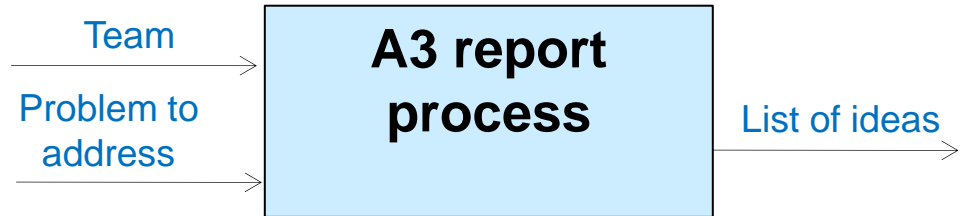# A3 report

Problem
How to document a project?

Difficulty
Easy to use

- An **A3 report** summarizes important information about an improvement project.
- There is no standard content for an A3 report, although it is typically aligned with PDCA (Plan-Do-Check-Act).
- The A3 report fits on a single page, on paper of size A3.
- A3 reports can be used during project performance, or at project completion.

Team →

Problem to address →

A3 report process

→ List of ideas

1. Obtain template for your company's A3 report, or use one from the web. (It likely has ~7 categories such as the ones shown below left.)
2. For each category, show the important information using text and/or graphics.
3. Prominently display the A3 report for team and management review, and for educational purposes.

	A3 steps	PDCA steps
1	Background	Plan
2	Problem Statement	
3	Goal Statement	
4	Root Cause Analysis	
5	Countermeasures	Do
6	Effect Confirmation	Check
7	Follow Up Actions	Act

A3 report – Examples from the web
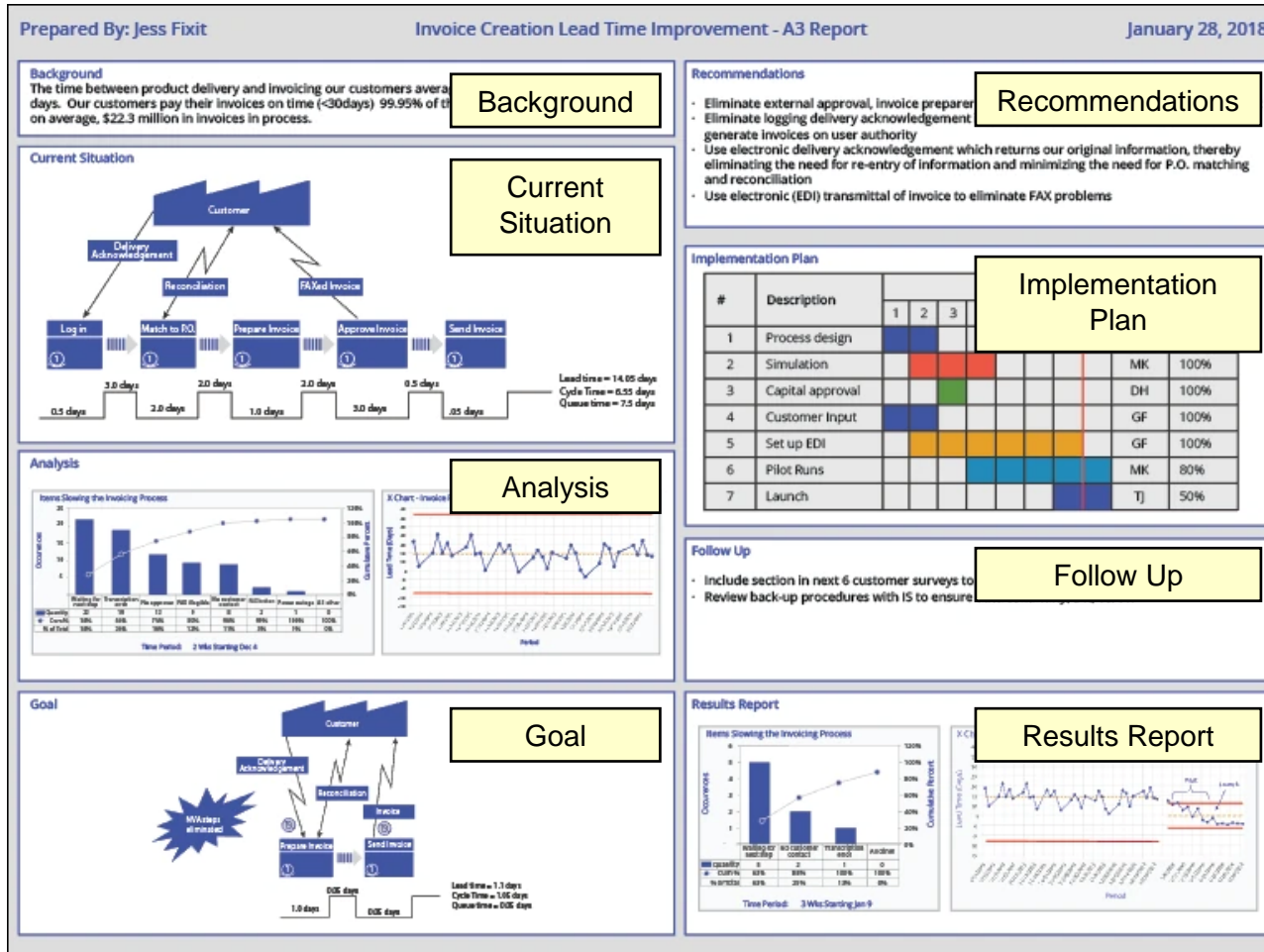
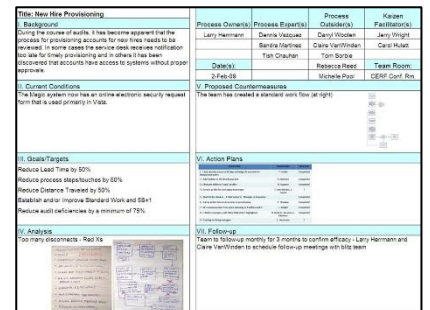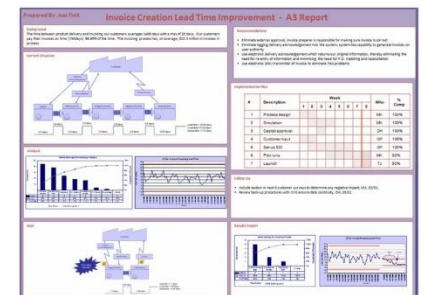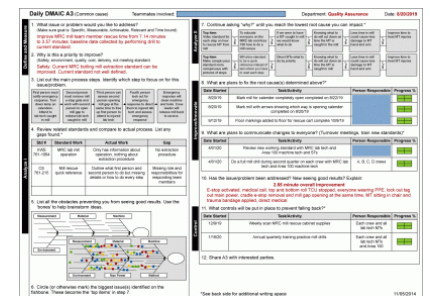Each company has its own A3 formatting style

