BCR

Building Consensus through A3 Reports

Copyright © Toyota Institute Asia Pacific, Toyota Daihatsu Engineering and Manufacturing Co., Ltd.
This document may not be reproduced in any form.

Cover

Table of Contents

BCR
Building Consensus through A3 Reports

What is BCR....2
Benefits of BCR....2
Beginning of BCR....3
BCR and Toyota Way....4
BCR and PDCA....4

Chapter 1: Building Consensus....6

Part 1: Process of Building Consensus....8
- Clarify the Purpose....8
- Nemawashi....10
- Get Approval....12
- Inform & Implement....12

Part 2: Tool (A3 Paper) used in Building Consensus....13
- Tatakidai Paper....13
- Revised Paper....13
- Final Paper....13
- Approved Paper....13

Chapter 2: A3 Report....14

Step 1: Create your Story....18
1.1) Clarify the Purpose of A3....18
1.2) Create the Story....20

Step 2: Develop your A3....24
2.1) Define the Layout....24
2.2) Fill in Contents & Use Visuals....28
2.3) Finish Up....32

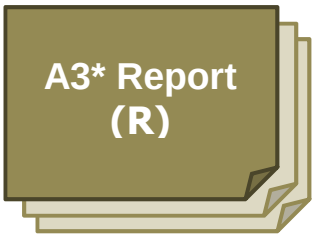
Step 3: Present your A3....36
3.1) Prepare to Present....36
3.2) Present your A3....38
3.3) Get Feedback....40

Appendix....41
The Art & Science of Namewashi....43
Other kinds of Graphs and Charts....44
Examples of A3....46

BCR - Building Consensus through A3 Reports

This program is a combination of PROCESS and TOOL to conduct effective communication. Members are expected to gain understanding with stakeholders usually through reports. It can be applied in any type of work.





PROCESS to communicate with
all stakeholders before a key decision
is finalized

TOOL for visualization using
A3 size paper for easy understanding

A3 is the reporting tool in Toyota.

Details will be provided in *Chapter 2: A3 Report (page: 14)*

Benefits of BCR

Increase efficiency of communication

Reduce conflict from communication

Show thinking process in one page of paper

Demonstrate teamwork through member development

Enable quick understanding of a topic

Obtain input and subsequent buy-in

Document the reason behind the decision or direction

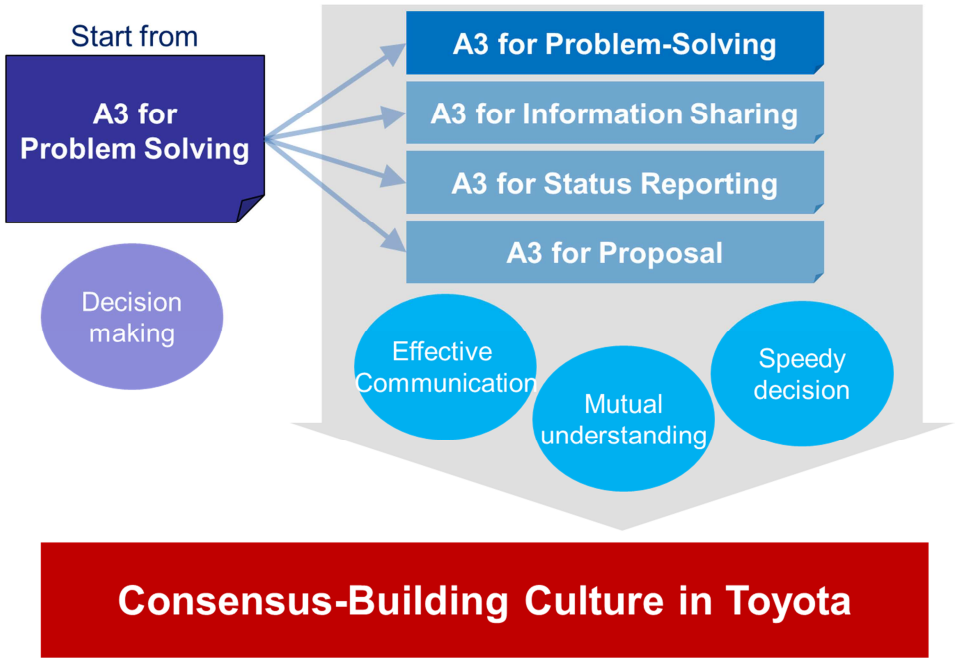
Enable smooth implementation

Beginnings of BCR

The problem-solving activity was introduced long time ago in Toyota, which later became TBP (Toyota Business Practices). Toyota teaches us to visualize the problem, identify the root cause, and develop countermeasures, in a ONE page A3 paper size report (also called A3 problem solving paper). The objective is to see the whole story from beginning to end in a simple but logical manner. Finally, the decision maker can decide well.

Over time, the use of A3 in Toyota spread not only to being used for Problem Solving but also to Sharing Information, Progress Reporting and Proposing projects as people started to recognize the usefulness and efficiency when communicating using an A3 paper.

The more important role of A3 is for building consensus. Working at Toyota is rarely confined to one individual. Setting direction and making decisions usually require consensus between various stakeholders. The A3 paper helps strengthen the communication with its conciseness that helps stakeholders from different areas understand the information easier. This is how we develop the **Consensus-Building Culture in Toyota.**



Nice to know

In the past, there were no computers that can be used to create the report. The beginning stage of an A3 report was created by hands.

Moreover, during the revision of the report, member has to re-write many papers and cut and paste manually.

BCR and Toyota Way

Toyota Way

Continuous Improvement

As a company, we believe that our processes and results should be continually challenged and improved. One effective means to do this is to use the knowledge and opinion of all stakeholders and customers in pursuit of new or better ways to work and to improve our products.

Respect for People

Toyota is a team culture that believes in respect for every individual. This philosophy drives our consensus-building culture. Because our industry is complex and large, it requires teamwork cooperation and coordination, achieved via good communication. When a decision is to be made that will impact others, key stakeholders must be considered and consulted before the decision is finalized.

BCR and PDCA

ACT
- Resolve issue if did not achieve the target
- Set successful processes as new standard
- Start the next round of Kaizen
- **Communicate through YOKOTEN (Transfer)**

PLAN
- Understand and confirm what to do
- Create Action Plan
- **Communicate through NEMAWASHI (Build Consensus)**



CHECK
- Evaluate Result and Process
- Understand the reasons of success and failure
- Share the outcome with stakeholder
- **Communicate through HANSEI (Reflection)**

DO
- Implement your plan
- Monitor your implementation
- Adjust to achieve your target
- **Communicate through HORENSO (Informing, Reporting, Consulting)**

MEMO

Chapter 1: Building Consensus

PROCESS to communicate with all stakeholders before a key decision is finalized.

What is consensus-building?

Having a meaningful agreement to go in the same direction

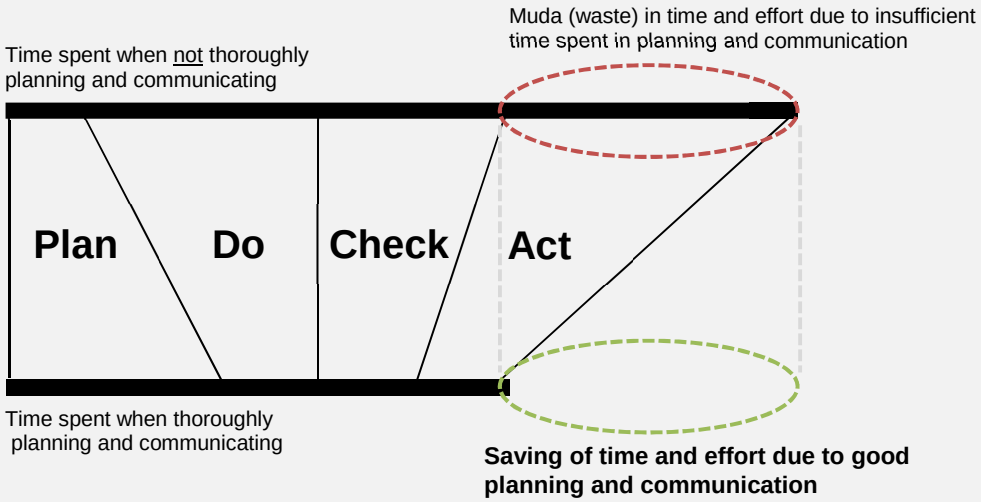
The meaning of CONSENSUS is a “general agreement”, the judgment arrived by most of those concerned. We gather all related people to discuss together until we have a final decision or a final agreement. It does not mean that everyone should have the same perfect agreement. It’s about having a meaningful agreement. This will help them understand the same thinking and go in the same direction.



Why do we need to build consensus?

For a smoother and quicker implementation

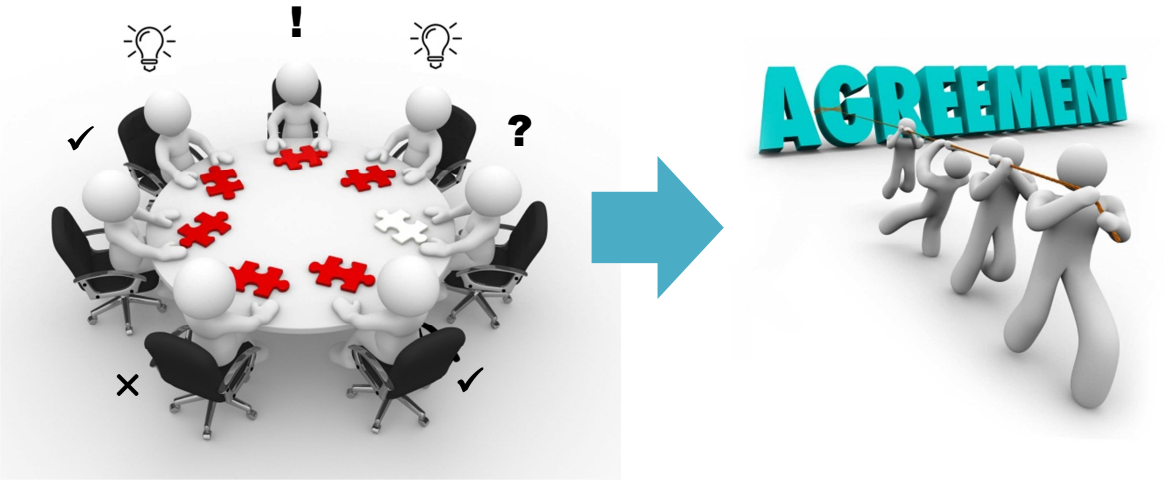
Experience tells us that time spent in thinking, planning and consulting has a direct relation to the time required for and the quality of implementation. Building understanding and support of stakeholders during the planning stage will diminish resistance and potential obstacles during implementation. The result is a smoother and quicker implementation.



