

The Kata of Improvement

2019 CQI Conference

Champaign, IL

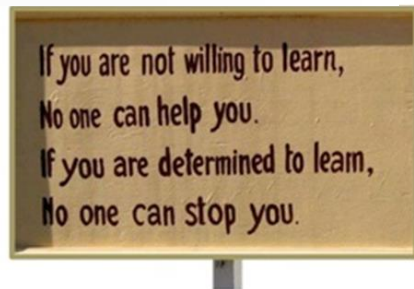
October 30, 2019



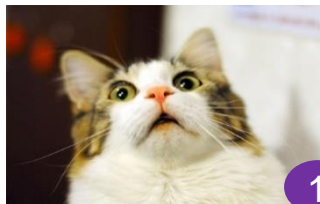
The problems we face in human services are complex and dynamic. The best approach to solving such problems is to develop a team of people that use the scientific method to solve them. A kata is an action repeated until it becomes habit. The Toyota Kata allows us to learn scientific problem solving through rehearsal and practice of PDSA cycles. This workshop will include hands-on exercises to learn how to do and how to coach the four steps of the improvement process. Participants will learn to: understand the Toyota Kata of improvement, use the tools to solve problems in iterative steps, and gain some idea on how to coach others in improvement

Why are we here today?

- 1 To learn the latest interpretation of Lean problem solving – it may be a reminder
- 2 To appreciate its attention to scientific thinking
- 3 To get a basic idea of how to coach each other in problem solving
- 4 To get one idea on how to format an improvement project
- 5 To have some fun together



Introductions - Which cat represents you and why?



1



2



3



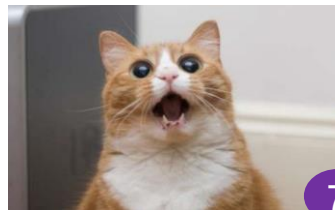
4



5



6



7



9



10



11



8

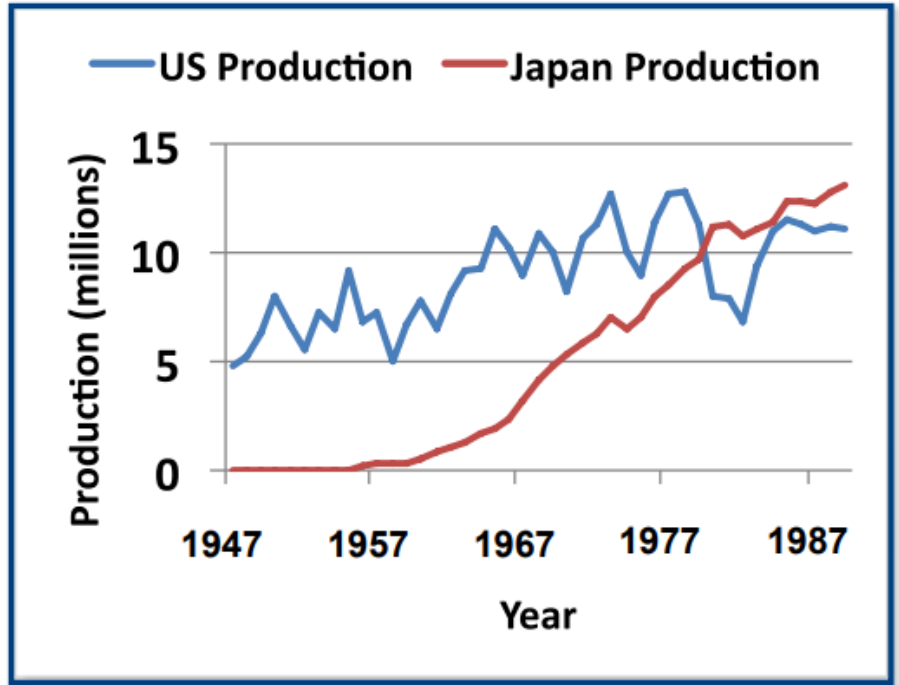
What is Lean?

Lean is a way of thinking.
Not a list of things to do.



