

Problem: [Problem described in this report]

<Your company logo>

Document ID: [ID in your Document Management System]

Parent A3: [Parent ID if this report is part of a bigger initiative]

To: [Names of the intended recipients]

By: [Author]

Date: [Date when completed]

Background:

[What does your audience need to know to understand this report? What is in this report for your readers?

Explain relevant background information and highlight why this report is important.]

Current state:

[What is the real problem in current situation and what is it not?

Provide an accurate overview of the current state. Go to gemba to investigate and confirm facts and present them in a concise visual manner using quantitative metrics.]

Ideal state:

[What is your ideal or desired target state? What data will you collect to evaluate effectiveness of the solution?

Set S.M.A.R.T. measurable goals for resolving the problem described in the current state section.]

Root-cause analysis:

[What is the root cause of the problem?

Employ logical deduction, experimentation, and a standard tool to explain the root-cause analysis to your readers:

- 5 Whys method
- Fishbone diagram
- Pareto chart
- Fault Tree analysis
- Others

Select the right technique for your situation.]

Countermeasures:

[What actions could you take in order to address the root cause and move you closer to the ideal state?

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List your proposed countermeasures in the table below.]

Suspected Cause	Action Item	Responsible	Due	Results

Effect confirmation:

[Have action items had a desired effect on the problem? Have you achieved your ideal state?

Use the objectives and metrics established in the Ideal state section.]

Standardization:

[What work processes should be standardized or updated in order to prevent recurrence of the problem?

List standard work procedures and training materials to be created or updated as a result of this project. Think about other parts of your organization that could benefit from your countermeasures.]

Follow-up:

[What remains to be accomplished? Who else should be made aware of the changes?]

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Checklist for Problem-Solving A3 Report Review:

- Problem is clearly stated and relevant to the organization.
- Current state identifies the real problem. All facts are confirmed and quantified.
- Ideal state identifies what needs to be accomplished.
- Root-cause analysis is comprehensive and has enough depth. All relevant factors are considered: human, machine, material, method, environment, etc.
- Countermeasures link to the root cause of the problem.
- The effectiveness of the countermeasures is quantified.
- Standard work procedures and checklists are updated to prevent reoccurrence of the problem.
- The report identifies what remains to be done.