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# Coaching Kata for Continuous Improvement

January 16, 2018



# Let's Get Acquainted



# Kata Coaching Agenda

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- **Lean Leadership in the Pursuit of Excellence**
- **Coaching for Commitment**
- **Kaizen/Kata Improvement Process**
- **KATA Mindsets for Continuous Learning**
- **Coaching Kata for Daily Improvement**
- **Creating Habits of Scientific Thinking**
- **Coaching for Developing Leaders/Assessments**
- **Have Fun Learning Together**

# Tennis Ball Exercise

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1. Rules of Engagement
2. Must begin and end with me
3. Everyone must touch the ball
4. Remember the process sequence
5. Debrief



# What are We Trying to Achieve?

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**Excellence!**

# Trends

## Outside Environment

- Customer expectations are rising
- Intense competition
- Methods are being challenged
- Employee Engagement is low



## We Must:

- Commit to Excellence
- Do things right the first time and every time
- Take cost and waste out of our processes and systems
- Use our knowledge and experience

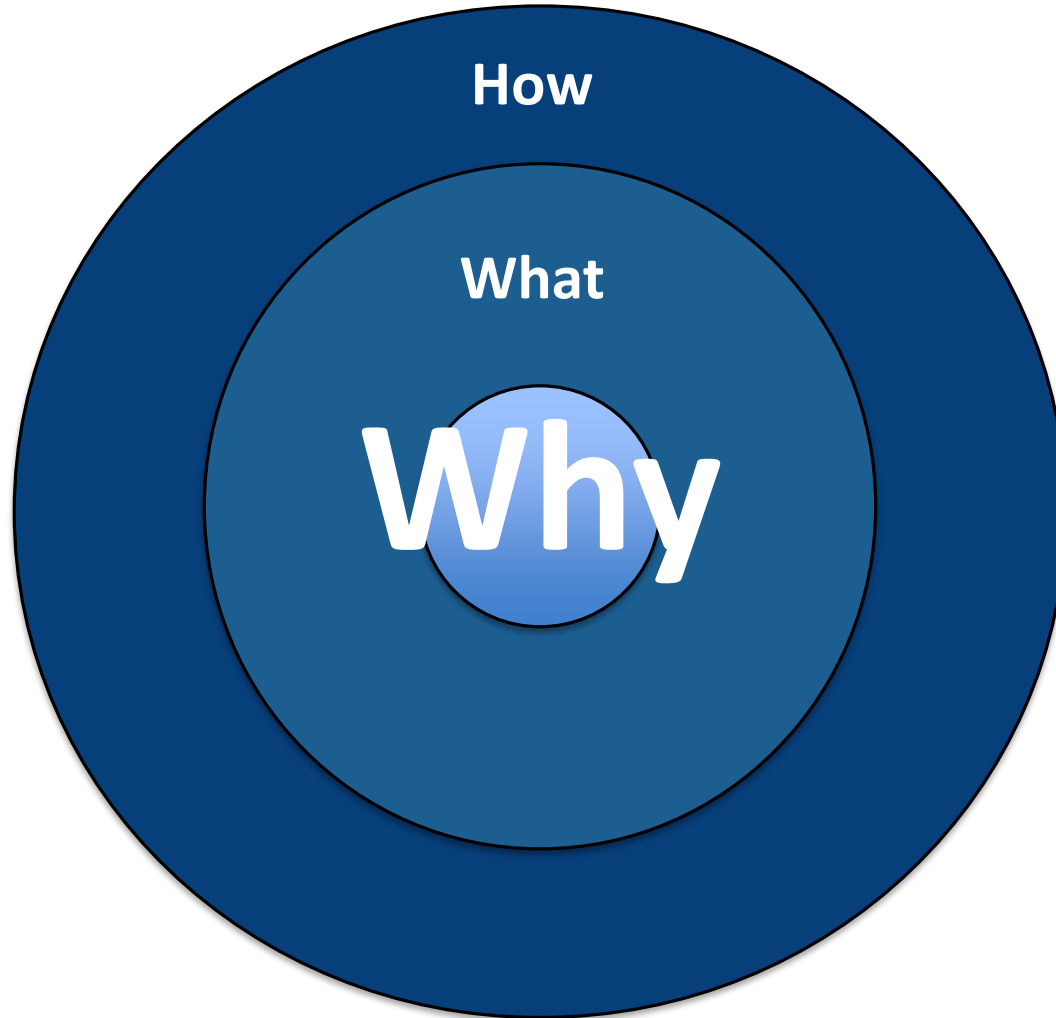
# In Pursuit of Excellence



**Excellence Has No Boundaries**

# At the Center of Excellence?

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# Operational Excellence

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A strategy mindset of **leadership, teamwork, and employee engagement** resulting in extraordinary performance by focusing on customer **needs, standardizing processes and continuous improvement to optimize effectiveness.**



