Brainwriting Form

Project: ____ **Date: ____**
Focus of this brainwriting session is: ____

	Idea 1	Idea 2	Idea 3
1			
2			
3			
4			
5			
6			
7			
8			

Charter

Project: ____ **Date:** ____

Sponsor:			**Team Leader:**		
Name:	**Unit:**	**% Dedi-cated:**	**Name:**	**Unit:**	**% Dedi-cated:**

Team Members

Purpose:

Importance:

Scope:

Schedule:

Deliverables:

Measures:

Additional Resources Needed:

Other:

Charter Worksheet

Instructions: Use the tables below and on the next page to capture notes for your team's charter. Not all of the questions may be pertinent to you, but the more questions you can answer, the better off you'll be.

Project: ____ **Date: ____**

Suggested Questions to Consider	Notes
Purpose • What is important to the customers about the product, process, or service? • What problems do customers have with the product or service? • What is wrong or not working? What problem is the team addressing?	

Importance
• How will reducing the problem affect
  • The customers?
  • The organization?
  • Employees?
• Why should this project or work be done now?	

Scope • How will the team focus its work? • What information will you collect to identify urgent problems? • What areas are inside and/or outside the team's authority? • What are the boundaries (process start and end points)? • What specific parts of the process will you focus on? • What are the project deadlines? Milestones for review? • What business constraints must be taken into account in scheduling the project or work?	
Deliverables • What must the team deliver to be successful? • How will we know when the work is done?	

Charter Worksheet

<table>
<tr><td>Measures
• What will be the primary measures of success?
  • How will they be measured and tracked?
  • What is the target for these measures?
• How much improvement is needed by when? (Provide target dates.)
• What defects will be tracked?</td><td></td></tr>
<tr><td>Resources
• To whom is the team accountable?
• Who is the manager or Sponsor?
• Who are the key stakeholders?
• Who is on this team?
• Who will lead the effort (be the Team Leader)?
• Who can the team turn to for expert guidance and coaching on improvement?
• Has the process owner been identified?
• What budget does the team have?
  • Who should approve expenditures?
  • How much can the team spend without seeking additional authority?</td><td></td></tr>
</table>

Closure Checklist

Instructions: Use this checklist to help you plan activities that will signal the end of the project. You can also use this list to spur discussion among team members regarding "How will we know when we're finished?"

Project: ____ **Date: ____**

Evaluate the Team's Product

- ☐ Did the team accomplish its charter? What helped your team? What hindered it?
- ☐ What were your technical accomplishments?
- ☐ Have the improvements been standardized and error-proofed? How will the improvements be maintained?
  How were these improvements communicated among and between work groups?
- ☐ What other discoveries did you make? How were they communicated among and between work groups?
- ☐ What suggestions for future improvements can you make?

Evaluate the Team's Process

- ☐ Nostalgia—what was it like working with this team early on?
- ☐ What have you learned from this experience?
- ☐ Organizational learnings from this experience—what advice would you give to other teams?
- ☐ How well did you work with your Sponsor?

Document the Team's Improvement

- ☐ Is your storyboard up-to-date? Does it contain your final results and conclusions?
- ☐ Is your document file completed?
- ☐ Did you make a final report to the management team?

Communicating the Ending (Note: This is a joint task for the team and its Sponsor.)

- ☐ How will the team's improvements be communicated to the rest of the organization?
- ☐ How can the end of this project or work sow the seeds for future initiatives?
- ☐ How will this team's learnings be communicated to management?
- ☐ What recommendations will the team make for follow-up after the work is completed?

The Celebration

- ☐ What is the appropriate way to celebrate this closure? (Lunch/dinner/dessert?)
- ☐ How will you say good-bye?

Communication Planning Worksheet

Instructions: Identify some of the people who will be involved in or affected by your project. Ask them what their main concerns are and make some preliminary decisions about how you will keep them informed throughout the project. Incorporate actions to address their concerns into your work plan.

