions: What are you observing?

What is the problem?
What is the current state?
What are the facts and data?
What visualizations do you have?

Have you visited the gemba (the 'real place' that work is taking place)? Who are the people that know the most about the issue?

3. Goals or Target Conditions - What specific outcome is required and why?

4. Analyze the root cause – why does this problem or issue exist?

Do you REALLY know what the problem is?
Not what you assume, what you prove.
- *Can't prove it, how can you learn?*
- *Do you need to gather data as part of this step to determine what to do next?*
- *How can you limit the time that you require to gather data to 1-2 weeks or less?*

5. Recommended Experiments (countermeasures)?

What experiments do you recommend to reach the goals or target conditions? (2or 3 options)

For each experiment:
- *What is your hypothesis?*
- *Are you targeting the root cause?*
- *How will you evaluate the experiments hypothesis?*
- *What unintended consequences may occur?*

Which experiment will you start with? (remember that gathering data is not an experiment.)

6. Plan: How will you implement your experiment?

What are the actions your will take to implement your experiment?

How will measure the experiment?

Who will be involved in the experiment?

Is everyone aware of their role?

Who else needs to be aware of the experiment and how will they be and stay aware?

7. Follow-up:

How will you share what you learned?

What changes are need to change the current standard to incorporate the experiments results?

How will you know what the long term success and impact is?

How and when will you retrospect your experiment?