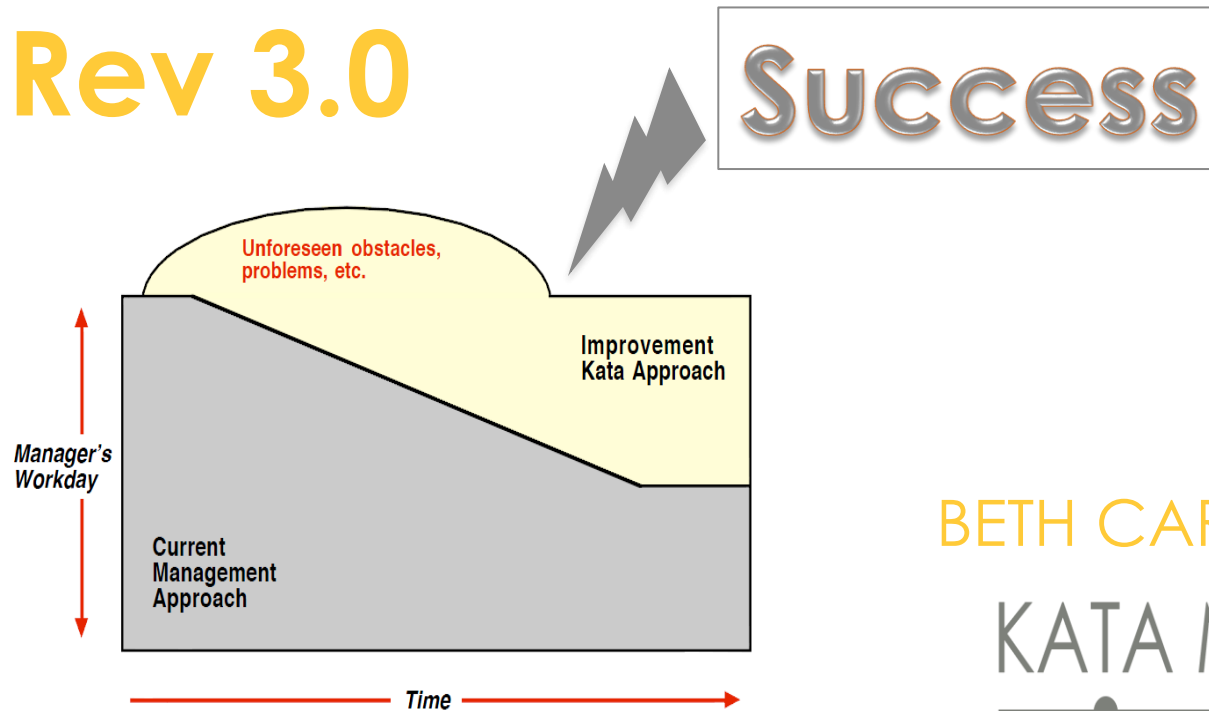


# Five Key Factors for Success for Kata Advance Groups (or any one practicing Kata Rev 3.0

Success



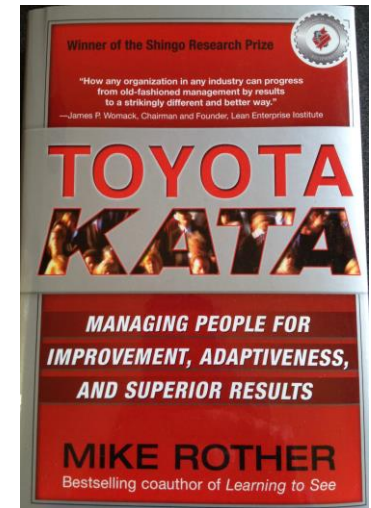
Mike Rother

BETH CARRINGTON

KATA Matters



# BETH CARRINGTON



Kata Master Coach, Instructor and Master Learner

# 5 FACTORS

## in the successful deployment of Toyota Kata

1. Relevancy
2. Right People in Right Roles
3. Close-in Target Conditions
4. Frequent and Rapid PDCA's
5. Purposeful Coaching Cycles

