

## Lean Cultures

# Basic Toyota Kata (TK)

## Part 1 – Concepts

Understanding what TK is and how it works

- In the right corner Indicates material supplied by Mike Rother, author of "Toyota Kata." Permission granted to use.
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### Kata Terms

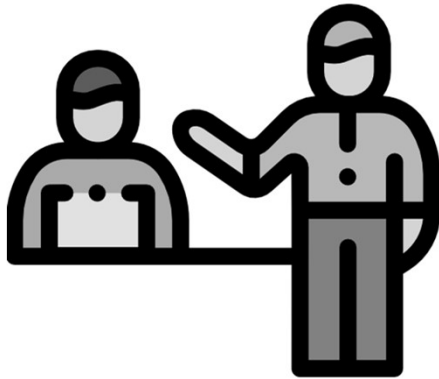
- The work kata in Japanese means "form"
  - From the martial arts, it means a series of steps or practices that form a routine
- In this presentation, Toyota Kata will be called just kata



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### Kata Terms



- There are 2 katas we will work with
  - The “Learner Kata” or “LK”.  
This is sometimes called the “Improvement Kata” or “IK”
  - The “Coaching Kata” or “CK”

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### PRACTICING FOUNDATIONAL SKILLS FOR SCIENTIFIC THINKING



#### **Visible**

Lean tools and techniques (5S, Flow, Kanban, TPM, etc.) to improve quality, cost and delivery



#### **Less Visible**

- A systematic, scientific way of thinking and acting to make improvements
- Managers as the teachers of that way



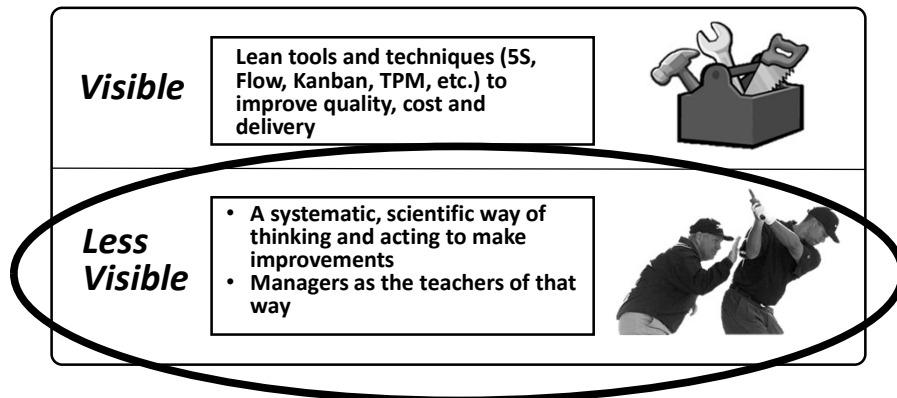
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### PRACTICING FOUNDATIONAL SKILLS FOR SCIENTIFIC THINKING



What we're focusing on

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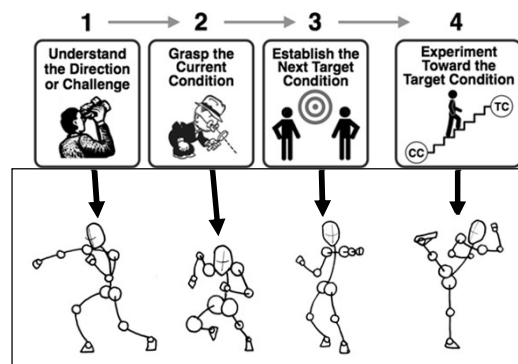
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### Kata Terms

- The Improvement Kata: A practical four-step model of scientific of thinking and acting, for achieving challenging goals.



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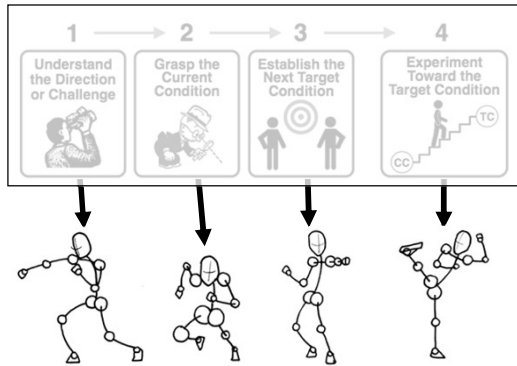
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### Kata Terms



- The Improvement Kata includes practice routines for each step, for learning through practice how to work scientifically when you pursue goals in complex systems.

