

PROBLEM SOLVING A3

TEAM:

Team Tomato: Bob, Sally, Rick, Tony, Jenn, Sam

PROCESS:

Shogla Pizzeria's Pizza Making and Distribution

DATE OPENED:

August 1st

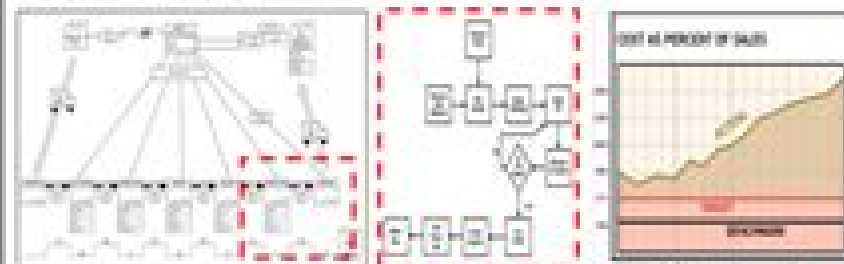
DATE CLOSED:

October 15th

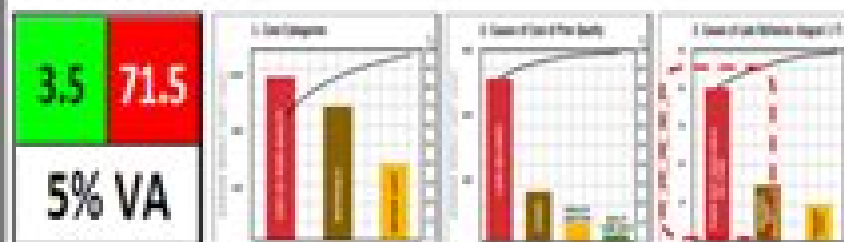
S1-DESCRIBE THE PROBLEM

COS averaged 18% over last three (3) months. We are losing money! Our team is working to reduce our current COS to 10%. We will measure cost as a percent of sales.

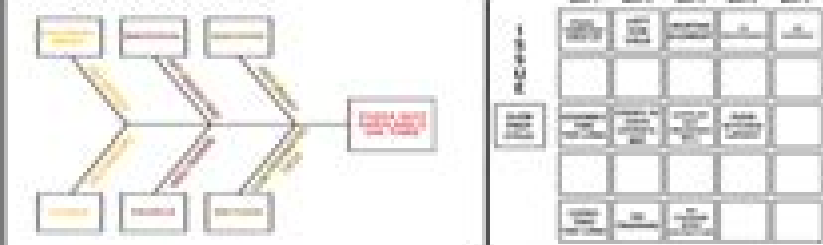
S2-ANALYZE CURRENT CONDITION



S3-IDENTIFY PERFORMANCE GAP



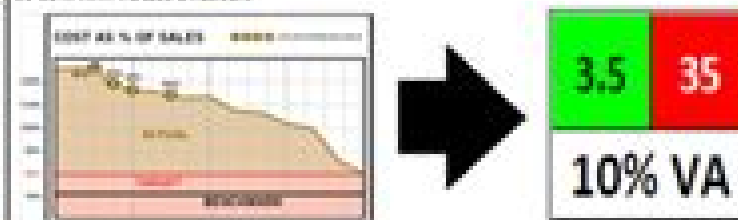
S4-PERFORM ROOT CAUSE ANALYSIS



S5-CAPTURE ACTIONS & COUNTERMEASURES

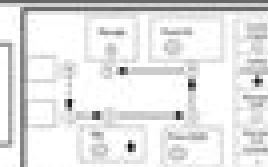
A	DO	WHAT	WHO	WHEN	STATUS
X		Pickbone Meeting	Team	8/12	
X		Cook Meeting	Sophia	8/15	
X		Order New Pans	Sally	8/15	
X		Develop Maintenance Schedule	Team	8/20	
X	X	Maintain Oven	Team	8/22	
X	X	Organize Kitchen	Team	8/22	
X		Employee Meeting (discuss new layout & standards)	Sophia	9/1	
X	X	Cook Training	Sophia	9/15	
X	X	Replace Heating Element	Rick	10/15	

S6-CONFIRM PROCESS & RESULTS



S7-CONTROL & STANDARDIZE IMPROVEMENT

The team created standard training material and also a standard layout sheet for operators to follow.



