

## A3 Problem-Solving Process for Rapid Improvement Events (RIEs)

SCOPE	SOLVE	SUSTAIN
<p><b>1</b> Clarify the Challenge</p> <p>Problem to solve or reason for taking action, including 1 to 3 metrics that need to improve.</p>	<p><b>4</b> Identify Key Gaps</p> <p>Description of the roadblocks to reaching the target state expressed in terms of root cause and lean thinking.</p>	<p><b>7</b> Define a Completion Plan</p> <p>Actions, owners and dates needed to deploy and sustain the solutions.</p>
<p><b>2</b> Model the Current State</p> <p>Description of the process to improve, including scope; baseline value for metrics; key attributes to change; and flow diagrams.</p>	<p><b>5</b> Develop Balanced Solutions</p> <p>How to address the root causes and gaps by adding lean functionality and eliminating waste.</p>	<p><b>8</b> Hardwire Essential Behaviors</p> <p>Define features and functions that mistake-proof the process and achieve lasting behavior changes.</p>
<p><b>3</b> Define the Target State</p> <p>Description of the improved process, including desired values for metrics (numeric goals), key attributes, and future-state flow diagrams.</p>	<p><b>6</b> Run Simple Experiments</p> <p>Conduct test in the gemba (workplace) that shows via data that solutions achieve 80% target state (numeric goals).</p>	<p><b>9</b> Initiate Daily Improvement</p> <p>Implement visual control board, data collection and, when needed, a huddle process in the workplace to monitor, stabilize and sustain solutions.</p>