# Elements of Excellence

Exceptional  
Value Creation



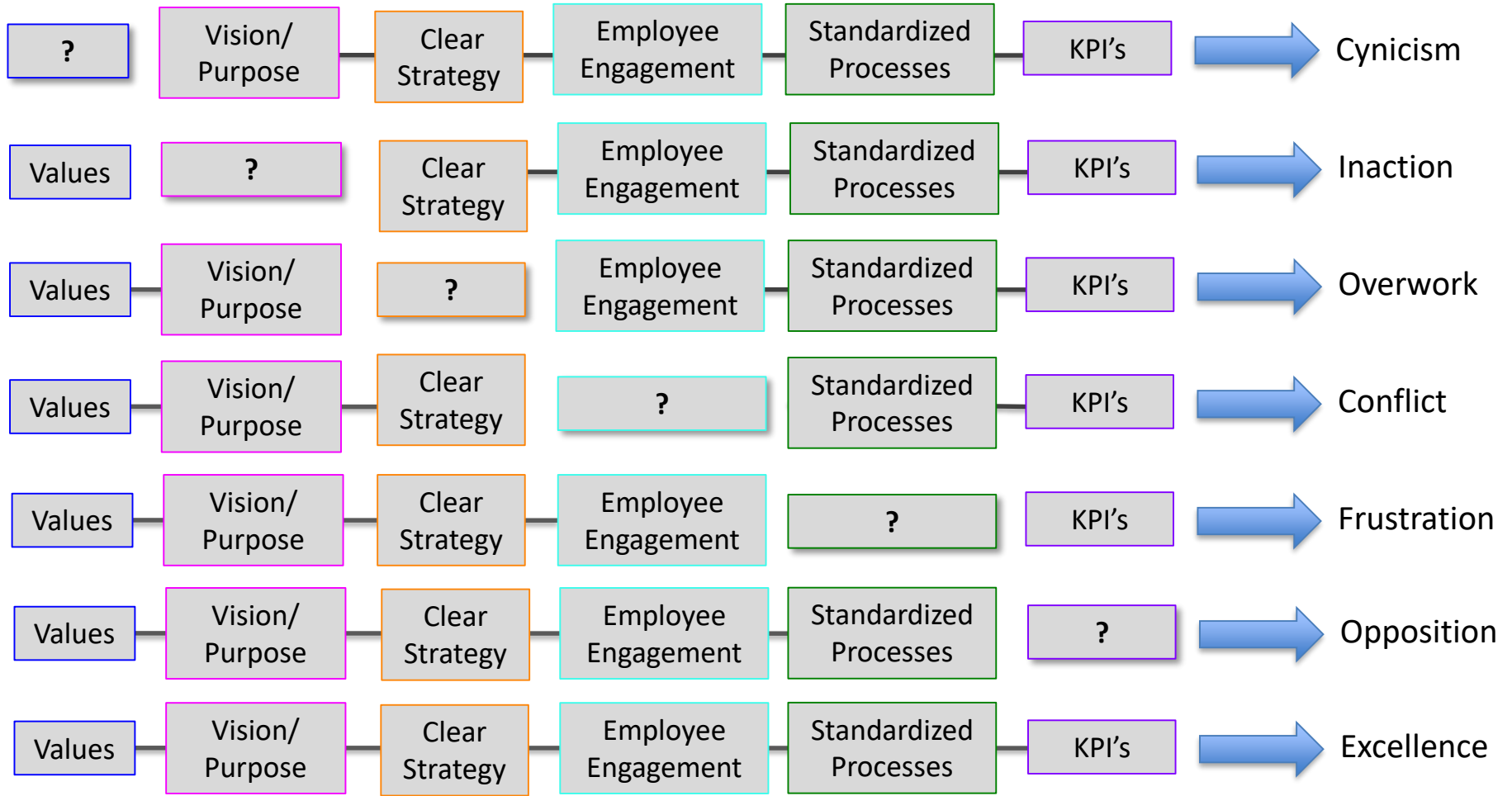
# Breakout Session

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- 💧 Take 3 Minutes Individually?
- 💧 Break into two groups – 12 Minutes
- 💧 Discuss and Develop a Master List?

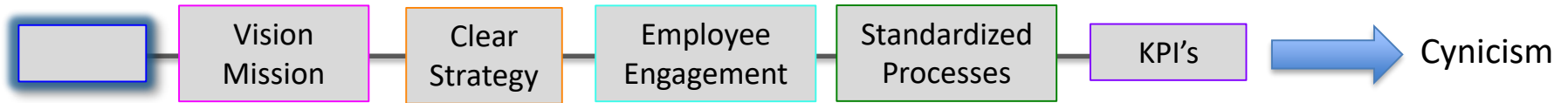


# Barriers to Excellence



# Values

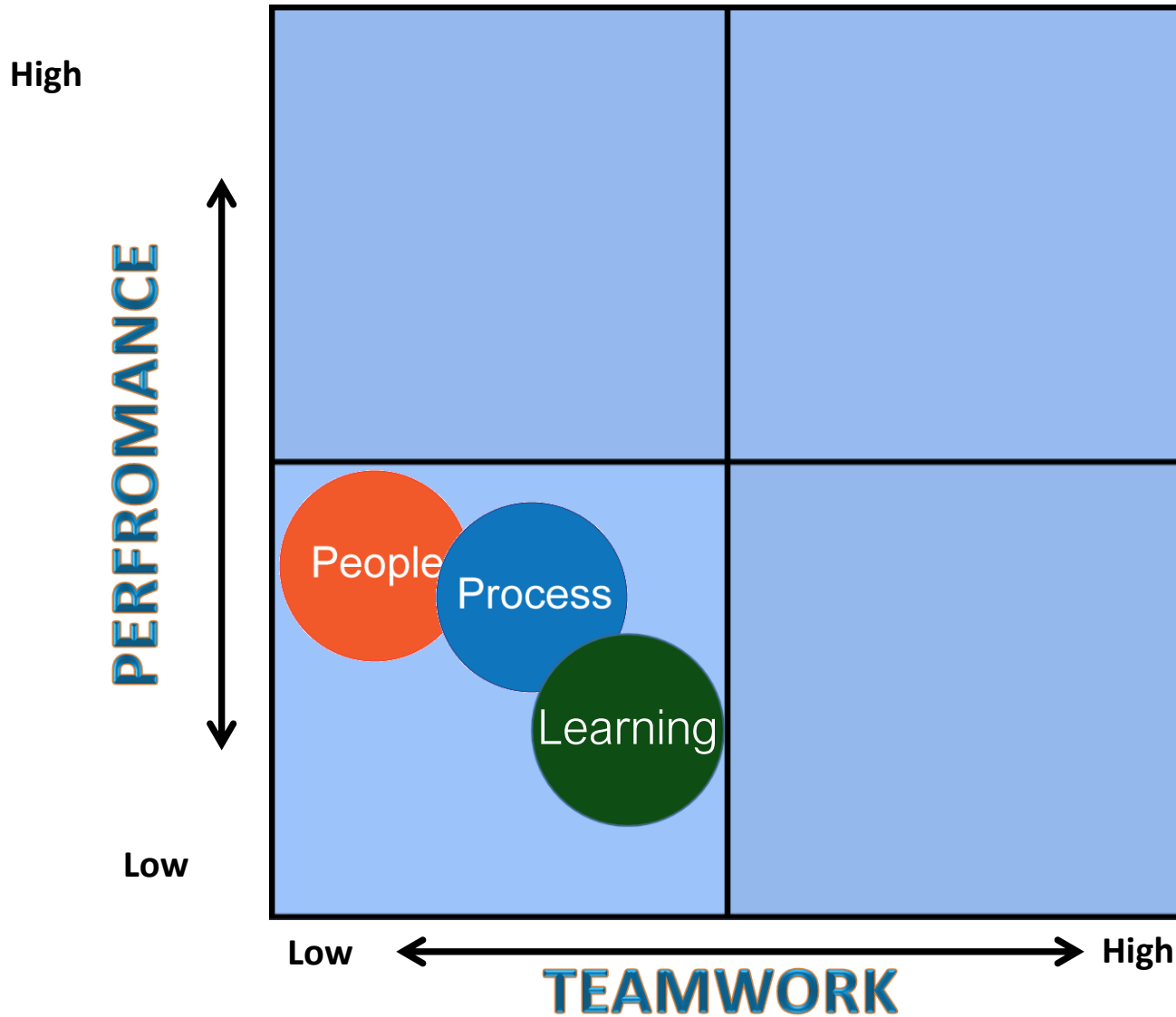
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**Values answers the questions:**

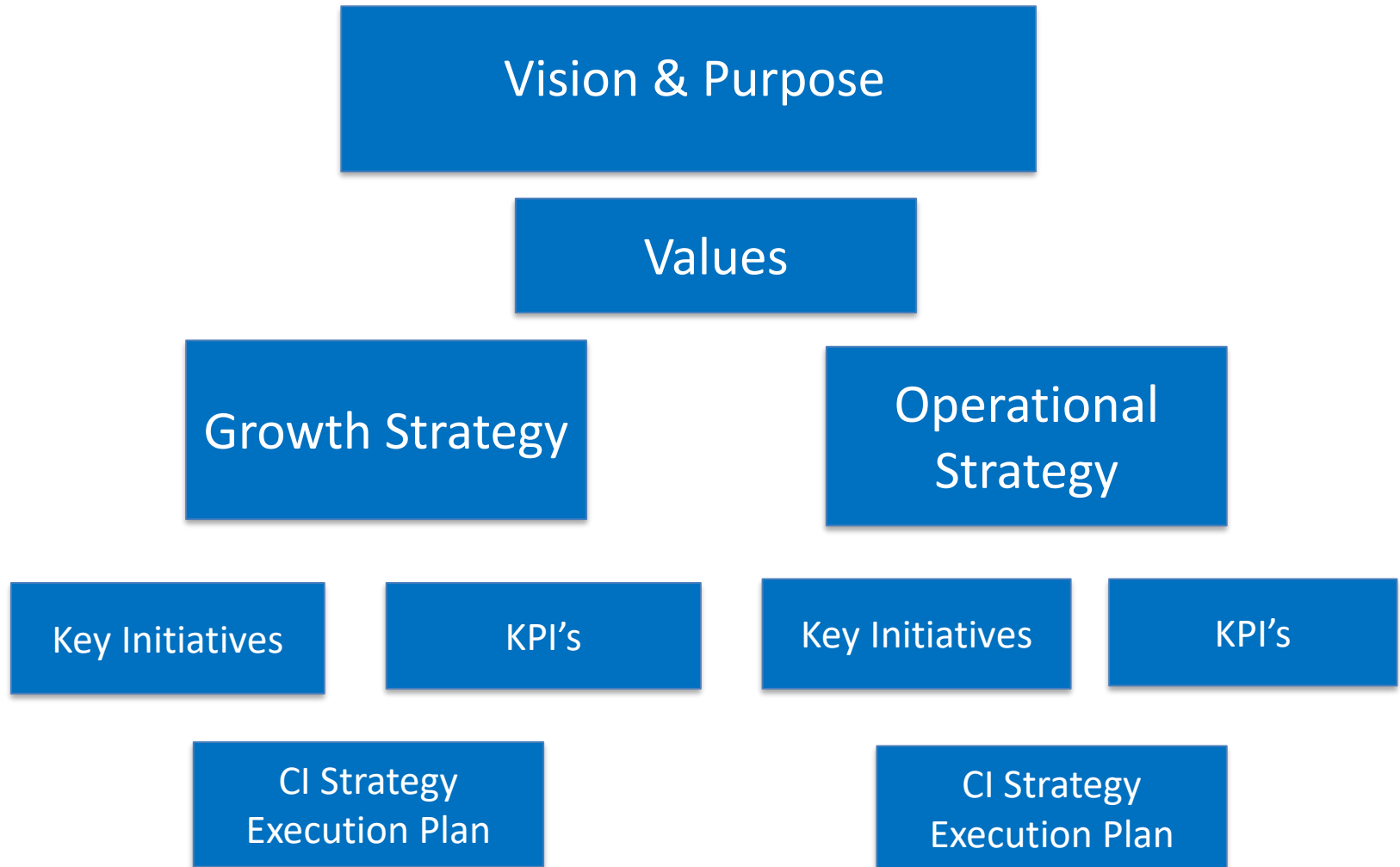
- 💧 **What is it like to work around here?**
- 💧 **What gets recognized and rewarded?**

