



EMS Consulting Group

Business Condition Clarifier

Start with the condition, not the tool

Companion resource for The Execution Reliability Advantage

Purpose

This worksheet helps leaders clarify the operating condition that must improve before selecting a method, scheduling training, launching a workshop, or assigning a project.

How to use this resource

Use this when the first request sounds like a tool request: value stream mapping, 5S, Green Belt training, kaizen, A3 coaching, daily management, ERP readiness support, or AI-enabled support.

1. Describe the Current Condition

Question / prompt	Notes / evidence / decision
What is happening now? Use facts, not general opinions.	<hr/> <hr/>
What should be happening that is not happening?	<hr/> <hr/>
What is happening that should not be happening?	<hr/> <hr/>
Where is this condition visible: customer, flow, quality, delivery, inventory, cost, project execution, risk, or leadership time?	<hr/> <hr/>
How long has this condition existed? Is it getting better, worse, or staying the same?	<hr/> <hr/>



2. Clarify the Target Condition and Value

Question / prompt	Notes / evidence / decision
What should be different in 30 to 90 days?	_____ _____
What two or three measures will show whether the condition improved?	_____ _____
What value is at stake? Consider financial value, customer impact, capacity, risk, scalability, or management bandwidth.	_____ _____
What will happen if this condition does not improve?	_____ _____

3. Test the Requested Method

Prompt	Notes
Requested method or support	
Why do we believe this method fits the condition?	
What assumptions are we making?	
What would this method help us see, decide, improve, or sustain?	
What leadership ownership or cadence would be required after the activity?	
Leadership pause	
A tool connected to a meaningful business condition has a purpose. A tool disconnected from the condition becomes activity.	

4. Decision

Decision	Rationale
<input type="checkbox"/> Proceed with the requested method	Reason:
<input type="checkbox"/> Modify the method or scope	Reason:
<input type="checkbox"/> Pause until the condition is clearer	Reason:
<input type="checkbox"/> Address leadership ownership, cadence, or sponsorship first	Reason:
Question / prompt	Notes / evidence / decision
Next action	_____ _____
Owner	_____ _____
Review date	_____