

An A3 Problem-Solving Template (Proposal Stage)

Title: The problem being addressed.

Owner:

Date:

Background

Why is the problem important?
 Consequences (e.g., harm, frustration, waste):
 For whom? Severity? Frequency?

Countermeasures

What options/alternatives were considered?

Impact Effort Matrix

	High		
Impact	Medium		
	Low		
	Low	Medium	High
		Effort	


Criteria Matrix

	Effort	Impact	Feasibility	Cost	Disruption
Proposal:					
Option A					
Option B					
Option C					
Option D					
Option E					

What countermeasures or strategies are proposed?
 [How directly are countermeasures linked to root causes?]

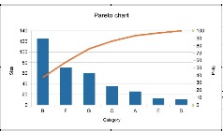
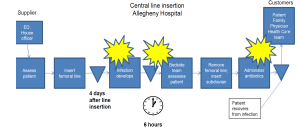
Current Situation

What is actually happening?
 Current level of performance? [If not in Background]
 How is work done now (process), who is involved?



Problem Statement

What is the performance gap (actual vs. expected)?


Goal

What target condition or specific performance is desired? By when? [S.M.A.R.T. goal: Specific, Measurable, Achievable, Relevant and Timebound]

Action Plan

To pilot & implement the selected countermeasures:

What activities will be required?
Who will be responsible for each activity?
When will activities be performed?

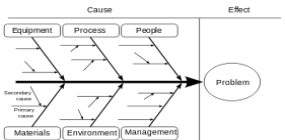


Monitor implementation of action plan:
 What will be monitored, by whom, when?


Analysis

What is contributing to the problem?
 What are its root causes?
 [How were root causes identified?]

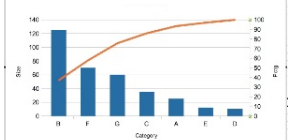
Fishbone Diagram



Root Cause Tree Diagram



Pareto Chart



Follow-up Plan

Has desired goal(s) been achieved?

What will be checked/measured?
Who will perform the check/measurement?
When will it be performed?