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### Two Definitions of “Practice”

- “To Practice”: Repeated attempts behaving in new way.
- “A Practice”: A standard way of behaving that is evident all the time.

#### For example

✓ “We practice respect for the individual”

or

✓ “We practice safety in the workplace.”

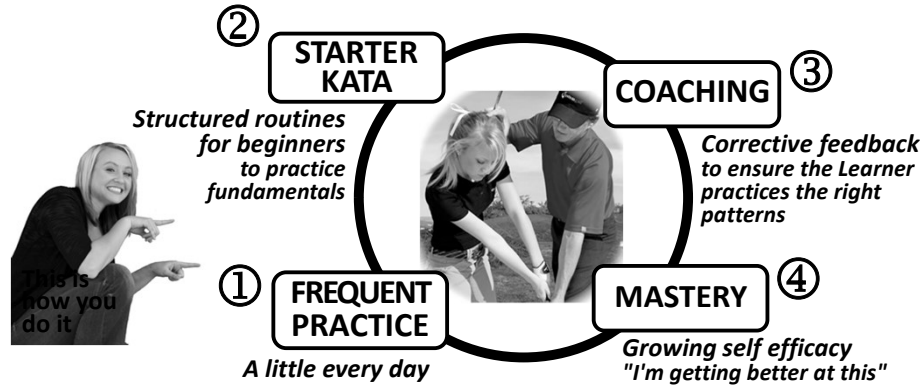
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### 4 INGREDIENTS FOR ACQUIRING NEW SKILLS

Brain research is clear: To develop new habits you should practice new routines and experience a progressive sense of mastering them (which helps generate and maintain enthusiasm). The following ingredients help us rewire our brain (new neural circuits) to acquire new skills & mindset.



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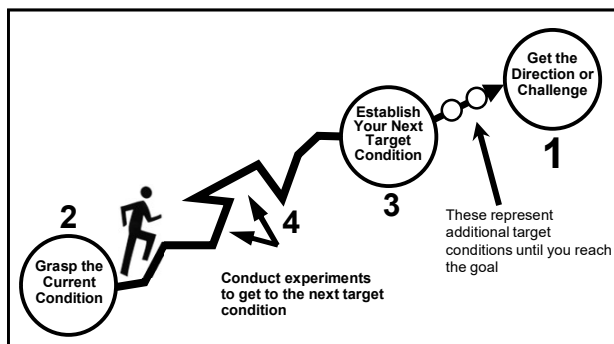
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### A WAY OF IMPROVING

The IK pattern is like other models of the human creative, scientific process: *Systems thinking, learning organization, design thinking, creative thinking, solution focused practice, preferred futuring, skills of inquiry, evidence-based learning.*



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#### Another Way To Say It

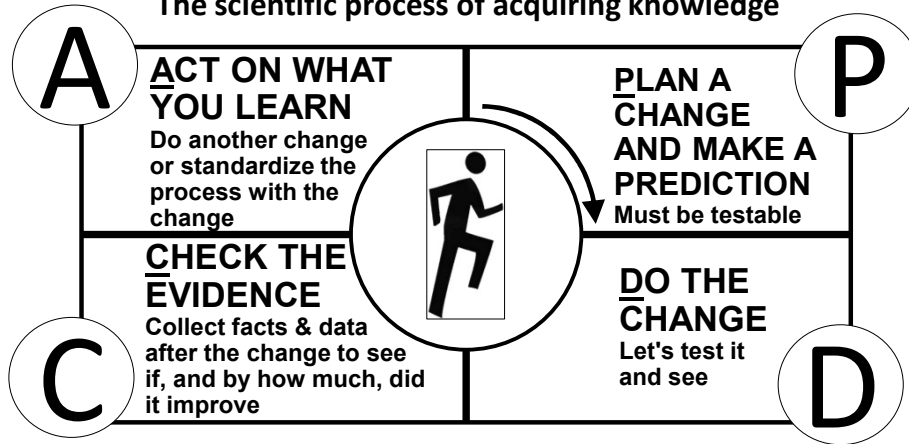
1. Clear understanding of the goal.
2. Clear understanding of where we are currently at in relation to the goal.
3. What is the next target (what is the next place we want to be going towards the goal).
4. Make / test changes that will, hopefully, move us closer to the goal.

