

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

The Improvement Kata: Creating a Culture of Continuous Improvement

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THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

OCTOBER 22, 2020

Problem Statement

3 things hinder a culture of **continuous improvement**:

- Not being deliberate and consistent with improvement conversations.
- Not connecting improvement ideas to action.
- Not learning from improvements made.

The **Improvement Kata** provides the structure to overcome these roadblocks.



Objectives



The Improvement Kata – Theory



Case Study: Georgia Southern University

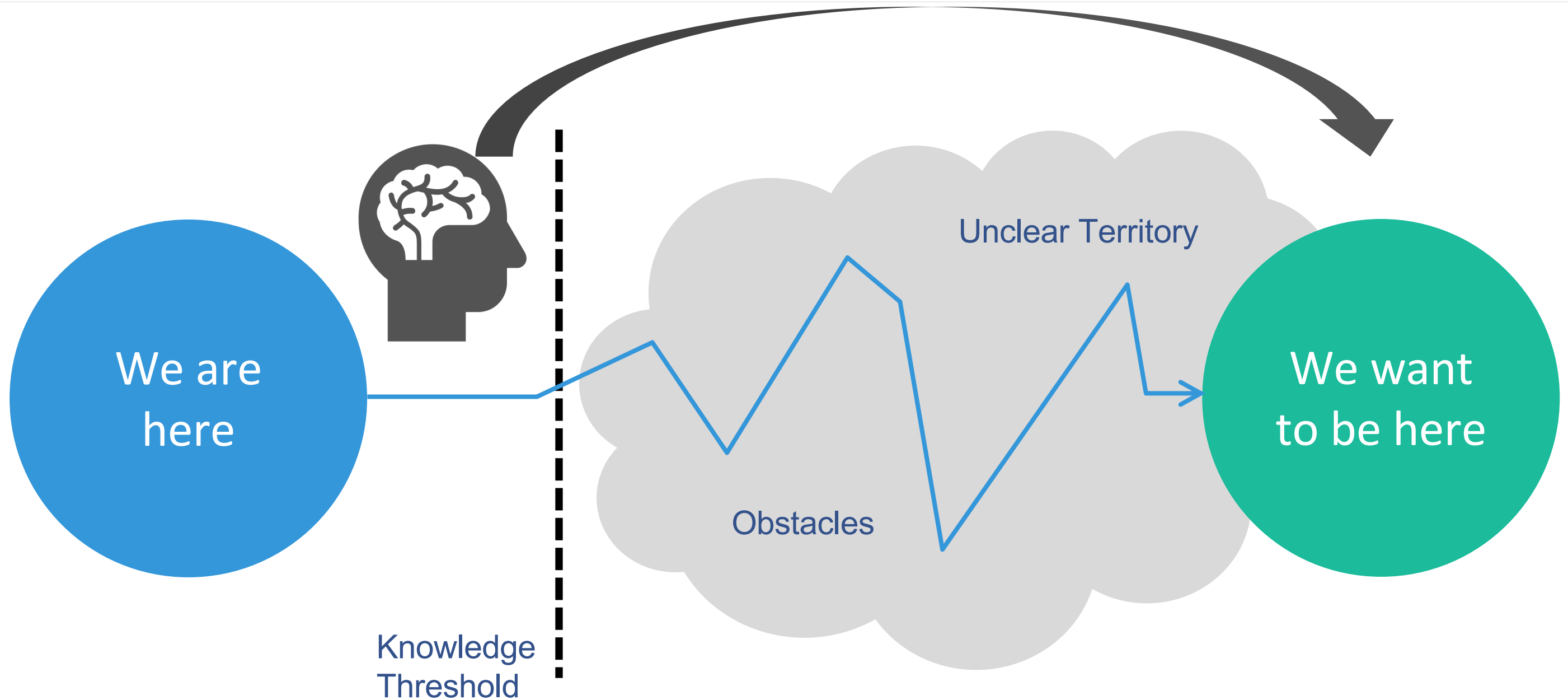


How to Implement

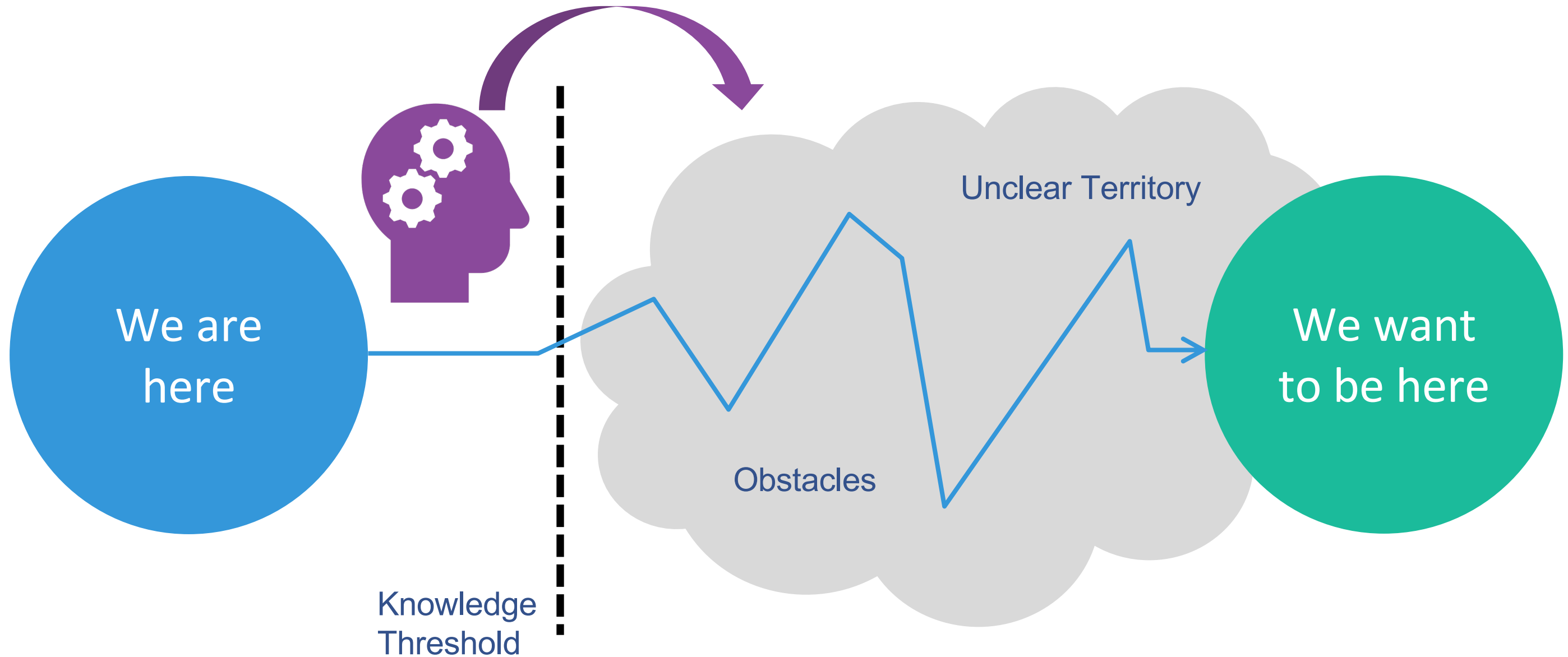
Improvement Kata Theory



The Knowledge Threshold

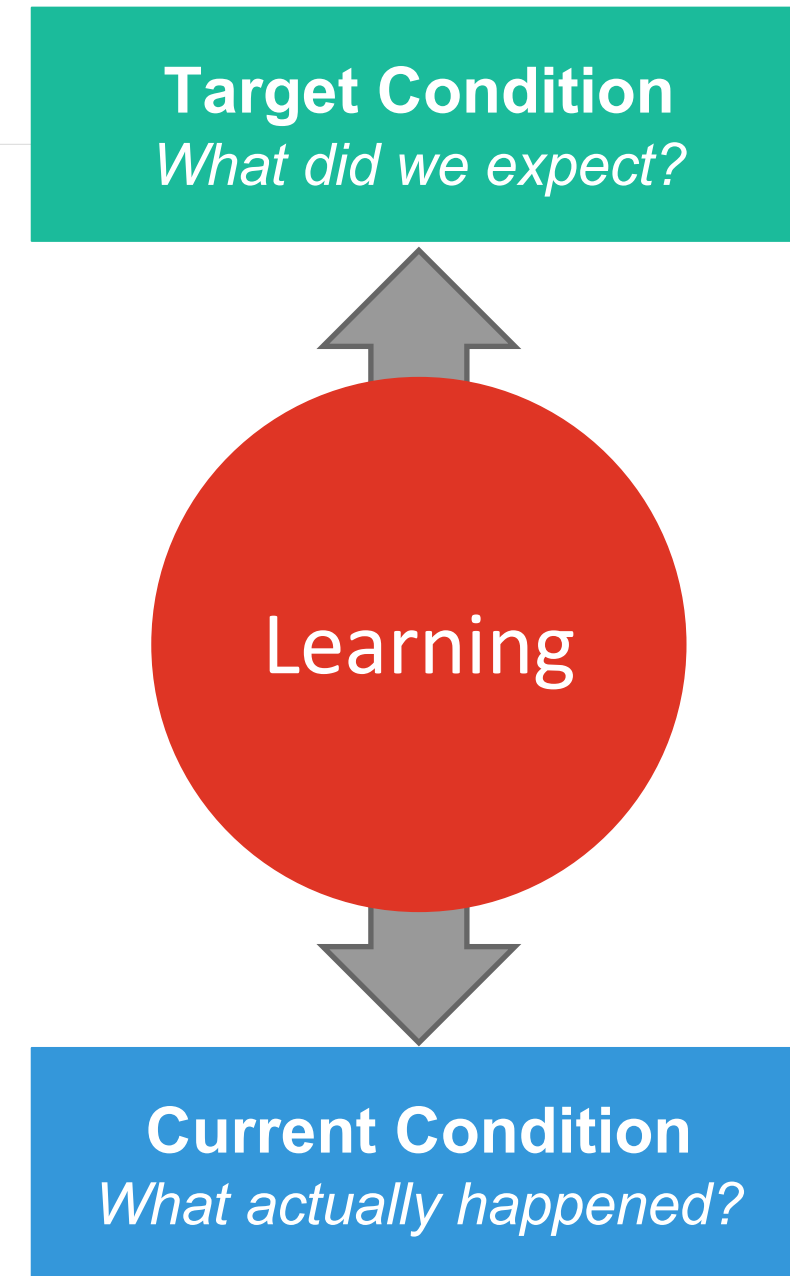


The Knowledge Threshold



Scientific Thinking

A “Problem” is the gap between the “Current Condition” and the “Standard or Target Condition”

