

Ver:	Date:		
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Title:

Owner: _____

I. Background

V. Possible *Tips for Background: What are you talking about and why now?*

- Internal: Link to org’s True North, mission, vision, values, strategy?
- External: Link external forces (policy, regulatory, community, etc)?
- What is the operational or historical context?
- Who is the story about? Who are the stakeholders?
- What is the business case?
- Can highlight key data points (save details for current conditions)

II. Current Conditions:

Problem Statement:

Tips for Current Conditions: Where do things stand today?

- What specific conditions indicate a problem or need?
- Visualize and specify data with charts/graphs/maps
- Include only facts, not root causes or ideas for improvement
- Clearly define “the real problem,” and its scale and impact

III. Targets and Goals:

VI. Plan: *Tips for Problem Statement:*

- One, specific summary sentence
- Measurable baseline/performance (may not be known yet)
- Compared to the target, demonstrates a gap
- Clear impact on the organization
- Not a countermeasure in disguise/Proposed “solution”

IV. Analysis (Root causes)

STOP HERE

VII. Follow *Tips for Targets and Goals: What is the desired result(s)?*

- Specific summary statement(s)
- Measurable performance (reflects gap from problem)
- Achievable outcome desired
- Relevant - Clear impact on the organization
- Time-Bound – e.g. “Target” ($\leq 1-3$ years), “Goal” ideal)
- Not countermeasures, actions steps, solutions

A3 Thinking Worksheet – Reflection

What I KNOW	How to CONFIRM
What I NEED to know	How to LEARN it
	<p>Where can you observe firsthand the problem actually happening? (Gemba = The actual workplace)</p>