



BRIDGE Academy Toolkit

Tool Selection Guide

This tool selection guide can be used to identify which process improvement tools are appropriate for a given situation.

| Tool | | Description | When to Use |
|----------|--|---|--|
| Planning | The Process Improvement Cycle and A3 Report | The Process Improvement Cycle is the foundation of the BRIDGE Academy's approach to process improvement. An A3 Report is a tool that is used to plan and document process improvement projects. | Use an A3 Report to document process improvement projects that include multiple team members, when you need to document preliminary ideas for a process improvement project, and when you need to build consensus or buy-in for a process improvement project. |
| | The 5 Voices | The Five Voices is a process improvement concept that identifies five critical perspectives that should be considered as a part of the Planning phase of the Process Improvement Cycle. | Gather information from the 5 Voices to understand why change is needed and develop the problem statement. |
| | Project Selection Checklist | This project selection checklist can be used to evaluate and compare multiple process improvement project ideas. | Use the Project Selection Checklist to compare and evaluate potential process improvement projects. |
| | SIPOC | The SIPOC tool is used to graphically outline the high-level elements of a process and help to demonstrate how a given process serves the customer. | Develop a SIPOC at the start of each process improvement project to identify the relevant elements of the process, to ensure that everyone involved in the project is on the same page about the scope, and to understand the high-level steps of the process. |
| | Gemba Walk | A Gemba Walk is a tool used to visualize and understand a process – in the place and the time where it happens. | Take a Gemba Walk prior to mapping a process. Gemba walks are particularly helpful when there is variability in how staff approach a process, and when there is limited data and/or standard work available. |
| | Process Mapping | Process Mapping is a tool used to visualize the series of steps and decisions that occur within a given business process. | Create a Process Map after the scope of the process to be evaluated has been determined. Process Mapping is particularly helpful when a process includes multiple layers of review and approval and/or handoffs between functions. |



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| Planning | Spaghetti Diagram | A Spaghetti Diagram is a visual representation of a process that uses a continuous line to trace a path through physical space. |
| | Eight Wastes (DOWNTIME) | DOWNTIME is a tool used to identify the eight types of waste that can exist in a process. Waste is identified as anything that does not create or increase value in a process. |
| | Value Investigation | To be able to deliver what customers value and do it well, you must investigate what adds value in a process. |
| | Root Cause Analysis | Root Cause Analysis helps identify the right problem to solve by moving past symptoms of a problem and identifying the true cause. The BRIDGE Academy Toolkit includes two tools for Root Cause Analysis: 5 Whys and Fishbone Diagram. |
| | Standardized Measures - CASE | BRIDGE Academy uses a set of Standardized Measures that are clearly defined, measured consistently, and comparable across time and programs. They cross four dimensions of performance: Cost, Accuracy, Speed, and Equity. |
| | Data Collection Plans | Data Collection Plans are used by project teams to identify the data that is available in a given process and create clarity and accountability for how the data will be collected. |
| | | Use a Spaghetti Diagram when there is a lot of movement in a process, when the physical layout of a work area is inefficient or spread out, and when customers express frequent confusion about where to go to conduct their business. |
| | | Identify the DOWNTIME in a process after a Process Map has been created. This information will help inform development of a problem statement. |
| | | Investigate Value in a process after a Process Map has been created. This information will help inform development of a problem statement. |
| | | Use Root Cause Analysis to understand the current state and ensure that potential solutions will be appropriate at solving the problem. |
| | | Standardized Measures are used throughout a process improvement project. During the Planning phase, they are used to understand baseline performance. During the Innovating and Sustaining phases they are used to measure the effect of proposed solutions and long-term results of a project. |
| | | A Data Collection Plan should be developed for each measure that will be used and should be updated regularly. |



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| Innovating | Gap Analysis | Gap Analysis is the process of comparing the current performance of a process to the desired performance (as defined in the SMART goal). | Perform Gap Analysis at the beginning of the Innovating phase once the problem and goal statements have been developed. |
| | Batching and Continuous Flow | Batching is a method of production where products are made in specified groups or amounts. Continuous Flow is a method of production in which one work unit at a time moves through each step of the process. | In processes where Overproduction, Waiting, Inventory, or Non-Utilized Talent wastes have been identified, consider implementing Continuous Flow in all or part of the process. |
| | Mistake Proofing | Mistake Proofing is a set of tools and techniques that easily prevent mistakes from being made or make mistakes easy to identify. | In processes where Defects waste has been identified, consider implementing Mistake Proofing solutions. |
| | Standard Work | Standard Work documents the current best practice to complete a particular task. It walks the reader all the way through the process from start to finish and is focused on the steps a person takes to do the work, not the technology. | Standard Work should be developed for processes where variability is creating waste or non-value added results, processes with multiple functions and dependencies, and anytime a process is changed or updated. |
| | 6-S | 6-S is a tool designed to help build a quality work environment—both physically and mentally. It eliminates waste and improves workspaces by organizing supplies, tools, and information in an efficient manner. | 6-S should be used for personal workspaces and common areas to promote efficient and effective use of resources. 6-S should be used in process improvement projects when there are identified Defects, Overproduction, Inventory, or Motion wastes. |
| | Behavioral Insights | Behavioral Insights is a research-based problem solving tool developed to help “nudge” customers and teams into making better decisions. | Behavioral Insights are a helpful tool for improving the likelihood of success of proposed solutions and process changes. |
| | Brainstorming Techniques | Brainstorming Techniques are tools used to develop and evaluate creative and innovative solutions. The BRIDGE Academy Toolkit includes: Silent Post-It Technique; On Your Feet; ABCs; Going to Extremes; Yes, And; Affinity Diagram; Impact/Effort Matrix. | Brainstorming Techniques should be used to develop and evaluate potential solutions. |
| | Clean Sheet Redesign | Clean Sheet Redesign is a method of completely reimagining a process – by experimenting with solutions and mapping a new process that produces the desired product or service and meets the Critical Success Factors identified in the Gap Analysis. | Clean Sheet Redesign should be used to map out, test, and refine proposed solutions. It is particularly useful in processes that include multiple functions. |



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| Sustaining | Project Management Basics | Project Management Basics are concepts and tools aimed at ensuring effective implementation of a process improvement project. They address three components of effective Project Management, including Authority, People and Teams, and Communication. | Project Leads should use the concepts and tools included in Project Management Basics throughout any process improvement project, particularly those with multiple people involved in a project team. |
| | Change Management Basics | Change Management Basics are concepts aimed at improving the adoption and acceptance of change. | Change Management concepts should be employed whenever a proposed solution will require people to change their behaviors and when people are pushing back against an improvement. |
| | BRIDGE Measures of Success | BRIDGE Measures of Success are process oriented measures that describe the impact of the BRIDGE program. | Data for BRIDGE Measures of Success should be collected after implementation of a solution is completed, and then periodically thereafter to monitor ongoing progress. |