Coaching Kata for Continuous Improvement

January 16, 2018
Let's Get Acquainted

Your Name
Your Role
Kata Experience
Expectations
Fun Fact
Kata Coaching Agenda

• 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

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?

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?

Why

What

How

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Operational Excellence

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

Excellence
CUSTOMER SERVICE

LEAN TOOLS

7S

CONTINUOUS IMPROVEMENT
CULTURE OF ENGAGEMENT
CUSTOMER FOCUSED STRATEGIES
VISION / MISSION / VALUES
LEADERSHIP
INDIVIDUAL THINKING

Standardize
Problem Solving
Kata
Teamwork
CLEAR EXPECTATIONS
Kaizen
Waste Elimination
Best Practices

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Breakout Session

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

- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Cynicism

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Inaction

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Overwork

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Conflict

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Frustration

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Opposition

- Values
- Vision/Purpose
- Clear Strategy
- Employee Engagement
- Standardized Processes
- KPI’s
- Excellence

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Values answers the questions:

- What is it like to work around here?
- What gets recognized and rewarded?
Coaching Engagement Strategy

PERFORMANCE

TEAMWORK

High
Low
Low
High

People
Process
Learning
Tennis Ball Exercise – Round 2

10 Minutes
Art of Coaching
Breakout Of Your Comfort Zone

- Break into groups of Two
- Select a Learner and a Coach
- Improve your Juggling Skills
What Do We Need?
Coaching Model

- **T** • Topic
- **G** • Goal
- **O** • Outcome
- **R** • Reality
- **O** • Options
- **W** • Way Forward
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<thead>
<tr>
<th>Topic</th>
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<td>Goal</td>
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<td>Outcome</td>
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<td>Reality</td>
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<td>Options</td>
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<td>Way Forward</td>
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</table>
Round 2 - Breakout Of Your Comfort Zone

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

- **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

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

- 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

Kaizen Focuses on the Known Issues
Lean tools and techniques to improve quality, cost, delivery and 5S

Kata Focuses on the Unknown
A daily routine of scientifically thinking and experimenting

Supervisors become Leaders and Coaches of the Improvement Process

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CI Improvement Overview

- **Challenge**
- **Vision**
- **Role of Leadership**

Current State of Operation

**Threshold of Knowledge**

**Known obstacles**

**Unknown obstacles**

**Target Conditions**

**PDCA Process**
Decision Matrix

- **High Importance, High Knowledge Level**: Kata PDCA Cycles
- **High Importance, Low Knowledge Level**: Go See
- **Low Importance, High Knowledge Level**: Kaizen Just do it
- **Low Importance, Low Knowledge Level**: Don’t Do’s
Kaizen Focuses on the Known Issues

Lean methods to improve:
- Safety
- Quality
- Delivery
- Productivity
- Customer Satisfaction

Ready – Aim - Fire
Kaizen Team

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

• Engage in true Problem Solving
• Overcome barriers
• Share Information
• Take Responsibility
• Gain Common Commitment

Lean Leader’s become Coaches of the Improvement Process
KATA Strategy

Kata Focuses on the Unknown Issues

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

Effectiveness = Thinking x Behavior
Scientific Thinking

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

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Can you read this?

Please read aloud what you see

Ca y u rea t is
Can you read this?

Please read aloud what you see

LUMPING TO CONCLUSIONS
Assumptions

Please read aloud what you see

LUMPING TO CONCLUSIONS
Coaching Improvement Structure

Learner → Coach → 2nd Coach → Learner → Learner → Learner → Coach → Learner

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Kata Process

- 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

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<table>
<thead>
<tr>
<th>Target Condition</th>
<th>Improvement Steps Coaching Cycle</th>
<th>PDCA Cycles Experimental Cycle</th>
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<tbody>
<tr>
<td>Block Diagram</td>
<td>Date/Actions</td>
<td>What happens?</td>
</tr>
<tr>
<td>Process Characteristics</td>
<td>Expectations</td>
<td></td>
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<tr>
<td>Process Metrics</td>
<td>Detailed Steps</td>
<td>Facts and Data</td>
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<tr>
<td>Outcome Metrics</td>
<td>Measurements</td>
<td>About the problem?</td>
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<td></td>
<td>Does it build from other PDCA's</td>
<td>Process</td>
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<td>Timing</td>
<td>Obstacle</td>
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<td>Negative Impact</td>
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<td>Process Characteristics</td>
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<td>Fact based</td>
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<tr>
<td>Brainstorm Improvement List</td>
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<td>Process Metrics</td>
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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 Leaning
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

List of Barriers:

- Fact based
- Negative impact on TC
- Measurable
- Defines the problem statement
- Leads to Cause and Effect Relationships
Three Types of PDCA Cycles

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
<table>
<thead>
<tr>
<th>Coaching Questions for Daily Review</th>
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<tbody>
<tr>
<td><strong>Identify Obstacles</strong></td>
</tr>
<tr>
<td><strong>What is your target condition?</strong></td>
</tr>
<tr>
<td><strong>Define current state and area of focus?</strong></td>
</tr>
<tr>
<td><strong>What is your challenge condition?</strong></td>
</tr>
<tr>
<td><strong>Determine next steps and timing</strong></td>
</tr>
<tr>
<td>Step</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Coach - What did you plan as your last step?</td>
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<tr>
<td>Coach - What did you expect to happen?</td>
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<tr>
<td>What actually happened?</td>
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<tr>
<td>What did you learn?</td>
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<td>What is your next step?</td>
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Kata Coaching Model

**Kata Improvement Board**

**Focus Process**

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<td>Current Condition</td>
<td>What do you expect to learn?</td>
<td>How will it impact your next PDCA cycle?</td>
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**Challenge Statement**

- **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?
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

- 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
The Coaching Cycle Pattern

1. Target Condition?
2. Current Condition?
3. Obstacle?
4. Next Step?
5. Experiment

Repeat

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

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# Kata Improvement Board

## Focus Process

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## Kata Improvement Board

**Focus Process**

TC#1  Achieve by

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Key Behaviors

Attention to Detail

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

Experimental PDCAs

- 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 PDCAs.

Targeted Improvement

- All PDCAs 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.

Use of Data

- Hypotheses and assumptions only based on clear data.
- Progression from “Go See” to “Experimental” to “Hypothesis” PDCAs evident through data.
Learn to recognize specific behaviors that contribute to a characteristic.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Pattern of Behavior</th>
<th>Coaching Plan</th>
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<tr>
<td>Impatient:</td>
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<td>Showing Empathy:</td>
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<td>Attention to Detail:</td>
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## Characteristics: Patterns of Behavior

Learn to recognize specific behaviors that contribute to a characteristic.

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# Coaching Cycle Observation Form

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<th>Process:</th>
<th>Date:</th>
<th>Start:</th>
<th>Stop:</th>
<th>Minutes:</th>
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## Coach

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<tr>
<th>Question</th>
<th>Coach</th>
<th>Learner</th>
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<td>Q1</td>
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<td>Q4</td>
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<td>Q5</td>
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Coaching - Do’s and Don’ts

- 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

Relentless Pursuit of Excellence
References

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