



# STARTER KATA

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# Starter Kata Kit Contents

## **Starter Kata to Practice Scientific Thinking**

(2 pg); Overview of Starter Kata by Mike Rother.

## **The Four Steps of the Improvement Kata Model**

(1 pg); Diagram illustrating the four-step model of Improvement Kata, which creates a routine of scientific thinking and doing.

## **Improvement Kata Storyboard**

(1 pg); Used by Learner to organize the different parts of the Improvement Kata.

## **Obstacles Parking Lot Form**

(1 pg); Used by the Learner to capture list of obstacles that are hindering being at the Target Condition.

## **Current Condition/Target Condition Form**

(1 pg); Tool that helps gather information as a Process Analysis is being conducted. Left side captures Current Condition. Once Current Condition is understood, right side of form is used to document outcomes and patterns.

## **PDCA Cycles Record Form**

(1 pg); Log to keep track of experiments as daily rapid PDCA cycles are conducted.

## **5 Questions of Coaching Kata Card – Printable**

(2 pg); Print these 2 pages front to back and cut into 4 cards to as a handy reference for Coaching Kata Cycles.

## **Kata Coaching Contact Information**

(1 pg); Whether you need a quick bit of feedback or to schedule a full Coaching Kata & Improvement Kata Training Session, contact us to get information and expertise to help make your implementation successful.

# Starter Kata to Practice Scientific Thinking

**Starter Kata** are structured routines that you practice deliberately, especially at the beginning, so their pattern becomes a habit and leaves you with new abilities. Starter Kata are a way of learning fundamental skills.

The Toyota Kata (TK) Starter Kata are for practicing scientific-thinking skill and mindset. Instructions for the TK Starter Kata are in the Toyota Kata Practice Guide (2017, McGraw-Hill).

At first you should try to practice each Starter Kata exactly as described, until its pattern becomes somewhat automatic and habitual for you. That can take a few weeks of practice. When you reach that point and have learned through practice to understand the "why" behind a Starter

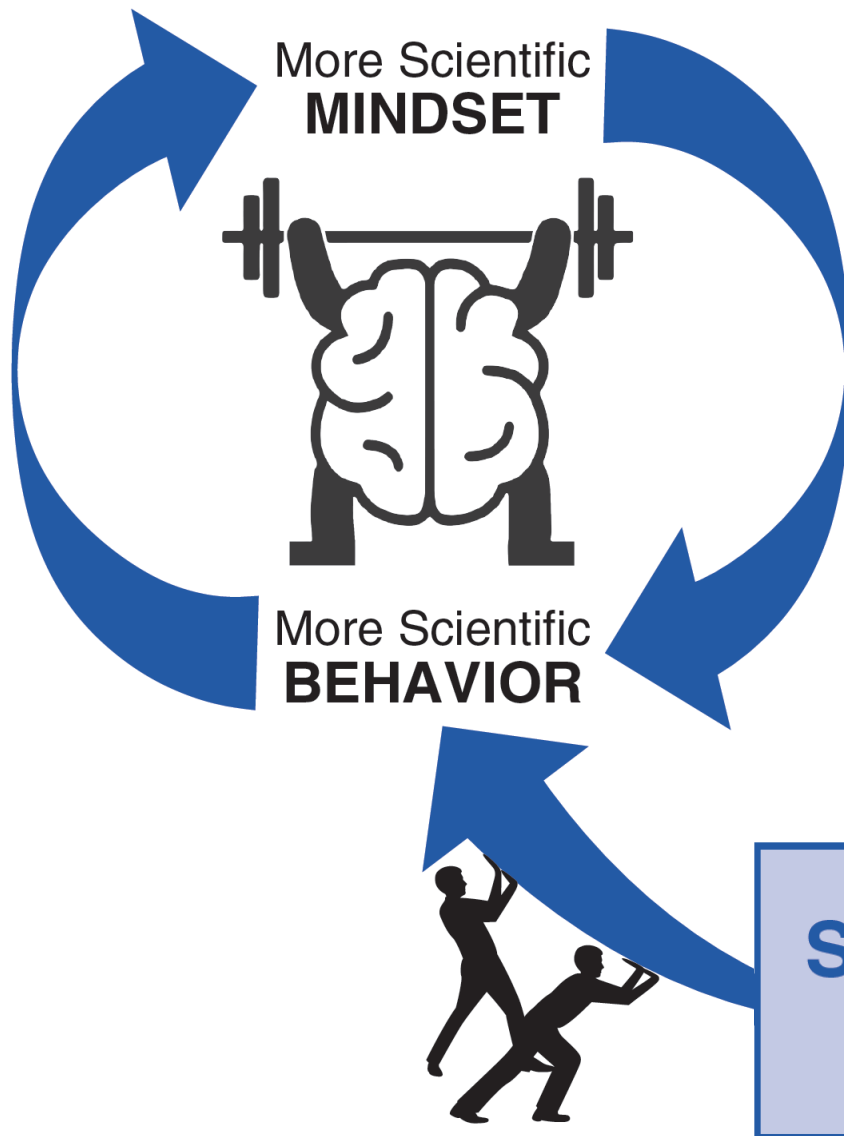
Kata's routine, then you can build on it to develop your own style, as long as the core pattern remains intact.

