

Toyota Kata Culture

How to systematically challenge and develop your organization to improve and innovate every day



Competitiveness requires innovation and innovation requires a culture in which everyone actively strives to learn new things, adapt and improve every day. Organizations that master scientific, experimental and targeted, collective learning of new methods and technologies and transfer those learnings quicker into better processes and products will achieve superior, more sustainable results in the long run and assert themselves a stronger competitive advantage.

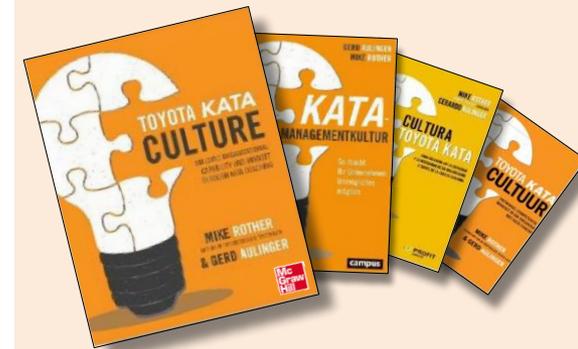


Kata is a system of scientific methods, routines and techniques that are excellent for managing and developing people and entire organizations. They enable and motivate everyone to seek and master greater challenges in highly competitive environments. We believe that this new management system, based on the Improvement- and Coaching Kata, could eventually replace our outdated, 90-year-old ROI management system and allow us to develop a much stronger culture of experimentation, learning and innovation.

The Improvement and Coaching Kata are at the center of this management system. Kata is a term taken from the Japanese martial arts which denotes practice routines that are trained until certain ways of thinking and acting become subconscious habits you can then use reflexively in challenging situations. Mike Rother, my long-time friend and teacher, author of many bestsellers, transferred the idea of deliberate practice routines over 15 years ago to help managers improve their coaching and leading skills and foster a more creative culture at all levels of their organization.

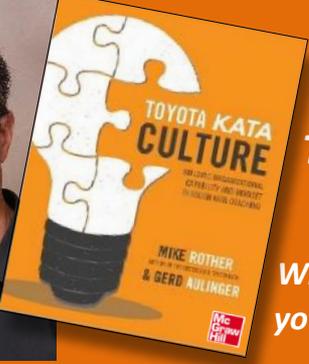
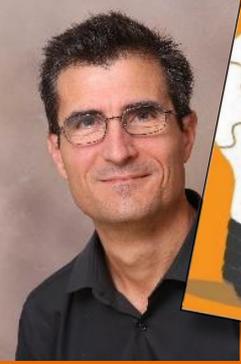


Good coaches are those who have mastered how to learn and teach. Good leaders are those who mastered how to inspire their teams to make the seemingly impossible possible. As is well known, practice makes perfect. So, if you want to master leadership and coaching, then you should start practicing Kata. The Improvement Kata is about giving yourself challenging goals in order to "learn to learn" in a targeted, scientific and experimental way. In the second step we use the Coaching Kata to better "learn to teach".



"This is the first book I have read that provides a clear picture of what it takes to develop and mobilize creative capability across an organization, to achieve challenging goals."

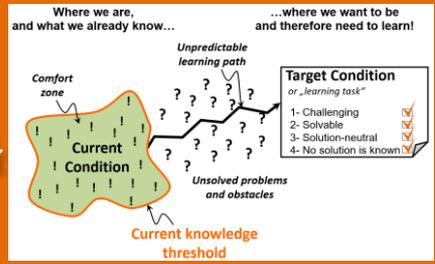
Jeffrey K. Liker,
author of *The Toyota Way*
(from the Foreword)



Toyota Kata Culture

The advanced 10-Day-Kata-Training to our TKC-Book

With up to 16 leaders and prospective internal coaches, experience and practice the Kata on site on your processes and value streams and initiate your holistic Kata Management System deployment.



Module 1

3 days



Kata basics and starting your Kata Practice Groups

After an introductory theory session in which we will answer questions like: “What is Kata?”, “How can we improve the ability of an organization to innovate and develop scientific thinking?”, “How does this change the role of managers as leaders and coaches?” we will go straight into applying and practicing Kata on your real processes. We will learn how to analyze processes, define current conditions and challenging target conditions. You will practice the Coaching Kata by coaching your learner through experiments, reflection and learning how to reach your goals.

Purpose of the first three days:

Since practice makes perfect, you will need to start practicing the IK and CK from the very first day! These 3 days enable you to form up to four 4-person Kata Practice Groups to start practicing Kata in your own company.

Then... keep practicing approx. 2-4 weeks with your colleagues on your own proceses...

Module 2

3 days



Kata deep dive and expansion to more complex proceses

After a few weeks applying the IK and CK, all participants will have learned a lot from their own practice. Still, many questions will need to be answered. In this second session, the 5 Kata Questions technique and your understanding of them will be deepened. The very important role of the 2nd coach will be introduced. Learning to define mathematically coherent target conditions is crucial and requires practice. For creativity and true innovation to emerge we must not jump to conclusions: we will focus our coaching sessions on analyzing problems and searching for their hidden root causes.

Purpose of the second three days:

The “secret” of creativity and true innovation usually becomes visible in the second session. Results speak for themselves, your motivation to continue applying the Kata keeps growing!

Then... keep practicing another 2-4 weeks with your colleagues on your own proceses...

Module 3

4 days



Value Stream Design, Hoshin Kanri and Cascaded Coaching to all Levels

For the first time you will experience how Kata works as a modern, holistic management system. Coaching in Coaching Cascades across several hierarchical levels is a powerful method to enable quick, collective learning in larger organizations. The first two days are used to develop Target Conditions across all levels starting at your Value Stream level, using the Hoshin Kanri and Catchball processes. On the third and fourth day you will see and feel the incredible power and motivation of an aligned organization coaching and working as one team with this modern management system.

Purpose of the third four days:

The power of Kata can be felt by everyone, the enormous potential is evident! You work in parallel on real challenges. The expansion into other areas of your organization can begin.

Now you should be able to coach and apply the IK and CK to your daily work and even bigger projects. No reason to ever stop practicing Kata!



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REFERENCES

