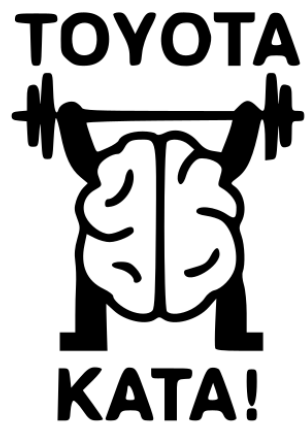


Toyota Kata as a KM solution to the inhibitors of implementing lean service in service companies



An approach to Lean in UPAs

Prof. Andrei Bonamigo, Dr.
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Purpose

- This paper aims to resolve the **inhibitors of lean service using knowledge management (KM) concepts** through the use of Toyota Kata.



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Abstract

Purpose – This paper aims to resolve the inhibitors of lean service using knowledge management (KM) concepts through the use of Toyota Kata. To achieve this, the authors updated the research on lean supportive practices and inhibitors of lean technical practices presented by [Hadid and Afshin Mansouri \(2014\)](#) through a systematic literature review (SLR). The SLR focused on empirical studies/cases from the past 15 years and confirmed the inhibitors of lean technical practices. As a result, Toyota Kata is proposed as a KM solution to the inhibitors of lean service implementation in service companies.

Design/methodology/approach – The authors carried out an SLR to identify inhibitors of lean service in real case applications and analyzed the resulting bibliographic portfolio using KM as a lens, along with three theories: universal theory, socio-technical systems theory and contingency theory, which assist in highlighting and clarifying the potential impact of using Toyota Kata as a solution to the inhibitors of lean technical practices.

Findings – When the authors analyzed the inhibitors of lean technical practices, they discovered that there is a strong relationship between the inhibitors and the individual (staff) personal characteristics regarding commitment, involvement, communication and preparation. These inhibitors and characteristics should work as a system, and Toyota Kata improves people's skills and process performance by connecting people, processes and technology. Also, the authors noted that the Toyota Kata concept used can provide benefits in the implementation of lean service for companies, such as the internalization of continuous improvement, this becoming part of the company culture. Moreover, it has been demonstrated that Toyota Kata provides an effective way to achieve KM.

Research limitations/implications – This study may not have enabled a complete coverage of all existing peer-reviewed articles in the field of practices and inhibitors presented by [Hadid and Afshin Mansouri \(2014\)](#). However, it seems reasonable to assume that in this review, a large proportion of the studies available was included.

Practical implications – This paper opens a new perspective on the use of Toyota Kata by managers as a solution to implement KM, spinning the spiral of knowledge.

