

KATA WALKS



A Different Kind of Gemba Walk

By Mike Rother

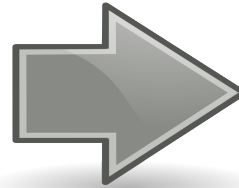
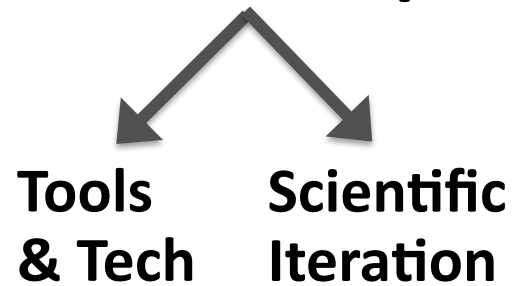
--- *Or* ---



Deliberate practice to develop scientific minds

THE FOCUS OF THIS PRESENTATION

Lean Concepts



**The Process of
Making it Real**



**Transforming our
thinking and acting**

INTRODUCTION



LET'S LOOK AT THREE COMMON PURPOSES FOR GEMBA WALKS

- **TO SEE**
 - *To identify problems and waste.*
- **TO ELIMINATE WASTE**
 - *To learn why by asking team members.*
 - *To help resolve issues.*
- **TO LEARN**
 - *To better understand our people & organization.*

(1) TO SEE?

Read what you see

Ca y u rea t is?

(1) TO SEE?

Read what you see

Ca y u rea t is?



**Our amazing brain
filled in the blanks!**

(1) TO SEE?

Read what you see

HUMPING TO CONCLUSIONS



(1) TO SEE?

IUMRING TQ GQNGIUSIQNS



**But our brain
filled in the blanks here too**

(1) TO SEE?

What each of us sees, the impressions we get, is affected by subconscious biases that all of us naturally have.

Our brain automatically fills in gaps, without us realizing it.

We may not understand what's really happening just by looking and asking questions.



That's why the issues a team works on should be based on what's learned through experiments, not on someone's impressions.

(2) TO ELIMINATE WASTE?