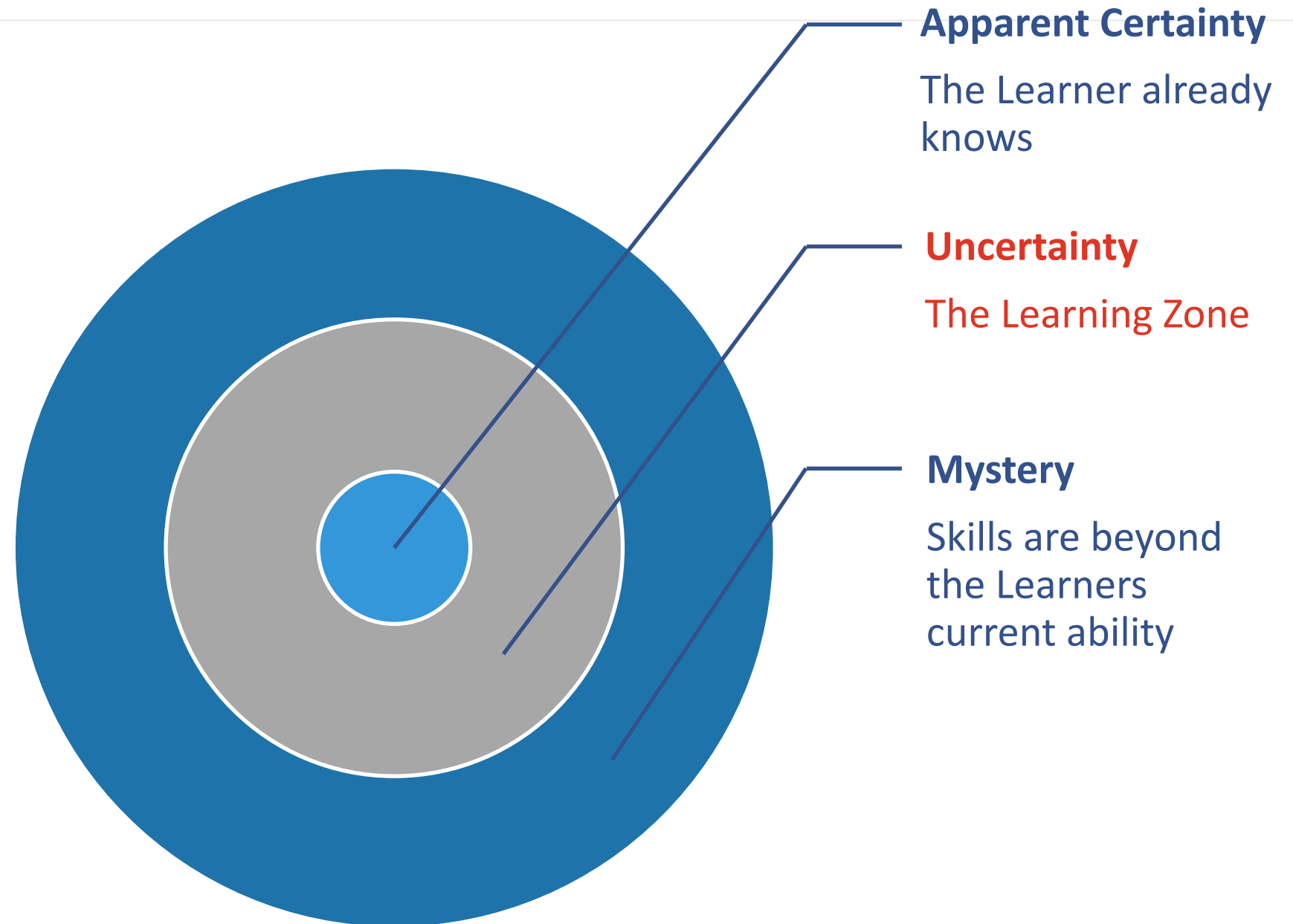


Basic Pattern of Scientific Thinking

Focus on Learning

Key Points:

- The Learner needs to find their threshold.
- The Learner needs a coach.
 - We default to old habits.
 - We don't see what we're doing wrong.
- Learning needs to be deliberate and consistent.



The Why

Key Points:

- We have limited sight and need a method to navigate.
- To achieve this we use continuous improvement.
- We must have a culture (behavior) and way of thinking that supports it (mindset).



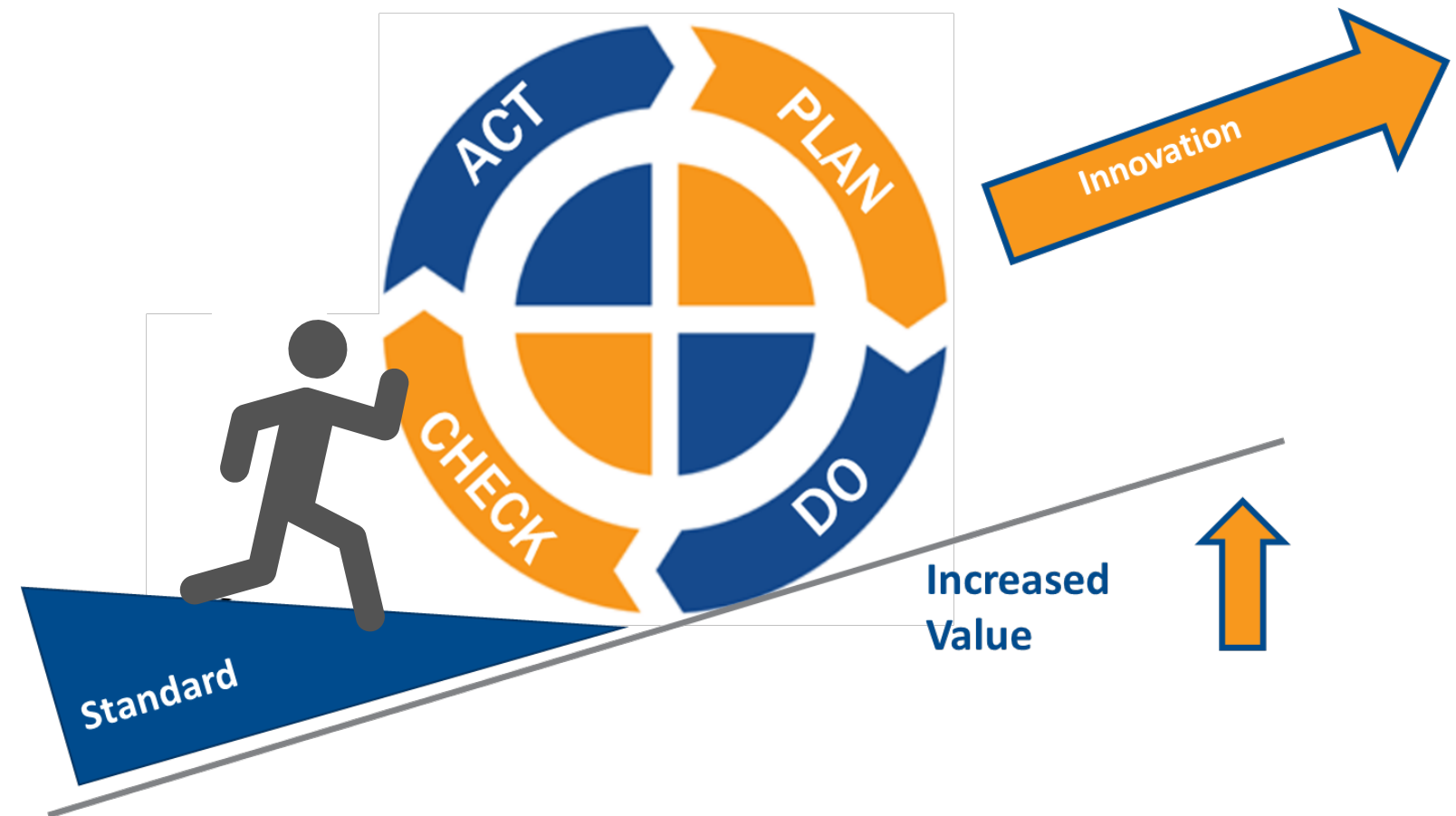
The Toyota Kata

Key Points:

What routines and thinking are behind Toyota's success?

How can others imitate?

