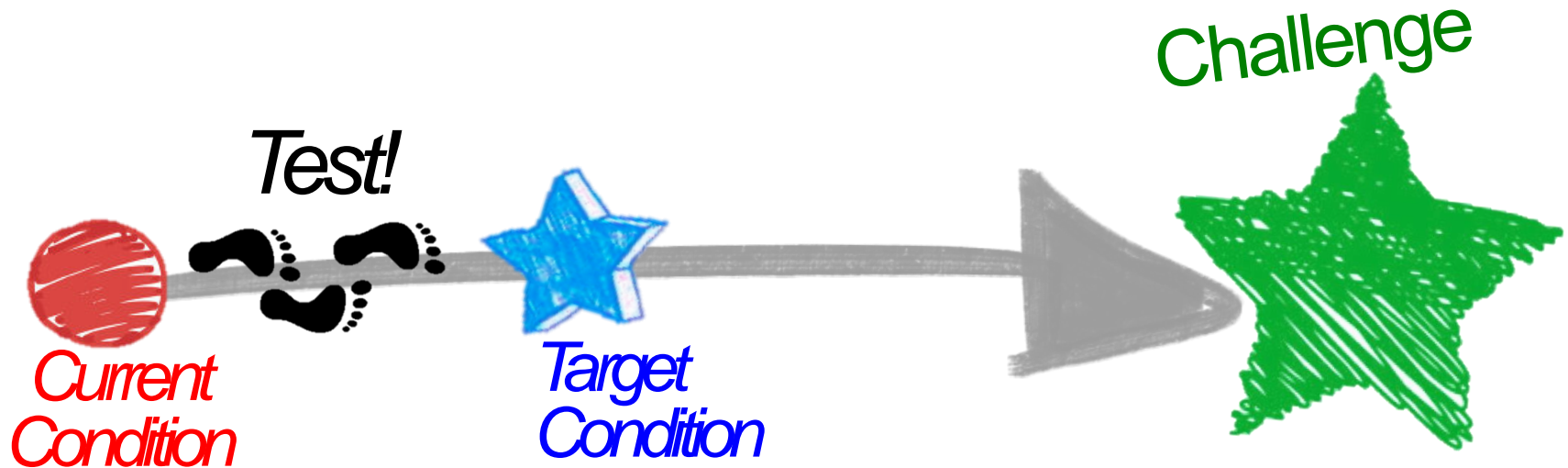


Challenge Driven Improvements -through Toyota Kata



Lean Iceland 2016
Pia Anhede, Revere AB

Revere AB

c/o Chalmers, Hugo Grauers Gata 3, 411
33 Göteborg, Sweden,
Mobile +46 705 43 80 48
pia@anhede.com

CONSULTING

Industri, healthcare
service, media, mm
>15 countries, > 20years



NETWORK

LEAN FORUM
WHERE LEAN THINKERS INTERACT

LEAN
LEAN EDUCATION ACADEMIC NETWORK

SIQ



ACTION LEARNING

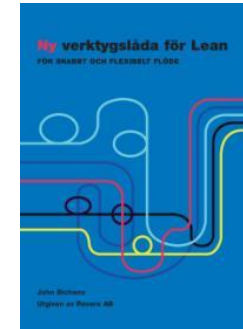
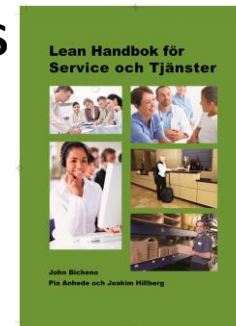
Production
Service/ admin
Healthcare