# Coaching Engagement Strategy



# Organizational Alignment

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# Tennis Ball Exercise – Round 2

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# **Art of Coaching**

# Breakout Of Your Comfort Zone

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- 💧 Break into groups of Two
- 💧 Select a Learner and a Coach
- 💧 Improve your Juggling Skills





# What Do We Need?



# Coaching Model

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T

- Topic

G

- Goal

O

- Outcome

R

- Reality

O

- Options

W

- Way Forward

# Coaching Worksheet

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Topic

Goal

Outcome

Reality

Options

Way Forward

# Round 2 - Breakout Of Your Comfort Zone

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- 💧 Break into groups of Two
- 💧 Select a Learner and a Coach
- 💧 Use Coaching Model Worksheet
- 💧 Improve your Juggling Skills



# Forming a Habit

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T

- Trigger

R

- Creates a Routine

R

- Receives a Reward

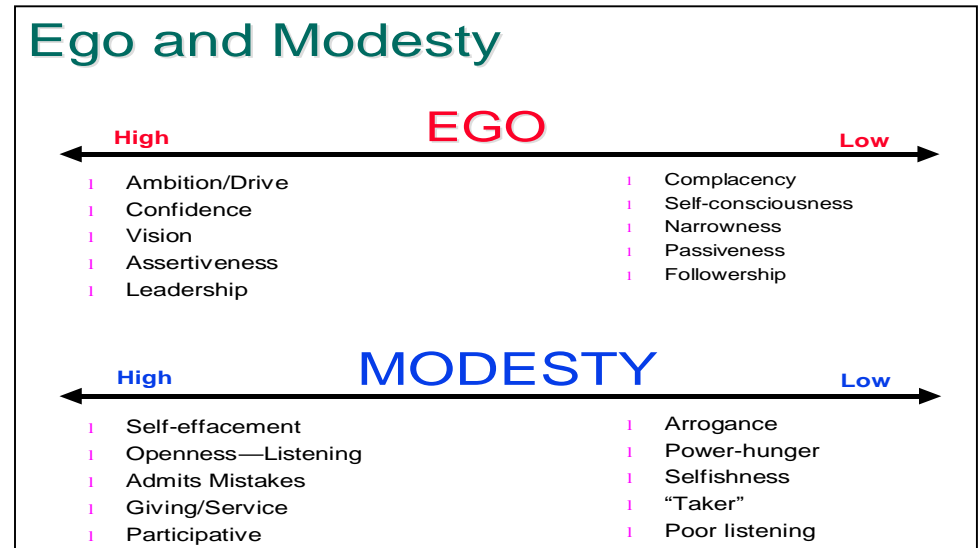
R

- Repeated with same Result

Habits provide routines patterns of thought that allows our brains to be on auto-pilot

# Coaching Tips

- 💧 Leave your ego at the door
- 💧 Ask questions
- 💧 Listen for Clues
- 💧 Fact based Thinking
- 💧 Let the data drive actions
- 💧 Commit to learning together
- 💧 Value each other
- 💧 Have a Mindset of customer service
- 💧 Be committed to their success



**Coaching Focuses on Learning and Developing Patterns of Behavior**



# Round 3 - Breakout Of Your Comfort Zone

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- 💧 Break into groups of Two
- 💧 Select a Learner and a Coach
- 💧 Use Coaching Model Worksheet
- 💧 Improve your Juggling Skills



# Coaching for Continuous Improvement

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- Identify specific continuous improvement process strategies
- Pattern of thinking and mindsets
- Developing new patterns of behavior



**It takes 21 days to build a habit**

# Improvement Strategy

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## Kaizen Focuses on the Known Issues

Lean tools and techniques to improve quality, cost, delivery and 5S



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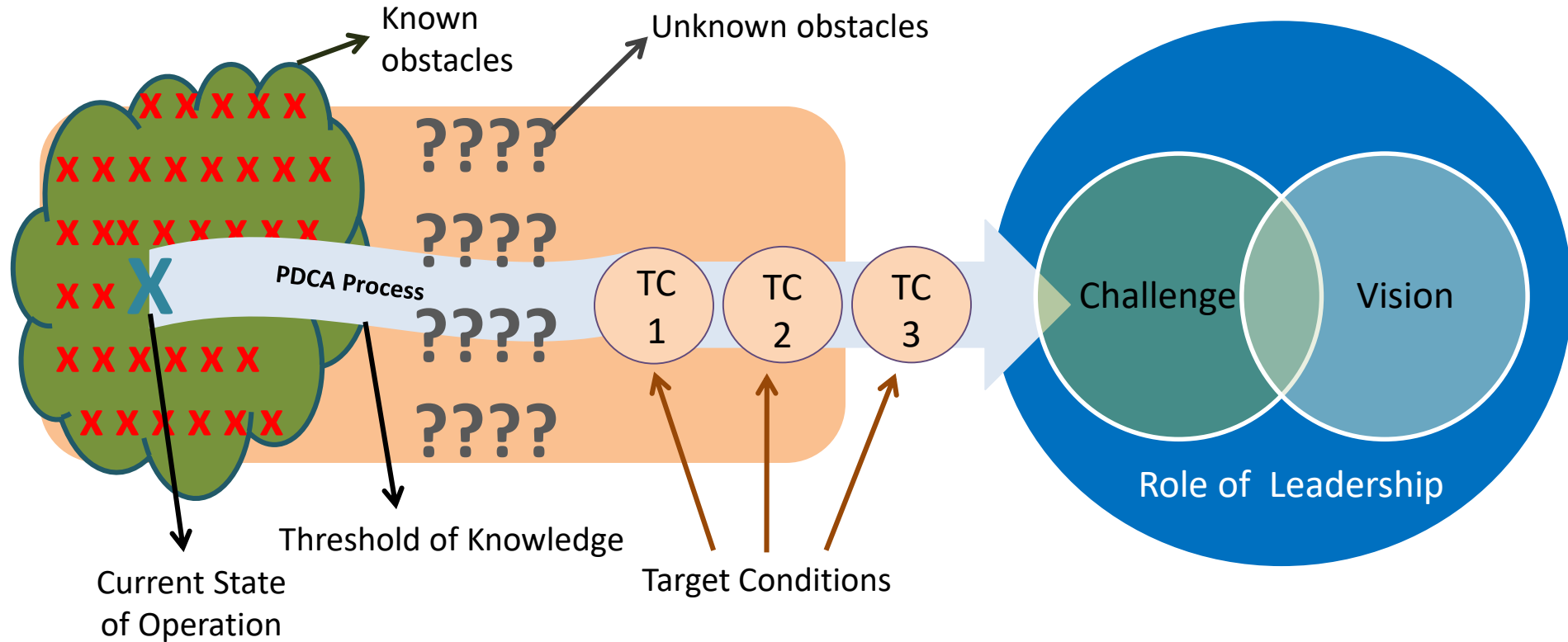
## Kata Focuses on the Unknown

