



Agile and Kata: How Does this go Together? Is it the Same?

Agile and Kata

Why?

- › Change your behavior!
- › Become a leader!
- › Now.

Agile and Kata

What is Kata?

- › Kata ...
 - › ... is a shell / frame work; a trained way of doing things.
 - › ... promotes a certain attitude towards challenges.
 - › ... gives us a way to change our attitude into the direction of a coaching organization.
 - › ... is one way of changing our organization towards agility.

Agile and Kata

Attitude Towards Problem Solving

Focus – Traditional Style

- › Stop the problem!

Typical Behavior

- › Hide the problem.
- › Quickly move into countermeasures w/o root cause.
- › Apply several counter measures at once.

Focus – Kata Style

- › Learn about the system.
- › Understand the situation.

Typical Behavior

- › Observe and study the situation.
- › Apply only one counter measure at a time in order to see cause and effect.

- › **Take your time to understand and fix the issue once and for ever.**



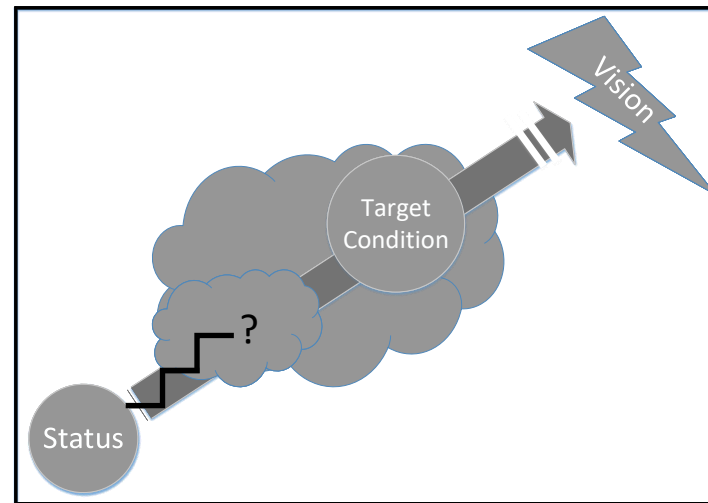
Source: Mike Rother "Toyota Kata" McGraw Hill, 2010

Agile and Kata

What is Kata? How does it Work?

Improve Kata (PDCA)

1. What is the **vision**?
2. Where are we **today**?
3. What is the **target condition**?
4. Make a small **experiment** to get closer to 3.
5. **Iterate**. If you are at the current target condition, build the next target condition to reach 1.



› Educational aspect with focus on systemic thinking and causality.

Source: Mike Rother "Toyota Kata" McGraw Hill, 2010

Agile and Kata

What is Kata? Coaching Aspect.

Improver Kata (PDCA)

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Coaching Kata (The 5 Questions)

1. What is the **target condition**?
2. What is the **actual condition**?
3. Which **obstacles** are between you and the target condition? Which ONE are you tackling first?
4. What is your **next step** and **what do you expect**?
5. When can we **go and see** what we have learned?

› Kata is as old as Socrates. Maybe older.



Source: Mike Rother "Toyota Kata" McGraw Hill, 2010

Agile and Kata

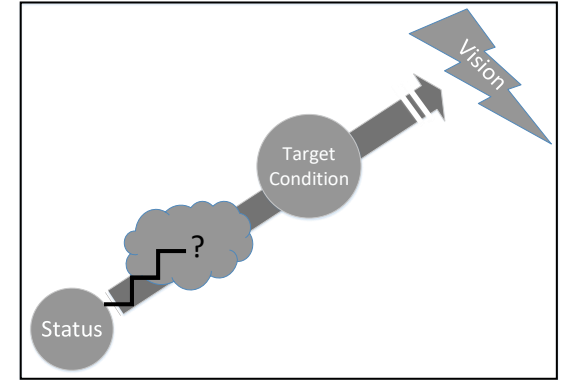
What Does Kata Mean?

