

Workshop: Toyota Kata

Employees achieving the company's set objectives with the use of the improvement and coaching Kata method

Target group

Employees responsible for management of a team of employees, ranking from the middle to the highest level of organization: higher and middle level management, Kaizen leaders and managers, Lean coordinators.

Get the practical insight into solving problems and responding to challenges including:

- Typical habits of employees and managers lead to stagnation of the organization.
- Lack of proper methods of conduct in the process of finding solutions (learning continuous improvement).
- Difficulty in setting ambitious aims related to the vision of the company.
- Conducting experiments aimed at problem solving.
- Lack of methods of action aimed at the improvement of the organization effected by the employees.
- Employees and managers experiencing difficulty in giving up habits and routines.

Overview

Many aspects that define the phenomenon of the way in which Toyota is managed are not tangible, even though they manifest themselves in everyday practices of managing people in accordance with the established patterns (Kata). The improvement Kata is a pattern that determines the way in which one can properly define or reach properly defined target conditions. The coaching Kata is a pattern that defines the way in which the manager is supposed to shape the way his or her employees think and act so that it significantly contributes to the improvement process. Taking advantage of routine Kata for daily analysis and improvement of processes helps change a traditional company into a learning organization.

Benefits for the company

- **Implementation** and maintenance of continuous improvement standards.
- **Enhancement** of management culture based on PDCA.
- **Skillful** determination of the aim of the process.
- **Enhancement** (building) good supervisor-employee relations.
- **Implementation** of the routine of daily analysis of key processes in the company.

Benefits for the participant

- **Ability** to properly assess and analyze a process and to adopt an appropriate approach to collecting data concerning the process.
- **Ability** to effectively manage a team and improve its performance
- **Ability** to plan and implement the so-called single-factor experiments.
- **Opportunity** for practical implementation of both Kata types (Improvement and Coaching) in management processes of their own company.

AGENDA – DAY ONE

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Module 1	9:00 – 10:30 (10:30 – 10:45 coffee break)	<ul style="list-style-type: none"> ▪ Introduction to Toyota Kata ▪ Presentation on Improvement Kata
Module 2	10:45 – 12:15	<ul style="list-style-type: none"> ▪ Identifying the initial challenge and starting data collection ▪ Gemba – activities in the production hall or in project areas
12:15 – 13:00 Lunch		
Module 3	13:00 – 14:30 (14:30 – 14:45 coffee break)	<ul style="list-style-type: none"> ▪ Analyzing the current state ▪ Gemba – activities in the production hall or in project areas
Module 4	14:45 – 16:30	<ul style="list-style-type: none"> ▪ Determining the target plan ▪ Planning experiments in PDCA microcycles

AGENDA – DAY TWO

Module 1	9:00 – 10:30 (10:30 – 10:45 coffee break)	<ul style="list-style-type: none"> ▪ PDCA microcycles – experiments (2 experiments per team minimum)
Module 2	10:45 – 12:15	<ul style="list-style-type: none"> ▪ Presentations on the results of the experiments – PDCA cycle sheets ▪ Summary of Improvement Kata
12:15 – 13:00 Lunch		
Module 3	13:00 – 14:30 (14:30 – 14:45 coffee break)	<ul style="list-style-type: none"> ▪ Introduction to Coaching Kata ▪ First training cycles – case study 1 - discussion ▪ Coaching Kata – theory/lecture
Module 4	14:45 – 16:30	<ul style="list-style-type: none"> ▪ Case study 2 – the trainers demonstrate - discussion ▪ Case study 3 - discussion ▪ Summary of coaching cycles ▪ Summary of Coaching Kata ▪ Toyota Kata workshop summary