Phase | Step & Question Answered
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1 | Identify the problem in simple terms.
   | What is the major concern?
2 | Observe and measure the current state.
   | What did we see, and what are the facts?
3 | Set a target.
   | What condition do we want to achieve by when?
4 | Write a problem statement.
   | What’s the measurable gap between where we are now and where we want to be?
5 | Analyze the gap.
   | What is the root cause? Choose a countermeasure.
6 | Plan to test your countermeasure.
   | Who will do what by when?
7 | Do test your countermeasure.
   | Did the test go as we expected?
8 | Check the results of your test.
   | What did we learn from testing this countermeasure?
9 | Adjust the plan.
   | Should we plan for wider implementation, refine this countermeasure, or try a new one?
**The Big 6 Measure Types**

**Focus Your Problem Solving Efforts!**

**Safety**
A measure of the working environment for employees and an organization’s health overall.

**Problem Statement Example**
Currently we have one accident per month compared to our target of zero accidents per month which we want to reach by (date).

**Cost**
A measure of the expenditures related to the design, development, delivery or maintenance of a product or service.

**Problem Statement Example**
Currently we expend $110 per packet compared to our target of $60 per packet which we want to reach by (date).

**Quality**
A measure of the degree to which a product or service meets the requirements of the customer the first time, without any rework.

**Problem Statement Example**
Currently we rework 20% of our reports compared to our target of 5% which we want to reach by (date).

**Time**
A measure of how long it takes to fulfill a customer’s need. The time may be the total from customer request to delivery or a smaller portion of the process.

**Problem Statement Example**
Currently it takes 20 business days to process a request compared to our target of 10 calendar days which we want to reach by (date).

**Customer Satisfaction**
A measure of the degree to which a product or service meets the customer’s expectations.

**Problem Statement Example**
Currently customers rate their satisfaction as 5 out of 10 compared to our target of 8 out of 10 which we want to reach by (date).

**Employee Engagement**
A measure of the degree to which an employee feels valued, heard, respected and able to participate in shaping the culture of their workplace and doing meaningful, rewarding work.

**Problem Statement Example**
Currently 81% of employees give a positive response to question 3 compared to our target of 84% which we want to reach by (date).