Ask 5 people what to improve, get 5 different answers



= Observed Wastes,
Problems, Opportunities

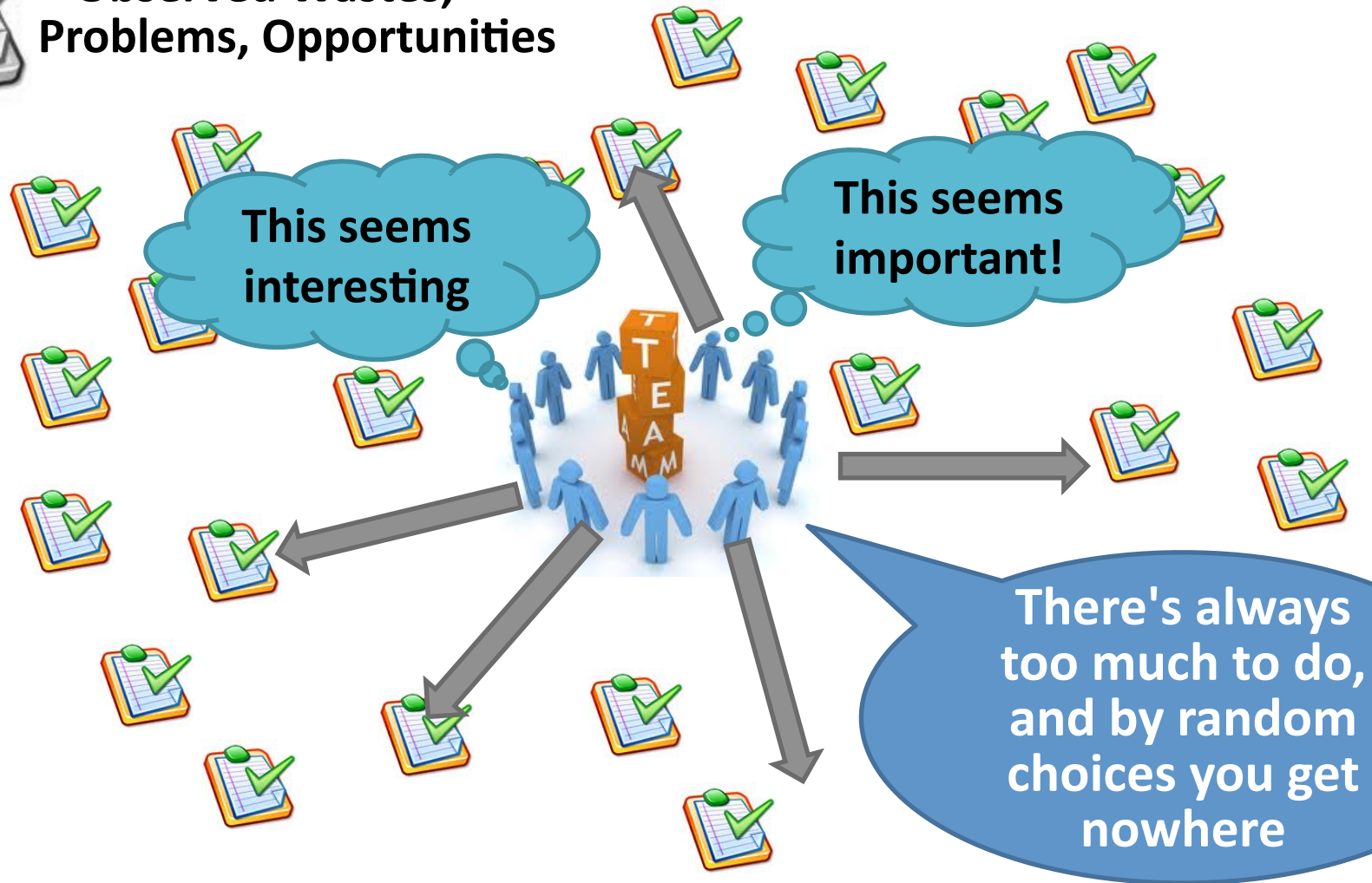


Illustration by Teemu Toivonen

A GOAL OF 'ELIMINATE WASTE' IS TOO EASY

What do you want to achieve?

