Title: What change or improvement are you talking about?

Owner/Date

1. Background: What are you talking about and why?

What is the purpose, the business reason for choosing this issue?

What specific perfomance measure needs to be improved?

What is the strategic, operational, historical, or organizational context of the situation?

2. Current Conditions: Where do things stand now?

What is the problem or need—the gap in performance?

What is happening now versus what you want or needs to be happening?

Have you been to the gemba?

What facts or data indicate there is a problem?

What specific conditions indicate that you have a problem or need?

Where and how much? Can you break the problem into smaller pieces?

➡ Show facts and processes visually using charts, graphs, maps, etc.

3. Goal: What specific outcome is required?

What specific improvement(s) in performance do you need to achieve?

➡ Show visually how much, by when, and with what impact.

➡ Don't state a countermeasure as a goal!

4. Analysis: Why does the problem or need exist?

What do the specifics of the issues in work processes (location, patterns, trends, factors) indicate about why the performance gap or need exists?

What conditions or occurances are preventing you from achieving the goals?

Why do they exist? What is (are) their cause(s)?

➡ Use the simplest problem-analysis tool that will suffice to show cause-and-effect down to root cause. From 5 Whys to 7 QC tools (fishbones, analysis trees, Pareto charts) to more sophisticated SPC, 6 Sigma, and other tools as needed.

➡ Test the cause-and-effect logic by asking "why?" downward and stating "therefore" upward.

5. Recommendations: What do you propose and why?

What are the options for addressing the gaps and improving performance in the current situation?

➡ Always start with two or three alternatives to evaluate.

How do they compare in effectiveness, feasibility, and potential disruption?

What are their relative costs and benefits?

Which do you recommend and why?

➡ Show how your proposed actions will address the specific causes of the gaps or constraints you identified in your analysis. The link should be clear and explicit!

6. Plan: How will you implement? (4Ws, 1H)

What will be the main actions and outcomes in the implementation process and in what sequence?

What support and resources will be required?

Who will be responsible for what, when, and how much?

How will you measure effectiveness?

When will progress be reviewed and by whom?

➡ Use a Gantt chart (or similar diagram) to display actions, steps, outcomes, timelines, and roles.

7. Followup: How will you ensure ongoing PDCA?

How and when will you know if plans have been followed and the actions have had the impact planned and needed?

How will you know if you meet your targets?

How will you know if you reduced the gap in performance?

What related issues or unintended consequences do you anticipate?

What contingencies can you anticipate?

What processes will you use to enable, assure, and sustain success?

How will you share your learnings with other areas?

A3 Theme:

Background: *Why is this important to you? What is the purpose?*

Current Condition: *Where are you today? Is there a problem?*

Target Condition: *Where do you want to be? How do you measure it?*

Root Cause Analysis: *What is keeping you from your target?*

Countermeasure(s): *What experiments could you run? What is the anticipated outcome? Which one goes first?*

Action Plan: Who, what, when, how to measure results?

Followup: *How will you sustain this improvement?*

Pocket Cards Template

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Continuous Improvement, Innovation and Learning for ALL of us

Severity: High   Medium   Low
Date: _____
By: _____

Problem/Opportunity

Impact/Scope: Who, what, how significant?

What evidence you have for the problem?

Possible root cases (ask "Why?" several times)

Target condition suggested

Suggested next steps – what do you anticipate the outcome will be?

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Possible root cases (ask "Why?" several times)

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SIPOC

Process:

Origin date:
Revision date:

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Next higher level process: *what process does this process support?*

Process objective:

Inputs ⟶

- What are the inputs: schedules, directives, data, Pos, regulations, constraints, etc.?
-
-
-
-
-
-
-
-

Process Tasks

Beginning Boundary Task
The initial task associated with this process

- Comprehensive list of process tasks
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-

Ending Boundary Task
The final task associated with this process

Outputs
-
-
-
-
-
-
-
-
-
-
-
-

Suppliers
- Organizations, functions and others who supply this process
-
-
-
-

Customers
-
-
-
-
-

Information Systems: What IT systems come into play?

Process Owner (manager):

Team Members:

Step 1

Problem/Opportunity	Impact 1=Low 5=High	Ease 1=Hard 5=Easy	Rank IxE

Step 2

Impact (1 Low 5 High)		Ease (1 Hard 5 Easy)	
Pass 1	Pass 2	Pass 3	Pass 4

Step 3

High (5)

Impact

Low (1)

5x1	5x5
Save until last	Do It Now
Don't Bother	Quick Wins
1x1	1x5

Hard (1) **Ease** Easy (5)