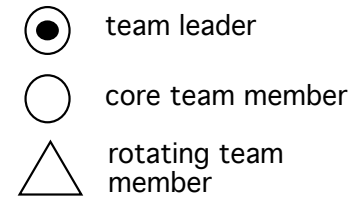





A3X Instructions

A3X Instructions			
CORRELATION		CORRELATION / CONTRIBUTION	ACCOUNTABILITY
<p>With your team discuss each pair of strategic themes and A3Ts to determine the level of correlation or contribution of each A3T to your chosen strategic themes. Use the symbols in the center field to indicate the level of correlation or contribution. Enter the appropriate symbols in each of the cells that mark the intersections of the relevant strategy columns and A3T rows. <i>NOTE: Peter Druck once explained the importance of building a "model of the business," which is a documented, shared understanding of the cause and effect relationships that result in making money by satisfying our customers.</i></p>	<p style="font-size: small;">Optional: Assign and record index number for each initiative or project here.</p> <p>In the rows provided please enter the titles of the strategic A3s or A3Ts ("T" stands for "Team Charter") to be integrated by means of this A3X. Typically A3Ts are written for divisions and departments or cross-functional or interorganizational teams. Each A3T describes an initiative or major project that will result in significant changes to your organization's standard work. In addition, these initiatives frequently involve the introduction of new technologies or work methods, such as a lean production, total quality management, six sigma, and their respective toolkits. All A3Ts will later be deployed to the teams you describe in the "Team Member" matrix on the right hand side of the A3X. During this process, called "catchball, additional A3Ts and A3Xs may be created. <i>NOTE: Problem A3s, or A3Ps, are written at Toyota when unanticipated problems occur. Although A3Ps are virtually identical to A3Ts in form, they are never included on the A3X.</i></p>	<p>With your team discuss each A3T/performance improvement pair to determine how strongly the initiative or project defined by the A3T may affect the measurable in question. Use the symbols in the center field to indicate the level of correlation or contribution, entering the appropriate symbols in each of the cells that mark the intersections of the relevant A3T rows and performance improvement columns. In prioritizing and revising your A3Ts, carefully consider how the A3Ts work together to deliver the most positive impact on your chosen performance improvement measures. Ruthlessly eliminate initiatives and projects that do not clearly contribute to your critical performance improvements.</p>	<div style="text-align: center;">  </div> <p>Use this space to analyze the relationships between the accountable parties listed below to the improvement initiatives or projects listed to the left. Using the symbols above, record the level of accountability by entering the relevant symbols in the cells marking the intersection of team member columns and initiative rows.</p>
<p>In the columns provided please enter separate statements of three or four of your company's most important strategic themes. Strategic themes are elements of storytelling. This is important because stories are one of the principal ways that the human brain encodes information. Consider using the balanced scorecard framework: financial performance, customer satisfaction, process improvement, and the growth of new technologies and/or human resources.</p>	<div style="border: 1px solid black; padding: 10px;"> <p style="font-size: 1.5em; margin: 0;">A3Ts</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p style="font-size: 0.8em;">high correlation or rate of contribution</p> </div> <div style="text-align: center;">  <p style="font-size: 0.8em;">medium correlation or rate of contribution</p> </div> <div style="text-align: center;">  <p style="font-size: 0.8em;">low correlation or rate of contribution</p> </div> </div> <p style="font-size: 1.5em; margin-top: 10px;">results</p> </div>	<p>In the columns provided please restate your company's <i>critical</i> process improvement targets, stated in terms of performance improvement target measures. Indicate the date by which each target value is to be achieved. Improvement measurables are normally leading indicators of a company's fitness and are frequently connected to the development of competitive resources, such as brand identity, intellectual property, business processes, and human skills. Examples of performance targets include: "Improve customer satisfaction as measured by a 50% reduction in customer returns per month by December 31, 2012;" or "Reduce changeovers at all plants to less than 10 minutes by June 30, 2012".</p>	<div style="text-align: center; background-color: #D9E1F2; padding: 5px;">TEAM MEMBERS</div> <p>In the columns provided on the reverse side of this document, list all parties who must work together or coordinate their activities to achieve the performance improvement and financial targets. <i>NOTE: Hoshin kanri is more than a management process. It is essentially the continuous reinvention of your business. Think carefully about who truly needs to be involved in this discussion. A valued customer? A key supplier? A union representative?</i></p>
<p style="font-size: small;">Optional: Assign and record index number for each strategy or policy here.</p>	<p style="font-size: small;">Optional: Assign and record an index number for each financial indicator here.</p>	<p style="font-size: small;">Optional: Assign and record an index number for each improvement measure here.</p>	<div style="text-align: center; background-color: #D9E1F2; padding: 5px;">USE PENCIL</div> <p style="text-align: center;"><i>to remain open to feedback and improvement ideas during the catchball process.</i></p> <p style="text-align: center;"><i>Also, strictly limit the number of policies, initiatives, targets, and financials.</i></p> <p style="text-align: center;"><i>If 3 policies give rise to only 3 initiatives, and 3 initiatives give rise to only 3 projects, and 3 projects give rise to only 3 team activities, you will have a total of 819 team activities and innumerable targets to schedule, track, and manage!</i></p>
CORRELATION		CORRELATION / CONTRIBUTION	