

Proposal: [Proposal described in this report]
Document ID: [ID in your Document Management System]
Parent A3: [Parent ID if this report is part of a bigger initiative]

<Your company logo>

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 main cause of concern in the current state?

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.]

Proposal:

[What needs to be changed in the current state? What will be improved, by how much, and when?

Evaluate your options and build a logical case for your proposal. Incorporate feedback from multiple parties.]

Implementation plan:

[What is a high-level implementation plan for your proposal?

Present your plan as a timeline. Identify project risks and their transition indicators. Build mitigation and contingency steps into your plan.]

Effect confirmation:

[Have the proposal had a desired effect?]

Follow-up:

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

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Checklist for Proposal A3 Report Review:

- Proposal is clearly stated and relevant to the organization.
- Current state identifies the real problem. All facts are confirmed and quantified.
- Proposal identifies what needs to be accomplished.
- The effectiveness of the proposal is measured.
- The report identifies what remains to be done.