



“Stay Nimble with Toyota Kata”

**based on “Toyota Kata” by Mike Rother
and teachings by Tilo Schwarz of Lernzone**

**Thank you to Mike and Tilo for sharing their
knowledge and experience with the rest of us!**

**Presenter: Sarah Burlingame
Senior Project Manager @ TDO MEP Center**

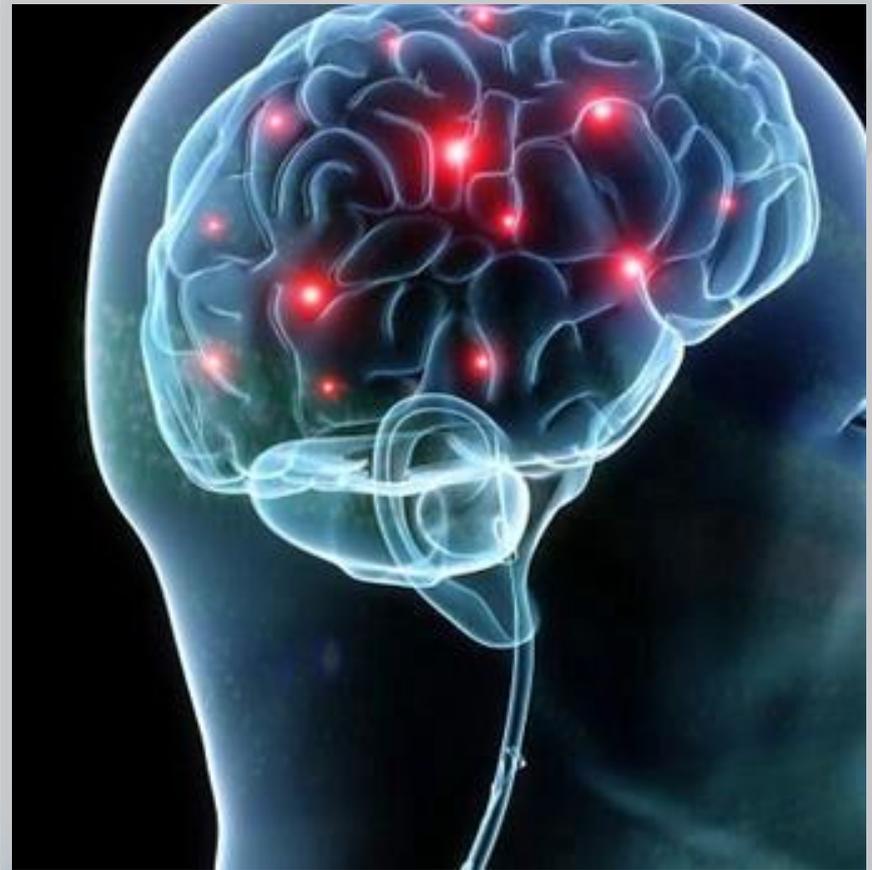
4/17/2020

Agenda

- Brain Science
- What is “Kata”
- The Toyota Kata “Improvement” Model
- The Toyota Kata “Coaching” Model
- Kata in Crisis
- Questions

Neural Pathways

a series of connected nerves along which electrical impulses travel in the body



Habit

a: a settled tendency or usual manner of behavior

b: an acquired mode of behavior that has become nearly or completely involuntary

c: addiction

d: a behavior pattern acquired by frequent repetition or physiologic exposure that shows itself in regularity or increased facility of performance

Excerpted from Merriam Webster Dictionary

A scenic photograph of a beach at sunset. The sky is a gradient of orange and yellow, transitioning to a pale blue at the top. In the foreground, the dark silhouettes of large rock formations are visible against the bright sky. The ocean is calm, reflecting the light from the sky. The overall mood is serene and contemplative.

When change is necessary,
not to change is destructive!

