

KATA for DAILY IMPROVEMENT

Develop the Organization by Developing People

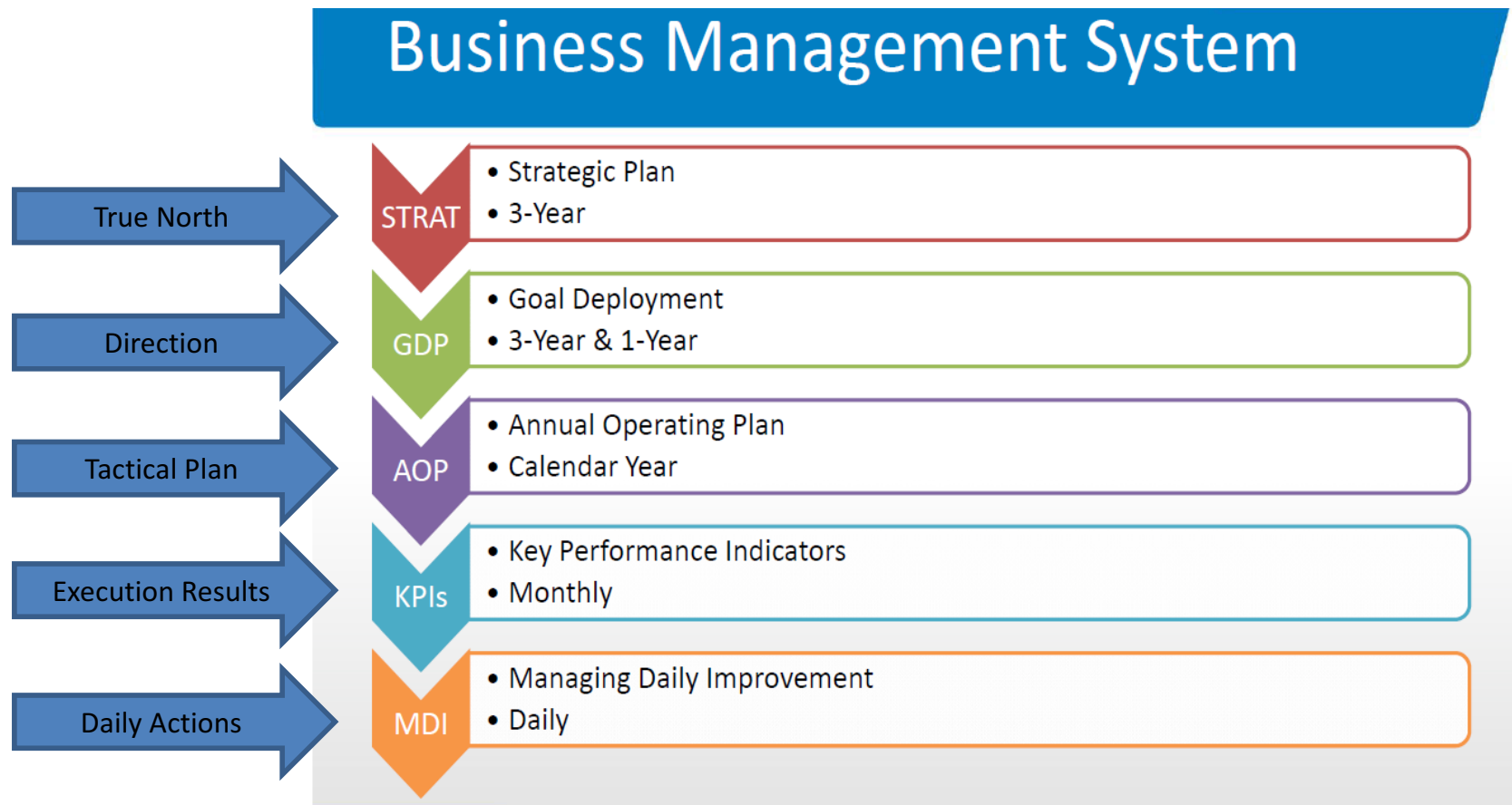
Two Skills Consistent Across *ALL* Contexts