- › Kata is “form” or “way of doing things”. Origin is martial arts.
- › Toyota is thought as origin of Kata, but nobody in the company would relate to the term.
- › Mike Rother’s Kata is similar to Scrum as a state machine to
 - a) run a cycle of **Plan Do Check Adjust** based on scientific thinking.
 - b) institutionalize a way of coaching people to improve problem resolution.
- › Don’t think. Get things done automatically. Make procedures a habit.

Agile and Kata

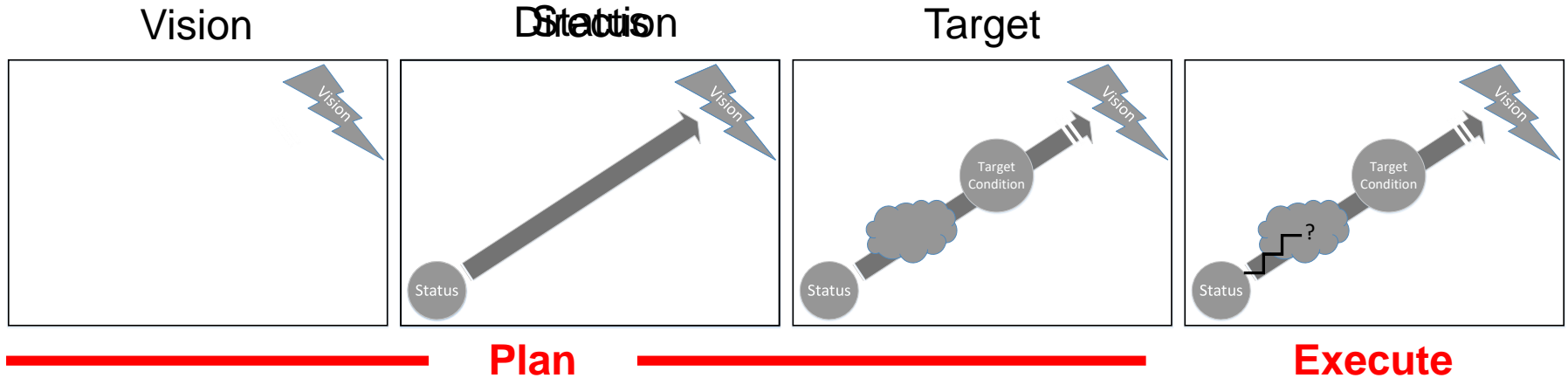
How to Apply Kata in R&D

- › “Traditionally” Kata is problem solving, i.e. you have a disturbance in the system and need to understand the problem to finally solve it.
- › Bring it to the next level by utilizing the concept for R&D.
- › Scrum: You know what to achieve with which priority.
The realization is left to the team. → Project realization method.
- › Kata: Assurance of systems thinking. One level below Scrum.
- › Pretty much similar, but different. **Plan Do Check Adjust** as foundation.



The Four Steps of The Kata Improvement Method

A Systematic, Scientific Pattern of Working



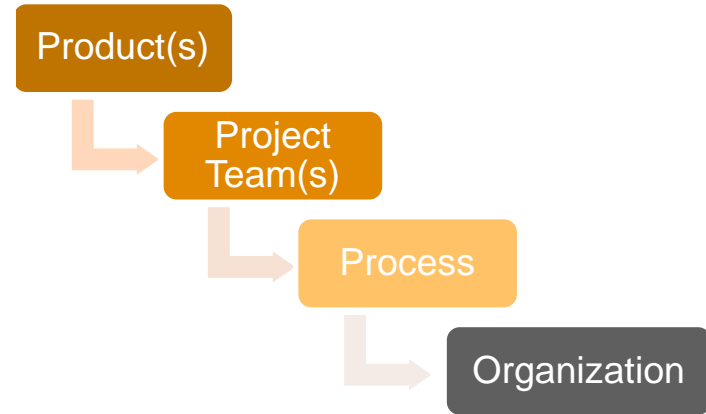
The Improvement Kata combines **scientific steps** + **techniques of deliberate practice** for each step, to develop effective problem solving skill.