Your “Advance Group”, who shepherds and PDCA's your organization's deployment, should assure that these factors are in play

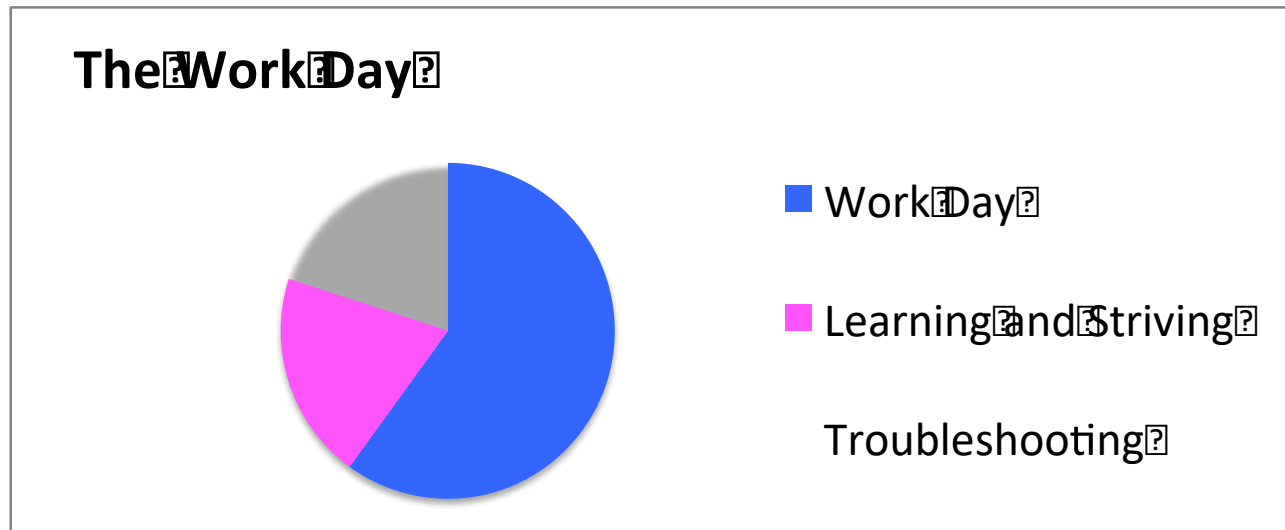
# ADVANCE GROUPS

Advance Groups (AGs) are charged with **actively** monitoring and guiding the organization's kata deployment.



# DESIRED PATTERN

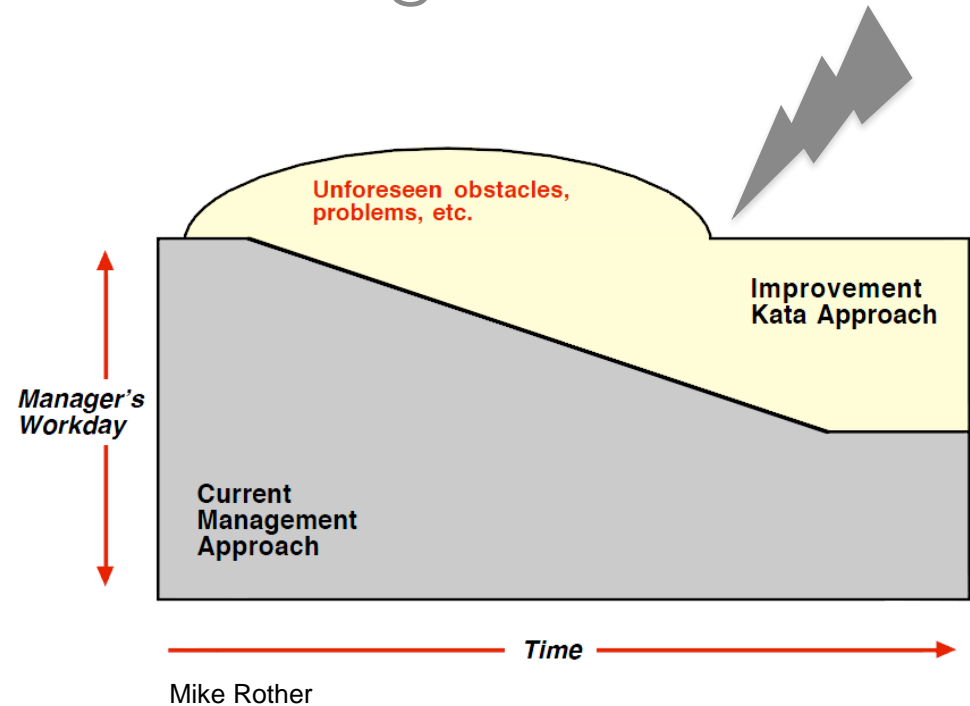
Toyota Kata deployment involves creating a pattern of learning and striving that's embedded in everyone's day.



