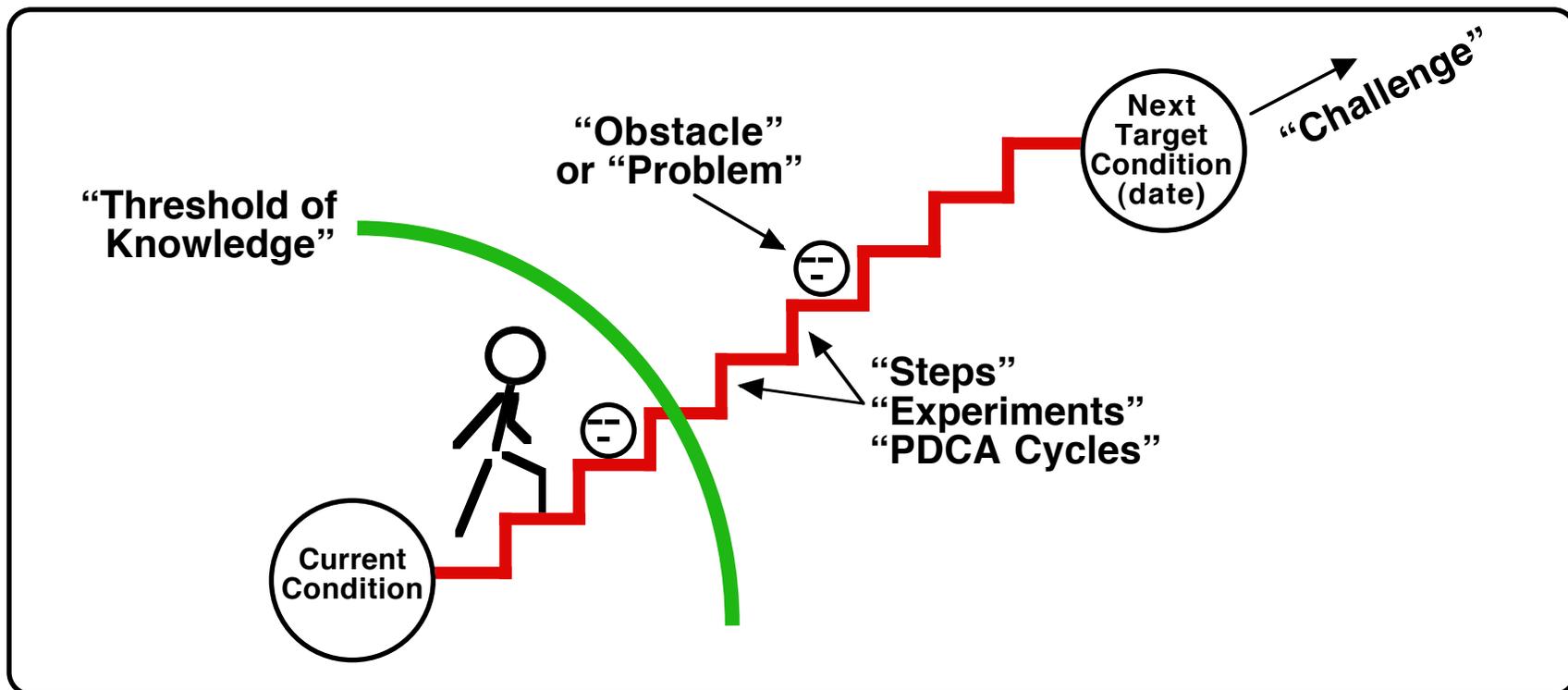


Definitions

| | |
|-----------------------------|---|
| Management | <i>The systematic pursuit of desired conditions by utilizing human capabilities in a concerted way.</i> |
| Capability or Skill | <i>The ability to do something well. In the case of the Improvement Kata, the ability to work through obstacles to achieve a challenging objective along an uncertain path, by working scientifically.</i> |
| Skill Development | <i>Deliberately practicing patterns / routines, usually with corrective coaching input.</i> |
| Kata | <p><i>A Kata is a routine to practice to acquire particular skill & mindset. Through deliberate practice the pattern of a Kata becomes second nature, i.e., a habit done with little conscious effort.</i></p> <p><i>An example is typing a sentence repeatedly to learn how to type. That sentence is a Kata. Once you've learned to type you no longer consciously think about typing and can focus on what you want to write, using your new skill. You will simply type well.</i></p> |
| The Improvement Kata | <i>A 4-step scientific pattern for improving, adapting and innovating that includes structured practice routines for each step so you can develop the patterns of thinking and acting as a skill & habit.</i> |
| Coaching Kata | <i>A structured routine for teaching the Improvement Kata pattern through daily guided practice.</i> |

Improvement Kata Terminology

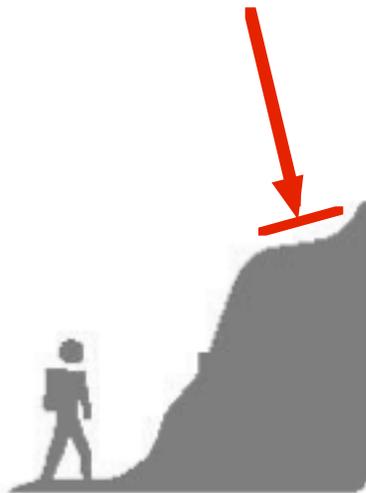
- A **Target Condition** is a new state you're striving to reach by a specified date, on the way to a larger overall **challenge**. A Target Condition lies outside your **threshold of knowledge**. You don't know exactly how you're going to reach it.
- What you do to overcome an **obstacle** or **problem** on the way to the Target Condition is called **steps, experiments** or **PDCA cycles**. It almost always takes more than one step to break through an obstacle. When you overcome an obstacle it means you've developed a **solution** to a problem.
- **Ingenuity, adaptiveness and innovation** happen *on the way*; as you work step-by-step toward the Target Condition & act based on what you're learning.