Making **Improvements**

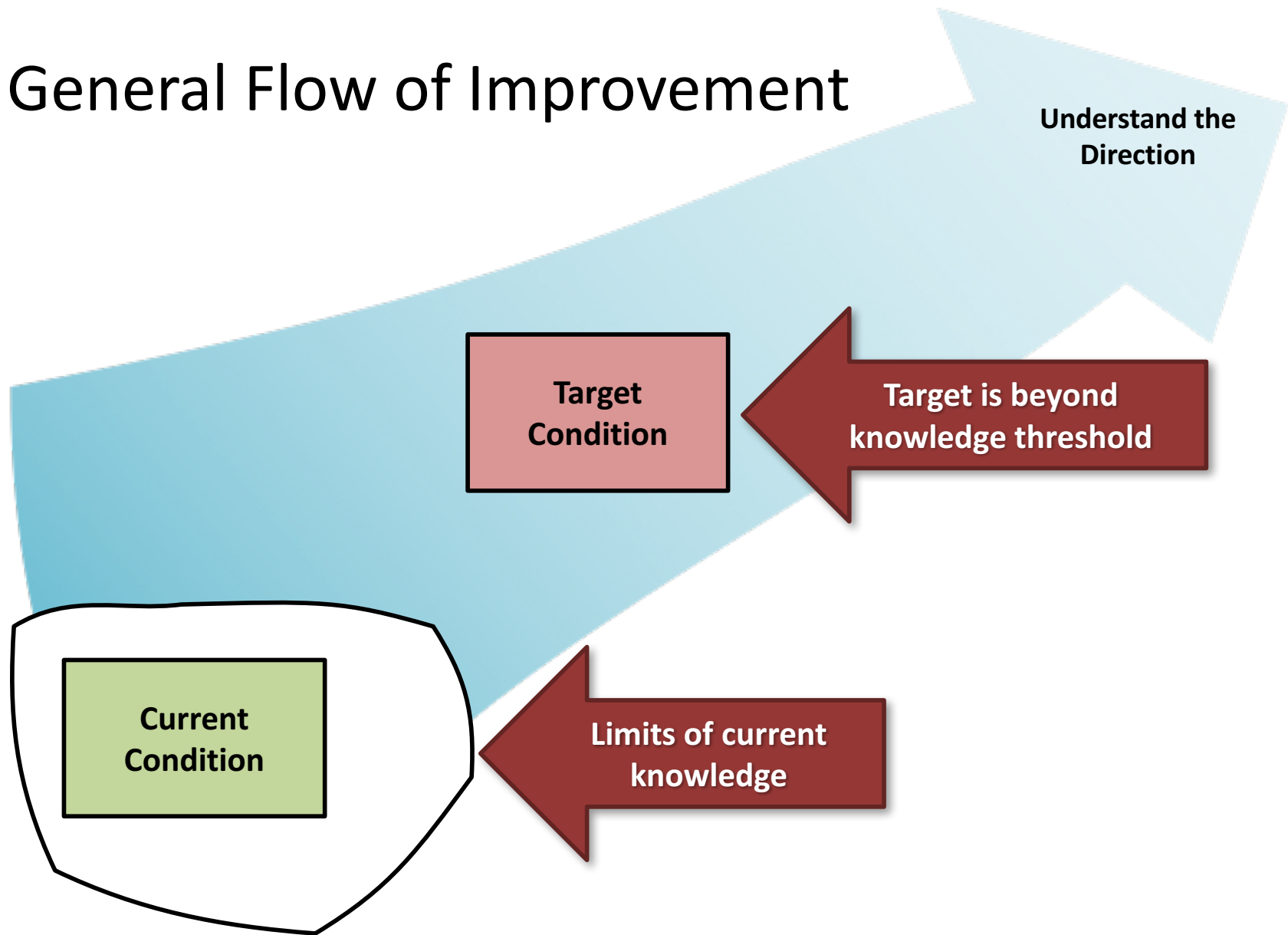
Developing People's
Improvement Skills

A consistent approach to making improvements unifies the organization's efforts.

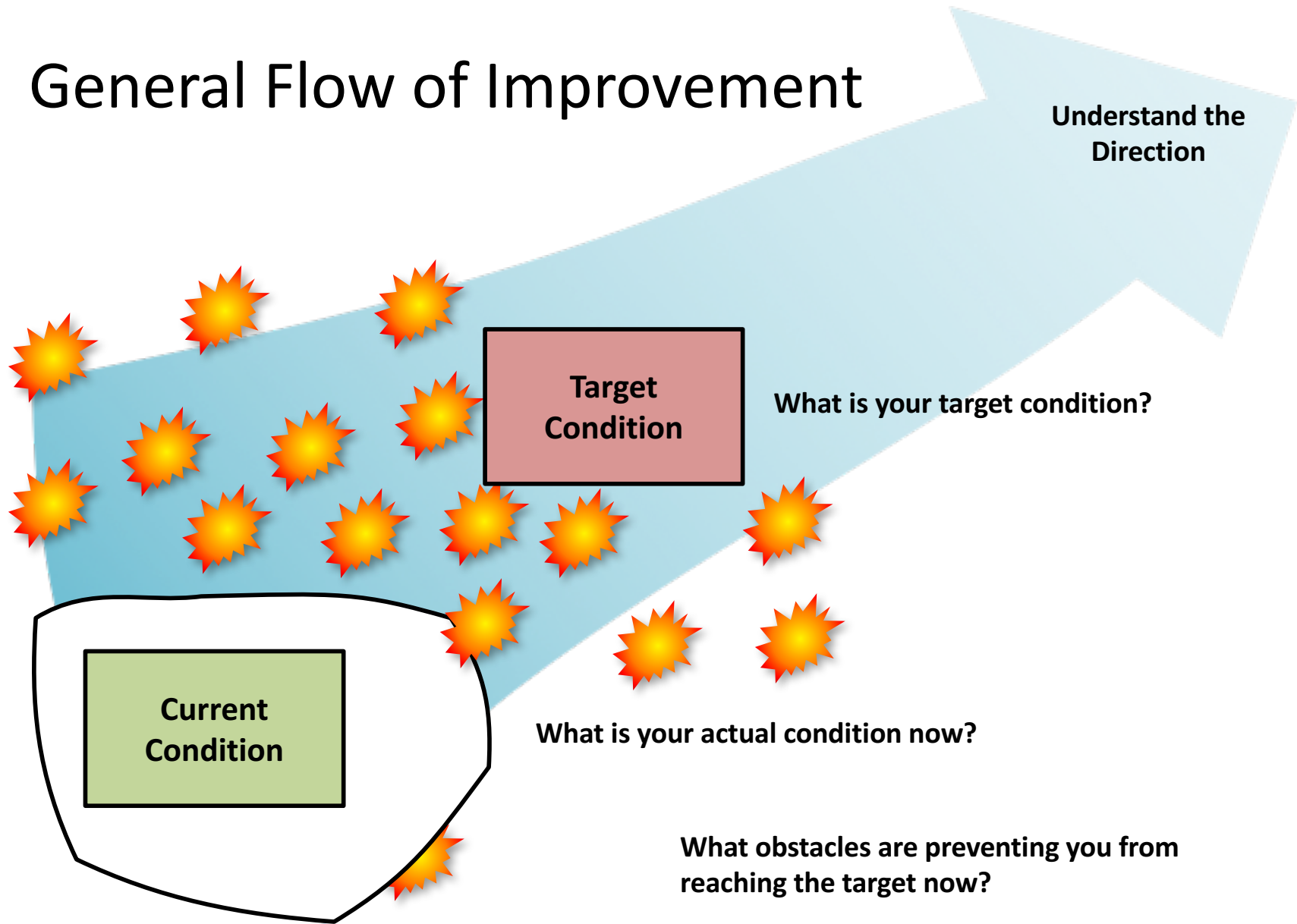
A Method for Unifying the Improvement Process at Nolato?



