

Toyota's Change-Management Secret:



There's no difference between how Toyota manages, and change management

From the Toyota Kata Homepage, March 2011

When it comes to changing the way an organization's leaders, managers and associates think and behave, we have tended to make a project out of it. The resulting amount of true change we've achieved is small.

Here's a key problem: We make a distinction between managing the system and the process of changing the system. Guess what... Toyota doesn't do that.

At Toyota, the behavior we observe in the system is also the process that changes how people think and behave. The manager's regular daily job is to teach the improvement kata by coaching its application to the actual work in his/her part of the organization. The changed system and the process for change are one and the same.



The elegant trick here is that while the members of organization work through their day, they are also deliberately practicing a behavior pattern. Daily practicing is embedded in the way the organization managed.

I invite you to consider the idea that deliberately practicing an improvement kata and the daily management of an organization can be one and the same. It's an interesting way to manage continuous improvement, and a fascinating way of managing an organization.