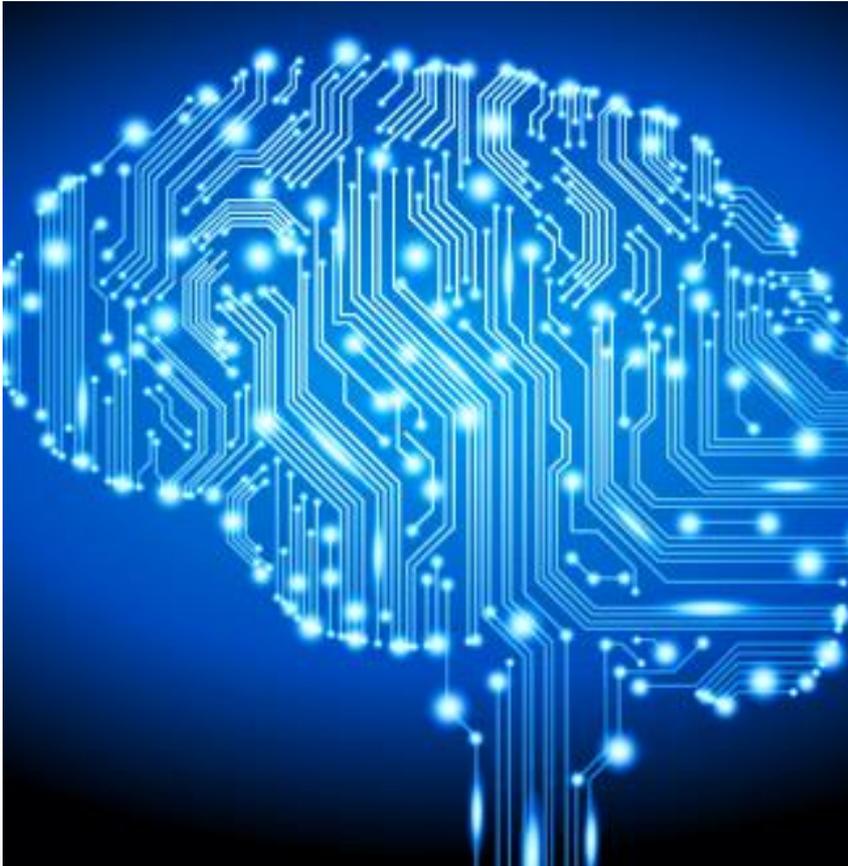
A. R. Bernard

quotefancy

Where do I start?



Neuroplasticity



- the ability of the brain to form new connections and pathways and change how its circuits are wired
- during such changes, the brain engages in synaptic pruning, deleting the neural connections that are no longer necessary or useful, and strengthening the necessary ones

Let's say you needed to develop
skill in self defense...





UNDER EIGHTEEN
ALL VALLEY KARATE CHAMPIONSHIP

SEMI-FINALS

SMITH

VIDAL

LAWRENCE

ESPINOZA

HALL

BROWN

AY...

VIDAL

LAWRENCE

BROWN

LARUSSO

FINALS

LAWRENCE

LARUSSO

ALL VALLEY
CHAMPION

REFEREE

OFFICIAL



KATA

- A Japanese word meaning “way of doing”
- A pattern you practice to learn a skill

2 META-SKILLS businesses need

- 1) Ability to manage to existing standards of performance
- 2) Ability to improve
 - Focused improvement
 - Continuous improvement

