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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** | |
|  | | | |  |  |  |  | | --- | --- | --- | --- | | 🞏 | Defects | 🞏 | Transportation | | 🞏 | Over production | 🞏 | Inventory | | 🞏 | Waiting | 🞏 | Motion | | 🞏 | Non-used people talent/things | 🞏 | Excessive Processing |   Wastes Identified (check all that apply) | | | | |  |  |  | | --- | --- | --- | | Action Item | Assigned To | Date Completed | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |  |  |  | | |
| 1. **Current State** | | | **5. Brainstorming** | | | |
|  | | | |  |  | | --- | --- | | **If We….** | **Then We….** | |  |  | |  |  | |  |  | |  |  | |  |  | | | | |
| **8. Results** | |
|  | |
| 1. **Future State** | | | **6. Experiments** | | | | **9. Lessons Learned** | |
|  | | | |  |  | | --- | --- | | Action/Innovation | Actual Outcome | |  |  | |  |  | |  |  | |  |  | |  |  | | | | | |  |  | | --- | --- | | 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.)? | |  |  |  | | --- | --- | --- | | Action Item | Assigned To | Date Completed | |  |  |  | |  |  |  | |  |  |  | |  |  |  | |
| 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 | |  |  | | --- | --- | | **If We….** | **Then We….** | |  |  | |  |  | |  |  | |  |  | |  |  | |  |
| 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 | |  |  | | --- | --- | | Action/Innovation | Actual Outcome | |  |  | |  |  | |  |  | |  |  | | |  |  | | --- | --- | | What went well/helped | Didn’t go well/hindered | |  |  | |