# THE TIPPING POINT

The Advance Group is striving to achieve a **tipping point** within the organization

The **point in time** when kata activities are no longer “something extra” I have to do, but just the “usual thing” I do to manage my processes and develop my people.



# A MOMENT



- A tipping point is **a moment** that signals the beginning of dramatic change.
- Malcolm Gladwell asserts that tipping points explain uncanny phenomena; the momentum behind the spread of AIDS or the murder rate in the NYC suddenly dropping in the mid 1990's.
- **More interestingly, it's the basis of the idea that behaviors and ideas are contagious; in other words, they also have tipping points.**

# FACTOR 1 RELEVANCY

Improvement Kata activity has to be relevant

- to the organization
- to the 2<sup>nd</sup> Coach
- to the Coach
- to the Learner





# OUTCOMES ARE CRITICAL

**Critical!**

Relevancy comes when the outcomes are critical...

- ❑ Improvement Kata is deployed on critical organizational challenges and processes.
- ❑ Coaches have a vested interest in the outcomes and are held accountable for the results.
- ❑ Learners are the process owners and will personally benefit from the improvements achieved.

# FACTOR 2

## RIGHT PEOPLE IN RIGHT ROLES

- ❑ Learner's role is to apply the Improvement Kata following a scientific model to obtain innovative improvements.
- ❑ Coach's role is to teach the scientific model to obtain innovative improvements.
- ❑ 2<sup>nd</sup> Coach's role is to the teach coaching kata to the primary coach.

**Learner**

**Coach**

**2<sup>nd</sup> Coach**  
(not always present)

Forget Conventional Logic

- Smooth Flow
  - Little WIP in process
    - Deliberate Layout
- Stuff moves easily
  - Asy. Line style
- Highly Visual: A-A-Grow
  - Visibility
- Organized - makes sense

Optimize

- Change the People, not the Process
- Start from scratch, not the original state
- Workshop, not Theory
- Start with the end in mind, not the beginning
- Long and Short
- It's not the end
- Start with the end in mind, not the beginning
- Start from scratch, not the original state
- Workshop, not Theory
- Start with the end in mind, not the beginning

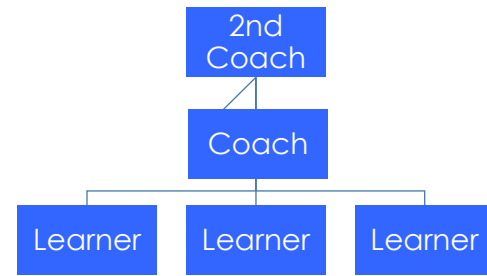
PDCA CYCLES RECORD

Plan	Do	Check	Act	What We Learned



Target  
# of O  
Where  
Describe the  
steps, sequen  
Exit cycle fl  
Process  
Outcome

# REPORTING RELATIONSHIPS



The relationship between the Learner, Coach and 2<sup>nd</sup> Coach is a key factor to success

- ❑ The relationship between a Learner and their Coach is the basis for development of people.
- ❑ The development of people is how day-to-day improvement and innovation are delivered.