When do we need to build consensus?

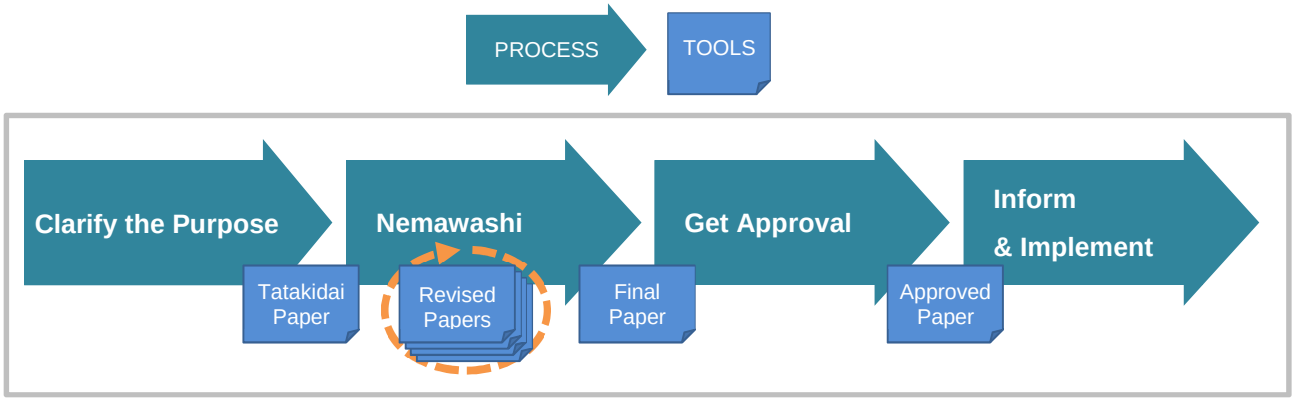
When a decision is to be made that will impact others

We must start building consensus with related people since the beginning; explain the purpose, background information, target etc. It is important to gather ideas and opinion so that we can improve our plan and make an overall optimization. These actions will result in increasing the speed and smoothness of implementation.



Consensus-Building Process

The diagram below shows the Consensus-Building Process that integrates the Tool (A3 Paper).



The explanation will be separated into 2 parts

Part 1: Process of Building Consensus

Part 2: Tool (A3 Paper) used in Building Consensus

Part 1: PROCESS of Building Consensus

1) Clarify the Purpose

In this process, we need to have a clear understanding of the stakeholders and their role and expectations.

i) Why do you need to Build Consensus?

As explained in PDCA

To define the purpose of your consensus-building, first you need to have a clear understanding of its purpose. Moreover, you need to know who your stakeholders are and what they need.

Tips:

When considering "WHY", also think about;

What is the benefit of your paper?

What is the impact if you don't do this paper?

Example: Purpose for **building consensus can be any of the following:**

- ✓ Problem-solving
- ✓ Proposal
- ✓ Progress Report
- ✓ Information-Sharing

More explanation in Part 2: TOOL (page 13)



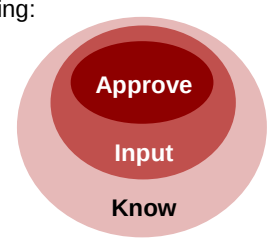
ii) Who are your stakeholders?

A stakeholder is anybody directly or indirectly involved/impacted by your work. They can be your customer, supervisor, higher boss, team member, contractor, vendor, etc.

The consensus-building process is successful when all stakeholders have the same understanding. The target audience should be the stakeholders in your activity. So, it is important to know who your target audience is. This will help you prepare the communication that will meet stakeholder expectation.

Consider the level of the stakeholder by asking:

1. Who needs to **APPROVE**?
2. Who needs to give **INPUT**?
3. Who needs to only **KNOW**?



Stakeholders who Approve, also need to give Input and to Know.

Stakeholders who give Input may Know but cannot Approve.

Define who your stakeholders are by considering the following:

1. Who must APPROVE the final decision?

- This always includes your supervisor and those above you in the management line of command.
- You may also need approval from others outside your immediate management line who also have responsibility for the outcome of the proposal.
- The level that will need to be consulted depending on the scope of the activity.

2. Who should provide INPUT?

- This group is important as you must have their support to be successful. This includes those in position to implement or prevent the implementation of the decision.
- People whose advice would be beneficial because of their knowledge or experience.

3. Who needs to KNOW about the activity?

- This includes representatives of your customer group - all those who will be impacted by the outcome of your activity and will need to know about it at the time of implementation.

Draw your data in Tatakidai paper

Clarify the Purpose → Tatakidai Paper* * The first rough draft that represents your idea

Once you have some data and rough idea, draw it into the Tatakidai paper

More explanation in Part 2: TOOL (page 13)

Did you know?

"tatakidai" (叩き台) or "beat-up document"

tataku (叩く) = beat

dai (台) = paper

2) Nemawashi

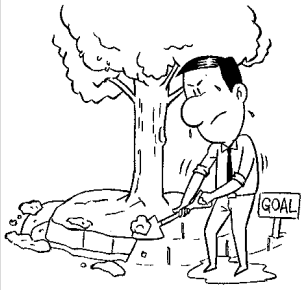
Did you know?

"Nemawashi" is a Japanese word that means "go around the roots".

NE = root

MAWASU = to go around

It originated from a gardening term for digging around the roots of the plant and fertilizing it for growth. It has been adopted into a business context referring to a method of doing the groundwork and fertilizing ideas to get them to take root and grow.



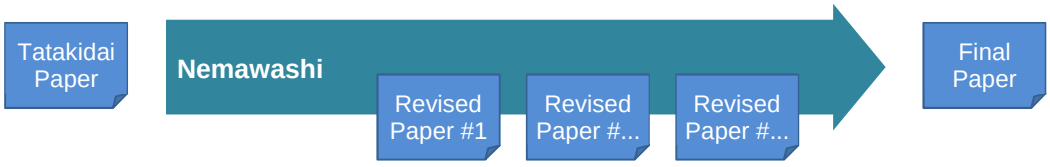
In Toyota, consensus-building is often done via "Nemawashi". **As explained in PDCA**

Nemawashi is accomplished by meeting with your stakeholders, presenting your draft A3 and exchanging information, perspectives and ideas. Questions and feedback from your stakeholders help to clarify your project and build consensus so you will have full support during implementation.

In order to understand your stakeholder's point of view, frequent and continuous communication is a must. If you gain agreement before you implement your project on exactly what will be done by whom, when, and with what intended outcome (including what stakeholders are expected to do to support you) it will be much easier to implement.



During Namawashi, you may need to revise your paper until you get the Final Paper



More explanation in Part 2: TOOL (page 13)

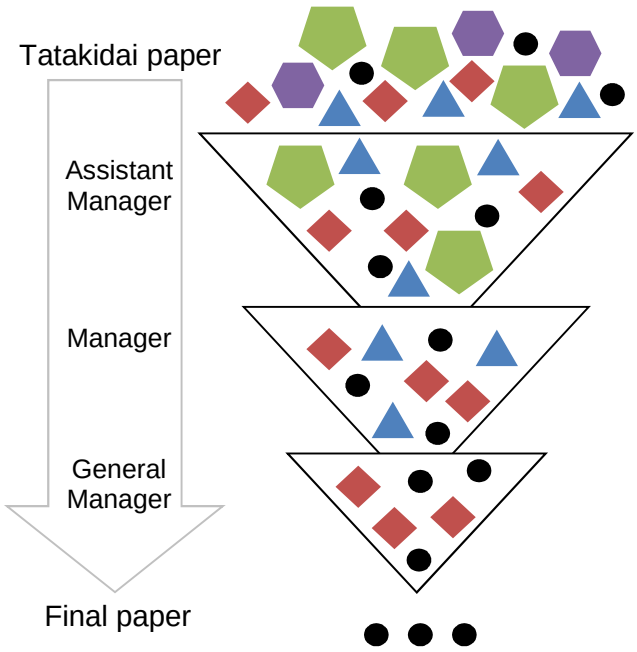
Nice to know:

The Sifting Process

Nemawashi and approval thru your management chain is part of the process of working as a team. Your management and team's experience and know-how are powerful tools to use in support of your work.

Though this process, the least effective ideas are sifted out and the best are kept. As a result, the probability of success increases.

The sifting process takes time and must often be done multiple times before everyone is satisfied. Make sure to plan in appropriate lead time for review and approval.



3) Get Approval

For an A3 that requires a decision, the final A3 must be presented for approval.

The approval chain is always up to your own hierarchical management line starting with your direct supervisor. After receiving all your own management's approval, then branch out to any other critical decision-maker whose approval is required.

Sometimes you may have all stakeholders in one meeting and get approval as a group. Or you may approach each approver individually. It is common practice to obtain signatures on the A3 paper as evidence of approval.

When thorough nemawashi has been done, this process can be quick. You may however be asked to revise the document before final approval. Remember, perseverance now pays off later. Keep at it until approval is gained.



4) Inform & Implement

Once approval has been obtained, immediately start to inform those who will be affected by the activity. The approved A3 paper can be used for this communication. Implement quickly. Circumstances often change so begin before they do and then follow through to the end.

