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

TOYOTA KATA

the behavior of people · develops repeatedly · consistently applied · routines. daily.

MANAGING PEOPLE FOR IMPROVEMENT, ADAPTIVENESS AND SUPERIOR RESULTS

BY MIKE ROTHER

management by means
it's about the process

THE SITUATION

Toyota's differentiator...
HUMAN BEHAVIOR

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.

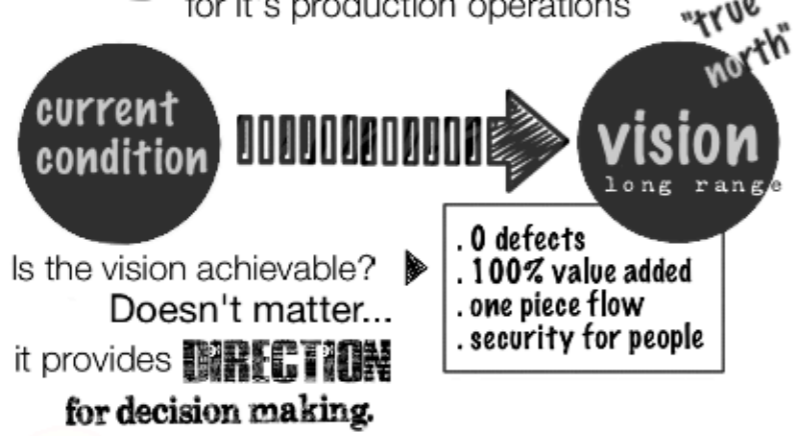coaching kata — improvement kata — process

MENTOR   MENTEE   process

WTF

Focus on process details over outcomes.

yup

Toyota's Vision
for it's production operations

KNOW YOURSELF

current condition ▶ vision "true north" long range

Is the vision achievable? ▶ Doesn't matter...
it provides **DIRECTION** for decision making.

- 0 defects
- 100% value added
- one piece flow
- security for people

- "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
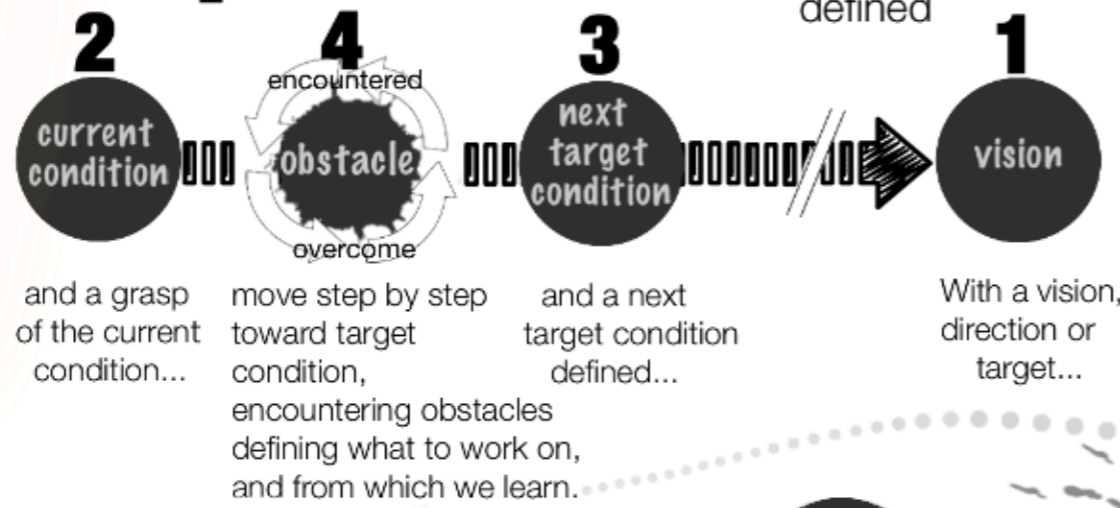to achieve desired results

MEANS	RESULTS
nature of people's actions at the process	process outcomes ▶ conse quences
Toyota management focus	- production quantity / - quality / - cost / - productivity / - etc
	- rewards (or lack of) / - feedback
	Our management focus

Improvement Kata
defined

IMPROVEMENT KATA

2 current condition — **4** obstacle (encountered / overcome) — **3** next target condition — **1** vision

2 and a grasp of the current condition...

4 move step by step toward target condition, encountering obstacles defining what to work on, and from which we learn.

3 and a next target condition defined...
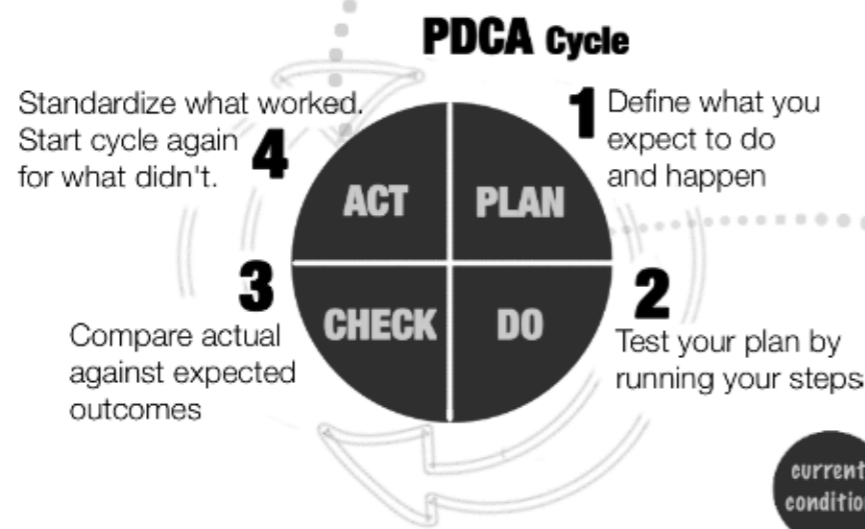
1 With a vision, direction or target...

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.

GRAY is the WAY

"NO PROBLEM" = A PROBLEM

Working Towards A Target Condition

current condition → next STEP → unclear territory → target condition

DECIDE WHAT IGNORE HOW
COMMIT NOW

PDCA Cycle

4 Standardize what worked. Start cycle again for what didn't.

1 Define what you expect to do and happen

ACT | PLAN
CHECK | DO

3 Compare actual against expected outcomes

2 Test your plan by running your steps

target condition
repeat. rinse. lather.
current 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

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