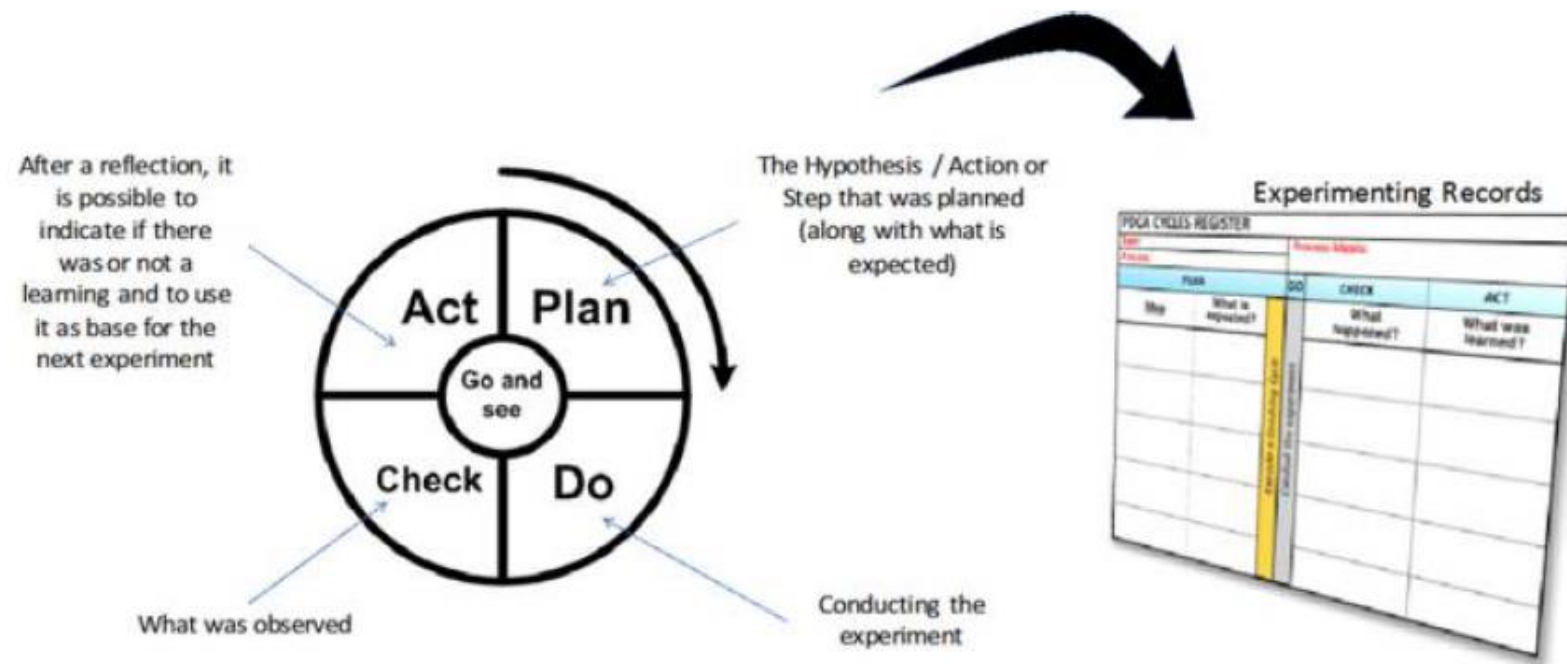


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Design/methodology/approach

1. Systematic Literature Review, for **identify inhibitors of lean service in real case applications;**
2. **Toyota Kata** adoption as a solution to **the inhibitors of lean technical practices.**
3. Toyota Kata, a way to transpose the problems linked to the KM.