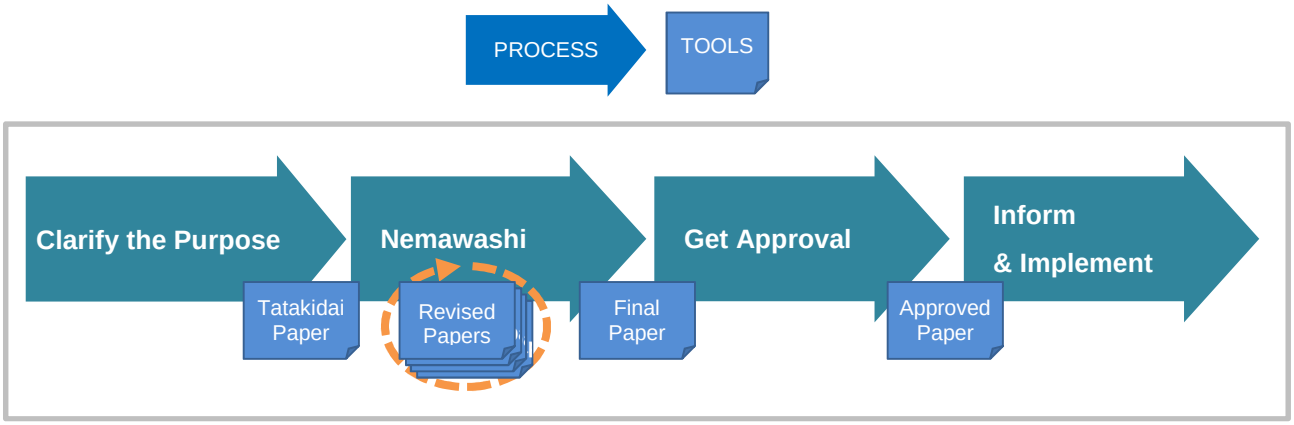


Use the Final Paper to get approval, After getting approval, start implementing.



More explanation in Part 2: TOOL (page 13)

Part 2: TOOL (A3 Paper) used in Building Consensus



Tatakidai Paper

After you confirm the purpose of your communication, you will create Tatakidai (the first rough draft) that represents your idea. You should expect that this paper will be "beaten up" by everyone you review with or present to in order to refine the ideas on the paper. When writing your first draft, think deeply about the content that must be included. All key points and items required should be addressed in the document. Make it as sensible as possible knowing that it will be challenged and tested by your stakeholders.

Revised Papers

During the Nemawashi process, revised papers will be used to initiate discussions with your stakeholders. You may also edit the document and change it following each discussion as weaknesses are revealed. As new ideas are exposed, don't hesitate to pursue additional information from people or sources that you may not have considered before.

Final paper

After several revisions, you can have a final paper that comes from the meaningful agreement. The final paper should be a relevant summary of your thinking and the input received from others. When all perspectives have been considered, you have documented a clear, fact-based, logical conclusion.

Approved paper

Getting approval will guarantee the implementation and support from all stakeholders. The approved paper will grow in value over time as it preserves the original thinking behind any activity. Many may refer to it or quote it and it will be the standard enabling kaizen to the activity in the future.

In Chapter 2, we will understand how to create effective A3 Reports (page 14).

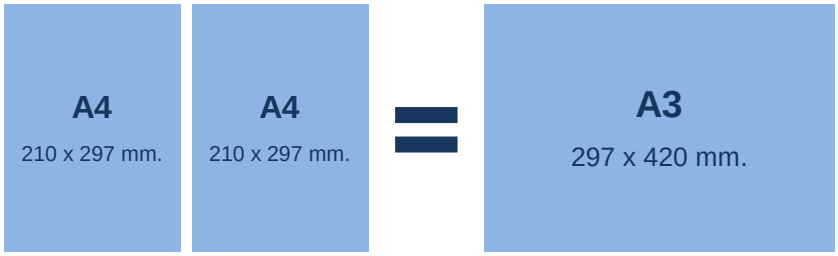
Chapter 2: A3 Report

TOOL for visualization using A3 size paper for easy understanding

What is an A3?

One Page Report in A3 paper size

An A3 Report is a one-page report with the name coming from the paper size (Double A4 Size). The A3 format is used to condense complex messages into a concise, easily understandable document. The information on an A3 should be logically structured, fact-based, and visual.



Why do we need an A3?

Only 10-30 minutes is often the available time you may have with senior management

Documentation of a complex issue may bring to mind mountains of data and reams of paper and an unmanageable report. But Toyota's approach is to simplify and include only the essential information on a one-page report (A3) that can be presented in 10 minutes.

This is important because 10 to 30 minutes is often the amount of time that you may have with senior management or a key stakeholder to explain your activity. You must be concise, logical and well-structured in order to communicate effectively in a short time.



I didn't have time to write a short letter, so I wrote a long one instead.

- Mark Twain-

This statement expresses the sentiment that it takes time, energy and thought to create a concise, logical, well-structured document that communicates effectively. This principle applies exactly to the writing of an A3.

When do we need an A3?

Anytime

When building consensus, the writing of an A3 is a dynamic process. The A3 report will evolve in response to discussions and grow with the thinking of the writer. When it is not purely informative, the A3 will represent an issue with a rational proposal based on a complete understanding of all stakeholders' views.

Once consensus is built and a final decision is made, quick and smooth implementation of the proposal is facilitated, because issues were addressed and resolved during the consensus-building process. The A3 report can then be used as a communication tool to explain the rationale behind a decision to all impacted by it. It also becomes the historical record of the original thinking decision and direction.

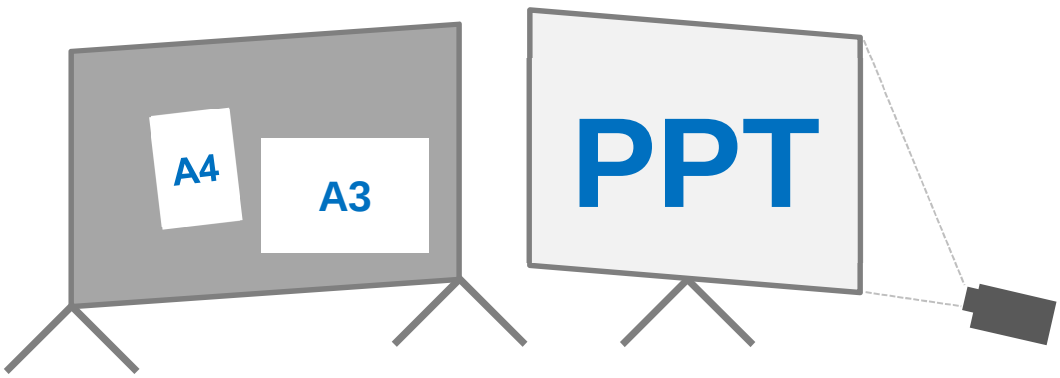


Important!

Start from "A3", then translate to other formats (as necessary)

A3 is just the size of the paper. The details in the paper are more important. How do we create an appropriate report to make stakeholders understand easily?

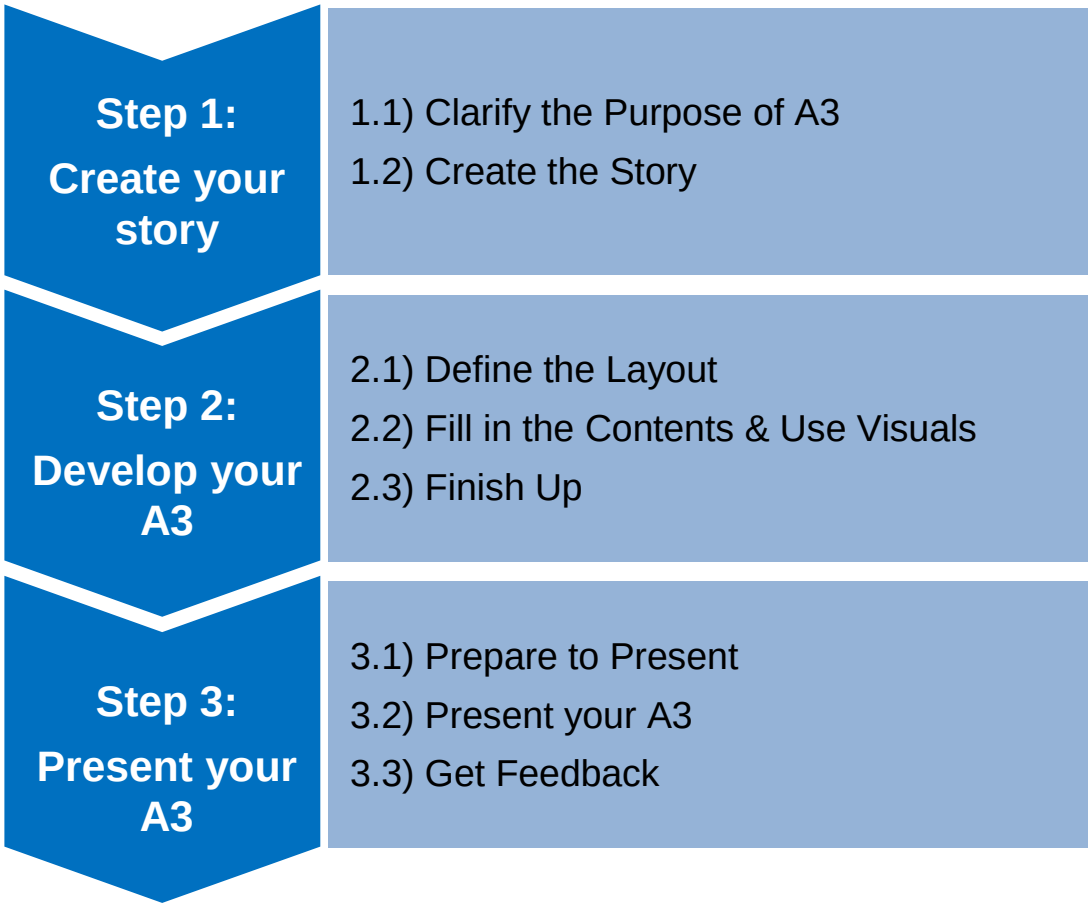
You will learn about how to develop an A3 paper. This knowledge can be applied to other forms of report or presentation.



MEMO

A3 Report Step and Process

There are 3 key steps required to make an effective A3.



Step 1: Create your story

- A3 is a communication tool to share your idea. Creating an easy to understand A3 is the key.
- Start from making a clear purpose of the A3 followed by the story and scenario.

