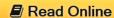# Managing to Learn: Using the A3 Management Process

By John Shook

Managing to Learn: Using the A3 Management Process By John Shook

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. Management expert James Womack predicts Managing to Learn will have a deep impact on the way lean companies manage people. He believes 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.

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