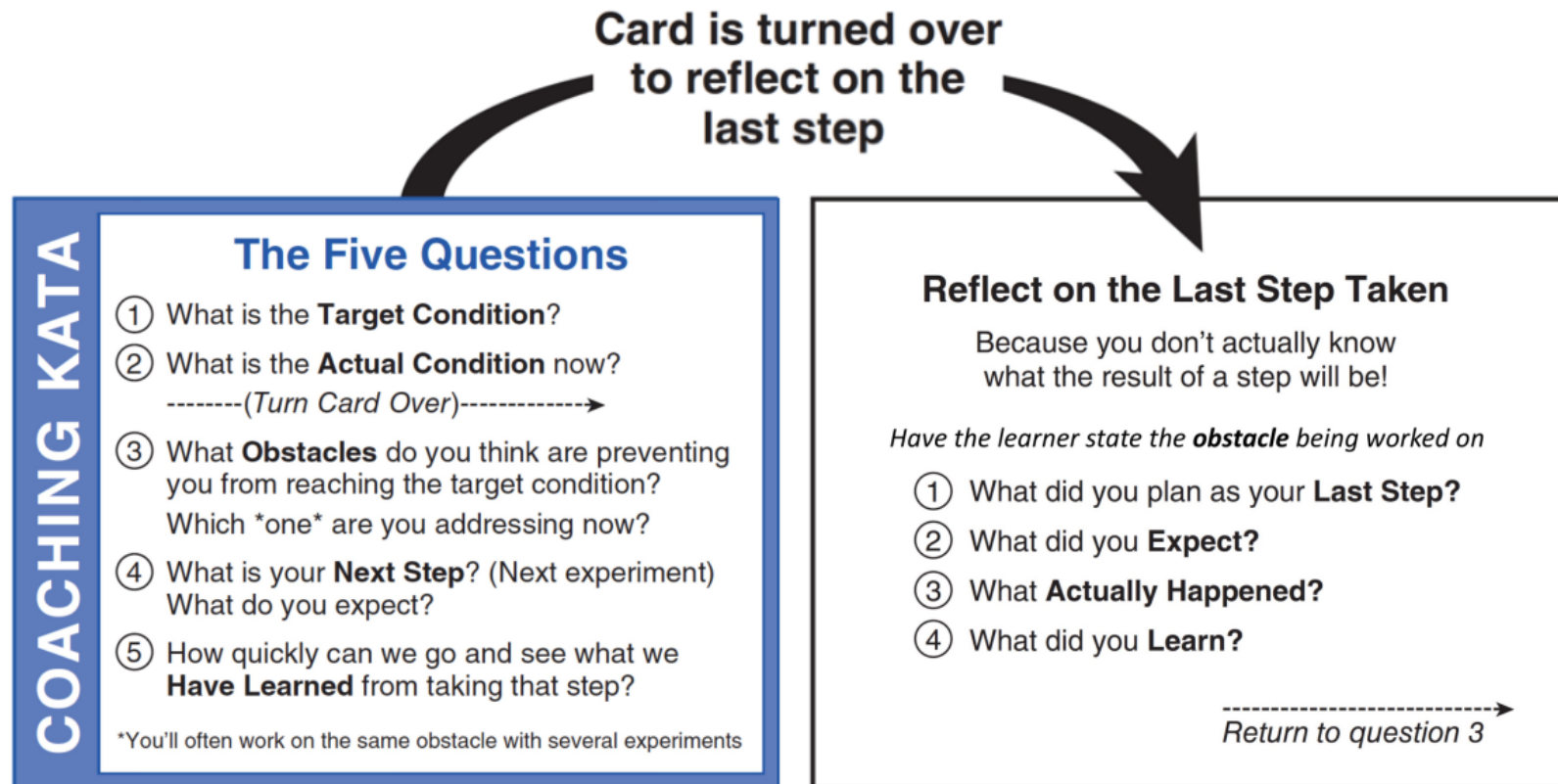
Toyota Kata and PDCA



Source: Authors, based on Rother (2009)

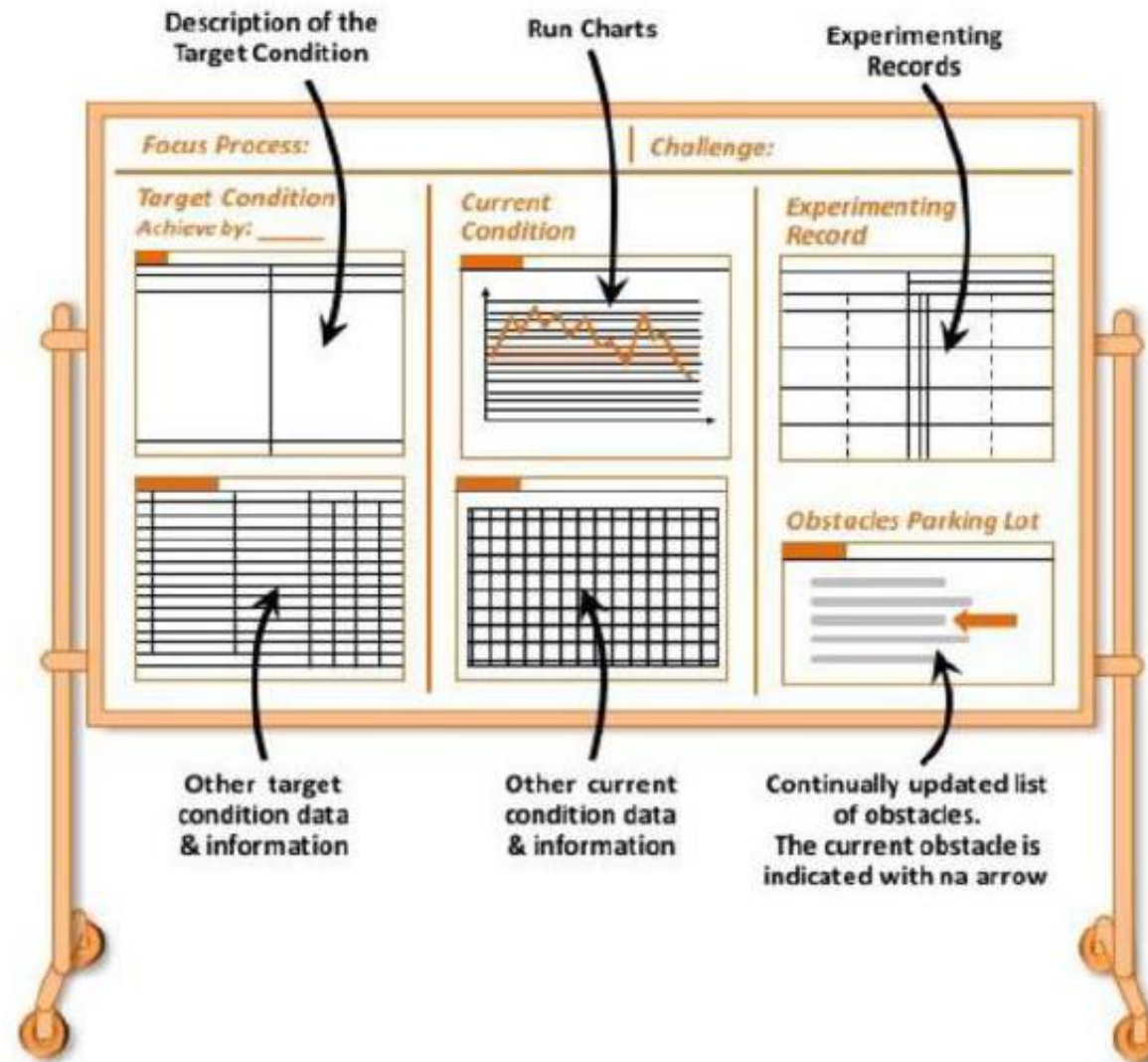
Question asked on each coaching cycle Toyota Kata as a KM solution