4 INGREDIENTS FOR ACQUIRING NEW SKILLS

②

STARTER ROUTINES

Structured routines for beginners to practice fundamentals

①

FREQUENT PRACTICE

A little every day



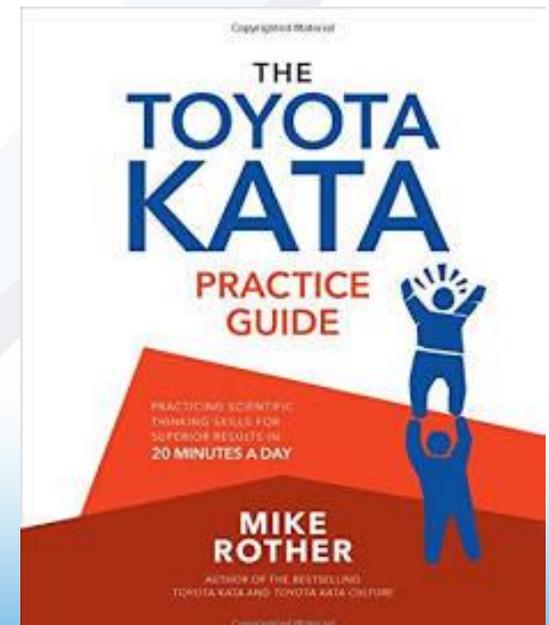
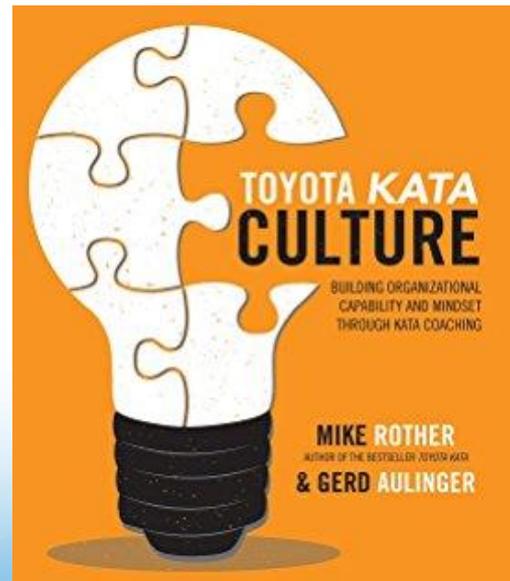
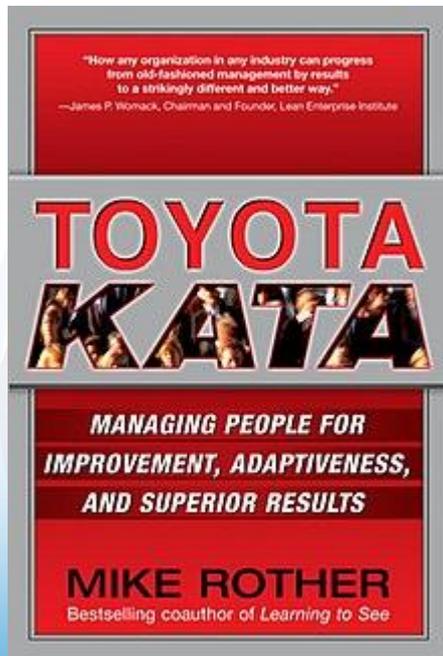
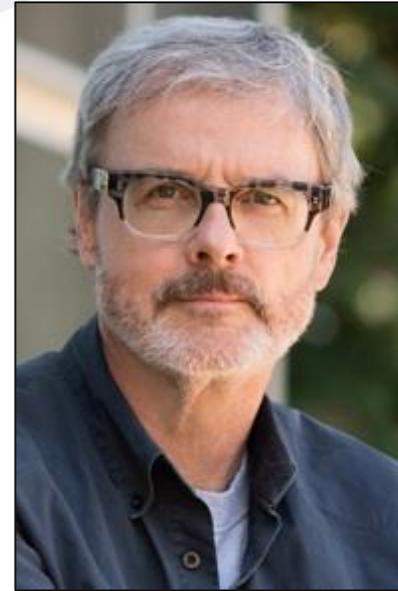
COACHING

