

A3 problem-solving worksheet

Fill it in order and write the evidence for every claim. If a section has no evidence, go and get some before continuing.

Title	Owner	Coach	Date
1 Background Why does this matter to the customer or the system? Check: could someone outside the team see the stake in one minute?		5 Countermeasures What will you change? Link each change to a tested cause. Check: is this the smallest safe change that addresses the cause?	
2 Current condition What is happening now? Facts only: where, when, baseline, what you observed at the process. Check: is there a number and an observation behind every statement?			
3 Target condition Measure, target, boundary, date and verification window. Check: would two people agree on whether the target was met?		6 Implementation plan Action · owner · due date · guardrail. Check: does every action have one owner and one date?	
4 Causal analysis Each candidate cause, the test you used, and the result (supported / ruled out). Check: could each test have proved the cause wrong?		7 Follow-up Prediction · result over the verification window · side effects · what we learned · standard work updated. Check: did you compare the result with the prediction, not only the old baseline?	