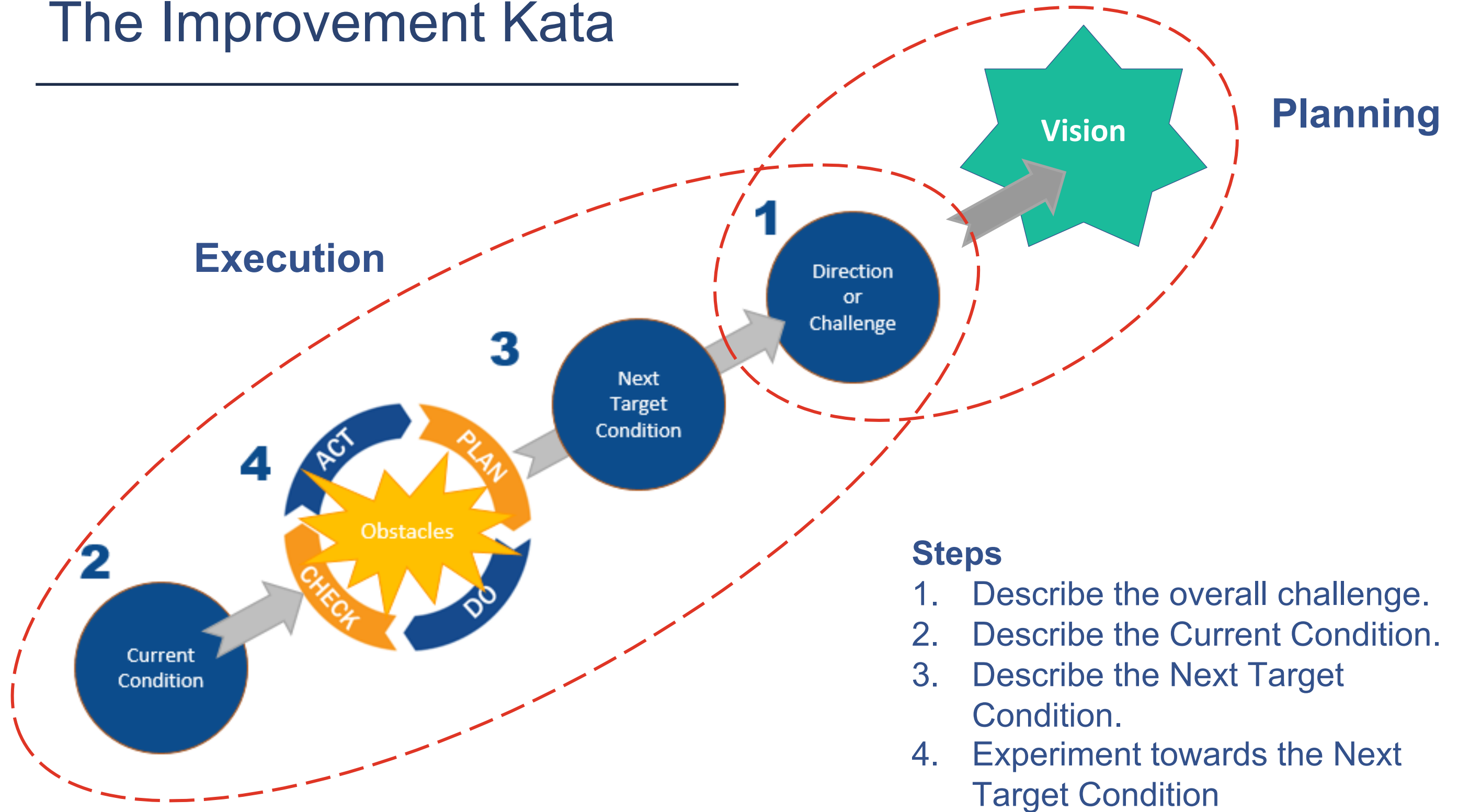
Key is = developing and practicing
SCIENTIFIC THINKING in our culture
and mindset



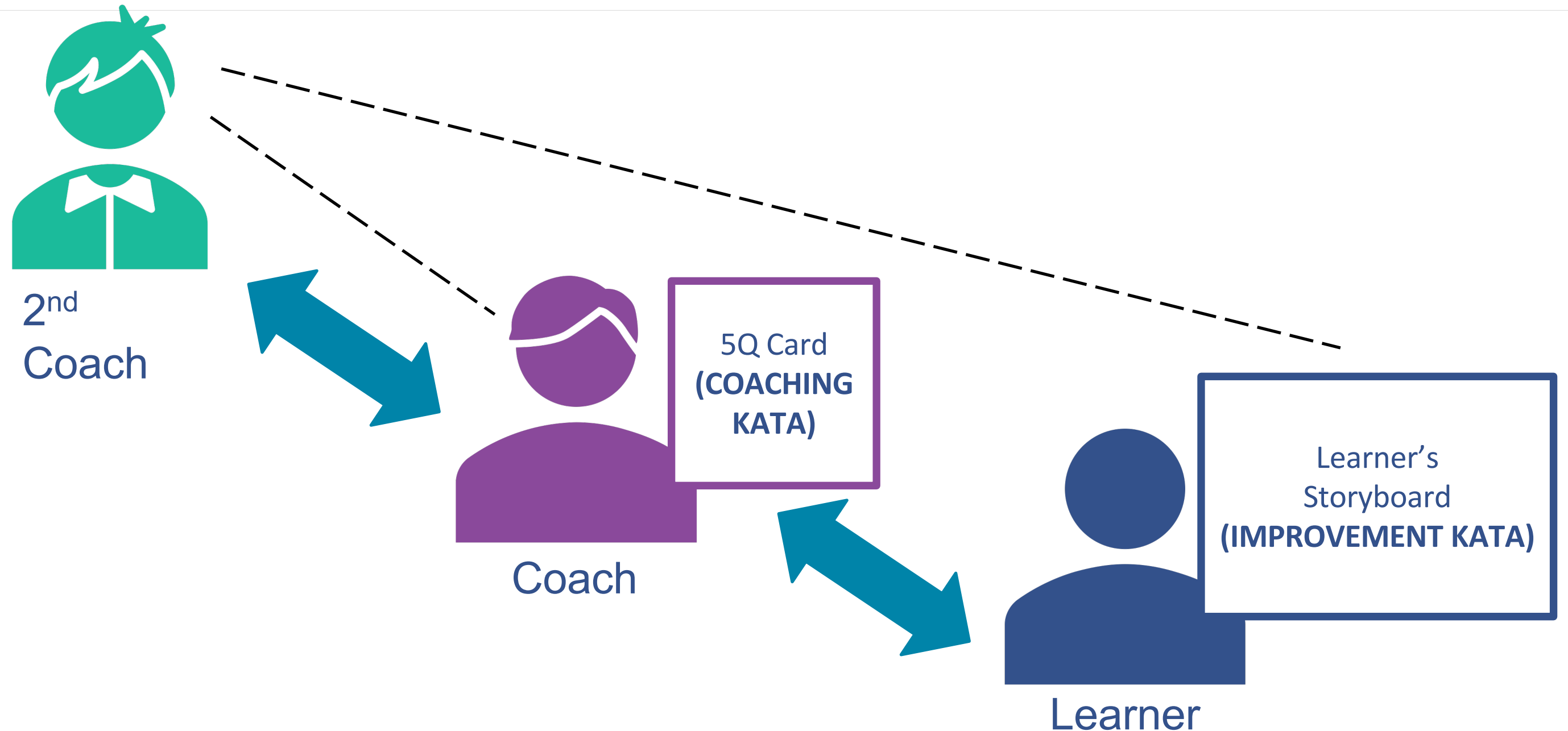
Continuous Improvement



The Improvement Kata



Coach / Learner Relationship



Georgia Southern University



Mindset: Learner vs. Performer



Learner

- Information driven
- Listens
- Asks questions
- Engaged
- Collaborative



Performer

- Results driven
- Speaks
- Gives answers / directions
- Disconnected
- Command and control

GSoU Improvement Kata

PLAN

- What challenge are we trying to improve ?
- What is the current condition?
- What is the next target condition?

