

Figure 1. A Logic Diagram for a Proposed Improvement Cycle

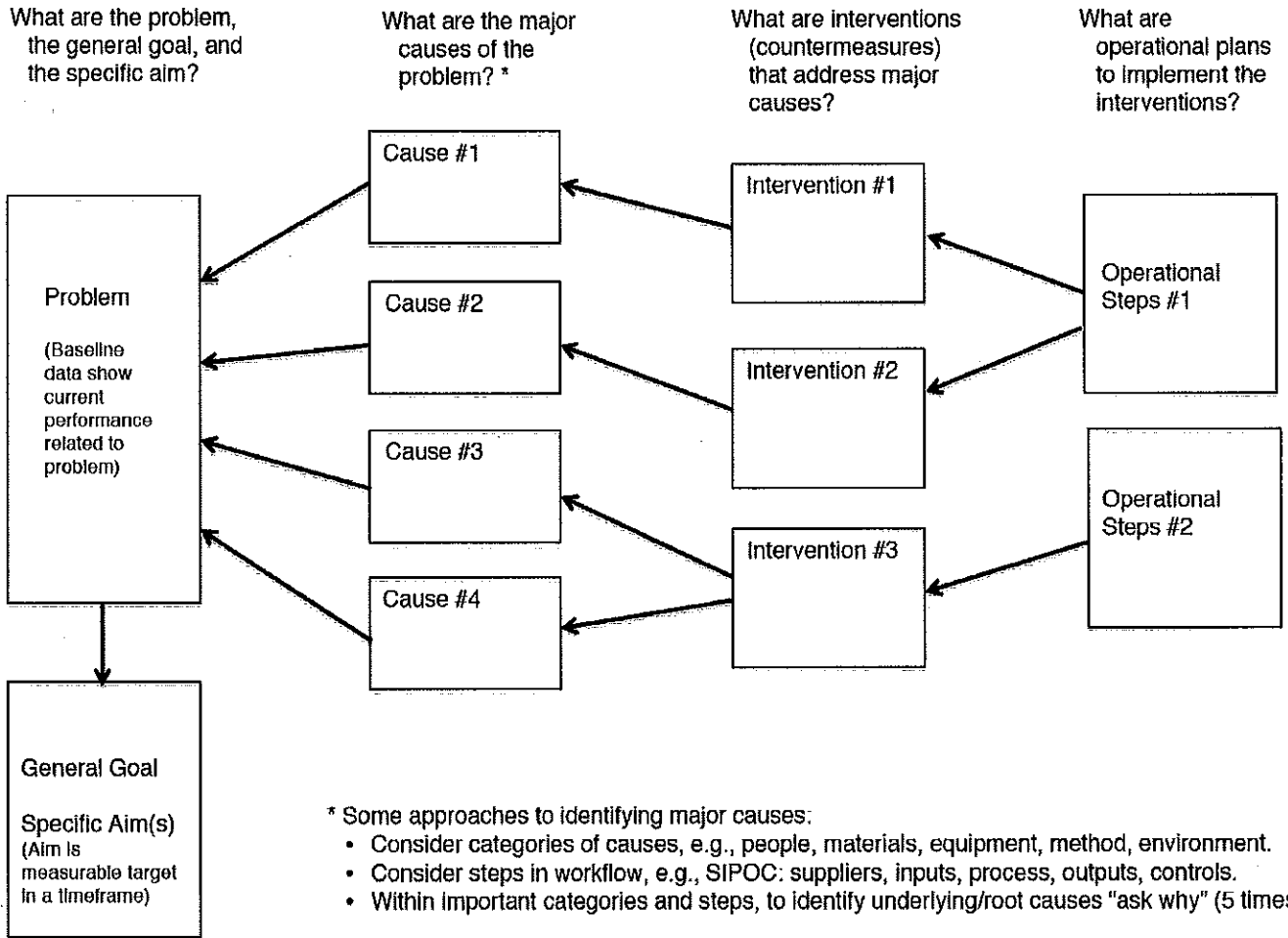


Figure 2. Example of Logic Diagram for a Proposed Improvement Cycle

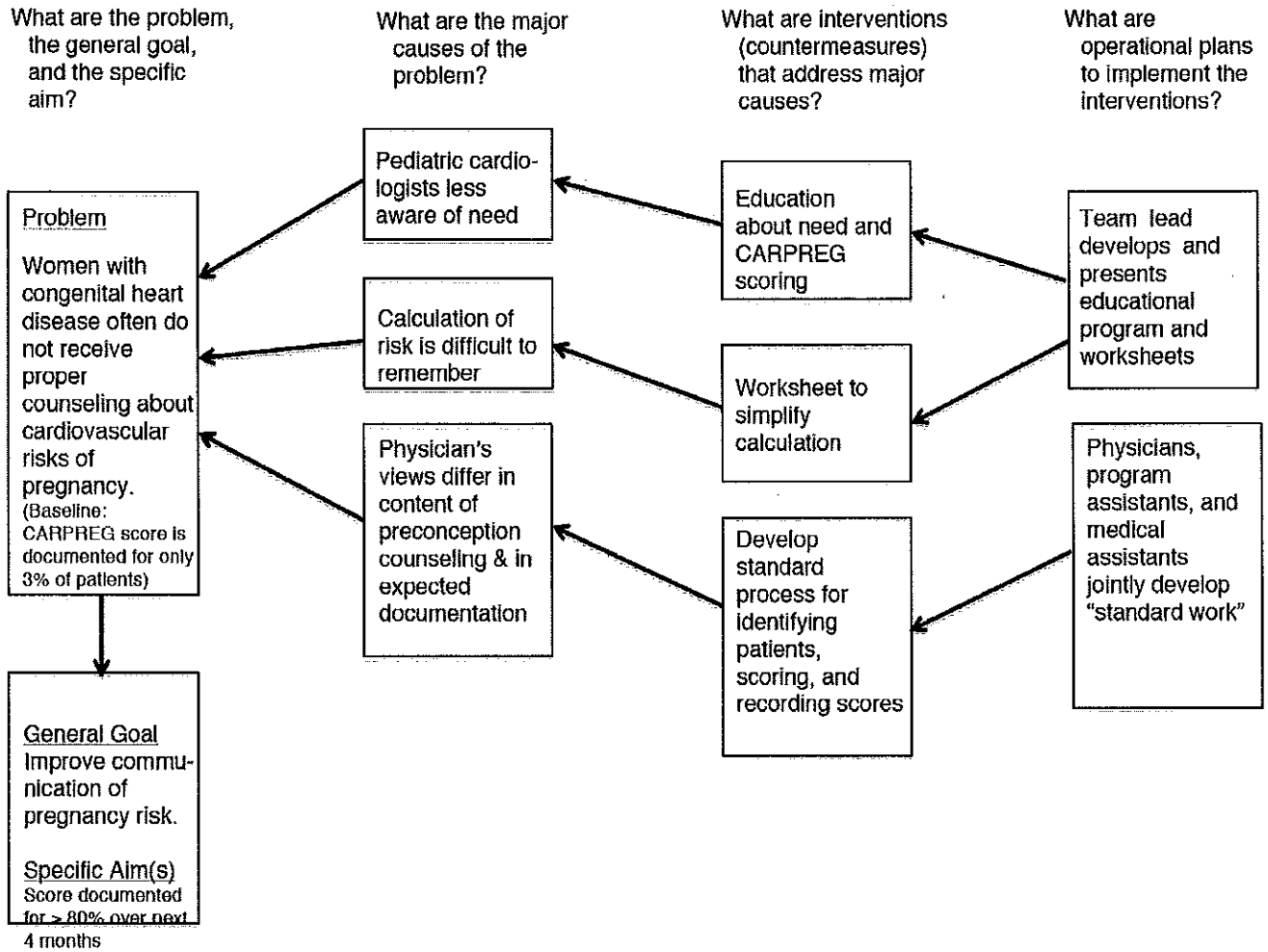


Figure 3. Similar Content Formatted into a More Detailed A3 (two page) Proposal

An A3 Template

Title: What we are talking

Date:

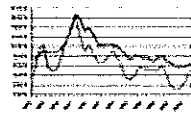
Owner:

Background

Of all our problems, why are we talking about this one? The "ugly story"... Historical/organizational/business context...

Current Situation
Where do we stand? What is our current performance?

Trend chart, current state value stream map



Clear Problem Statement

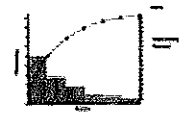
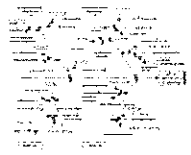
Goal

What is the target condition or performance improvement you want now? Measurable, by when?

Analysis

What are the root causes of the problem? (Fishbone, 5 Whys, Pareto)

What requirements, constraints and alternatives need to be considered?



Recommendations

What are your proposed countermeasures, strategies, alternatives? Do they link directly to the root cause?

Include options (some needing no resources)

Future State Value Stream Map?



Plan

What, Who, When? What activities will be required for implementation and who will be responsible for what and when?

Activity	Who	When
Activity 1	Person A	Month 1
Activity 2	Person B	Month 2
Activity 3	Person C	Month 3
Activity 4	Person D	Month 4
Activity 5	Person E	Month 5
Activity 6	Person F	Month 6
Activity 7	Person G	Month 7
Activity 8	Person H	Month 8
Activity 9	Person I	Month 9
Activity 10	Person J	Month 10

Follow - up

How we will know if the actions have the impact needed? What remaining issues can be anticipated? When/how will we follow up?

Reviewed By:

Date:

Modified from Verble, Shook, LaHote, Billi