

Die KATA

Grundstein für Wissensmanagement und Problemlösungskompetenz im interkulturellen Umfeld

Temperature & Pressure Sensors Business Group at a glance

Key data

Headquarters	Berlin, Germany
Number of plants	8
Employees total	4400
Management	Peter Balzer CEO
	Karsten Loewe CFO

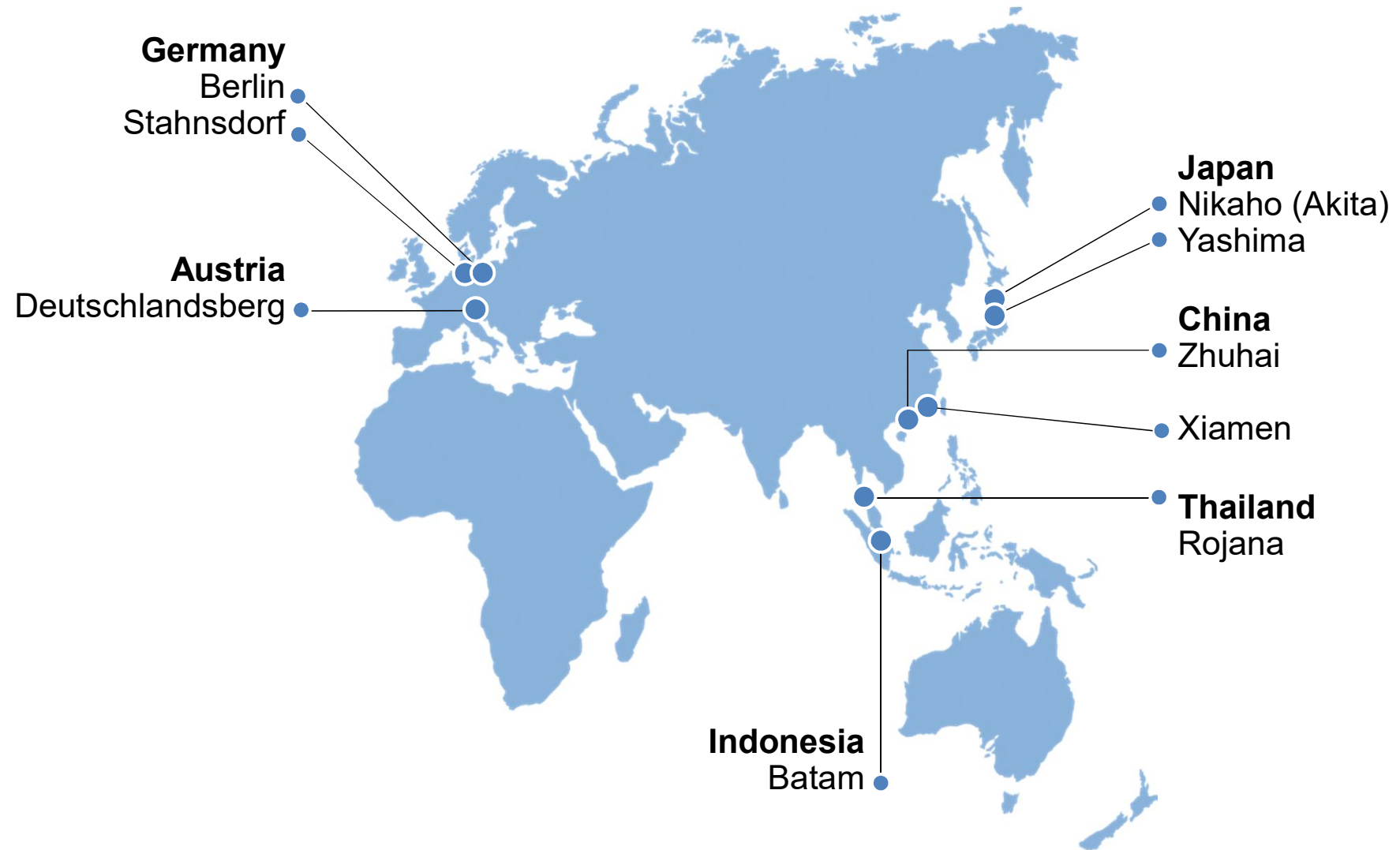
Portfolio

- NTC sensors
 - Elements
 - Systems
- Pressure sensors
 - Dies
 - Transmitters
- Inertial sensors
- Diagnostic chips

