

This File Contains Four Key Tools for Practicing the IK & CK Patterns:

- **Learner's Storyboard Format**
- **Five-Question Card** (for the Coach)
- **Obstacle Parking Lot** (for the Learner)
- **PDCA Cycles Record** (for the Learner)

For detailed instructions please refer to the online Improvement Kata Handbook at the *Toyota Kata Website* under:

http://www-personal.umich.edu/~mrother/Materials_to_Download.html

A NOTE ABOUT "KATA"

Kata are structured routines that you practice deliberately, especially at the beginning, so their pattern becomes a habit and leaves you with new abilities. Kata are a way of learning fundamental skills that you can build on. The word comes from the martial arts, where Kata are used to train combatants in fundamental moves. But the idea of a Kata can be applied in a much broader sense. The Improvement Kata and Coaching Kata are for training managers and leaders in a new way of doing their jobs.

At first you should try to practice each Kata exactly as described, until its pattern becomes somewhat automatic and habitual for you. That can take several months of practice. When you reach that point and have learned through practice to understand the "why" behind that Kata's routine, then you can start to deviate from it by evolving your own version or style of the pattern... as long as its core principles remain intact.

Practice Kata to Find Your Way. No one can show you precisely how your management

system should look and function. That would be impossible since each organization has unique characteristics and exists in unique conditions. Developing an organization's managerial system is not about copying the tools and techniques that another organization has come up with, which would be *jumping to solutions*. You can and should start with some already-existing basics, like in sports and music, but then it's an iterative process of trial and adjustment.

The routines of the Improvement Kata and Coaching Kata help you develop and build your own 21st Century management approach via a well-proven set of "**Starter Kata**" to practice daily. They come from the Toyota Kata research and have been used for practice at thousands of organizations around the world. Begin with the Starter Kata and then, as you gain skill and understanding, add to or adjust them to fit your situation as needed. Then you'll be developing your own way.

Best wishes for your practicing!

Mike Rother

The Learner's Storyboard

Start with this board format

The storyboard is a blue-framed board with two vertical support poles on the left and right sides. It is divided into several sections:

- Focus Process:** A rectangular section at the top left.
- Challenge:** A rectangular section at the top right.
- Target Condition**
Achieve by: _____: A large rectangular section on the left side.
- Actual Condition Now**: A large rectangular section in the center.
- PDCA Cycles Record**: A rectangular section on the right side, above the Obstacles section.
- Obstacles Parking Lot**: A rectangular section on the right side, below the PDCA Cycles Record section.

Focus Process:		Challenge:	
Target Condition Achieve by:	Actual Condition Now	PDCA Cycles Record	
		Obstacles Parking Lot	

Five Question Card + PDCA Cycles Record

The Five Coaching Kata Questions (Coach) and the PDCA Cycles Record (Learner) must be used together, in daily Coaching Cycles at the Learner's storyboard. Follow these Kata exactly until you can internalize their patterns.

COACHING KATA

The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which ***one*** are you addressing now?
- 4) What is your **Next Step**?
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments

PDCA CYCLES RECORD <small>(Each row = one experiment)</small>			
Obstacle:		Process:	
		Learner:	Coach:
Date, step & metric	What do you expect?	What happened	What we learned



Used by the Coach



Focus Process:		Challenge:
Target Condition Achieve by: _____	Current Condition	PDCA Cycles Record <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Obstacles Parking Lot </div>

Used by the Learner



The Five Questions

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Reflect on the Last Step Taken

Because you don't actually know
what the result of a step will be!

- 1) What did you plan as your
Last Step?
- 2) What did you **Expect?**
- 3) What **Actually Happened?**
- 4) What did you **Learn?**

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Return to question 3

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As your coaching abilities grow it is natural to evolve your own coaching style, which includes adding to the fundamental Five 'Starter Kata' Coaching Kata Questions. Of course, any additional questions you come up with should be consistent with the principles and intention of the Starter Kata (which should always remain at the core of this routine).

Begin with the starter 5 Question Card shown on the previous pages, and after you do several coaching cycles and get used to that card you can start adding notes and additional clarifying questions. Here's one technique you can use... make yourself a *folding* card as shown below. The folded card fits in your pocket, but has space on the unfolded right-hand side to jot down notes and test your own clarifying questions. Here are some example notes and clarifying questions to consider and to try, simply as thought starters.