Pia Anhede, MSc
Joakim Hillberg, MSc/MBA



BOOKS



TRAINING, MASTER MEETINGS & CERTIFICATION

Lean Competence



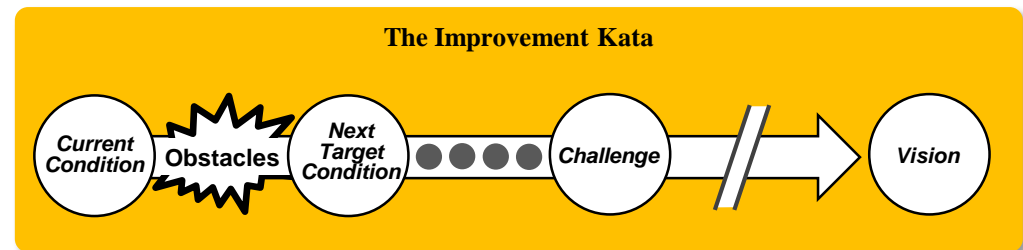
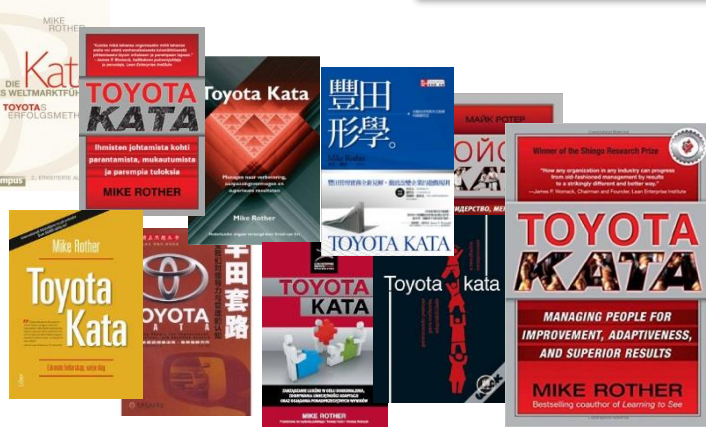


The research behind Challenge driven improvements

The research by Mike Rother that led to the book Toyota Kata ran from 2004-2009.

The research was guided by these two questions:

1. *What are the unseen managerial routines and thinking that lie behind Toyota's success with continuous improvement and agility?*
2. *How can other companies develop similar routines and thinking in their organizations?*



Research and understanding about lean



- Gen 1 Methods and tools
Value stream mapping, 5S,
kanban, ...
- Gen 2 Leadership and principles
Likers 14 management principles
Spear Decoding the DNA of Toyota...
- Gen 3 Behaviours and routines
Improvement kata
- Gen 4 ??

Focus with kata

Visible

Tools and techniques to improve quality, cost and delivery



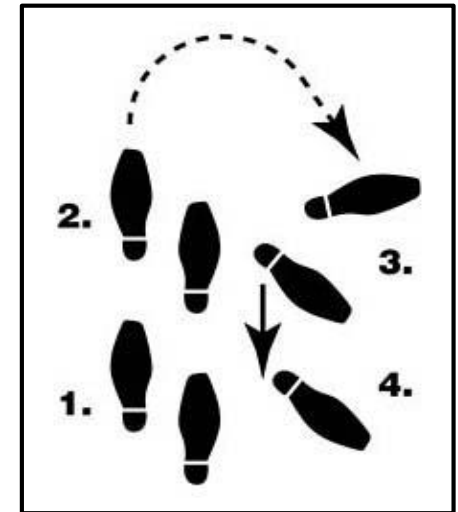
Less Visible

- A systematic, scientific way of thinking and acting
- **Managers** as trainers



What changes an organization's behaviour to continuous improvement towards the strategic challenges!

Kata – a pattern of scientific thinking and systematic improvements beyond what we can, do and know today.



READ WHAT YOU SEE

Can you read this?

READ WHAT YOU SEE

Can you read this?