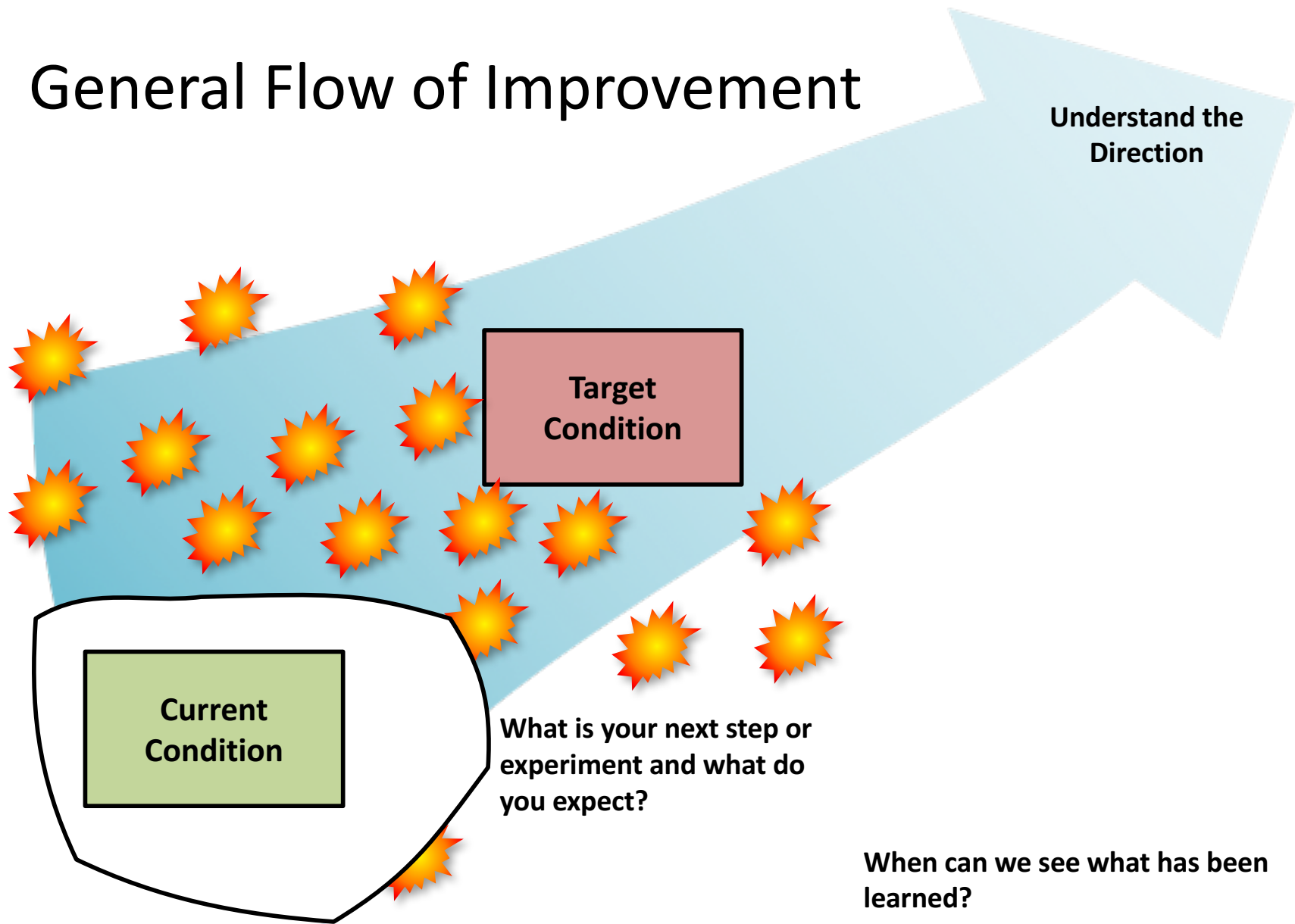
General Flow of Improvement



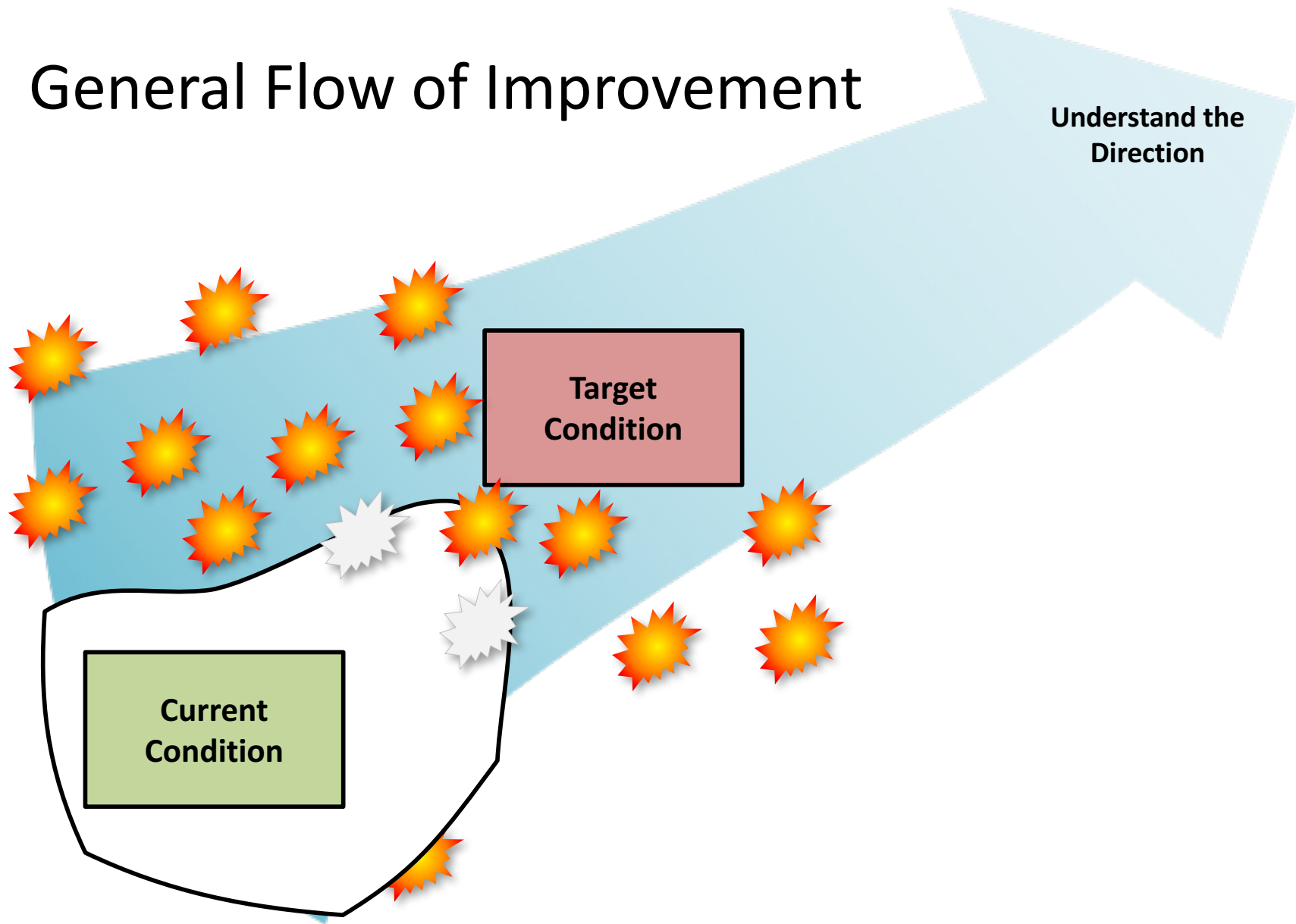
General Flow of Improvement



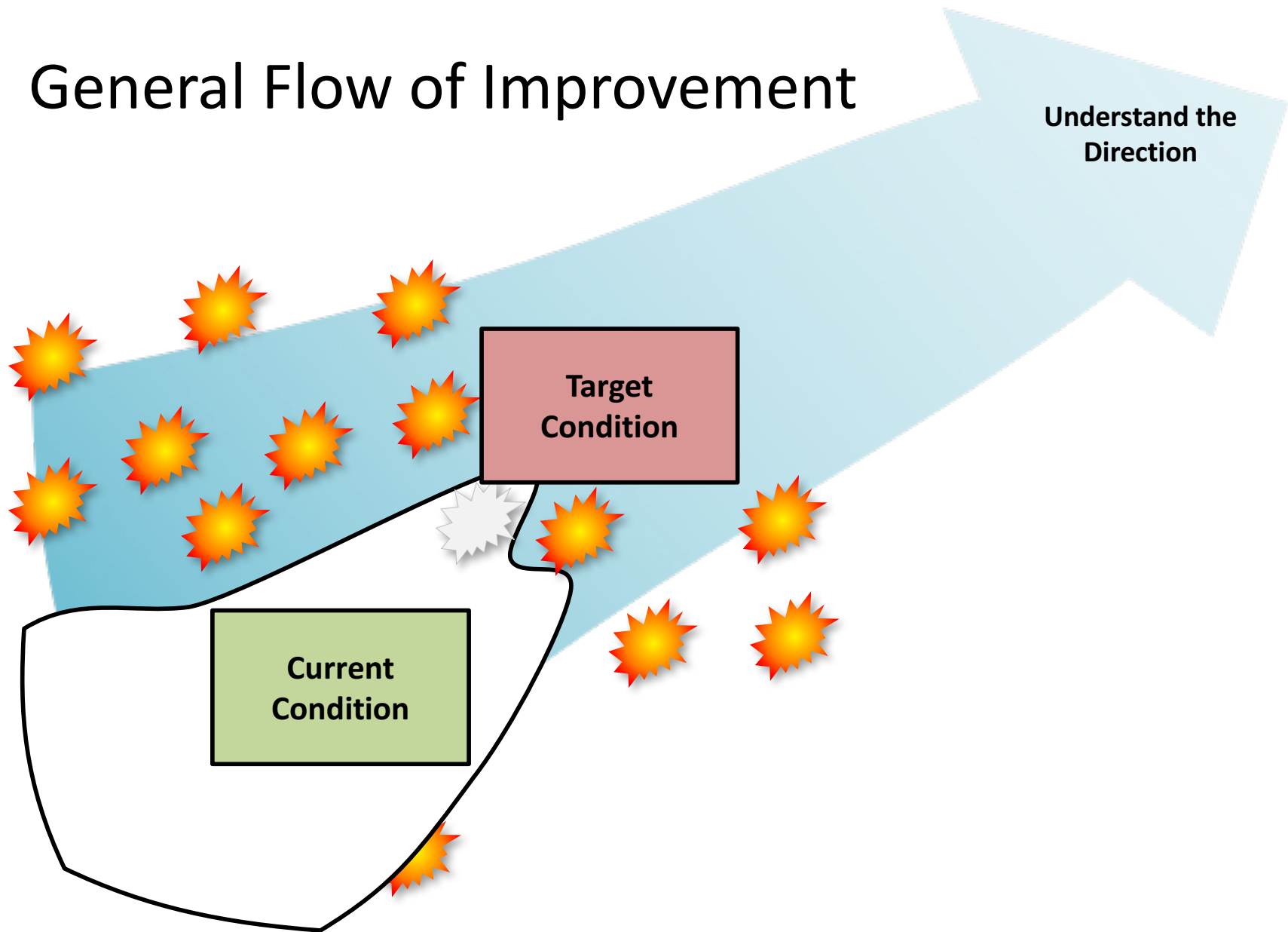
General Flow of Improvement



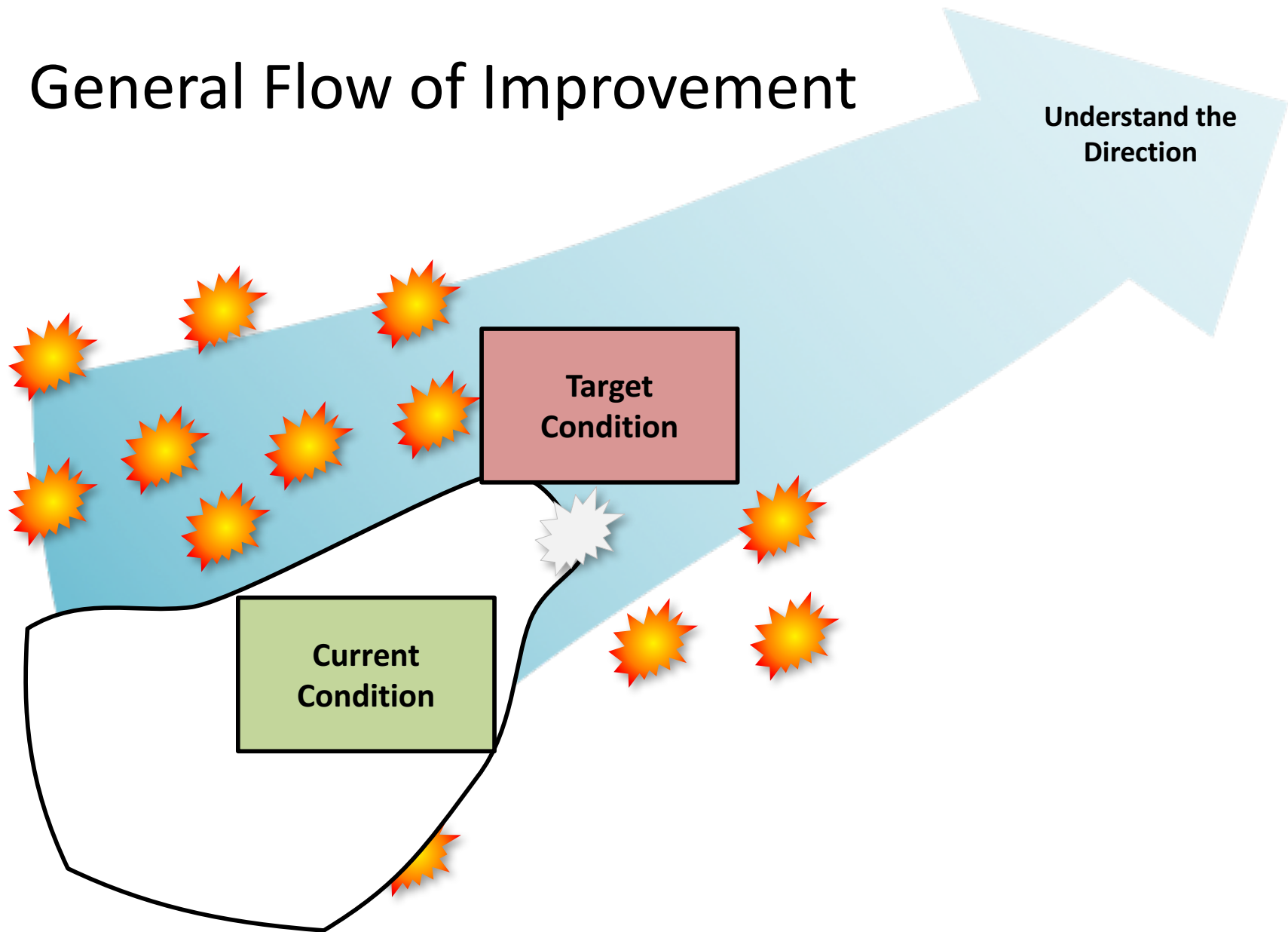
General Flow of Improvement



