

Focus Process:

Challenge:

Target Condition

Achieve by: _____

**Current
Condition**

**Experimenting
Record**

Obstacles Parking Lot

How fields on the learner's storyboard are connected

Focus Process: _____ | **Challenge: BIG GOAL (~ 3-24 months out)**

Target Condition Achieve by: _____	Current Condition	Experimenting Record																				
<p>CLOSER GOAL on the way to the challenge (1-4 weeks out)</p> <p>Where do you want to be <i>next</i>?</p>		<p>EXPERIMENTING RECORD (Each row = one experiment)</p> <p>One obstacle</p> <table border="1"><thead><tr><th>Date & step</th><th>What do you expect = metric</th><th>Process: Learner:</th><th>Coach:</th></tr></thead><tbody><tr><td></td><td></td><td rowspan="5">Conduct the Experiment Do a Coaching Cycle</td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td></tr></tbody></table>	Date & step	What do you expect = metric	Process: Learner:	Coach:			Conduct the Experiment Do a Coaching Cycle													
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		<p>Obstacles Parking Lot</p> <p>List of OBSTACLES to the target condition</p>																				

Alternative Terminology

Focus Process:

Challenge: *Long-term goal*

Target Condition

Achieve by: _____

*Where we want
to be next*

Current
Condition

*Where we
are now*

Experimenting
Record

Experiments

Obstacles Parking Lot

*Obstacles to
the target
condition*

EXPERIMENTING RECORD *(Each row = one experiment)*

Obstacle:

Process:

Learner:

Coach:

Date & step

What do you expect + metric

What happened

What we learned

Do a Coaching Cycle

Conduct the Experiment

Obstacle Parking Lot

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The Toyota Kata Starter Kata

Instructions in the *Toyota Kata Practice Guide*

Understand the Direction or Challenge

Grasp the Current Condition

Establish the Next Target Condition

Experiment Toward the Target Condition

LEARNER

COACH



Focus Process:	Challenge:
Target Condition Achieve by:	Current Condition
	Experimenting Record
Obstacles Parking Lot	

Storyboard

- GRAPH PROCESS OUTCOME PERFORMANCE
How is the process performing over time?
- CALCULATE THE CUSTOMER DEMAND RATE AND PLANNED CYCLE TIME
How frequently should the process do what it does?
- STUDY THE PROCESS'S OPERATING PATTERNS
Draw a block diagram of the process, tasks and sequence. Trace and cycle and draw out charts, to make variation visible. Document your observations about the current operating patterns.
- CHECK EQUIPMENT CAPACITY
Are there any equipment constraints? What are they? (This step is only for processes that include equipment.)
- CALCULATE THE CORE WORK CONTENT
How many operations should be necessary if the process had no variation?

Current condition analysis

Steps to Establishing a Target Condition

- Review your challenge
- Agree on the achieve-by date
- Define the desired outcome performance
- Define the desired operating pattern
- Start the "Obstacles Parking Lot"

Establishing a target condition

Obstacle Parking Lot

Obstacle parking lot

EXPERIMENTING RECORD (Start on a new experiment)			
Obstacle:	Process:	Coach:	
Learn:	Learn:	Learn:	
Date & step	What do you expect + metric	What happened	What we learned
← One Experiment →			

