

Todd's visual-one-page-summary-book-notes for...

TOYOTA KATA

the behavior of people
developed repeatedly
consistently applied
routinously daily.

MANAGING PEOPLE FOR IMPROVEMENT. ADAPTIVENESS AND SUPERIOR RESULTS

management by means
it's about the process

Developing behavior patterns thru habits and daily conduct.

Adjusting to unpredictable, changing conditions AND satisfying customers.

Uncertainty is normal. Encouraging changing requirements.

Continuous (vs periodic) improvement via experimentation.

Incremental steps... learn... adjust... **DISCOVER** the path.

Projects and workshops do not equal continuous improvement

All processes are in a state of either **decay** or **growth**.

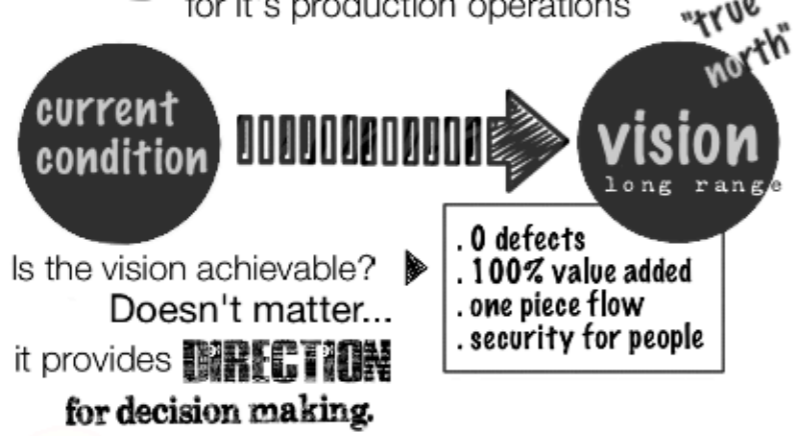
Toyota's differentiator...



Focus on process details over outcomes.

Toyota's Vision

for it's production operations



- "I don't know".
- See **DEEPLY**.
- Jumping to countermeasures before **UNDERSTANDING** the situation.
- Change one thing at a time... check results of the change **ASAP**.
- Improvement is **NOT** something extra.

Focus on Means

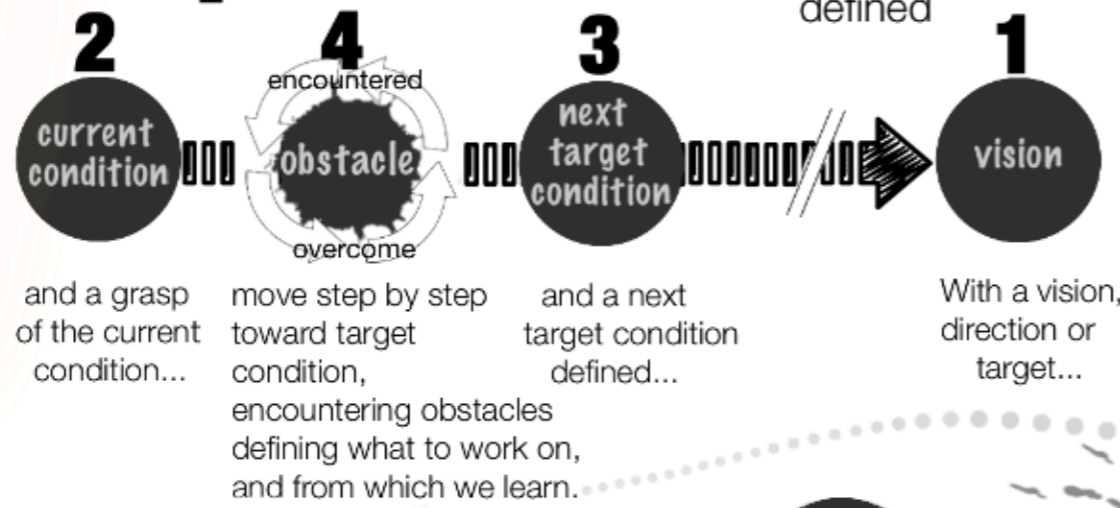
to achieve desired results



IMPROVEMENT KATA

Improvement Kata

defined



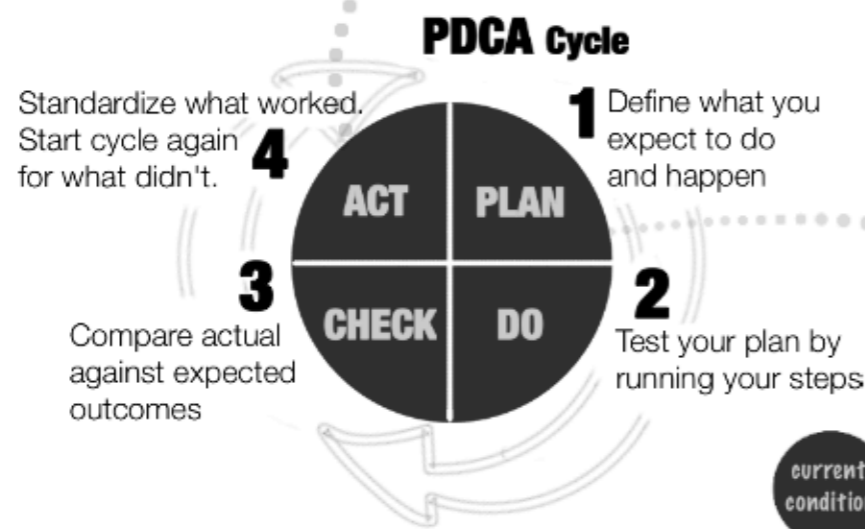
a TARGET condition...

describes a desired, future state to reach for, while working towards a longer-term vision.

AND...

- Describes how the **PROCESS** should operate to achieve the **TARGET**.
- **DEPERSONALIZES** a situation.
- Allows you to work **ONLY** on what's needed.
- Eases discussion, removes **OPINIONS**.

Working Towards A Target Condition



THE 5 Questions

- 1 What is the target condition?
- 2 What is the actual condition now?
- 3 What obstacles are preventing you from reaching the target condition? Which ones are you addressing now?
- 4 What is your next step? (Start of next PDCA cycle)
- 5 When can we go and see what we have learned from taking that step?



**WAX ON
WAX OFF
KATA**

Build behavioral muscle memory.
Solve business problems.
One insightful step at a time.

**GO
AND
SEE**



BY **MIKE ROTHER**