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| **Section 1. Background & Current State** |
| * Establishes business context and importance of why this plan was created. * What is the current situation? Where do things stand today? Provide context for the rest of this Plan. * Have you gathered and verified facts – not just data and anecdotes – to clearly understand the current situation? * Where are you now as a company? |
| **Section 2. Goals & Objectives** |
| * Why do you want to do this? * What do you hope to achieve? * What are the current major business goals and how does this implementation tie into or enable those goal? * Do existing KPIs support this implementation, or will you need new/additional? * Do you have a mix of leading as well as trailing indicators? * *Expect to revise this section as you refine your thoughts in subsequent sections.* |
| **Section 3. Engagement: Key Stakeholders & Change Agents** |
| * All leaders/execs are important in leading change, but who are the lynchpins that will take accountability? * Who are the champions (can be determined later, or as time goes on) * Who has enabling skillsets that will be valuable and enhance the implementation (can be determined later or as time goes on)? * Map out key stakeholders (leaders, employees, teams, external parties). * Understand their concerns, interests, and levels of influence. * Assess the readiness for change within different stakeholder groups. * What incentives will you create to speed the change being implemented? * Roles/Responsibilities of key Leaders * What incentives (formal and informal) currently reward the old way of working? How will you address these? * How will you identify when someone is struggling with changes before they revert to old habits? |
| **Section 4. Strategy & Approach** |
| * Decide on the scope of implementation (e.g. company wide, department specific, process drive). * What level of intervention/training will you have (e.g. You could have communication only for some minor changes, but those that are more difficult require training, follow-up training, coaching/mentoring, etc.) * What is change management model(s) you want to follow? One guide is at right. The Lean Community also uses the “Road the Mastery. * What are the strengths of this approach and what are some of the weaknesses or pitfalls to lookout for? * Identify Feedback Mechanisms * What specific resistance do you expect from field vs. office personnel, and how will each be addressed differently? * How will you demonstrate early wins that matter to skeptics?   A table with check marks  AI-generated content may be incorrect. |
| **Section 5. Communication Plan** |
| * What is the message you want to communicate to your organization about this implementation? * Does the message get tailored for different audiences? * What are the different communication channels you will use (e.g. All hands meetings, email blasts, trainings, posters, special events, etc.) * How will you ensure consistent messaging from leadership and through the organization?? * How can you share what your company and individuals learn as they work to achieve the goals and objectives? |
| **Section 6. Training & Implementation** |
| * What skills and knowledge are needed to meet the goals and objectives? * Do/How do these differ for different groups or audiences? How do different roles prefer to learn? (hands-on vs. classroom vs. peer examples). What will convince your most skeptical superintendent that this isn't just another 'office initiative? * What **resources** are needed to ensure implementation is well supported and frustration free? * Is there a phasing or rollout sequence? * What are the considerations for scaling this implementation? |
| **Section 7. Sustain, Check & Adjust** |
| Refocus a lens forward rather than backward. We want be anticipatory so we can help ensure that the implementation succeeds.   * When should this Plan be reviewed or revisited? Is there a clear time horizon for determining success on our goals and objectives? * When will this plan next be updated? * What will you do when the first crisis hits and people want to abandon the new processes? * How will policy, procedures and day to day operations need to change? Who will champion the codifying of these efforts? |

**General Notes**

* The format for and sections of an A3 are not the same for each A3. A3 is a scientific process of learning, not a form. Above are possible sections to include in an A3. As the A3 progresses sections may be added or deleted.
* A3 should be thought of as a Story Board – include graphics (diagrams, sketches, graphs, charts, histograms)
  + Avoid long narratives.
  + It is Ok to write it out by hand. Expect multiple iterations.
* An A3 should tell a story that anyone can understand. There is a beginning, middle, and end in which the specific elements are linked, sequential, and causal.