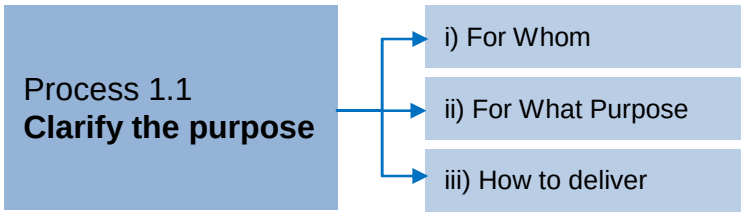
▶ Processes

1.1) Clarify the Purpose of A3

1.2) Create the Story

1.1) Clarify the Purpose of A3

Before we develop the A3 paper, first we need to understand its purpose. Consider “for Whom”, “for What Purpose” and “by What Method” to make clear the purpose of your A3 paper.



The A3 defines what value you want to provide for whom and for what purpose.

It is your tool to carry out your workplace mission.

i) For Whom <Who is the customer of the paper?>

As the A3 paper is a tool to deliver contents, the way to explain it will be different depending on who will read your paper or to whom the paper will be presented. You have to grasp or anticipate your customer’s need, situation, and the level of understanding of the topic that you are going to explain.

There are several information that will be beneficial for you

- Role in the company (responsible for the activity vs. distantly connected)
- Level of responsibility in the company (president vs. expert/specialist).
- Level of understanding (novice vs. informed vs. authority)
- Information need (high-level general view vs. in-depth detail)
- Degree of interest in the subject matter (intense vs. disinterested)
- Attitude or perspective towards the topic (supportive vs. opposing)

ii) For What Purpose <What are you going to use your A3 paper for?>

Knowing the purpose of your paper will define you content. Your paper's theme should be created based on the purpose.

Purpose of A3 paper:

Information Sharing	Explanatory document with no evaluative component. For example, an explanation of a job, program, project, process, etc.
Status Reporting	Reveals problems or opportunities. For example, a sales report, manufacturing report
Proposal	Proposes action that requires a decision. For example, a budget request (ringi) for a major expenditure.
Problem-Solving	Clarifies issues and countermeasures to achieve a target or ideal. For example, a report to counter a quality problem.

iii) How to deliver <How are you going to deliver the A3 paper?>

Aside from the purpose, you also need to know how the A3 will be delivered. A3 paper which will be presented by you might be different from the one you make for your superior to present.

1) Delivery method

One-way:
A3 paper should be clear without any explanation (stand alone).

Two-way:
A3 paper should be simple to get buy-in from meeting attendees.

2) Who will present (or explain)

You must stand in the position of the person who will use this paper, and develop a user-friendly material. For example, in some situations, you report to your VP, and then your VP reports to the President.

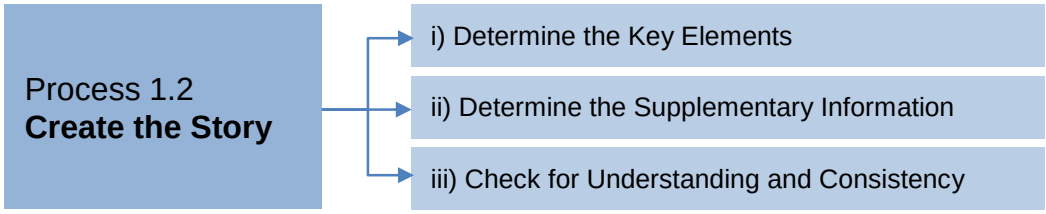
By Yourself:
When you explain, you can add some extra information orally.

By another person:
When the speaker is your superior, he/she may not be familiar with the content as much as you are. Thus, the paper should cover enough information, described simply and logically.

1.2) Create the Story

Even if you have a perfect story inside your brain, it would not be understood by other people if the contents are not clearly sorted out. This process will be about preparing the content for putting in the A3.

Think about the key elements of your story. Consider what data is required to support it. Put the story together with a clear rationale and in a logical flow.



i) Determine the Key Element

An A3 should contain all the key information required for understanding and decision-making. Start by defining the What, Who, When, Where, How, & Why.

Example:

Some common story elements of an A3 include:

Proposal	Status Report	Problem Solving
Background	Background	Clarify the Problem
Situation: Ideal, Current, Gap	Status	Break Down the Problem
Proposal	Problem	Set a Target
Next Action	Next Action	Analyse the Root Cause
		Develop Countermeasures
		See Countermeasures Through
		Evaluate Both Results and Processes
		Standardize Successful Processes

ii) Determine the Supplementary Information

Once you decide the key elements, consider the data to support the message of each key element. Within each key element, choose the most significant points and eliminate the insignificant items. Anything beyond the *top 5* may not merit attention.

Next, you should check the following:

- Is the supporting *data enough* to support the key element?
- Is the supporting data *based on facts?*
- Is the *relationship* between key element and data logical?

Example:

Key Element	**Supplementary Information**
Background	historical context, foundational information
Current Situation	explanation of what is now happening
Ideal Situation	explanation of what should be happening
Data Analysis	use of data to lead to conclusion by using in a graphical format
Targets	defining what you plan to achieve by when
Proposals	suggested methods to achieve your target
Next Action	project outline of who will do what, by when

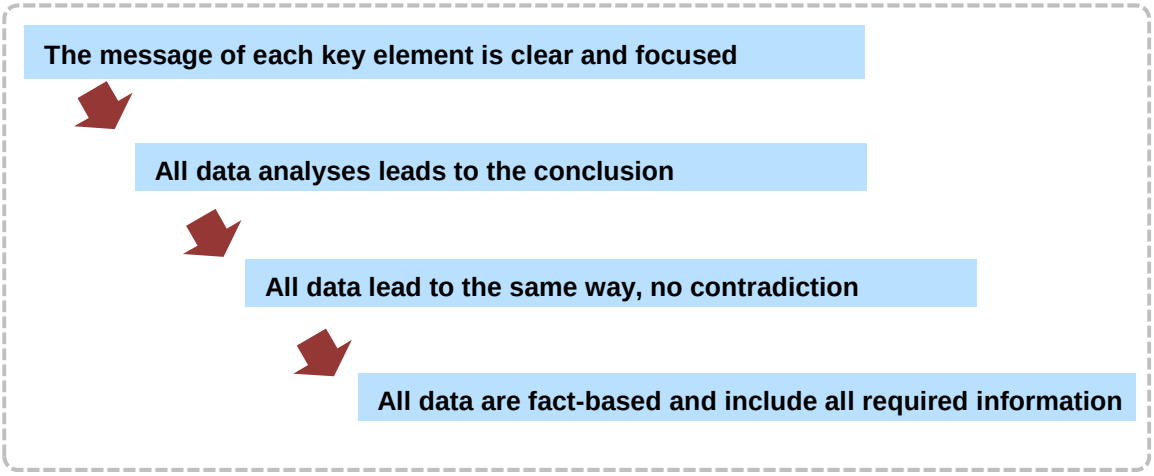
Tip: *Be aware of the background knowledge of your audience*

With a data that will be put in the paper, do not forget to be aware of the level of knowledge of your audience. You way have to start very clear by showing the objective and add more background information to support your audience.

iii) Check for Understanding and Consistency

Once you decide the key elements, consider the reason and data to support each key element. Then read through, running overall scenario with its purpose (thinking “for whom”, “for what purpose”, “by what method”, etc). Read through the scenario over and over and verify if it is correct, logical and relevant.

Tip: *Consider the points below:*



MEMO

Step 2: Develop your A3

- Assemble your contents into A3 according to the scenario that you created.
- An effective A3 can be developed according to your story and visuals.

▶ Processes

2.1) Define the Layout

2.2) Fill in the Contents & Use Visuals

2.3) Finish Up

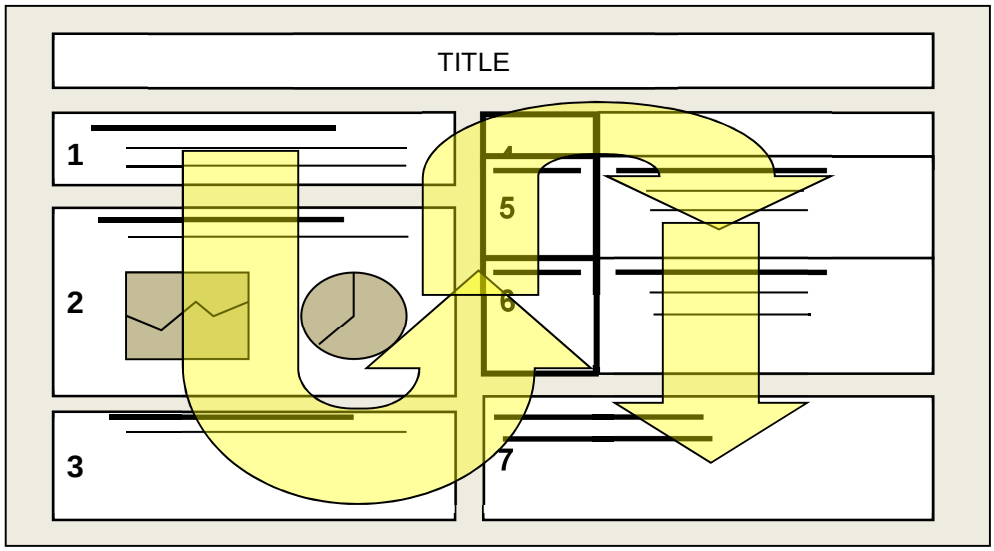
2.1) Define the Layout

Look back at your scenario and determine your story. Your layout should fit the story, not the other way around, so there are no standard templates. You can be creative, free, and inspired in the development of your A3 in order to meet your needs.