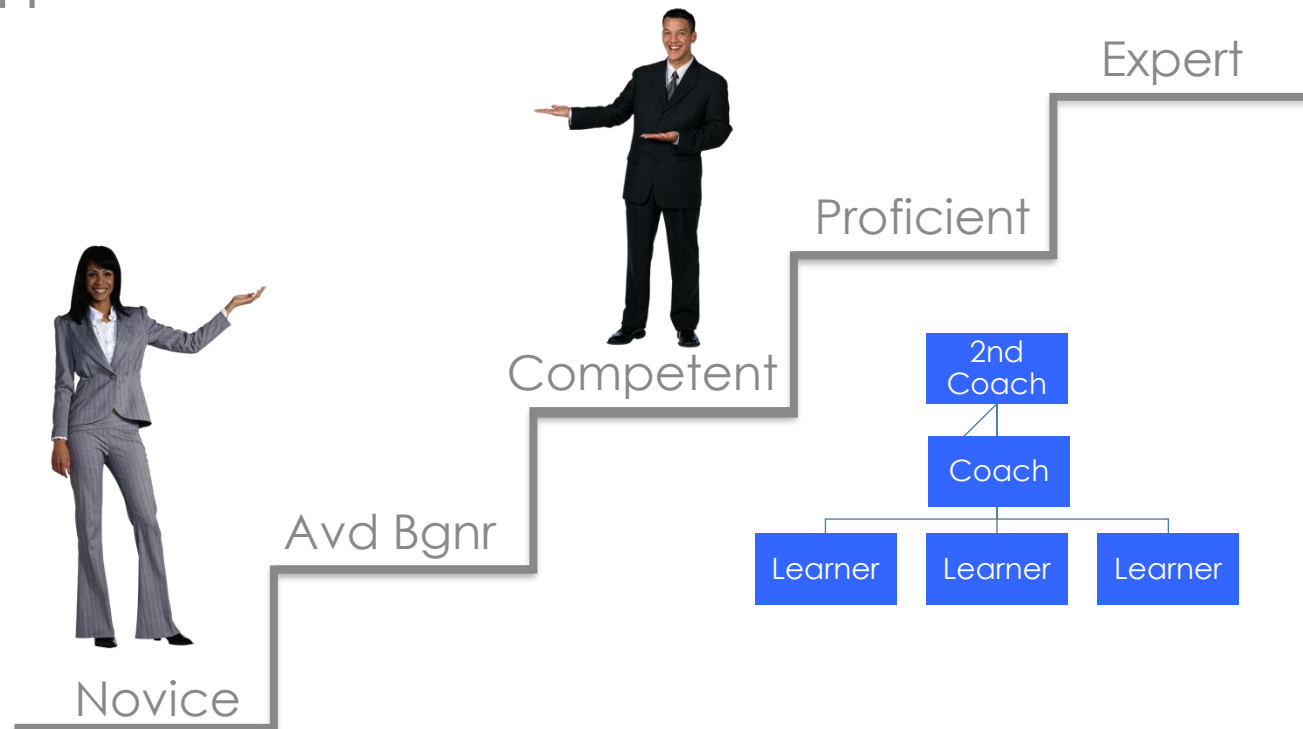
# COACH AND LEARNER

The Coach must have a vested interest in developing their Learner along with obtaining improvement. The Coach is interested in altering the thinking and acting of the Learner, resulting in a new mindset.



# 2<sup>ND</sup> COACH AND COACH

The 2<sup>nd</sup> Coach should have a vested interest in developing the management skill set of the Coach



# PEER SKILL DEVELOPMENT VERSUS DAY-TO-DAY MANGANGENT

Sometimes peer-to-peer Learner, Coach and 2<sup>nd</sup> Coach roles are assigned, particularly during early skill development stages.

