

# A3 Problem-Solving Report

<b>Title:</b>		<b>Author:</b>		<b>Date:</b>	
<b>Coach:</b>		<b>Department:</b>		<b>Revision:</b>	

## 1. Background

Why this problem matters now. Strategic link, customer impact, business cost.

## 2. Current Condition

Current process + measured baseline (defect rate, cycle time). Diagram if useful.

## 3. Goal / Target Condition

"From X to Y by Z" — measurable target with deadline.

## 4. Root Cause Analysis

5 Whys or Fishbone on the verified primary cause. Must explain ALL data above.

## 5. Countermeasures

Smallest set of actions that eliminate each root cause.

## 6. Implementation Plan

Owner / due date / verification metric for each countermeasure.

Action	Owner	Due

## 7. Follow-up / Effect Confirmation

Verify target met. If not — loop back to root cause.

Date	Result vs target	Next step