# Gap Analysis

Gap Analysis is the first step in the Innovating phase of the Process Improvement Cycle (Box 4 of the A3 Report). It is the process of comparing the current performance of a process to the desired performance (as defined in the SMART goal). The difference between the two is referred to as the Performance Gap.

To close the Performance Gap, there are certain things that must go well. These are called Critical Success Factors (CSFs).

While it may appear that identifying the Performance Gap is a simple mathematic equation, developing CSFs requires a deeper understanding of a process and how it operates. CSFs often relate to a variety of process elements, including:

- Training
- Communication
- Technique
- Supplies and materials
- Technology
- Staffing levels
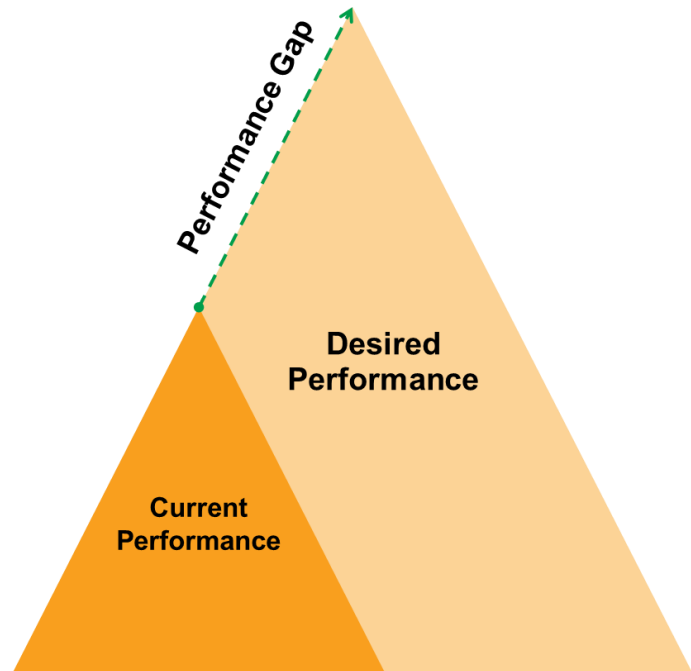
How to Use this Tool:

1. Identify Current Performance
   - (Current State – A3 Box 2)
2. Define Desired Performance
   - (Goal Statement – A3 Box 3)
3. Evaluate the Performance Gap
   - What is currently preventing achievement of the goal?
   - What are the root causes of the problems you see in the process? (8 Wastes, Value Investigation, Root Cause Analysis, other observations)
4. Identify Critical Success Factors by answering the question, "To move from Current to Desired performance levels, what **MUST** change?"