Experimenting record

COACHING KATA

The Five Questions

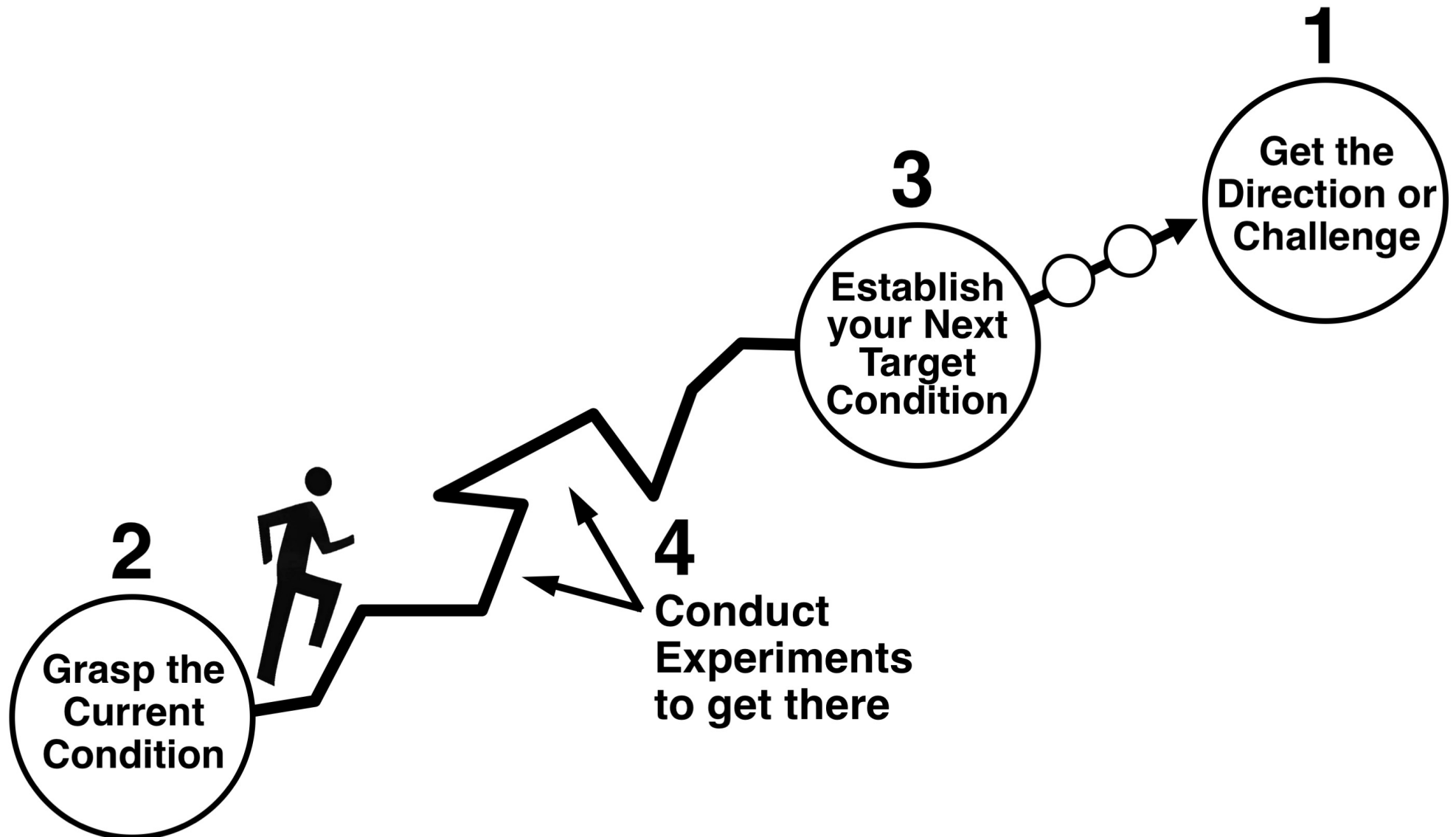
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.....(Turn Card Over).....
- What **Obstacles** do you think are preventing you from reaching the target condition? Which "one" are you addressing now?
- What is your **Next Step**? (Next experiment) What do you expect?
- How quickly can we go and see what we **Have Learned** from taking that step?