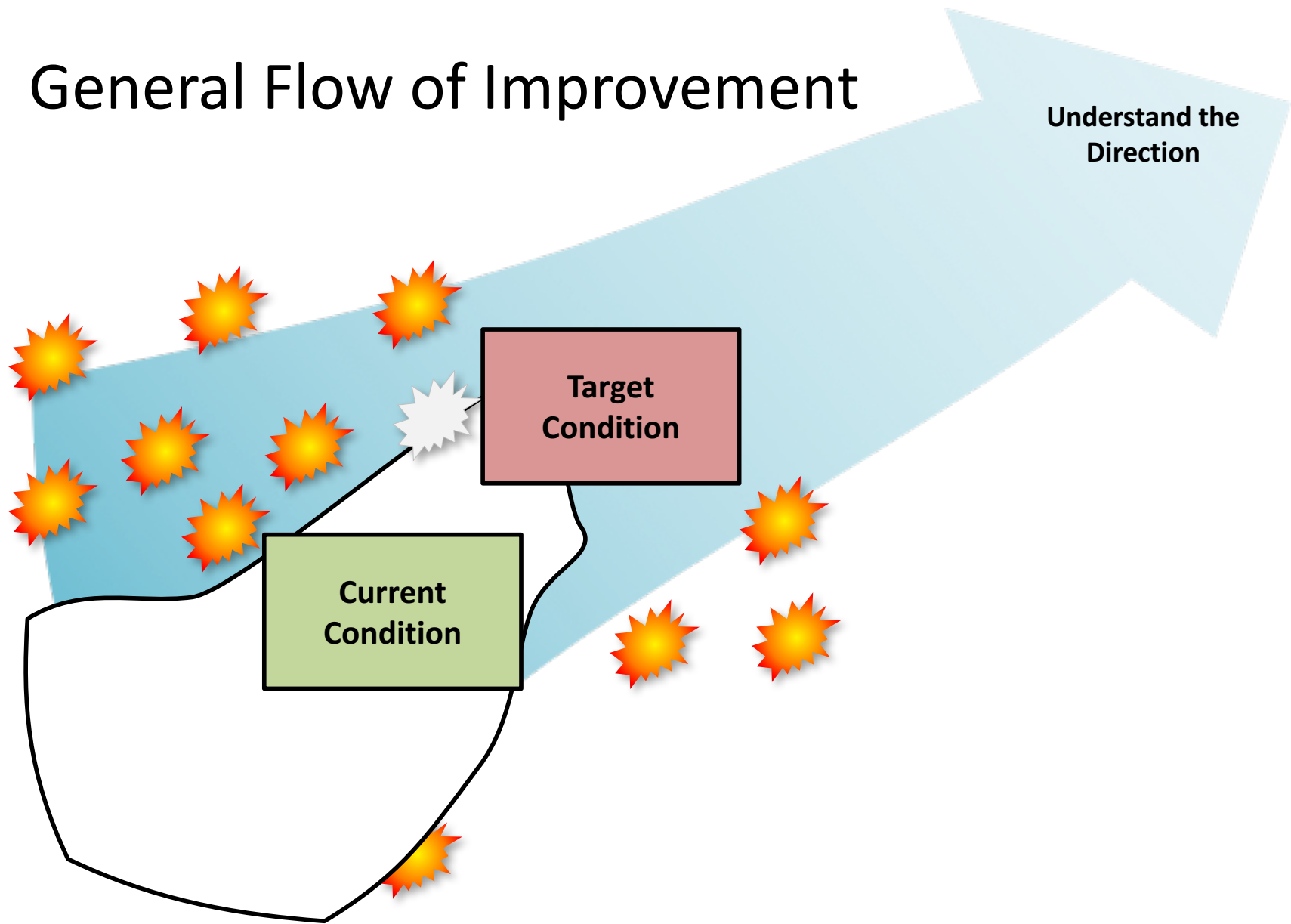
General Flow of Improvement



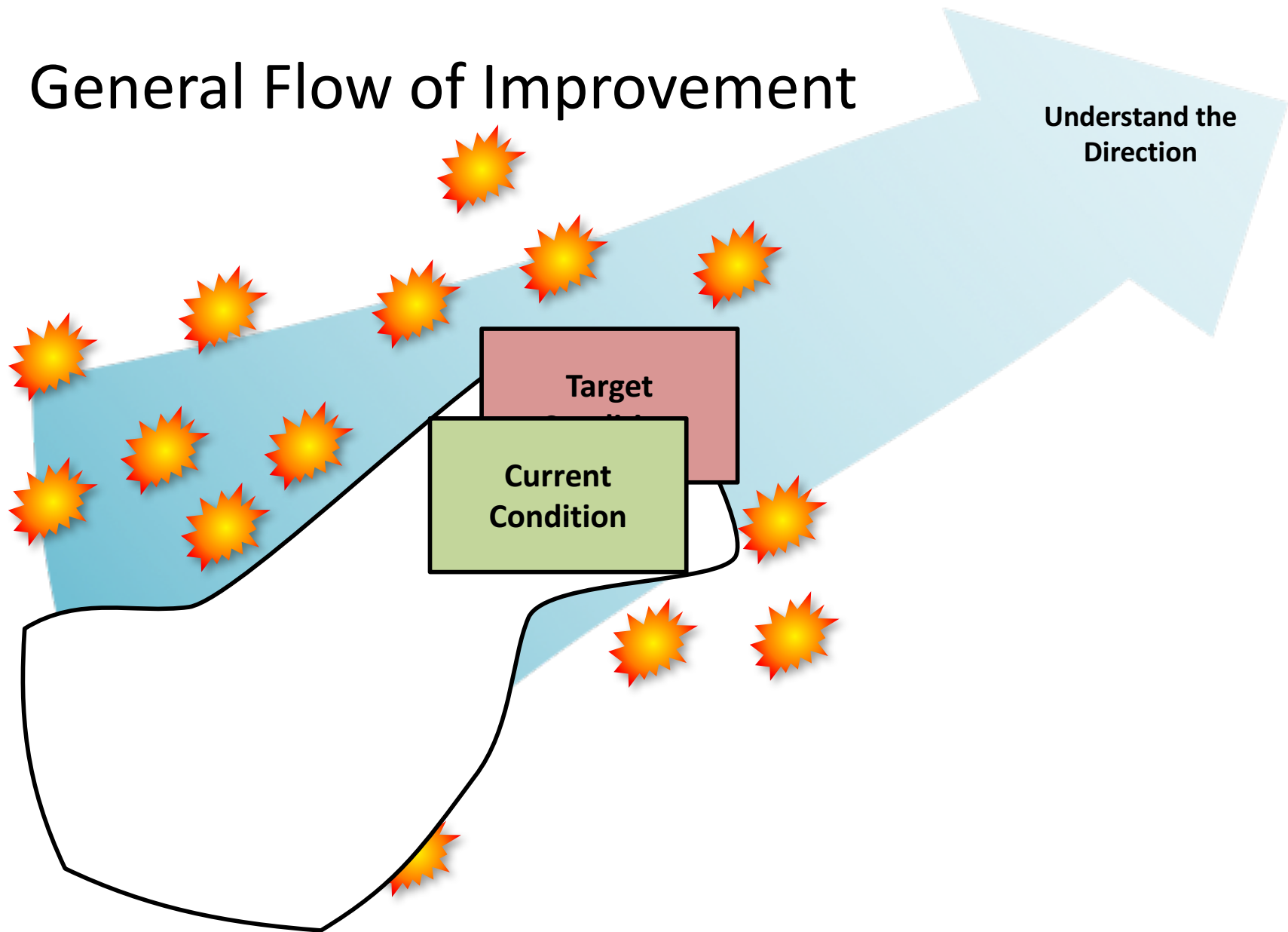
General Flow of Improvement



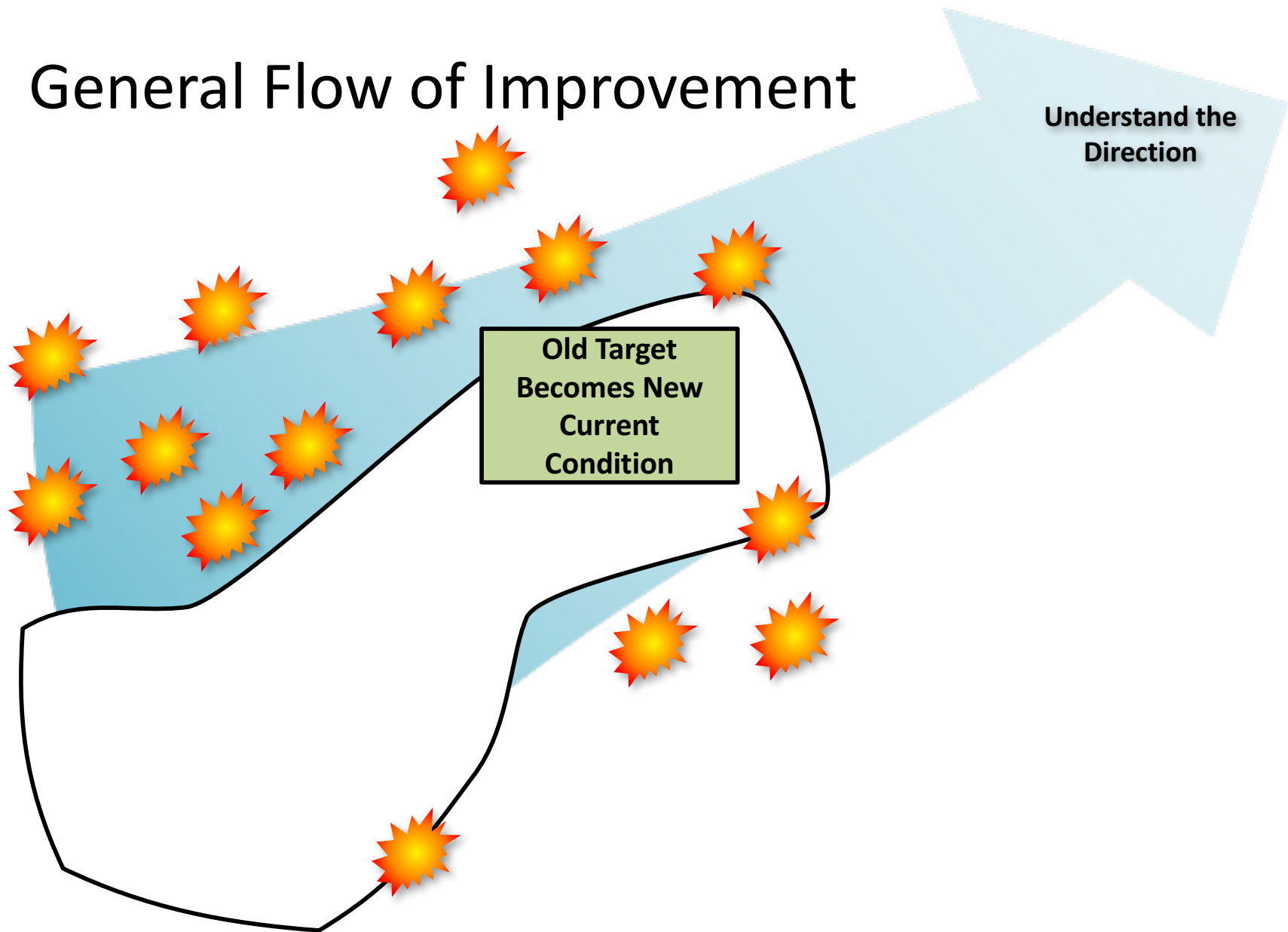
General Flow of Improvement



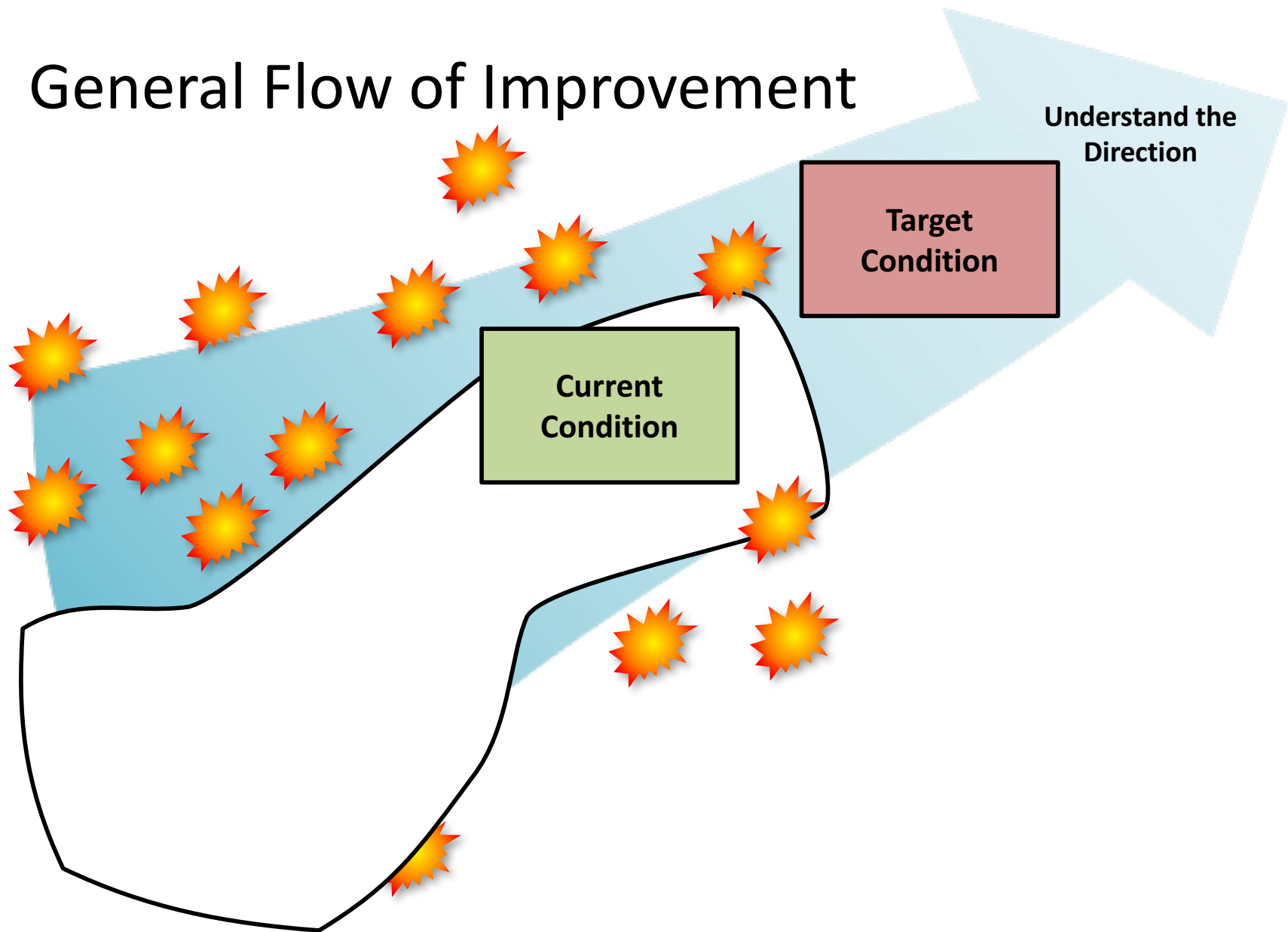
General Flow of Improvement



