**A close up of a logo

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**A3 Problem Solving for Bright Ideas**

**Logo, company name

Description automatically generated**

1. **Define**

**A notepad with a pen and a magnifying glass

Description automatically generated with medium confidence**

* 1. What’s the problem you want to address?
  2. Does this problem impact any key result areas? (Safety, quality, cost, delivery, or morale?) If so, to what extent?
  3. Why is it important to address this problem? (Scope? Impact? Trend? Urgency?)

1. **Measure**
   1. Go to the Gembato investigate the problem. (**Use Gemba observation worksheet)**

A magnifying glass with text

Description automatically generated with medium confidence

* 1. A cartoon of a person in a garment

     Description automatically generated with low confidenceDid you discover any examples of the 8 wastes? If so, which ones?
  2. Visually show evidence of the problem with charts, diagrams, graphs, pictures, drawings, etc.
  3. Did your initial perception of the problem change after observing it at the Gemba? Why or why not?
  4. What are your specific improvement goals?

|  |  |  |  |
| --- | --- | --- | --- |
| Key Result Area | Current Condition | Target Condition | By When? |

1. **Analyze**

A diagram of a problem

Description automatically generated with medium confidence

* 1. Brainstorm contributory causes of the problem and organize them into applicable categories on a fishbone diagram.

Diagram

Description automatically generated

* 1. Use *5 Whys* to dive deeper and discover the problem’s root causes.

A picture containing chart

Description automatically generated

* 1. List the identified root causes.
  2. What ideas do you have to address these root causes?
* Can you apply mistake proofing, visual management, 6S workplace organization, standard work, training?
  1. Prioritize your improvement ideas and select the ones you want to try.

1. **Improve**

**A clipboard with a list of action plan

Description automatically generated with low confidence**

* 1. Create an improvement plan from your selected ideas.

1. What are the action items?
2. What is the best sequence?
3. Who is responsible for each action item?
4. What resources/ support do you need?
5. When is each action item due?
6. What is the status of each action item?

A picture containing text, screenshot, design

Description automatically generated

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Action item | Owner | Supporters | Target Date | Status |

1. **Control**

**Two people looking at a computer screen

Description automatically generated with low confidence**

* 1. When will you know if your improvement plan was successful?
  2. When will you review the status of your improvement plan? Who will you review it with.

|  |  |
| --- | --- |
| Review Date | Attendees |

* 1. After reviewing the status, do you need to adjust your improvement plan based on what you learned?
  2. Did you achieve your improvement goals? Why or why not?
  3. Visually depict improvement plan results with charts, graphs, pictures, drawings, etc.
  4. What did you learn? Would you do anything different next time?
  5. Celebrate success!
  6. What’s next?