Here is the Starter Kata



Source: Rother (2011)

Storyboard



Source: Adapted from Rother (2009)

Implications: Contributions of Kata for the inhibitors found

TK

Supportive practices

An appropriate rewarding system
 Customer involvement
 Effective communication System
 Employee empowerment
 Employee commitment
 Employee involvement
 Establishing a long-term relation with suppliers
 Establishing an environment for change
 Having multifunctional employees
 Improving teamwork spirit
 Leadership
 Modifying the terminology to suit services
 Obtaining management support
 Performance measurement system
 Posting performance results
 Providing justifications for implementing the practices
 Training

Inhibitors

Employee resistance to change

 Functional hierarchical management structure

 Human errors in the implementation process

 Implementation of multiple improvement programs

 Lack of knowledge of the practices

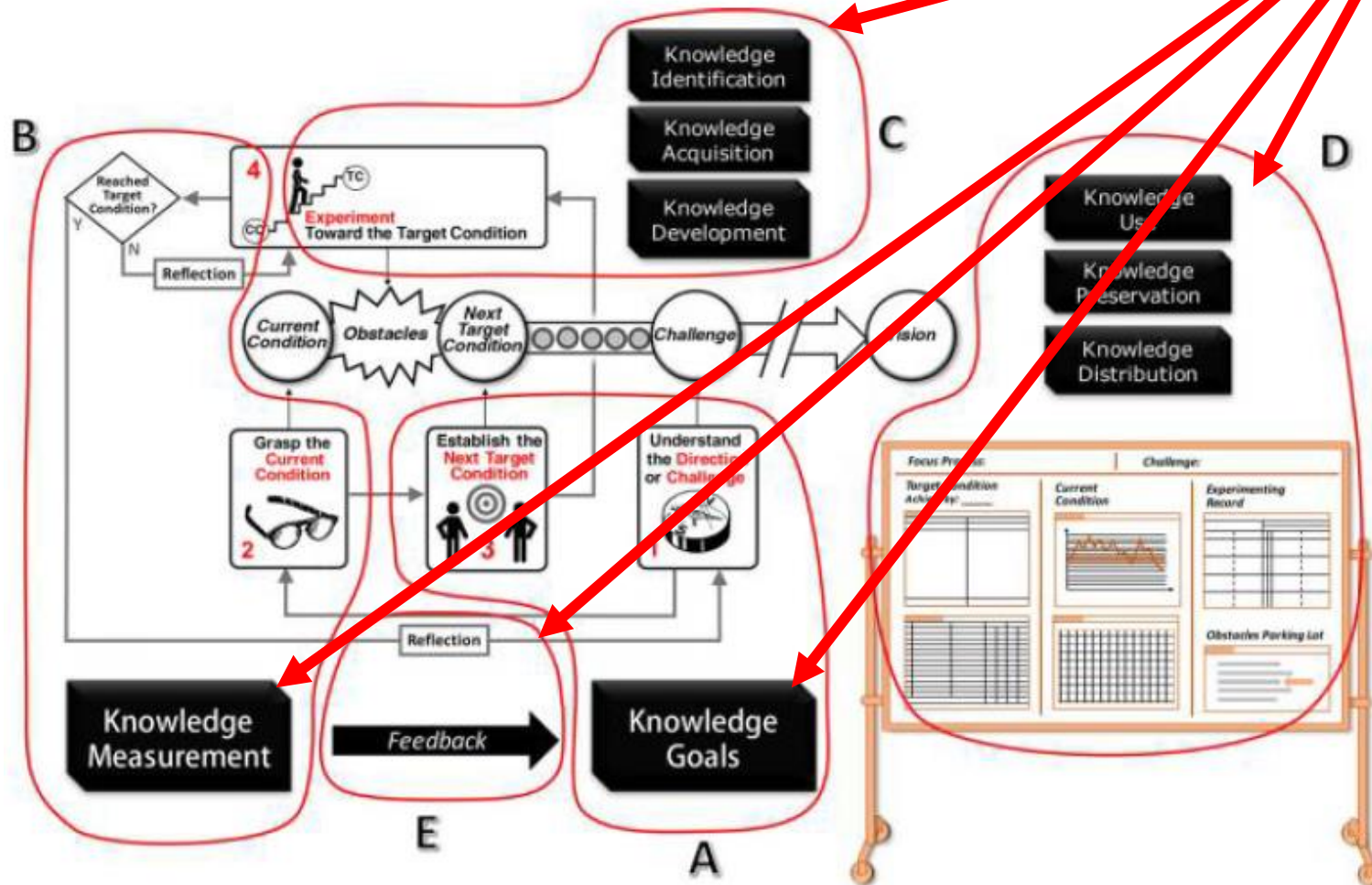
 Their origin in manufacturing

TK

Source: Adapted from [Hadid and Afshin Mansouri \(2014\)](#)

KM in Toyota Kata

KM



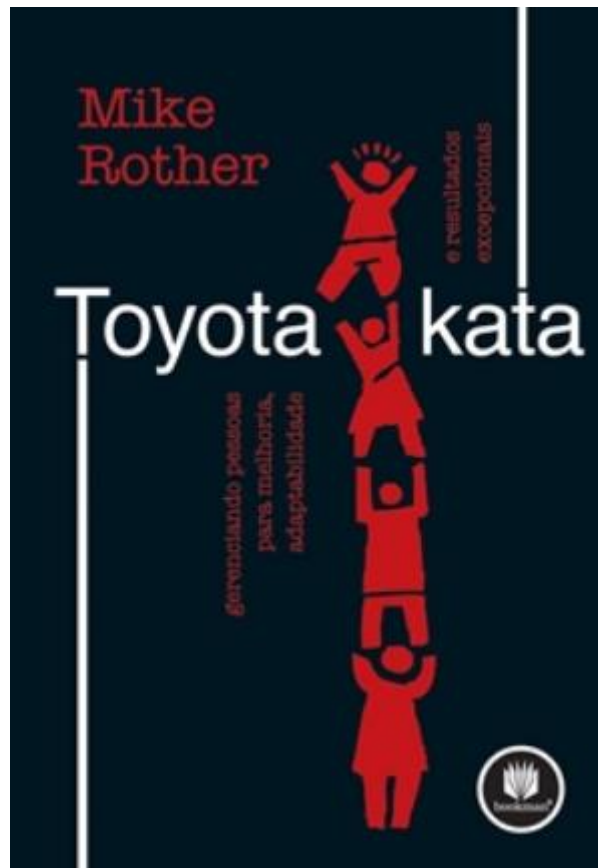
Sources: Authors, based on Rother (2009) and Probst (1998)

Managerial Implications