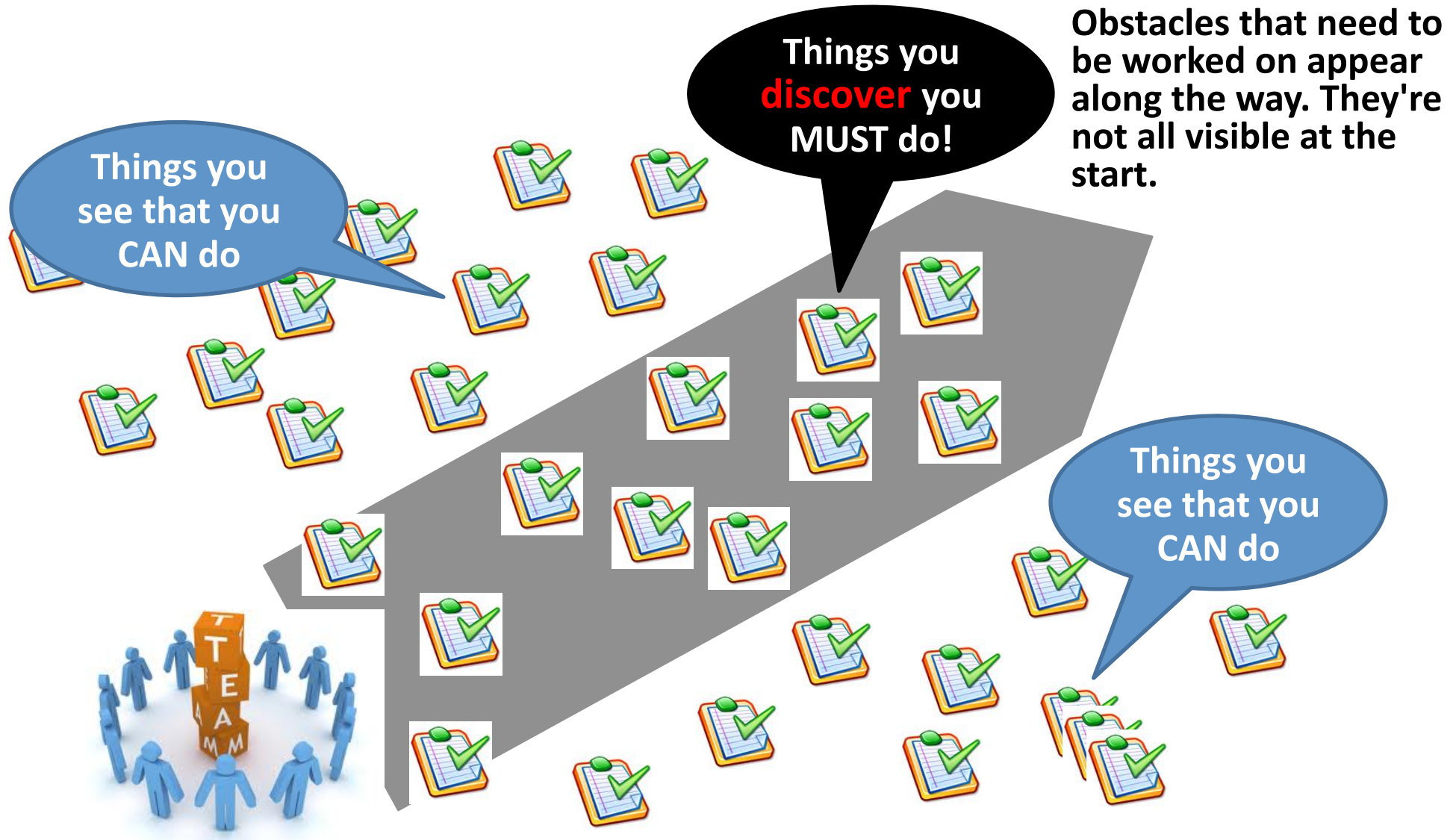


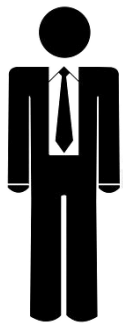
Illustration by Teemu Toivonen



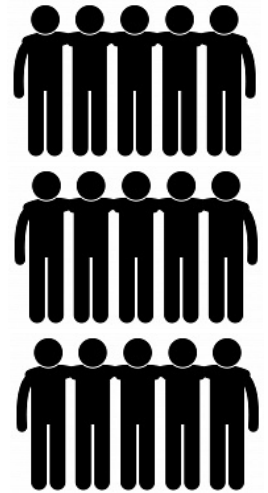
(3) TO LEARN?

Yes! A leader or manager on a Gemba Walk learns something about the state of things.

And a leader or manager is also a teacher. Anything they say and do teaches ways of thinking & acting.



So while the Gemba Walker (*one person*) is learning, each team he or she visits (*many people*) is having its thinking influenced. *Teaching may actually be the most significant thing that's happening on many Gemba Walks!*



When a Gemba Walker randomly asks about things, points to things, suggest things, detects wastes, gives compliments, etc., they may unwittingly be teaching a mindset of random improvement instead of strategic, purpose-driven improvement.

--- THE SITUATION IN SUM ---



A Gemba Walker can't know specifically what each team they visit should work on next, and anything s/he says & does will influence mindset and behavior.

SO WHAT THE HECK *SHOULD* YOU DO ON A GEMBA WALK?!



A SOLUTION AND ACTIONS

FOCUS ON *HOW* PEOPLE ARE WORKING

Perhaps the most important thing for a leader to focus on during a Gemba Walk is not the content of what people are working on, but the *pattern of thinking & acting* they utilize as they improve and strive for goals.