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

Read what you see

HUMPING TO CONCLUSIONS

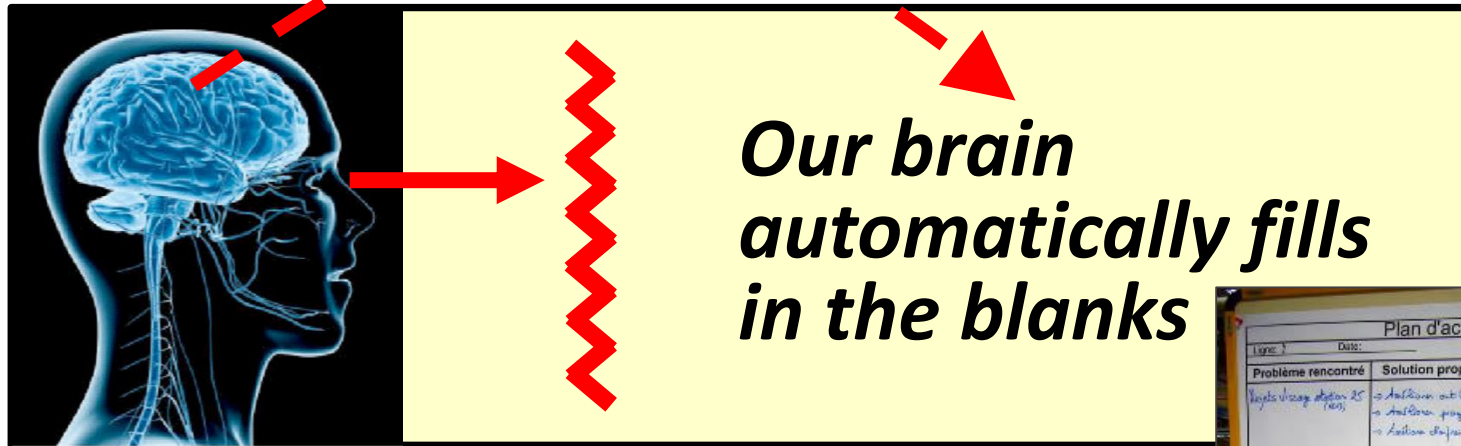


IUMRING TQ GQNGIUSIQNS



But our brain automatically filled in the blanks here too, instead of saying “*Sorry, I don’t know yet*”

It can be wrong



Current knowledge threshold

Problème rencontré	Solution proposée	Qui	Quand	Status
Problème rencontré: 25 (NOS)	→ Analyse des causes → Analyse des problèmes → Analyse des causes de la panne	R. 2 S. 6	6/13 TBD 4/2019	à l'étude
Problème rencontré: 25 (NOS)	→ Analyse des causes de la panne → Analyse des problèmes → Analyse des causes de la panne	R. 2 S. 6	6/13 TBD 4/2019	à l'étude
Problème rencontré: 25 (NOS)	→ Analyse des causes de la panne → Analyse des problèmes → Analyse des causes de la panne	R. 2 S. 6	6/13 TBD 4/2019	à l'étude
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Problème rencontré: 25 (NOS)	→ Analyse des causes de la panne → Analyse des problèmes → Analyse des causes de la panne	R. 2 S. 6	6/13 TBD 4/2019	à l'étude

This cognitive mechanism helps us get through the day



But it also causes problems

We often don't notice our *Knowledge Thresholds*.
We feel quite sure and make faulty decisions.