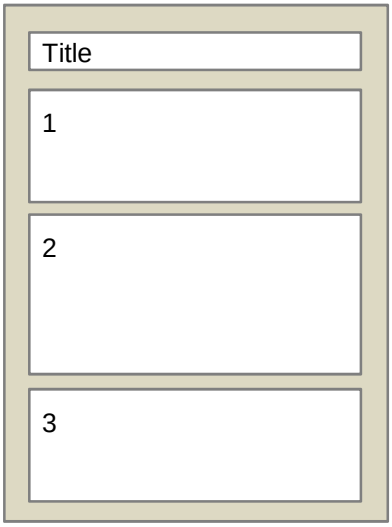
i) Manage the Story Flow

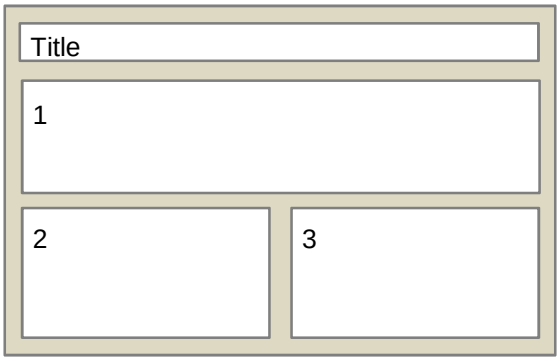
Your story should be able to flow through your report with ease. A good layout should help you connect one point to the next. Always keep in mind the scenario of your paper. The paper's flow should be able to support your developed scenario as well.

Toyota's standard layout: Top to Bottom then Left to Right



Other possible layouts: Layout can be adjusted based on your content and data.





ii) Allocate Space

Allocate space for each item before filling in information to make sure you have enough and necessary space to tell your story. Look back at your scenario again to make sure you allocated space for each item adequately.

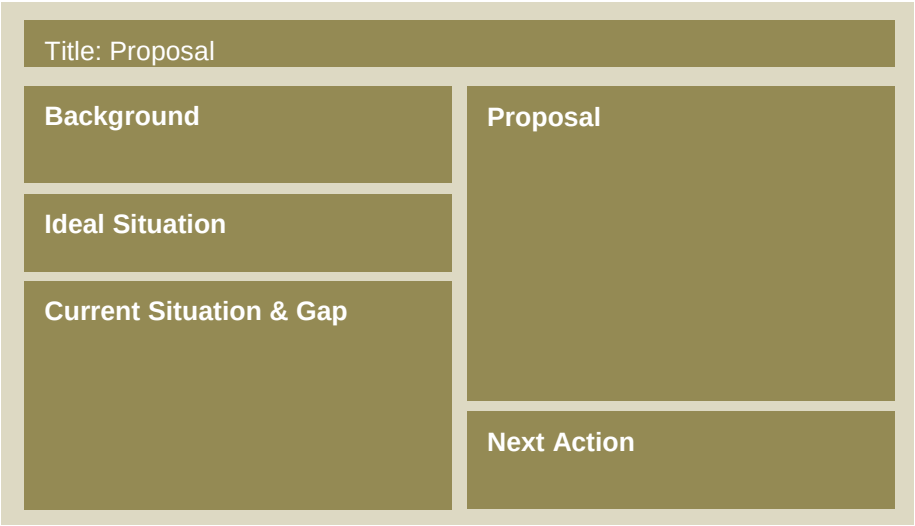
1) Provide the Main Title of the Paper

- Put the main title of your paper on top
- The title must be in accordance with your story.
- This will help the reader to have some idea when they first see your paper.



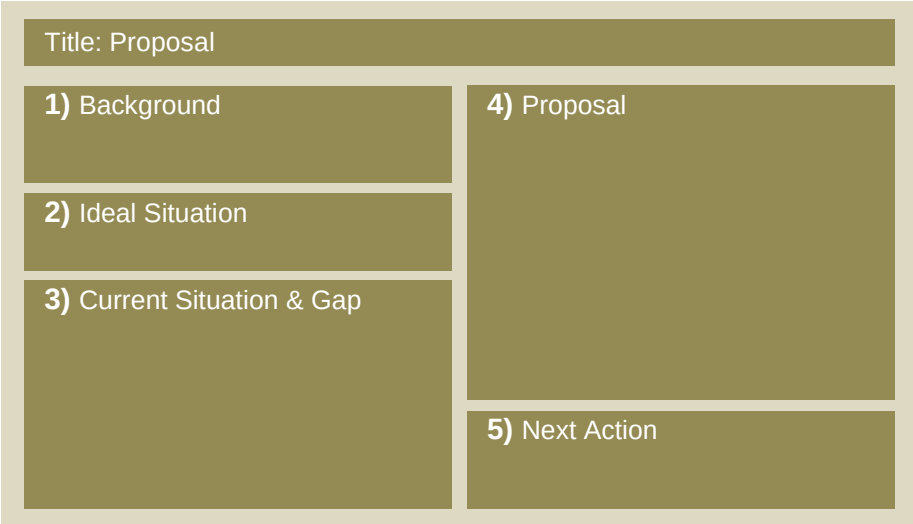
2) Place Boxes and Define the Title of each Box

- Place them according to your scenario.
- Make sure the boxes go along with your story flow and will support you to explain it.
- Balance the size of each box. You may want to allocate more space for some parts you want to emphasize.



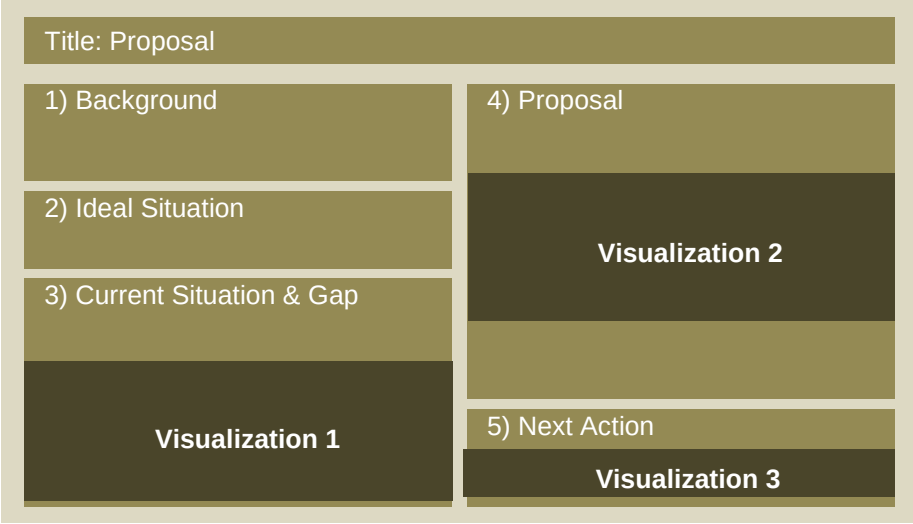
3) Number Each Title to Guide the Flow

- You may want to number the title of each box to help the reader see the flow more easily



4) Leave Space for Visualization

- If charts, graphs or other visualization will be added in your paper, make sure you prepare enough space to fit them in.



Tip: *Draft it with your pencil*

> Create a rough draft of your layout using pencil to make sure it is as you have thought and can go with your story.

2.2) Fill in the Contents & Use Visuals

Writing an A3 Report is not about writing long descriptive content on A3 size paper. The purpose of utilizing an A3 is to make the entire story you want to tell be summarized into one page of A3 paper. Your paper should be understandable not only by reading but also by seeing.

i) Make it Simple & Easy to Read

Instead of writing a long, descriptive explanation, keep your information concise, direct to the point and easy to read. Look at some key examples of how you can help your readers get your point.

1) Bullet Points or Numbers

- Use bullet points or number list instead of long paragraphs to make the key points easier to be noticed.
- Arrange based on importance, sequence or time.
- Number them if you want to reference some key points (e.g. “Regarding issue no. 3”)

Example:

Before	After
When they were questioned, what objections did the stakeholders raise regarding the proposal? What additional points did they make that we should consider? What problems were identified (data, analysis or clarity) that must be addressed before we can move on?	During the discussion with stakeholders 1. What objections were raised? 2. Any additional point added? 3. Any problem identified?

2) Measurable and Concrete Terms

- Use facts to present instead of subjective wording to avoid confusion and clearly show situation.

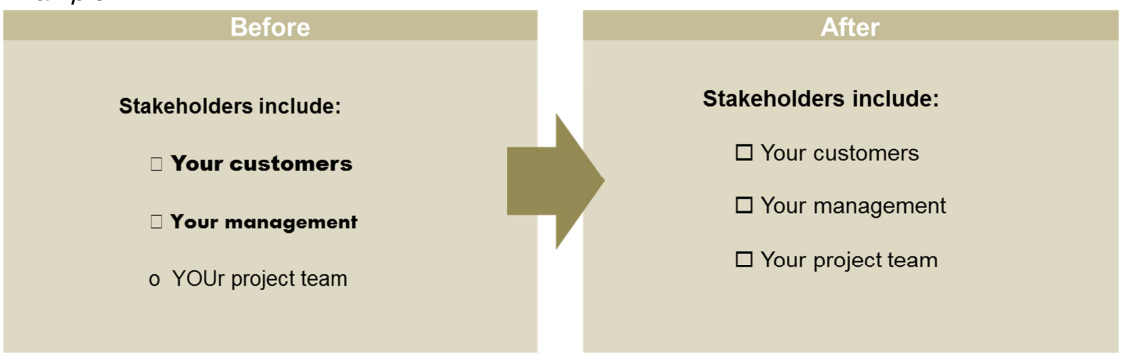
Example:

Before	After
…result was good/bad	… 2% decrease in sales
…members were happy/sad	…7 of 12 members agreed
…gap was big/little	… gap was 3 centimeters
…end was normal/strange	…final result exceeded target by 1%
… temp was hot/cold	… temp was 38 degrees

3) Consistent Formatting, Font and Alignment

- Make your message format consistent so your information will be readable and does not mislead your readers.

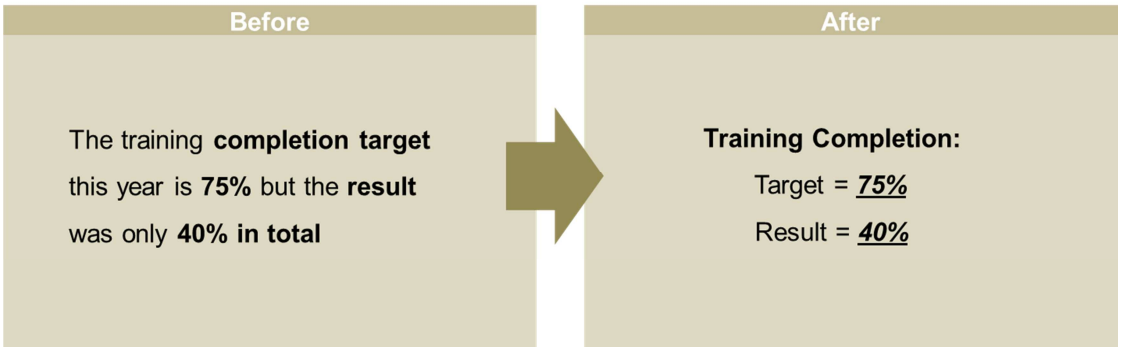
Example:



4) Highlight Points

- Help your readers see the emphasis of your paper using underlines and bold text.
- Avoid using it too much as it will deemphasize your important message instead of highlighting it.
- Combine with other examples to make your statement more eye-catching and direct to the point.

