

GRASP THE SITUATION

1. Identify the problem *in simple terms*. (Describe the concern and why it matters.)

Employees complain that meetings are a waste of time.

2. Observe & measure the current state. (Show and describe what is actually happening – what we see, and what facts we know.)

We can get data about what’s actually happening (we measured for a month).

How do we define quality for a meeting?

- The percent of time that the meeting accomplished its expected outcomes or objectives.

How often do we accomplish our objectives in meetings?

- We had trouble measuring this. Very often, we’re not even sure what they are.

Additional anecdotal team member feedback:

- Don’t think meetings are run efficiently.
- A lot of the content is boring or unnecessary.
- Not everyone needs to go to both huddle and team meetings.
- Team members are unhappy with meetings.



Type of Meeting	Frequency	Scheduled Length	Actual Length (average)	% of Late Meetings
Team Meeting	Weekly	1 hr	1 hr 18min	75%
Huddles	Daily	15 min	31 min	60%
1 on 1	2 x month per team member	1 hr	1 hr	0
Project Meetings	Varies per team member, did not track			NA
Review Business Measures	Quarterly	2 hr	Didn’t fall w/in tracking period	NA

While quality, employee engagement, and time are all issues, we’re going to try to impact time of team meetings first, by having meetings done on time. We believe that through problem solving the time issue, we’ll learn some things that will also help us have conversations that meet our objectives and we’ll feel good about getting more done.

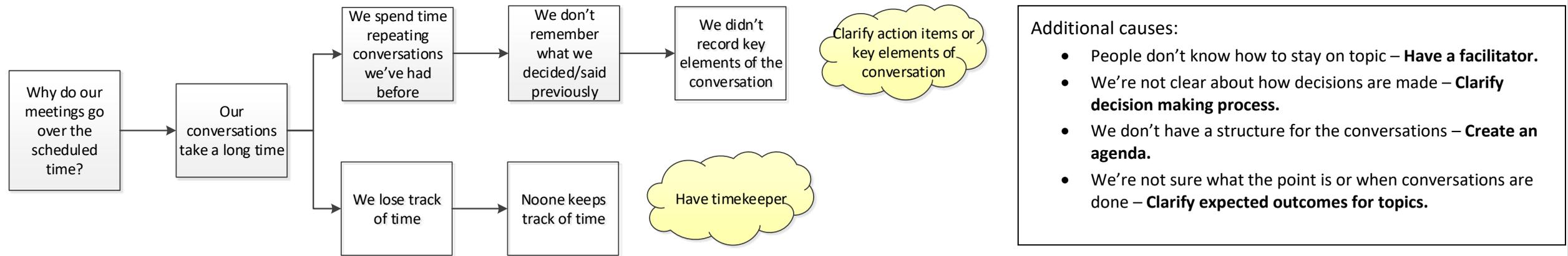
3. Set a target. (Describe where we want to be and by when. Use measures for safety, cost, quality, timeliness, customer satisfaction, and/or employee engagement to frame your target.)

100% of team meetings done within scheduled time by January 2018.

4. Write a problem statement. (Describe the gap between where we are now and where we want to be using measures. “Currently ____, compared to our target of ____, which we want to reach by ____.”)

Currently, 25% of our team meetings are done within the scheduled time, compared to our target of 100%, which we want to reach by January 2018.

5. Analyze the gap. (Show the root cause(s) of the gap. Choose a countermeasure.)



- Additional causes:**
- People don't know how to stay on topic – **Have a facilitator.**
 - We're not clear about how decisions are made – **Clarify decision making process.**
 - We don't have a structure for the conversations – **Create an agenda.**
 - We're not sure what the point is or when conversations are done – **Clarify expected outcomes for topics.**

PLAN

6. Plan to test the countermeasure. (Who will do what by when to test the countermeasure?)

Who?	Does What?	By When?

DO & CHECK

7 & 8. Conduct the test and check results, preferably more than once. (Describe what was learned from testing this countermeasure.)

Question	Response
What progress have we made toward achieving our target?	
What else have we learned?	

ADJUST

9. Adjust the plan. (Will you plan for wider implementation, refine this countermeasure, or try a new countermeasure?)

Who?	Does What?	By When?