Work Backwards Change Plan

Start with the win, then work back to 4 PDCA milestones and a 30-second elevator speech.

Change: _____ **Change lead:** _____ **Date:** _____

1 THE WIN (END GAME) What success looks like, measurable outcome + date, who benefits

The win	
Who benefits	

2 OUTCOMES THAT PROVE IT 2 to 3 measures, baseline → target

Measure	Baseline (today)	Target (by the win date)

3 MILESTONES, WORKED BACKWARDS Fill M4 first, then M3, M2, M1. Each one makes the next possible

Milestone	What done looks like	Date	Owner	Measure	Who needs to say yes	Risk
M4 ACT Standardise: it sticks. Standard work, owners, habits						
M3 CHECK Results measured against target, adjust						
M2 DO Pilot or trial with the team, small wins						
M1 PLAN Problem defined, team involved, baseline						

← work backwards from the win: WIN ← M4 Act ← M3 Check ← M2 Do ← M1 Plan (you'll do them forwards: Plan → Do → Check → Act)

4 PEOPLE SIDE Who's affected, likely resistance, how we involve them

Affected:

Likely resistance:

How we involve them:

Team not buying in? The People Whisperer mentoring can help: ci-ai-fusion.netlify.app/lead-the-change/#people-whisperer

5 ELEVATOR SPEECH 30 seconds or less, 3 parts

① We're changing _____ so that _____ (the win).

② We'll get there in 4 steps: _____, _____, _____, _____.

③ By _____ you'll see _____.

6 FIRST ACTION TODAY Same as Houston step 5: one thing today, then log it in your Wins Log

By when: _____ **Logged in Wins Log:** ☐

Work Backwards Change Plan: worked example

Start with the win, then work back to 4 PDCA milestones and a 30-second elevator speech.

Example only: a generic packing line. Replace with your own change.

1 THE WIN (END GAME) What success looks like, measurable outcome + date, who benefits

The win	Changeovers on Packing Line 2 take 25 minutes or less, every shift, by 30 June. Operators, shift leads and planning benefit: less rushing, more run time.
Who benefits	Line 2 operators, shift leads, planner, maintenance

2 OUTCOMES THAT PROVE IT 2 to 3 measures, baseline → target

Measure	Baseline (today)	Target (by the win date)
Average changeover time	48 min	25 min
Changeovers done to the standard	0%	90%
Output lost to changeovers per week	6 hrs	3 hrs

3 MILESTONES, WORKED BACKWARDS Fill M4 first, then M3, M2, M1. Each one makes the next possible

Milestone	What done looks like	Date	Owner	Measure	Who needs to say yes	Risk
M4 ACT Standardise: it sticks. Standard work, owners, habits	Standard changeover sheet used on every shift; owner per shift; reviewed weekly at the team huddle	30 Jun	Shift leads	90% to standard	All 3 shift leads	Slips back on night shift
M3 CHECK Results measured against target, adjust	Two weeks of times recorded vs 25 min target; sheet adjusted with operator ideas	2 Jun	Line lead	Avg time vs target	Planner (schedule)	Data not recorded
M2 DO Pilot or trial with the team, small wins	Trial the new sequence on one product family; prepare parts before the line stops	19 May	Line 2 team	Time per trial	Operators on trial	Seen as 'speed-up'
M1 PLAN Problem defined, team involved, baseline	Video and time 3 changeovers; team lists the steps; baseline agreed	5 May	Change lead	Baseline 48 min	Operators & maintenance	Team not consulted

← work backwards from the win: WIN ← M4 Act ← M3 Check ← M2 Do ← M1 Plan (you'll do them forwards: Plan → Do → Check → Act)

4 PEOPLE SIDE Who's affected, likely resistance, how we involve them

Affected: operators on all 3 shifts, maintenance. Likely resistance: "this is a speed-up", "we tried this before". Involve: operators film and time it themselves, choose the trial, and own the sheet.

Team not buying in? The People Whisperer mentoring can help: ci-ai-fusion.netlify.app/lead-the-change/#people-whisperer

5 ELEVATOR SPEECH 30 seconds or less, 3 parts

"We're changing how we do changeovers on Line 2 so that every shift gets more run time with less rushing. We'll get there in 4 steps: measure today's changeover together, trial a better sequence, check the results, then lock it in as standard work. By 30 June you'll see changeovers at 25 minutes or less."

6 FIRST ACTION TODAY Same as Houston step 5: one thing today, then log it in your Wins Log

Ask the night shift lead for 10 minutes at tomorrow's huddle to explain the idea and ask what slows changeovers down.

By when: _____ **Logged in Wins Log:** ☐