Scientific Thinking



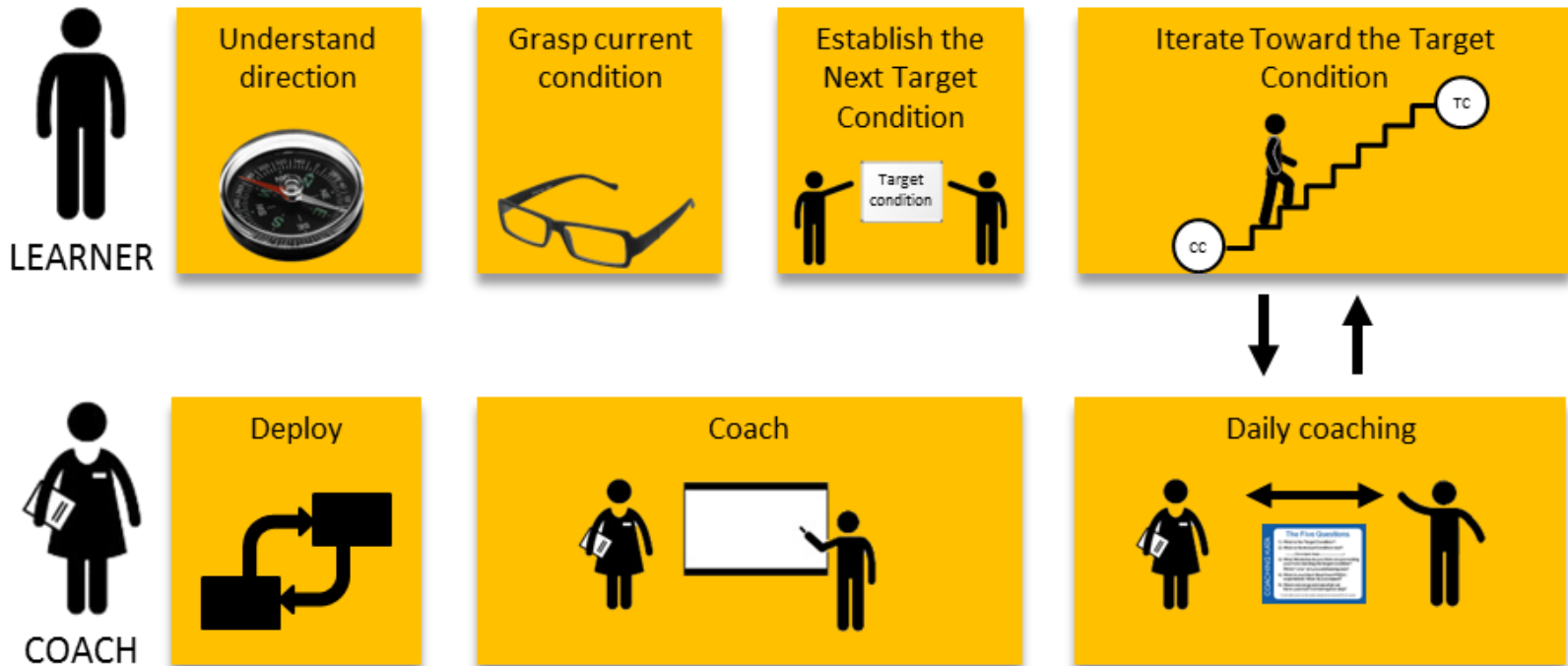
~~Born?~~

We are notoriously bad at scientific thinking, due to natural, unconscious mental mechanisms

Learn through training



Improvement kata & Coaching kata



Understand direction



Challenge

Quality:

1 defect / 4 machines

Lead time: 12-15 days

Cycle time: 270 hours

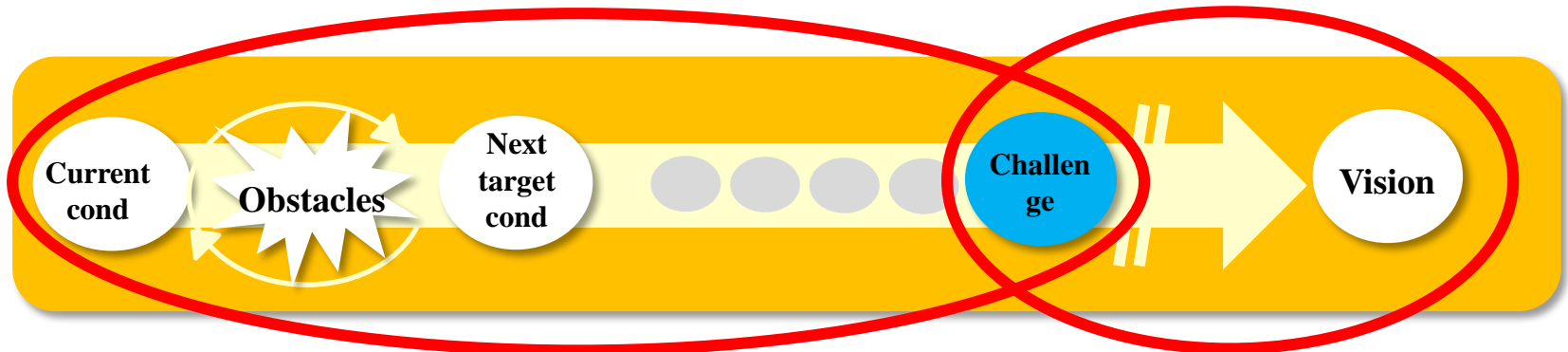
Management gives to "simple" challenges
- Already there!

