A3-T user guide

TEAM CHARTER **Date:** enter date **Reporting Unit:** enter name of organizational unit **Theme:** enter strategic theme

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PROBLEM STATEMENT

What is the purpose, the business reason for choosing this issue?
Who are the intended customers / stakeholders? What is the impact on them?
What is the strategic, operational, historical or organizational context of the situation?
Have you stated the problem and not a solution?
What is happening now versus what you want or needs to be happening?
What insights have you gained from your gemba visits?
Are there KPI's to consider: patients, safety, quality, delivery or cost?
What specific conditions indicate that you a problem or need?
Where and how much? Can you break the problem down into smaller pieces?
* Show facts and processes visually using charts, graphs, maps, etc.
Who, what, where, when how discovered, how many, what consequences?
Use complete, short sentences or bullets.
TIP: Gather data, generate charts and graphs and then write a statement that speaks to the charts and graphs.

TARGET STATEMENT

What specific, quantifiable and measurable improvements in performance do you need to achieve and by when?
* Show visually how much, by when, and with what impact.
* Don't state a solution, countermeasure or project milestone as a goal.
Use complete, short sentences or bullets.
Are goals S.M.A.R.T. (specific, measurable, attainable, relevant, timely?)
TIP: Gather data, generate charts and graphs and then write a statement that speaks to the charts and graphs.

ANALYSIS

What do the specifics of the issues in work processes (location, patterns, trends) indicate about why the gap exists?
What conditions or occurrences are preventing you from achieving the goals?
Why do these conditions or occurrences exist? What is (are) their root cause(s)?
Use the simplest problem-analysis tool that will suffice to show cause-and-effect down to the root cause.
* From 5 Whys to other QC tools (fishbones, analysis trees, Pareto diagrams) to more sophisticated tools as needed.
Are there any constraints (lack of skill, poor equipment, etc.) that might prevent you from achieving your goals?
Are there any institutional barriers (e.g., functional silos) that might prevent you from achieving your goals?
Test cause-and-effect logic by asking "why" downward and stating "therefore" upward.
Is the gap related to poor performance relative to existing standards, or is a new standard needed?
Always go to gemba to gather data; rely on computer-derived data only as needed.

PROPOSED ACTION

What are the options for addressing the gaps and improving performance in the current situation?
* Always start with two or three alternative "experiments" to evaluate.
How do these experiments compare in effectiveness, feasibility and potential disruption to current processes?
What are their relative costs and benefits?
Which do you recommend and why?
* Show how proposed actions will address the specific causes, constraints or barriers you identified in your analysis.
* Make the links between proposed actions and corresponding causes, constraints or barriers explicit!
Have you considered best practices in other organizations, internal or external?

IMPLEMENTATION PLAN

ACTION ITEM	RESPONSIBILITY	DUE DATE
What are the main actions and outcomes in the implementation process?		
What is their sequence?		
What support or resources will be required?		
Who will be responsible for what, when and how much?		
How will you measure progress toward project completion?		
When will progress be reviewed and by whom?		
* Use a Gantt chart, Kaizen Action Bulletin or similar diagram.		
* Display actions, steps, outcomes, timelines and roles.		

CHECK AND ACT

How and when will you know if plans have been followed and actions have had the impact planned and needed?
How will you know if you meet your targets? Did you meet your targets? If not, do you know why?
How will you know if you reduced the gap in performance?
What related issues or unintended consequences do you anticipate? What contingencies do you anticipate?
What processes will you use to enable, assure and sustain success? How will you share learnings with other areas?