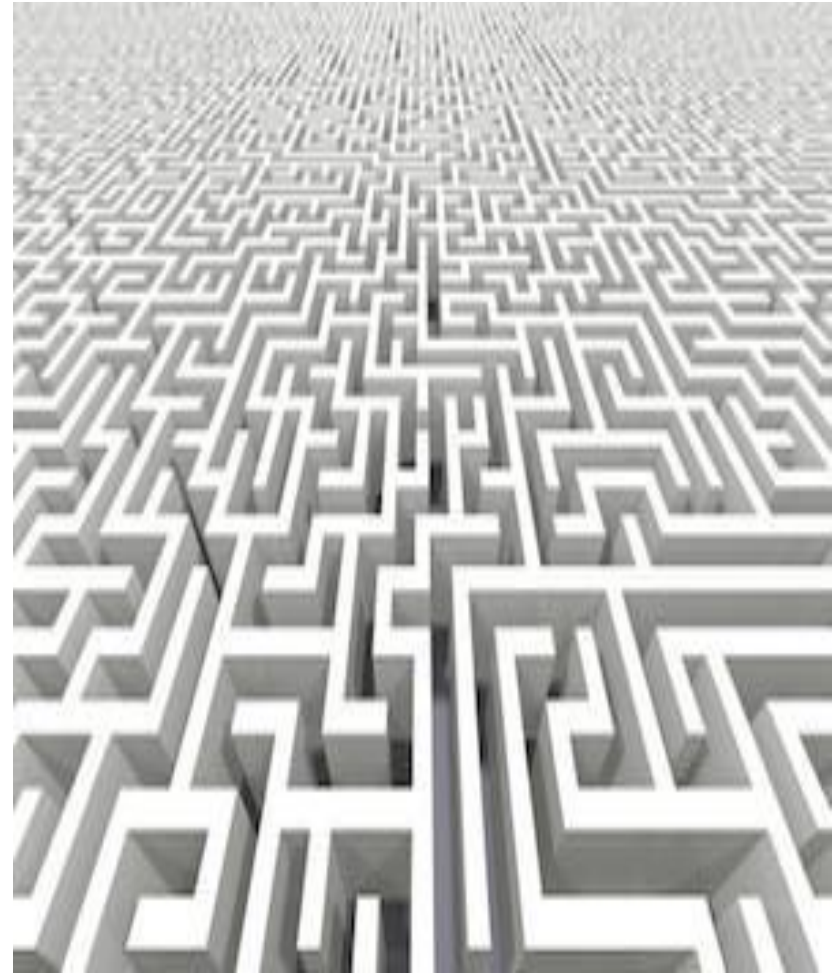
While peers can find challenges relevant and improvements can be made, there is no expectation to develop skill. Skill development of peers is not in their scope of responsibilities, unlike a manager with their subordinate.

# FACTOR 3

## CLOSE-IN TARGET CONDITIONS

Target conditions, particularly with Novice learners and coaches, tend to be large and more **complex** than they should be.

This leads to large and **complex PDCA's**. PDCA's that could be target conditions in and of themselves!





# ADVANCE GROUP TARGET CONDITION REVIEWS

Advance Groups should review target conditions to assure they are:

1. Of the proper distance into the future
2. Aligned to organizational challenge



# NOVICE SKILL LEVEL TARGET CONDITIONS

For Novices, Target Conditions should be set 1 or 2 weeks out.



# ADVANCED BEGINNER OR COMPETENT SKILL LEVEL

Process level  
target conditions  
should be no more  
than 3 to 4 weeks out.

Value stream target  
conditions should be  
no more than 1  
month to 3 months  
out.

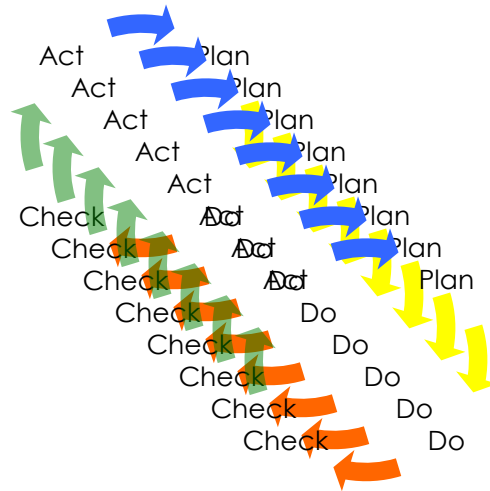
# 2014



# FACTOR 4 FREQUENT AND RAPID PDCA'S

With close-in target conditions, PDCA's tend to be smaller, single factor experiments that are performed with laser focus set on overcoming

