


LEAN A3 DECISION-MAKING TEMPLATE

“Narrative” = “Why”

[Project Name] – Decision Request A3

 Date Submitted:

 A3 Owner / Facilitator:

 A3 Reference #: *(for logging into project decision database) (Or Div of work)*

1. Current State

What is the situation today? What challenge or opportunity are we facing?

(Include background context, pain points, constraints, or status quo)

Example: “Current bathroom pod design creates plumbing congestion in shaft, delaying MEP rough-in.”

2. Desired Future State

What outcome are we aiming for?

(Include proposed solution, prefabrication option, change, or new approach)

Example: “Adopt prefabricated wet wall system to reduce shaft congestion and enable parallel MEP install.”

3. Drivers for This Evaluation

☒ Why is this evaluation being brought forward? Check all that apply:

- Schedule impact or delay
- Scope gap / ownership overlap
- Prefabrication opportunity
- Long-term flexibility / maintainability
- Cost efficiency
- Owner request
- Safety or quality concern
- Field coordination issue
- Risk avoidance
- Innovation / lifecycle improvement
- Flexibility / Adaptability / Future proof

Brief explanation:

4. Stakeholder Review

Identify **Primary** (directly impacted) and **Secondary** (indirectly impacted) stakeholders.

Each stakeholder should contribute commentary during the review session.

Stakeholder Group	Name / Role	Primary or Secondary	Summary of Feedback / Impact
e.g., Plumbing Contractor	John S.	Primary	Prefers prefab but wants material submittal reviewed
e.g., Architect	Kim L.	Secondary	Needs coordination with ceiling heights
...

INTEGRATED TEAM DECISION-MAKING: THE WHY

5. 📊 Impact Matrix (Scoring from 1–5 or Color Code)

Category	Positive	Neutral	Negative	Notes
Cost	■ 5	Est. \$20K savings in material + labor		
Schedule	■ 5	3-week pull-forward on rough-in		
Quality	■ 3	Higher control offsite; unknown tolerance margin		
Risk	■ 3	Risk in first-time install coordination		
Lifecycle/Flexibility	■ 4	Can adjust for future riser access		

6. 📋 Team's Summary & Recommendation

After review, what is the core team's recommendation? Include reasons.

Example: "Recommend proceeding with prefabricated wet wall pod strategy for Levels 2–5 only. Reduces congestion, improves install speed, minimal risk with coordination."

7. 🎯 Leadership Action Requested

What decision or resource is being requested?

- Approve and proceed
- Approve with conditions (note below)
- Defer – needs further information
- Reject

Comments:

INTEGRATED TEAM DECISION-MAKING: THE WHY

8. Next Steps & Responsible Parties

Action Item	Owner	Due Date
Finalize prefab layout coordination	MEP Coordinator	July 5
Submit updated riser shop drawings	Plumbing Sub	July 10
Confirm schedule with GC scheduler	PM	July 8

9. Learning Notes (Optional – for Knowledge Transfer)

What did this process teach us? What will we carry forward into future decisions?

Example: “Pulling in multiple trades early helped catch ceiling height impact from prefab riser modules.”