The Starter-Kata Coaching Questions		<u>Example notes & clarifying questions</u>	
COACHING KATA	1) What is the Target Condition?	<ul style="list-style-type: none"> • Is the target condition connected to the challenge? • What do you want to be happening? • No verbs! • Measurable? • Not 'lack of something' • Achieve-by date? 	
	2) What is the Actual Condition now?	<ul style="list-style-type: none"> • Numbers, not opinions. • Can you show me? • How do you know? • How did you get the data? • Is there a run chart? 	
	REFLECTION		
	What did you plan as your Last Step?	<ul style="list-style-type: none"> • What was being tested? • Is the PDCA Cycles Record filled in? 	
	What did you Expect?	<ul style="list-style-type: none"> • Was this written down? • Just read it! 	
	What Actually Happened?	<ul style="list-style-type: none"> • Only facts & numbers. • Are the numbers written down? • Is there a run chart? • What is different than expected? 	
	What did you Learn?	<ul style="list-style-type: none"> • Did the Learner really reflect on this? 	
	3) What Obstacles do you think are preventing you from reaching the target condition?	<ul style="list-style-type: none"> • Is the Obstacles Parking Lot up-to-date? • True obstacles (variation), not action items or lack of a perceived solution. 	
	Which *one* are you addressing now?	<ul style="list-style-type: none"> • Where does this problem occur? • Can you show me? • When does this problem occur? 	
	4) What is your next step? (Next experiment)	<ul style="list-style-type: none"> • What is the current knowledge threshold? • Did what was learned in the last experiment frame this one? 	
What do you expect?		<ul style="list-style-type: none"> • Is expectation written down? • Please read it. • What numerical outcome do you expect? • How will you measure it? • How many cycles do you plan to measure? 	
5) How quickly can we go and see what we Have Learned from taking that step?		<ul style="list-style-type: none"> • Strive for cheap and fast experiments • Can we run this experiment today? Right now? • When is the next coaching cycle? • Accompany the Learner if necessary. 	

Card folds here

The underlying principles of the Five Coaching Kata Questions should remain!

Obstacle Parking Lot

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PDCA CYCLES RECORD *(Each row = one experiment)*

Obstacle:		Process:			
		Learner:		Coach:	
Date, step & metric	What do you expect?	Do a Coaching Cycle	Conduct the Experiment	What happened	What we learned

LAYOUT OF THE PDCA CYCLES RECORD

One obstacle per form*

Each row = one experiment against the current obstacle

This is the obstacle to the target condition, that you are currently working on.

** Whenever the Learner starts working on a new obstacle, s/he should start a new PDCA Cycles Record*

PDCA CYCLES RECORD (Each row = one experiment)					
Obstacle:		Process:			
		Learner:		Coach:	
Date, step & metric :	What do you expect?			What happened	What we learned
Last Experiment					
Next Experiment					
		Do	Check		
		Act	Learn		
		Do	Check		
		Act	Learn		



