### Title: What you are talking about.

#### Background

*Why are you talking about it?*

<table>
<thead>
<tr>
<th>Current Situation</th>
<th>Recommendations</th>
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<tbody>
<tr>
<td><em>Where do we stand?</em></td>
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<tr>
<td><em>What’s the problem?</em></td>
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<tr>
<td><em>Goal</em></td>
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<tr>
<td><em>Where we need to be?</em></td>
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<td><em>What is the specific change you want to accomplish now?</em></td>
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<tr>
<td><em>Analysis</em></td>
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<tr>
<td><em>What is the root cause(s) of the problem?</em></td>
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<th>Plan</th>
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<tr>
<td><em>What activities will be required for implementation and who will be responsible for what and when?</em></td>
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<th>Follow-up</th>
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<td><em>How we will know if the actions have the impact needed? What remaining issues can be anticipated?</em></td>
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*Verble/Shook*
Title: What you are talking about

Background

Why you are talking about it.
- What is the business reason for choosing this issue?

Current Conditions

Where things stand today.
- What’s the problem with that, with where we stand?
- What is the actual symptom that the business feels that requires action?
Show visually – pareto charts, graphs, drawings, maps, etc.

Target/Goal(s)

The specific outcome required for the business.
- What is the specific change you want to accomplish now?
- How will you measure success?

Analysis

The root cause(s) of the problem.
- Why are we experiencing the symptom?
- What constraints prevent us from the goal?
Choose the simplest problem-solving tool for this issue:
- Five whys
- Fishbone
- QC Tools
- SPC, Six Sigma, Shainen, Kepner Traego, others...

Proposed Countermeasure(s)

Your proposal to reach the future state, the target condition.
- What alternatives could be considered?
- How will you choose among the options? What decision criteria?
How your recommended countermeasures will impact the root cause to change the current situation and achieve the target.

Plan

A Gantt chart or facsimile that shows actions/outcomes, timeline and responsibilities. May include details on the specific means of implementation.
- Who will do what, when and how?
Indicators of performance, of progress.
- How will we know if the actions have the impact needed?
- What are the critical few, visual, most natural measures?

Followup

Remaining issues that can be anticipated.
- Any failure modes to watch out for? Any unintended consequences?
Ensure ongoing P-D-C-A. Yokoten as needed.
Title

Reason for choosing issue:
  Brief
  One or two bullets

Current Conditions
  Summary
  Visual
  Map?
  Pareto?

Problem Statement -
  what’s the actual pain/symptom being felt? Just the facts

Goal/Target Condition
  Brief
  One or two bullets

Analysis
  Visual
  Charts
  QC Tools
  Fishbone
  5 Whys

Name:
  Coach:

Countermeasure Options
  1) ??
  2) ???

Evaluation of Options
  Criteria
  2)