A daily routine of scientifically thinking and experimenting

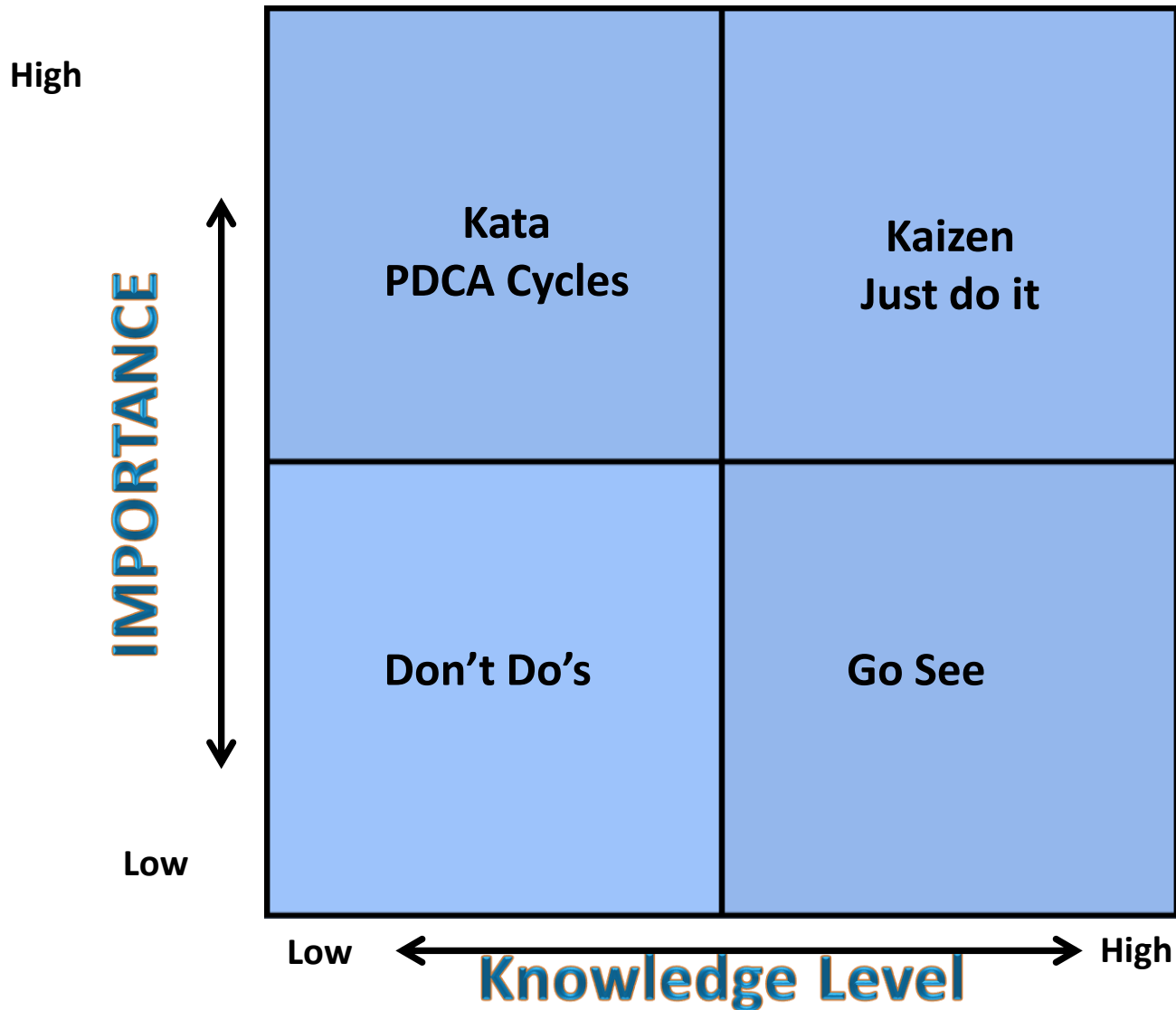


**Supervisors become Leaders and Coaches of the Improvement Process**

# CI Improvement Overview



# Decision Matrix



# Kaizen Strategy

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## Kaizen Focuses on the Known Issues

Lean methods to improve:

- Safety
- Quality
- Delivery
- Productivity
- Customer Satisfaction



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## Ready – Aim - Fire

# Kaizen Team

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- Defined Goals and Scope
- Cross Functional Team
- Assigned Team Leader
- Specific Time Frame
- 5 to 7 is an Optimal Size
- Combination of Training and Doing
- Facilitated Sense of Urgency
- Implement Solutions
- Documented Report Out



# What is Kata?

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**Kata are structured practice routines**

**Kata involves the invisible art of thinking and patterns of behavior which form habits.**



**A daily routine of scientifically thinking,  
experimenting and learning**



# Kata Effect

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Develops patterns of learning that increase a team's ability to:

- Engage in true Problem Solving
- Over come barriers
- Share Information
- Take Responsibility
- Gain Common Commitment



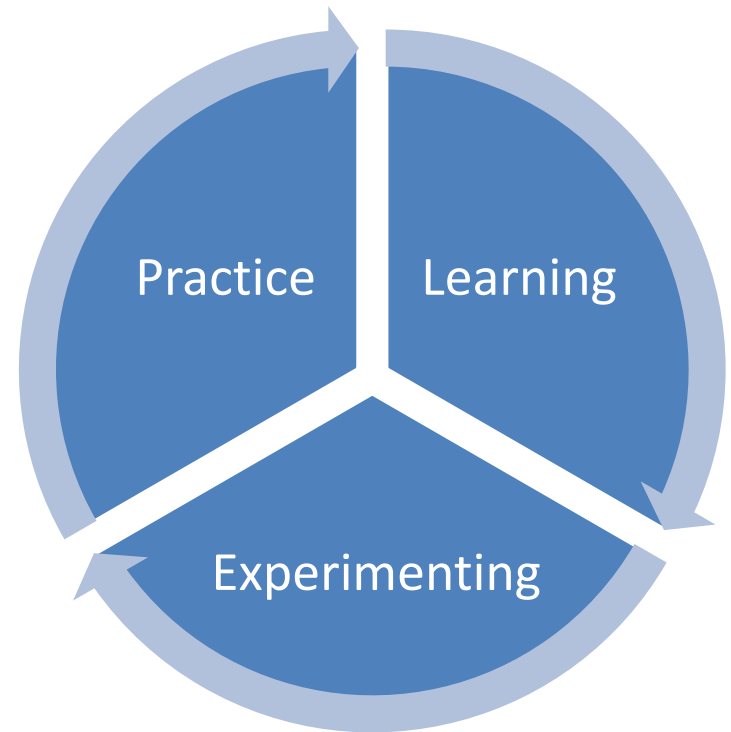
**Lean Leader's become Coaches of the Improvement Process**

