

## Phase

## Step & Question Answered

Grasp

**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.

Plan

**6** Plan to test your countermeasure.

Who will do what by when?

**7** Do test your countermeasure.

Did the test go as we expected?

Check

**8** Check the results of your test.

What did we learn from testing this countermeasure?

Adjust

**9** Adjust the plan.

Should we plan for wider implementation, refine this countermeasure, or try a new one?

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## 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).

#### Problem Statement Example

Currently we expend \$110 per packet compared to our target of \$60 per packet 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.



### 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

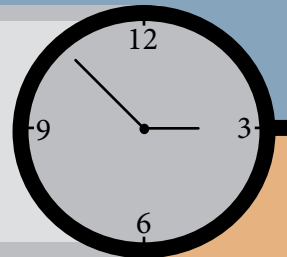
Currently we rework 20% of our reports compared to our target of 5% which we want to reach by (date).

#### 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).

### 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.



### 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).

#### 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).

### 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.



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