Project: ____ **Date: ____**

Who (Names of people or groups)	**Main Concerns**	**Communication Notes** (When and how you will communicate with them)

Failure Modes and Effects Analysis (FMEA)

Process/Project: ______________________ **Process/Project/Product:** ______________________

Process Owner: ______________________ **Location:** ______________________ **FMEA Date: (Original)** ______________________

Team Leader: ______________________ **(Revised)** ______________________

Team: ______________________

FMEA Process											Action Results				
Item/Process Step	Potential Failure Mode	Potential Effect(s) Of Failure	Severity	Potential Cause(s) Of Failure	Occurrence	Current Controls	Detection	RPN (RPN = Severity x Occurance X Occurance)	Recommended Action	Responsibility & Target Completion Date	Action Taken	Severity	Occurrence	Detection	RPN (RPN = Severity x Occurance X Detection)
Total Risk Priority Number									**Resulting Risk Priority Number**						

Joint Review Meeting Notes Worksheet

Instructions: Fill out this form at the end of each joint review meeting. These notes can then be used to guide the project team's work, remind the Sponsor of barriers to be addressed, and improve the reviews themselves.

Project: ____ **Date: ____**

Review Date: ____ **Review Number: ____**

Brief status of project at this review:

Key messages from reviewers at this review:

Next steps planned for project at this time:

Issues/concerns raised during review and by whom, and when they will be addressed:

Suggestions for improving the next review:

Meeting Agenda

Instructions: Prepare the agenda and send it to all participants before the meetings if possible. This helps everyone prepare for the meeting.

Team:
Process/Project:

Date:
Time:
Place:

Team Leader:	**Meeting Facilitator:**	
Team Members and Other Attendees:		

Time	Agenda Topics:	Person Providing Information:
	Review Action Items	**Meeting Facilitator**
	Topic 1:	
	Topic 2:	
	Topic 3:	
	Topic 4:	
	Topic 5:	
	Topic 6:	
	Decision Summary	**Notetaker**
	Action Item Summary	**Notetaker**
	Identify Items for Next Agenda	**All**
	Evaluate Today's Meeting	**All**

Meeting Minutes

Team:

Process/Project:

Date:

Time:

Place:

Team Leader:	**Meeting Facilitator:**	
Team Members and Other Attendees:		

Agenda: Key Discussion Points	**Outcomes (Decisions, Action Items)**	**By Whom**	**By When**
Topic 1:			
Topic 2:			
Topic 3:			
Topic 4:			
Topic 5:			
Topic 6:			
Items for Next Agenda:			
Evaluate Today's Meeting:			
Items for Future Agendas:			

Meeting Observation Form 1: Examples of Contributions

Instructions: This form helps you notice what kinds of comments people make. Make notes below whenever you observe examples of each type of behavior. Be as specific as possible in capturing what was said. The purpose is to collect examples of the behaviors. Feel free to use only part of the form or to change some categories. The first three types of comments on each page help the team get the task done; the last two categories help members get along together.

Project: ____ **Date: ____**

Suggests methods or procedures. Suggests ways of doing things; steps to move the discussion forward; use of methods such as brainstorming, circling the group for opinions, multivoting, etc.

Seeks information or opinions. Draws out relevant information, opinions, ideas, suggestions, or concerns from team members. Asks questions to invite others' ideas.

Gives information or opinions. Shares relevant information, opinions, suggestions, and concerns.

Encourages others. Is friendly, warm, and responsive; uses eye contact and "uh-huhs" to support others' participation.

Reduces tension. Reduces tension by using humor appropriately; gets the group to laugh; admits errors.

Meeting Observation Form 1: Examples of Contributions

Clarifies and elaborates ideas. Clears up confusion; gives examples; points out issues and alternatives; shares interpretations of what's been said; builds on what others have said.

Summarizes. Pulls together what's been said; organizes related ideas; integrates different ideas; offers conclusions for the team to consider.

Checks decisions. Notices when the group is making a decision and states the decision for the group; checks to be sure the decision method (vote, seek consensus, delegate to subgroup) is acceptable; checks to be sure decision has been well thought out.