Produktportfolio TPS

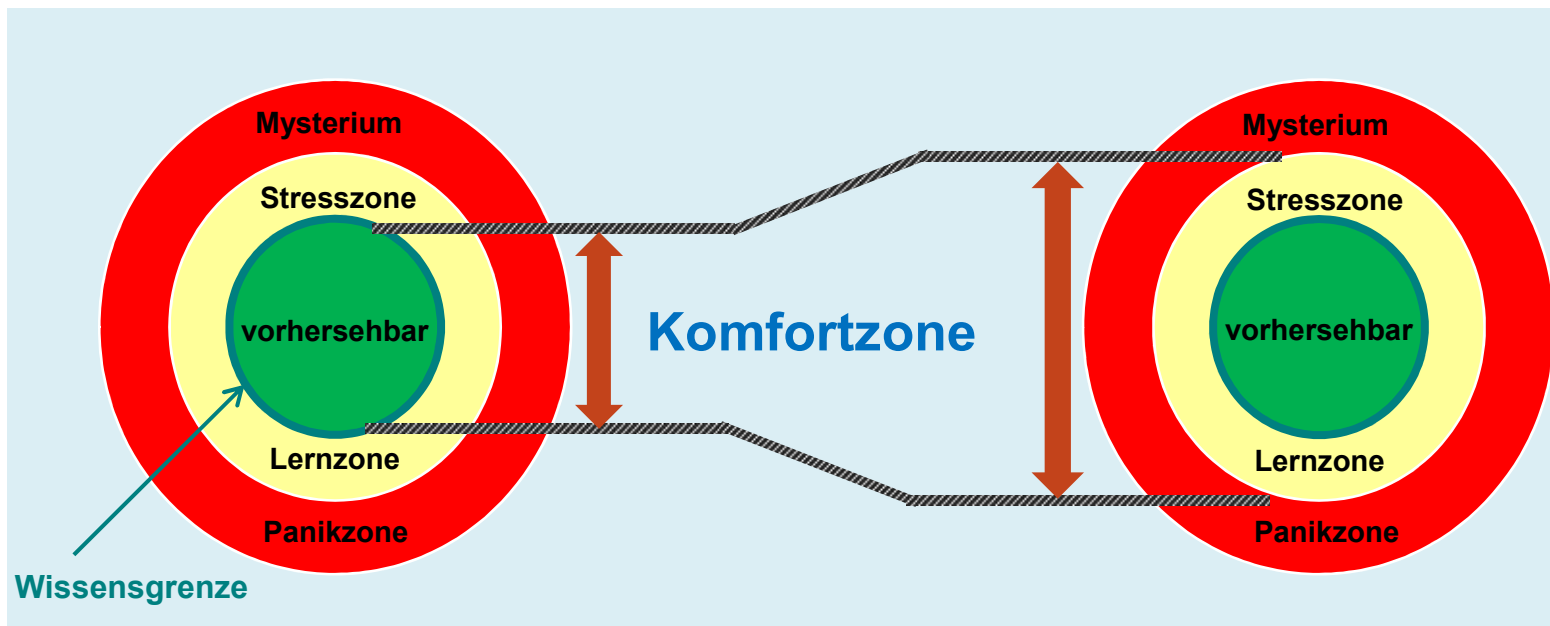


Fertigungsstandorte TPS weltweit



Verbesserung benötigt Verständnis

Die Lernzone



Lernprozesse verstehen und Wissensgrenzen sichtbar machen.

