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Logical, objective (data-driven) thinking • Results and process • Synthesis, distillation, and visualization • Alignment • Coherence within and consistency across • Systems perspective . References: Sobek, Durward K., Smalley, Art., (2008). Understanding A3 Thinking: A Critical Component of Toyota's PDCA Management System.

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The A3 approach is Divided into a number of steps which can vary. Most often, eight (8) problem-solving steps are used. Some examples of A3 Problem Solving Steps are: Problem description, Initial Perception (PLAN) Breakdown of the Problem, Problem Clarification (PLAN) Mapping out for this step can be driven by a set of questions.

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