Corrective feedback to ensure the Learner practices the right patterns

MASTERY

*Growing self ability
"I'm getting better at this"*

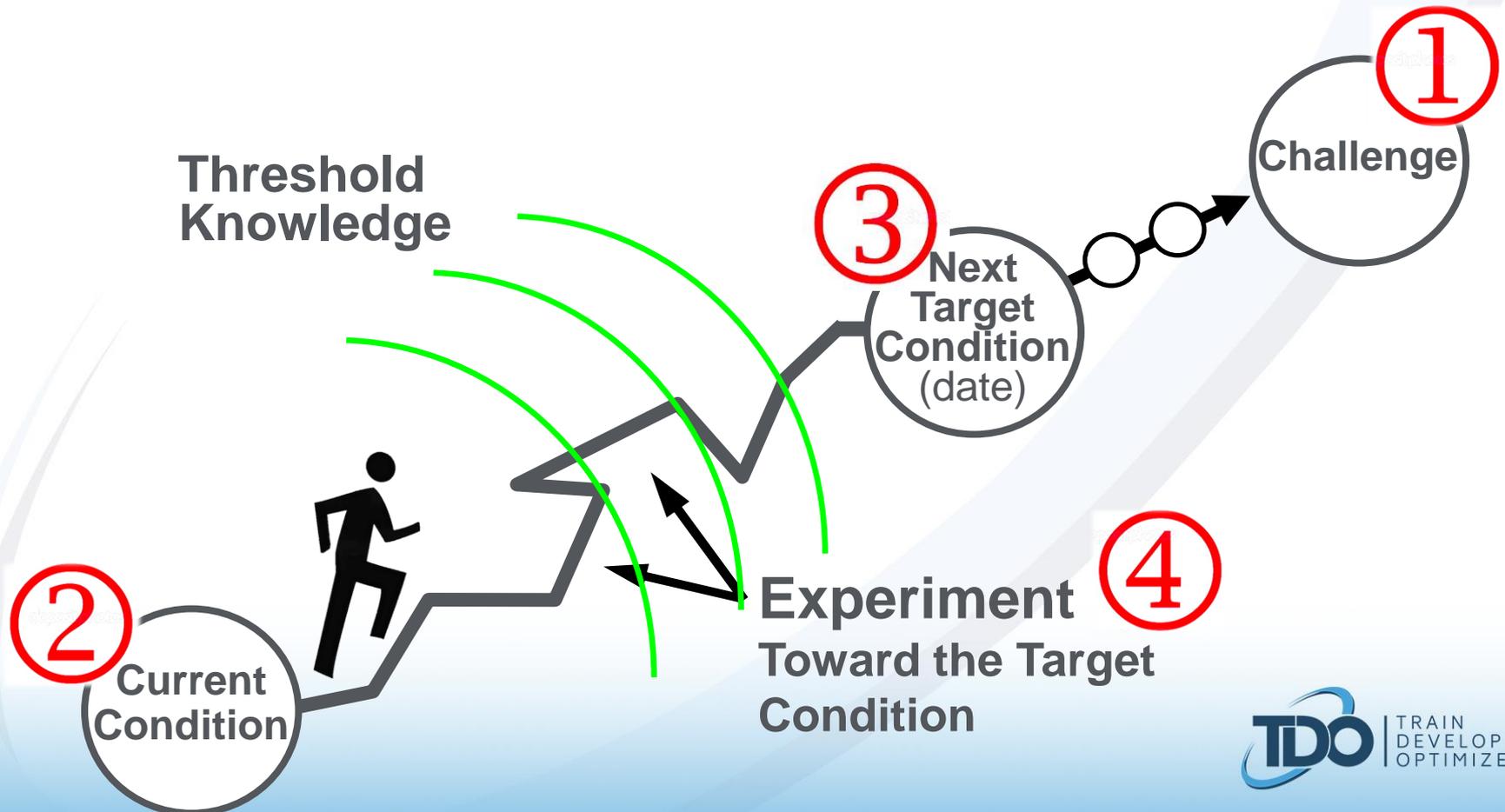
Mike Rother



THE IMPROVEMENT KATA MODEL

Kata¹ (方) – Suffix Meaning "Way of Doing"

Mike was able to depict his research findings with a four-step model named the "Improvement Kata."



The Learner's Storyboard

Start with this format

Focus Process:		Challenge:	
Target Condition Achieve by: _____	Current Condition	PDCA Cycles Record	
		Obstacles Parking Lot	

The storyboard is a whiteboard with a blue border, divided into five sections. The top row has two sections: 'Focus Process:' on the left and 'Challenge:' on the right. The middle row has three sections: 'Target Condition' (with 'Achieve by: _____' below it) on the left, 'Current Condition' in the center, and 'PDCA Cycles Record' on the right. The bottom row has one section: 'Obstacles Parking Lot' on the right. Red arrows point to each of these sections: one to 'Focus Process:', one to 'Challenge:', one to 'Target Condition', one to 'Current Condition', one to 'PDCA Cycles Record', and one to 'Obstacles Parking Lot'.

THERE'S ALSO A **COACHING KATA**

A way of coaching. Toyota's Master-Apprentice style teaching approach is like training in sports and music.



**Coach
(Manager)**

Learner

Together the Improvement Kata and Coaching Kata make up a management approach

THE COACHING KATA **MODEL**

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

Card is downloadable at:

http://www-personal.umich.edu/~mrother/KATA_Files/5Q_Card.pdf

PDCA CYCLES RECORD

(Each row = one experiment)

Obstacle:

Process:

Learner:

Coach:

Date, step & metric

What do we expect?

What happened

What we learned

Do a Coaching Cycle

Conduct the Experiment

ASK THE FIVE QUESTIONS AT EACH STEP

PDCA CYCLES RECORD (Each row = one experiment)

Obstacle:		Process:	
		Learner:	Coach:
Date, step & metric:	What do you expect?	What happened	What we learned
		Do a Coaching Cycle Conduct the Experiment	



Learner

Target Condition

Current Condition



Coach

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?
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WHAT KATA ARE FOR

The Routines of the **Improvement Kata** and **Coaching Kata** are Practiced to Develop a Scientific Mindset And Capability in Continuous Improvement

Kata Practice



Skill and Mindset



The Role of the Coach



HOW LONG DO YOU PRACTICE RELIGIOUSLY?

