Owner: Date: .

Identify who owns the issue and the date of the last revision

Establish the importance of the problem.

Describe what is currently known about it.

Name the problem, theme or issue. What problem are you trying to solve?

**Title:**

**Current Conditions:**

What is the current situation? Describe what is currently known about the problem. Why is it important to solve this problem? What problems is it causing your customer, yourself, and/or your unit? (for example, customer inconvenience, rework, time, work arounds, morale, space, stress, travel, materials, frustration, storage, overtime, and so on) How do you know it’s a problem? How do you know how big the problem is? How will you know you improved things? If possible, show visually using charts, graphs drawings, maps, etc.

How might you collect, analyze, and report data to verify the problem and measure an improvement? How might you use visualization tools like Pareto charts, tally sheets, histograms, scatter plots, run charts, figures, or tables, to help you see what’s happening?

What undesirable behaviors might be encouraged by monitoring this data? Who will collect the data? How will they collect it? How will it be maintained?

See also: *Metrics and Data Collection Quick Point* on [www.mtu.edu/improvement/tools-resources/tools-templates](http://www.mtu.edu/improvement/tools-resources/tools-templates) and *A Guide to Evidencing the Benefits of Change in Higher Education*, especially Section B Chapter 5: <https://www.strath.ac.uk/media/1newwebsite/departmentsubject/businessimprovement/documentsandpublications/evidencing_guide_2017_lores.pdf>

**Countermeasures:**

What experiments might you run to see if it improves (countermeasures)? Which one do you choose? Why that one, and not some other? Justify your choice. What do you expect to happen (hypothesis)? Show how this connects to the root causes. How and when will you know that things are better?

Propose some corrective actions or countermeasures to address the problem, close the gap, reach a goal.

Identify the desired outcome and impact from closing the gap.

**Target/Goals:**

In a better world, what would this situation be like? What specific outcomes are required/desired? What does “solved” look like? The current situation is a problem only when compared to this. *Impact* results from closing the gap.

Determining impact—How will you measure success? Following are some possible measures; an improvement can effect more than one of them, and different people may value different measures. Financial: Staff capacity savings, space savings, resource savings, utilities savings, increased revenue; Quality: Increased quality, improved conversion rate, improved communications; Operational Delivery: Reduced end-to-end process time, greater productivity, improved health and safety levels; Experience & Engagement: Improved stakeholder experience, improved compliance, improved engagement, improved staff satisfaction

**Implementation Plan:**

* What activities will be required for implementing the experiment, and how will you keep track of them (implementation plan)?
* Who will be responsible for what and when?
* How will the changes be communicated to others involved with the process and/or others impacted by the changes (change management)?
* What are the indicators of performance or progress?
* What support and resources will be required?
* When will progress be reviewed?
* What unintended consequences should you watch for?
* What issues can be anticipated?

Prescribe an action plan of who will do what when and how much in order to reach the goal

**Problem:** Describe the gap between the current situation and the target state. What is in scope? Out of scope (usually, no extra money, people, software, hardware, space, etc.)? If possible, avoid implying the solution in the problem. Many problems come down to 1) Lack of standard, 2) Lack of adherence to a standard, or 3) An inadequate system.

Create a follow up review/learning process and anticipate remaining issues

**Analysis of Gap between Current and Goal:**

Analyze the process to see what might be causing the problem (root causes).

Use tools to help you see and/or root cause analysis tools to help you find the source of the problem.

For example:

 - Process Mapping

 - Spaghetti Diagrams

 - 5 Whys

 - Brainstorming

 - Fishbone diagram

 - Affinity diagram

 - Pareto/Run/Control Charts

 - Scatter Diagrams

 - Explore other tools!

Feel free to put a drawing or picture here!

**Assess Performance and Sustain Results:**

What actually happened? Was there an improvement? How do you know? How did your data collection plan work out? What might you do differently going forward? Will you adopt? Adjust? Abandon? Run again? What do you need to do to support the new process? (standard work, training, procedures, materials, and so on)

How can you tell the story about the impact of your improvement? Review your previous discussion on financial, quality, operational delivery, and experience and engagement impacts. Can you add more?

How do you intend to sustain the benefits over time? How and when will you know if the actions have had the impact you wanted? What metrics will you continue to collect in order to track the progress of the improvements?

Reflect on your improvement and/or the improvement process

Take a moment to let us know about your improvement here: [www.tinyURL.com/ReportAnImprovement](http://www.tinyURL.com/ReportAnImprovement)

Analyze the situation and the underlying causes that have created the gap between the current situation and the desired outcome

**Title:**

**Countermeasures:**

**Problem:**

**Target/Goals:**

**Current Conditions:**

**Assess Performance and Sustain Results:**

**Implementation Plan:**

**Analysis of Gap between Current and Goal:**

Owner: Date: .