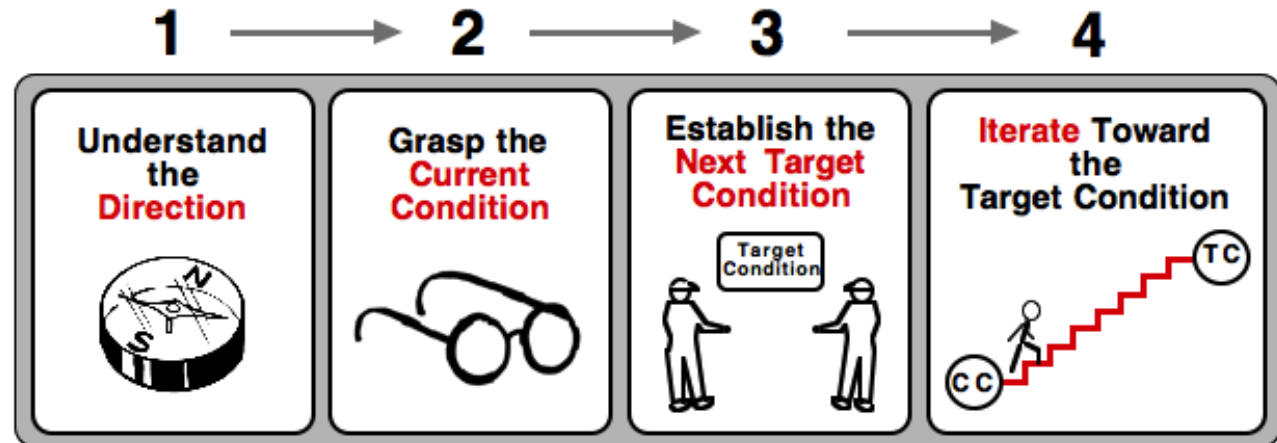
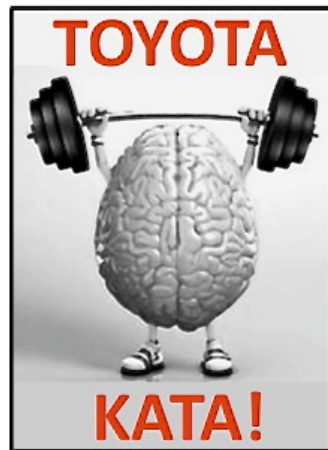


WHAT PATTERN SHOULD YOU TEACH?



- It should be used system-wide in daily work
- It should be suitable for any goal or problem
(a content-neutral *Meta Habit*)
- It should be based on a scientific model
- It should include structured practice routines
for beginners (proficient users can vary the routines)

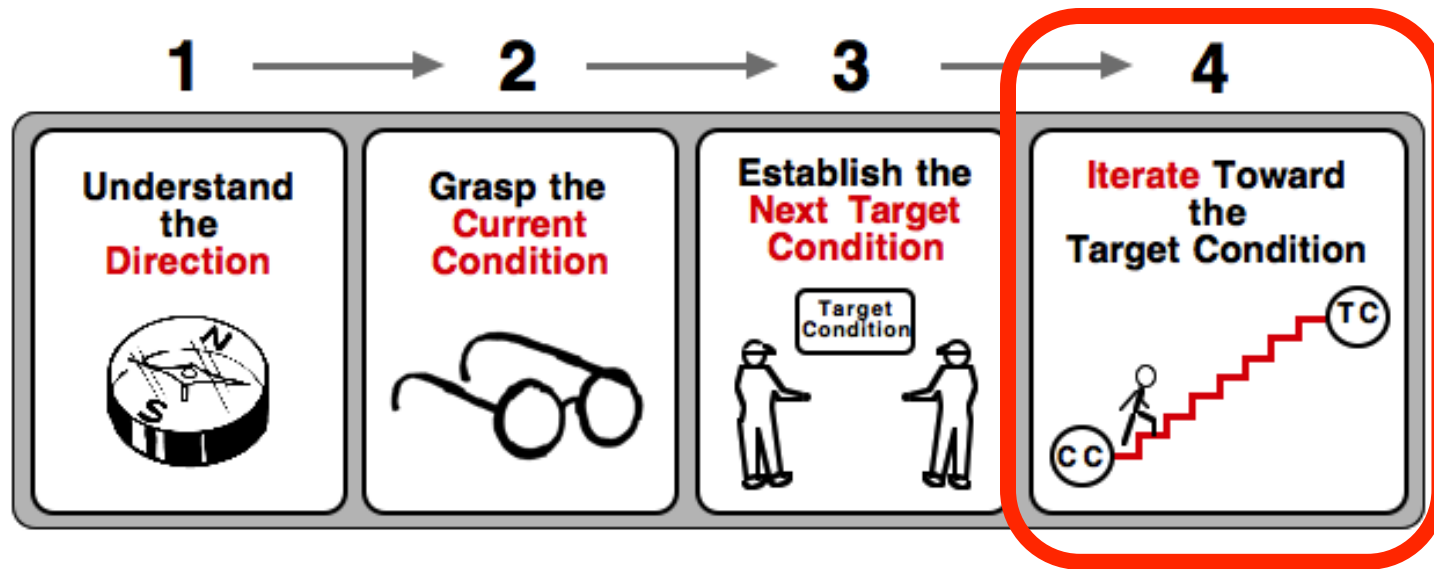
THE *IMPROVEMENT KATA* + *COACHING KATA* ARE EXACTLY SUCH A PATTERN



The following VIDEO shows a KATA WALK in action, illustrating structured practice of the Improvement Kata and Coaching Kata