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### THE SCIENTIFIC LEARNING CYCLE (PDCA)

The scientific process of acquiring knowledge



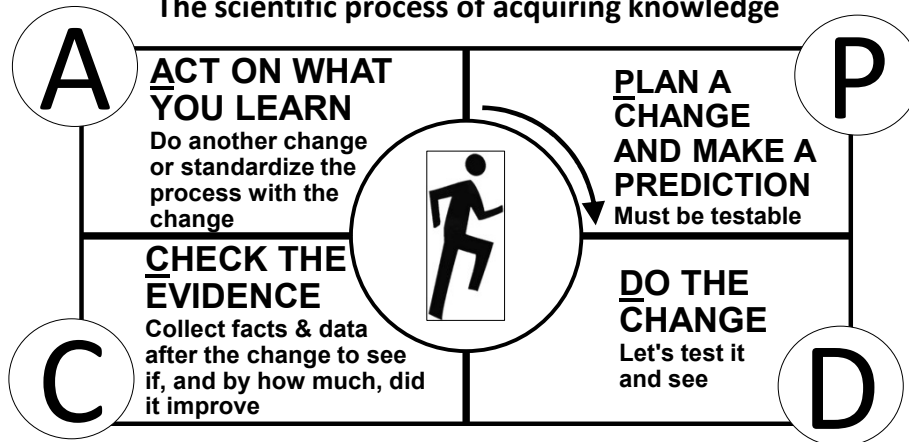
This PDCA cycle gives you a practical way to reach your Target Condition, by providing a systematic way of working through the "learning zone" or "grey zone" (shown later) between here and there.

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### THE SCIENTIFIC LEARNING CYCLE (PDCA)

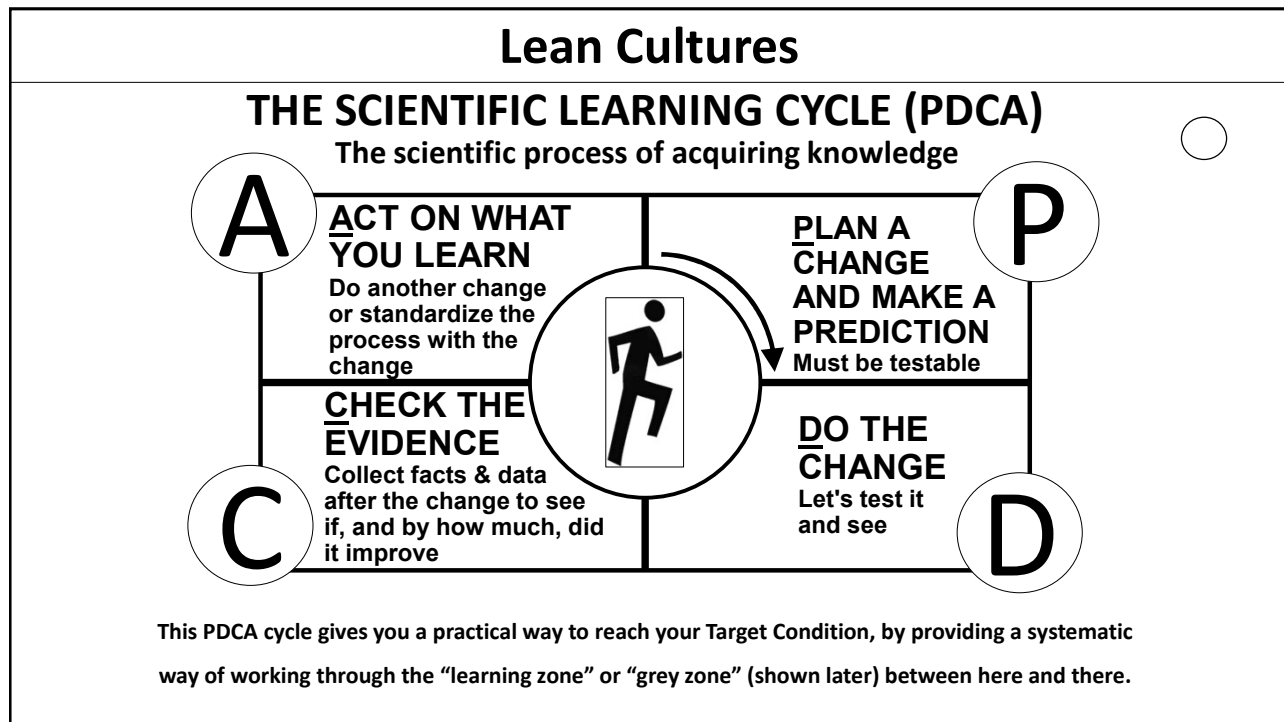
The scientific process of acquiring knowledge



