

Title: what change or improvement are you talking about?

Owner Mentor Date

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

What is the reason for choosing this issue?

What specific performance measure needs to be improved?

What is the strategic, operational, historical or organisational context of the situation?

2. Current Conditions: where do things stand now?

How do things work now?

What is the problem or need - the gap in performance?

What is happening now versus what you want or need to be happening?

What facts or data indicate that there is a problem?

Where & how much? Can you break the problem into smaller pieces?

- Show facts and processes visually using charts, graphs, maps etc.

3. Goals/targets

What specific improvement(s) in performance do you need to achieve?

Why?

- 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?

What are the root causes?

- Use the simplest problem analysis tool that will suffice to show cause and effect down to root cause e.g. 5 Whys, fishbone diagram, cause-and-effect network
- 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?

What will be the main actions and outcomes of 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 to display actions, steps outcomes, timelines and roles.

7. Follow-up: 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 contingencies can you anticipate?

What processes will you use to enable, assure and sustain success?

How will you share your learning with other areas?