Where did this journey begin?

Let's go back two years ago!

March 2015
“Rick ….. What is kata???”
One: … Dan, just Practice the Pattern!

• Practice until it is natural

• Allow the learner to experiment

• Allow the learner to make mistakes
Two: Dan …. Practice Daily

• Daily practice, daily practice, daily practice
• Higher frequency = bigger results
Three: Dan .... Practicing Kata is not optional

- This must be deliberate practice to have an impact
Safety Cross bldg 1 - y / n
Safety Cross bldg 2 - y / n
Safety cross bldg 3 - y / n
Approve Labor Source - Time:
10:30 Layout Kata
10:45 Trng Kata
2:00 Prog Cont Kata
2:45 Final Insp Kata

KATA Questions
1. What is the Challenge? (Monday)
2. What is the Target Condition? – Due By
3. What is the Current Condition?
4. What Obstacles are preventing us from reaching our Target Conditions?
5. Which Obstacle are you working on now?
10. *** TURN THE CARD OVER ***
11. What is your next step? What Do You Expect?
Four: Dan … Practice kata in Natural Conversations

• Practice the kata outside of official coaching sessions.

• Use the 5Q in natural conversation.
Five: Make it visible

• Use a storyboard and paper – these are the tools that keep you focused.

• Don’t even think of using technology
<table>
<thead>
<tr>
<th>Ob. Facts</th>
</tr>
</thead>
</table>

- Ob. Facts

**AI - Update IS/R**

- DS
- Update P&V
- M/B
- Retain all
## GN3 % Scrap Chart

<table>
<thead>
<tr>
<th>Date</th>
<th>Scrap</th>
<th>Scrap + Good Parts</th>
<th>% Scrap</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Oct</td>
<td>676</td>
<td>775</td>
<td>0.52%</td>
</tr>
<tr>
<td>2-Oct</td>
<td>675</td>
<td>775</td>
<td>0.52%</td>
</tr>
<tr>
<td>3-Oct</td>
<td>146</td>
<td>775</td>
<td>1.87%</td>
</tr>
<tr>
<td>4-Oct</td>
<td>642</td>
<td>775</td>
<td>0.83%</td>
</tr>
<tr>
<td>5-Oct</td>
<td>468</td>
<td>775</td>
<td>0.60%</td>
</tr>
<tr>
<td>6-Oct</td>
<td>695</td>
<td>775</td>
<td>0.89%</td>
</tr>
<tr>
<td>7-Oct</td>
<td>578</td>
<td>775</td>
<td>0.75%</td>
</tr>
<tr>
<td>8-Oct</td>
<td>672</td>
<td>775</td>
<td>0.87%</td>
</tr>
<tr>
<td>9-Oct</td>
<td>282</td>
<td>775</td>
<td>0.37%</td>
</tr>
<tr>
<td>10-Oct</td>
<td>568</td>
<td>775</td>
<td>0.74%</td>
</tr>
<tr>
<td>11-Oct</td>
<td>721</td>
<td>775</td>
<td>0.93%</td>
</tr>
<tr>
<td>12-Oct</td>
<td>640</td>
<td>775</td>
<td>0.83%</td>
</tr>
<tr>
<td>13-Oct</td>
<td>730</td>
<td>775</td>
<td>0.95%</td>
</tr>
</tbody>
</table>

**Color Code Results:**
- <1% - Green
- 1% - 2% - Yellow
- Above 2% - Red

The % scrap calculation is: \(\frac{\text{scrap}}{\text{scrap + good parts}} \times 100\).

\[
\text{scrap} = 13 \\
\text{good parts} = 2214
\]

\[
\% \text{ scrap} = \frac{13}{13 + 2214} \times 100 = 0.58\%
\]
<table>
<thead>
<tr>
<th>HOURS</th>
<th>24</th>
<th>23</th>
<th>22</th>
<th>21</th>
<th>20</th>
<th>19</th>
<th>18</th>
<th>17</th>
<th>16</th>
<th>15</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL LINE</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>TARGET LINE</td>
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</tbody>
</table>

**GN3 UPTIME CHART**

- **DATE:** May 17, 2017
- **Month:** June
- **Time:** 12:00 PM
- **Reason:** Staff shortage

**Uptime:**
- **6/3:** 10.56%
- **6/4:** 16.8%
- **6/5:** 15.16%
- **6/6:** 17.29%
- **6/7:** 19.73%
- **6/8:** 19.7%
- **6/9:** 40.9%
- **6/10:** 7.1%
- **6/11:** 12.14%
- **6/12:** 17.22%
- **6/13:** 20.37%
- **6/14:** 17.47%
- **6/15:** 19.73%

**Notes:**
- 19.7% uptime
- Staff shortage
- Schedule issues
- 40.9% uptime

**ATPM Comment:**
- 19.7% uptime
- 516/16 hours
- Staff shortage
- Schedule issues
Six: Small experiments / Small challenges

- Small experiments are critical
- Very small! Smaller than you would imagine.
- The bigger the experiment the harder to practice daily CI
- Small challenges during learning phase
Seven: Coach to the Learner’s threshold of knowledge

• Don’t overwhelm the learner, be patient
IT'S AN EXPERIMENT

WHEN SOMEONE TELLS YOU

BUT YOU'RE THINKING ACTION ITEM
Eight: Consistency among coaches is critical

- Same pattern by all coaches will result in the same behavior/culture
- Coach must not be directive
Nine: Invite others & Visit others

- Invite others to critique your journey (i.e. consultants, other kata practitioners, those thinking of using kata, the author, etc)
- Visit others using the kata
Ten: Use Kata on the Kata

- Use the kata methodology to guide the implementation process

- Build competency
Focus Process: Developing a kata system and sharing it with the world

Team members: Chris, Dan, Sarah

Challenge:
- Present our kata development story at the MLC annual meeting in August 2015.
- Have 6 active kata boards (2 at Mercy, 4 at Micron) by June 30th, 2015.
- Train 6 new coaches by June 30th, 2015.
- Greater than 75% actual to plan kata cycles (4 wk ave) by June 30th, 2015.

Current Condition

1. Kata development presentation (See weekly chart)

2. Active kata boards
   - Mercy 3
   - Micron 4
   - Micron 3
   - Micron 4
   - Micron 3
   - Micron 4

3. New coaches
   - Mercy 3
   - Mercy 3
   - Mercy 3
   - Micron 3
   - Micron 3
   - Micron 3

Actual to plan kata cycles

Obstacle Parking Lot

Obstacle How can you measure that?

- How do we measure kata continuity?
  - How often are we doing katas?
  - How effectively are we doing katas?
- How do we measure kata accuracy?
  - How accurately are we doing katas?
  - How consistently are we doing katas?
Employee at Dreyfus level 1.0 or Higher

Plantwide (all employees) Dreyfus Level Average

Target
Bonus: Don’t go it alone

• Get training and assistance with implementation if you really want to adopt this as part of your company culture

• Senior management must be involved and committed
Summary

• Big commitment – organization wide (Not for the faint of heart)
• New behavior patterns for everyone at all levels to be successful
• Engagement of employees is amazing
• You must have a champion to lead this transformation
• Long term commitment – it will take years to transform thinking
• Link to organization strategic objectives is critical
• Start now – get going – start learning
ANY QUESTIONS