Shigeo Shingo

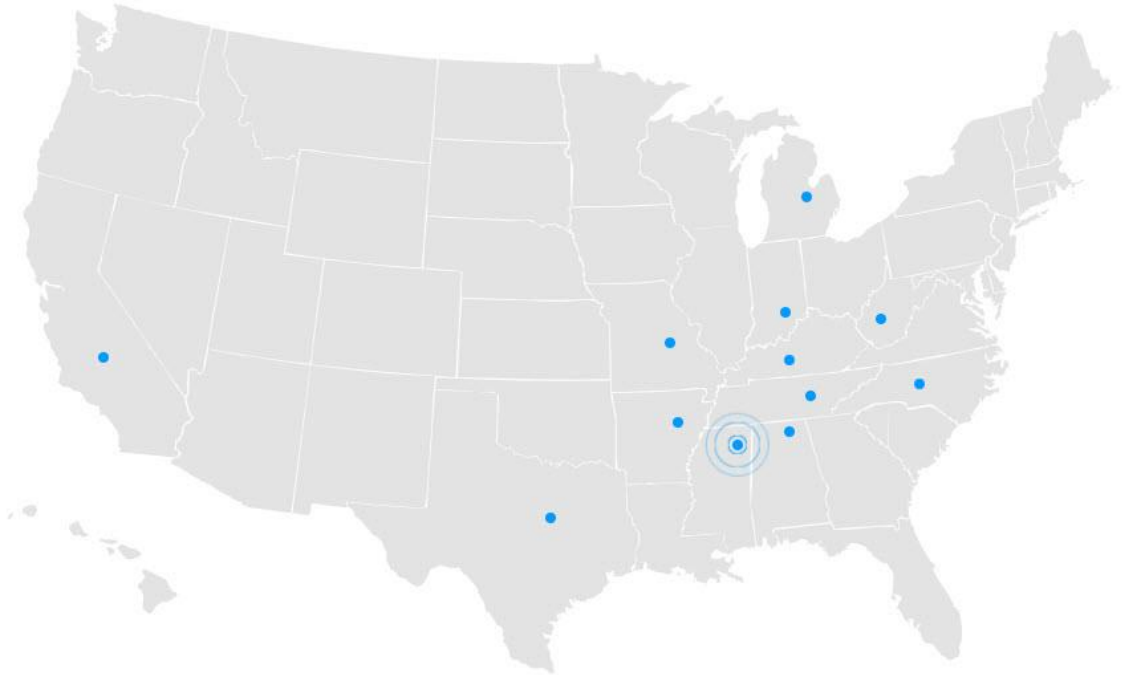
Toyota Production System



*Toyota does not use the word Lean

Toyota USA

- 33 years in the USA
- 14 Manufacturing plants
- 179,000 employees



What can we change with Lean?