- Inhibitors are related to **personal characteristics** and issues such as the involvement, communication and preparation of people in the organizational environment.
- The causal relationships between inhibitors of lean technical practices and the successful use of lean support practices are **related to KM;**
- The Improvement Kata presents a **standard routine** to develop **the particular skills** of each individual and guide them to a **new mentality**, according to the direction preestablished by the organization
- **KM is a way to transpose the inhibitors of Lean Service implementation.**

Supplementary material

Books



Supplementary material

Personal Strategic Planning via Toyota Kata



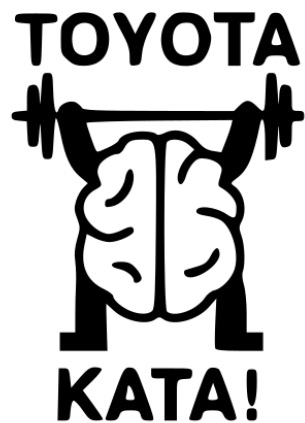
https://www.youtube.com/watch?v=OR9_MLrH7DA&t=2160s

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Ferenhof, H.A., Da Cunha, A.H., Bonamigo, A. and Forcellini, F.A. (2018), "Toyota Kata as a KM solution to the inhibitors of implementing lean service in service companies", *VINE Journal of Information and Knowledge Management Systems*, Vol. 48 No. 3, pp. 404-426. <https://doi.org/10.1108/VJIKMS-11-2017-0083>

Rother, M. (2009), "*Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results*", McGraw-Hill, New York, NY

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