Plan a change and check it held

In Lean: countermeasure plan

Page 1: the change

A countermeasure is a change aimed at one cause, to be tested. It names the cause, the change, its owner and what will show whether it worked.

Who and when

Problem _____ **Team** _____ **Date** _____

The cause you can change (in Lean: root cause)

What is the cause, in the words of your why-chain?

A rule, a tool, an owner or missing information. Not a person.

_____

_____

Should this step exist? (in Lean: eliminate before you improve or automate)

Ask this before any change. Automating a step that should not exist makes the waste faster and harder to question.

Which step does the cause sit in?

_____

Test the step	Answer
Who uses what this step produces?	
What would happen if it stopped?	
Has it ever changed the outcome?	
What really requires it?	

Should this step exist?

Tick one.

☐ No, remove this step. ☐ Yes, keep this step.

What is the reason for that answer?

_____

Which is the first option on this list that answers the cause?

Go down from the top and stop at the first one that works. Each option higher up leaves less work behind and less to maintain. Tick one.

☐ Remove the step In Lean: eliminate.

☐ Join two steps into one In Lean: combine.

☐ Change the order, the timing or who does it In Lean: rearrange.

☐ Make what stays lighter In Lean: simplify.

☐ Then automate what is left Only once the step is as small as it can be.

What will change (in Lean: countermeasure)

What exactly will change, so that someone else could put it in place?

_____

_____

_____

Is a quick patch needed until the change is in place, and when does it end?

In Lean: containment. Without an end date it becomes permanent extra work.

_____

Owner _____ **Date in place** _____

What to measure at the check-ins

What will you look at in the work to tell whether it held?

Use the unit you had when the problem was reported: how often it happens and how many minutes each time. With no number, name what you will see instead, such as the step no longer happening.

_____

_____

Which result would show it did not hold?

_____

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Page 2: did it hold?

Look at the work itself at about a week, two weeks and a month. Answer as things really are: held, partly or reverted. Each answer tells you what to do next.

Time before the change (in Lean: identified)

What the person who reported the problem estimated at the start, before anything changed. If nobody gave a number, write no figure. Never write 0.

How often
Times a day, a week or a month.

Minutes each time

Minutes a week

An estimate of where time goes, not a saving.

Check-in log (in Lean: check, in PDCA)

The latest check decides: an answer at day 30 outranks the answer at day 14.

When	Date answered	Did it hold? *held / partly / reverted*	What did you see in the work?	Minutes a week saved, if given *Only a figure someone gives at this check-in. Never a guessed share.*
Day 7				
Day 14				
Day 30				

Time saved after the change (in Lean: confirmed)

Taken from the latest check-in answered. Held with a figure: that figure. Held without one: the minutes a week from the report may stand in, marked as such. Partly: only a figure someone gave. Reverted, or nothing given: no figure.

Minutes a week

From the check-in at day

Where does this figure come from?
Tick one.

- ☐ Given at the check-in
- ☐ Held, figure from the report
- ☐ No figure

Keep this box apart from the time before the change. Never add the two together, and never show one as a share of the other.

After day 30

What happens next?
Tick one.

- ☐ Held: write it down as the normal way Use the standard work template.
- ☐ Partly: aim the next small change at the part that did not hold
- ☐ Reverted: take what you learned back to the cause Ask what made the old way easier at the moment it slipped.

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