



A3 TITLE / THEME	OWNER	COACH / SPONSOR	STARTED	REV
One line. Name the problem, not the solution.	Name	Name	Date	A

1 BACKGROUND

Why this problem, why now. What is at stake in dollars, hours, defects or customer impact.

2 CURRENT CONDITION

Facts and data from the gemba. Sketch the process, mark where the problem shows up, quantify it.

3 GOAL / TARGET CONDITION

Measure, from what, to what, by when. Example: scrap on Line 2 from 4.1% to 1.5% by 31 Dec.

4 ROOT CAUSE ANALYSIS

5 Why or fishbone. Show the chain of cause and effect, and how you verified it at the point of cause.

5 COUNTERMEASURES

What you will change, tied to a verified root cause. One countermeasure per cause.

6 IMPLEMENTATION PLAN

ACTION	WHO	BY WHEN	STATUS

7 CONFIRMATION / RESULTS

Did the measure move. Plot before and after against the target. State the gap that remains.

8 FOLLOW-UP AND STANDARDIZE

What gets written into standard work, who audits it, where it spreads next, and the date you will check.