Share Lessons Learned



S8-RECOGNIZE TEAM SUCCESS

The team reported out to the executive team and their customer "IGA Superstore" during a celebration dinner.

Lean A3 Problem Solving Template

Mark Graban



Lean A3 Problem Solving Template:

Lean Problem Solving and QC Tools for Industrial Engineers Maharshi Samanta, 2019-04-16 The manufacturing and service sector needs to resolve a lot of issues relating to products process and service in everyday operation Successful resolution depends on the methodology rigor and systematic implementation techniques The essential purpose of this book is to impart the necessary knowledge to the reader about concepts in six sigma problem solving providing sufficient knowledge of problem lifecycle and ways to address the various issues arising therein The 7 QC tools and A3 strategy are described and analyzed in detail with various examples encompassing a step by step approach a professional must know to address a problem in an industrial engineering set up Key Features Conceptualizes six sigmas problem solving providing sufficient knowledge of problem lifecycle and ways to address the various issues for manufacturing industry professionals Enables effective use of 7 QC tools for solving problems Addresses the problem solving part very specifically in all the contexts of PDCA cycle of improvement DMAIC methodology of organizational transformation and TPM TQM culture of productivity and quality improvement Written with A3 theme throughout enabling each problem solving tool to follow a structured approach Includes relevant and practical examples and applications *Lean for Service Organizations and Offices* Debashis Sarkar, 2015-01-25 Service organizations and offices worldwide are beginning to realize that only those companies that are efficient and able to meet the changing needs of customers will survive the fierce competition of the marketplace Adopting lean puts anyone in a position more likely to build an intimate relationship with customers and build a foundation of operational excellence Lean as a philosophy is new to the service companies and many of them struggle to find the correct approach for its adoption Many declare early victory after a few successful projects only to realize that the benefits do not sustain over a period of time This happens because they do not really know what it takes for a holistic lean implementation in a service organization nl Lean has the ability to address a wide range of problems faced by service companies such as complexity reduction sales force productivity enhancement operations risk control cost leadership combining scale with flexibility service excellence and improving employee morale involvement Many of the principles discussed in the book are based on the author s first hand experience in lean implementation Being from a practitioner s viewpoint Lean for Service Organizations and Offices is light on theory and heavy on application exactly what s needed for a holistic and comprehensive lean transformation Read an interview with the author in The Hindu **The Lean Practitioner's Handbooks** Mark Eaton, 2013-02-03 The Lean Practitioner s Handbook bridges the gap between the tools and concepts of Lean and the practical use of the tools It offers a practical easily accessible resource for anyone preparing for implementing or evaluating lean activities covering key areas such as aspects of a Lean Programme scoping a programme value stream mapping 2P and 3P events Rapid Improvement Events managing for daily improvement engaging the team spotting problems and communicating progress In addition it offers a quick snapshot summary of the key tool and concepts of Lean plus easily

applicable templates Online supporting resources for this book include instructor s manuals on communications events and standard work templates for problem solving and tables such as event summaries

Quality Management in the Imaging Sciences - E-Book Jeffrey Papp,2023-09-18 Master all aspects of quality management and control in today s imaging environment A true one of a kind text Quality Management in the Imaging Sciences 7th Edition provides the information you need to ensure that radiographic equipment operates properly and that it functions within accepted standards Step by step instructions provide a guide to evaluating equipment and documenting results Also included is coverage of the latest federal regulations advances in technology and current QM certification requirements Written by physics and diagnostic imaging educator Jeffrey Papp this resource is an excellent tool to help you prepare for the ARRT Quality Management Advanced Level Examination Coverage of quality management for all imaging sciences includes X ray equipment fluoroscopy CT MRI sonography and mammography Step by step QM procedures include detailed instructions on how to evaluate imaging equipment and full sized sample documentation forms offer practice in recording results Special icon and bolded type identify federal regulations important to quality management Learning features include chapter outlines learning objectives key terms with definitions in the glossary lab experiments and review questions at the end of each chapter Useful appendix includes a review of the radiographic quality factors and a listing of agencies organizations and committees related to quality control and assurance Two 160 question practice exams on the Evolve website help you prepare for the ARRT advanced certification examination in Quality Management NEW Updated content reflects the latest ARRT Quality Management certification requirements NEW Imaging updates include new technologies current regulations and ACR accreditation requirements

