

### Standard procedure for discussing supervisor practice problem

Procedure	Key points
1. Ask supervisor to tell the problem	Make sure this involves someone under their direction. Have they taken action already? What action?
2. Confirm how the problem came up	Where appropriate stress if there was a sensed or anticipated change involved
3. Get the objective stated clearly	Get from the supervisor. What do they want to happen? Does the problem affect the whole group? What net result is desired after action is taken?
4. Step 1 Get the facts	Review the facts one by one and list them on the board. Use the JR card
5. Step 2 Weigh and decide	Fit the facts together. Look for gaps and contradictions. Discuss possible actions. What facts are used? Check options against current policies and rules. Check objective versus the action items with the group and supervisor. Discuss the probable effect on the individual, the rest of the team, other parties, production, etc.
6. Balance of case	Confirm the facts used in making a decision. Does it seem balanced?
7. Step 3 Take action	Why was this action taken? How was it taken? What was the timing?
8. Step 4 Check results	When was it checked? How was it checked? How often? What happened?
9. Check objective	Was the objective achieved by the supervisor?
10. Foundations comments	Discuss which steps mattered the most and how were they used.