### Title: What change or improvement are you talking about?

1. **Background: What are you talking about and why?**
   - What is the purpose, the business reason for choosing this issue?
   - What specific performance measure needs to be improved?
   - What is the strategic, operational, historical, or organizational context of the situation?

2. **Current Conditions: Where do things stand now?**
   - What is the problem or need—the gap in performance?
   - What is happening now versus what you want or need to be happening?
   - Have you been to the gemba?
   - What facts or data indicate there is a problem?
   - What specific conditions indicate that you have a problem or need?
   - Where and how much? Can you break the problem into smaller pieces?
     - Show facts and processes visually using charts, graphs, maps, etc.

3. **Goal: What specific outcome is required?**
   - What specific improvement(s) in performance do you need to achieve?
     - Show visually how much, by when, and with what impact.
     - Don’t state a countermeasure as a goal.

4. **Analysis: Why does the problem or need exist?**
   - What do the specifics of the issues in work processes (location, patterns, trends, factors) indicate about why the performance gap or need exists?
   - What conditions or occurrences are preventing you from achieving the goals?
   - Why do they exist? What is (are) their cause(s)?
     - Use the simplest problem-analysis tool that will suffice to show cause-and-effect down to root cause. From 5 Whys to 7 QC tools (fishbones, analysis trees, Pareto charts) to more sophisticated SPC, 6 Sigma, and other tools as needed.
     - Test the cause-and-effect logic by asking “why?” downward and stating “therefore” upward.

5. **Recommendations: What do you propose and why?**
   - What are the options for addressing the gaps and improving performance in the current situation?
     - Always start with two or three alternatives to evaluate.
   - How do they compare in effectiveness, feasibility, and potential disruption?
   - What are their relative costs and benefits?
   - Which do you recommend and why?
     - 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!

6. **Plan: How will you implement? (4Ws, 1H)**
   - What will be the main actions and outcomes in the implementation process and in what sequence?
   - What support and resources will be required?
   - Who will be responsible for what, when, and how much?
   - How will you measure effectiveness?
   - When will progress be reviewed and by whom?
     - Use a Gantt chart (or similar diagram) to display actions, steps, outcomes, timelines, and roles.

7. **Followup: How will you ensure ongoing PDCA?**
   - How and when will you know if plans have been followed and the actions have had the impact planned and needed?
   - How will you know if you meet your targets?
   - How will you know if you reduced the gap in performance?
   - What related issues or unintended consequences do you anticipate?
   - What contingencies can you anticipate?
   - What processes will you use to enable, assure, and sustain success?
   - How will you share your learnings with other areas?