DO

- What is the next PDCA experiment?

CHECK

- When can we go and see what we have learned?

ACT

- What did we learn from the last cycle?



GSoU Kata

Challenge

Current Condition

Next Target Condition

PDCA Experiment

Check Results

 Keep 80% Schedule


 Trades not showing up


 Only lose 4 days


 Daily comm. & safety plan

 Missed 1 date, hit 2

 WWP Build

 Few people, some good planning

 Trades build with some help


 New cycle, 2pm Tuesdays


 80% participation, exceeded goal


 Improve WWP


 80% Participation, need detail


 100% Participation, task 5 days or less


 1:1 conversations, follow up on planning


 100% Participation

 Daily Stand Up participation

 Minimal interaction, lack of coordination

 Everyone on time, at least 4 Trades speaking up

 Print out DSU guide, Round Robin discussion

 All Trades speaking up, some late, borderline fun!

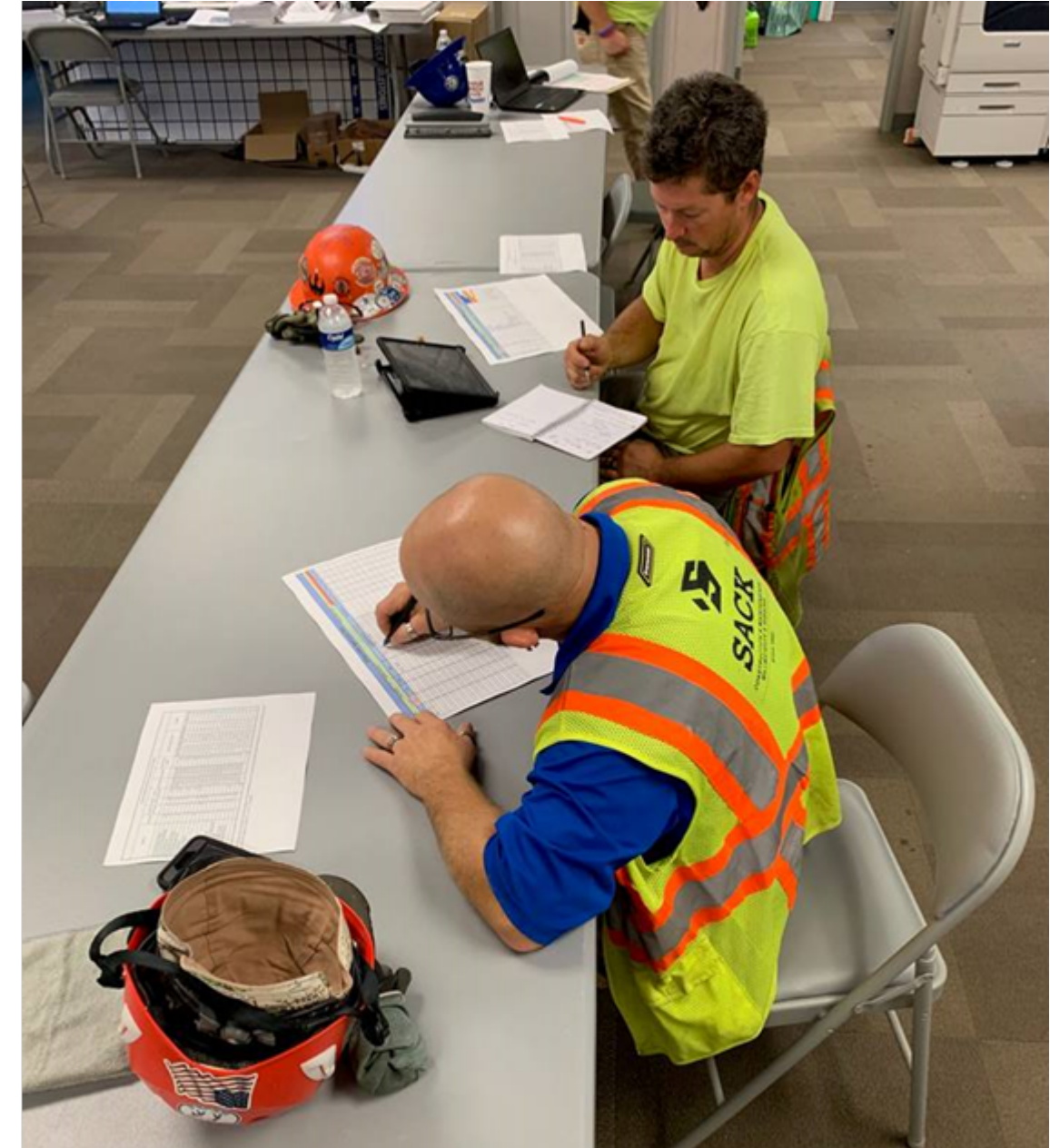
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GSoU



How to....



How you can apply this.