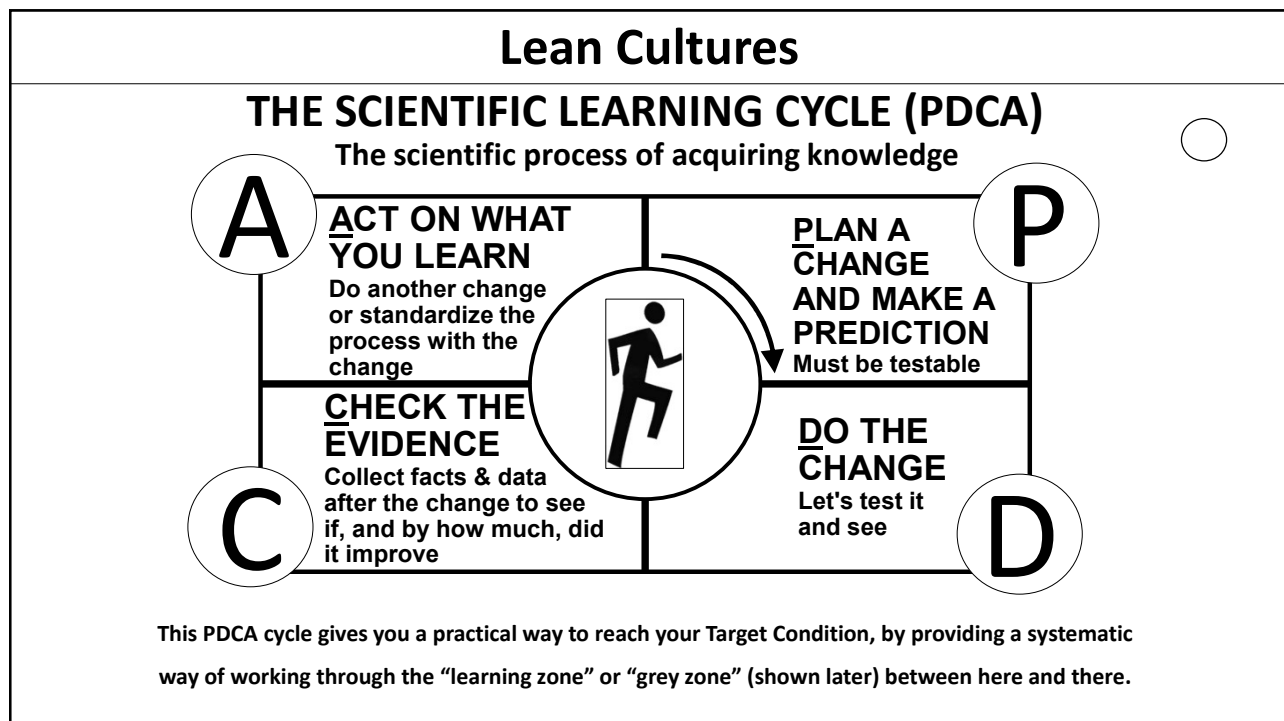
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PDCA CYCLES RECORD <small>(Each row = one experiment)</small>						
Obstacle:		Process:				
		Learner:		Coach:		
Date, step & metric	What do we expect?	Do a Coaching Cycle Conduct the Experiment	What happened	What we learned		

