V REPLICATION

Not to implement or add some new techniques, practices, or even principles, but to develop consistent behavior patterns across the org.

CLASSROOM TRAINING WILL NOT CHANGE PEOPLE'S BEHAVIOR.

NOR WILL WORKSHOPS, CONSULTANTS, METRICS, INCENTIVES, OR REORGANIZING

THE ROOTS OF TOYOTA'S SUCCESS LIE NOT IN ITS ORG STRUCTURES, BUT IN DEVELOPING CAPABILITY & HABITS IN ITS PEOPLE.

HIGHEST QUALITY, AT LOWEST COST, FAST

MEANS OVER OBJECTIVES
TESTING OVER TALKING
EXPERIMENTATION
— over —
IMPLEMENTATION
FACTS OVER DATA
IMPROVE ALL PROCESSES
EVERY DAY ∞

> ANY ORGANIZED PROCESS NATURALLY TENDS TO DECLINE TO A CHAOTIC STATE IF LEFT ALONE

PROCESS IMPROVEMENT IS CORE BUSINESS

YOU ARE YOUR OWN BENCHMARK!

CONTINUOUS IMPROVEMENT VIA EXPERIMNTN

Ⓣ KATA
MIKE ROTHER

I THE SITUATION

- TOYOTA OUTPERFORMS ITS PEERS CONSISTENTLY.
- QUALITY
- COST COMPETITIVENESS

$

THOUGHT
KATA
ROUTINE → TOOLS TECH PRINCIPLES

THE COMPETITIVE ADVANTAGE OF AN ORG LIES NOT SO MUCH IN THE SOLUTIONS THEMSELVES BUT IN THE ABILITY TO UNDERSTAND CONDITIONS AND CREATE FITTING SMART SOLUTIONS

II KNOW YOURSELF

- WORKSHOPS
- VALUE STREAM MAPPING
- ACTION-ITEM LISTS

} COMMON APPRCHS TO PROC. IMPROV.

> what can we do to improve? = WRONG Q
> what do we need to improve? = RIGHT Q

▶ DEVELOP AN EVER DEEPER UNDERSTANDING OF THE WORK PROCESS AND IMPROVE IT FROM THAT BASIS.

▶ EXECUTE SINGLE-FACTOR EXPRMNTS TO SEE AND UNDERSTAND CAUSE AND EFFECT.

■ IMPROVE & EVOLVE

IV THE COACHING KATA
≡ MODERN MANAGEMENT

TRAINING = DOING

> IF THE LEARNER HASN'T LEARNED THE TEACHER HASN'T TAUGHT

5Q⊕

1. What is the target condition?
2. What is the actual condition?
   - what was your last step?
   - what did you expect?
   - what actually happened?
   - what did you learn?
3. ...

IT IS NOT POSSIBLE TO OBJECTIVELY ASSESS ONE'S OWN PERFORMANCE AND SEE WHAT SKILLS YOU NEED TO WORK ON.

10% TEAM, 90% MGT TEAM LEADS ↓ TO ID MGT POTENTIAL

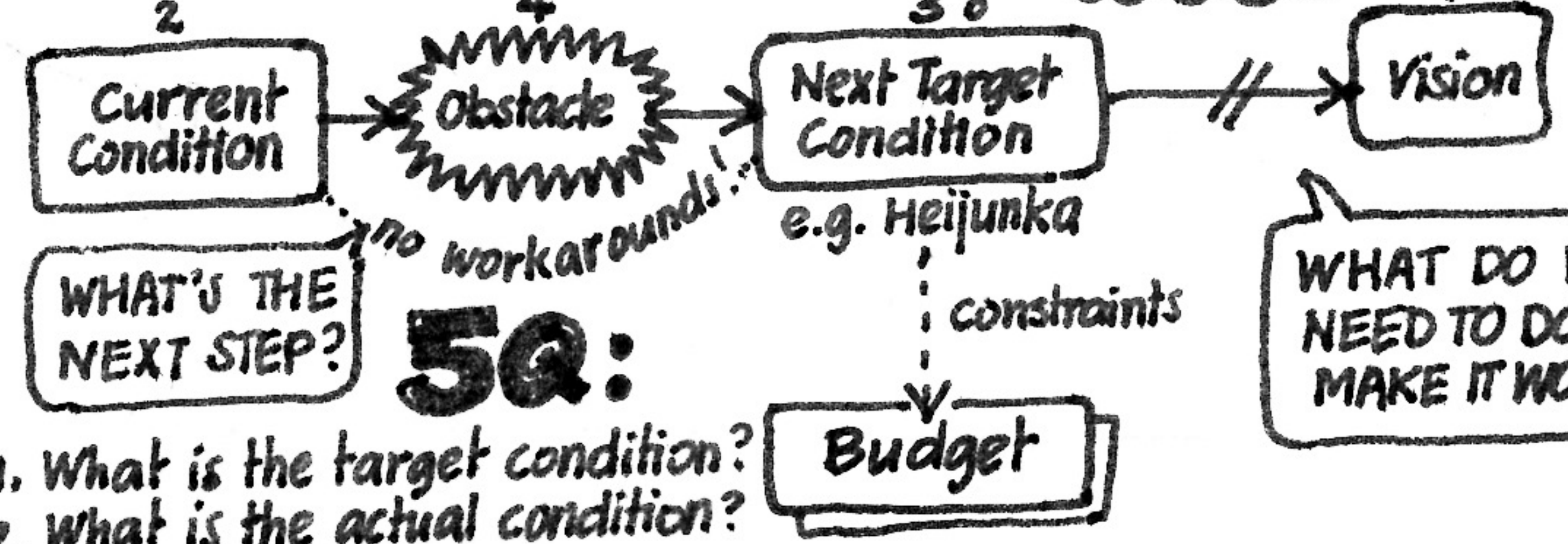TO INCREASE THE IMPROVEMENT CAPABILITY OF PEOPLE = **50%** OF A MANAGER'S **TIME.**

EVERYONE HAS A MENTOR. COACHING IS REQUIRED.

⊕ A3

WE CANNOT OPTIMIZE A SYSTEM BY TRYING TO MAXIMIZE ITS INDIVIDUAL PARTS

III THE IMPROVEMENT KATA

CHALLENGE

Current Condition → Obstacle → Next Target Condition → // → Vision
2   4   3 ⁰   1

no workarounds!

e.g. Heijunka

constraints

> WHAT'S THE NEXT STEP?

5Q:

1. What is the target condition?
2. What is the actual condition?
3. What obstacles are preventing you from reaching the target condition? Which one are you addressing now?
4. What is your next step?
5. When can we go and see what we have learned from 4?

Budget

> WHAT DO WE NEED TO DO TO MAKE IT WORK?

- Process steps, sequence and times.
- Process characteristics.
- Process metrics.
- Outcome metrics.

THE GOAL OF KANBAN IS TO ACHIEVE 1×1 FLOW (WITHOUT KANBAN)