

A3 Report Template

Introduction

The A3 Report, originally developed by Toyota, is named after the international paper size on which it was originally printed. It is a simple process improvement tool and a component of the Lean methodology. It can be used for individual process improvement or on a larger scale.

Problem Statement

- What contextual or background information is necessary to fully understand the issue?
- How does this problem affect the practice's goals or relate to its values?

Current Condition

- How does the current process work?
- What are the major problems? Draw a clear diagram that represents the process in a simple way and identifies the problem. Include quantified measure(s) of the problem. Graphical representations are best.

Root Cause Analysis

- What is the main problem? Ask and answer questions that identify issues contributing to the cause of the problem until you reach the root cause.
- Keep asking about deeper issues until the question no longer makes sense. It is rare to get to a root cause without identifying at least five layers of contributing causes.

Cause	Answer
What causes the problem?	
What contributes to that cause?	
What deeper issues contribute to that cause?	
What deeper issues contribute to that cause?	
What deeper issues contribute to that cause?	

Target Condition

- How will the proposed process work? Draw a clear diagram with labels.
- What actions can be taken to address the root cause(s)?
- How will this improve the problem (specifically and quantitatively)?

Implementation Plan

- What actions must be taken to reach the target condition? Who is responsible? When is it due?
- What other considerations (e.g., cost) are relevant?

Action	Responsibility	Deadline
Other considerations (e.g., cost)		

Follow-Up

Plan

- How will you measure the effectiveness of the proposed change?
- When will it be measured? How frequently? Who will measure?

Actual

- Leave blank initially.
- After follow-up, record the date of the follow-up and the results of implementation.