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### Process Obstacles

- Process obstacles are the things occurring in a process that slows it down, fosters errors, or allows the right things NOT to happen the first time. For example:
  - Not having everything you need at hand (Including information, tools, materials, etc.)
  - Correcting errors
  - Having to wait
  - Excessive approvals

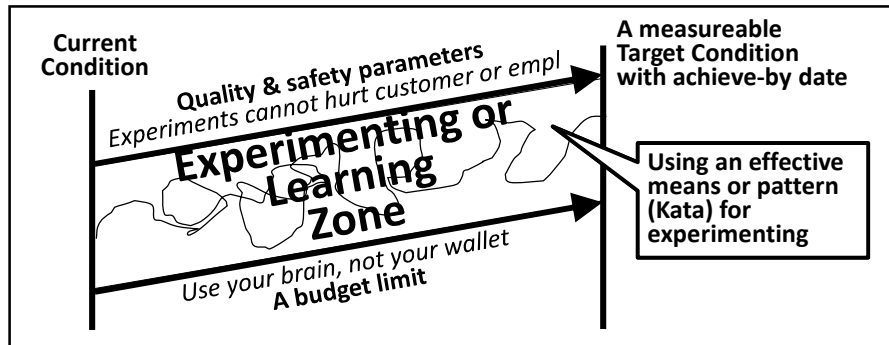


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### DO YOUR CHANGES / TESTS IN THE "EXPERIMENTING ZONE"

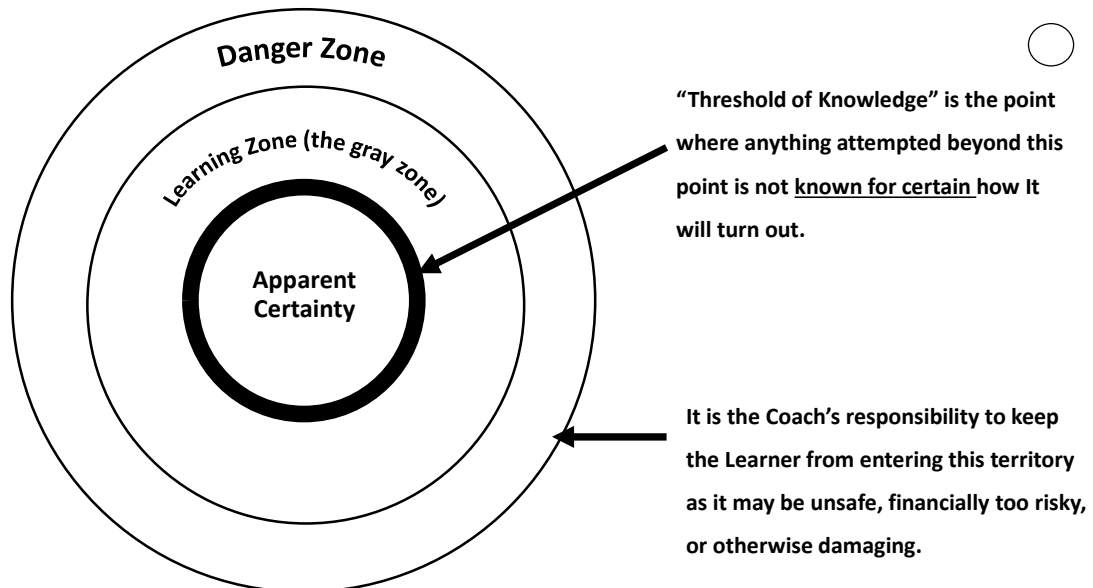
The Target Condition is measurable and has a firm achieve-by date. There are budget constraints, quality and safety parameters.



It is *within* these boundary conditions that we design and conduct frequent, rapid, cheap, non-harmful, successive changes, tests, or experiments toward the Target Condition. Experiments are done as cheaply, quickly and safely as possible.

