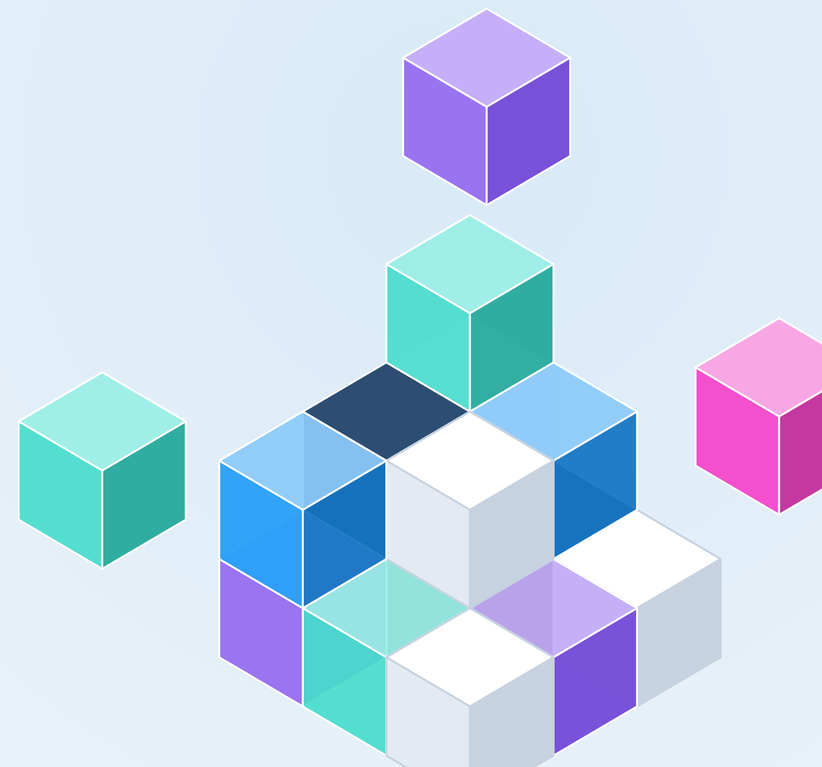
QUALITY MANAGEMENT

A3 Problem Solving



A3 problem solving tells the full story of one problem on a single A3 sheet, from background and current state to root cause, countermeasures and follow-up.

01 THE CORE MODEL

ONE SHEET · THE FULL PDCA STORY

01 PLAN
Background
Why this problem matters now, and to whom.

02 PLAN
Current state
Facts, data and a sketch of how it works today.

03 PLAN
Target
A measurable goal with a deadline.

04 PLAN
Analysis
Root cause, confirmed with data at the gemba.

05 DO
Countermeasures
Actions tied to causes, with owners and dates.

06 CHECK · ACT
Follow-up
Check results, standardize, share the learning.

A3 sheet
One sheet of A3 paper forces focus on what matters most.

Owner
One person writes the A3 and uses it to align others.

Mentor
A coach asks questions that sharpen the thinking, not the form.

02 A3 THINKING

The value of an A3 is the conversation, not the document.

FORM — THINKING

A3 AS A FORM
- − Filled in after the decision was made
- − Solutions hidden in the background box
- − Many pages squeezed onto one

A3 AS A THINKING TOOL
- + Written step by step, left to right
- + Each box backed by gemba facts
- + Used to align stakeholders

03 WORKED EXAMPLE

LATE DELIVERIES IN SPARE PARTS · ONE A3 STORY

CURRENT STATE
Late shipments
trend over last quarter

→

ANALYSIS
Picking errors
similar part numbers

→

COUNTERMEASURE
Photo labels
at every location

→

FOLLOW-UP
Errors down
standard updated

04 MANAGEMENT TAKEAWAYS

01
Write the left side first
Do not propose countermeasures before the cause is clear.

02
Use the A3 to talk
Walk it through with everyone affected and update it.

03
Coach, do not correct
Mentors ask questions so the owner learns to think it through.

05 COMMON MISTAKE

LIMITATION
The solution in the title
An A3 that starts from the answer becomes a sales document, not a problem-solving one.