THE VIDEO SHOWS "COACHING CYCLES"

A scientific pattern in Step 4 of the Improvement Kata



TWO FORMS YOU'LL SEE

Learner's Storyboard

The Learner's Storyboard is a large blue-bordered form divided into several sections:

- Focus Process:** A section at the top left.
- Challenge:** A section at the top right.
- Target Condition:** A large section on the left with the text "Achieve by: _____".
- Current Condition:** A large section in the middle.
- PDCA Cycles Record:** A section on the right, with an orange arrow pointing to a detailed view of the form.
- Obstacles Parking Lot:** A section at the bottom right, with an orange arrow pointing to a detailed view of the form.

Forms available on the Toyota Kata Website

PDCA CYCLES RECORD

| Process: | | Target Condition: (Process Metric) | |
|---------------------|---------------------|---------------------------------------|-----------------|
| Learner(s): | | Coach: | |
| Date, Step & Metric | What do you expect? | What Happened | What We Learned |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Between the 'What do you expect?' and 'What Happened' columns, there are two vertical yellow columns with the text "Do a Coaching Cycle" and "Conduct the Experiment" written vertically.

Obstacle Parking Lot

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

THE FIVE-QUESTION CARD USED BY THE KATA WALKER

The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----(*Turn Card Over*)----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which ***one*** are you addressing now?
- 4) What is your **Next Step**? (next PDCA / experiment) What do you expect?
- 5) When can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle for several PDCA cycles

Back of card - Reflection Section

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

- 1) What was your **Last Step**?
- 2) What did you **Expect**?
- 3) What **Actually Happened**?
- 4) What did you **Learn**?