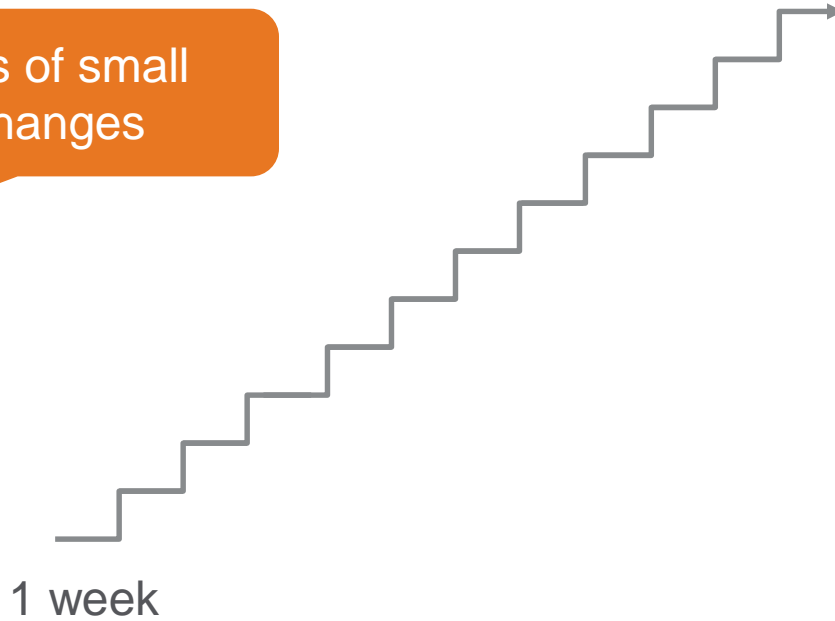
Better has no limit – Yiddish proverb

Seek perfection – Shingo guiding principle

-
1. Any service process
 2. Any home process
 3. Any personal process

Lean change over time

Lots of small
changes



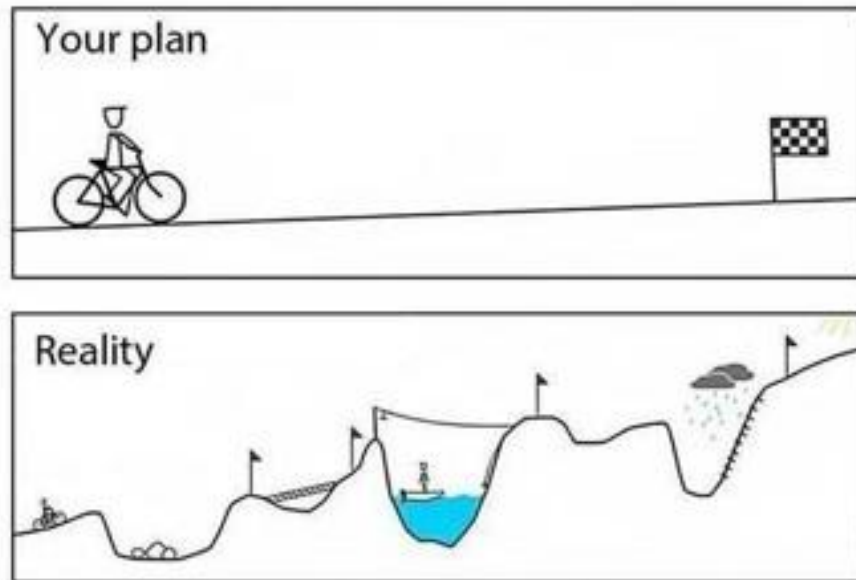
Standard Project Management change over time

Standard project management

One big change

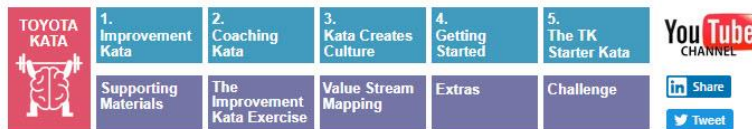
1 year +

But really...



The Toyota Kata

- First Published in 2009
- Author Mike Rother set out in 2004 to learn:
 1. What are the unseen managerial routines and thinking that lie behind Toyota's success with continuous improvement?
 2. How can other companies develop similar routines and thinking in their organizations?



PRACTICE SCIENTIFIC THINKING

Toyota Kata - Develop the creativity & adaptiveness of your team

My name is Mike Rother. We studied Toyota's management system and here's what we found: They practice and teach a pattern of scientific thinking every day. Toyota Kata shows you how to do that, and provides you with small starter practice routines called "Starter Kata."

Take advantage of the many resources on this website. If you're a K-12 teacher, check out [Kata in the Classroom](#) (KiC). If you're a professor, visit [Toyota Kata at University](#). Toyota Kata is a young topic and an open system... practice it, utilize it and share it as you like!

Competitive conditions favor teams and organizations that know how to adapt. It's not as difficult as you might think, because there are structured 'Starter Kata' practice routines you can use to get started.

TK is a skill-building process to shift our mindset and habits from a natural tendency to jump to conclusions, to a tendency to think and work more scientifically. Best of all you only need to practice for 20 minutes once or twice a day, under the guidance of your coach.

