

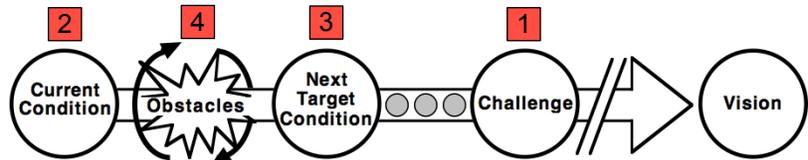
# IMPROVEMENT KATA

## A SCIENTIFIC PATTERN TO PRACTICE

Let's face it -- We have a natural tendency to jump to conclusions without realizing that our unconscious predispositions are influencing what we see, think and do. Make scientific, creative working a habit, and get more comfortable with uncertainty, by practicing the repeatable, 4-step pattern called the *Improvement Kata*.



A *kata* is a routine you practice to make its pattern a habit



**START HERE 1**

**Describe the overall Challenge you're striving for, in a meaningful way.**

**What cool situation do you want to have 6 months to 3 years from now?**

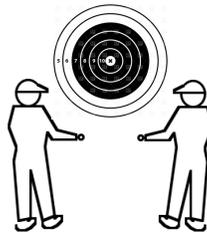
**Future-State Mapping is a useful tool here.**

### USE THE OVERARCHING CHALLENGE AS A FRAME FOR THE FOLLOWING STEPS

**2** **Current Condition:** Study the facts and data of where you are now. You're trying to see, sketch, measure and understand the current pattern, as an input to Step 3.



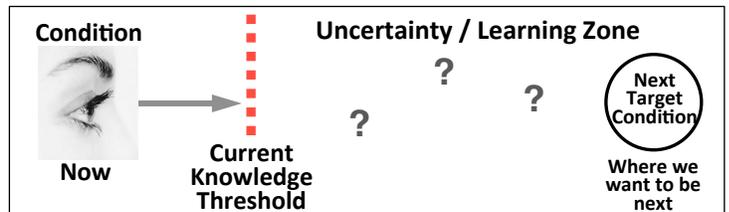
**3** **Next Target Condition:** Now describe where you want to be *next* on the way to your Challenge. It will usually take a series of Target Conditions to reach your Challenge goal. Be sure the Target Condition is measurable in some way, and has a specified achieve-by date between one week and three months out.



**4** **Experiment Toward the Target Condition:** You can't foresee the exact path to the Target Condition. The obstacles you encounter show you what you *need* to work on to get there. Find the path by conducting experiments daily, using the Experimenting Record and asking the Five Coaching Kata Questions after each experiment.



The point at which you have no facts and data is the *Threshold of Knowledge*. There's always a Threshold of Knowledge. To see further, conduct your next experiment there.



Learn more + get the Five Coaching Kata Questions and Experimenting Record at the **Toyota Kata Website**