The Lean IT Expert Niels Loader,2018-12-07 Digital transformation is a business concern it is no longer just IT that must get things done The disruptive force of start ups focusing on IT based services that can be consumed through mobile devices cannot be underestimated These start ups eat away at the high margin services provided by incumbents leaving lower margin products and services that are rapidly being commoditized This is happening in all industry sectors and it is the ones who are best able to adjust innovate and improve their service offerings that will survive The question is What do you need to do to ensure that your organization is one of the survivors The core of the solution to the problem is to radically improve the way the IT organization works together with the business To be clear the digital transformation of your business depends on that relatively small group of people in the basement or other out of the way location who make sure that your IT services work So building a cooperative model is vital for the success of the business Which model has proven its worth in many industries It is the application of Lean principles that gives organizations an advantage in delivering their products and services to their customers Transforming your organization to high performance is above all a people based movement with the acquisition and most importantly application of knowledge and skills necessary for the high performance way of working at its core In teams from boardroom to work floor building a new

way of thinking and acting is essential This book aims to give insight into the reasons why you and your organization must consciously act to apply Lean principles to your IT organization It explains the phases organizations go through as they start out with their initial attempts to gain advantages from Lean tools to the phase in which they reap the strategic benefits of Lean applied to IT The real work of the transformation is described from two different perspectives Leadership and Team This book describes a complete set of principles practices and tools In order to make the right decisions along the winding route of your transformation The people who will guide support and drive your transformation are the leaders and team members who understand and apply those principles practice and tools your Lean IT Experts *The Mastery of Innovation* Katherine Radeka, 2012-10-11 What do Ford Motor Company Steelcase Scania Goodyear Novo Nordisk and Philips Electronics have in common They all need to get their best ideas to market as fast as possible They need to achieve the mastery of innovation When these companies needed to accelerate time to market get more new products to customers and improve their ROI from investments in R D they turned to Lean Product Development to help them master the process of innovation By adapting Lean ideas to their specific product development challenges they learned how to focus innovation on the problems that would maximize customer and business value and deliver on their best ideas Winner of a Shingo Research and Professional Publication Award *The Mastery of Innovation A Field Guide to Lean Product Development* describes the experiences of 19 companies that have achieved significant results from Lean Product Development Their stories show that Lean Product Development delivers results Ford Motor Company completely reinvented its Global Product Development System and put decades of knowledge about automotive design at its engineers fingertips DJO Global a medical device company more than tripled the number of products they released to the market and cut development time by 60% Playworld Systems cut time to market in half twice The diverse set of North American and European case studies in this book range from very small product development organizations three engineers to very large more than 10 000 Some of the industries represented include automotive medical devices industrial products consumer electronics pharmaceuticals scientific instruments and aerospace These companies have generously shared their knowledge about Lean Product Development to help you get your best ideas to market faster Leading and Managing the Lean Management Process Gene Fliedner, 2011-12-10 This book develops a new model for lean management The intent is to demonstrate a model framework consisting of four critical components leadership culture team and tools The development of the model and these four components will be built from empirical theories reported in the research literature and in successful applications This framework will offer a path to develop lean leaders with practical actionable guidelines The model framework is suited to broad applications offering practical guidelines for manufacturing and service environments alike The lean model will develop each of these four components explaining their relevance and importance for guiding internal lean initiatives In developing the model the text will chronicle the historical development of lean noting the significant lean contributions

contributors and dates of these contributions This development will trace contributions to the practice of lean back hundreds of years prior to the contributions of Henry Ford and the contributors from the Toyota system in the 1950 s The future of Lean will also be examined with the current topic of sustainability and how it has extended lean concepts with an external focus towards product life cycle concerns and social issues This offering is different from competing offerings in three fundamental ways First it offers and develops of a comprehensive lean model based on a sound framework Second it examines a comprehensive timeline of significant lean contributions and their contributors Third it extends lean by looking at the future applications in the area of sustainability

