



Toyota Kata for Service Quality

“Stop Solving Problems—Start Building Thinkers”





The Reality

- ★ Same problems / complaints returning
- ★ Teams continuously firefighting
- ★ Improvement initiatives losing momentum
- ★ Leaders carrying too much of problem-solving burden





Goal for Today

“How could I apply this in my team tomorrow morning?”





The Insight

“We’re good at solving problems...
but nothing is really improving.”





Service Industry Reality

- Variability



- Firefight



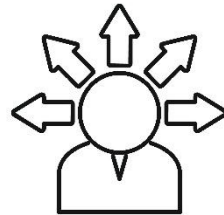
- People-driven



- Respond



- Unpredictable



- We fix

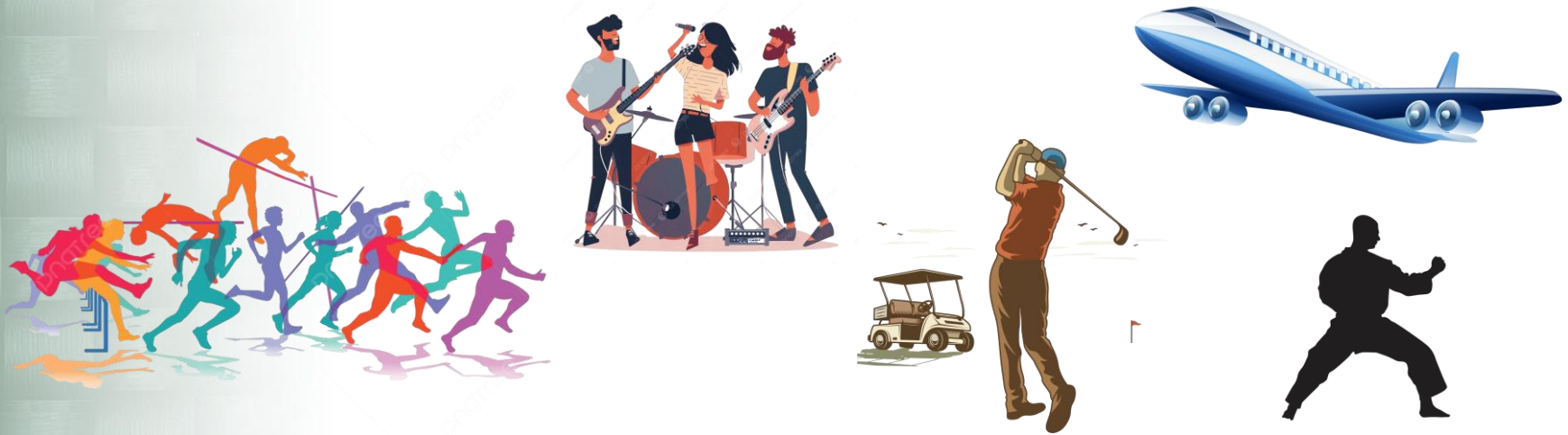


If we're solving problems every day.....Why do the same problems keep coming back?



Definition

*“The word **Kata** comes from Japanese martial arts, where it refers to a pattern you practice repeatedly until it becomes second nature.*

