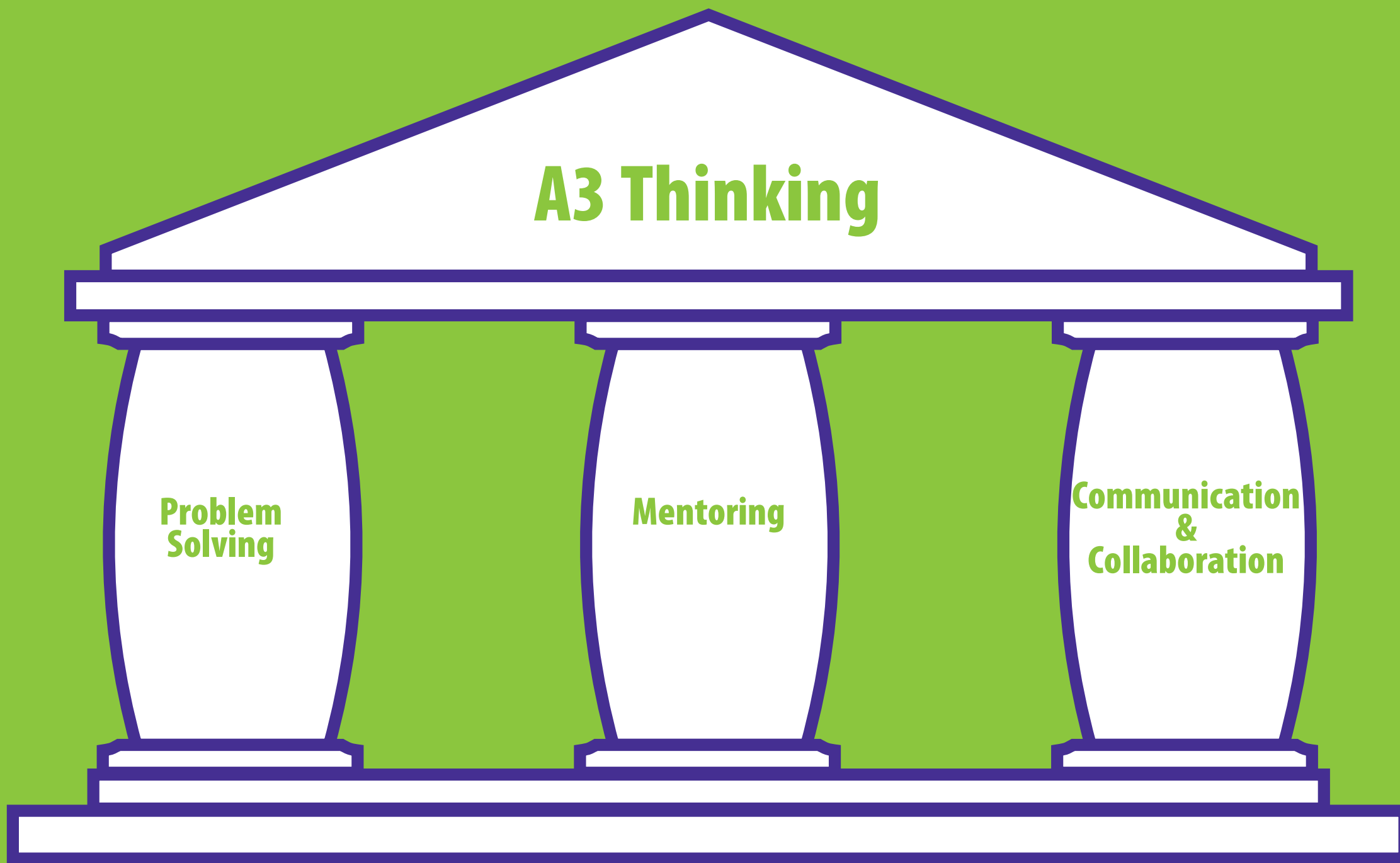
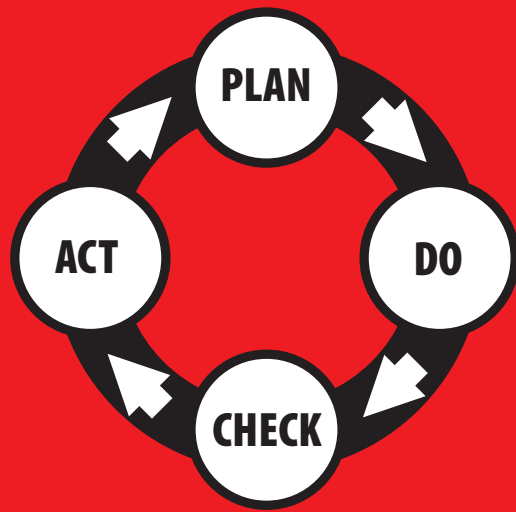
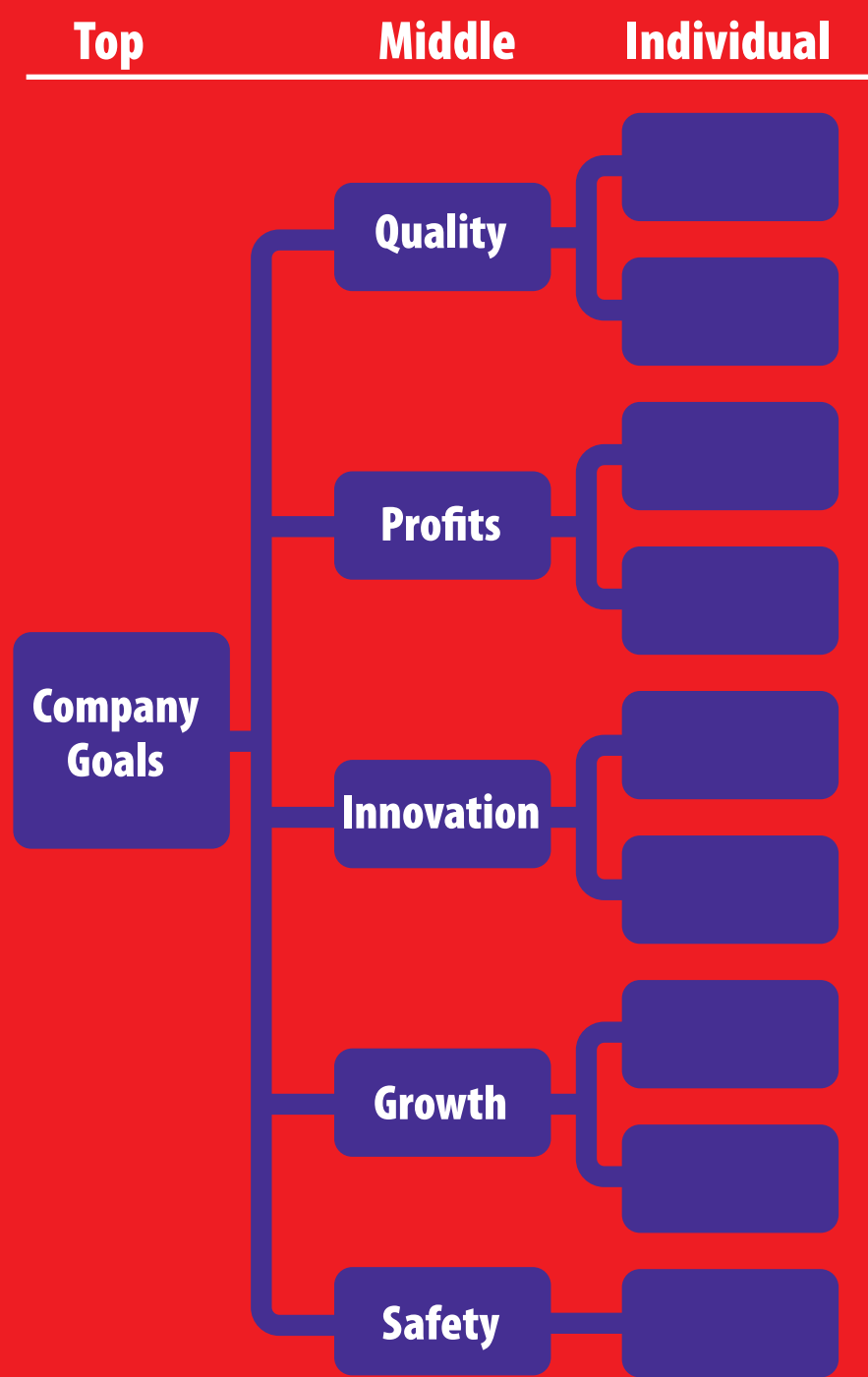