These discrete stages are a useful way to depict your progression



(1) **FOLLOW**: Start by repeating each practice routine without modification, so you can absorb its fundamental pattern.

(2) **DETACH**: Once the basic patterns become habitual and you understand the 'why' behind them, you'll start to adapt them.

(3) **FLUENCY**: At this stage your actions become natural. You can create your own approaches to fit different circumstances, while sticking to basic underlying principles.



Improvement Kata (4-step Model)

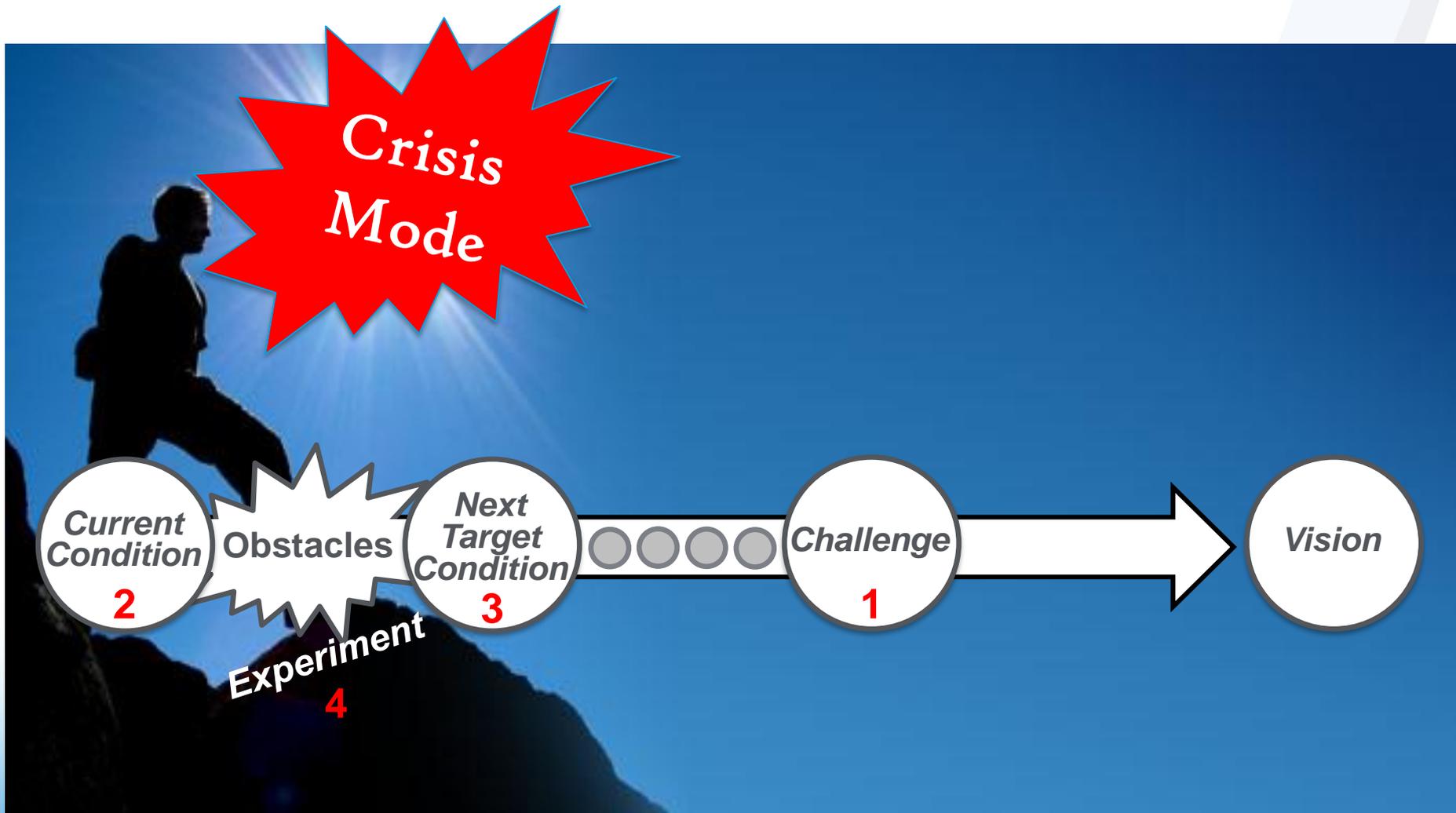
1. Set the Challenge
2. Grasp Current Condition
3. Set *next* Target Condition
4. Experiment towards Target Condition