Resolves disagreements. Works out disagreements; looks for ways to address objections and concerns; incorporates others' ideas into proposals.

Notices group feelings. Senses and expresses team feelings and moods; is aware of significant shifts in tone and helps team be aware of shifts also.

Meeting Observation Form 2: Patterns of Contributions

Instructions: This form helps you see what kinds of contributions team members make during a discussion. Usually each member's contributions will cluster in a few categories. For example, one member will offer lots of ideas and provide summaries during the discussion, while another will ask questions and draw out quiet members. Data from this type of observation can help a team appreciate the different strengths members bring to the group. It can also help a team identify areas where they need to build skills to keep the team functioning well. Copy the form below or make a version of your own. Enter the names of team members across the top. Enter hash marks or comments in the appropriate boxes when you see one of the behaviors listed. The first four behaviors listed tend to address relationships within the team. The remaining behaviors help move the team's task forward.

Project: ____ **Date: ____**

	Team Member Names				
Behaviors					
Encourages others. Is friendly, warm, and responsive; uses eye contact and "uh-huhs" to support others' participation.					
Reduces tension. Reduces tension by using humor appropriately; gets the group to laugh; admits errors.					
Resolves disagreements. Works out disagreements; looks for ways to address objections and concerns; incorporates others' ideas into proposals.					
Notices group feelings. Senses and expresses team feelings and moods; is aware of significant shifts in tone and helps team be aware of shifts also.					
Suggests methods or procedures. Suggests ways of doing things, steps to move the discussion forward, and use of methods such as brainstorming, or circling the group for opinions.					
Seeks information or opinions. Draws out relevant information, opinions, ideas, suggestions, or concerns from team members. Asks questions to invite others' ideas.					
Gives information or opinions. Shares relevant information, opinions, suggestions, and concerns.					
Clarifies and elaborates ideas. Clears up confusion; gives examples; points out issues and alternatives; shares interpretations of what's been said; builds on what others have said.					
Summarizes. Pulls together what's been said; organizes related ideas; integrates different ideas; offers conclusions for the team to consider.					
Checks decisions. Notices when a decision is made and states the decision for the group; checks to be sure the decision method (vote, consensus, delegate) is acceptable; checks to be sure decision has been well thought out.					

Oriel STAT A MATRIX

THE TEAM® HANDBOOK

Meeting Skills Checklist

Instructions: Either photocopy this page or create your own form. Have team members work through it first individually and then as a team.

Project: ____ **Date: ____**

Behavior	Never	Occasionally	Often
1. I suggest a procedure for the group to follow or a method for organizing the task.	☐	☐	☐
2. I suggest a new idea, new activity, new problem, or a new course of action.	☐	☐	☐
3. I attempt to bring the group back to work when joking, personal stories, or irrelevant talk goes on too long.	☐	☐	☐
4. I suggest, when there is some confusion, that the group make an outline or otherwise organize a plan for completing the task.	☐	☐	☐
5. I initiate attempts to redefine goals, problems, or outcomes when things become hazy or confusing.	☐	☐	☐
6. I elaborate ideas with concise examples, illustrations.	☐	☐	☐
7. I suggest resource people to contact and bring in materials.	☐	☐	☐
8. I present the reasons behind my opinions.	☐	☐	☐
9. I ask others for information and/or opinions.	☐	☐	☐
10. I ask for the significance and/or implications of facts and opinions.	☐	☐	☐
10. I see and point out relationships between facts and opinions.	☐	☐	☐
12. I ask a speaker to explain the reasoning that led him or her to a particular conclusion.	☐	☐	☐
13. I relate my comments to previous contributions.	☐	☐	☐
14. I pull together and summarize various ideas presented.	☐	☐	☐
15. I test to see if everyone agrees with, or understands, the issue being discussed or the decision being made.	☐	☐	☐
15. I summarize the progress the group has made.	☐	☐	☐
17. I encourage other members to participate and try to unobtrusively involve quiet members.	☐	☐	☐
18. I actively support others when I think their point of view is important.	☐	☐	☐
19. I try to find areas of agreement in conflicting points of view (e.g., “How could we change our solution so that you could support it?” or “It sounds to me that we all agree to X, Y, and Z”).	☐	☐	☐
20. I use appropriate humor to reduce tension in the group.	☐	☐	☐
21. I listen attentively to others’ ideas and contributions.	☐	☐	☐
	☐	☐	☐
	☐	☐	☐

