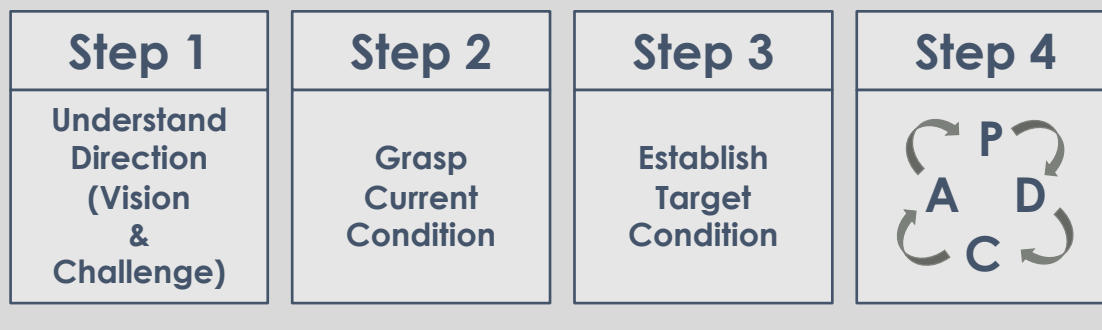# Kata Burst
Improvement Kata Models
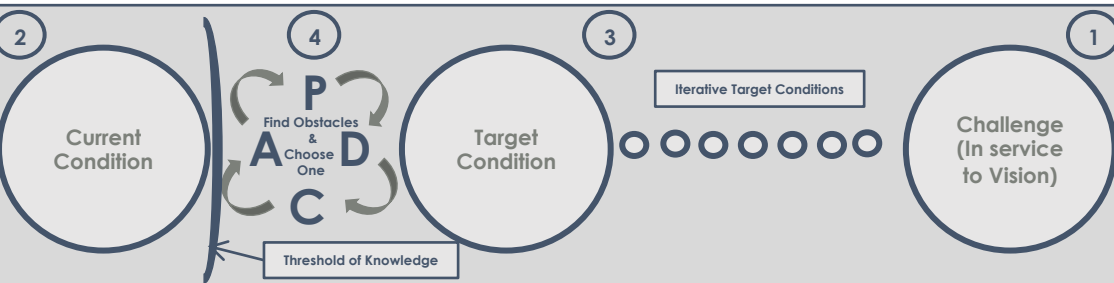Beth Carrington
PDCA 4 08092021

KATA Matters

Improvement Kata is a routine deliberately practiced to develop skill in scientific thinking specifically in the achievement of a Challenge. Like many concepts graphic models are used to convey them. Here are three common graphics depicting the Improvement Kata, each with their own strengths(+) & limitations (-). Let's take a look!

Model 1

Step 1	**Step 2**	**Step 3**	**Step 4**
Understand Direction (Vision & Challenge)	Grasp Current Condition	Establish Target Condition	P A D C

Model 2

2 — Current Condition
4 — Find Obstacles & Choose One — P A D C — Threshold of Knowledge
3 — Target Condition — Iterative Target Conditions
1 — Challenge (In service to Vision)

Model 3

Vision — Decades
Challenge — 6 months to 3 years
Focus Process
Target Condition — 2 weeks preferred
List Obstacles
Choose One
P A D C — Daily — Threshold of Knowledge
Ever changing Current Condition

Model 1: This model depicts the four sub-routines of the Improvement Kata
+ simplicity, depicts pattern of practice from the start of a learner's journey, highlights grasping current condition before setting target condition
- conveys concept as a series of discrete steps, in reality one sub-routine influences prior ones and the next one as the learner's Threshold of Knowledge is altered with each learning step (PDCA)

Model 2: This model depicts the four sub-routines in chronological order not as a series of steps.
+ depicts obstacles, PDCA, and target conditions aligned between the current condition and what the learner is striving to achieve, a.k.a. the Challenge. Shows the threshold of knowledge right at the current condition depicting the journey of "learning how to achieve desired outcomes" not implementation of "tools" to move forward
- Illustration shows current condition as static, in reality the current condition is ever changing based on learner's experimentation and other influences

Model 3: This model is a depiction of kata as a funnel, taking a long term challenge and bringing it down to daily PDCA.
+ illustrates pinpoint focus moving from long-term Challenge to single PDCA : the small but rapid concept the Improvement Kata is based upon, depicts the learning is being done against a backdrop of an ever changing current condition, adding the threshold of knowledge at the PDCA helps to convey the learning journey, shows the alignment of obstacles, target conditions, focus process with the Challenge
- Complex graphic and, like Model 2, it is not drawn to scale

Adapted from Mike Rother's Toyota Kata Materials and 12 years of Kata practice and coaching