General Flow of Improvement



General Flow of Improvement



Coaching Improvement

Step by Step

The Target Condition:

- Describes future state performance *and* process.
- Is beyond the current threshold of knowledge. (We are not sure how to get there.)
- ...but is “reachable” – we are pretty sure we *can* get there.
- *Has a deadline.* (About a week for starters.)

The Target Condition

Without a clear target:

What should we do to improve?

5S? Mistake-Proofing? Changeover Reduction?
Kanban? Moving Lines? Visual Controls?
Standard Work?

With a clear target:

What is keeping us from hitting the target?

Errors Shortages?
Searching? Variation?
Ambiguity? Changeovers?

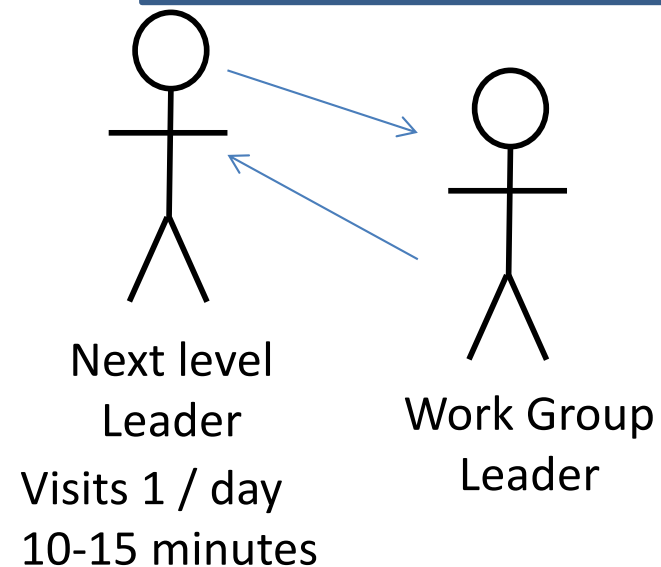
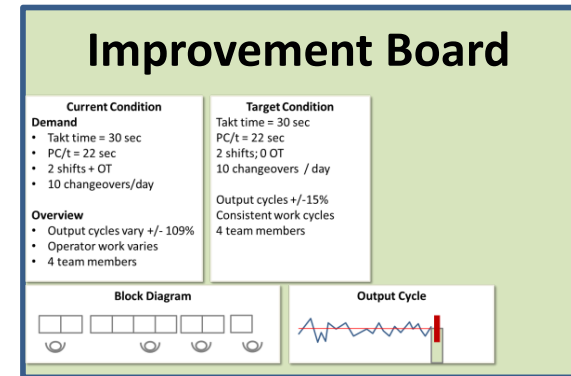
The discussion becomes:

What is the best way to solve these problems?