Example:



***Tip:** Use box to catch your eyes easily*

Box or dotted box will help you notice the particular thing better. But do not use too many of them to avoid losing focus.

Sales Target: 75%

➔ Result: 65%

➔ Gap:10% → Next action: Implement incentive promotion

ii) Create Visualization

A picture is worth a thousand words

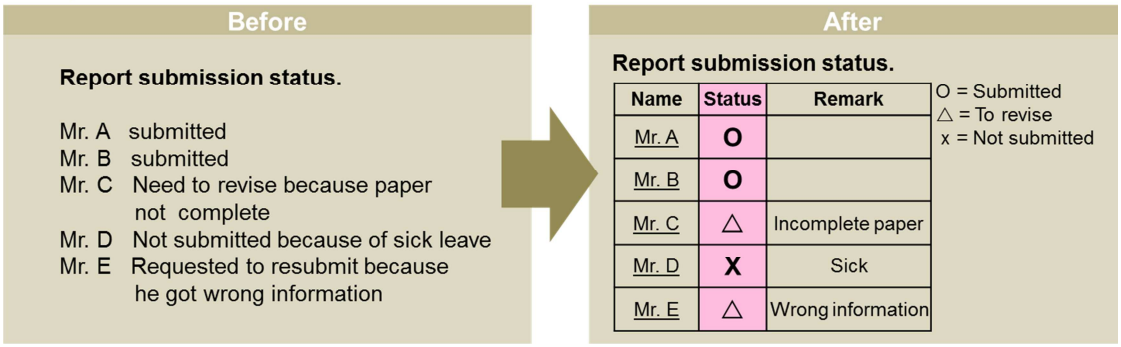
Non-verbal, visual communication is often more effective than words, and is especially pertinent in multi-lingual environments. In Toyota, visualization is a crucial success factor in the way we communicate and share information and knowledge across countries, cultures and languages.

The frequently used forms of visualization are: Symbols, Process Flow, Graphs & Charts, and Timeline

1) Symbols

- Utilize some symbols to deliver your message instead of using words.
- Convey more consistent message using symbols.

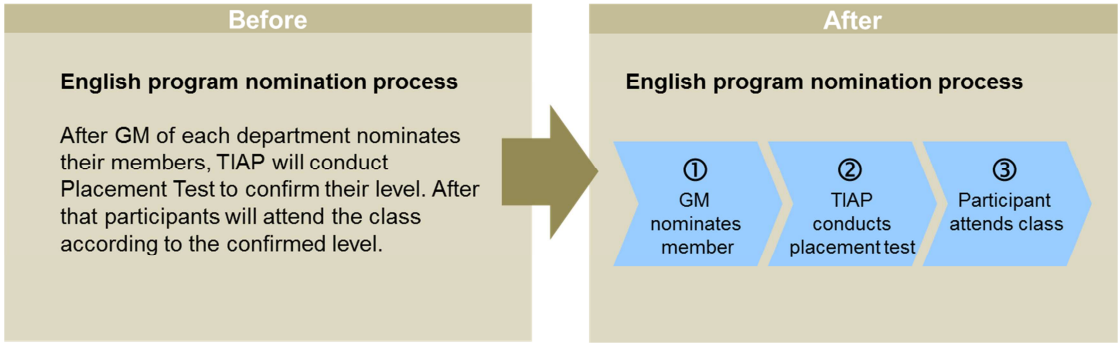
Example:



2) Process Flow

- Process flow chart will make each of your steps easier to notice.
- There is no standard format or template for it but keep in mind that each process must be noticed easily when making a process flow diagram.

Example:



3) Graphs and Charts

- Use graphs and charts to make your data more noticeable. Graphs/charts are easier to notice than numbers alone.

Example:

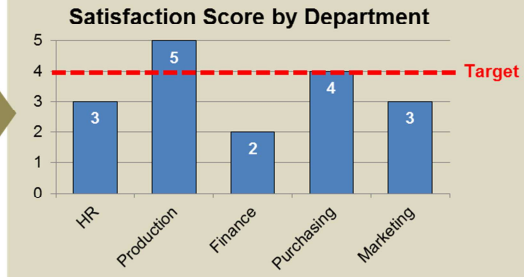
Before

Satisfaction Score by Department

Target: 4/5 points

Department	Score
HR	3
Production	5
Finance	2
Purchasing	4
Marketing	3

After



4) Timeline

- Use schedule and action plan style to make your activities seen.
- This will help you notice overlapping activities' timing as well.

Example:

Before

Implementation

1 Aug: Launch project
1-5 Aug: Implementation period
3 Aug: Create feedback template
5 Aug: Receive feed back
7 Aug: Finalize project feedback

After

Implementation plan

Activity	Date Aug' 16						
	1	2	3	4	5	6	7
Launch project	▼						
Implementation period	■	■	■	■	■		
Create feedback template	■	■	▼				
Receive feed back					▼		
Finalize project feedback							▼

Tip: *Title your visual*

1. Title your visual to make readers know what the visual is about.
2. Title or give legend of your information.
3. Optimize information size. Keep the information simple. Only go into details if necessary.
4. Use consistent scale for visuals that contain similar/same data to prevent misleading.

2.3) Finish Up

Finalize the overall details of your paper to make it complete, traceable and according to its purpose. Missing some of the additional items or wrong data on your paper could impact your stakeholders if your paper is used for implementation or further discussion. Always finish up your paper with additional items if needed.

i) Add Additional Items

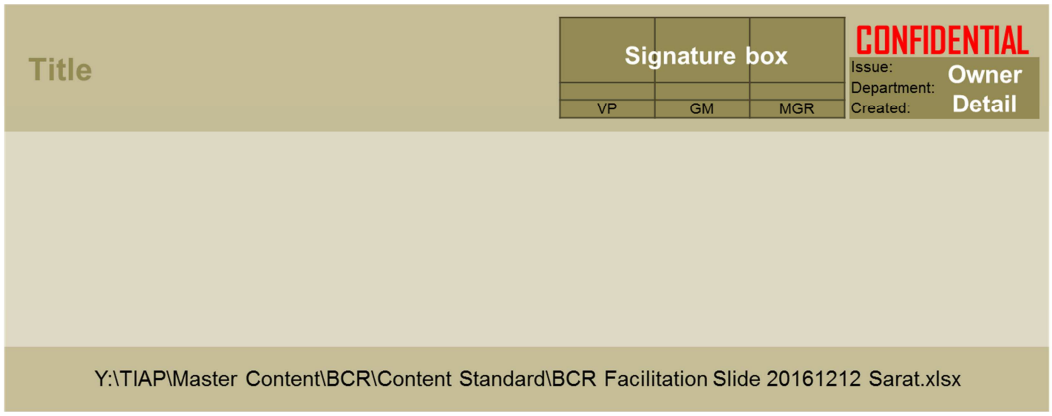
1) Top of Your Paper

- **Owner/creator detail:** Put this on your paper to make it traceable.
- **Signature box:** Pf your paper needs signatures of stakeholders/approvers then put this as well.
- **Confidential label:** It is required for papers that contain confidential information.

2) Bottom of your paper:

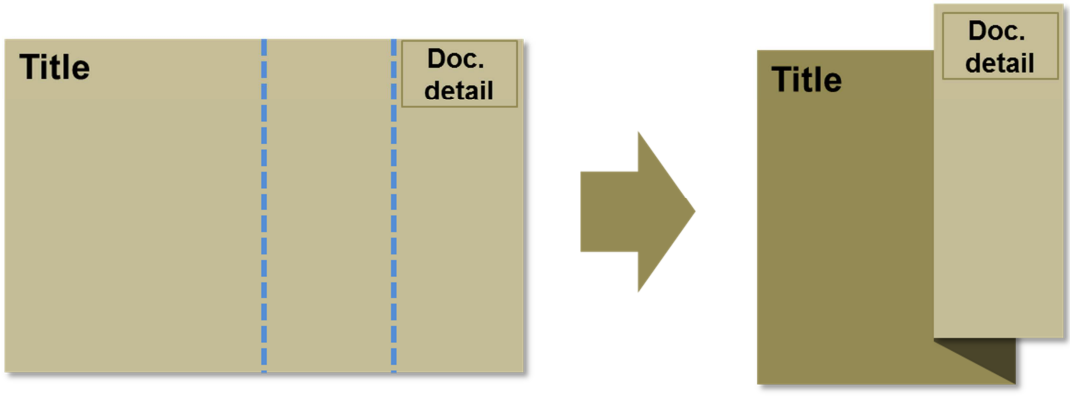
- **Document file path:** Add this on so you know where your document is kept.

Top and Bottom of your paper may look like this



Nice to know: *Why on the Top Right?*

Your information would still be there even when your A3 is folded



ii) Do Final Check

Read your paper thoroughly again to check for correctness and overall appearance of your paper. It is important to check your paper every time it is almost finished to ensure that you are not communicating false information with your paper.

1) Spelling

Read through the paper and check the spelling of every word you wrote down. There might be some grammar slip or typo error you made without realizing. Also, use this opportunity to review if what you wrote makes sense or not.

Watch out! Some words are spelled almost the same but have different meaning!