Toyota Kata = The Improvement Kata + the Coaching Kata



- Developing scientific thinking skill and mindset, by initially practicing a few simple "Starter Kata."
- Scientific thinking as an ingredient of how effective teams and organizations navigate.
- A way of working, and of working together, to improve, adapt and innovate.



Toyota Kata turns abstract scientific-thinking principles into tangible daily practice, so you can use them to reach whatever you are trying to achieve. TK is practiced in many thousands of organizations, teams and schools worldwide, and the number keeps growing.

Lots of shared resources

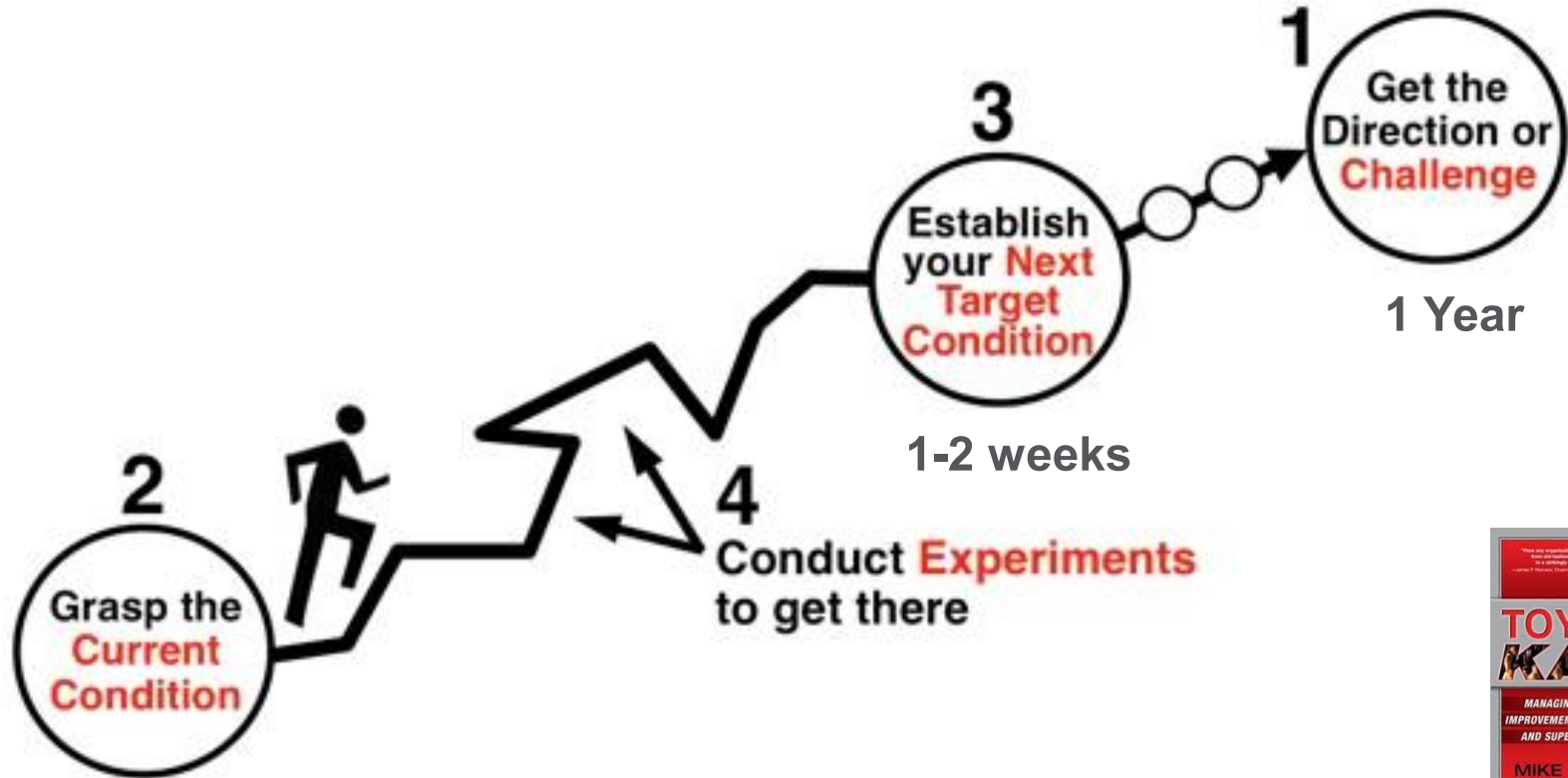
What is a Kata

- Actions repeated until they become habit.
- I first heard of the idea from my brother Gary
- Repetition of action as a way to build skills seems logical