Which leads us to the appropriate *countermeasures*.

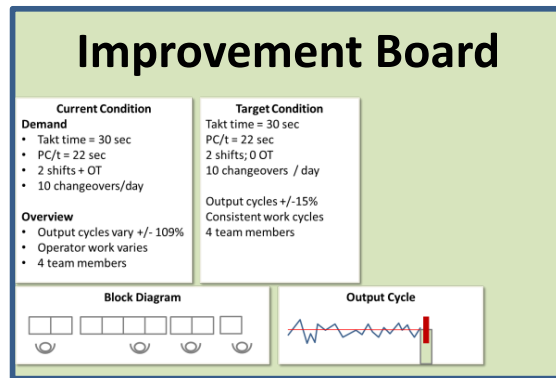
Coaching Cycle: 10-15 minutes / day

1. What is your target condition?
2. What is the actual condition now?
3. What obstacles are preventing you from reaching the target condition?
4. What is your next step? (start of PDCA cycle)
5. When can we go see what you have learned?



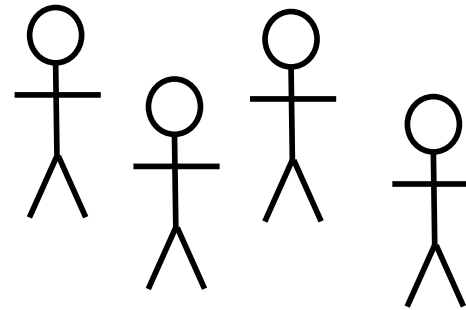
Set up *one* experiment!

Coaching Cycles

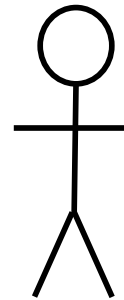


Reviews status to
prepare for
coaching.

Process Being Improved



Work Group

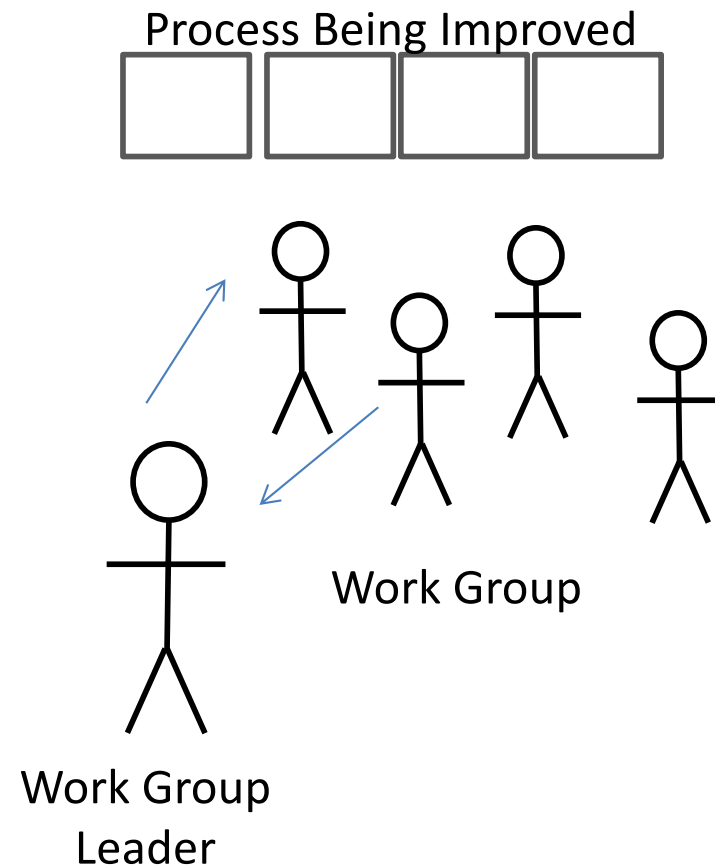


Work Group
Leader

Coaching Cycle – One Experiment

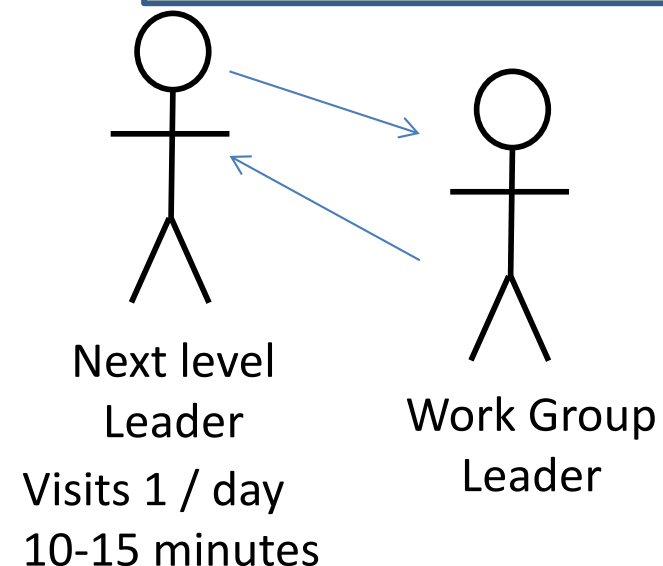
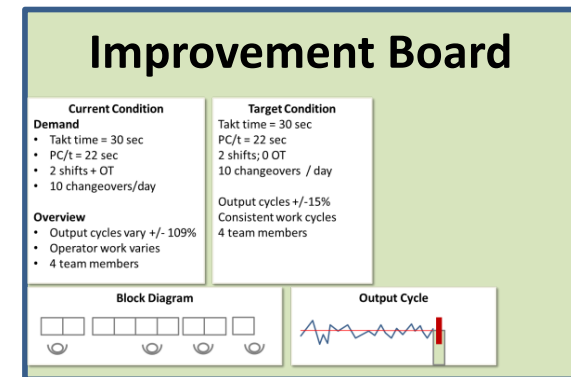
During the course of the day, the work group leader organizes the next experiment (PDCA cycle), and captures what was learned.

Updates the status board.
Prepares for the next coaching cycle.



Next Coaching Cycle

1. What is your target condition?
2. What is the actual condition now?
3. What obstacles are preventing you from reaching the target condition?
4. What is your next step? (start of PDCA cycle)
5. When can we go see what you have learned?



Set up *one* experiment!

Managers are teachers – what are you teaching?



If you are usually doing “business as usual” then you are teaching “business as usual.”

We've Always Done It That Way

Neuroplasticity



Backwards Bike