Select a
Starter Kata



Practice
Scientific
Thinking



Track the
Improvements

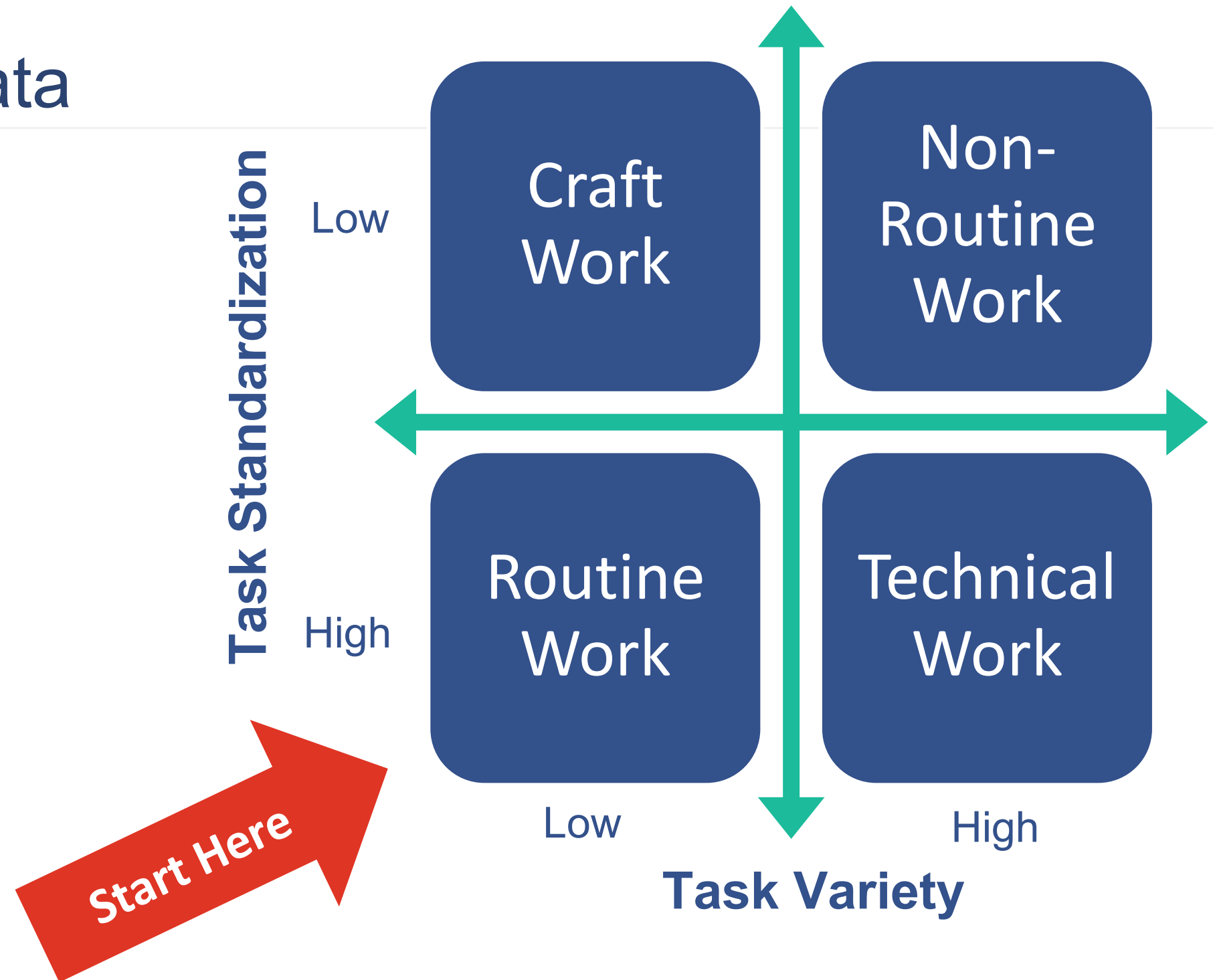


Become a
Coach and
Learner

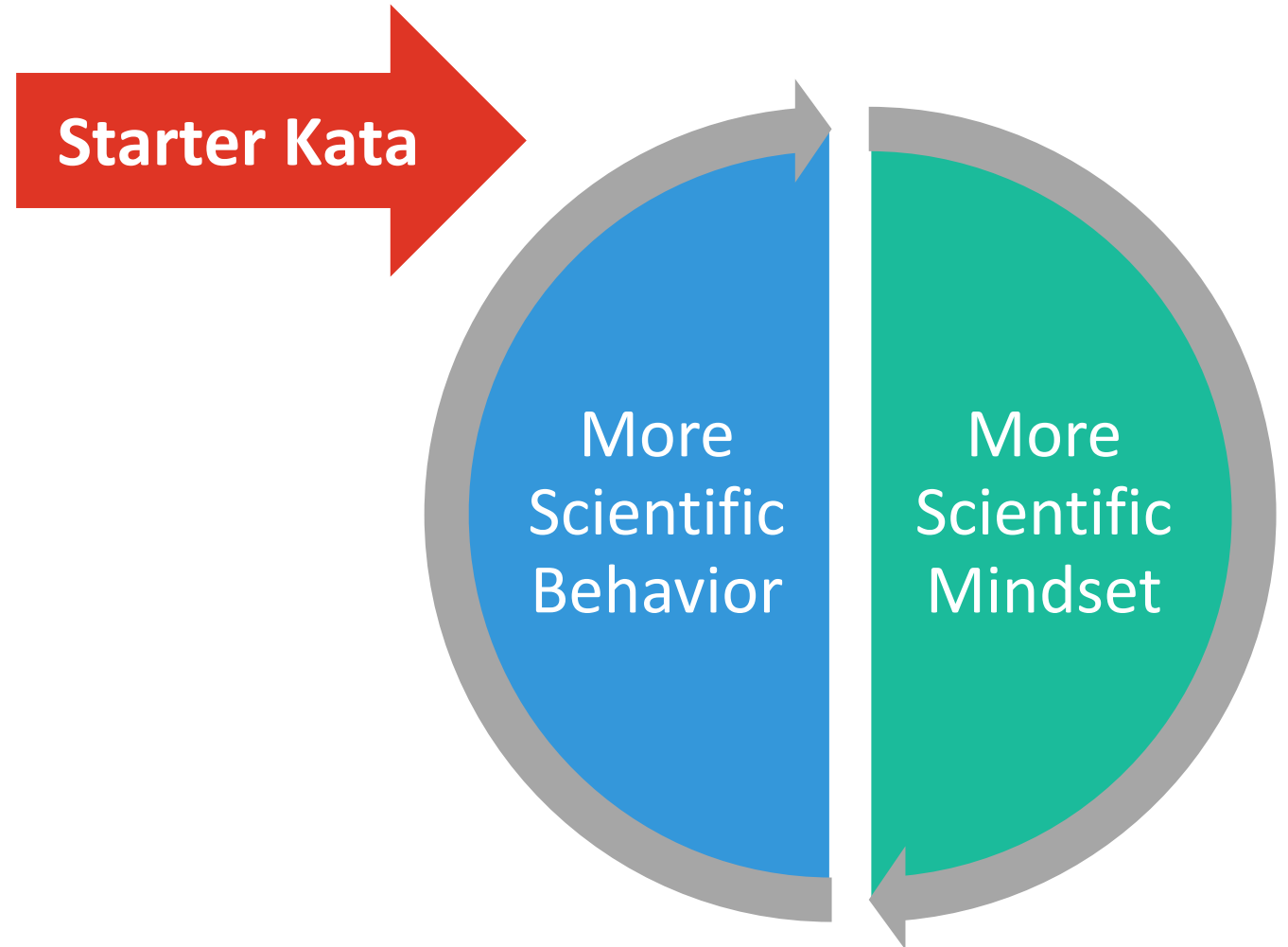
Selecting a Starter Kata

Key Points:

- Start with routine work
- Look for opportunities with repetition and standardization
- The challenge should come from the Coach or 2nd Coach