one obstacle at a time



# KEEP LEARNERS ENGAGED

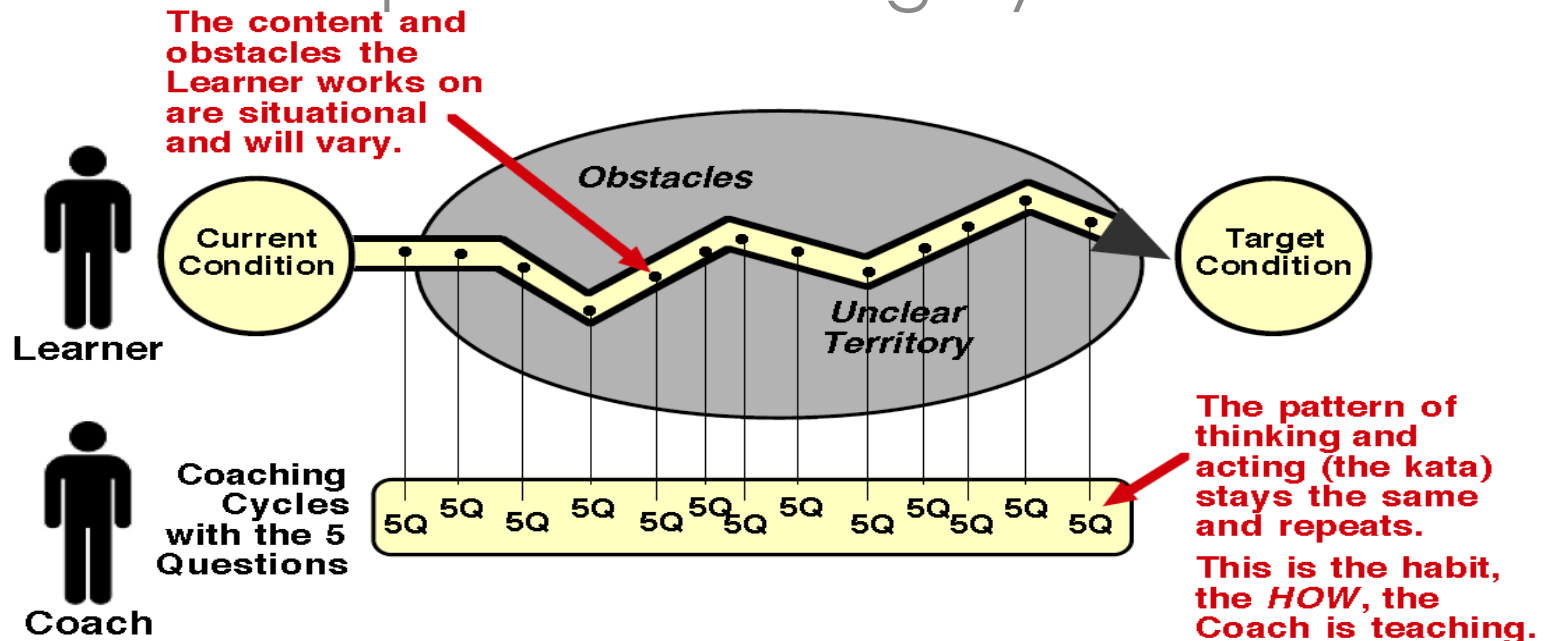
Frequent and rapid PDCA's keep the learning and improvements coming at a fast pace, keeping the Learner and their teams motivated and engaged.



# FACTOR 5

## PURPOSEFUL COACHING CYCLES

Frequent and rapid PDCA's give purpose to frequent coaching cycles



Mike Rother

# KEEP COACHES ENGAGED


- When fast-pace learning occurs, coaches and 2<sup>nd</sup> coaches remain engaged and motivated to Go and See.