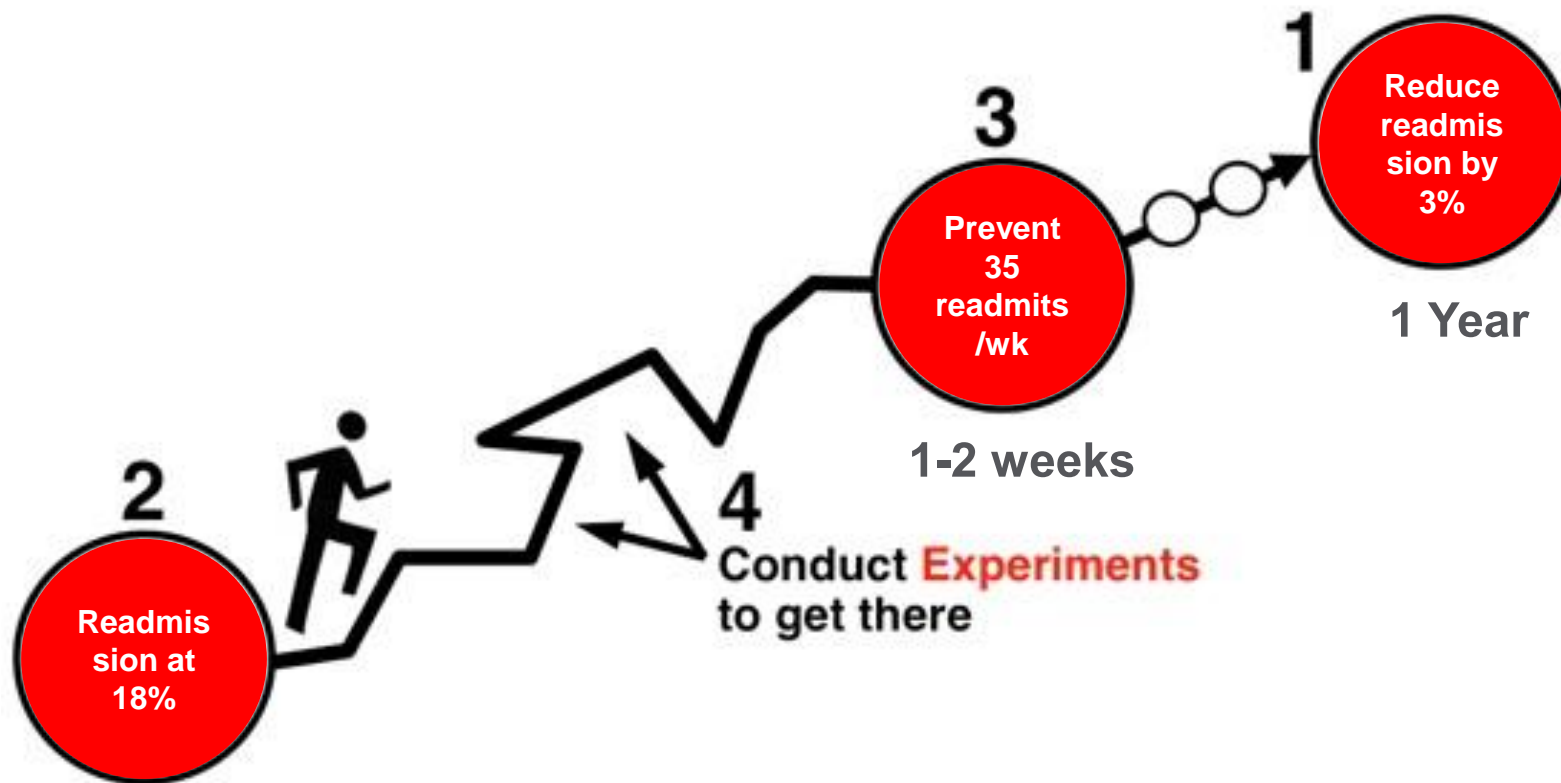
What is scientific thinking

- **Scientific thinking** refers to both **thinking** about the content of **science** and the set of reasoning processes that permeate the field of **science**: induction, deduction, experimental design, causal reasoning, concept formation, hypothesis testing, and so on.
- Don't let this worry you...

The Lean Kata Process



Example



PDSA



The 4 steps, again

1. Get the challenge (6 months to a year)
2. Understand the current condition
3. Establish a target condition (2 weeks)
4. Design and conduct experiments

The Lean Storyboard


Focus Process:		Challenge:
Target Condition Achieve by: _____	Current Condition	PDCA Cycles Record
		Obstacles Parking Lot

Focus process:	Challenge:	
Target condition Achieve by date _____	Actual/Current Condition	Experimenting Record
		Obstacles Parking Lot



Legal size printable

My Lean Storyboard An Example!

Focus process: Tony's Planks	Challenge: To do 5 minutes of planks a day, 5 days a week thru 2019	
Target condition Achieve by date <u>6/20</u> 	Actual/Current Condition No planks completed daily <i>Reflection: The poster is a good reminder but I still want a better place</i>	Experimenting Record Reprinted plank document Found room + did 5 mins, 6/18 Completed again 6/19-7/15
		Obstacles Parking Lot <ul style="list-style-type: none">• I forget about it• I remember but have no privacy• It's painful

Group exercise 1

1. Identify one or two challenges that you might like to address in the near future
2. Take an initial stab at adding some content to a My Lean Storyboard
3. Talk with your group about the issues

Questions/comments



What is WhyWhy?

The WhyWhy Root Cause Method

- Understanding root causes is critical in problem solving
