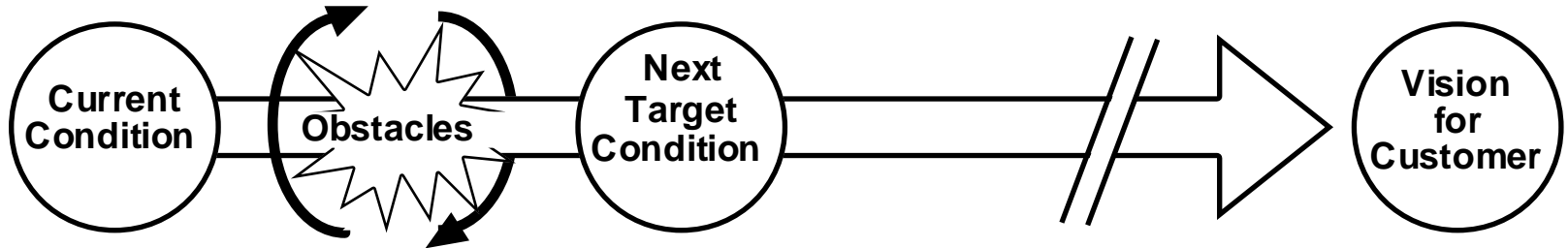




Toyota Kata

Summary





Learning and Practicing TK



- This is not an implementation process, as in a tool of lean. It is a way of changing behavior.
- Establishing new behaviors takes practice and coaching.