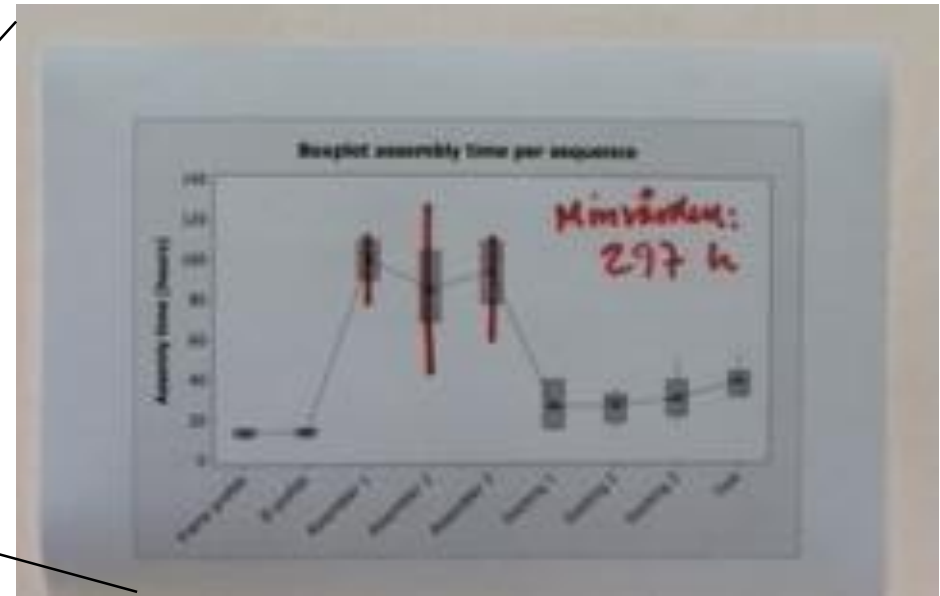
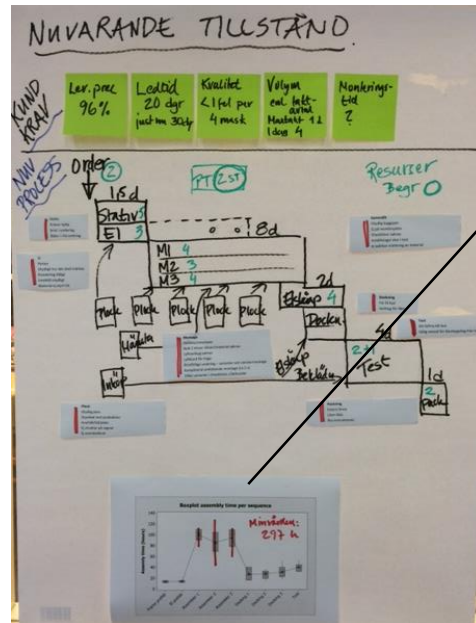
Management gives unclear challenges, which are not possible to understand

- Increase efficiency +10%, we do not measure efficiency in a correct way so we don't know where we are

Management gives challenges that are not in line with the strategy, just problems

Creates a management who really understand the processes





Analyzing the current condition is done to identify the facts & data you need in order to then describe an appropriate next target condition.

Once you have a target condition you strive to move toward it with experimenting and learning. You discover what you need to work on (and not what you can do..

Establish the Next Target Condition



Electrical assembly

- Reduce assembly time with 10 hours
- Bench assembly
- New SOP



Target condition

Current knowledge threshold

Without a target condition

My idea against your idea



With a target condition

What we have to do to reach our challenge.



There are always a knowledge threshold

If we just ignore the knowledge threshold, make an activity list and start to execute, instead of experiment and learn, the problems arise!

Action plan

Plan d'action				
Problème rencontré	Solution proposée	Qui	Quand	Status
Problème de charge système 25 (NOS)	→ Analyse des charges → Analyse des programmes → Analyse des paramètres de base	R.R. S.G.	6/9 TDS 4/10/19	à faire
Problème de charge système 25 (NOS)	→ Analyse des charges → Analyse des programmes → Analyse des paramètres de base	R.R. S.G.	6/9 TDS 4/10/19	à faire
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Problème de charge système 25 (NOS)	→ Analyse des charges → Analyse des programmes → Analyse des paramètres de base	R.R. S.G.	6/9 TDS 4/10/19	à faire

False security



Iterate Toward the Target

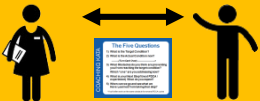
Condition

TC

CC



Daily coaching



PDCA CYCLES RECORD					
Date			Process		
Process:			Matters		
Step	What we expect?		Result	Observe closely	What We Learned



Mål-tillstånd

Nuvarande tillstånd



COACHING KATA

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 experiment) What do you expect?
- 5) How quickly can we go and see what we Have Learned from taking that step?