Leading Lean Software Development Mary Poppendieck, Tom Poppendieck, 2009-10-21 Building on their breakthrough bestsellers *Lean Software Development* and *Implementing Lean Software Development* Mary and Tom Poppendieck s latest book shows software leaders and team members exactly how to drive high value change throughout a software organization and make it stick They go far beyond generic implementation guidelines demonstrating exactly how to make lean work in real projects environments and companies The Poppendiecks organize this book around the crucial concept of frames the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice For software leaders and team members some frames lead to long term failure while others offer a strong foundation for success Drawing on decades of experience the authors present twenty four frames that offer a coherent complete framework for leading lean software development You ll discover powerful new ways to act as competency leader product champion improvement mentor front line leader and even visionary Systems thinking focusing on customers bringing predictability to demand and revamping policies that cause inefficiency Technical excellence implementing low dependency architectures TDD and evolutionary development processes and promoting deeper developer expertise Reliable delivery managing your biggest risks more effectively and optimizing both workflow and schedules Relentless improvement seeing problems solving problems sharing the knowledge Great people finding and growing professionals with purpose passion persistence and pride Aligned leaders getting your entire leadership team on the same page From the world s number one experts in Lean software development *Leading Lean Software Development* will be indispensable to everyone who wants to transform the promise of lean into reality in enterprise IT and software companies alike

Healthcare Quality Management Zachary Pruitt, Candace Smith, Eddie Perez-Ruberte, 2020-02-28 *Healthcare Quality Management A Case Study Approach* is the first comprehensive case based text combining essential quality management knowledge with real world scenarios With in depth healthcare quality management case studies tools activities and discussion questions the text helps build the competencies needed to succeed in quality management Written in an easy to read style Part One of the textbook introduces students to the fundamentals of quality management including history culture and different quality management philosophies such as Lean and Six Sigma Part One additionally explains the A3 problem solving template used to follow the Plan Do Study Act PDSA or Define Measure Analyze Improve and Control DMAIC cycles

that guides your completion of the problem solving exercises found in Part Two The bulk of the textbook includes realistic and engaging case studies featuring common quality management problems encountered in a variety of healthcare settings The case studies feature engaging scenarios descriptions opinions charts and data covering such contemporary topics as provider burnout artificial intelligence the opioid overdose epidemic among many more Serving as a powerful replacement to more theory based quality management textbooks Healthcare Quality Management provides context to challenging situations encountered by any healthcare manager including the health administrator nurse physician social worker or allied health professional

KEY FEATURES

- 25 Realistic Case Studies Explore challenging Process Improvement Patient Experience Patient Safety and Performance Improvement quality management scenarios set in various healthcare settings
- Diverse Author Team Combines the expertise and knowledge of a health management educator a Chief Nursing Officer at a large regional hospital and a health system based Certified Lean Expert
- Podcasts Listen to quality management experts share stories and secrets on how to succeed work in teams and apply tools to solve problems
- Quality Management Tools Grow your quality management skill set with 25 separate quality management tools and approaches tied to the real world case studies
- Competency Based Education Support Match case studies to professional competencies such as analytical skills community collaboration and interpersonal relations using case to competency crosswalks for health administration nursing medicine and the interprofessional team

Comprehensive Instructor's Packet Includes PPTs extensive Excel data files an Instructor's Manual with completed A3 problem solving solutions for each Case Application Exercise and more