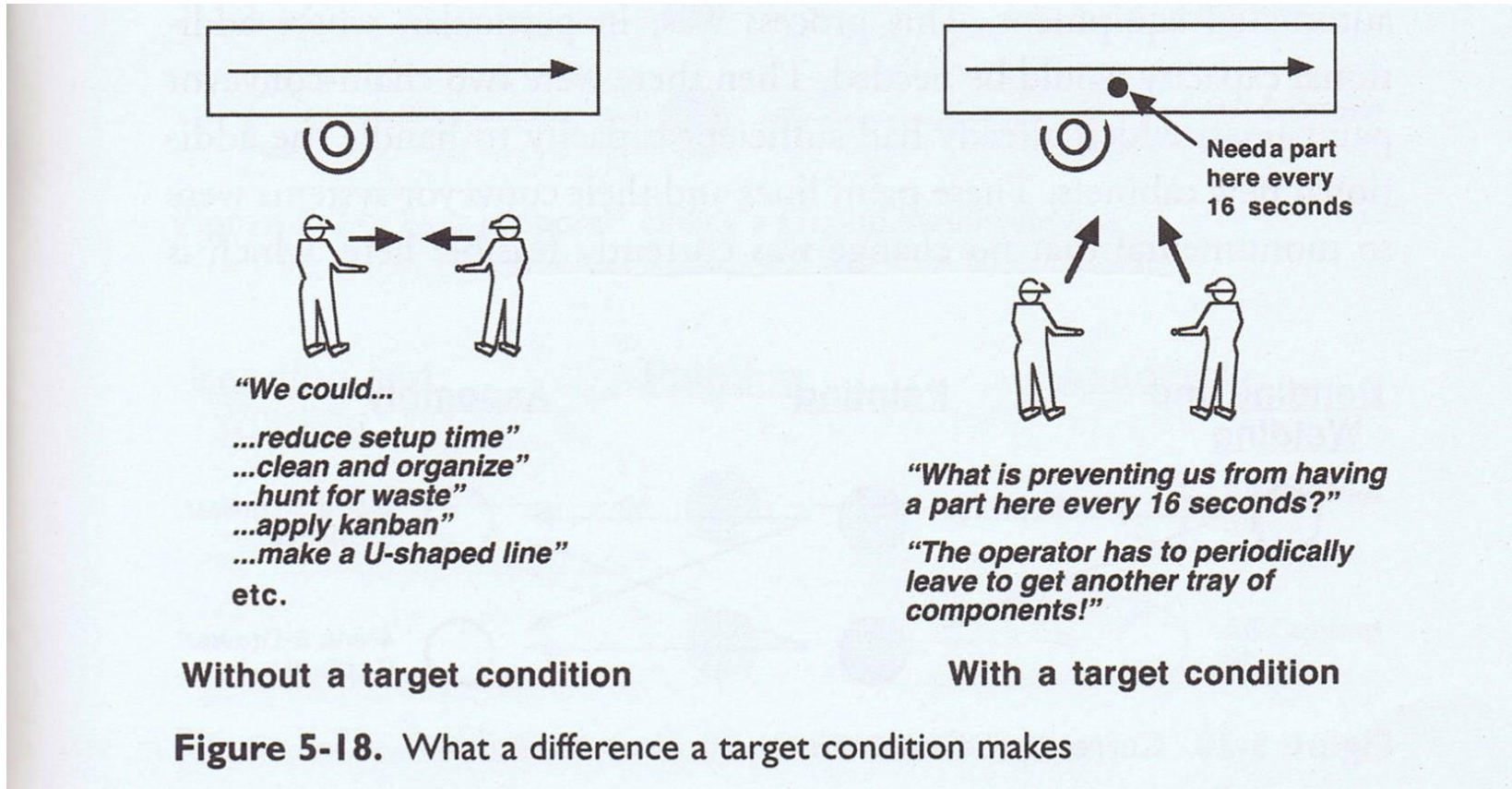


Setting a Target Condition



- Setting a goal or a target alone is not the same as describing a *target condition*.
 - ◆ Not a laundry list of improvement opportunities.
 - ◆ Not debate on which item on the list is more important.
 - ◆ Not the results of a waste walk.

Everyone's attention turns



Toyota Kata, page 107

But... we don't know up front how we'll get there!



Small /Frequent PDCA Cycles

- Scientific method: Hypothesis & test
- Risk of failure low due to small (but frequent) steps
- Learning is maximized
- Quick cycles; see the effects real-time
- Always brings us back to reflect on our new current condition



“Coaching Cycles”



- The five questions are asked in a specific order - it is a mini kata, a practice, a routine.
- ◆ It’s the practice that builds new patterns, sets new behavior.

The Five Questions Make Up One Coaching Cycle

- 1. What is the target condition? (*The challenge*)**
 - What do we expect to be happening?
- 2. What is the actual condition now?**
 - Is the description of the current condition measurable?
 - What did we learn from the last step?
 - Go and see for yourself. Do not rely on reports.
- 3. What problems or obstacles are now preventing you from reaching the target condition? Which one are you addressing now?**
 - Observe the process or situation carefully.
 - Focus on one problem or obstacle at a time.
 - Avoid Pareto paralysis: Do not worry too much about finding the biggest problem right away. If you are moving ahead in fast cycles, you will find it soon.
- 4. What is your next step? (*Start of next PDCA cycle*)**
 - Take only one step at a time, but do so in rapid cycles.
 - The next step does not have to be the most beneficial, biggest, or most important. Most important is that you take a step.
 - Many next steps are further analysis, not countermeasures.
 - If next step is more analysis, what do we expect to learn?
 - If next step is a countermeasure, what do we expect to happen?
- 5. When can we go and see what we have learned from taking that step?**
 - As soon as possible. Today is not too soon. How about we go and take that step now? (Strive for rapid cycles!)

Figure 9-9. Contents of a coaching cycle

Toyota Kata, page 247



Coaching



- It's about developing people, not just solving the problem or overcoming the obstacle.
- Let the learner reach his own conclusion, under coaching guidance... the conclusions we reach ourselves are more convincing than the ones someone else proposes.
- Everyone needs a coach to guide them.
 - ◆ Without coaching input we can lose our way, practicing and practicing but not practicing the desired kata, or doing it incorrectly.



Conclusion



Toyota Kata is a management system, leading/coaching others to drive continuous improvement and the achievement of challenging objectives in all aspects of an organization.