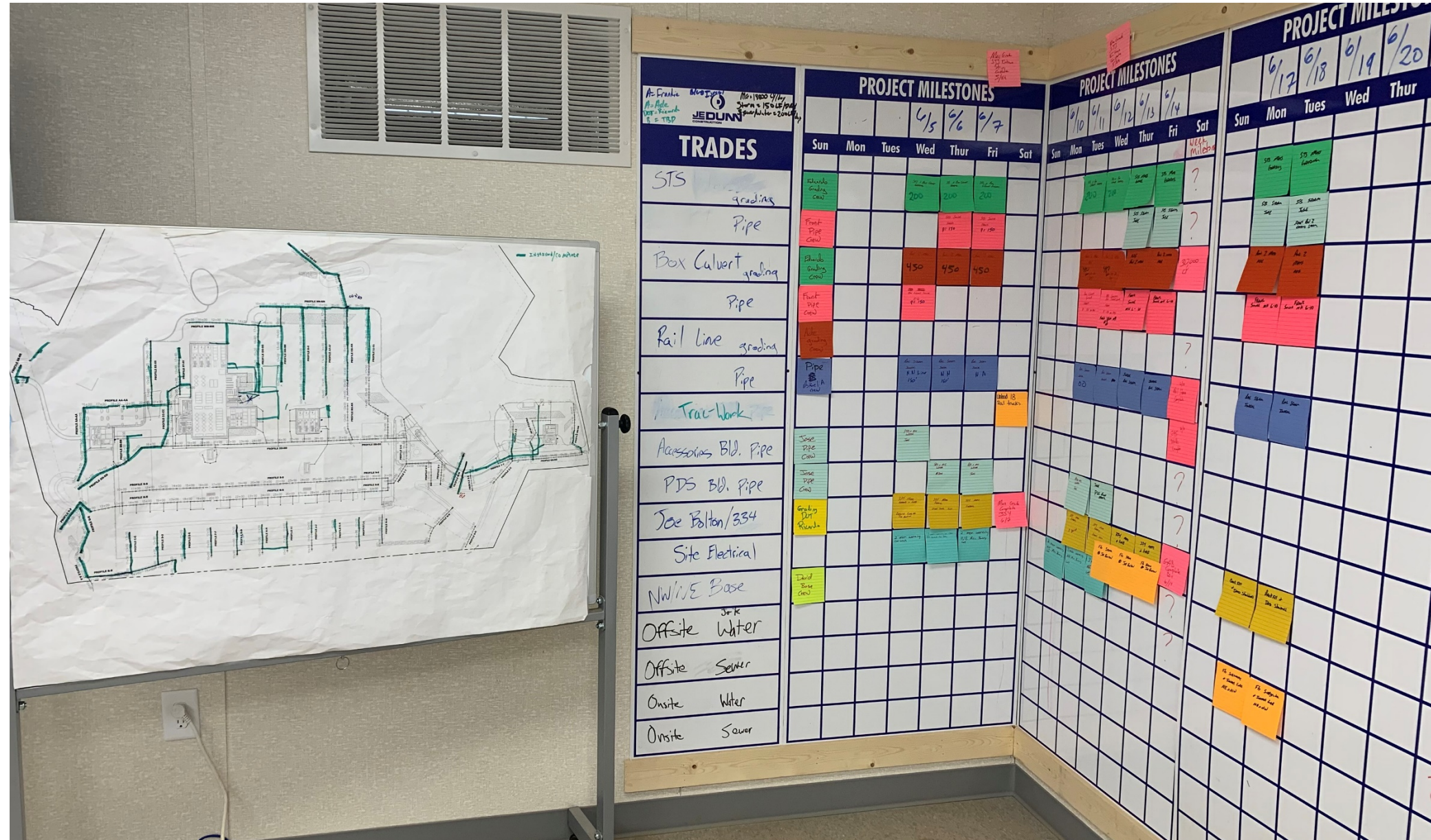
Practice Scientific Thinking



Track the Improvements

Key Points:

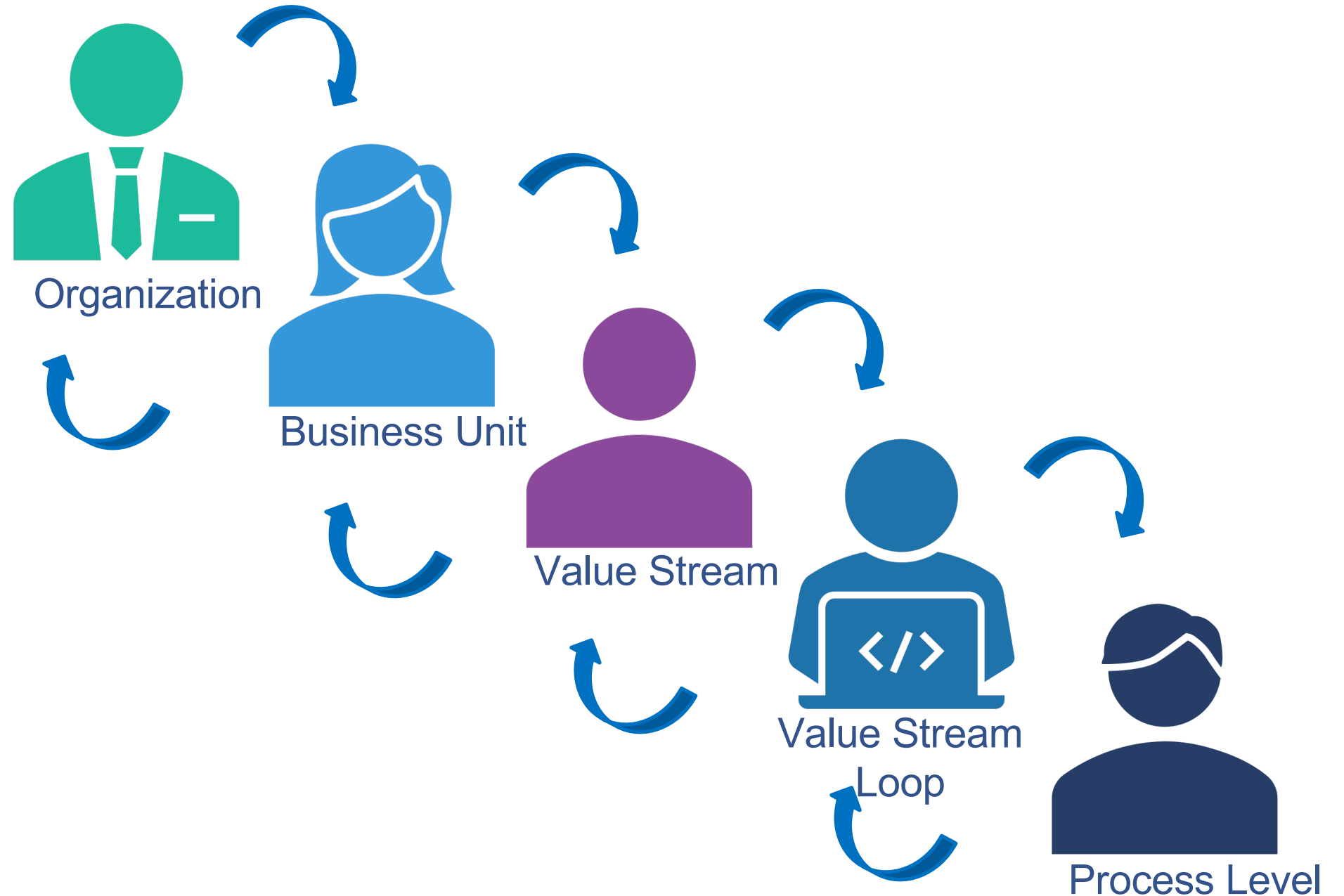
- Production rates by crew
 1. Mass Grading – 18,000 CY / Day
 2. Storm Crews – 150 LF / Day
 3. Sewer / Water – 200 LF / Day