----->
Return

Card is turned over
to reflect on the last
step / experiment





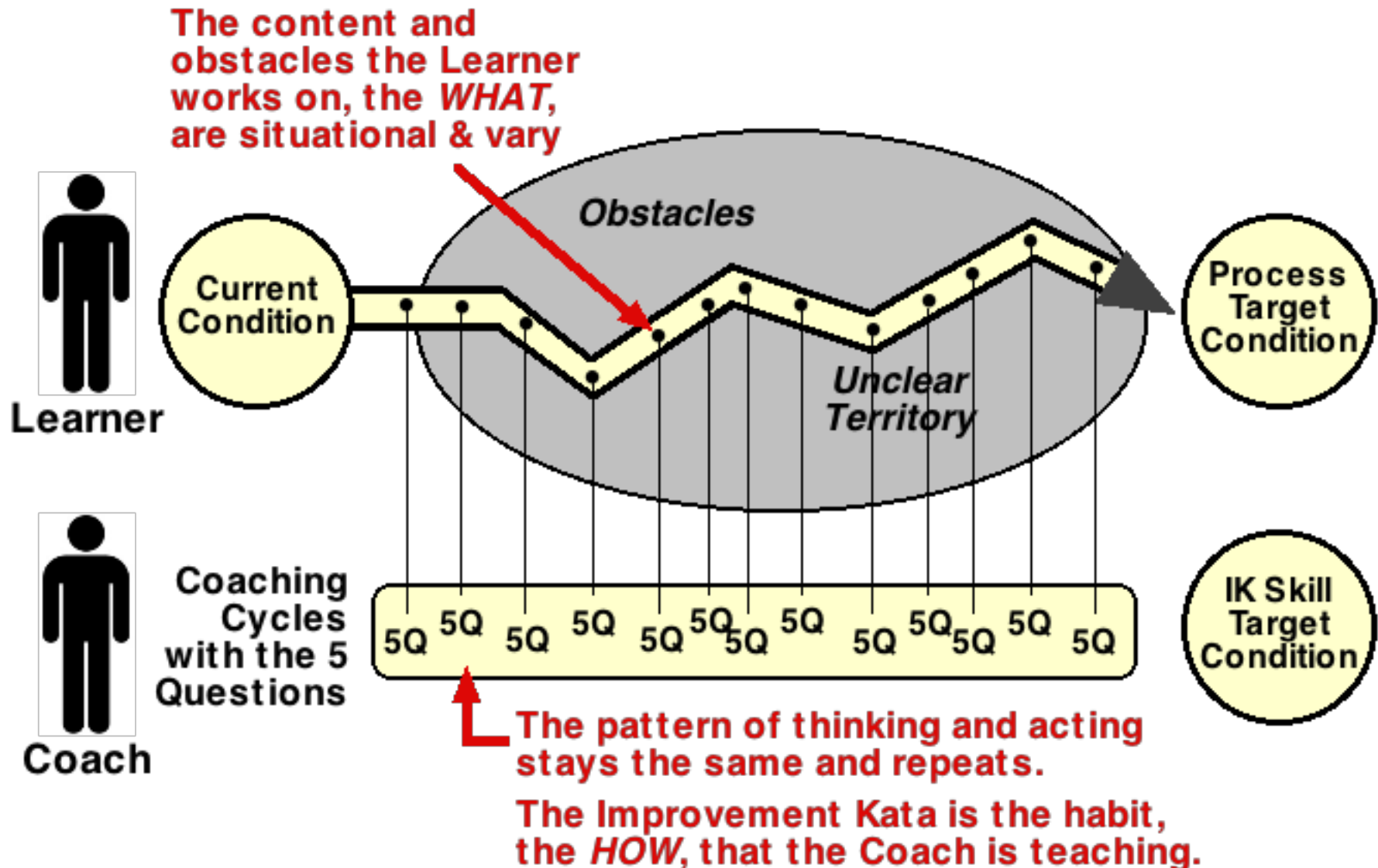
Video



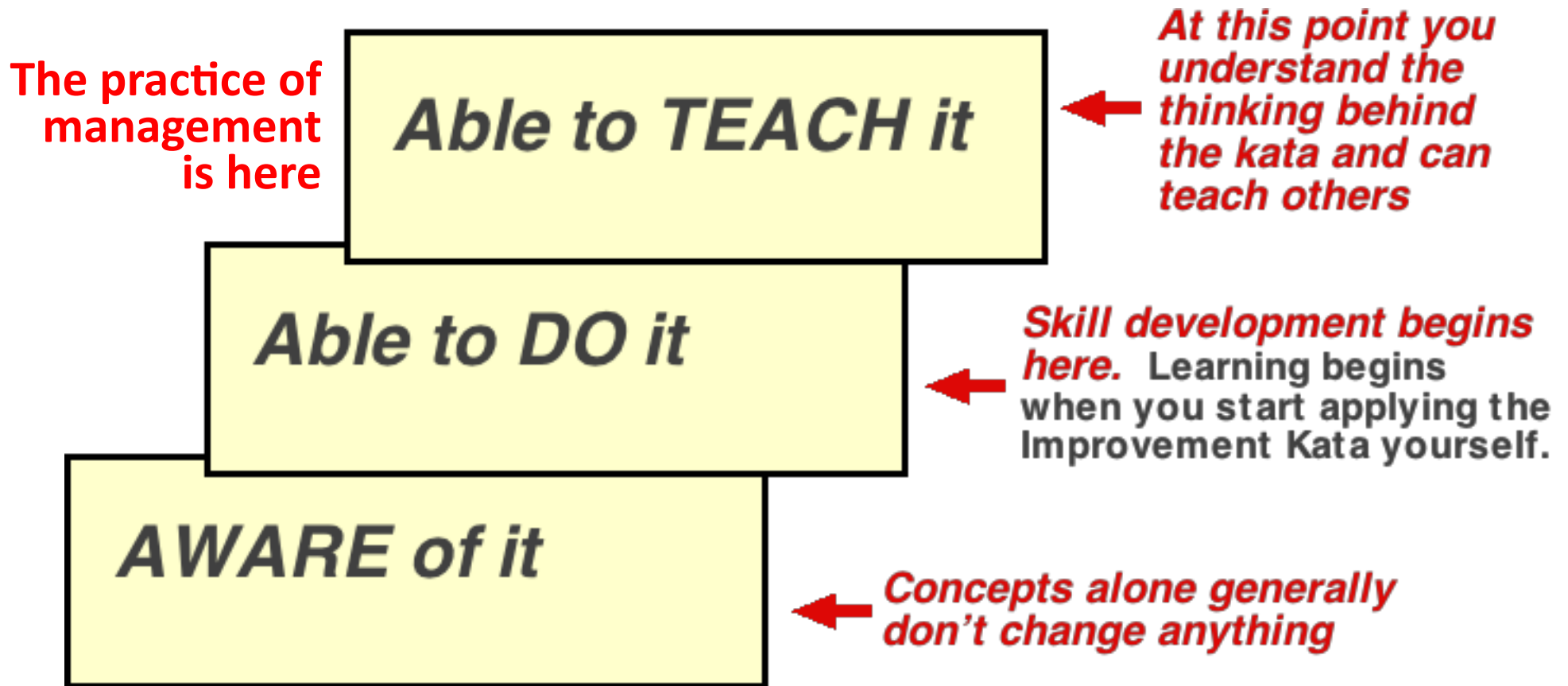
DEVELOPING A META HABIT THROUGH PRACTICE