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

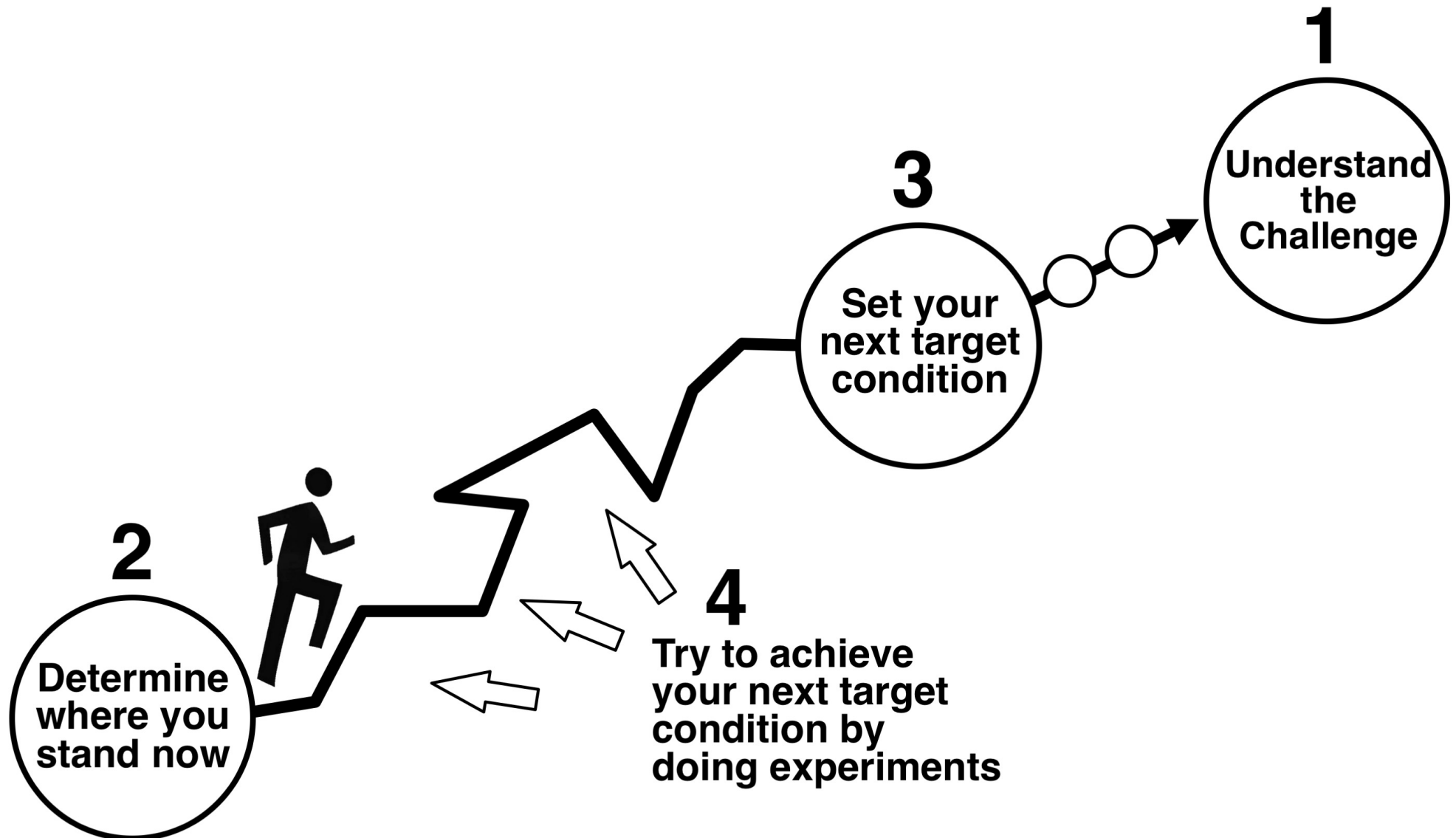
Five Coaching Kata questions

Daily coaching cycles

THE FOUR STEPS OF THE IMPROVEMENT KATA



THE FOUR STEPS OF THE IMPROVEMENT KATA



The TOYOTA KATA

COACHING KATA

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FIVE QUESTION CARD

Starter Kata

Practice scientific thinking every day

You can use the five question card in any encounter



The pattern of the questions is easy to learn, and each time you use that pattern it strengthens your scientific thinking.

COACHING KATA

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The root of the five question card is this basic pattern

Five Coaching Questions

1. What are we trying to achieve?
2. Where are we now?
3. What's currently in our way?
4. What's our next experiment, and what do we expect?
5. When can we see what we've learned from that step?

Here is the **Starter Kata**

Card is turned over
to reflect on the
last step



COACHING KATA

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Reflect on the Last Step Taken