**Toyota Kata** helps you build scientific-thinking skills and mindset, via its well-proven set of Starter Kata to practice daily. They come from the Toyota Kata research and have been used for practice at thousands of organizations around the world.

Begin with the Starter Kata presented here and then, as you gain skill and understanding, add to or adjust them to fit your situation as needed.

Best wishes for practicing how to scientifically achieve goals!

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**Starter Kata** are structured practice routines that put you on the road to learning fundamentals and developing new patterns of thinking.

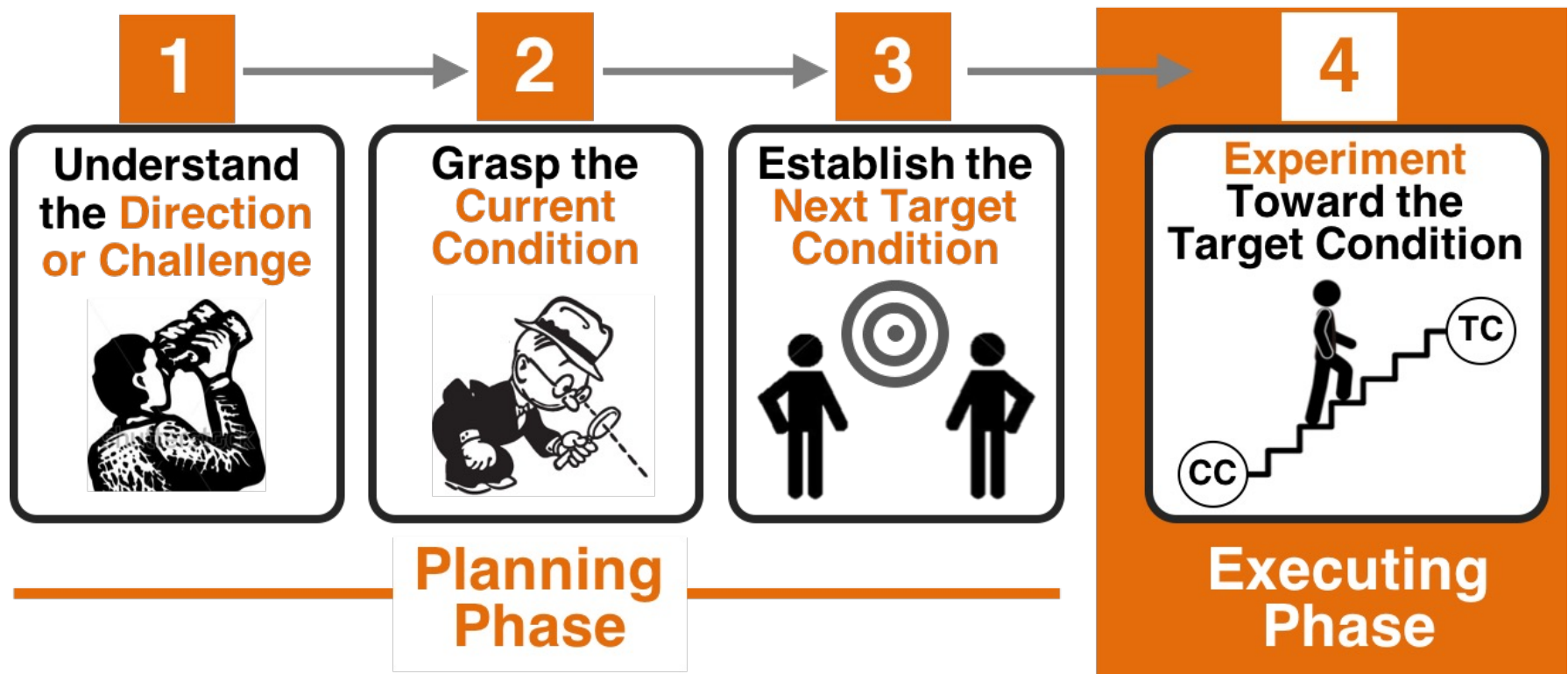
Practicing Starter Kata increases the speed of learning and is particularly helpful when you want to create a shared way of thinking and acting in a group of people, because everyone starts with the same basics.