Student ancillaries Includes data files and A3 template

[Global Lean for Higher Education](#) Stephen Yorkstone, 2019-07-16

Higher education HE is amongst the hardest sectors in which to apply lean Universities resist change their organizational cultures being far from the manufacturing environment where lean was born The way HE organizations are structured funded and function globally is idiosyncratic one size is unlikely to fit all However the sector is also dynamic and a mature understanding of lean as a philosophy led by principles suggests there are many ways HE could grow through lean This collection of work reflects the state of the art in the global practical application of lean for higher education It aims to demonstrate the diverse applications of lean in universities inspiring others to deeply engage with lean thinking in their own unique context and to drive successful sustainable lean work Contributors are both well known experts in lean HE and up and coming practitioners Authors live globally in countries such as Australia Canada Malaysia Poland the UK and the USA They represent higher education environments from applied teaching institutions to research focused universities from 50 years old to more than 800 years old The collection focuses on lean applied across universities as a whole often addressing the administrative support or professional services side of how these institutions work The application of lean is not limited purely to the administration of such organizations but is applied to the primary purpose of universities teaching and research This volume is not focused on lean theory Instead it discusses how HE institutions have taken lean forward and the lessons learned that

others can share and learn from It is composed of six sections Starting out People Projects Technology Sustaining Lean and Culture The rich and wide perspectives in this book will enable the reader to understand the many ways that lean thinking is applied in higher education globally More importantly this book will help the reader better understand and apply lean in the context of their own work

Healthcare Kaizen Mark Graban, Joseph E. Swartz, 2018-06-08 Healthcare Kaizen focuses on the principles and methods of daily continuous improvement or Kaizen for healthcare professionals and organizations Kaizen is a Japanese word that means change for the better as popularized by Masaaki Imai in his 1986 book Kaizen The Key to Japan's Competitive Success and through the books of Norman Bodek both of whom contributed introductory material for this book Winner of a 2013 Shingo Research and Professional Publication Award In 1989 Dr Donald M Berwick founder of the Institute for Healthcare Improvement and former administrator of the Centers for Medicare Medicaid Services endorsed the principles of Kaizen in the New England Journal of Medicine describing it as the continuous search for opportunities for all processes to get better This book shows how to make this goal a reality Healthcare Kaizen shares some of the methods used by numerous hospitals around the world including Franciscan St Francis Health where co author Joe Swartz has led these efforts Most importantly the book covers the management mindsets and philosophies required to make Kaizen work effectively in a hospital department or as an organization wide program All of the examples in the book were shared by leading healthcare organizations with over 200 full color pictures and visual illustrations of Kaizen based improvements that were initiated by nurses physicians housekeepers senior executives and other staff members at all levels Healthcare Kaizen will be helpful for organizations that have embraced weeklong improvement events but now want to follow the lead of TheaCare Virginia Mason Medical Center and others who have moved beyond just doing events into a more complete management system based on Lean or the Toyota Production System

Flexible Automation and Intelligent Manufacturing: Establishing Bridges for More Sustainable Manufacturing Systems Francisco J. G. Silva, Luís Pinto Ferreira, José Carlos Sá, Maria Teresa Pereira, Carla M. A. Pinto, 2023-08-24 This book reports on cutting edge research and developments in manufacturing giving a special emphasis to solutions fostering automation sustainability and health safety and well being at work Topics cover manufacturing process analysis and optimization supply chain management quality control as well as human factors and logistics They highlight the role and advantages of intelligent systems and technologies discussing current best practices and challenges to cope with in the near future Based on proceedings of the 32nd edition of the International Conference on Flexible Automation and Intelligent Manufacturing FAIM 2023 held on June 18 22 2023 in Porto Portugal this second volume of a 2 volume set provides academics and professionals with extensive information on innovative strategies for industrial management in the era of industry 5.0

