



Synopsis by Bill Costantino

The intent of *Toyota Kata* is to illuminate essential management thinking and behavior patterns underlying Toyota's enduring success.

Toyota Kata delivers a dual-edged sword: a) an analysis of Toyota management thought and action deeper than much of what is in print today and, b) practical steps for applying these thought and behavior patterns in any workplace setting. The routines employed in *Toyota Kata* are grounded in the scientific method and thus promote systematic thinking in both leaders and their subordinates. Both the theory and the daily practices are laid before the reader in simple terms that are readily graspable.

Anyone who has been on the lean journey will immediately and easily relate to the material *Toyota Kata* contains. However, *Toyota Kata* provides a new and different way of engaging with the familiar lean elements, tools, and systems: it provides a path for changing daily management behavior to activate human capability. It is this systematic developing and tapping of human abilities that is an unseen yet defining feature of Toyota's decades-long success.

This book is about a means of managing differently and more effectively. It addresses the topic at the grass-roots level of thought and behavior patterns we practice as we go about our daily routines. While these patterns are largely unconscious and reflexive, they are nonetheless the bedrock that shape an organization's culture and its ability to adapt and continuously improve. *Toyota Kata* provides a concise and reliable model for developing such skills within any company or organization, and is universal enough to extend far beyond the manufacturing sector.