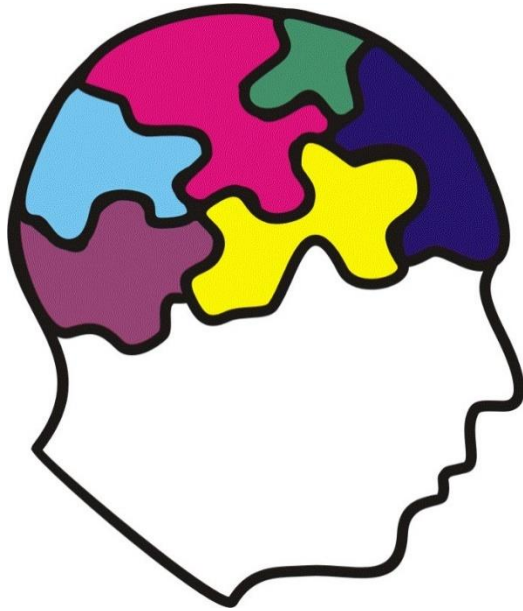
**You'll often work on the same obstacle with several experiments*

Reflect on the Last Step

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

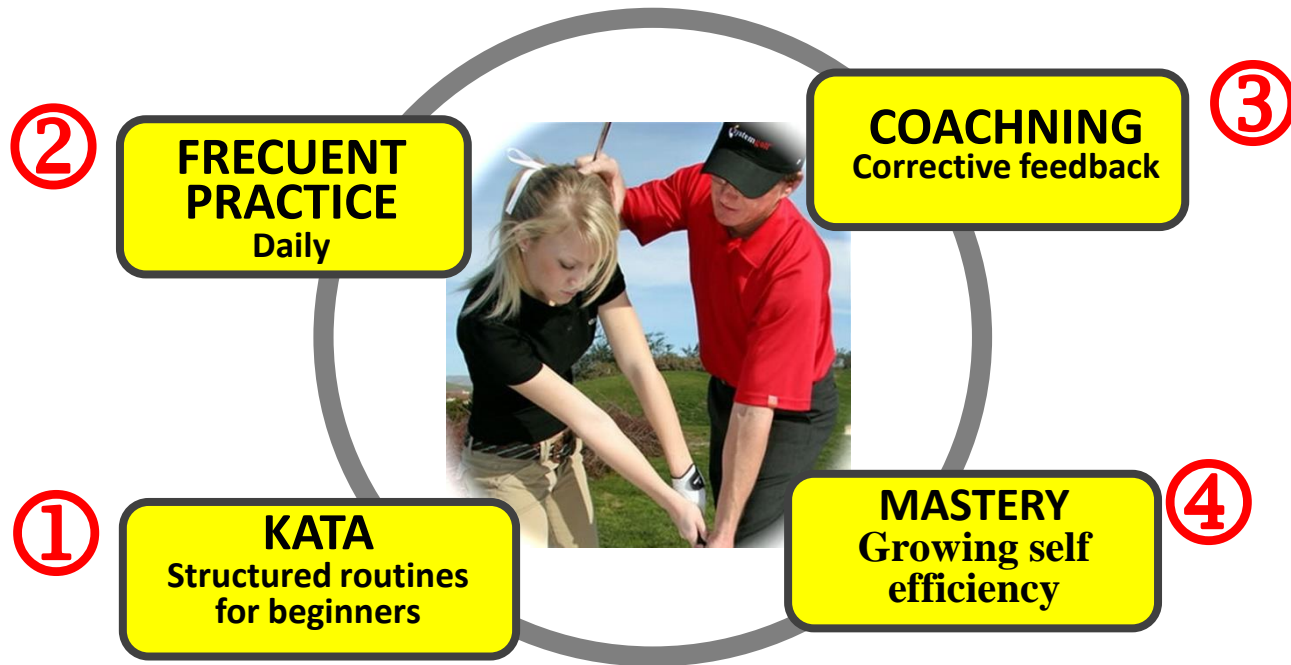
- 1) What was your Last Step?
- 2) What did you Expect?
- 3) What Actually Happened?
- 4) What did you Learn?

How do we focus behaviours and not implement kata as a new tool or method?



Ingredience for developing new skills

Change your behaviour to change your mind



Kata in the Classroom



www.katatogrow.com