Example: misspelled words

Experince	Experience
Attachement	Attachment
Questionaire	Questionnaire
Appreciace	Appreciate
Devlopment	Development
Massage	Message
Form	From
Cooperation	Corporation

Tips: *Check spelling with Microsoft office.*

- Notice the **Red underline** for misspelled words

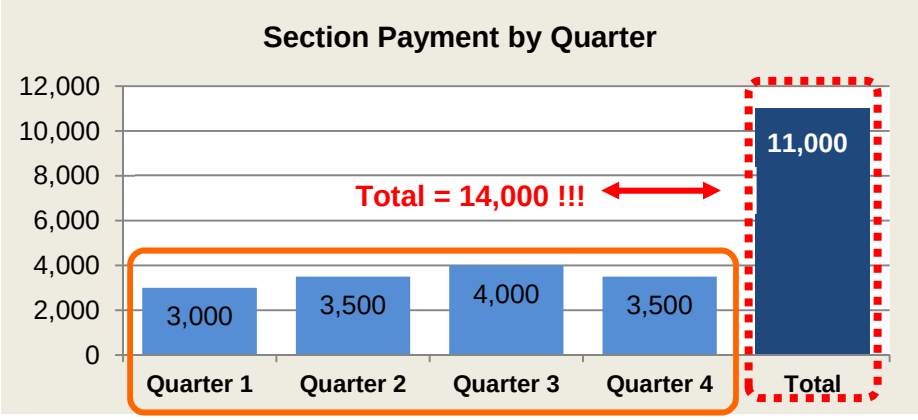
  Experince

- Press F7 for spelling check



2) Data Correctness

Use a calculator to track if the data on the graphs or charts you have placed on your paper are correct. This will help you confirm whether the data you picked was correctly calculated or not. If there is any mistake, go back to your calculation sheet and correct it.

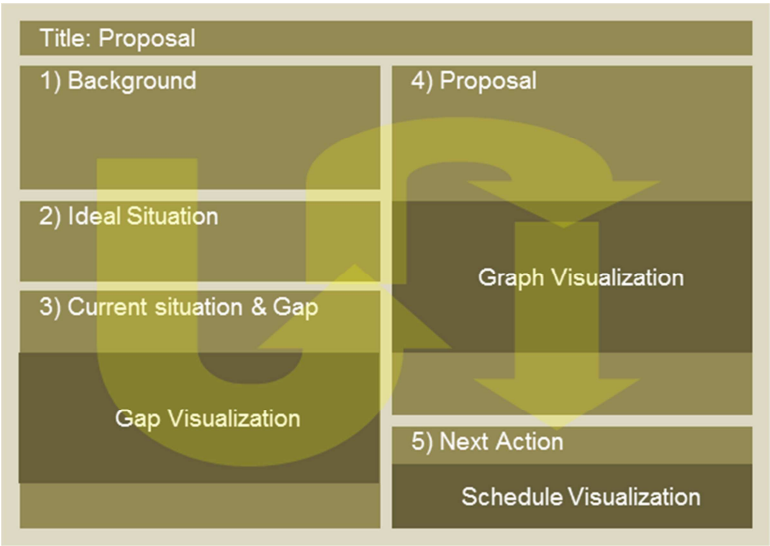


3) Consistency

Check your font, heading, title and other formats if they are all consistent with each other throughout your A3 paper. You have to define clearly all acronyms or jargons that you will be using in your paper. It should be clean and the non-emphasis points should not be popping out.

4) Comprehensibility

When you read your paper again, the storyline should be logical in your report. If your paper is comprehensible, then it is good to go. If not, try arranging the sequence of the data or the wording that might be telling something else.



MEMO

Step 3: Present your A3

- You can invest a lot of time in preparing an effective A3, but the moment of truth is in its presentation.
- Do not assume that because you wrote it, you can present it without thought and rehearsal.

▶ Processes

3.1) Prepare to Present

3.2) Present Your A3

3.3) Get Feedback

3.1) Prepare to Present

A successful A3 presentation requires self-confidence. But self-confidence comes from preparation. This process will help you to prepare for your presentation.

i) Select Your Approach

1) Plan your presentation approach to match with your customer. In Step 1: Create Your Story (page 18), you already know who the customer of your paper is. If you know exactly the situation and your audience, adjust to them.

For example,

- Complete your presentation first, open the discussion then respond to questions, or

- Respond to questions and open discussions anytime throughout the presentation



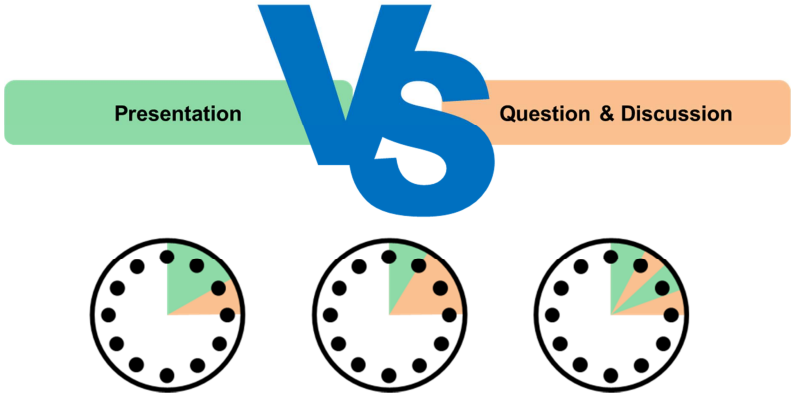
2) Highlight the key points. According to time limitation, you may not be able to explain your A3 in full detail. You can use markers to highlight the key points that you will explain in your presentation.



ii) Allocate Time

Allocate the time to spend for your report. It should include not only presentation time, but also time for comments, discussion, questions, etc.

For example, 10 minutes presentation and 5 minutes Q&A



iii) Practice & Practice

1) If you still lack confidence, prepare your notes. It will help you remember the key points and keep you on track.

2) Rehearse presentation out loud, while keeping time. You can do it as much as you want until you gain confidence.



Tip:

During your practice, you also can review your story's comprehensibility and consistency. Make it smooth from the beginning until the end.

3.2) Present your A3

It's time to present your A3 to your audience. This process will guide you through your presentation.

i) Start by Explaining the Purpose

Before you explain the content, do not forget to tell the purpose of your presentation/meeting and what you want from this presentation/meeting (input or approval, etc). This will make your audience understand your need.



Tip: *How to conduct the meeting?*

At the beginning of the meeting

- What is the purpose of this meeting and how does it advance your objectives?

- What will we do in this meeting to achieve our objectives? (discussion, brainstorming, presentation, decision making)

- What is the agenda by topic, who is the person responsible, and how much time is allocated for each topic?

ii) Guide Your Audience

During your presentation, keep in mind to:

- Keep focused when explaining the A3 but remain flexible to the audience's needs.
- Use your finger or pen/pencil to point key points according while explaining your A3.
- Watch your audience to confirm if they are following your explanation.
- Speak with appropriate pace, not too fast (remember it's often the first time your audience sees your A3).



Tip: *Highlight*

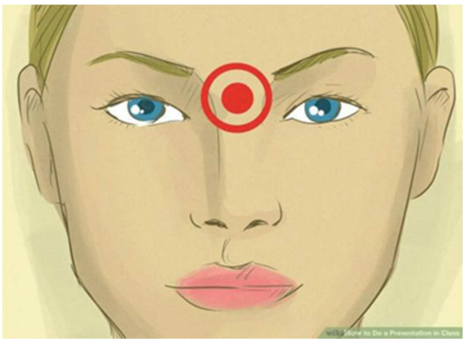
Use a marker to highlight the key points, and to help you explain as planned.

(see "Select Your Approach" page 36)

iii) Keep Audience's Attention

During the presentation, the audience can sometimes lose concentration.

- Relax and be yourself (be comfortable with your style).
- Use basic vocabulary and simple sentences; use easy words when explaining to avoid misunderstanding.
- Use your voice and tone appropriately; raise you voice if necessary but be polite and respectful to the audience.
- Use the Pause, Look, and Continue approach. Make sure that they understand your point and not left behind. Ask to confirm understanding, then continue your presentation.
- Do not hesitate to be animated (use your hands).



iv) Respond to the Questions

During your presentation, the audience can ask questions and you should be prepared for them.

- Be open-minded and not defensive during the Q&A.
- Listen to the question carefully. If you do not understand the question, you can ask for clarity.
- Keep your answers direct to the point and brief.
- If you do not know the answer to the question, it is OK to say "I do not know". Resolve to find the answer after the presentation (if possible).
- Bring "back-up documents" to help you with potential detailed questions that are not visible on the A3.



3.3) Get feedback

After the presentation, audience always have comments and feedback. The feedback will be beneficial for your development. You should always seek for feedback.

You can start the feedback session by asking questions such as

- “Do you have any comment?”
- “What do you think?”, etc.

During the feedback session, it is a good idea to:

Be open-minded & not defensive:
The intention of this feedback session is for you to be able to develop your paper matching with your superior’s direction or your stakeholders’ point of view. The feedback given to you is not there to attack you but rather to help your ideas get through.



Maintain an open body language:
Crossing your arms will make your appearance not receptive to feedback. Mind your body language during the feedback session to also encourage people in the meeting to give honest and constructive feedback to you.



Express gratitude:
Always say “Thank you” when the session is finished. Even though you might not totally agree with all of the feedback but the person who gives you feedback may be the one who could also give you important ideas to start with.



Don’t let it get you down:
Embrace the feedback even if they are negative but never let it consume you! Think deeply if the feedback is valid find time to gradually digest it. Reflect, then, act on it.