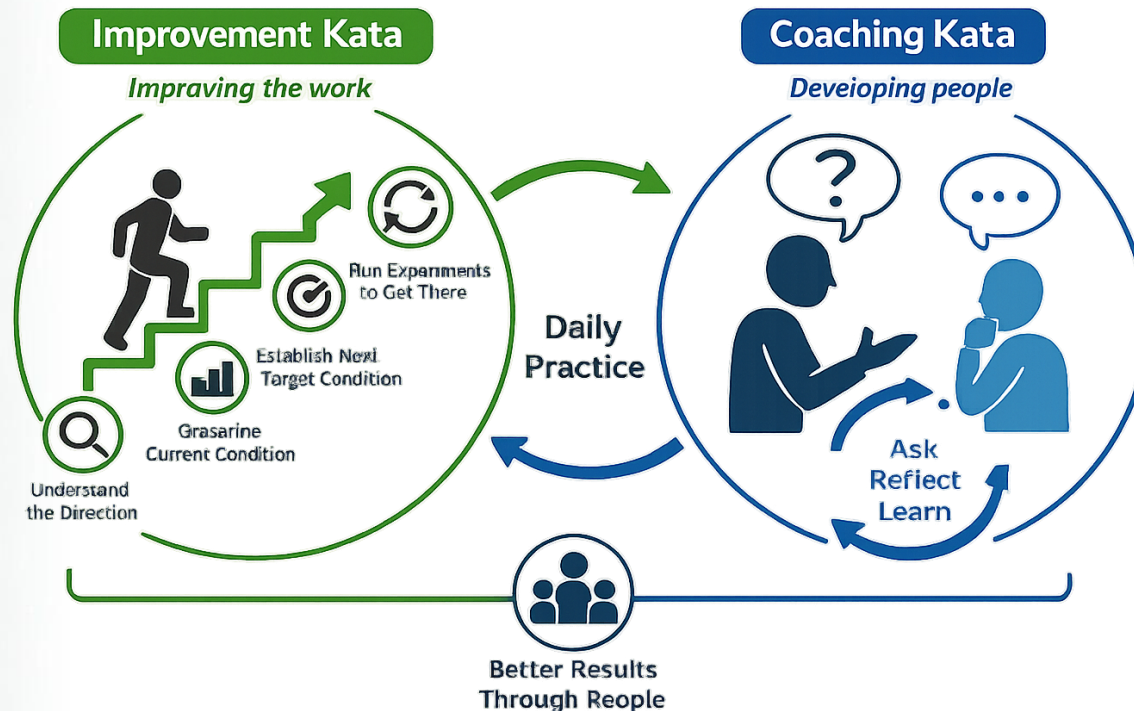


Practicing routine way of thinking until improvement becomes a habit of doing things.”



What is Toyota Kata?

