

C4 Worksheet

Concern – Cause – Countermeasure – Confirm

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

Theme	
Ultimate goal	
Date assigned	

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 a 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 are the key problem areas on the map? (What are your angry clouds?)	
What is this problem costing the organization?		

Cause: 5 Why Analysis	
	Therefore...
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 >					

Concern: Write your problem statement		Baseline Data Set - ID key measure & current score in Concern stage. Future & Impact in Confirm stage			
What do you want to accomplish? Be concise but as specific as possible. Examples: OEE is consistently low – avg 46% when standard is 67%; Decrease cycle time by 8 seconds by January; How do we get all team members trained on lean systems by the end of the year?	Measure	Current	Future	Impact	

Selected Countermeasure (s):

Short Term: _____

Long Term: _____

Selection rationale: _____

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.					

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	

Priority Causes	What else?	Who else?	When?	Evaluation	Rank order

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:	