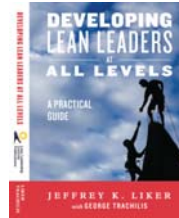
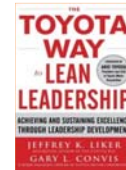


## Five Things that Led Me from the Toyota Way to Toyota Kata

*Jeffrey K. Liker*

Professor, Industrial and Operations Engineering  
The University of Michigan

First Kata Summit  
February 18, 2015



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## 5 Reasons I Came to the Kata

1. Hammered with Toyota message of learning by trying in an uncertain world
2. Learned people do not like experimentation & uncertainty
3. Frustration of people jumping to solutions
4. Fit the leadership model Gary Convis and I were developing
5. Experience learning golf (son as coach)

2

## 5 Reasons I Came to the Kata

1. **Hammered with Toyota message of learning by trying in an uncertain world**
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3

## Constant Messages from Toyota about Uncertainty and Learning by Doing



*Mr. Fujio Cho  
Former Toyota Chairman*

“There are many things one doesn't understand and therefore, we tell them why don't you just go ahead and take action; try to do something. You realize how little you know and you face your own failures and redo it again and at the second trial you realize another mistake or another thing you didn't like so you can redo it once again. So by constant improvement, or the improvement based upon action, one can rise to the higher level of practice and knowledge.”

## Constant Messages from Toyota about Uncertainty and Learning by Doing



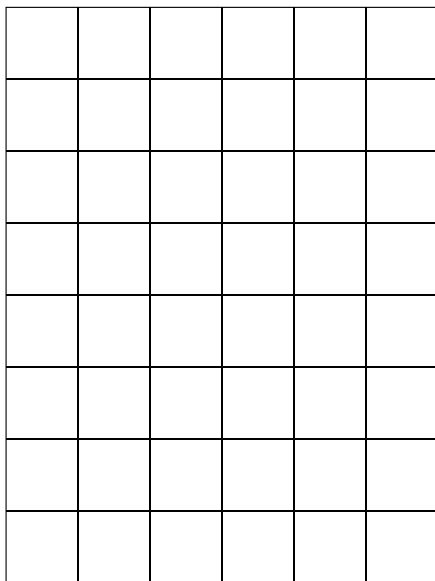
*Kiichiro Toyoda*  
Founder of Toyota Motor co.  
President, 1941-50

“Something happened that impressed me very much. During the testing of the 200 looms I came up with various suggestions, and [father] tried every single one... Humans come up with a surprising number of useless ideas; when you actually try them out, the ones you thought were good ideas sometimes prove to be unexpectedly useless, and the ones you thought were bad ideas sometimes turn out unexpectedly good. This is the principle that practice is number one.”

### 5 Reasons I Came to the Kata

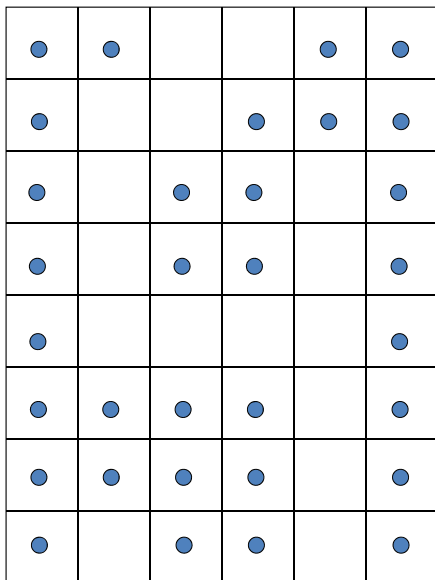
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**Fiona Lee Experiment: Imagine this is a rug you are asked to cross**



Source: Lee, F., Edmondson, U. Michigan Social Psychologist

**When you hit the cells with the hidden sensors, they beep!**



Source: Lee, F., Edmondson, U. Michigan Social Psychologist

## Experiment Results



Fiona Lee

- Westerners afraid to fail, analyze, and do not want to move after getting beeps
- Asians much more likely to take risks—walk through and look back at the pattern
- Westerners prefer Independence, Superiority, Competence

Lee, F., Edmondson, A., Thomke, S., & Worline, M. (2004). The mixed effects of inconsistency on experimentation in organizations. *Organization Science*, 15(3), 310-326.

## David Meier Toyota Lesson

“Every day, little up”

“Some days, big up”

Please try



DO YOUR BEST

“Until you take the first step, it will not be possible to see the next step”

## 5 Reasons I Came to the Kata

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## Most Common Mistakes

Not clearly understanding the needs of the organization or area

*How do you know this is the biggest problem?*

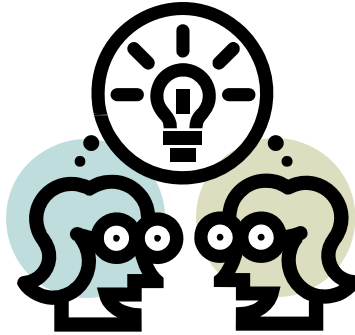
*Do you know that solving it will benefit the organization?*

