**TBP Coaching Tool**

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| STEP 1  **Clarify the Problem** | **Objective**  Visualize the gap between ideal & current situation | **Key Questions**   * What is the purpose of this work? How does it benefit the customer or Toyota? (ie ultimate goal) * What is a measurable ideal condition that supports this purpose? * How are we performing currently compared to this ideal? |
| STEP 2  **Break Down the Problem** | Simplify the big problem and determine priority | * How did you come up with these smaller problems (ie division points such as what, where, when, who) * How did you prioritize? Why is this the priority? * How did you determine the point of occurrence in the process? |
| STEP 3  **Target Setting** | Commitment to solve the specified problem | * How does your target address the point of occurrence? * Is this target an output measurement or an activity? * How does your target contribute to the ideal situation and ultimate goal? |
| STEP 4  **Root Cause Analysis** | Determine the root cause of the problem | * What did you do to overcome any bias you may have had toward a preconceived cause? * How did you verify these causes as fact? * Will eliminating this root cause fix the point of occurrence? Will it allow you to meet your target? |
| STEP 5  **Develop Countermeasures** | Create solutions to eliminate the root cause | * How or who did you engage to ensure a variety of countermeasure options? * Are all key stakeholders bought in to your chosen countermeasure? * Are specific roles and milestone dates clarified in your action plan? |
| STEP 6  **See Countermeasures Through** | Implement with speed and maintain good communication with stakeholders | * How are you checking your progress? * How are you communicating with key stakeholders? How frequently are you communicating? * What is your back-up plan if your countermeasures don’t work? |
| STEP 7  **Monitor Both Process & Results** | Determine the effectiveness of countermeasures | * Did you meet your end target? * How did you evaluate the process? (ie looked at it from my own, customer & Toyota viewpoints) * How will you utilize the knowledge you gained from this activity? |
| STEP 8  **Standardize Successful Processes** | Structure the success as a new standard and share with others | * What have you done to ensure a continuous good result? Can anyone achieve this result without muri or muda? * Who outside of our group could benefit from this success? * What is the next step to get closer to the ideal? |