Coaching Kata (5 Question Model)

1. What is the Target Condition?
2. What is your actual condition now?
3. What obstacle are preventing you from reaching Target Condition?
(which one are you addressing now?)
4. What is your next step?
(what do you predict?)
5. How quickly can we see what we have learned?

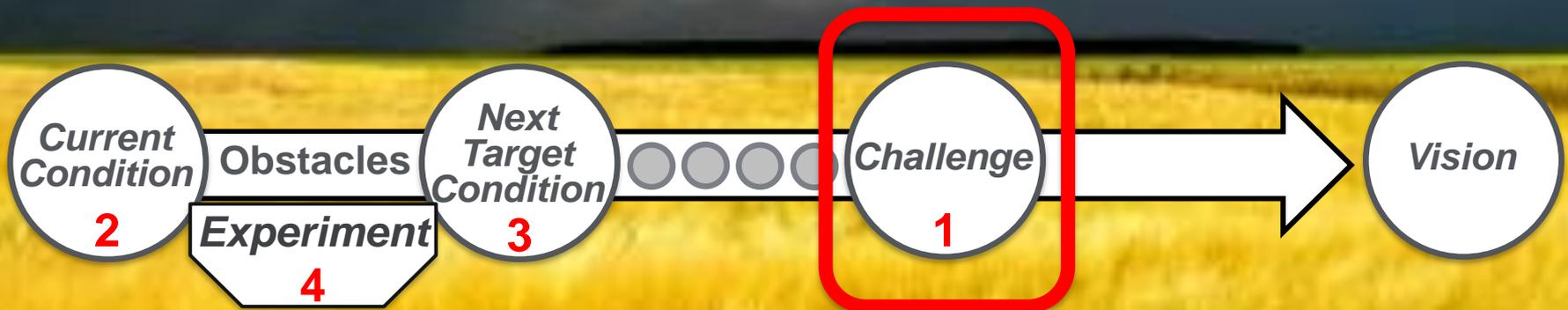
THE IMPROVEMENT KATA PATTERN

A systematic, scientific way of working



Setting a Challenge during a Crisis

- 1) Grasp the crucial facts quickly, with your team, and firsthand.
- 2) Assess Risks, Needs, and Opportunities.
- 3) Focus Relentlessly: STOP / AMPLIFY / INVENT
- 4) Define the 6 weeks Challenge: *Where do we want to be in 4-6 weeks from now? Wouldn't it be great if...*



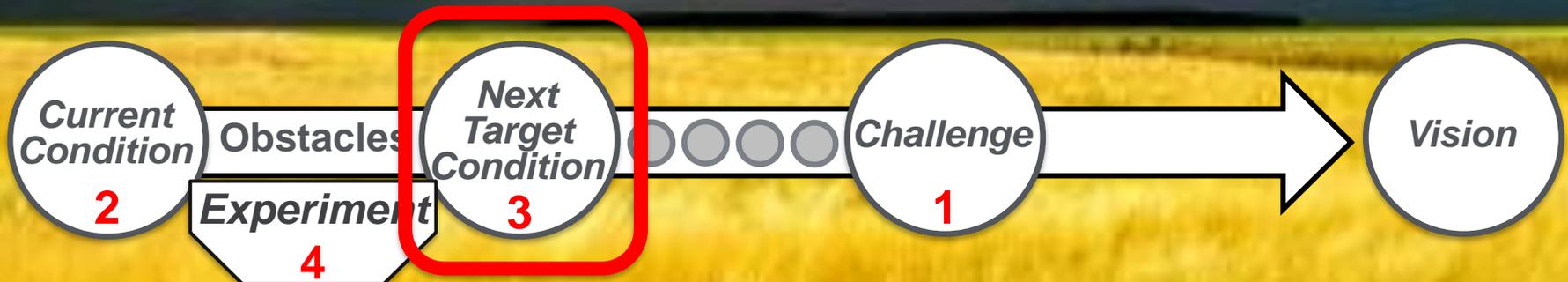
Grasping your Current Condition

- 1) Define the top 1 - 3 metric to monitor the crucial criteria of survival.
- 2) Define a metric to measure the progress for each of your STOP - AMPLIFY - INVENT goals.
- 3) Measure these "progress metrics" at a high frequency (every day) and display them so every member of your team can get an overview.