# 3 Pillars of A3 Thinking



# Issue Tree



## Basic A3 Format

**BACKGROUND**  
Relevant historical data and information

**COUNTERMEASURES**  
A summary of who will do what by when in order to resolve the problem situation or achieve the target state.

**CURRENT STATE**  
Detailed description of the current situation (e.g. process flow, trend, Pareto analysis, gap identification, and problem statement).

**CHECK RESULTS**  
Quantitative comparison of actual results versus your goal.

**GOAL**  
Specific goal to address the gap or target state from the current state.

**FOLLOW UP**  
Summary of follow up action items (e.g. lessons learned, communication to other parties, standardization, or other areas).

**ANALYSIS**  
Depiction of analytic techniques to uncover the root cause of the problem or factors that affect the problem in the current state. Alternatively it may be a description of a proposed target state to achieve.

# 7 Elements of A3 Thinking

- Element 1: Logical Thinking Process**
  - Discipline in PDCA and Scientific Method
  - Root cause oriented
- Element 2: Objectivity**
  - Use data and details to frame the problem
  - Test for biases, assumptions, and misconceptions
- Element 3: Results and Process**
  - It's 50/50 - Achieve results using an excellent process
- Element 4: Synthesis, Distillation and Visualization**
  - Not brevity for the sake of brevity
  - Display visually the key information that was distilled from all of the available data
- Element 5: Alignment**
  - Consensus among stakeholders at all levels of the problem causes and countermeasures
- Element 6: Coherency Within and Consistency Across**
  - Coherent flow from the theme's link to organizational goals through current state and root cause analysis to countermeasures, results, and follow up actions.
  - Consistent across different organizations
- Element 7: Systems Viewpoint**
  - Understanding how the proposed countermeasure affect the whole
  - Countermeasures that fix one problem only to cause another should be avoided.