Become a Coach and Learner

Key Points:

- Coach and Learner Roles repeat across each level.
- Learner / Coach / 2nd Coach
- Alignment across the whole organization.
- Make innovation happen at every level.



The Coaching Kata

FRONT

BACK

The Five Questions

1. What is the **Target Condition**?
2. What is the **Actual Condition**?
- (Turn Card Over) ----->
3. What **Obstacles** do you think are preventing you from reaching the target condition?
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 Taken

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

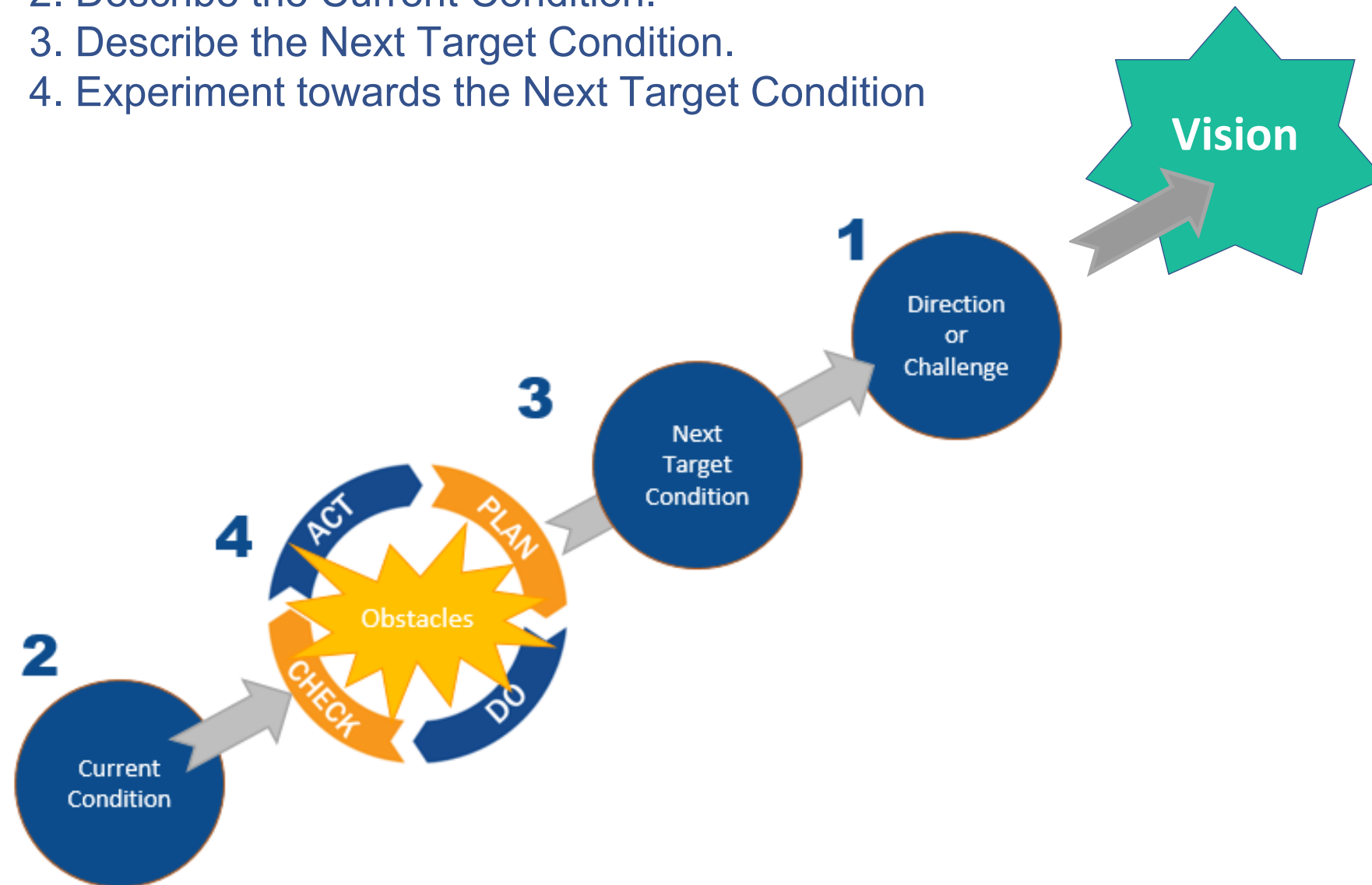
1. What did you plan as your **Last Step**?
2. What did you **Expect**?
3. What **Actually Happened**?
4. What did you **Learn**?

----->
Return to question 3

COACHING KATA

Improvement Kata

1. Describe the overall challenge.
2. Describe the Current Condition.
3. Describe the Next Target Condition.
4. Experiment towards the Next Target Condition



COACHING KATA

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Key Terms

Kata – A structured practice, method or routine.

Improvement Kata – A repeating routine modeled to around scientific thinking to bring incremental improvements .

Coaching Kata – A repeating routine for leaders to teach the Improvement Kata and scientific thinking across an organization.

Vision – Long term organizational goal (3 years or more), a company's “true north”.

Challenge or Direction – Mid range goal connecting action to the long-term vision (6 months – 3 years).

Current Condition – The current state of the process, should be based in facts, include data, outcome and process metrics.

Next Target Condition – The next short-term goal in a series of short goals.

Coaching Cycle – One sequence of Improvement & Coaching Katas



References

Toyota Kata - Mike Rother. McGraw Hill, 2010

Toyota Kata Culture - Mike Rother & Gerd Aulinger. McGraw Hill, 2017

Toyota Kata Practice Guide – Mike Rother. McGraw Hill, 2018

Scrum: The Art of Doing Twice the Work in Half the Time – Jeff Sutherland. Currency, 2014





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