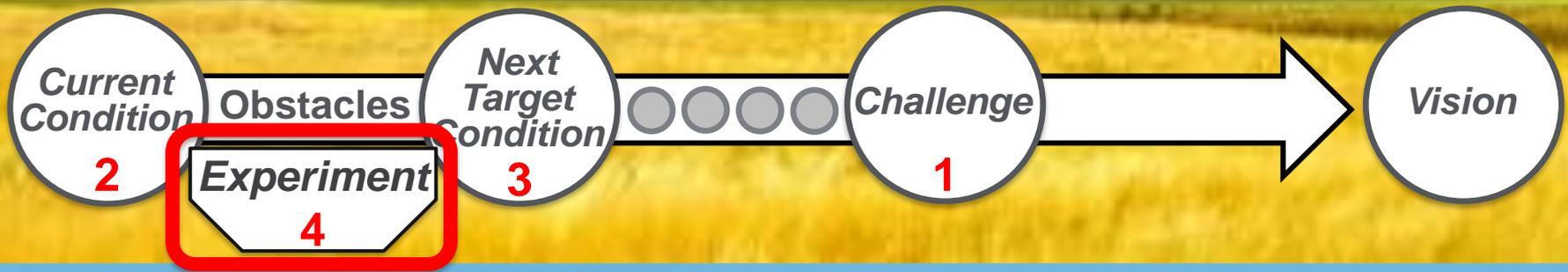
Set your next Target Condition

- 1) Define Target Conditions with a one-week due date for each of your 6 weeks STOP - AMPLIFY - INVENT goals.
- 2) Note your observations and measurements about the Current Condition and for defining the Target-Condition for the week.



Experiment Quickly

- 1) Have a very short daily plant meeting, (best in the morning) to align the team. Repeat the Target Conditions for the week. Set the targets for the day. Identify who needs help.
- 2) Refrain from problem-solving or detailed discussion in the daily meeting.
- 3) Establish short, frequent interactions, one on one or in small groups for problem-solving.
- 4) Use “The Five Coaching Questions” to structure your daily meetings and your encounters.



The Improvement Kata

4-Steps for Navigating in Crisis

Direction



Current Condition



Target Condition



Quick Experiments



Focus relentlessly

What do we need to
STOP, AMPLIFY,
INVENT in the next
6 weeks?

Measure and
visualize the

progress towards
the Stop, Amplify,
Invent objectives.

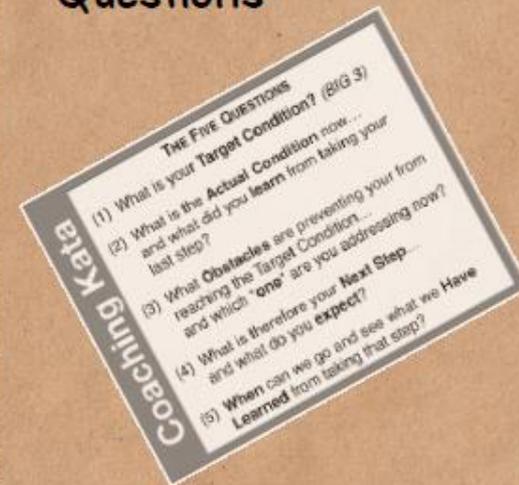
Define weekly
Target Conditions
(Team BIG 3)

towards the Stop,
Amplify, Invent
objectives

+

Define your
daily BIG 3

Use The Five
Questions



The Improvement Kata

1 additional pre-step when navigating in crisis

A background image of a bright blue sky with scattered white clouds. The text 'CALM YOUR MIND' is centered in large, white, bold, sans-serif capital letters.

**CALM
YOUR
MIND**



Sarah Burlingame
sburlingame@tdo.org
<https://www.tdo.org/>

Mike Rother
<http://www-personal.umich.edu/~mrother/Homepage.html>

Tilo Schwarz
<https://www.tiloschwarz.com/>