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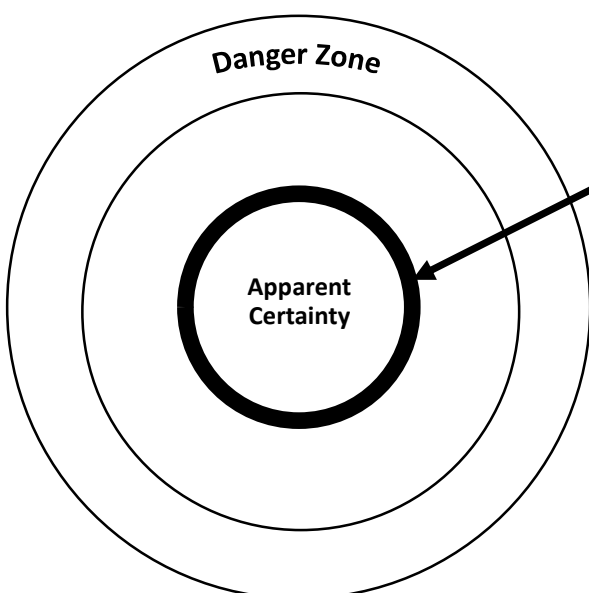
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“Threshold of Knowledge” is the point where anything attempted beyond this point is not known for certain how it will turn out.

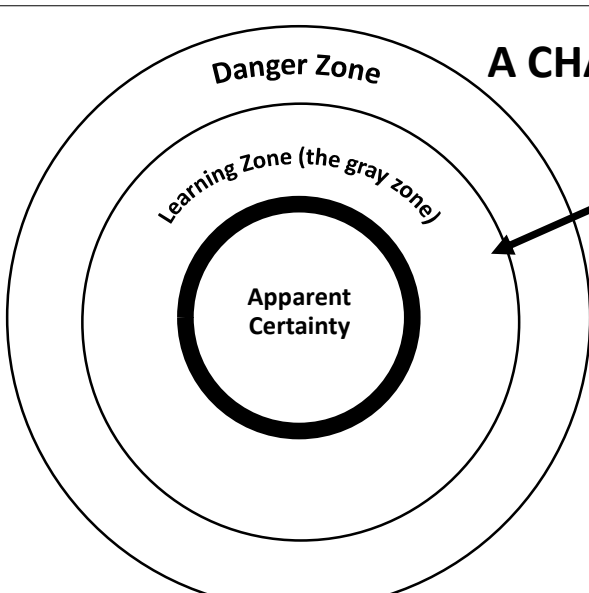
Some people have problems with trying new things either by personality or being “burned” by previous changes. There is no “Learning Zone” for them – only “Danger” to be avoided. They must learn to overcome their fear.

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### A CHALLENGE FOR THE COACH



The Learner should practice in a Learning Zone, that’s beyond their current knowledge and skill thresholds, yet also periodically get a feeling of progress. Learning new skills and habits requires an emotion of *enthusiasm* in the Learner

In other words, the Coach is responsible for the Learner's success.

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### Coaching Kata

- The Coaching Kata: Is a pattern for teaching the Improvement Kata pattern of thinking and acting.
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- The Coaching Kata includes practice routines for anyone who wants to teach the Improvement Kata pattern.

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### The Coach's Kata

The Coach visits the Learner in the Learner's work area. The visit is at an agreed upon time that occurs after the last experiment but before the next experiment. The coach asks the following questions.