Source: David Meier



## Most Common Mistakes

“Knowing” the “answers” prior to exploration

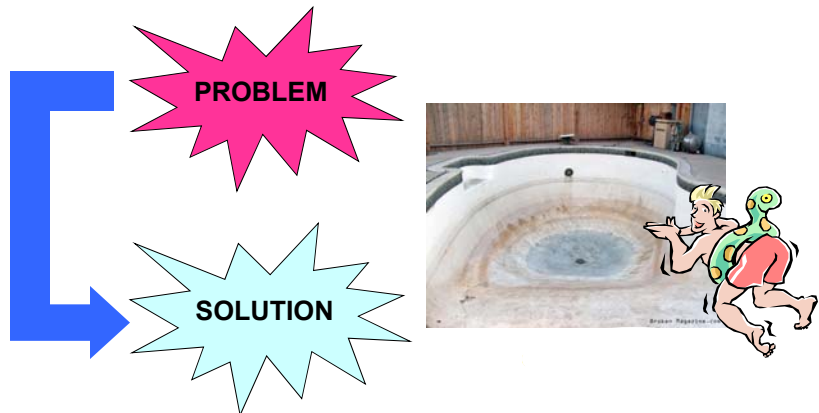


*If you already know how to solve the problem  
you don't need problem solving*

Source: David Meier

## Avoid the Number-One Trap!

Jumping from “problem” to “solution” without first working to acquire an understanding



Source: David Meier

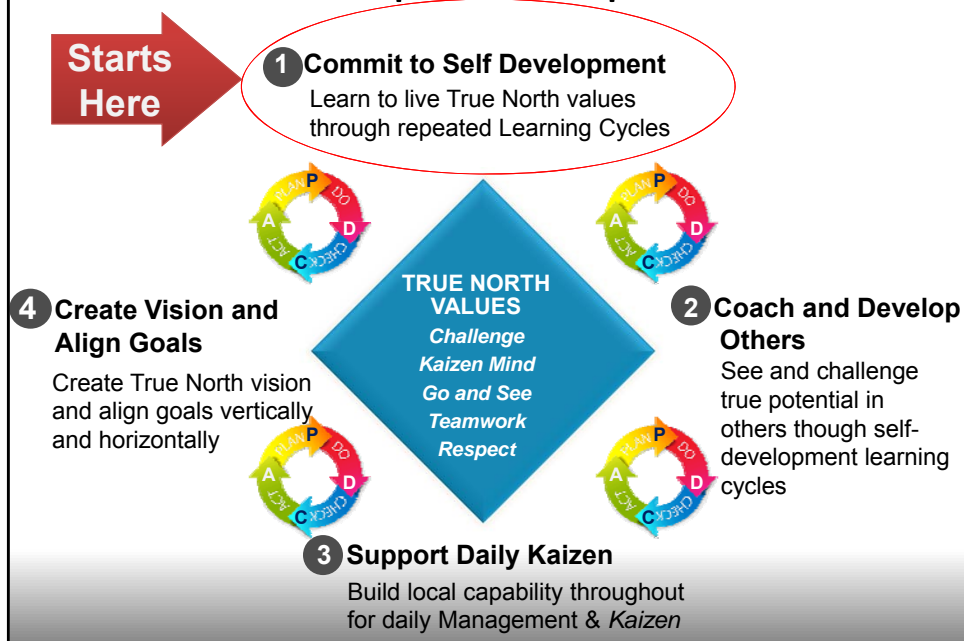
14

## 5 Reasons I Came to the Kata

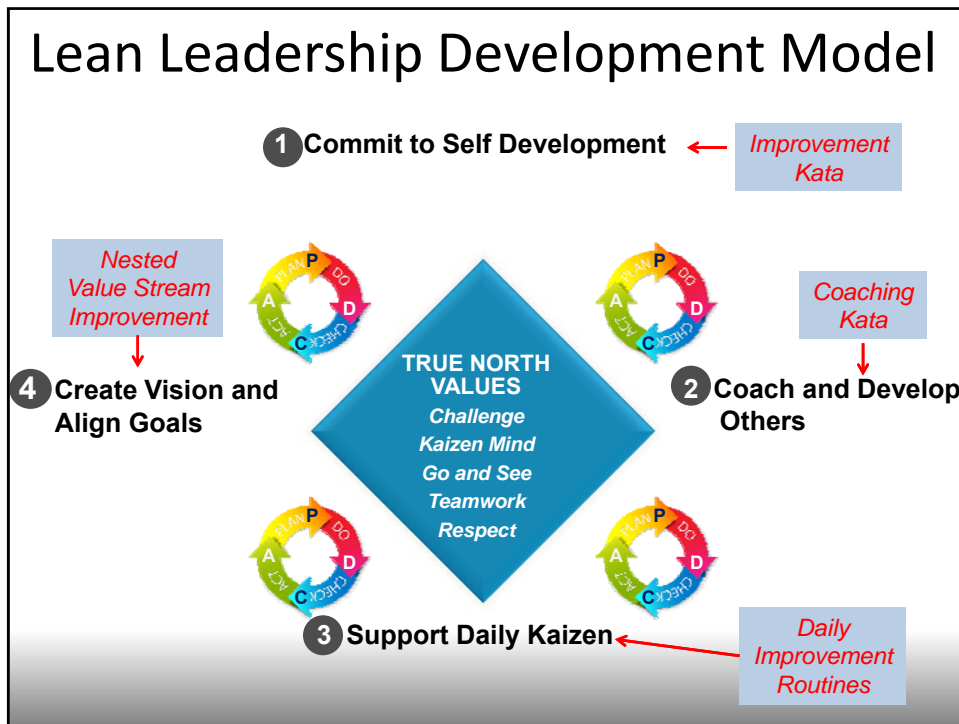
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## Lean Leadership Development Model







## 5 Reasons I Came to the Kata

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## Knowing What You Should Do is Not Enough: You need a Kata and a Koach



Practicing my golf swing with my coach (my son) videotaping me

### CONCLUSION

### Toyota Way & Toyota Kata Play Well Together