- Also known as 5 Whys
- Example: The problem is that I was late for a meeting:
 1. Why was I late? Because I didn't realize the time
 2. Why didn't I realize the time? Because I didn't look at my watch.
 3. Why didn't I look at my watch? Because I didn't have it on.
 4. Why didn't I have it on? Because I took it off before my shower and left it on the counter.
 5. Why did I take it off before shower? Because it's not waterproof.
- Solution?

Good Solution Criteria

1. Add customer value
2. Flow: Quality + Speed
3. Use elements of visual management
4. Use Standard Work
5. Accepted by the team

Final Thoughts

Optimal Lean Culture

1. Leaders carry copies of their own Leader Standard Work
2. Morning Flash Meetings, 15 min and focused
3. Everyone engages in continuous improvement and know...
 - A. The team's dashboard
 - B. The common wastes
 - C. The 18 typical lean process practices
4. Everyone knows the key elements of their process
5. Everyone has fun, feels relaxed, and feels valued



Microsoft Excel
Worksheet

Standard Work Template

More?

1. Subscribe to the Lean Daily Dose. Email tony.heath@optum.com to sign-up
2. Watch Paul Akers amazing videos on YouTube
3. Read or listen to: [2 Second Lean](#). Get it free at www.paulakers.net
4. Read [The Goal](#), a key book about Lean Theory of Constraints. Fun read.
5. Watch Mike Rother's powerful Kata videos on YouTube
6. Investigate [Systems2Win](#) as a source for simple Excel-based tools
7. Investigate [Planet Lean](#), the Lean Global Network. Excellent videos.
8. The [Lean Enterprise Institute](#) is the home of the USA adopters
9. Email me your questions and successes! tony.heath@optum.com

Questions and wishes



Thank you



Tony Heath

tony.heath@optum.com

Call me: W 630-324-9601

M 630-728-8418