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|  | **The Missouri Way: Continuous Improvement**A3 Approach to problem solving and innovation |  |
| Title: |  |  | Champion: |  |
| Team Members: |  | Author: |  |
| Start Date: |  | Completed Date: |  |
| **PLAN** | **INNOVATE** | **SUSTAIN** |
| 1. **Why Change is Needed**
 | **4. Gap Analysis** | **7. Action Plan** |
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| 🞏 | Defects | 🞏 | Transportation |
| 🞏 | Over production | 🞏 | Inventory |
| 🞏 | Waiting | 🞏 | Motion |
| 🞏 | Non-used people talent/things | 🞏 | Excessive Processing |

Wastes Identified (check all that apply) |

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| Action Item | Assigned To | Date Completed |
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| 1. **Current State**
 | **5. Brainstorming** |
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| **If We….** | **Then We….** |
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| **8. Results** |
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| 1. **Future State**
 | **6. Experiments** | **9. Lessons Learned** |
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| Action/Innovation | Actual Outcome |
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| What went well/helped | Didn’t go well/hindered |
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| --- | --- | --- |
| 1. **Why Change is Needed**
 | **4. Gap Analysis** | **7. Action Plan** |
| Sample Questions:* Why are we doing/changing this?
* What is the circumstance demanding change?
* What is the chief complaint? (Voice of the Customer)
* What is the impact of this issue?
* Scope – start & end points
 | * What is holding us back from the future state?
* What are the root causes of these roadblocks?
* What tools are available to identify waste (Process maps, fishbone diagrams, spreadsheets, etc.)?
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| Action Item | Assigned To | Date Completed |
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| 1. **Current State**
 | **5. Brainstorming** | **8. Results** |
| * Quantitative metrics of the current state (x widgets go through the process in Y days on average; x steps take Y time on average)
* Qualitative Metrics – customer satisfaction, etc.
* Graphically present a picture of the Current State
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| **If We….** | **Then We….** |
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| 1. **Future State**
 | **6. Experiments** | **9. Lessons Learned** |
| * Quantitative metrics for the future (e.g. cut process time in half, reduce number of steps in half, increase output with current resources, etc.)
* Qualitative metrics (e.g. increase customer satisfaction by x percent)
* Make sure the metrics are clearly defined, meaningful, and achievable
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| Action/Innovation | Actual Outcome |
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| What went well/helped | Didn’t go well/hindered |
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