

SCIENTIFIC THINKING – GET OR KEEP GOING NOW

In times of uncertainty you can't pause. You still need to work on obstacles stopping you reaching your Target Condition, right NOW.

We know Toyota Kata patterns are the way to develop scientific thinking skills necessary for effective and efficient adaptation. And we need that now ... we must continue to strive toward our goals; the alternative is not good. We also know *face to face hands on learning is best*. But that's not always practical and right now it isn't. Through this 'enlighten' program for Toyota Kata you will develop your skills; face to face with us, you will participate. You will also be wherever you must be, and we will too.

It's been written about the TWI Institute that our value comes largely from making manuals and materials come alive in the hands, the minds and the places of our learners. Our challenge in developing this program was to maintain that along with 'live' telling, showing and illustrating. We believe we have maintained both.

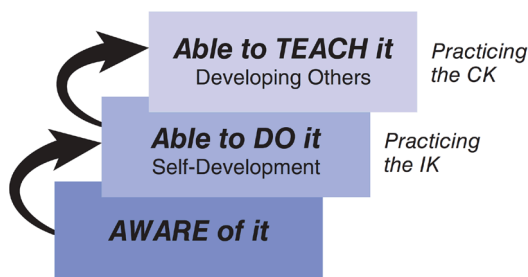


Figure 2.12, page 43 of the Toyota Kata Practice Guide (McGraw Hill 2018)

Our emphasis is on the second level DO (above) through active participation in applying the Improvement Kata and then a follow up program of coaching and mentoring. Through the six week program you surely will get started and improve your skills in Toyota Kata practices in your workplace. If this is a refresher, you will hone your skills.

With a maximum of 10 participants in each group (all from one company or mixed) there are three stages in our program requiring full involvement:

- ▶ Stage 1 – knowledge focus, pre-recorded, online, participants do on their own.
- ▶ Stage 2 – knowledge and skill focus, 'learn by participating', live and interactive, online, all together.
- ▶ Stage 3 – 'learn by doing', online mentoring, one-on-one or in pairs.

Stage 2 is innovative. In two x two hour sessions participants will view a live simulated process, and then apply the four steps of the Improvement Kata to that process. Where participants are located won't matter, we will expect contribution regardless!

Stage 3 will commence in the same week as stage 2 with a 'workplace application planning session' with your specialist. From there you will experience a minimum of five mentoring sessions where your specialist will coach you on your application of the Improvement Kata.

Purpose and emphasis of each session

SESSION	OBJECTIVES	EMPHASIS
Stage 1		
Session One	Obtain base level knowledge of Toyota Kata.	Background on Toyota Kata; introduction to the 4 steps of the Improvement Kata (IK) and the five Coaching Kata questions.
	Understand expectations for sessions two and three.	What we will do and how.
Stage 2		
Session Two	Gain a deeper understanding of each of the 4 steps of the Improvement Kata alongside building skills in doing each of the 4 steps.	Elements of a challenge (goal). Current condition is not just data. Target condition is not just a number.
Session Three	Build knowledge and skill in conducting workplace-based experiments focused on removing an obstacle to a target condition.	Practical application of the Plan, Do, Check, Adjust cycle. Scientific thinking.
Stage 3		
Session Four	Understand expectations for all of stage three and be clear on your next step.	Learn by doing ...
Session Five (Five mentoring sessions)	For all four steps of the Improvement Kata, confirm participants understanding based on what's happened and what's been learnt; make adjustments accordingly; agree on your next steps.	Learn by doing ... PDCA.