It usually takes a series of experiments in order to overcome an obstacle

LAYOUT OF THE PDCA CYCLES RECORD

The *prediction side* and the *evidence side*

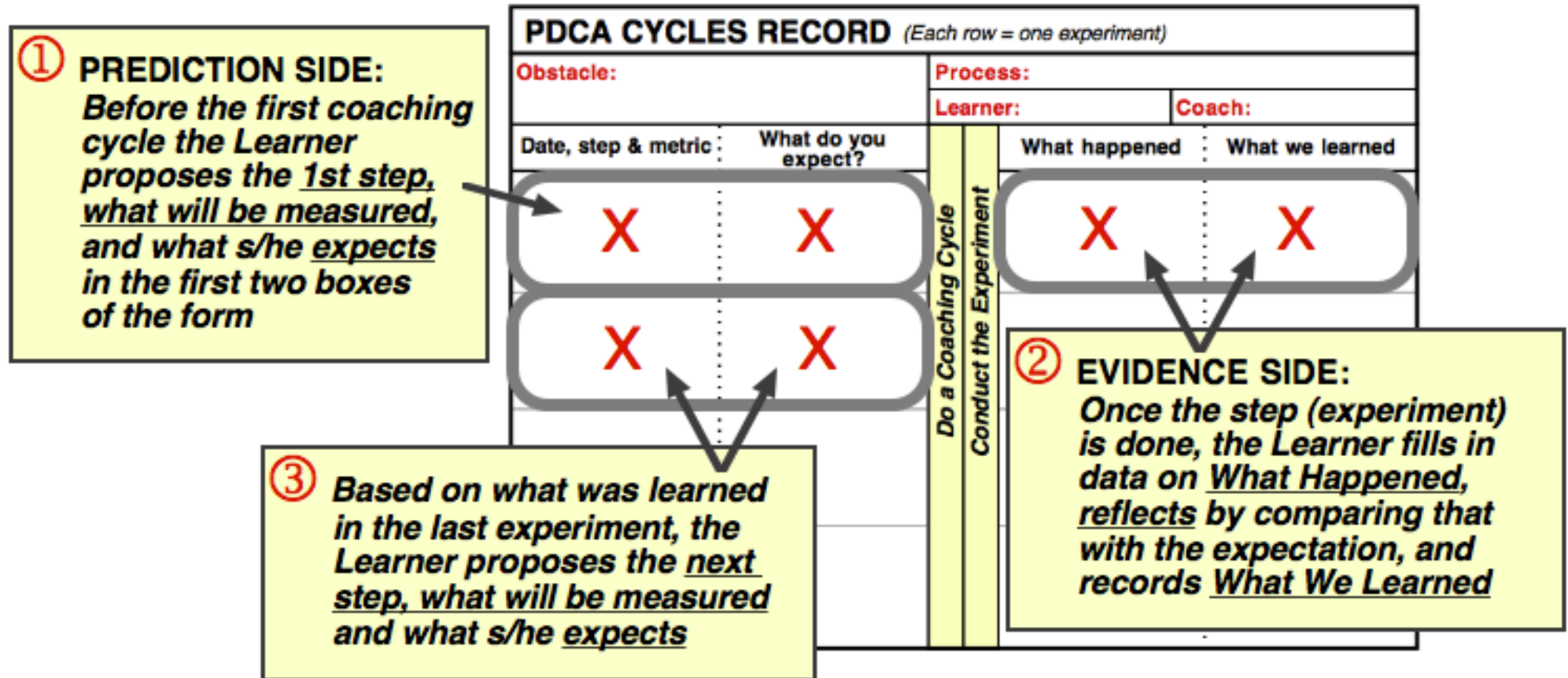
PDCA CYCLES RECORD (Each row = one experiment)			
Obstacle:		Process:	
		Learner:	Coach:
Date, step & metric :	What do you expect?	What happened :	What we learned
<div>Prediction Side</div> <div>Written before the experiment</div>		<div>Do a Coaching Cycle</div> <div>Conduct the Experiment</div>	<div>Evidence Side</div> <div>Recorded after the experiment</div>

The prediction side (LEFT) is where you plan the next experiment and predict the outcome

The evidence side (RIGHT) is where you record what actually happened, compare that with the prediction and record what you learned

How to use the PDCA Cycles Record

**The pattern of the form repeats with each experiment.
Each row = one experiment.**



In a coaching cycle the Learner reads the form from left to right, in response to the Coach's questions

THE SCIENTIFIC LEARNING CYCLE IS EMBEDDED IN THE PDCA CYCLES RECORD

To make the cycle easy to operationalize & practice

ACTION

PDCA CYCLES RECORD <small>(Each row = one experiment)</small>			
Obstacle:		Process:	
		Learner:	Coach:
Date, step & metric :	What do you expect?	What happened	What we learned
PREDICTION		EVIDENCE	EVALUATE

Do a Coaching Cycle
Conduct the Experiment

ASK THE FIVE QUESTIONS AT EACH STEP!

Rapid Experiments

PDCA CYCLES RECORD <small>(Each row = one experiment)</small>			
Obstacle:		Process:	
Learner:		Coach:	
Date, step & metric:	What do you expect?	What happened	What we learned



Learner

Target Condition

5-Question Coaching Dialog

Current Condition



Coach

COACHING KATA	
The Five Questions	
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----- <i>(Turn Card Over)</i> ----->	
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