

Assess, Determine, Amend, Prevent, and Train (ADAPT)
Continuous Improvement Methodology Application Directives For Warehousing, Logistics, Distribution & Manufacturing CI Projects
Purpose
ADAPT provides a simple, structured, repeatable framework for teams to identify opportunities, solve problems at the root, implement sustainable fixes, and embed improvements into daily operations. It supports Lean principles (waste elimination, standard work, visual management) while meeting ISO requirements for corrective action and continual improvement.
When to Apply ADAPT
Use for any significant issue or improvement opportunity, including:
• Safety incidents, near-misses, or ergonomic concerns • Quality defects, picking/packing errors, or customer complaints • Delivery delays, inventory discrepancies, or stockouts • Equipment downtime, maintenance issues, or layout inefficiencies • Excess motion, waiting time, or space utilization problems • Non-conformances identified in audits, Gemba walks, or daily operations
The ADAPT Process – Step-by-Step Guidance
A – Assess the Situation Go to the Gemba (actual workplace). Observe the process in real time. Collect facts and data before jumping to solutions. Key Questions: What is currently happening? Where and when does it occur? How often? What do the metrics show? Recommended Tools: Process mapping, time observation, spaghetti diagrams, 5S audit, Pareto analysis, photos/videos. Warehousing Example: Walk the picking route, measure travel distance/time, count errors per 100 picks, review WMS data.
D – Determine the Problem Clearly define the problem and quantify its impact. Distinguish symptoms from the real issue. Key Questions: What exactly is wrong? What is the gap versus standard/target? Who is affected and how much does it cost (time, money, safety, quality)? Recommended Tools: Problem statement template, initial 5 Whys, data analysis. Example Problem Statement: “Order picking error rate is 2.8% (target <0.5%), resulting in 47 returns and \$X extra cost per month.”
A – Amend for Solution Brainstorm multiple possible countermeasures. Evaluate and select the best option(s) based on impact, feasibility, and cost. Key Questions: What changes could eliminate or reduce the problem? Which solution gives the best results with least disruption? Recommended Tools: Brainstorming, impact/effort matrix, affinity diagram. Warehousing Example: Revised slotting logic + pick-to-light system + new labeling standards.

P – Prevent Recurrence

Identify and eliminate root causes so the problem does not return.

Key Questions: Why did this happen? What systemic issues allowed it? How can we mistake-proof the process?

Recommended Tools: 5 Whys (deep dive), Fishbone (Ishikawa) diagram, FMEA, poka-yoke ideas.

Actions: Add visual controls, update standards, install sensors/guards, revise layout or procedures.

T – Train & Standardize

Embed the improvement so it becomes the new normal.

Key Actions:

- Update or create SOPs, work instructions, and visual standards
- Train all affected team members (document attendance and competency)
- Implement daily/weekly audits or checks to sustain the gains
- Share learnings with other shifts, teams, or sites if applicable
- Celebrate success and recognize the team

Facilitation & Team Guidelines

- Form a cross-functional team (operators, supervisors, engineers, safety/quality reps)
- Always start at the actual location (Gemba)
- Time-box sessions (60–90 minutes recommended)
- Use data and facts, avoid opinions
- Document everything on the ADAPT Brainstorming Form (below)
- Review progress at 30 and 90 days to confirm sustainability

Documentation & Closure

- Complete the ADAPT form during or immediately after the session
- Store completed forms in a shared CI database or quality management system
- Reference ADAPT projects in ISO corrective action records and management reviews
- Close the project only after training is complete and initial audits show sustained results

Success Metrics (Track These)

- Number of ADAPT projects completed per month/quarter
- % of improvements still in place after 30/90 days
- Impact on key KPIs (picking accuracy, OTIF delivery, safety incidents, productivity, cost per order)

ADAPT Brainstorming Session Record Form

Project Title: _____ **Date of Session:** _____

Process / Area: _____ **Facilitator:** _____

Team Members:

A – Assess the Situation

Gemba Observations / What we saw:

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- ***Data / Metrics Reviewed:***
- ***Current State Description:***

D – Determine the Problem

Clear Problem Statement:

Impact (Safety / Quality / Cost / Delivery / Morale):

Scope (What is included / excluded):

A – Amend for Solution

Brainstormed Ideas / Countermeasures:

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-
- ***Selected Solution(s) & Why:***

P – Prevent Recurrence

Root Cause Analysis (5 Whys / Fishbone summary):

Preventive Actions / Mistake-Proofing:

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T – Train & Standardize

Training Plan (Who, What, When):

Documents to Update (SOPs, Visual Standards, etc.):

Sustainment / Audit Plan:

Action Plan (Complete before ending the session)

#	Action Item	Owner	Due Date	Status	Comments / Support Needed
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Next Review / Follow-up Date: _____ Team Sign-off

Facilitator: _____ Date: _____

Team Members:
