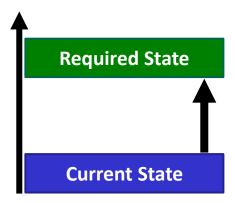
Continuous Improvement Toolkit

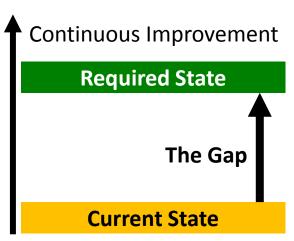
Gap Analysis



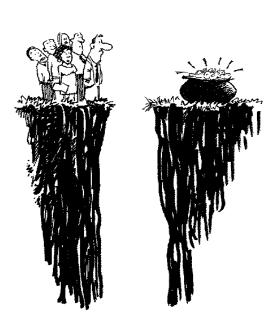
The Continuous Improvement Map

Planning & Project Management* Managing **Deciding & Selecting** Risk **PDPC** Decision Balance Sheet Importance-Urgency Mapping Daily Planning PERT/CPM Force Field Analysis Cost Benefit Analysis RAID Log* **FMEA MOST Activity Networks** RACI Matrix Break-even Analysis Voting TPN Analysis Risk Assessment* **SWOT Analysis** Stakeholder Analysis Pick Chart Four Field Matrix **Decision Tree** Fault Tree Analysis **Project Charter** Improvement Roadmaps Portfolio Matrix **QFD** Critical-to Tree Traffic Light Assessment PDCA Policy Deployment Gantt Charts **DMAIC** Paired Comparison Matrix Diagram Kano Analysis Lean Measures Control Planning Kaizen Events **Prioritization Matrix Pugh Matrix** Cost of Quality* Bottleneck Analysis** A3 Thinking Standard work Document control **C&E Matrix** Pareto Analysis OEE **KPIs Cross Training Implementing Process Yield Understanding ANOVA** Chi-Square **Descriptive Statistics** Solutions** Cause & Effect Value Analysis Capability Indices **Probability Distributions** Hypothesis Testing Mistake Proofing **Ergonomics** Design of Experiment Gap Analysis* Multi vari Studies **Histograms & Boxplots** Simulation TPM Automation Confidence Intervals Reliability Analysis **Graphical Analysis** Scatter Plots Pull Flow Just in Time Correlation Regression **Understanding** MSA 5 Whys Run Charts Visual Management Root Cause Analysis 5S Data Snooping **Performance** Waste Analysis Quick Changeover **Control Charts** Fishbone Diagram Tree Diagram* Benchmarking** SIPOC* Process Redesign Time Value Map Sampling Morphological Analysis Data collection planner* How-How Diagram** Value Stream Mapping **Brainstorming** Spaghetti Diagram **Check Sheets** SCAMPER** Attribute Analysis Interviews Service Blueprints Affinity Diagram Flow Process Charts Questionnaires Relationship Mapping* **Focus Groups Data Flowcharting** IDEF0 **Process Mapping Lateral Thinking** Mind Mapping* **Observations** Collection **Creating Ideas Designing & Analyzing Processes** Suggestion systems

- Compares two things, what is with what should be.
- Often helps comparing two different states of something:
 - E.g.: The current state with the future state.
- Once the gap is identified, an action plan can be developed to bridge the gap.

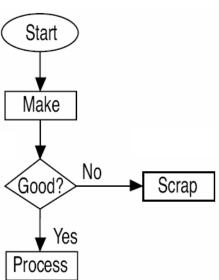


- Used when comparing the actual performance of a company against the potential or desired performance.
- Used when working with any project management approach:
 - To analyze progress at any stage.
 - Most useful at the beginning of a project when developing the project charter.



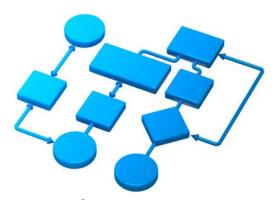
Process Improvement:

- Used when comparing an existing process to a process performed elsewhere.
- Helps to determine if the process needs to be simplified, streamlined or redesigned.
 - You need to compare both processes step-by-step and note the differences.
 - You need then to bridge the gap and reach your goals.



To Conduct a Gap Analysis:

- Identify what you need to achieve.
- Understand the current situation:
 - Who has the knowledge that you need?
 - Is the information documented somewhere?
 - Is there is a need to conduct brainstorming sessions?
 - Do you need to use other data collection tools (e.g. focus groups).
- □ Identify the desired outcome:
 - Is there is a need to conduct benchmarking studies?
- Identify and document the gap.
- Identify how to bridge the gap.



Performance Indicators:

- Gap analysis is conducted to address the unsatisfactory performance of a process.
- It is common to use performance indicators to compare the current performance against targeted performance.
- You may use these indicators at any point in the project life cycle.



Example - The Food Takes Too Long to be Served

Identify objectives

1- Reduce food preparation time without affecting quality.

Current situation

1- The food takes on average 14 minutes to be served.

Desired outcome

1- The food should be served within 11 minutes of ordering.

The gap

1- Three minutes.

Actions / requirements

- •
- •
- •