Quelle: In Anlehnung an Mike Rother / Improvement Kata Handbook

Schnelles Denken, langsames Denken



Quelle Illustration: David Plunkert
Quelle Bild: Daniel Kahneman - Schnelles Denken, langsames Denken

Schnelles Denken, langsames Denken

$$6 \times 6$$



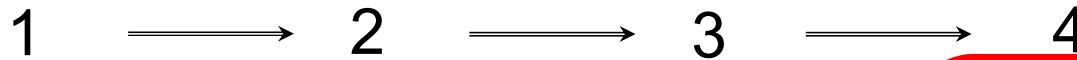
$$36 \times 36$$

Die KATA – Warum?



Quelle: iFranchise Philippines

Die KATA



Verstehe die Richtung



Verstehe den Ist-Zustand



Bestimme den nächsten Ziel-Zustand

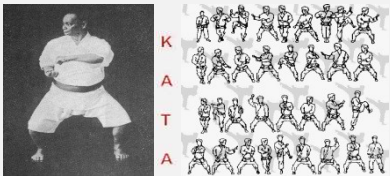


Arbeite in Richtung des Ziel-Zustands



Verbesserungs-KATA

Coaching-Cycles planen



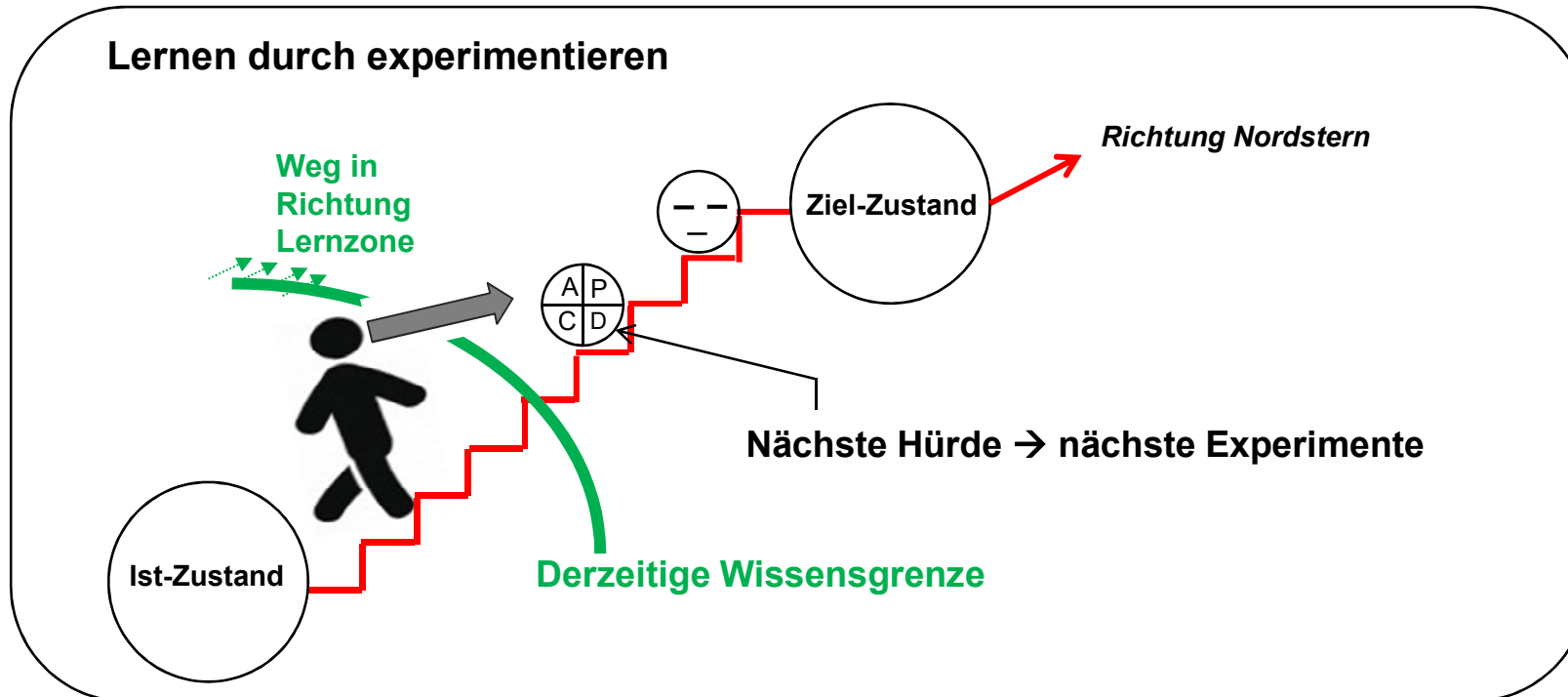
Coaching Cycles



Coaching-KATA

Quelle: Mike Rother / Improvement Kata Handbook

Verbesserungs-KATA



Echte Verbesserungen und Innovationen entstehen nur in der Lernzone!

Quelle: in Anlehnung an Mike Rother via slideshare.net

Coaching-KATA