Leading and Managing Lean Gene Fliedner, 2015-10-26 Lean is a comprehensive integral system consisting of four interdependent elements leadership culture team and practices and tools This book examines these elements following a systematic hierarchical orientation and explains

their relevance for guiding lean initiatives It begins with the identification and establishment of strategic goals followed with strategy development and lastly tactical choices This model framework is cognizant of a firm s relative internal strengths and weaknesses as well as external opportunities and threats Each of the four integral lean system elements is explored in depth The model framework offers a path to develop lean leaders with practical actionable ideas suited for applications in all industries Throughout the book the evolution of the current body of lean knowledge is examined as well as lean s complementary initiative total quality management A perspective which views lean as a customer driven philosophy for organization wide continuous improvement and waste elimination is maintained throughout the book This second edition builds upon the first edition with additional lean content focused on technology supply chain management flexibility and agility constructs and accounting

Making IT Lean Howard Williams, Rebecca Duray, 2017-07-27 Making IT Lean Applying Lean Practices to the Work of IT presents Lean concepts and techniques for improving processes and eliminating waste in IT operations and IT Service Management in a manner that is easy to understand The authors provide a context for discussing several areas of application within this domain allowing you to quickly gain insight into IT processes and Lean principles The text reviews IT Service Management with reference to the IT Infrastructure Library ITIL as a framework for best practices explaining how to use it to accommodate Lean processes and operations Filled with straightforward examples it provides enough modeling tools so you can start your Lean journey right away Examining the work of IT from an IT practitioner perspective the book includes coverage of The OM Perspective considers the work of IT from an Operations Management OM perspective showing how many of the concepts that have been successfully applied within manufacturing can be applied to IT The Lean Improvement Model explains Lean concepts and practices and details the authors Lean improvement model Lean Problem Solving Identifying and Understanding Problems considers operational work in IT and explains how to apply Lean practices related to problem identification and root cause analysis Lean Problem Solving Identifying and Managing Solutions describes how to use good problem identification as the basis for identifying the right solutions Lean IT Service Management examines IT work from an IT Service Management perspective using the ITIL framework as a guide Implementing and Sustaining Lean IT Improvement explains how to implement and sustain Lean IT improvements

T Value-Added Roles for Medical Students, E-Book Jed D. Gonzalo, Maya M. Hammoud, Gregory W. Schneider, 2021-07-29 Providing real life clinical experiences and context to medical students is an essential part of today s medical education and the partnerships between medical schools and health systems are an integral part of this approach Value Added Roles for Medical Students the second volume in the American Medical Association s MedEd Innovation Series is a first of its kind instructor focused field book that inspires educators to transform the relationship between medical schools and health systems with authentic workplace roles for medical students adding relevance to medical education and patient care Gives instructors the tools needed to create roles for medical students in the health system that benefit the

student's growth empathy and understanding of patient needs develop a working knowledge of the health system itself and provide true value to both the health system and patient experience Contains both theoretical and practical material for instructors and administrators including guidance on how to implement value added roles for medical students in today's institutions Explains how to apply a framework to implement value added clinical systems learning roles for students develop meaningful medical school health system partnerships and train a generation of future physicians prepared to lead health systems change Provides numerous examples from schools with successful implementation of value added medical student roles such as patient navigators community based health care programs involving medical students and more Describes real world strategies for building mutually beneficial medical school health system partnerships including developing a shared vision and strategy and identifying learning goals and objectives empowering broad based action and overcoming barriers in implementation and generating short term wins in implementation Helps medical school faculty and instructors address gaps in physician training and prepare new doctors to practice effectively in 21st century health care systems One of the American Medical Association Change MedEd initiatives and innovations written and edited by members of the Accelerating Change in Medical Education Consortium a unique innovative collaborative that allows for the sharing and dissemination of groundbreaking ideas and projects