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

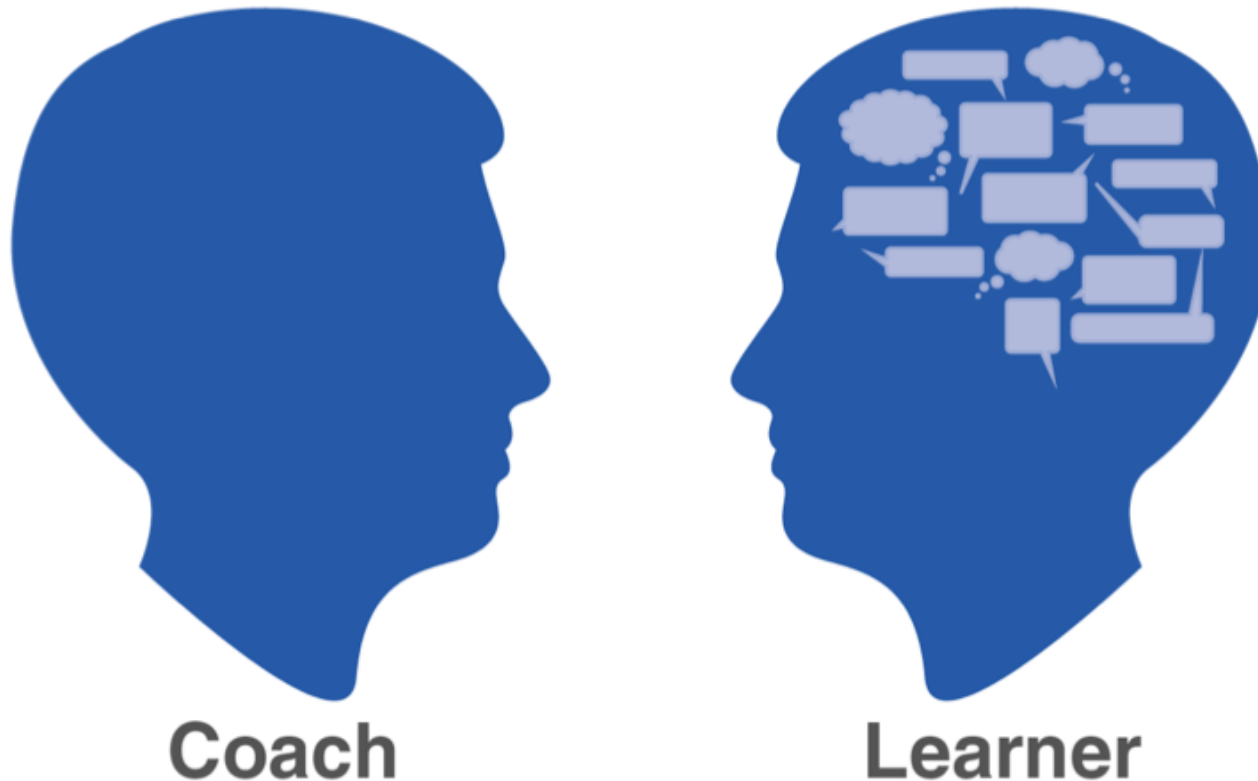
*Have the learner state the **obstacle** being worked on*

- 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

It's called the **Coaching Kata**

Asking the questions helps make the learner's current thinking visible, so the coach can give feedback



It's like asking an athlete to take a few swings or a music student to play a few bars, so the coach can see what the student is doing.