A way of thinking and acting—every day





Traditional Improvement vs Kata

Traditional

Event – based

Project – focussed

Solution – driven

Leader – dependent

Build around large implementations

Kata - driven

Daily practice

Behaviour – focussed

Learning – driven

Capability - building

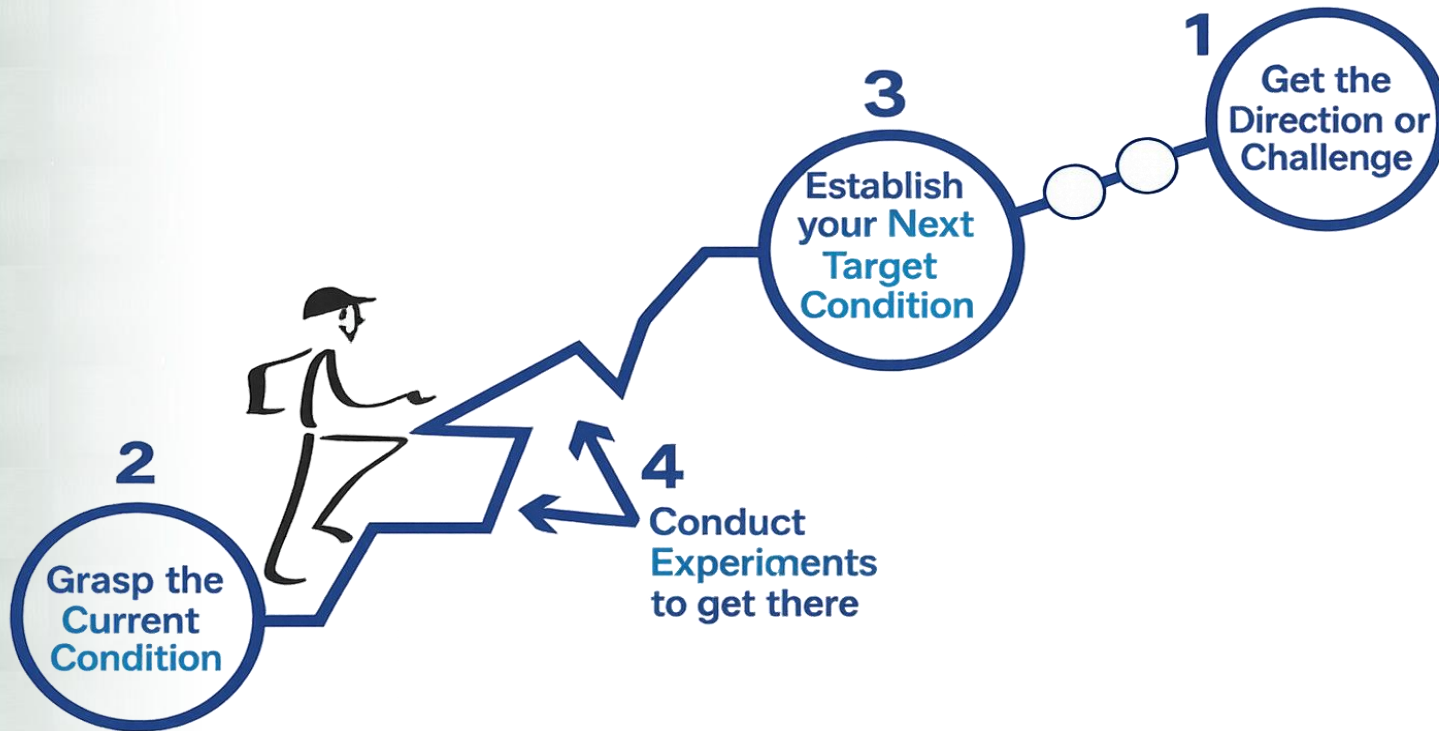
Small experiments

“Transforms improvement from something we DO occasionally....into something we PRACTICE daily”