Lean from the Trenches Henrik Kniberg, 2011-12-14 You know the Agile and Lean development buzzwords you've read the books But when systems need a serious overhaul you need to see how it works in real life with real situations and people Lean from the Trenches is all about actual practice Every key point is illustrated with a photo or diagram and anecdotes bring you inside the project as you discover why and how one organization modernized its workplace in record time Lean from the Trenches is all about actual practice Find out how the Swedish police combined XP Scrum and Kanban in a 60 person project From start to finish you'll see how to deliver a successful product using Lean principles We start with an organization in desperate need of a new way of doing things and finish with a group of sixty all working in sync to develop a scalable complex system You'll walk through the project step by step from IPSet engagement to the daily cocktail party version control bug tracking and release In this honest look at what works and what doesn't you'll find out how to Make quality everyone's business not just the testers Keep everyone moving in the same direction without micromanagement Use simple and powerful metrics to aid in planning and process improvement Balance between low level feature focus and high level system focus You'll be ready to jump into the trenches and streamline your own development process

Concurrent Engineering Approaches for Sustainable Product Development in a Multi-Disciplinary Environment Josip Stjepandić, Georg Rock, Cees Bil, 2012-08-10 The CE Conference series is organized annually by the International Society for Productivity Enhancement ISPE and constitutes an important forum for international scientific exchange on concurrent and collaborative enterprise engineering These international conferences attract a significant number of researchers industrialists and students as well as government representatives who are interested in the recent advances in concurrent

engineering research and applications Concurrent Engineering Approaches for Sustainable Product Development in a Multi Disciplinary Environment Proceedings of the 19th ISPE International Conference on Concurrent Engineering contains papers accepted peer reviewed and presented at the annual conference held at the University of Applied Sciences in Trier Germany from 3rd 7th of September 2012 This covers a wide range of cutting edge topics including Systems Engineering and Innovation Design for Sustainability Knowledge Engineering and Management Managing product variety Product Life Cycle Management and Service Engineering Value Engineering Lean Human Resources Cheryl M. Jekiel,2020-05-26 Lean Human Resources addresses a critical issue facing organisations undertaking lean transformation or attempting to create a lean culture of continuous improvement People are the single biggest factor necessary to ensure success but it is common for the role of the HR department to be overlooked Cheryl M Jekiel who has been implementing Lean initiatives out of HR offices for more than 20 years defines the people related approaches and practices required for success She explains how the HR function must work hand in hand with senior leaders to alter the cultural dynamic that keeps employees from leveraging their peak abilities analysing why so many companies allow this sort of waste to exist and how traditional HR departments have not been especially effective in combating waste The book provides continuous improvement professionals executives and business owners with the means to maximize employee potential by showing them how to increase the improvement power of their HR departments It also helps them understand what lean transformations can achieve with the correct investment of time funds resources and leadership approach It is also the perfect introduction to lean for those working in HR explaining the role they should take to support lean implementation and help their colleagues achieve their full potential Much has been learned since the first edition published five years ago based on the hundreds of conversations the author has had about Lean HR with people from all over the world This new edition brings Lean Human Resources right up to date

Building a Lean Service Enterprise Debashis Sarkar,2016-12-19 The only current book to bring out lessons from actual Lean service initiatives Contains host of new tools developed and successfully used by author in Lean transformations Brings out leadership challenges encountered in Lean service deployment Provides Do s and Don ts that must be kept in mind on a journey of service Lean adoption Written in a jargon free and easy to read manner so that the book can be read by both Lean change agents and those uninitiated to Lean thinking Lean Hospitals Mark Graban,2018-10-08 Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients staff physicians and health systems Lean Hospitals Third Edition explains how to use the Lean methodology and mindsets to improve safety quality access and morale while reducing costs increasing capacity and strengthening the long term bottom line This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods It explains how Lean practices can help reduce various frustrations for caregivers prevent delays and harm for patients and improve the long term health of your organization The second edition of this book presented new material on

identifying waste A3 problem solving engaging employees in continuous improvement and strategy deployment This third edition adds new sections on structured Lean problem solving methods including Toyota Kata Lean Design and other topics Additional examples case studies and explanations are also included throughout the book Mark Graban is also the co author with Joe Swartz of the book Healthcare Kaizen Engaging Frontline Staff in Sustainable Continuous Improvements which is also a Shingo Research Award recipient Mark and Joe also wrote The Executive s Guide to Healthcare Kaizen

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Lean A3 Problem Solving Template Introduction

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