Oriel STAT A MATRIX

THE TEAM HANDBOOK

Planning Grid

Instructions: Use this page as a blueprint for creating a planning grid for your team.

Project: ____ **Date: ____**

Purpose of the Plan						
Step #	**Step and Desired Outcome**	**Who**	**Dates**		**Expenses**	**Comments**
			Plan	**Actual**		
1						
2						
3						
4						
5						
6						
7						

Presentation Preparation Worksheet

Instructions: Use the worksheet below to help organize your presentation.

Project: ____ **Date:** ____

1. **Describe the audience for this talk.** Include how they will use the information you'll provide.

2. **Determine what you need from the audience.** (e.g. further information, decisions, resources, etc.)

3. **Write a theme or main point for the talk.**

4. **Brainstorm a list of topics.** Determine data or examples you can use to illustrate each idea. If you have a list of 10 or 12 things to say, try grouping the items (as in an affinity diagram) so you have about three main sections in the talk. Summarize the topics below.

	Topic	Relevant Data, Visuals, Examples

When you're done, determine a logical sequence and number the topics in order.

Oriel STAT A MATRIX

Prioritization Matrix

THE TEAM HANDBOOK

Key:
5 - Strongly fits the criteria
4 - Mostly fits the criteria
3 - Moderately fits the criteria
2 - Somewhat fits the criteria
1 - Weakly fits the criteria
0 - Does not fit the criteria

Criteria														Totals $\sum$ (Weight$_1$ x Solution$_1$, Weight$_2$ xSolution$_2$….)
Weights														
Solutions														

Progress Checklist

Instructions: Refer to this list occasionally to monitor the team's progress. Some of these items may not be pertinent.

Project: ____

Date: ____

Charter
- ☐ Clarify; modify if necessary
- ☐ Get Sponsor approval for revisions
- ☐ Define goals and objectives related to charter

Planning
- ☐ Develop logistical system for team meetings
- ☐ Create an improvement plan
- ☐ Review and revise plan as needed

Education/Team-building activities
- ☐ Introduce Team Members
- ☐ Explain roles and expectations
- ☐ Orient to group's process; set ground rules
- ☐ Introduce new skills or methods team may need
- ☐ Provide training in scientific tools as needed
- ☐ Develop ownership in project

Study the process or problem
- ☐ Construct flowchart of process
- ☐ Interview customers to identify needs
- ☐ Design data gathering procedures
- ☐ Gather data on process or problem
- ☐ Analyze data to see if process is stable
- ☐ Identify problems with process

Localize problems and identify causes
- ☐ Pinpoint the occurrence of the problem
- ☐ Identify possible causes of problems
- ☐ Select likely causes
- ☐ Gather data to verify root causes
- ☐ Analyze data
- ☐ Develop appropriate solutions

Make changes/Document improvement
- ☐ Develop a plan to test changes
- ☐ Implement test
- ☐ Gather data on new process
- ☐ Analyze data; critique changes in light of data
- ☐ Redesign improvements in process; repeat this step if necessary
- ☐ Implement further changes, or refer matter to appropriate person or group
- ☐ Monitor results of changes
- ☐ Establish a system to monitor in the future

Closure
- ☐ Prepare presentation on improvement
- ☐ Deliver presentation
- ☐ Evaluate team's process
- ☐ Evaluate team's results
- ☐ Document