WHAT you're working on: The focus process provides the content

HOW you're working: The Improvement Kata provides the form



THE KATA WALKER GOES THROUGH A LEARNING PROCESS TOO



To be a Kata Walker you should be a Learner first, so your IK & CK skills are developed sufficiently to become a habit

CONCLUSION

FOCUSING ON HOW PEOPLE WORK

- The Improvement Kata / Coaching Kata are a **repeatable management model** to produce continuous improvement, adaptation & innovation.
- The Learner iterates his way forward, instead of "deciding" the way forward. It's the **action of innovation**.
- You're equipping people with a pattern and mindset that's not solution oriented but **discovery oriented**. By teaching the Improvement Kata & Coaching Kata patterns you build an organization that can successfully deal with challenges and uncertainty.



THE ACTION OF INNOVATION



**That's how we
did it!**

FOCUSING ON HOW PEOPLE WORK

READ
THIS

"You talk about setting numerical targets and using them to determine whether something is acceptable or unacceptable, but that's not really what management is all about. That's what you'd call 'monitoring.' True management is about organizing things so that everyone works toward their targets."

~ Taiichi Ohno

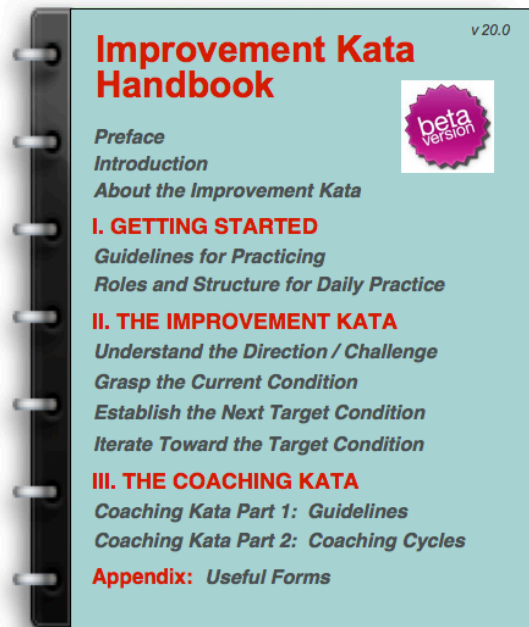


MORE INFORMATION

On the "*Toyota Kata Website*"

| | | | | | | |
|------------------------|--------------------------|---------------------|----------------------------|-------------------------|-----------------------|--------------------|
| TOYOTA KATA HOME | 1. Improvement Kata | 2. Coaching Kata | 3. Kata Creates Culture | 4. Neuroscience | 5. Getting Started | 6. Challenge |
| | Materials to Download | News and Links | Presentations | Value Stream Mapping | Extras | What is a Kata? |

Improvement Kata Handbook



The Improvement Kata Handbook is for anyone who wants to learn and master achieving effective, sustainable continuous improvement, adaptiveness and innovation in an integrated, systematic, scientific way.

BEST WISHES!

For developing *your* scientific mind