Add clarifying questions

COACHING KATA

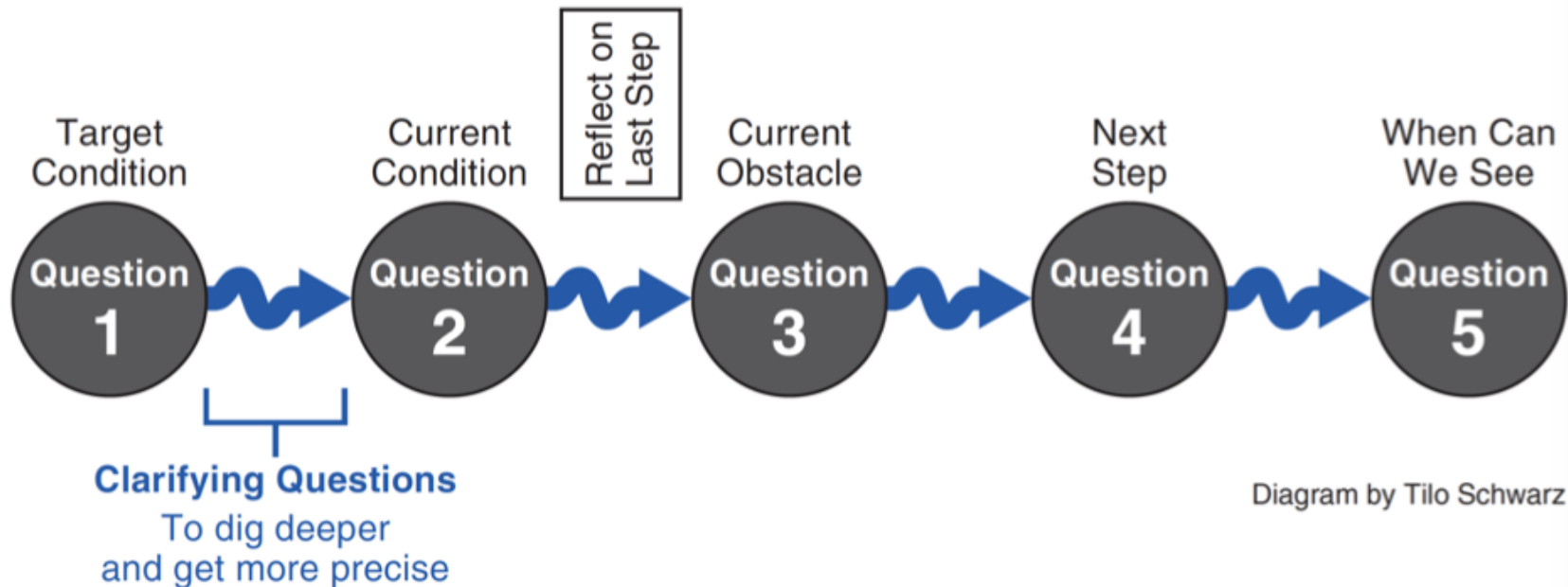
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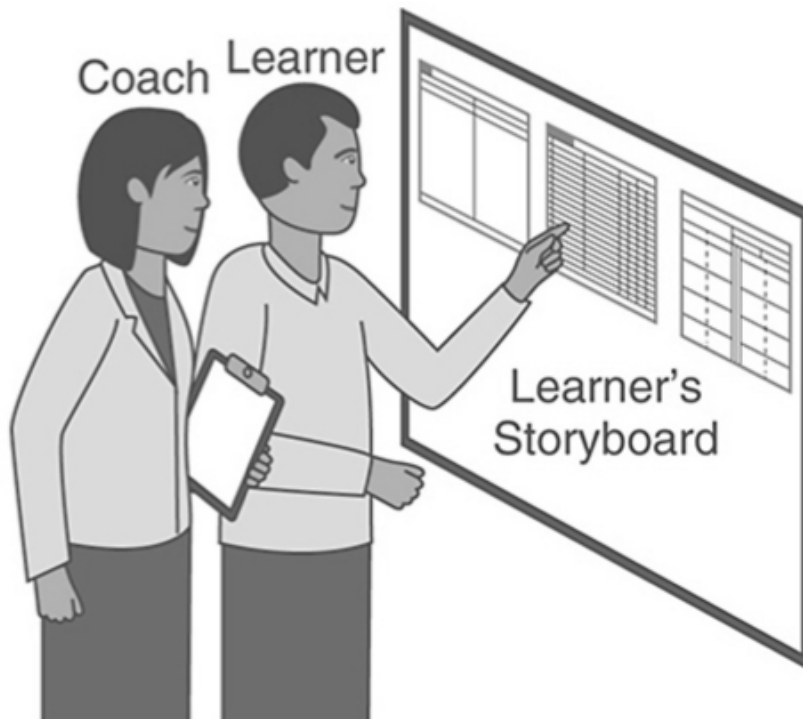
The five questions are the **main headings** of a daily coaching cycle.

After each of the 5 questions the coach usually also asks clarifying questions, seeking more detail relative to that question category.



Find the *threshold of knowledge*

You may find the learner's current **threshold of knowledge** at any point in a coaching cycle. At that point, go right to question four.



COACHING KATA

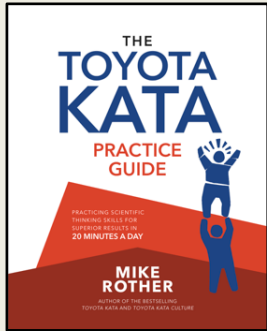
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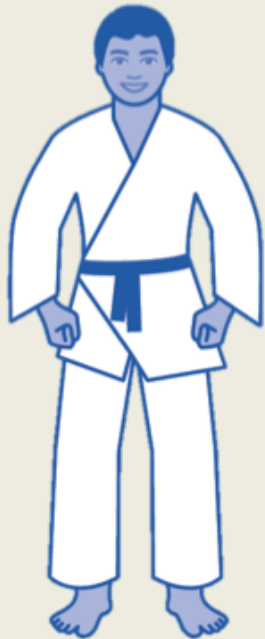
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The next two pages are printer / copier templates for the five-question card.



For more details, refer to the *Toyota Kata Practice Guide*. It's available on Amazon.com or wherever books are sold.



As with any Starter Kata, begin by practicing this Starter Kata exactly as shown, until its pattern becomes somewhat automatic and habitual for you. Simply read the card out loud as it is written.

Once you've learned the pattern through practice, then you can build on it to develop your own style, as long as the core pattern remains intact.

COACHING KATA

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Reflect on the Last Step Taken

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

Have the learner state the **obstacle** being worked on

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***Best wishes for
your practice!***