Project Planning Template

Project: ____ Date: ____

Task Name	Start Date	Completion Date	Who	Notes
Step 1: Define Project				
1.1 Charter				
Write team charter				
Review charter with Sponsor and Team Leader				
Identify key players				
Kickoff team				
Schedule regular team meetings				
1.2 Process Basics				
Create SIPOC				
Create high-level deployment flowchart if appropriate				
1.3 Voice of the Customer				
Identify and prioritize customers				
Collect voice of the customer (VOC) needs				
Translate VOC to CTQ's (critical to quality output measures)				
Prioritize CTQ output measures				
Set specs for CTQ output measures				
Hold meeting with finance to develop business case				
Review stakeholder acceptance				
Develop communication plan				
Hold tollgate review for this step				

Project Planning Template

Step 2: Measure Current Situation				
2.1 Data Collection				
Identify and select key upstream measures				
Prepare data collection plans for all key measures				
Collect baseline data				
2.2 Time Plots & Control Charts				
Create appropriate charts				
Analyze charts for special causes and take action to address				
Decide if common cause variation is acceptable. If not, take appropriate action.				
2.3 Frequency Plots & Pareto Charts				
Create frequency plots if appropriate				
Chart stratified data				
Create Pareto charts if appropriate to identify leverage point				
2.4 Process Sigma or Process Capability				
Do analysis to determine if process is capable of consistently meeting specifications				
2.5 Process Analysis				
Create detailed process flowcharts				
Analyze flowcharts for process gaps				
Do value-added /non value-added analysis				
Communicate progress to stakeholders and process owners				
Hold tollgate for this step				

Project Planning Template

Step 3: Analyze Causes				
3.1 Potential Causes				
Brainstorm potential root causes				
Graphically display relationships between causes				
Select probable root causes to verify				
3.2 Verifying Causes				
Collect data to verify selected causes				
Verify cause-effect relationships				
Hold meeting with Finance to update business plan				
Communicate progress to stakeholders				
Hold tollgate review for this step				
Step 4: Solution				
4.1 Select Solutions				
Brainstorm solutions for root causes				
Reduce list to 5-7 best solutions				
Rank solution alternatives				
Select one or more alternatives to pilot				
4.2 Implement Solutions				
Develop plan(s) for pilot				
Pilot solution(s)				
Analyze pilot				

Project Planning Template

Revise implemen-tation plans based on pilot				
Implement solution				
Communicate progress to process owner and stake holders				
Hold tollgate review for this step				
Step 5: Results				
5.1 Evaluate Results				
Collect new data on key measures				
Redraw relevant Before and After plots				
Quantify improvement benefits				
Evaluate methods and results				
Take appropriate corrective action				
Finance verifies savings/revenue increase				
Communicate progress				
Hold tollgate review for this step				
Step 6: Standardization				
6.1 Standardization				
Develop process maps for new process				
Train resources on new process				

Project Planning Template

6.2 Monitoring and Control				
Develop process control documents				
Transition ongoing responsibility to monitor solution to Process Owner				
Hold tollgate review for this step				
Step 7: Future Plans				
Create storyboard or summary document				
Make recommendations for future improvements				
Complete closure check list				
Document lessons learned				
Recognize team and celebrate!				
Hold tollgate review for this step				

Project Selection Worksheet

Instructions: Write a problem statement for your project, and then evaluate the statement using the criteria below. For example, if you check several "Don't Know" boxes, gather more information on this project before going forward. If you rate several criteria as "5" or "No,", then reconsider the project.

Project: ____ **Date:** ____

Problem Statement: ____

Criteria	Rating					
	1	2	3	4	5	Don't Know
1. The process or project is related to a key business issue.	☐ Very	☐	☐	☐	☐ Not at All	☐
2. I have or can get customer input on this issue.	☐ Easy	☐	☐	☐	☐ Hard	☐
3. Management does or would give this project high priority.	☐ Likely	☐	☐	☐	☐ Unlikely	☐
4. I can easily identify starting and ending points for the process.	☐ Easy	☐	☐	☐	☐ Hard	☐
	Yes		No			Don't Know
5. Collecting data on this process is relatively easy.	☐		☐			☐
6. The process completes one cycle at least every day or so (if not more frequently).	☐		☐			☐
7. I can identify what a "defect" is for this process.	☐		☐			☐
8. The problem I need to investigate or improve is stated as a target or need, not a solution.	☐		☐			☐
9. The process is within my scope of knowledge/authority.	☐		☐			☐
10. I know who the process owner is and he/she recognizes the need to improve.	☐		☐			☐
11. The Sponsor of this project has the ability to commit time and resources.	☐		☐			☐
12. The process will not be changed by another initiative any time in the near future.	☐		☐			☐
	☐		☐			☐
	☐		☐			☐

