

TOYOTA KATA

Your people striving to where the organisation needs to be.

Outcome: Participants (maximum 10 per group) will be able to facilitate the application of the Improvement Kata and confidently practice the Coaching Kata as a means of moving learners through step 4 (of the Improvement Kata). As with the TWI J programs, the emphasis throughout is on “start learning by doing”.

PURPOSE AND EMPHASIS OF EACH SESSION

Session (2 hours)	Objective	Emphasis
1	Make sure it is clear that leaders develop the business, their employees and themselves through deliberate practise beyond the knowledge threshold.	Toyota Kata is a mindset and a skill that requires practise. By following the IK/CK pattern you can: <ul style="list-style-type: none"> • Change the organisational culture. • Build capability by extending people beyond their knowledge threshold.
2	<p>Importance of setting challenges for workers.</p> <p>Understand the dynamics of a challenge.</p> <p>Demonstrate the need for structure in the improvement/coaching cycle.</p>	<p>Getting people outside their comfort zone needs firm and decisive leadership. As a leader you need to trust the (IK/CK) process.</p> <p>Coaching is the glue that holds it all together. Coaching is a lifetime learning skill, you will always develop. Practise is key!</p> <p>The pocket card represents the pattern that will be practised in learning IK/CK.</p>

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The Improvement Kata challenges traditional improvement thinking ... “no plan will cover everything, and that is OK”!

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3	<p>Importance of understanding the current condition enough to set the first target condition.</p> <p>Understand a target condition needs to be very concrete and measurable:</p> <ul style="list-style-type: none"> • What is in a good TC, and what should not be in a TC. <p>Understand:</p> <ul style="list-style-type: none"> • Identifying and removing obstacles is more successful than eliminating waste. • Working with obstacles is dealing with real issues. <p>Via practise and feedback, improve structure in the improvement/coaching cycle.</p>	<p>Target conditions are a new level of performance that you can actually see. (Different to just “targets”.) At first, you don't know how you will get there, but you know you must.</p> <p>Obstacles are just that, they are things currently in the way of your target condition. An obstacle must be removed in order for you to get closer to or reach your target condition.</p> <p>Learn by doing ... practise!</p>
4	<p>Understand experiments to remove obstacles need to be small steps you can do today!</p> <p>Understand the difference between striving and random problem solving.</p> <p>Via practise and feedback, improve structure in the improvement/coaching cycle.</p>	<p>Small steps every day beat large occasional steps. Small steps will bring cultural changes if coaching happens frequently.</p> <p>Learn by doing ... practise!</p>
5	<p>Understand the presence and role of the knowledge threshold.</p> <p>Via practise and feedback, improve structure in the improvement/coaching cycle.</p> <p>Understand the need for identifying what needs to be challenged to improve business performance, who is best to do this, and in what timeframe.</p>	<p>Experimenting is a very good way to expand your threshold of knowledge.</p> <p>Preparation is important.</p> <p>Learn by doing ... practise!</p> <p>It's not about finding all the answers or implementing solutions. It's about seeing the picture and planning resources.</p>