# KATA Strategy

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## Kata Focuses on the Unknown Issues

- **Combines analytical thinking**
- **Structured repeatable routines**
- **Transforms habits**
- **Develops problem solving skills**



**Effectiveness = Thinking x Behavior**

# Scientific Thinking

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Is the Means to:

Be data driven

Take logical steps toward the target condition

Understand key areas of process variation

Provide a systematic method to change behavior

Allow decision to be made at point of use

Support learning to think differently through experimentation

# Can you read this?

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*Please read aloud what you see*

Ca y u rea t is

# Can you read this?

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*Please read aloud what you see*

**LEADING TO CONCLUSIONS**



# Assumptions

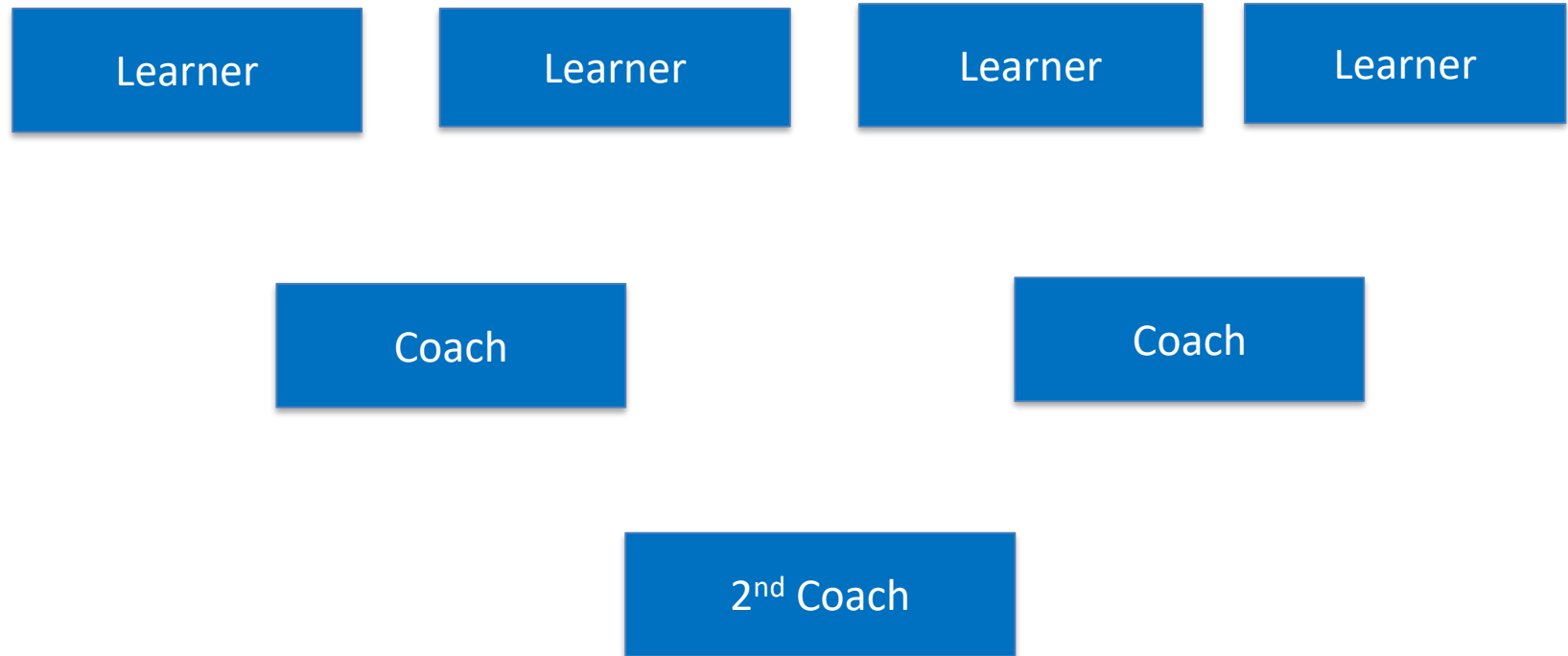
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*Please read aloud what you see*

**LUMPING TO CONCLUSIONS**

# Coaching Improvement Structure

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# Kata Process

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## 💧 Improvement Routine:

- 💧 Identify a Challenge
- 💧 Understand the Current Condition
- 💧 Identify the Focus Process
- 💧 Establish a Target Condition
- 💧 Measure the Actual Condition
- 💧 Identify the Obstacles
- 💧 Conduct a PDCA
- 💧 **Repeat the Process**





# Kata Improvement Board

Focus Process

Challenge Statement

TC#1 Achieve by

Target Condition	Improvement Steps Coaching Cycle		PDCA Cycles Experimental Cycle	
	Date/Actions	Expectations	What Happens?	What did we learn?
Block Diagram	Detailed Steps  Measurements  Does it build from other PDCA's  Timing	What do you expect to happen?	Facts and Data	About the problem?  Process  Obstacle  How will it impact your next PDCA cycle?
Process Characteristics		Impact?		
Process Metrics		What do you expect to learn?		
Outcome Metrics				
Current Condition				
Block Diagram	<b>Track KPI's</b>		<b>Obstacles</b>	
Process Characteristics				
Brainstorm Improvement List	Track KPI's		Negative Impact Fact based	
Process Metrics				
Outcome Metrics				

# Challenge Statement

## ◆ Compelling & Impactful:

- ◆ Stretch
- ◆ Team Focused
- ◆ Achievable
- ◆ Time Based
- ◆ Reviewed
- ◆ Celebrated
- ◆ Provide Organizational Alignment



It would be **AWESOME** if by August 2018 the MLC had 50 organizational members actively involved with lean principles across the state of Michigan.

