

Toyota-Style Problem-solving A3 Reports

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The A3 Report

THEME: "What are we trying to do?"

To: _____
 By: _____
 Date: _____

Background

- Background of the problem
- Context required for full understanding
- Importance of the problem

Target Condition

- Diagram of proposed new process
- Countermeasures noted as fluffy clouds
- Measurable targets (quantity, time)

Current Condition

- Diagram of current situation (or process).
- Highlight problem(s) with storm bursts.
- What about the system is not IDEAL.
- Extent of the problem(s), i.e., measures.

Implementation Plan

<i>What?</i>	<i>Who?</i>	<i>When?</i>	<i>Where?</i>
Actions to be taken	Responsible person	Times, Dates	

Cost:

Cause Analysis

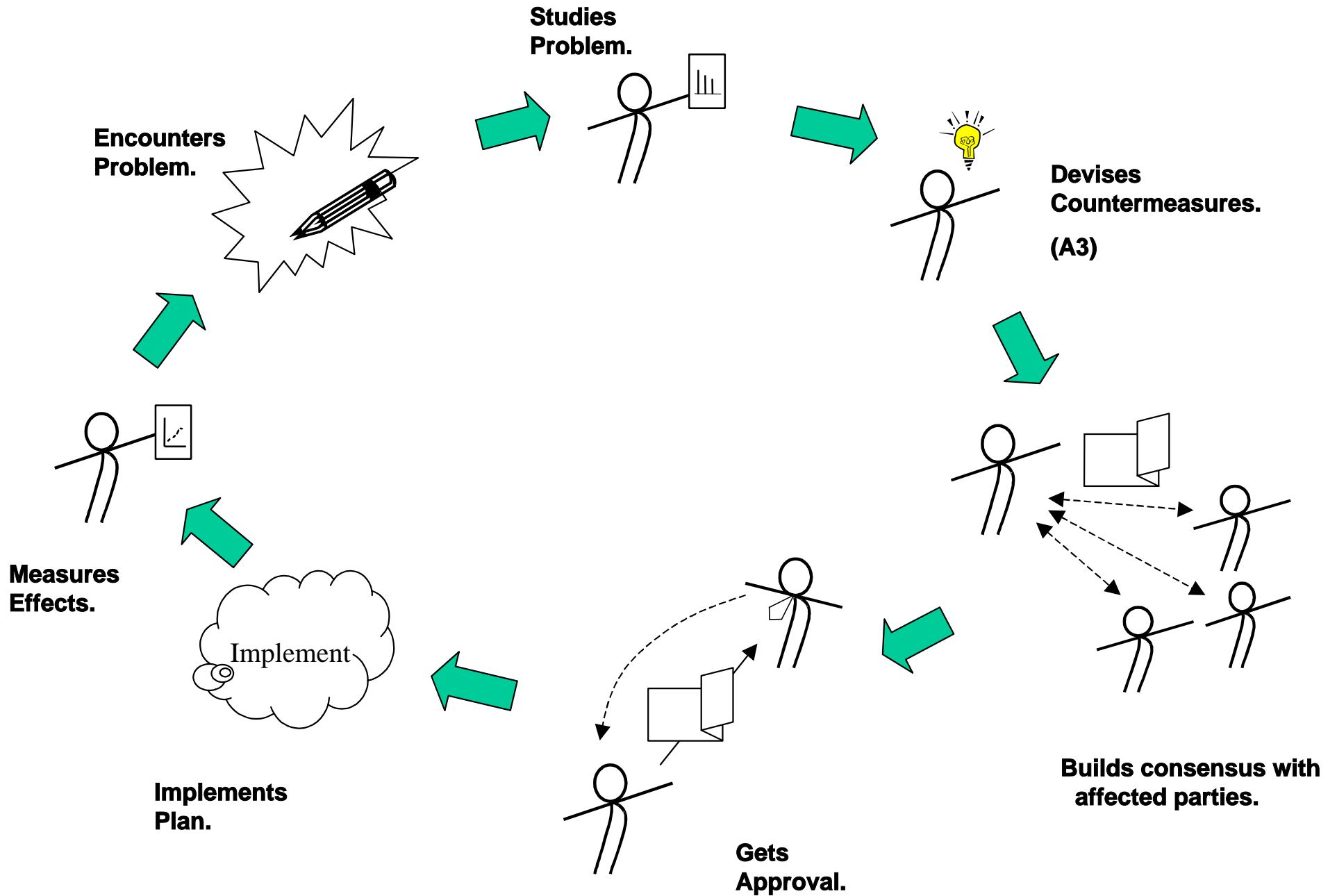
- List problem(s)
- Most likely direct (or root) cause:

Why? Why?
 Why? Why?
 Why? Why?

Follow-Up

<i>Plan</i>	<i>Actual Results</i>
<ul style="list-style-type: none"> • How will you check the effects? • When will you check them? 	<ul style="list-style-type: none"> • In red ink/pencil. • Date check done. • Results, compare to predicted.

Target State for A3 Problem-Solving



Target State for A3 Problem-Solving

(see attached figure)

Encounters Problem

- Something about the way work happens now is not IDEAL.

Studies Problem

- Observe the work in its actual context.
- Document the current condition.
- Validate observations.
- Quantify the extent of the problem.
- Perform cause analysis: is work properly specified? Are connections clear, direct, yes/no? Are pathways simple, direct, and uninterrupted?
- *Write the left-hand half of the A3.*

Devises Countermeasures

- Generate ideas to move the organization closer to IDEAL.
- Design specific countermeasures that i) specify the work, ii) create better connections, and/or iii) simplify pathway.
- Involve the people affected by the change; get their ideas, their reservations.
- Envision and document a target condition.
- Devise an implementation plan: what, who, when, and desired outcome.
- Predict the results of implementation *quantitatively*.
- Decide on a follow-up plan.
- *Write the right-hand half of the A3.*

Builds consensus with affected parties

- Build consensus with ALL people affected by the implementation or target condition.
- May involve studying problem further or reworking the target condition.

Gets approval

- The appropriate authority verifies that problem has been sufficiently studied.
- The authority verifies that all affected parties are “on board” with the proposal.
- Appropriate authority approves the change and implementation.

Implements plan

- Each person listed in implementation carries out his/her assignment by the deadline.

Measures effects

- On the date specified in the follow-up plan, measure the results of implementation and document.
- If results differ from predicted, research why.
- *On to the next problem!*