Improvement Kata

Direction → Current → Target





From Vague to Specific

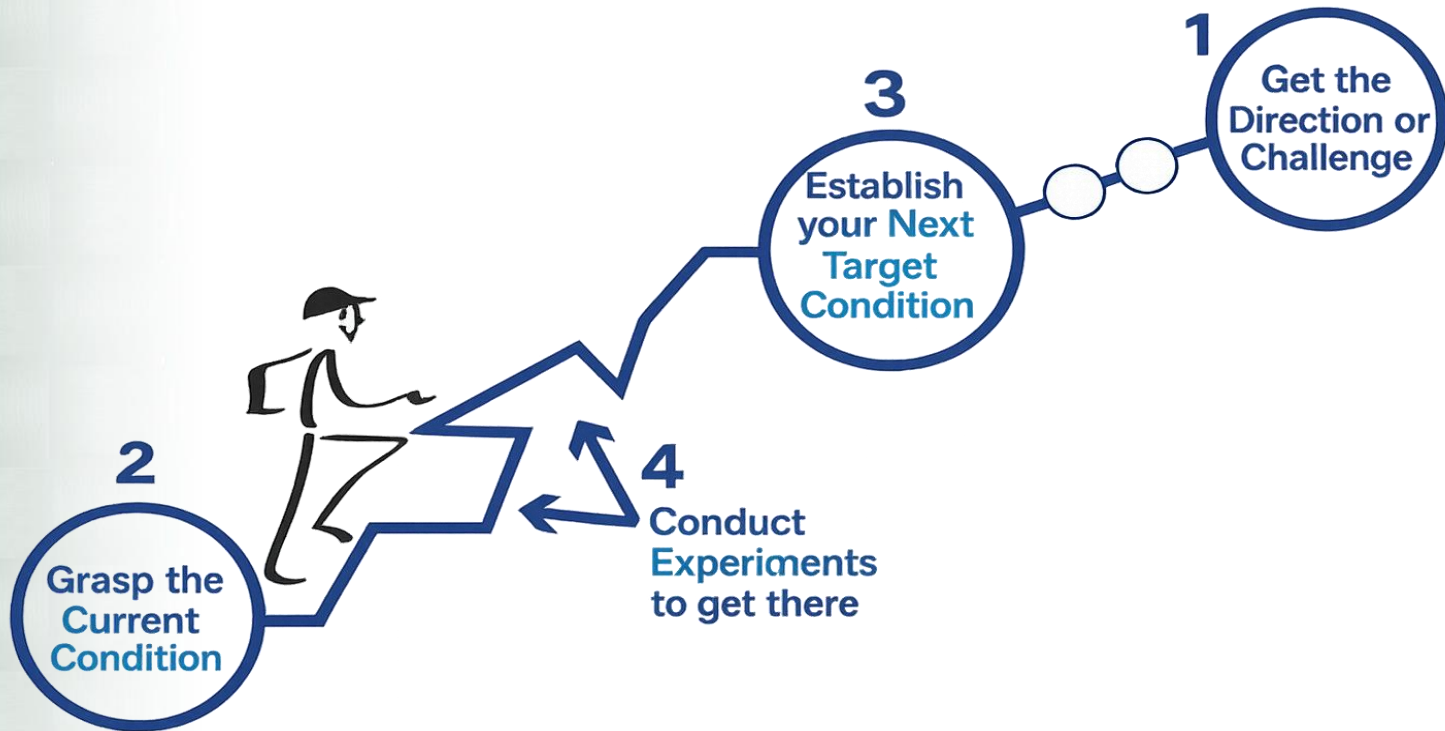
Improve turnaround
time





Improvement Kata

Direction → Current → Target → Experiment





Small Experiments

- * We test
- * We observe
- * We learn

“The experiment is successful – even if it fails – if it teaches us something”