# Current Condition

## Understanding Current State:

- Block Diagram or Value Stream the Process

- Identify Pain Points

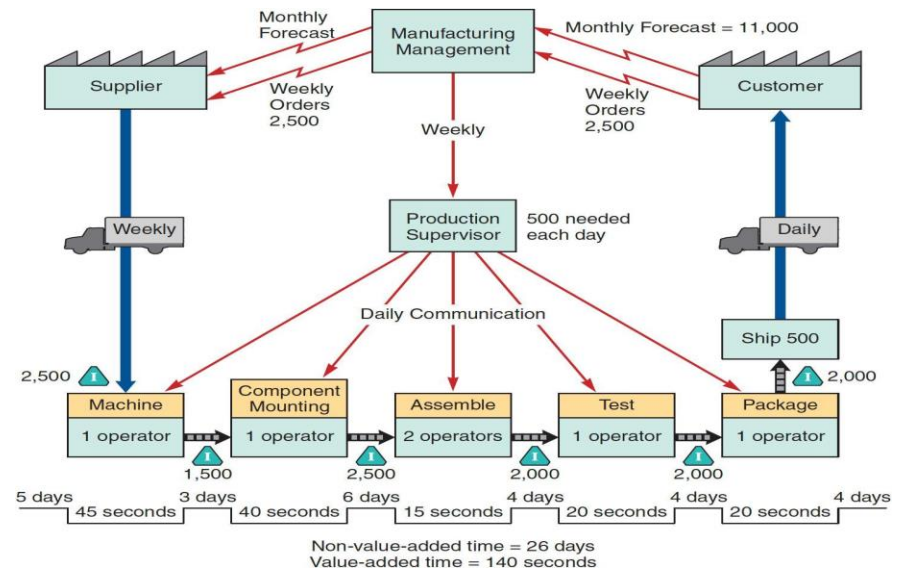
  - Area of Waste

  - Workplace Organization

- Collect & Analyze Data

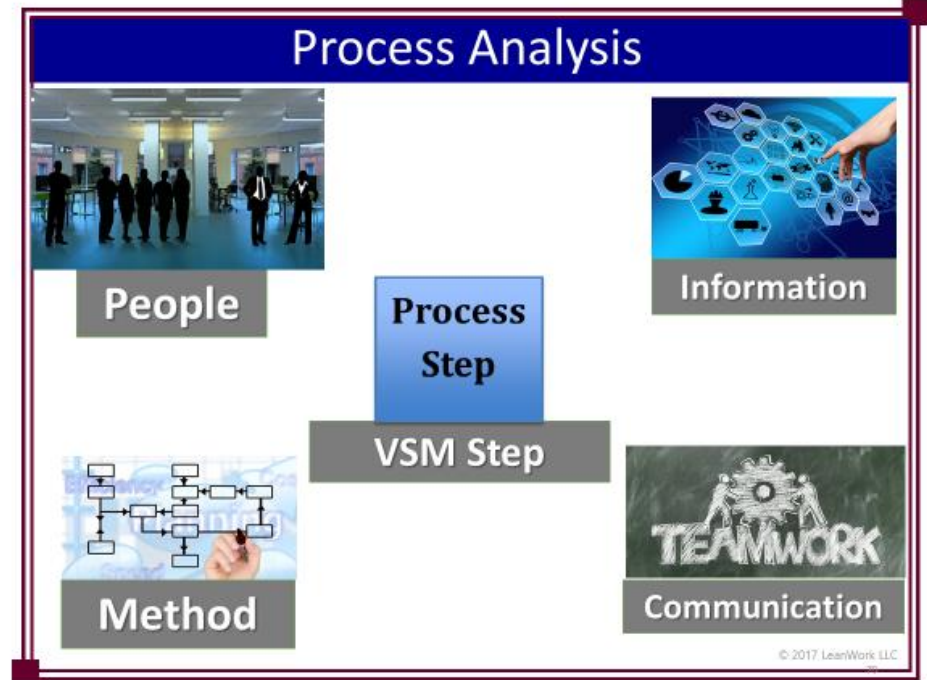
- Identify the Focus Process

- Measure the Actual Condition



# Focus Process

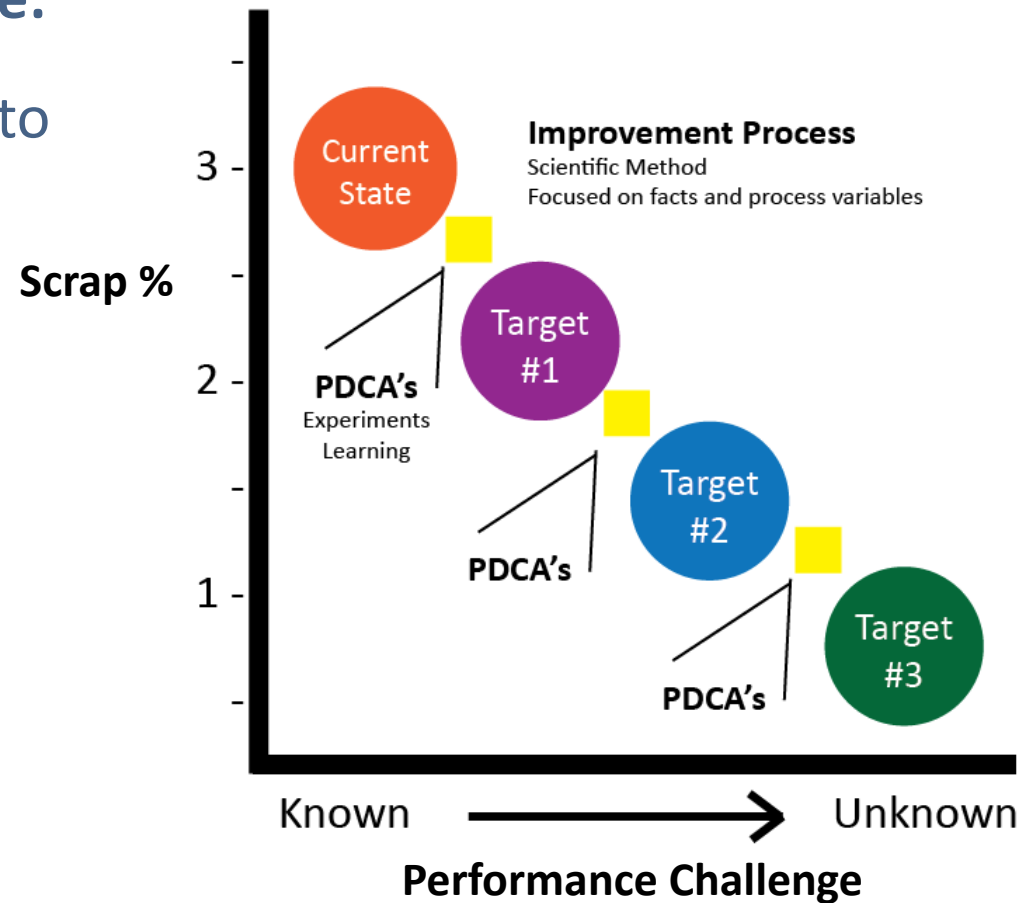
- **Highlights a Process Step for Improvement:**
  - Identifies Improvement Scope
  - Provides Team Focus
  - High Potential for Improvement and Impact
  - Sets up area for Experiments and Learning



# Target Condition

## 💧 Milestone toward Challenge:

- 💧 Gap from Current State to Target Condition
- 💧 Provides Direction
- 💧 Sets targets for PDCA Cycle
- 💧 Must be Time Based
- 💧 Maximum of 50% improvement per target condition



# Obstacles

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## 💧 List of Barriers:

- 💧 Fact based
- 💧 Negative impact on TC
- 💧 Measurable
- 💧 Defines the problem statement
- 💧 Leads to Cause and Effect Relationships



# Obstacle Analysis

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**People**

**Information**

**Improvement Actions**

**Method**

**Standardization**

# Three Types of PDCA Cycles

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## Go and See –

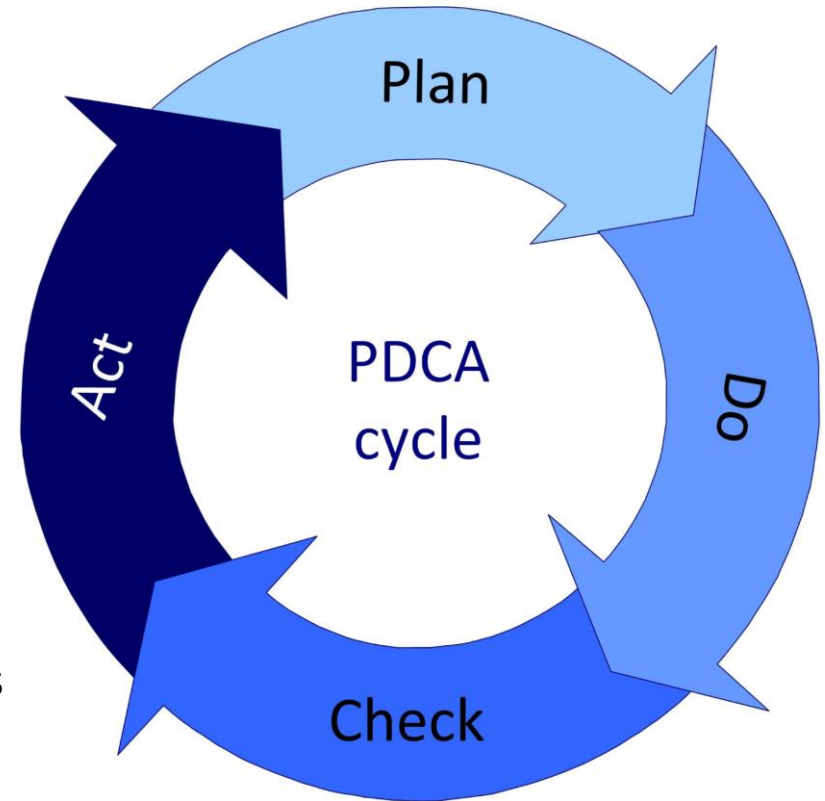
- Direct Observation
- Data Collection
- Learn more about the process

## Exploratory Experiments

- Introducing a change to the process
- Need to observe to understand effect

## Testing a Hypothesis

- Implementing a single change to a process factor with a prediction of expected results





# Coaching Questions for Daily Review

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## What is your challenge condition?