Responsibility Matrix

Instructions: Copy this form onto flipcharts. Enter tasks in the left column, then have Team Members mark who they think is responsible for each task. Discuss the answers as a group, and make final decisions regarding the responsibilities.

Project: ____ **Date: ____**

Task	Who			
	Team Leader	All Team Members	Coach	Sponsor or Manager

Sample Agenda for Final Project Review

Instructions: At the end of the project it is important to capture the lessons learned while they are still fresh. This can occur at a joint review meeting between the project team and Sponsor. The meeting's purpose is to identify and understand what worked and what didn't work, and to apply these lessons to future projects. The outcome of the meeting is a list of recommendations for future efforts.

Project Charter:
1. Review purpose of the meeting and agenda. 2. Silently reflect on the following questions: a) In your area, what went so exceptionally well that you want to repeat it in future projects? In the project as a whole, what went so exceptionally well that you want to repeat it in future projects? b) In your area, what superb contributions do you want to acknowledge? In the project as a whole, what superb contributions do you want to acknowledge? c) In your area, what new "experiments" were tried, and what were the results? In the project as a whole, what new "experiments" were tried, and what were the results? d) In your area, what went wrong, and how could this problem have been prevented? In the project as a whole, what went wrong, and how could this problem have been prevented?

Sample Agenda for Final Project Review

3. Share responses to each of the questions in number 2.
   Write main ideas on flipcharts. Do not discuss ideas; only ask questions for clarification.

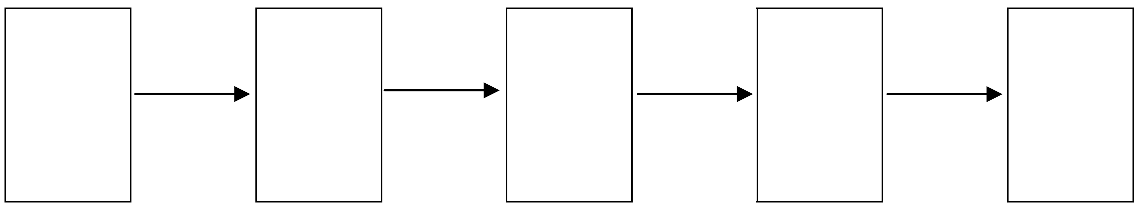
4. Narrow the list from number 3 to a few specific, important things that can be acted upon to improve future efforts. Decide who will do what by when.

5. Evaluate this meeting.

SIPOC Worksheet

Project: ____ **Date: ____**

Suppliers	**Inputs**	**Process**	**Outputs**	**Customers**



Other Notes:

Stakeholder Commitment Scale

Project: ____ **Date: ____**

People or Groups

Level of Commitment					
Enthusiastic support Will work hard to make it happen					
Help it work Will lend appropriate support					
Hesitant Holds some reservations; won't volunteer					
Indifferent Won't help; won't hurt					
Uncooperative Will have to be prodded					
Opposed Will openly act on and state opposition					
Hostile Will block at all costs					
Other					

Identify the people and groups whose commitment you need.

- Identify the level of commitment needed from them in order for your work to succeed. Put an **O** in the box where that group must be.
- Estimate where their commitment levels are now. Put an **X** in the box where you think they are today.
- Draw an arrow from the **X** to the **O**.
- Develop a plan for closing the gap between where they are currently and where you need them to be.
- Create a process to monitor your progress both in obtaining and in keeping that commitment.