



# The 7 Kata: Toyota Kata, TWI, and Lean Training

By Conrad Soltero, Patrice Boutier

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**The 7 Kata: Toyota Kata, TWI, and Lean Training** By Conrad Soltero, Patrice Boutier

The biggest competitive advantage an organization can achieve comes from the synergies created by employees skilled in enhancing organizational dynamics.

**The Seven Kata: Toyota Kata, TWI, and Lean Training** supplies time-tested tools and advice to help readers adapt to changing conditions and outcompete their rivals. It explains why a mix of the skill sets that Training Within Industry (TWI) and the Toyota *Kata* (behavior patterns) teach is the ideal recipe to boost organizational synergies and enhance any Lean transformation.

**Winner of a 2013 Shingo Prize for Operational Excellence!**

Bridging the *kata*/TWI nexus, the book lays out a road map for Lean success. It devotes a chapter to each of the Seven *Kata* and suggests possible courses of action dependent on your organization's strengths and constraints. Bringing together valuable information on many of the disjointed Lean practices, it explains key Lean concepts, including *gemba* walks, *genchi gembutsu*, and PDCA.

After introducing *kata*, it reveals the different *kata* inherent in the three major TWI courses and the TWI Job Safety course. It illustrates the value stream analysis relationship to the *kata* and the *kata* relationship to TWI. It also demonstrates how to use *kata* to solve the problems identified in your value stream analysis while simultaneously conditioning your employees' adaptive thinking patterns.

Supplying a clear understanding of exactly where the seven *kata* apply in your Lean journey, the authors include helpful guidelines for coaching a *kata*. They also highlight mistakes they have experienced or witnessed so you can avoid the same pitfalls. As globalism continues to make management's organizational skills a competitive differentiator, this book provides you with the tools to use the seven *kata* to place your organization on a discernible path towards operational excellence.

Listen to what Pat Boutier has to say about **The Seven Kata**.

Part One — Part Two

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### **The 7 Kata: Toyota Kata, TWI, and Lean Training By Conrad Soltero, Patrice Boutier Bibliography**

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#### **About the Author**

Conrad Soltero and Patrice Boutier are with the TMAC in El Paso, Texas.

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