- What is the target condition?

## Define current state and area of focus?

- What is the actual condition now?
- What process step are you going to focus on now?

## What is your target condition?

- What is your target condition?

## Identify Obstacles

- What obstacles do you think are preventing you from reaching the target condition? Which one are you addressing now?

## Determine next steps and timing

- What is your next step? What do you expect?
- How soon can we find out what we have learned from taking that step?

# Coach & Learner PDCA Cycle

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Coach - What did you plan as your last step?

- Learner describes last step.

Coach - What did you expect to happen?

- Learner reviews expected results.

What actually happened?

- Learner explains what happened with data.

What did you learn?

- Learner summarizes what was learned during the PDCA process.

What is your next step?

- Learner states what actions are going to be taken next with applied learning.

# Kata Coaching Model

## Kata Improvement Board

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Improvement



Current Condition

Target Condition



PresenterMedia

Target Condition

Challenge

- Set clear goals**
  - What is the target condition?
- Define current state**
  - What is the actual condition now?
- Identify obstacles**
  - What obstacles do you think are preventing you from reaching the target condition? Which one are you addressing now?
- Determine next steps**
  - What is your next step? What do you expect?
- Establish timing**
  - How soon can we find out what we have learned from taking that step?

Time

# Kata Team Structure

- Cross Functional Team
  - Learner
  - Team Members
  - First Coach
- 3-5 team members
- Stand up meeting
- Documented PDCA Cycles
- Facilitated Sense of Learning



# Role of the Learner

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- 💧 Establish daily Kata Team Huddles
- 💧 Document team activities
  - 💧 Kata Board
  - 💧 PDCA Cycle Form
  - 💧 Obstacle List
- 💧 Plan an improvement everyday



## Problem Solvers

# Role of First Coach

- 💧 Attends daily Kata Team Huddles
- 💧 Monitor Learner's progress on Kata Board
- 💧 Ask Questions related to the challenge
- 💧 Observes team and provides feedback
- 💧 Listens more than they talk
- 💧 Cares about learners progress
- 💧 See their role as a process to develop the learner's abilities and build trust.
- 💧 Establish milestones for team celebrations
- 💧 Re-evaluate the project when the target condition is met
  - 💧 Establish a new target condition



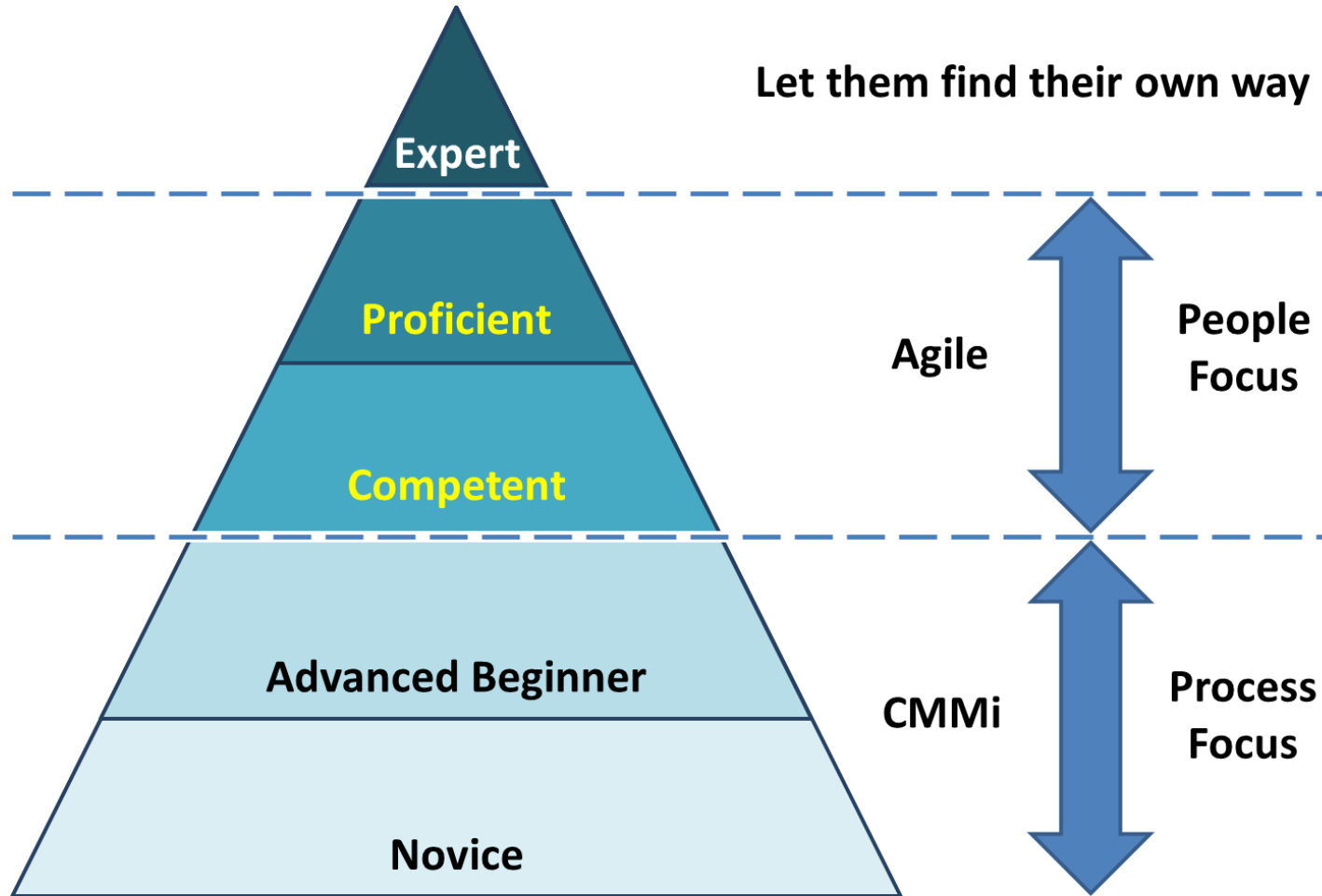
# Role of Second Coach

- Attends daily Kata Team Huddles weekly
- Challenges Mindsets
- Stretches thinking out of comfort zone
- Moving experimenting from comfort zone to learning zone
- Provides an Adaptive Mindset
- Provides bases for improving Scientific Thinking
- Observes Team and First Coach
- Provides First Coach Feedback and takes responsibility for their development.
- Creates a culture of engagement