Some web examples

Prepared By: Jess Fixit — Invoice Creation Lead Time Improvement - A3 Report — January 28, 2018

Background

Current Situation

Analysis

Goal

Recommendations

Implementation Plan

Follow Up

Results Report

Figure credits
- https://www.moresteam.com/lean/a3-report.cfm
- https://www. https://www.leansixsigmadefinition.com/glossary/a3/
- https://goleansixsigma.com/john-shook-grand-daddy/
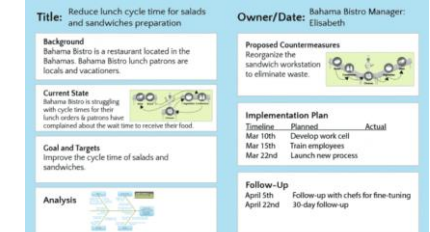- https://goleansixsigma.com/4-new-ways-to-use-a3s-have-you-tried-any-of-these/
- https://www.isixsigma.com/operations/manufacturing-operations/improved-rescue-time-from-a-bolling-mill-machine/attachment/a3-project-summary/

A3 report – Notes

Slide 1

1. Toyota developed the A3 concept as part of its production system.
2. The A3 size is 297 millimeters by 420 millimeters or approximately 11 by 17 inches.
3. The A3 approach is most suited to the completion of relatively short Kaizen improvement tasks.
4. A3 report benefits:
- It has the same information for each project
- It avoids (too) long PowerPoint presentations.
- It facilitates communication among stakeholders, documenting results with data.
- It (often) shows data visually and is (usually) easily understood.
- It can educate others in how to execute an improvement project.

Slide 2

1. The examples show that graphics are often used. When text is used, often very few words are used for each category.
2. The examples show a wide variety in how projects are documented.
3. The largest example, left, documents an improvement project on invoicing. It contains:
    - a value stream mapping for both the current and desired states
    - a timeline of the improvements made
    - a histogram and trend analysis – for both the initial state and the improved state