I. Replication
Not to implement or add some new techniques, practices, or even principles, but to develop consistent behavior patterns across the org.

Classroom training will not change people's behavior. Nor will workshops, consultants, metrics, incentives, or reorganizing.

The roots of Toyota's success lie not in its org structures but in developing capability & habits in its people.

II. Know Yourself
- Workshops
- Value stream mapping
- Action-item lists

What can we do to improve?

What do we need to improve?

- Develop an ever deeper understanding of the work process and improve it from that basis.
- Execute single-factor exercises to see and understand cause and effect.

III. The Improvement Kata

IV. The Coaching Kata

Training = Doing

If the learner hasn't learned the teacher hasn't taught.

1. What is the target condition?
2. What is the actual condition?
3. What obstacles are preventing you from reaching the target condition? Which one are you addressing now?
4. What is your next step?
5. When can we go and see what we have learned from 4?

The goal of Kanban is to achieve 1-to-1 flow (without Kanban)

Continual improvement w/ experimentation

Highest quality, at lowest cost, fast.

Any organized process naturally tends to decline to a chaotic state if left alone.

Process improvement is core business. You are your own benchmark!

Continual improvement w/ experimentation

Thought Kata routine

Tools tech principles

The competitive advantage of an org lies not so much in the solutions themselves but in the ability to understand conditions and create fitting smart solutions.

Kata

Mike Rother

5Q:
1. What is the target condition?
2. What is the actual condition?
3. What obstacles are preventing you from reaching the target condition? Which one are you addressing now?
4. What is your next step?
5. When can we go and see what we have learned from 4?

Budget

We cannot optimize a system by trying to maximize its individual parts.

A3

What do we need to do to make it work?

Challenge

Vision

Current condition

Obstacle

Next target condition

5Q:
1. What is the target condition?
2. What is the actual condition?
3. What obstacles are preventing you from reaching the target condition? Which one are you addressing now?
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