# Dreyfus Model of Acquiring Skills

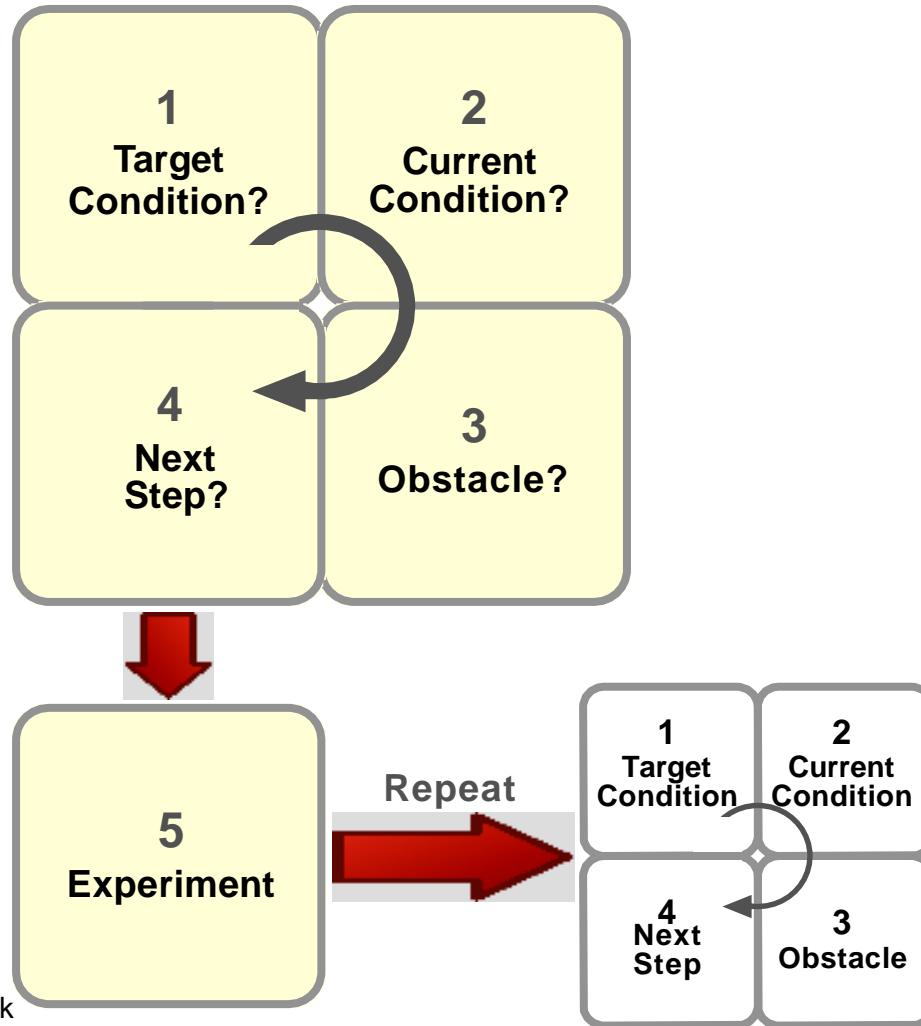
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Agile, Offshore and Dreyfus Model of Skill Acquisition



# The Coaching Cycle Pattern



Based on a diagram by Don Clark  
<http://nwlink.com/~donclark/leader/leader.html>

# Kata Improvement Board

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Focus Process

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	<b>Date/Actions</b>	<b>Expectations</b>	<b>What Happens?</b>	<b>What did we learn?</b>
<b>Current Condition</b>				
	<b>Track KPI's</b>		<b>Obstacles</b>	

# Key Behaviors

Never

## Attention to Detail

Always

KEY  
BEHAVIORS

- PDCA's, Target Conditions read like a story.
- Outcomes and implications detailed.
- Data complete and organized.
- Knowledge of process details and KATA evident.

KEY  
BEHAVIORS

Never

## Experimental PDCA's

Always

KEY  
BEHAVIORS

- Learner is truly iterating towards the target condition along a path defined by the obstacles.
- Learning and subsequent action take place as a natural result of the outcomes of the PDCA's.

KEY  
BEHAVIORS

Never

## Targeted Improvement

Always

KEY  
BEHAVIORS

- All PDCA's and actions are carefully designed to clear the path to TC and Challenge.
- Metrics are continuously monitored to ensure that progress is made towards TC and Challenge.

KEY  
BEHAVIORS

Never

## Use of Data

Always

KEY  
BEHAVIORS




- Hypotheses and assumptions only based on clear data.
- Progression from "Go See" to "Experimental" to "Hypothesis" PDCA's evident through data.

KEY  
BEHAVIORS

# Characteristics: Patterns of Behavior

Learn to recognize specific behaviors that contribute to a characteristic.



Characteristic	Pattern of Behavior	Coaching Plan
Impatient: 		
Showing Empathy: 		
Attention to Detail: 		

# Characteristics: Patterns of Behavior

Learn to recognize specific behaviors that contribute to a characteristic.

Characteristic	Pattern of Behavior	Coaching Plan

# Coaching Cycle Observation Form

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<b>Process:</b>	<b>Date:</b>	<b>Start:</b>	<b>Stop:</b>	<b>Minutes:</b>
	<b>Coach</b>		<b>Learner</b>	
<b>Q1</b>				
<b>Q2</b>				
<b>Q3</b>				
<b>Q4</b>				
<b>Q5</b>				

# Coaching - Do's and Don'ts

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- ◆ Schedule Regular coaching cycles
- ◆ Establish meeting agenda
- ◆ Keep learner focused on process
- ◆ Ask questions to uncover the unknown



- ◆ Conduct infrequently coaching cycles
- ◆ Permit unstructured and disorganized discussions
- ◆ Focus on the coach's preconceived ideas



# Leadership's Role in Kata Implementation

## ◆ Provide Resources

- ◆ Coach, Learner & Team Members – 3 to 5 Total
- ◆ Second Coach

## ◆ Leadership Role

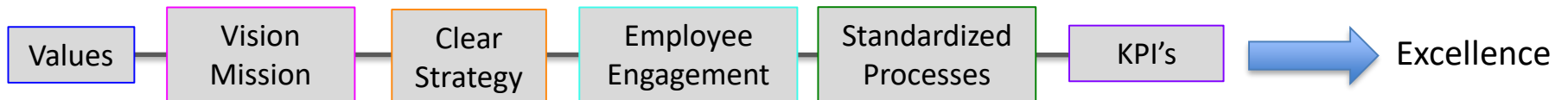
- ◆ Set Challenge
- ◆ Understand Kata Process
- ◆ Communicate the “Why”
- ◆ Review learning, results and support team activities
- ◆ Attend team meetings at scheduled times



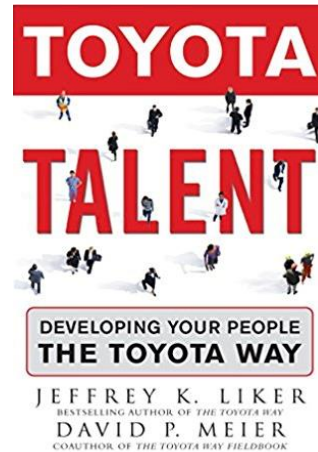
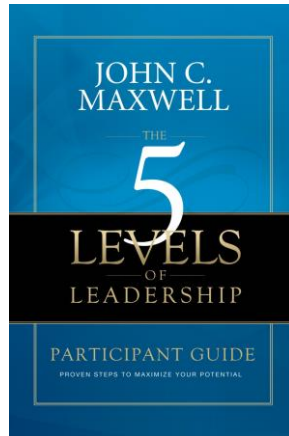
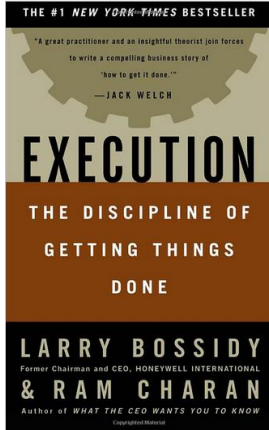
# In Conclusion

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## Relentless Pursuit of Excellence



# References



**Special Thanks Too:  
Anthony Webster  
Brandon Brown:  
Continuous Coaching  
Commitment**