LEARN TO DISTINGUISH BETWEEN “TARGET CONDITION” AND “SOLUTIONS”

TARGET CONDITION

A description and specification of an operating pattern or functionality you want a process or system to have on a future date



PLAN

A prediction of the steps that will be required to achieve the target condition.
(Any plan is only a hypothesis)



SOLUTIONS

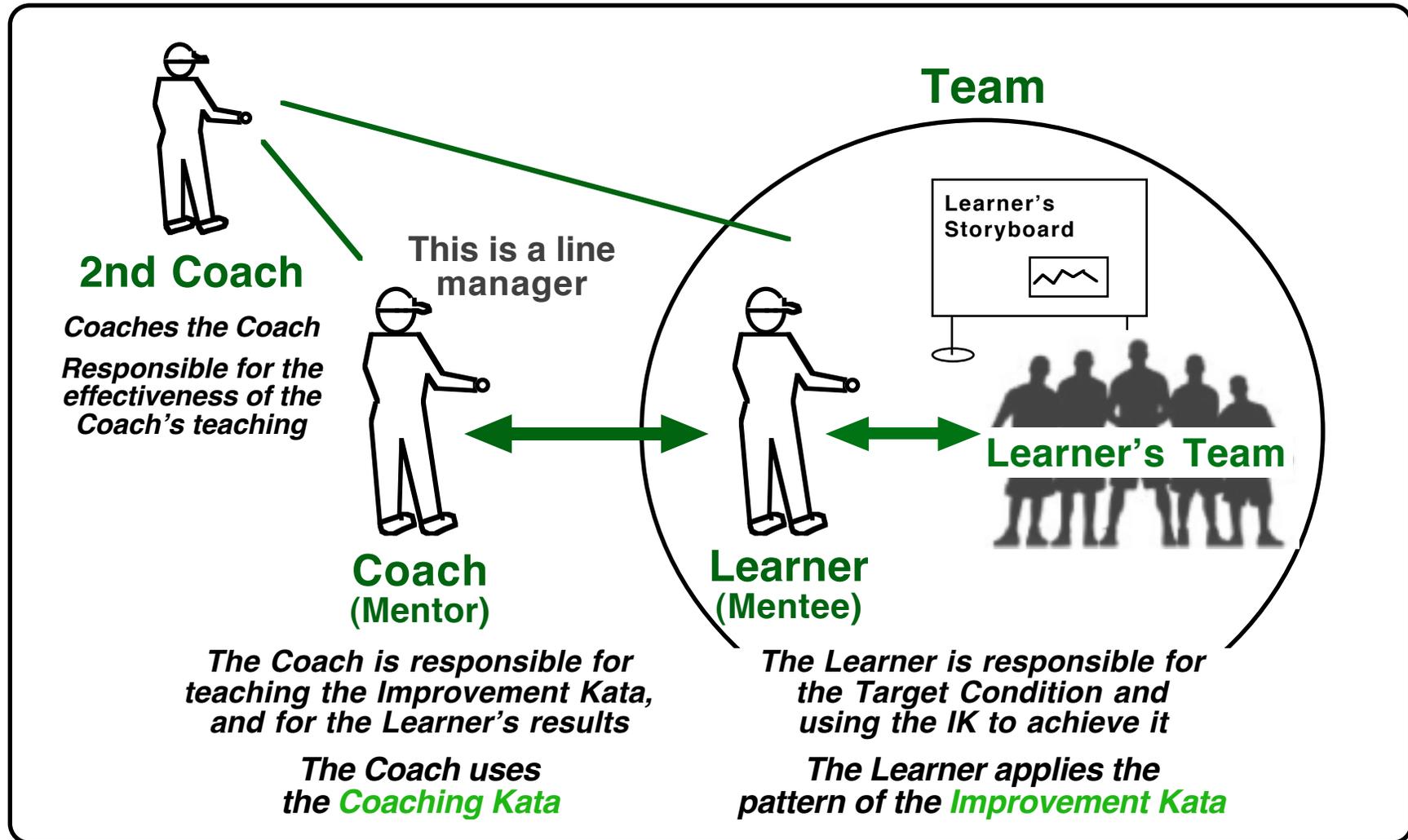
The actual steps, techniques and countermeasures necessary to achieve the Target Condition.

Solutions are determined through experiments on the way to the Target Condition



The actual path that gets you to the Target Condition will only be known in hindsight

Roles and Responsibilities



Focus here is on developing the Learner's IK skill

Focus here is on reaching a challenging goal by using the scientific IK pattern