

Theme	
Ultimate goal	
Date assigned	

C4 Worksheet

Concern – Cause – Countermeasure – Confirm

Team Name		Department/Shift	
Team Lead		Department/Shift	
C4 Coach		Department/Shift	

Concern: Understand the current situation		Use charts, diagrams, or photos whenever possible to describe the situation.
Who discovered the problem? Gather findings from any previous studies of this problem area.	Current State Value Stream or Process Map. Summarize here, and indicate where others can find fully detailed map.	Break down the larger problem. List the contributing problems below, sorting them by category. Attach an affinity diagram.
Describe what is happening to indicate a problem.		
Describe the ideal condition. What standard is involved if any?		
When does this problem occur? How frequently?		
What is this problem costing the organization?	What are the key problem areas on the map? (What are your angry clouds?)	

Concern: Write your problem statement	Baseline Data Set - ID key measure & current score in Concern stage. Future & Impact in Confirm stage			
	Measure	Current	Future	Impact

Cause: Analysis						Brainstorm & organize potential causes or obstacles using the fishbone diagram , stem-and-leaf diagram , or other tool. Write the causes of the problem/obstacles to improvement in the space provided, verifying that what you record is a CAUSE of the problem.
Priority Causes	What else?	Who else?	When?	Evaluation	Rank order	

Cause: 5 Why Analysis	
Problem	Therefore...
Why?	
Why?	
Why?	
Why?	
Why?	
Statement of the root cause:	

Countermeasure		Brainstorm countermeasures and evaluate each potential solution, ranking them with 5 being best and 1 being worst. Assign weights-to evaluation factors according to company priorities.				
Countermeasures	Evaluation Factors>	1	2	3	4	Total score
	Evaluation factor weights >					
Selected Countermeasure (s):						
Short Term: _____						
Long Term: _____						
Selection rationale: _____						

Countermeasure: Implementation Plan		Develop an implementation schedule recording status and results as: 0 = Acceptable; Δ = Needs improvement; x = Poor											
Implementation Steps	Who's responsible	Milestone dates											Date complete

Confirm	Standardize	Track Results	Reflect & Recognize
Date standardized work updated:	How long do we need to track results?:	Number of req'd samples:	
Document with before and after pictures for future training. Identify the location of these files for team members.	Method for tracking (visual) and location of information:		