

TOYOTA KATA

Building people to meet strategic goals

Scientific routines to walk through Gray Zone = Unclear Territory = Learning Zone

New way of thinking about and deploying Lean

Bridge the gap between the Lean concepts and real day-to-day routines of an organization

Background

Lean or Continuous Improvement always gains great passion by any top management. However, non-Toyota companies always face big challenges to reach true Lean.

Why, because of existing big gap between Lean people and managerial routines day-to-day. Then, Lean won't sustain on going.

Toyota Kata

"Toyota Kata", is a pattern of thinking, a systematic way of thinking within everyday habits, skill sets, and capabilities of **people**, aligned with and in support of achieving a **long-term objectives** of an organization.

Toyota Kata Model

The model helps us understand and communicate how it functions in reality,

Toyota Kata is about reaching tough goals, which require mobilizing the brainpower of many people in the organization. The objective is not just to achieve a goal, but to simultaneously get better at *how* to achieve goals.

Toyota Kata

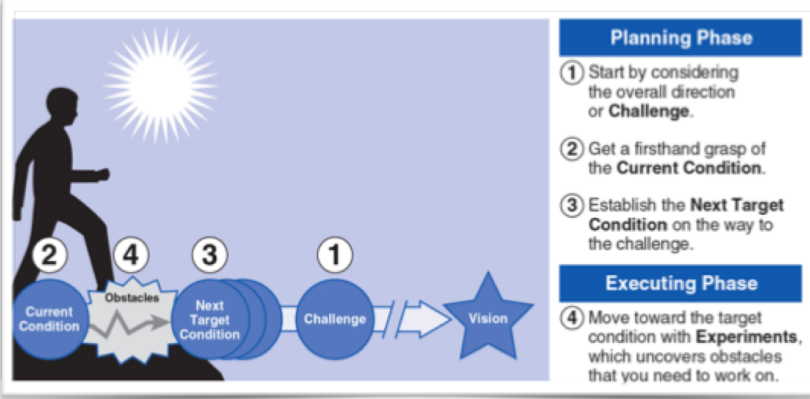
2 key questions:

1. What are the **unseen managerial routines** and thinking that lie behind Toyota's success with continuous improvement and adaptation?
2. How can other companies develop similar **routines and thinking** in their organizations?

A new way of thinking about and deploying Lean

- ◆ How do we keep improvement going?
- ◆ How we do align our organization so that daily improvement moves us toward strategic goals?
- ◆ How can we work to develop solutions scientifically, instead of trying to implement preconceived ideas.

Toyota Kata Model



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2 fundamental Kata

How it works

Improvement Kata (learner) and Coaching Kata (coach) - they come together in the coaching cycles.

The Planning Phase

Step 1 - Understand the Direction or Challenge, to define *the purpose for improvement*. It's a long-range goal, customer-focused, and strategic.

Step 2 - Grasp the Current Condition, *Where We Are Now?*, focus process and its *current operating patterns*

Step 3 - Establish the (Next) Target Condition, *Where do you want to be next?* A desired outcome performance of the process, *aligned* to the direction.

The Executing Phase

Step 4 - Experiment Toward the Target Condition.

There is a Gray Zone between Where Now and Where Want to be. You need to walk through the Gray Zone, uncover (unknown) obstacles you encounter on the way - *what you need to work on* to get there - NOT trying to fix everything.

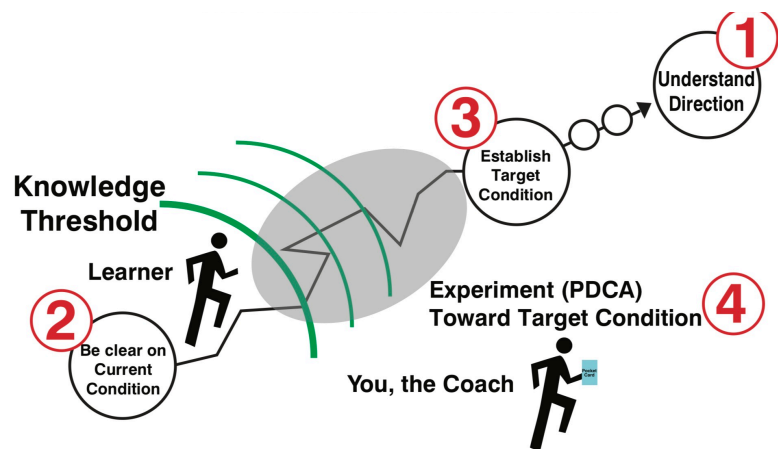
You need to conduct Experiments - use PDCA, Scientific Learning cycles.

Practice Develops New Habits

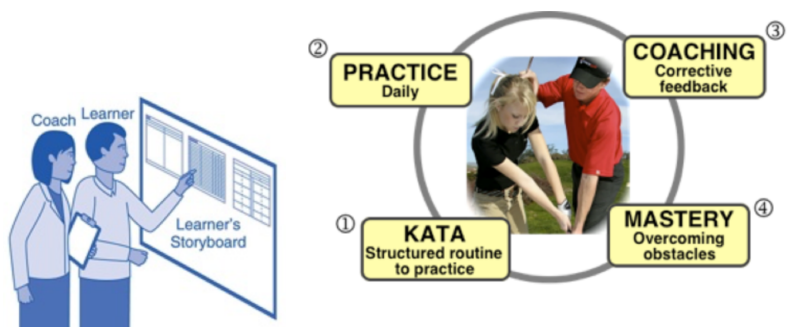
Principles and concepts are a good start,... but these alone doesn't change your habits. Practice "Starter Kata" to get experience and be competent, create new habits. Results will come.

2 fundamental Kata

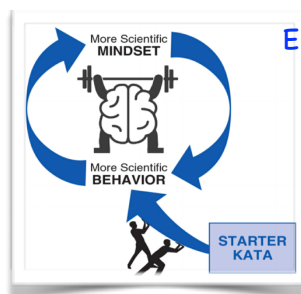
1. Improvement Kata



2. Coaching Kata



How to benefit



Excellence is not an act, but a habit
(Aristotle)

Toyota Kata is NOT a method

NOT to implement

You only can practice it.

Thanks Mike Rother for all of your great learning and sharing.

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