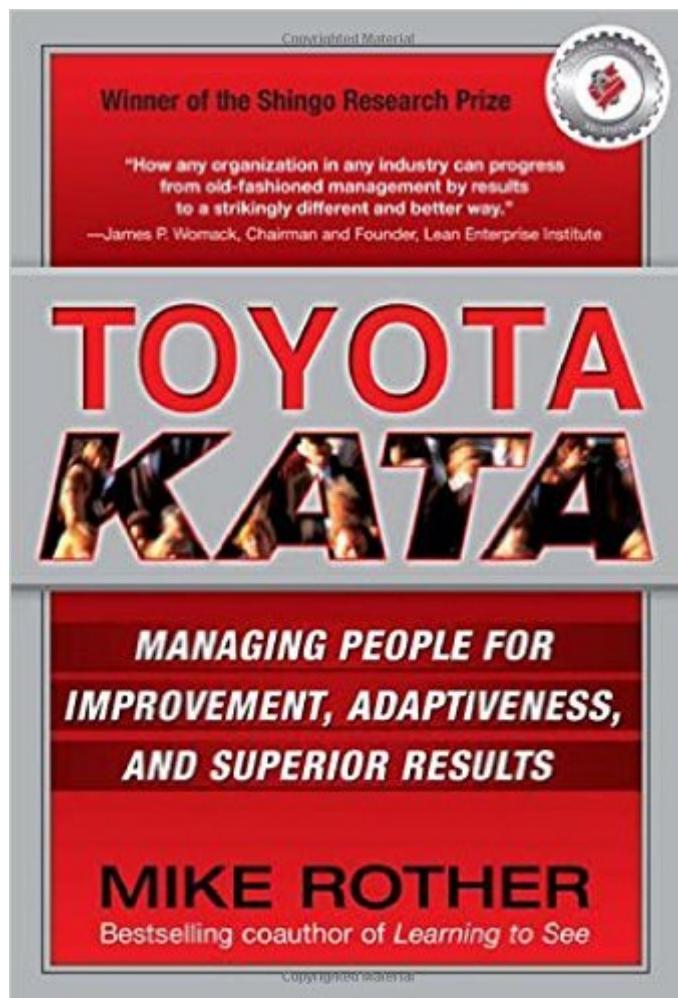


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# Toyota Kata: Managing People For Improvement, Adaptiveness And Superior Results



## Synopsis

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progressâ •and what it takes to make it a real part of your culture." â •Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." â •The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way."â •James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization."â •John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

## Book Information

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## **Customer Reviews**

There seems to be a growing consensus that our current management model, devised in conditions that prevailed 75 years ago, is in need of adjustment. However, the burning question that still has to be answered is, to what should it be adjusted? Until that happens it's going to be difficult for leaders to change how their organizations operate. We are still missing specifics that instruct managers and leaders in what they should actually do day-to-day in order to manage more effectively and successfully in today's market conditions. Maybe this is beginning to shift. Toyota Kata explains in clear how-to detail a way of managing people that makes a company more adaptive, innovative and constantly improving. Although the research was done in manufacturing facilities and with an eye on Toyota, Toyota Kata is more about developing and utilizing human capabilities in organizations. In short, this book lays out a management approach for today's dynamic conditions. This is not only one of the most noteworthy books on lean management, but an insightful and practical new guide for any manager or leader. Highly recommended.

if you're involved in lean work in any capacity, whether in management, as a coach or as a participants to lean events, you must read this book now. It's a game changer. I wish I'd read this book ten years ago, it would have made so much, much easier. I've already ordered extra copies to give to friends and colleagues. Rother has attacked directly a mystery about Toyota's success - the secret of what makes it a real-life example of learning organization, not just at senior level, but all the way to team leaders and team members. Indeed, he has succeeded in the tour de force of capturing the double-loop learning mechanism Toyota has developed. And he also succeeds in putting it across simply and practically with great examples. Beyond lean, this book offers deep insight into how business strategy can be derived from learning mechanism to avoid grand visions

which also turn out to be grandly wrong. I suspect (or at least hope) that Rother's insights will open the door to another form of strategy formulation. In many ways this book can either be seen as the result of twenty years of research on the mystery of Toyota and the TPS, or one the breakthrough stepping stones that will usher a new era of management thinking about how we look upon the human use of human beings at work. Thumbs up!

Tools, rules, techniques are necessary, but not sufficient to move an organization toward a culture of continuous improvement. It is indeed the daily behavior of the people inside the framework of the organization that defines the culture. The Improvement Kata and the Coaching Kata are not new, but they are explained here in a way that makes them an integrated whole and accessible to anyone who will take the time to study this excellent work. I remember back in the 80s when I first read Tom Peter's "In Search of Excellence". He described what is essentially the Improvement Kata and to a lesser degree the Coaching Kata. I remember how shocked I was to read his prescription for revitalizing continuous improvement -- i.e. that organizations must "fail faster". He was of course referring to rapid PDCA cycles where learning rapidly builds upon learning (through failure and success) in a never ending procession toward ever better processes. The Coaching Kata is what ties it all together so that through "respect for people" the Improvement Kata can grow progressively stronger and more pervasive throughout the organization. This is the key to what I've always thought of as "continuously improving the improvement system". Without the Coaching Kata, each improvement effort, regardless of how successful, is robbed of its full potential to create not just process change, but change in the people who created the process change. This evolution of the people, not just the processes, that is the key. Rother explains how this works with clarity and precision. I highly recommend this book.

Kata is a concept for doing and coaching and compliments many management principles taught throughout the Toyota Production System. The Kata principles reflect management concepts and practices used at Toyota and many other manufacturers around the globe. This book is one of the best reads, relating to this topic. Mike is one of the most knowledgeable people on the topic, and has structured this book so you can learn the concepts and apply them in practice. Mike BramiLean Pursuits LLC

Do you care about Quality? Do you care enough to think about it, study it, practice it, and discipline yourself to achieve it? If you do, treat yourself to Mike Rother and associates' thoughts on the

subject. Read carefully, you will find a perspective, a discipline, and tools that can help you achieve satisfaction from your attention and skillful work. Placed in the context of the Toyota Production System, Mike Rother offers the benefit of years of observation, study, and practice in the kata of continuous improvement. My personal application is not in a manufacturing context and therefore must be adapted to fit the time constants and activities particular to my institution's work but the principles are clear and implementable. The down side, at least from a short term "I want results and profits NOW!" perspective, is that it takes time, especially at the institutional level, to achieve noticeable results. So, pick your payoff.

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