



Lean Enterprise Institute
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IMMEDIATE RELEASE

Lean Management Training Hosted by Cambridge Nonprofit

The Cambridge MA-based Lean Enterprise Institute, founded by management thinker and former MIT researcher James Womack in 1997, is running a successful series of monthly workshops for New England companies seeking to implement lean business systems.

Cambridge, Mass., April 1, 2009 -- How to develop a lean management system and the managers needed to sustain it is the focus of a two-day workshop at the Cambridge office of the nonprofit Lean Enterprise Institute (LEI).

The two-day course, "Managing to Learn: The Use of the A3 Management Process," will run May 20-21 from 8 a.m. to 4 p.m. at the LEI office, One Cambridge Center, Cambridge, MA. The workshop is based on the lessons described in the *Managing to Learn* business management book published in October 2008 by LEI.

The workshop will be the fourth this year in a successful training series of monthly lean workshops for New England companies. The next workshop is June 16-17 on "Supporting Leader Standard Work with Visual Management Tools."

Lean Workshops

One-day workshops are \$800 and two-day workshops are \$1600. Price includes tuition, training materials, breakfast, lunch, and snacks. Discounts of 12.5% are available for taking multiple classes or for sending multiple attendees.

For complete details about content, instructors, discounts, and to register go to:

<http://www.lean.org/Workshops/WorkshopDescription.cfm?WorkshopEventId=25&WorkshopId=34>

Or call (617) 871-2900, or email LEI at registrar@lean.org.

For driving instructions to the LEI office see: <http://www.lean.org/WhoWeAre/ContactUs.cfm>

To read excerpts or learn more about “Managing to Learn,” see:
<http://www.lean.org/Bookstore/ProductDetails.cfm?SelectedProductID=246>

What Are A3 Reports?

A3 is the international term for a paper size roughly equivalent to the U.S.’s 11-by-17 inch sheet. A3 management refers to the Toyota-pioneered practice of getting a problem, analysis, corrective action, and action plan on a single sheet of A3 paper.

The method is a powerful problem-solving tool that enables people to frame problems consistently, gain agreement with stakeholders, use facts as the basis for decision making, and garner effective countermeasures based on the actual work at hand, not assumptions.

LEI workshop attendees will learn how to use A3 reports as critical elements for implementing and sustaining lean management by creating a deep problem-solving culture of plan-do-check-act. They’ll not only develop A3 writing skills, but how to read and respond to the A3s of others.

Bring an A3

A3 workshop attendees will examine: the basic types of A3 stories and how the format differs for each; the role A3s play in the “nemawashi” (preparation) process for gaining alignment with the stakeholders in a problem; and how A3s function as change management tools, general management tools, human development tools, and knowledge sharing tools.

The Lean Enterprise Institute encourages each attendee to bring an A3 from work to use during workshop exercises, or come with a real problem to tackle by creating a new A3 to work on. Attendees will work in small teams to practice reading, discussing, evaluating, and offering guidance on each another’s A3s.

What is Lean? <http://www.lean.org/WhatsLean/>

The terms **lean production**, **lean manufacturing**, or more correctly **lean management**, refer to a complete business system for organizing and managing product development, operations, suppliers, customer relations, and the overall enterprise that requires less human effort, less space, less capital, less material, and less time to make products with fewer defects to precise customer desires, compared with traditional management.

Toyota pioneered lean management as a complete business system after World War II. During the late 1980s, a research team headed by James P. Womack, Ph.D., at MIT’s International Motor Vehicle Program coined the term “lean” to describe Toyota’s system.

About the Lean Enterprise Institute

The Lean Enterprise Institute, Inc. was founded in 1997 by management expert [James P. Womack](#), Ph.D., as a nonprofit research, education, publishing, and conferencing company with a mission to advance lean thinking around the world. We teach courses, hold management seminars, write and publish books and workbooks, and organize public and private conferences. We use the surplus revenues from these activities to conduct research projects and to support other lean initiatives such as the Lean Education Academic Network (www.teachinglean.org) and the Lean Global Network (www.leanglobal.org). For more information visit LEI at

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