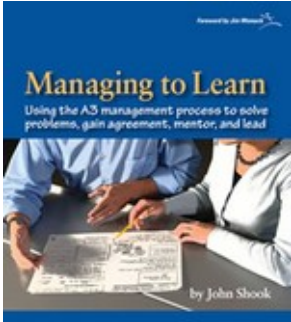




Send to a Friend



**MANAGING TO LEARN: USING THE A3 MANAGEMENT PROCESS TO SOLVE PROBLEMS, GAIN AGREEMENT, MENTOR, & LEAD**



*"Managing to Learn builds a picture of what a true leader in action looks like, in such a way that's easily understandable and can translate into real behavioral change -- a lofty goal, indeed! At Textron, we recently started exposing people to A3 thinking. I can't remember any other time in Textron's continuous improvement journey, where something has spread like wildfire with so little "fanning of the flames." I can see where the*

*holistic approach to A3s shown in Managing to Learn can translate into a complete cultural change leading to the elusive 'learning organization' that we all aspire to become."* - D. Lynn Kelley, Ph.D., Vice President, Textron Six Sigma

- . About the Book
- . About the Author
- . Author Q & A
- . Related Articles
- . Related Webinars
- . Downloads

*Managing to Learn* by Toyota veteran John Shook, reveals the thinking underlying the vital A3 management process at the heart of lean management and lean leadership. Constructed as a dialogue between a manager and his boss, the book explains how "A3 thinking" helps managers and executives identify, frame, and then act on problems and challenges. Shook calls this approach, which is captured in the simple structure of an A3 report, "the key to Toyota's entire system of developing talent and continually deepening its knowledge and capabilities."

The A3 Report is a Toyota-pioneered practice of getting the problem, the analysis, the corrective actions, and the action plan down on a single sheet of large (A3) paper, often with the use of graphics. A3 paper is the international term for a large sheet of paper, roughly equivalent to the 11-by-17-inch U.S. sheet.

"The widespread adoption of the A3 process standardizes a methodology for innovating, planning, problem-solving, and building foundational structures for sharing a broader and deeper form of thinking that produces organizational learning deeply rooted in the work itself," says Shook, who 10 years ago co-authored *Learning to See*, a groundbreaking LEI publication that taught readers how to map value streams to identify and eliminate waste. *Learning to See* has sold more than 173,000 copies and been translated into 12 languages.

Management expert James Womack, Ph.D., LEI founder and chairman, predicts *Managing to Learn* will have as deep an impact on the way lean companies manage people as *Learning to See* had on managing processes. "Readers will learn an underlying way of thinking that reframes all activities as learning activities at

every level of the organization, whether it's standardized work and kaizen at the individual level, system kaizen at the managerial level, or fundamental strategic decisions at the corporate level."

A unique layout puts the thoughts of a lean manager struggling to apply the A3 process to a key project on one side of the page and the probing questions of the boss who is coaching him through the process on the other side. As a result, readers learn how to write a powerful A3—while learning why the technique is at the core of lean management and lean leadership.

### Who Benefits

Executives and managers at all levels in the organization will benefit from the book. An A3 can be used wherever there is a need for people to work together to get clarity on a problem or proposal and then to create a set of realistic and effective countermeasures. A3s can be prepared by individuals, teams, or any leader and his or her report.

### Recent Reviews

"This may be the first book that actually helps outsiders connect the dots and get a glimpse into how Toyota ticks." "As Shook shows, Toyota embeds the philosophy in day-to-day decision making and management tools such as the A3 so that staff have no choice but to learn it in a way they never forget."

From the [Financial Times](#), (FT.com) By Alan Mitchell, Published: November 27, 2008

"This book is a nice blend of experience, practical how-to and provides a fair amount of 'pulling back the curtain' on Toyota's management and problem solving methods and philosophy."

From the [Training Within Industry \(TWI\) blog](#)

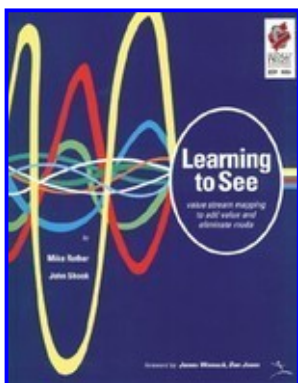
"I've used A3s in process improvement projects but I've never had the privilege of learning how to use an A3 from a master teacher—a sensei—and I suspect the same is true for most of you. This book, by Toyota veteran and Learning to See author John Shook, is as close as most of us will ever get to learning directly from the master."

From [Tom Southworth's Lean Printing blog](#)

"Everything in Managing to Learn is right on the money. It's a consummate step by step guide. Any organization capable of embedding this process and pursuing mastery of it will reap innumerable gains. It's no easy challenge, but if there's a book that will help, it's this one."

From [Matt May's blog Elegant Solutions](#)

### Related Books



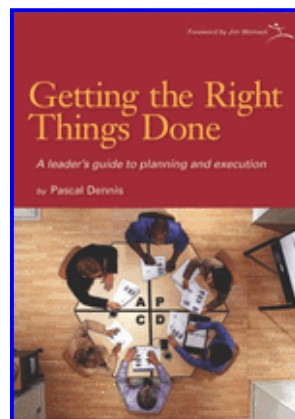
#### Learning to See

**Author:** Mike Rother and John Shook

**ISBN:** 0-9667843-0-8

**Number of Pages:** 112

**List Price:** \$50.00



#### Getting the Right Things Done

**Author:** Pascal Dennis

**ISBN:** 0976315262

**Number of Pages:** 232

**List Price:** \$40.00

**Receive a 20% discount on Managing to Learn when you order 10 or more copies!**

**Author:** John Shook

**Publisher:** Lean Enterprise Institute

**ISBN:** 978-1-934109-20-5

**Number of Pages:** 138

**List Price:** \$50.00



© Copyright 2009 Lean Enterprise Institute, Inc. All rights reserved.  
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.