- On the flip side, if PDCA's are long and learning is happening at a slow pace, coaching sessions lose their allure and value.



# SUMMARY

- 
- 1.** Relevancy
  - 2.** Right People in Right Roles
  - 3.** Close-in Target Conditions
  - 4.** Frequent and Rapid PDCA's
  - 5.** Purposeful Coaching Cycles

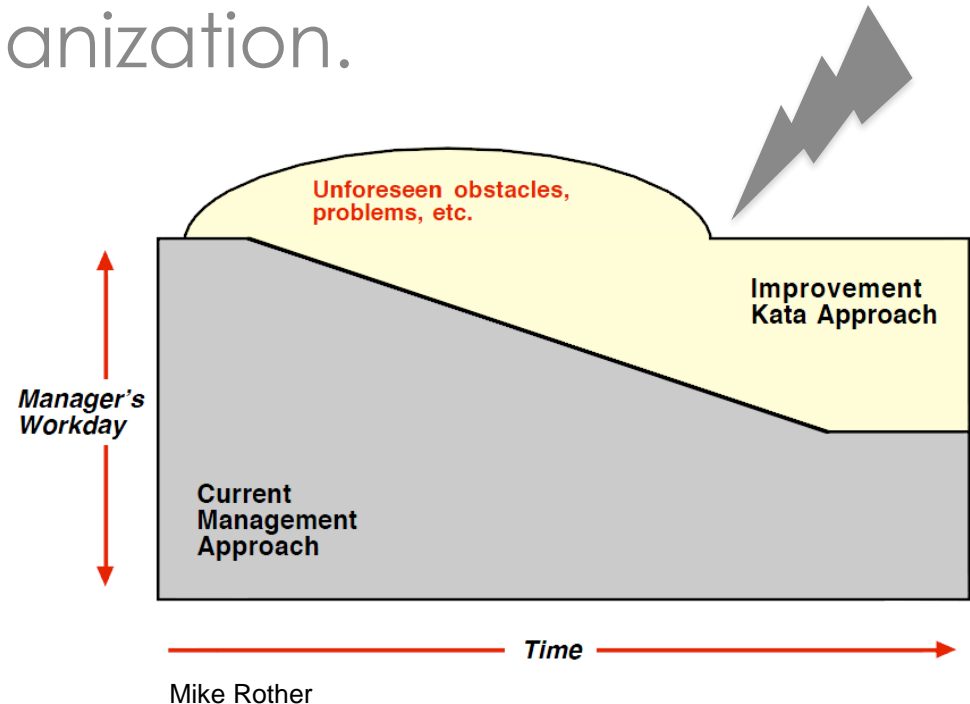
**Advance Groups... keep these factors in play!**



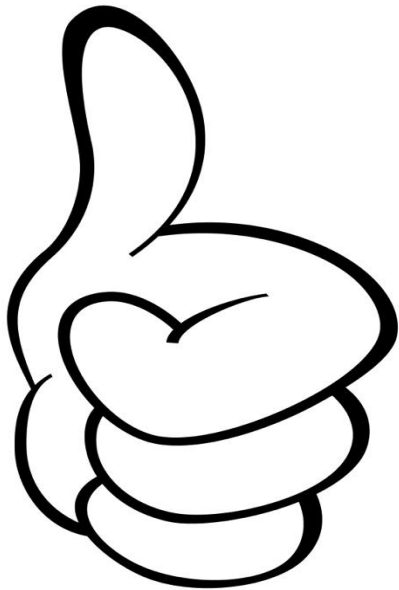
# THE TIPPING POINT

Remember, an Advance Group is striving to achieve a **tipping point** within their organization.

The **point in time** when kata activities are no longer “something extra” I have to do, but just the “usual thing” I do to manage my processes and develop my people.



Wishing you success in your  
Kata Deployment!



Kata, kata, kata...

Beth Carrington

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