**Lean Enterprise Institute**
**lean.org**

Media Contact
Chet Marchwinski
cmarchwinski@lean.org
Phone (617) 871-2930

IMMEDIATE RELEASE

### *Managing to Learn*, Lean Leadership Book, Wins Shingo Research Prize

*In this popular book from the Lean Enterprise Institute, author John Shook explains how the A3 process links strategy and problem solving, thus transforming managing to "command-and-control" into "managing to learn.*

Cambridge, MA, April 3, 2009 -- *Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor, and Lead* has won a Shingo Research and Professional Publication Prize for 2009.

Author John Shook will receive the award during the 21st Annual Shingo Prize Conference May 5-8 at the Gaylord Opryland Hotel in Nashville, TN.

*Managing to Learn*, published in October 2008 by the nonprofit Lean Enterprise Institute (LEI), reveals the thinking underlying the A3 management process at the heart of lean management and lean leadership. A unique page layout puts the thoughts of a manager struggling to apply the A3 process to a key project on one side. The opposite side of the page has the probing questions of the boss who is coaching the manager through the A3 process. As a result of this page-by-page dialogue, readers learn how to think through and write a powerful A3 -- while learning why the technique is at the core of lean management and lean leadership.

**Praise for *Managing to Learn***
"Shook peels away Toyota's thinking and management philosophy layer by layer," wrote the *Financial Times* in a November 2008 review. "The details of this story show how hard and painful it can be to practise this approach to management. Bit by bit, however, they also build the reader's confidence that it can be done. For this reason, it is worthy of a much broader audience."

The A3 Report is a Toyota-pioneered practice of getting a problem, analysis, corrective actions, and action plan 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," explained Shook, a Toyota veteran who now is a senior advisor to LEI.

*Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor, and Lead* http://www.lean.org/Bookstore/ProductDetails.cfm?SelectedProductID=246
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**Media questions and review copies:**
Chet Marchwinski
Communications Director
Lean Enterprise Institute
cmarchwinski@lean.org
617-871-2930.

**About the Author**
**John Shook** http://www.lean.org/WhoWeAre/LeanPerson.cfm?LeanPersonId=4
John Shook learned about lean while working for 10 years at Toyota, helping that company transfer its production, engineering, and management systems from Japan to its overseas affiliates and suppliers, including NUMMI in California. He became the company's first American kacho (manager) in Japan. In the United States, John joined Toyota's North American engineering and research and development center in Ann Arbor, MI, in 1991, as general manager of administration and strategic planning. His last position with Toyota was as senior American manager with the Toyota Supplier Support Center in Lexington, KY, assisting North American companies implement the Toyota Production System.

Shook is co-author of the popular *Learning to See* workbook that introduced the value-stream mapping technique. Shook helped translate *The Birth of Lean* , a compilation of first person accounts by Toyota executives such as Eiji Toyoda, Taiichi Ohno, and Kikuo Suzumura, whose work created the Toyota Production System, the first lean business system. Shook also is co-author of *Kaizen Express*.

**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 http://www.lean.org. Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise Institute, Inc.

**About the Shingo Prize**
The Shingo Research Prize recognizes research and writing on new knowledge and understanding of lean production and lean manufacturing. The Shingo Prize program has been administered by the School of Business at Utah State University since 1988. For more information visit: http://www.shingoprize.org