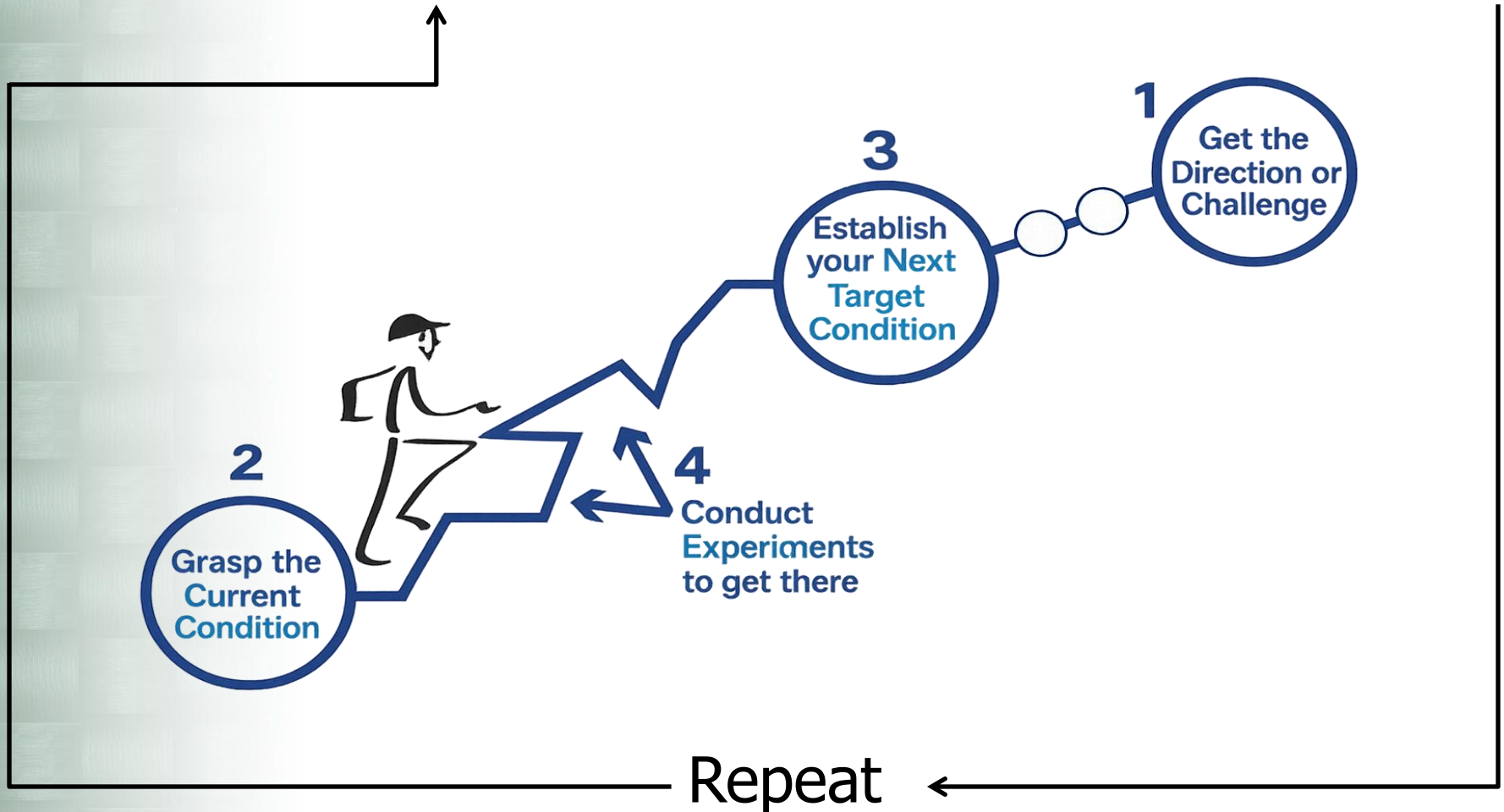


“Big plans assume certainty....Small experiments create learning



Improvement Kata

Direction → Current → Target → Experiment → Learn



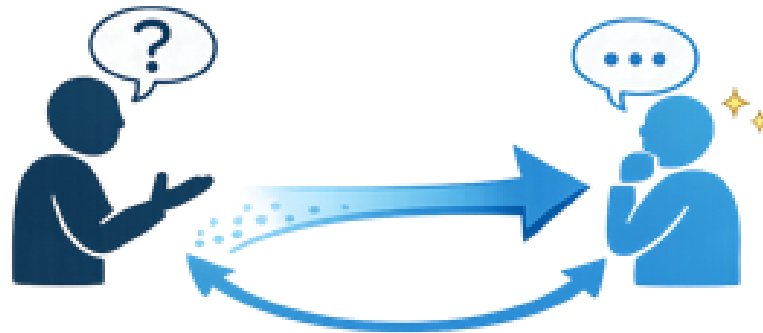


Coaching Kata

Coaching Kata introduces a very different leadership model...

It shifts leadership from:

Problem Solver to Capability Builder



*“A leaders job is not to be the smartest person in the room....
It’s to develop more people who can think scientifically*



Coaching Kata Questions

The questions power is not in COMPLEXITY
the power is in CONSISTANCY

- * More Fact-based
- * More Structured
- * More Experimental
- * More Reflective
- * ...Becomes CULTURAL BEHAVIOUR



Most organisations standardize processes....Toyota Kata standardizes THINKING



Coaching Kata Questions

- ★ What is your target condition
- ★ What is the actual condition now
- ★ What obstacles are in your way
- ★ What is your next step
- ★ What did you learn



But now let's SHIFT...

Instead of giving answers...What would you ASK instead...

This is the essence of the Coaching Kata



Key Takeaways

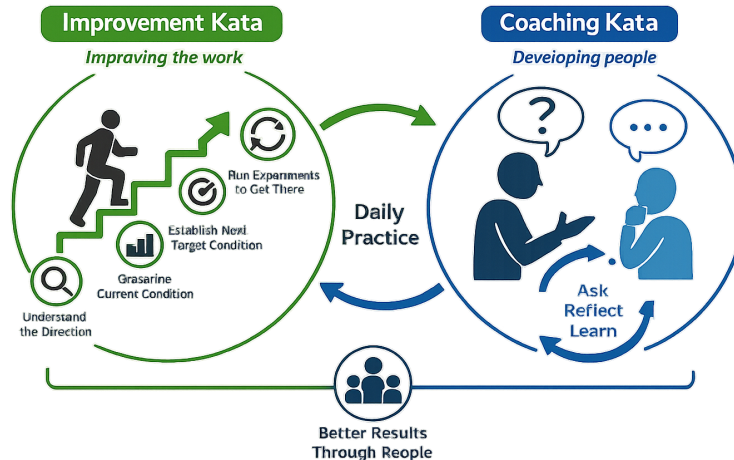
- Improvement is a HABIT..... Not an event
- Small EXPERIMENTS are more powerful than big plans
- Leaders must COACHnot just solve
- Consistency in thinking creates excellence





In closing

“What improvement habits will your teams practise tomorrow morning?”





Excellence in Service Industry

Excellence in service is **not managed...**
...it's practiced



Thank you