

| Title  | Ownership  |
|--|--|
| <div data-bbox="49 143 1554 189">1. Background: What are you talking about and why?</div> <div data-bbox="49 189 1554 518"><ul style="list-style-type: none"><li>What is the purpose, the business reason for choosing this issue?</li><li>What specific performance measure needs to be improved?</li><li>What is the strategic, operational, historical, or organizational context of the situation?</li></ul></div>   | <div data-bbox="1554 143 3058 264">5. Recommendations: What do you propose and why?</div> <div data-bbox="1554 264 3058 834"><ul style="list-style-type: none"><li>What are the options for addressing the gaps and improving performance in the current situation?<div>→ Always start with two or three alternatives to evaluate.</div></li><li>How do they compare in effectiveness, feasibility, and potential disruption?</li><li>What are their relative costs and benefits?</li><li>Which do you recommend and why?<div>→ Show how your proposed actions will address the specific causes of the gaps or constraints you identified in your analysis. The link should be clear and explicit!</div></li></ul></div> |
| <div data-bbox="49 518 1554 564">2. Current Conditions: Where do things stand now?</div> <div data-bbox="49 564 1554 1155"><ul style="list-style-type: none"><li>What is the problem or need-the gap in performance?</li><li>What is happening now versus what you want or needs to <i>be</i> happening?</li><li>Have you been to gemba?</li><li>What facts or data indicate there is a problem?</li><li>What specific conditions indicate that you have a problem or need?</li><li>Where and how much? Can you break the problem into smaller pieces?</li></ul><div>→ Show facts and processes visually using charts, graphs, maps, etc.</div></div>  | <div data-bbox="1554 834 3058 955">6. Plan: How will you implement? (4Ws, 1H)</div> <div data-bbox="1554 955 3058 1451"><ul style="list-style-type: none"><li>What will be the main actions and outcomes in the implementation process and in what sequence?</li><li>What support and resources will be required?</li><li>Who will be responsible for what, when, and how much?</li><li>When will progress be reviewed and by whom?</li></ul><div>→ Use a Gantt chart (or similar diagram) to display actions, steps, outcomes, timelines, and roles.</div></div>  |
| <div data-bbox="49 1155 1554 1201">3. Goals: What specific outcome is required?</div> <div data-bbox="49 1201 1554 1443"><div>→ Show visually by how much</div><div>→ Don't state a countermeasure as a goal!</div></div>  | <div data-bbox="1554 1451 3058 1572">7. Follow-up: How will you ensure ongoing PDCA?</div> <div data-bbox="1554 1572 3058 1969"><ul style="list-style-type: none"><li>How and when will you know if plans have been followed and the actions have had the impact planned and needed?</li><li>How will you know if you meet your targets?</li><li>How will you know if you reduced the gap in performance?</li><li>What related issues or unintended consequences do you anticipate?</li><li>What processes will you use to enable, assure, and sustain success?</li><li>How will you share learning with others?</li></ul></div>   |
| <div data-bbox="49 1443 1554 1489">4. Analysis: Why does the problem or need exist?</div> <div data-bbox="49 1489 1554 1969"><ul style="list-style-type: none"><li>What do the specifics of the issues in work processes (location, patterns, trends, factors) indicate about why the performance gap or need exists?</li><li>What conditions of occurrences are preventing you from achieving the goals?</li><li>Why do they exists? What is (are) their cause(s)?</li></ul><div>→ Use the simplest problem-analysis tool that will suffice to show cause-and-effect down to the root.</div><div>→ Test the cause-and-effect by asking “why?” downward and stating “therefore” upward</div></div> |  |