Source: Mike Rother "Toyota Kata" McGraw Hill, 2010

Think in Terms of Systems

W. Edwards Deming

1. The ability to think in terms of systems.
2. The ability to understand the variability of systems.
3. Understanding how we learn, develop, and improve.
4. Understanding people and why they behave as they do.



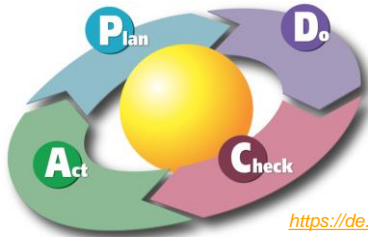
Our system is the organization!

Kata is

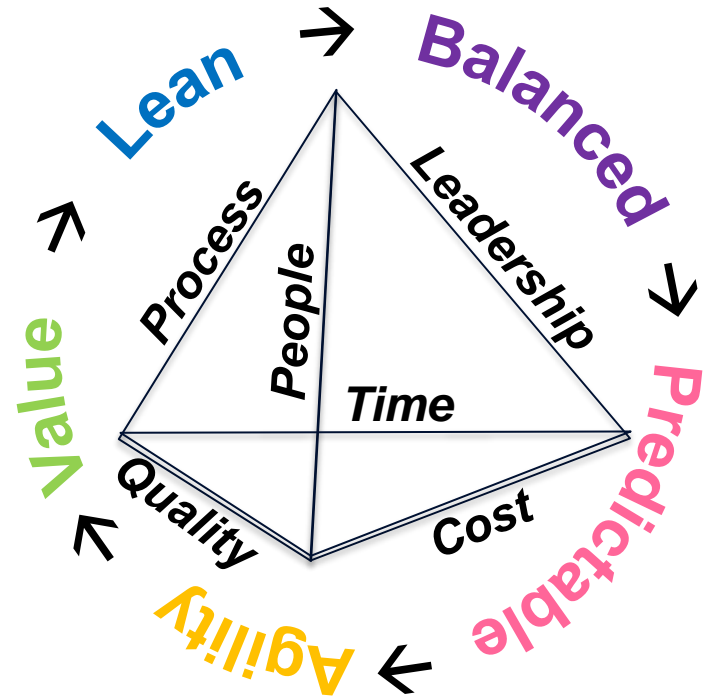
Continuous Improvement

Where do we come from?

1. Traditional thinking in organization.
2. Local optimization.
3. Waterfall, heroes, hierarchy.
4. Complexity due to matrix organization.
5. Process = Obstacle > Support.
6. Process owned by few experts.



<https://de.wikipedia.org/wiki/Demingkreis>



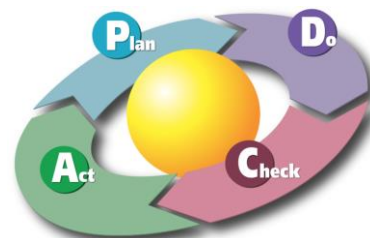
Involvement of Organization

Kata is Breaking it Down Into Small Steps

› Process should feel natural (DNA)

1. Owned by users and organization.
2. WW Process Team → Role models
3. Many small Kata projects → Continuous improvement
4. Community → Skillset – toolset – mindset
5. Use data → Measure transformation

Paper → paper-less → automated reporting



<https://de.wikipedia.org/wiki/Demingkreis>



Agile and Kata

Success Stories and Failures: a Retrospective.

- › Don't measure engineers. Scientists like to measure, hardly anybody likes to be metered.
- › Don't expect to change too many people's behavior. Today our success rate is about 1/3 of trained individuals applying the idea.
- › Allow for variance. "The Book" is good for processes. Be open and adapt.
- › Grasp the essence and live the essence.

- › Understand "Why", "What" and "How" to generate your own "What" and "How".

Contact

Thank you
for your attention!



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