Coaching Kata

The Five Questions

1. What is the **Target Condition**?
2. What is the **Actual Condition** now?

Reflection

 - What was your **Last Step**?
 - What did you **Expect**?
 - What Actually **Happened**?
 - What did you **Learn**?

3. What **Obstacles** do you think are preventing you from reaching the target condition?
 - Which **one** are you addressing now?
 - What **root cause** do you suspect?
4. What is your **Next Step**?
 - What exactly are you planning to **do** now? (next PDCA / experiment)
 - What do you **expect**?
5. When can we go and see what we **Have Learned** from taking that step?

Industrial Engineering SEN BT / Coaching Kata Version 1.2

Coaching Kata

5

The Five Questions

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指导套路 五个问题

1. 目标是什么?
- 现在的实际情况是什么?

思考

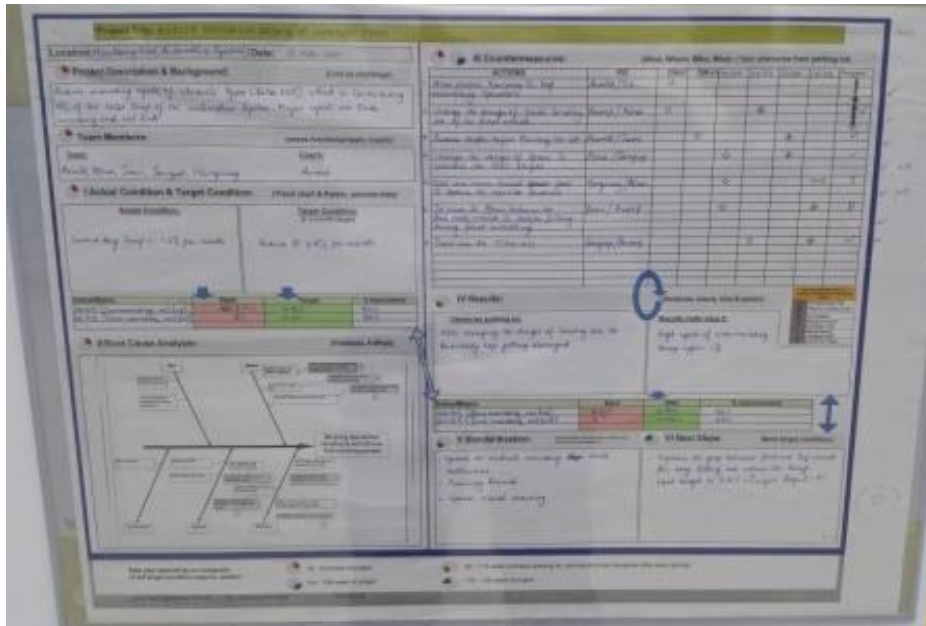
 - 你上一步做了什么?
 - 你期望的是什么?
 - 实际发生了什么?
 - 你学到了什么?

