## C4/A3 Worksheet

**Concern – Cause – Countermeasure – Confirm**

### Concern: Understand the current situation

- **Who discovered the problem?** Gather findings from any previous studies of this problem area.
- **What is happening to indicate a problem?**
- **What standard is involved if any?** Describe the ideal condition.
- **When does this problem occur?** Frequency? Pattern?
- **Where does the problem occur?**
- **How bad is it?** What is this problem costing the organization?

Explain why you are solving this problem. Attach charts, diagrams, and/or photos to describe the situation.

Current State Value Stream Map, Process Map, or data charts explaining the current state. Summarize here, and indicate where others can find full details.

### Cause: Analysis

Brainstorm & organize potential causes or obstacles using the stem & leaf cause analysis technique. Write the causes of the problem/obstacles to improvement in the space provided. Include evidence to verify that what you record is a true CAUSE of the problem. Eliminate those you can’t confirm.

Break down the key problem (the Angry Cloud you intend to attack first). List the contributing problems below, sorting them by category if necessary.

### Baseline Data Set

Be concise but as specific as possible. Clearly show the GAP. Create a simple chart.

Examples: OEE is 46% when standard is 67%; Cycle time is 92 seconds vs Takt time of 78 seconds; Operating Room changeover time is 127 minutes vs target of 75 minutes.

**Measure** | **Current** | **Goal** | **Future** | **Impact**
---|---|---|---|---

### Countermeasure

Develop 5 mutually exclusive countermeasures for each root cause. Describe the Countermeasure, list the key action steps, and evaluate each independently against your evaluation factors in the space below. You may choose to include a future state Value Stream Map.

#### Short Term CM:

#### Long Term CM:

#### Selection rationale:

### Countermeasure: Implementation Plan

Develop an implementation schedule recording status and results as:

0 = Acceptable; A = Needs improvement; x = Poor

<table>
<thead>
<tr>
<th>Implementation Steps</th>
<th>Who’s responsible</th>
<th>Milestone dates</th>
<th>Data complete</th>
</tr>
</thead>
</table>

### Confirm

<table>
<thead>
<tr>
<th>Standardize</th>
<th>Track Results</th>
<th>Reflect &amp; Recognize</th>
</tr>
</thead>
</table>

- **Date standardized work updated:**
- **How long do we need to track results?**
- **Number of required samples:**
- **Method for tracking (visual) and location of information:**

### Confirm

Document with before and after pictures for future training. Identify the location of these files for team members.

### Confirm

- **Self-efficacy**
- **Process**
- **Teamwork**
- **Results**

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### Concern – Cause – Countermeasure – Confirm

#### Concern: Understand the current situation

- **Who discovered the problem?** Gather findings from any previous studies of this problem area.
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- **What is happening to indicate a problem?**
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- **What standard is involved if any?** Describe the ideal condition.
  - 
- **When does this problem occur?** Frequency? Pattern?
  - 
- **Where does the problem occur?**
  - 
- **How bad is it?** What is this problem costing the organization?
  - 

**Base Line Data Set**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Current</th>
<th>Goal</th>
<th>Future</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Concern:** Understand the current situation

**baseline data set:**

- **Measure:** Attach charts, diagrams, and/or photos to describe the situation.

**Current State Value Stream Map, Process Map, or data charts explaining the current state:** Summarize here, and indicate where others can find full details.

- **Break down the key problem (the Angry Cloud you intend to attack first):** List the contributing problems below, sorting them by category if necessary.

**Cause:** Break down the key problem areas on the map. (What are your angry clouds? Select the most pressing to proceed)

- **Brainstorm & organize potential causes or obstacles using the stem & leaf cause analysis technique:** Write the causes of the problem/obstacles to improvement in the space provided. Include evidence to verify that what you record is a true CAUSE of the problem. Eliminate those you can’t confirm.

**Baseline Data Set**

- **ID key measure & current score in Concern stage.**

#### Countermeasure

- **Develop 5 mutually exclusive countermeasures for each root cause.** Describe each countermeasure, list the key action steps, and evaluate each independently against your evaluation factors in the space below. You may choose to include a future state Value Stream Map.

**Countermeasures**

<table>
<thead>
<tr>
<th>Countermeasure</th>
<th>Evaluation Factors</th>
<th>Total score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Term CM:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term CM:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Selection rationale:**

- **Define and weight evaluation factors according to company priorities.** Evaluate countermeasures against each other, ranking them as 5 being the best option for that factor and 1 being worst.

**Countermeasure: Implementation Plan**

- **Develop an implementation schedule recording status and results as follows:**
  - **0 = Acceptable; 1 = Needs improvement; x = Poor**

**Implementation Steps**

- **Who’s responsible**
  - 
- **Milestone dates**
  - 
- **Data complete**
  - 

**Confirm**

- **Date standardized work updated:**
  - 
- **How long do we need to track results?**
  - 
- **Number of required samples:**
  - 
- **Method for tracking (visual) and location of information:**
  -

**Reflect & Recognize**

- **Document with before and after pictures for future training. Identify the location of these files for team members.**

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