

The Toyota Kata Starter Kata

Instructions in the *Toyota Kata Practice Guide*

Understand the Direction or Challenge

Grasp the Current Condition

Establish the Next Target Condition

Experiment Toward the Target Condition

LEARNER

COACH



| | |
|------------------------------|----------------------|
| Focus Process: | Challenge: |
| Target Condition Achieve by: | Current Condition |
| | Experimenting Record |
| Obstacles Parking Lot | |

Storyboard

- GRAPH PROCESS OUTCOME PERFORMANCE
How is the process performing over time?
- CALCULATE THE CUSTOMER DEMAND RATE AND PLANNED CYCLE TIME
How frequently should the process do what it does?
- STUDY THE PROCESS'S OPERATING PATTERNS
Obtain a brief diagram of the process, tasks and sequence. Trace and cycle and draw out charts, to make variation visible. Document your observations about the current operating patterns.
- CHECK EQUIPMENT CAPACITY
Are there any equipment constraints? What are they? (This step is only for processes that include equipment management.)
- CALCULATE THE CORE WORK CONTENT
How many operations should be necessary if the process had no variation?

Current condition analysis

Steps to Establishing a Target Condition

- Review your challenge
- Agree on the achieve-by date
- Define the desired outcome performance
- Define the desired operating pattern
- Start the "Obstacles Parking Lot"

Establishing a target condition

Obstacle Parking Lot

Obstacle parking lot

| EXPERIMENTING RECORD (Start on a new experiment) | | | |
|--|-----------------------------|---------------|-----------------|
| Obstacle: | Process: | Coach: | |
| Learn: | Learn: | Learn: | |
| Date & step | What do you expect + metric | What happened | What we learned |
| ← One Experiment → | | | |

Experimenting record

COACHING KATA

The Five Questions

- What is the Target Condition?
- What is the Actual Condition now?(Turn Card Over).....
- What Obstacles do you think are preventing you from reaching the target condition? Which "one" are you addressing now?
- What is your Next Step? (Next experiment) What do you expect?
- 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.

Five Coaching Kata questions

Daily coaching cycles