3. 你认为是什么障碍阻止你达到既定目标?
 - 你现在关注哪个问题?
 - 你怀疑根本原因是什么?
4. 你下一步要做什么?
 - 你正打算计划做什么? (下一个PDCA / 实验)
 - 你的期望值是什么?
5. 什么时候我们能证实在采取了上步措施后我们学到了什么?

Industrial Engineering TPS BT / Coaching Kata Version 1.2

Quelle: deutsche Version Lean Partners Projekt Gesellschaft mbH & Co. KG

A3-Problemlösung – unser Storyboard (1)



A3 Beispiel Werk Batam, Indonesien

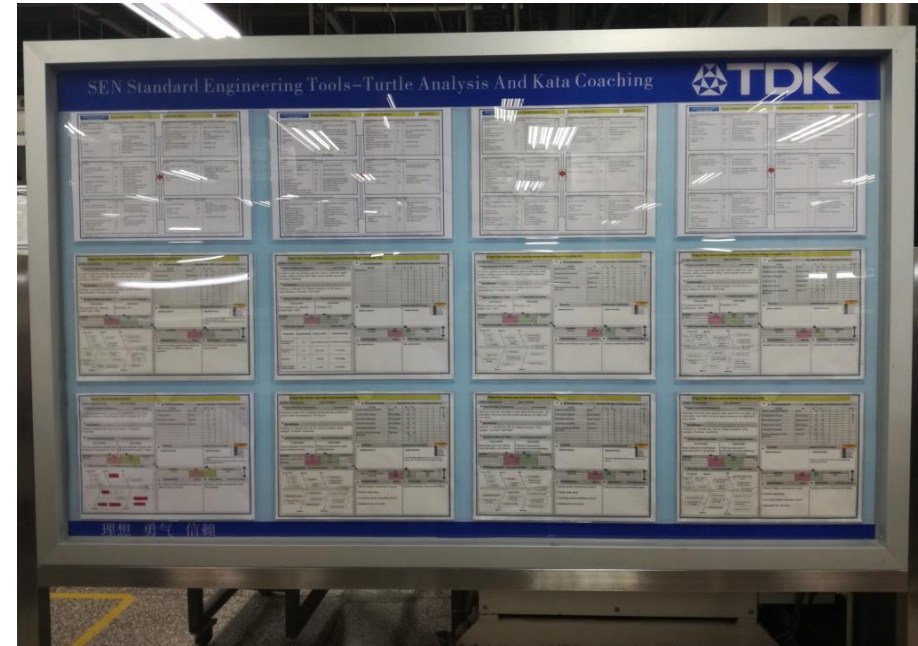


A3 Beispiel Werk Zhuhai, China

A3-Problemlösung – unser Storyboard (2)