For scientific-thinking skill, begin by practicing the Starter Kata presented here and in the Toyota Kata Practice Guide.

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# The Four Steps of the Improvement Kata Model




















*A systematic, scientific pattern of working*



# Improvement Kata Story Board

<b>Focus Process:</b>		<b>Challenge:</b>	
<b>Target Condition</b> Achieve by:	<b>Actual Condition Now</b>	<b>Experimenting Record</b>	
		<b>Obstacles Parking Lot</b>	

# Obstacle Parking Lot

IMPROVEMENT KATA OBSTACLE	Date Identified	Status
		
		
		
		
		
		
		
		
		
		
		
		
		
		
		
		
		
		
		

For use by LEARNER

# Current Condition/Target Condition Form



CURRENT CONDITION / TARGET CONDITION			Outcome Metric
Learner:	Coach:	Focus Process	Process Metric
		Current Condition	Target Condition
		Date	Achieve-by Date
1 Outcome Performance	Actual output		
	Operating time		
	Is there overtime?		
2 Customer Demand & Planned Cycle	Requirement		
	Takt time		
	Planned cycle time		
3 Operating Patterns	Process steps and sequence		
	Variation		
	Observations about the current operating patterns		
4 Equipment Capacity	Automated equipment constraints?		
5 Core Work	Calculated number of operators		

For use by LEARNER



# PDCA Cycles Record Form

## PDCA CYCLES RECORD

OBSTACLE:		PROCESS:	
DATE:		LEARNER: COACH:	
PLAN		DO	CHECK
DESCRIBE STEP/TEST	WHAT DO YOU EXPECT?		WHAT HAPPENED? WHAT WE LEARNED?
<p>FOCUSING ON ONLY *ONE* OBSTACLE AT A TIME.</p> <p>WRITE WHAT STEP/TEST YOU PLAN TO CARRY OUT.</p> <p>DESCRIBE WHAT AND HOW YOU ARE TESTING.</p>	<p>WHAT DO YOU EXPECT TO HAPPEN IN THIS TEST?</p> <p>WRITE YOUR PREDICTION HERE.</p> <p>IDENTIFY METRICS.</p>	<p>DO A COACHING CYCLE</p> <p>CONDUCT THE EXPERIMENT</p>	<p>RECORD WHAT RESULTS ACTUALLY HAPPENED FROM YOUR TEST.</p> <p>WRITE WHAT YOU LEARNED OR THAT YOU CONFIRMED YOUR HYPOTHESIS.</p>

For use by LEARNER

## The Five Questions



What is your **CHALLENGE**?

- 1 What is the **TARGET CONDITION**?
- 2 What is the **ACTUAL CONDITION** now?

TURN CARD OVER

- 3 What **OBSTACLES** do you think are preventing you from reaching your target condition?  
Which **\*ONE\*** are you addressing now?
- 4 What is your **NEXT STEP**?  
(Next experiment) What do you expect?
- 5 How can we go and see what we **HAVE LEARNED** from taking that step?

\*You'll often work on the same obstacle with several experiments.

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## Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be.

- 1 What did you plan as your **LAST STEP**?
- 2 What did you **EXPECT**?
- 3 What **ACTUALLY HAPPENED**?
- 4 What did you **LEARN**?

P D C A

RETURN TO QUESTION 3



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