Appendix

The Art & Science of Nemawashi

Other kinds of Graphs and Charts

Examples of A3:

Information Sharing

Problem-Solving

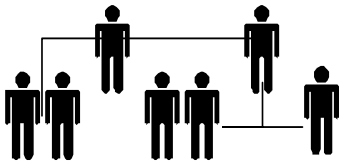
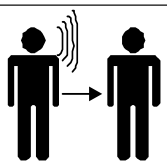
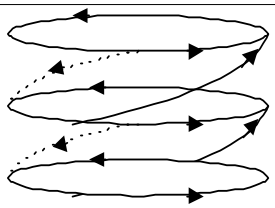
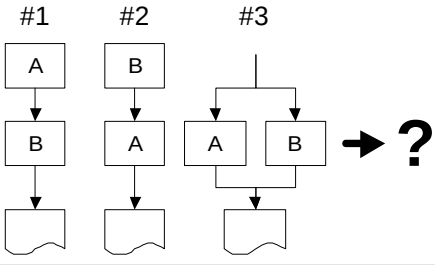
Status Report

Proposal

Blank

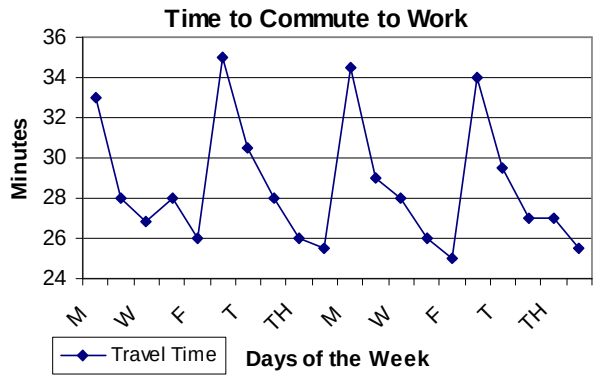
The Art & Science of Nemawashi (BPs)

Nemawashi - *The process of cross-organizational communication and consensus building*

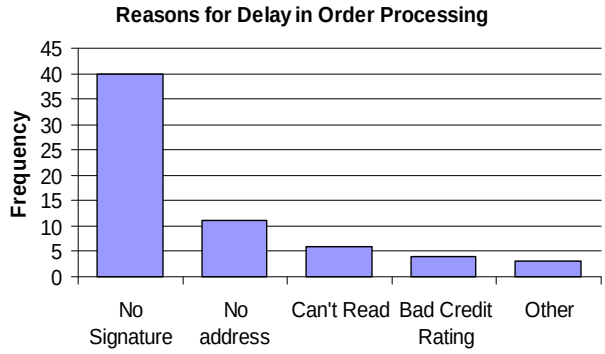
Relationships	**1** **Be Personable**	Be personable. Be friendly. Say "Hello". Speak to people in the halls. Be "a part" of the organization.	
	2 **Build Partnerships**	Build personal relationships with a select number of people. Converse with them regularly about both personal and work topics.	
	3 **Be Proactive**	Be proactive and identify the key stakeholders for specific activities.	
	4 **Build Pyramid**	Understand the "formal" organization and hierarchy and develop an understanding of the "informal" organization or layers and who has an established relationship.	
Communication	**5** **Be Provider**	Stay in touch with key stakeholders. Keep them informed of progress or activities. Share information with them.	
	6 **Begin with Peers**	When building consensus, start with your peers across the organization and spiral up through the layers. Return to a lower level if necessary. As you start to gain concensus, others will become involved and use their partnerships.	
	7 **Break for Preview**	Have preliminary informal discussions, hand sketching concept and story if necessary	
	8 **Bare Prospects**	*<u>Outline for Informal Discussions:</u>* a) Review the history b) Identify previous reviewers c) Relay current thoughts/alternatives d) Ask questions /Get Feedback e) Adjust thoughts f) Repeat process with others	

T. Platt - May, 1998

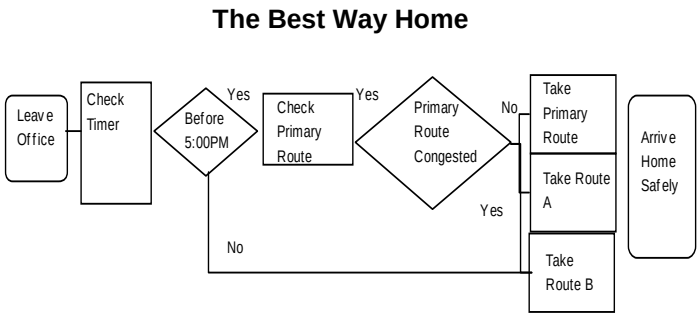
Other kinds of graphs and charts



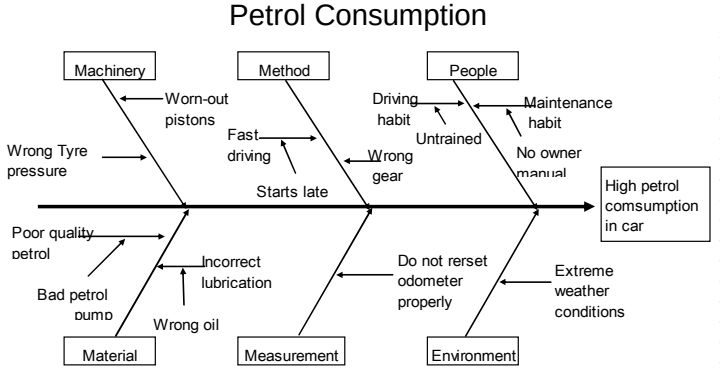
Broken line charts are used to analyze processes according to time or order. Run charts are useful in discovering patterns that occur over time.



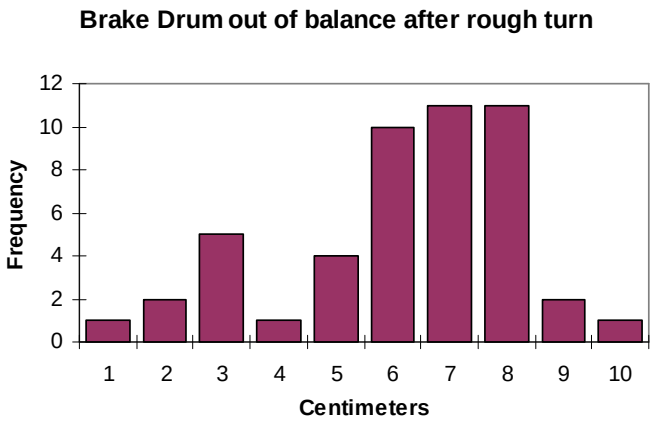
Pareto Charts are used to display the relative importance of the differences between groups of data.



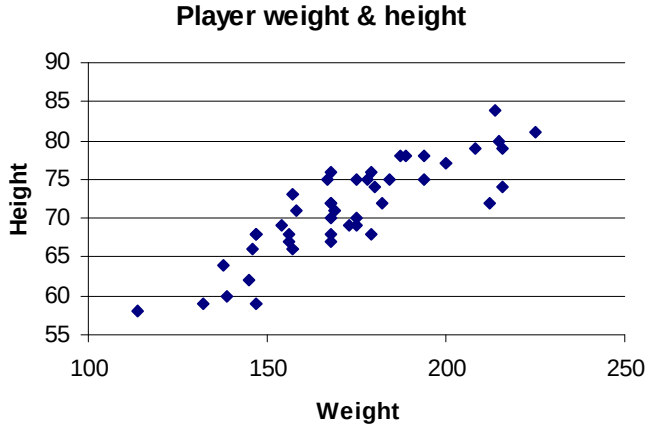
Flow charts are pictorial representation of a process or flow of thinking. They provide a common language or reference point when dealing with a project or process



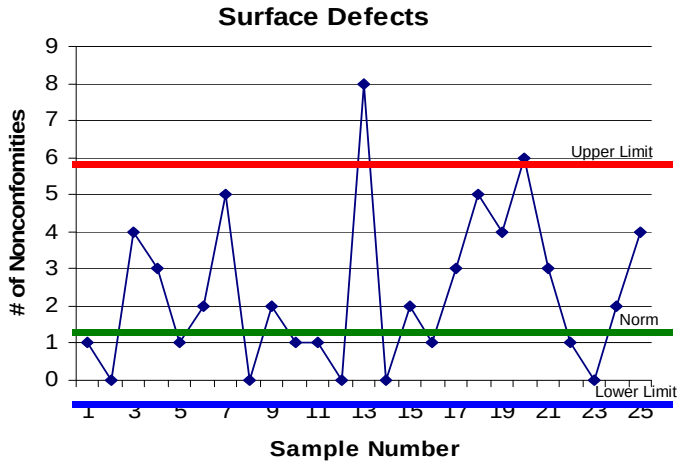
Cause and effect diagrams are a pictorial display of a list which identifies and organizes possible causes of problems, or factors needed to ensure success. It is an effective tool to easily see the relationship between factors of study, processes, or situations



Histograms are used as a check on specific process parameters to determine where the greatest amount of variation occurs in the process, or to determine if process specifications are exceeded.



Scatter diagrams are used to study possible relationships between two variables. Although these diagrams cannot prove that one variable causes the other, they do indicate the existence of a relationship, as well as the strength of that relationship.



Control charts indicate an out-of-control condition either when one or more points falls beyond established control limits, or when the plotted points exhibit some non-random pattern of behavior.

Examples of A3

Information Sharing

Problem-Solving

Status Report

Proposal

BIBLIOGRAPHY

The Toyota Way 2001, Toyota Motor Corporation, Toyota Institute.

Dandori (Action Planning/Project Management), Toyota Motor Corporation, Toyota Institute.

Ji Kotei-Kanketsu: Build in Quality with Ownership, Toyota Motor Corporation, Toyota Institute.

TBP A3 Paper Writing Skills, Toyota Institute, Toyota Motor Corporation

Toyota Business Practices, Toyota Motor Corporation, Toyota Institute.

On the Job Development, Toyota Motor Corporation, Toyota Institute.

Plan Do Check Act, Toyota Daihatsu Engineering and Manufacturing Co., Ltd., Toyota Institute Asia Pacific.

Another Look at how Toyota Integrates Product Development, Durward K. Sobek, Jeffrey K Liker & Arlen C. Ward, Harvard Business Review

Hoshin Kanri for the Lean Enterprise: Developing Competitive Capabilities and Managing Profit, Thomas L. Jackson (p. 8-9)

The Toyota Way, Jeffry K. Liker (p. 157, 244-248), McGraw Hill

Understanding A3 Thinking, Durward K. Sobek and Art Smalley, Productivity Press, 2008.

BCR

Building Consensus through A3 Reports

Version 2.0 (March 2017)

First Published: June 2010
Second Edition: October 2012
Third Edition: March 2017

Published by Toyota Institute Asia Pacific,
Toyota Daihatsu Engineering and Manufacturing Co., Ltd.

Copyright © Toyota Institute Asia Pacific, Toyota Daihatsu Engineering and Manufacturing Co., Ltd.
This document may not be reproduced in any form.

Cover

BCR

Building Consensus through A3 Reports