Engineering Tools Werk Batam, Indonesien

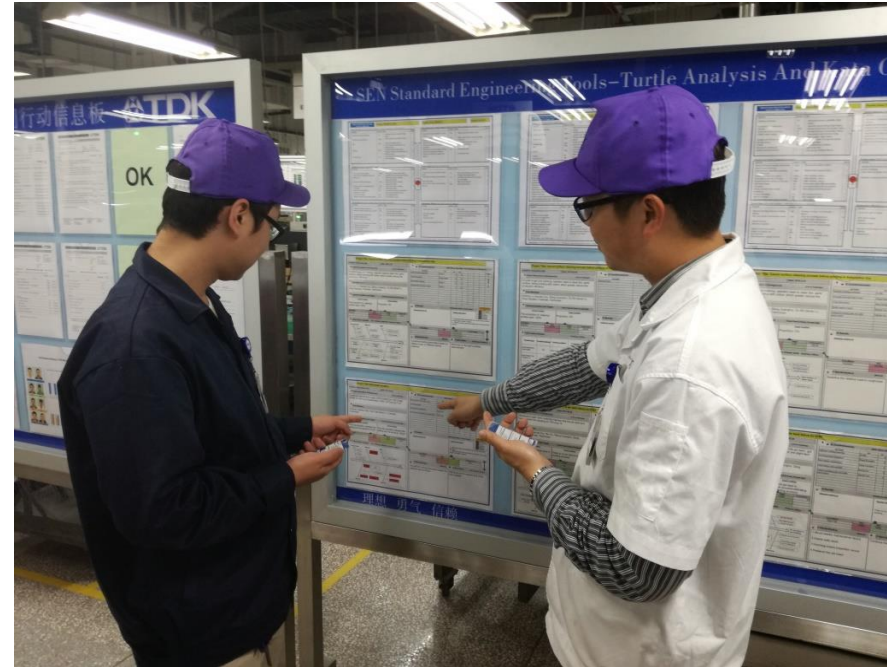


Engineering Tools Werk Zhuhai, China

A3-Problemlösung – unser Storyboard (3)

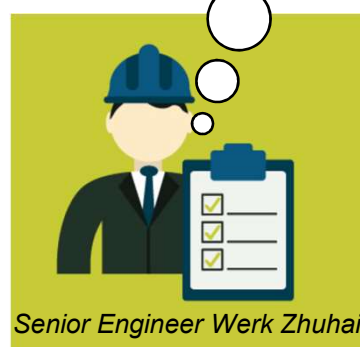
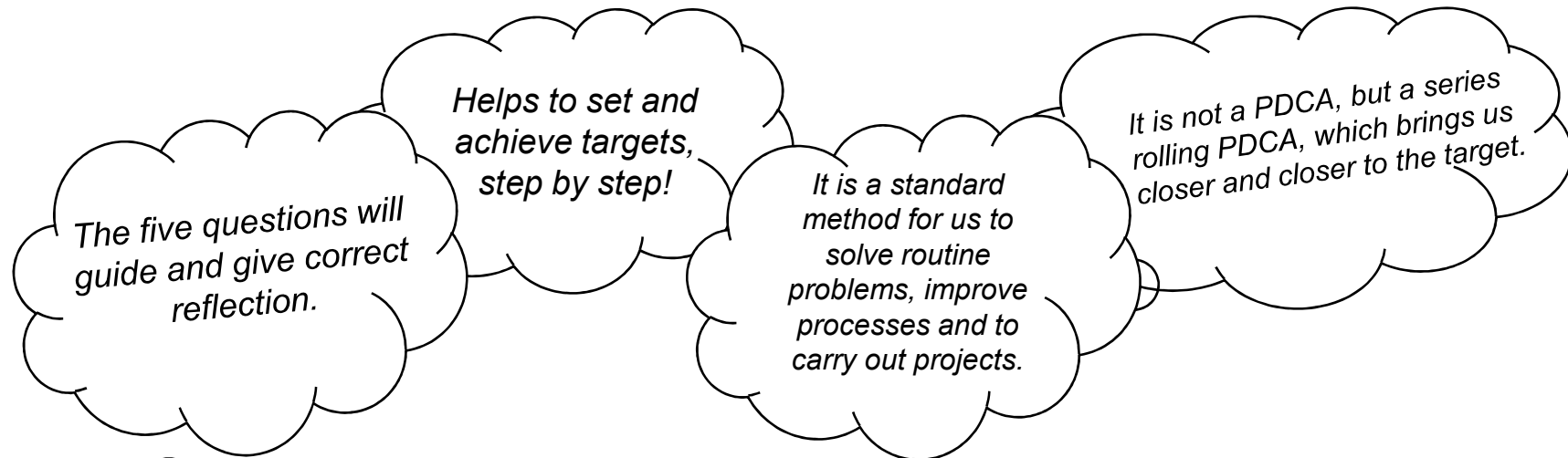


Coaching Cycle Werk Batam, Indonesien



Coaching Cycle Werk Zhuhai, China

Nachgefragt



Quelle Icons: Designed by Freepik

“

While the difficult takes time, the impossible just takes a little longer.

(Art E. Berg)

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