COACHING KATA

#### The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?  
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?  
Which **\*one\*** are you addressing now?
- 4) What is your **Next Step**?  
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

\*You'll often work on the same obstacle with several experiments

#### Reflect on the Last Step Taken

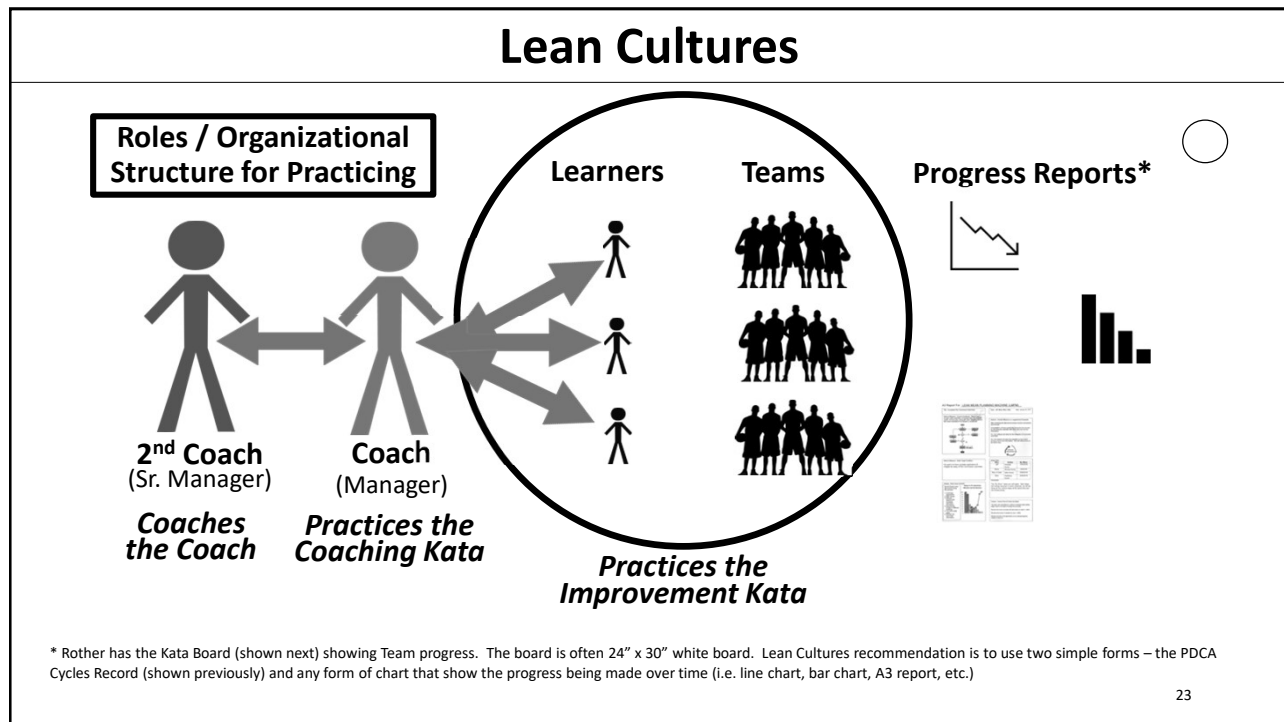
Because you don't actually know what the result of a step will be!

- 1) What did you plan as your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

----->  
*Return to question 3*

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<i>Focus Process:</i>		<i>Challenge:</i>	
<i>Target Condition</i> Achieve by:	<i>Current Condition</i>	<i>PDCA Cycles Record</i>	
		<i>Obstacles Parking Lot</i>	

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### Summary

- Toyota Kata (TK), or just kata, is a set of practices that become a way of thinking and acting for continuous improvement.
- There is a Learner's (or Improvement) kata where changes to the process are made leading to new and improved performance levels.
- The Coaching kata is where the Coach (usually the Learner's manager) visits the learner and ask a series of questions about the experiments.

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### Summary

- A goal is set for the improved performance.
- Obstacles to the improved performance are identified and one obstacle is chosen to work on at a time to improve or eliminate.
- Changes to the process (called experiments) are performed according to the PDCA (Plan Do Check Act) principles.

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### Summary

- The Learner informs the Coach what was learned on the last experiment, what is planned for the next experiment and what date the Coach can return.
- Experiments continue, leading to the Next Target condition, and the next, and the next until the goal is obtained.

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### Questions

- If you have any concerns, questions, or comments, please feel free to contact Pat Dolan:
  - Email: [pat@leancultures.com](mailto:pat@leancultures.com)
  - Phone: 262-510-6703
  - Book and online meeting (Zoom or MS Teams) by going to <https://leancultures.com/book-online> and follow the instructions.

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