Pre-Work

#	Questions	Responses
1	What is the problem you need to solve?	
	What are you trying to accomplish?	
	How will you do it?	
	Who's help do you need?	
	Will you need any supplies?	

Document Reality

#	Questions	Responses
2	What is the process?	
	What is really happening?	
	Is it performing as expected?	
	How do you know?	
	When and where does the process breakdown?	

Identify Wastes

#	Questions	Responses
3	Are there any steps that are unnecessary?	
	Is there a particular problem that frequently occurs?	
	Is each step in the process value added or non-value added?	
	Identify any of the eight wastes.	

Select Improvement Idea

#	Questions	Responses
4	Identify improvement ideas through brainstorming.	

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Reality Check	
Questions	**Responses**
Are these ideas realistic?	
Will they really lead to accomplishment of your objectives?	
How do you know?	
Did you try and evaluate enough ideas or did you hurry through the process just looking for the most obvious solutions?	
Do you have the proper approvals to make the changes you're considering?	

(Section number: 5)

Implement Ideas	
Questions	**Responses**
Build and implement the changes.	
Have you communicated the changes to all parties?	
Do you have a measurement system in place?	

(Section number: 6)

Verify Change	
Questions	**Responses**
Are the changes you implemented working as you intended?	
Have you watched the process in action at start-up?	
Have you watched the process at other intervals?	
Is the process running like it is supposed to?	
Why or why not?	
Is it yielding the same results you envisioned?	
Does anything need to be tweaked or changed to optimize the outcome?	

(Section number: 7)

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Measure Results	
Questions	**Responses**
Monitor results for a specified time period.	
What benefits have the changes brought?	
Was the quality improved?	
Was safety improved?	
Was the speed of execution improved?	
Are there financial benefits?	
How do you know?	
What evidence do you have?	

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Implement Standards	
Questions	**Responses**
Are there new work instructions?	
How will you perform regular check-ups?	
Do you need visual controls?	
Are your expected performance levels being met?	
What conditions need to exist for this improvement to work and what can we do to make sure those conditions are always present?	
Do we need instructions to help new employees follow the process?	
Do I need to check a particular metric every week/day?	
Do I need to make a big red sign to alert people about something important?	

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	Celebrate and Communicate Results	
	Questions	**Responses**
3	Celebrate with employees who went above and beyond their normal job to implement change.	
	Share what the problem was and how it was solved.	
	Do it again. What's next?	