

Special Supplement: Improvement Kata Starter Kit

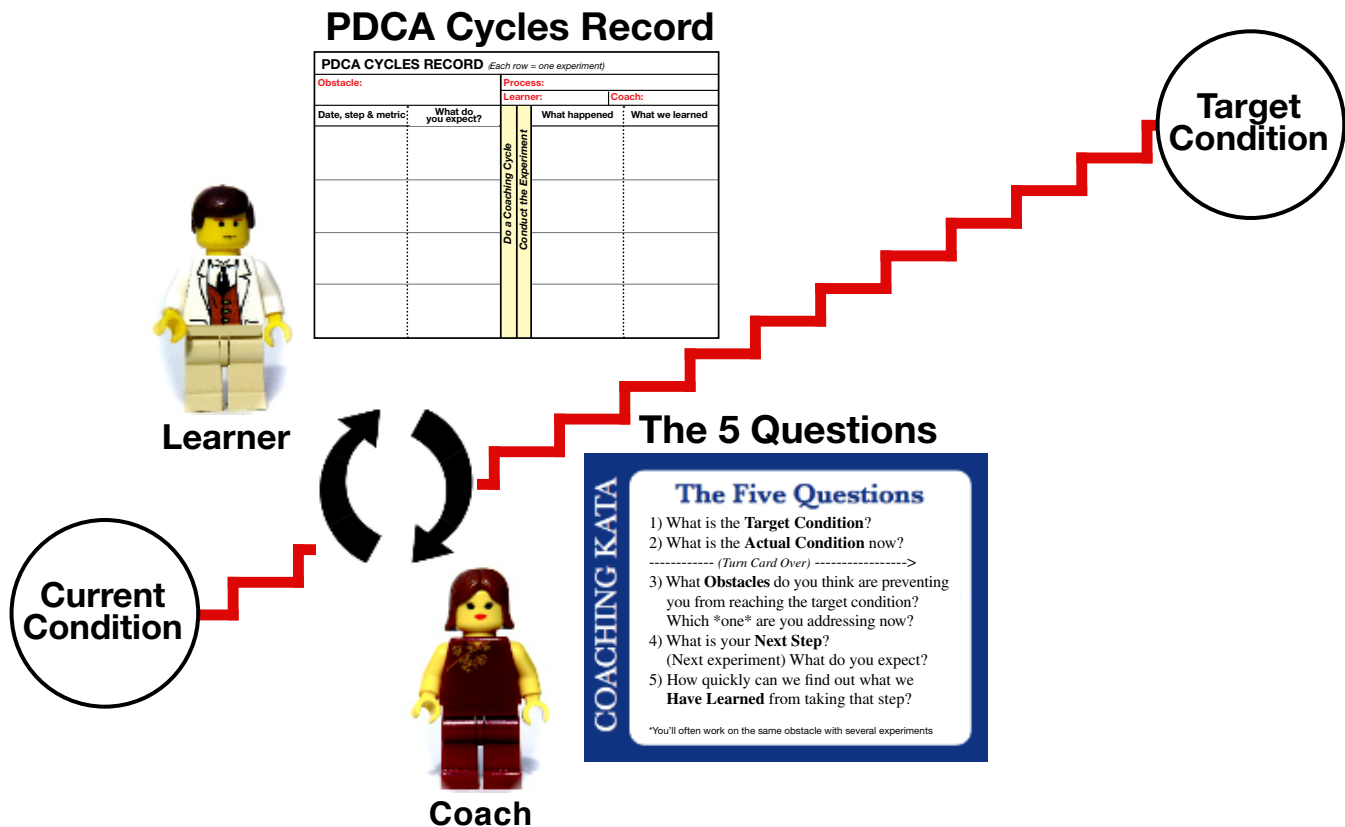
Two Kata Tools

For the rapid entry into practicing the Improvement Kata and Coaching Kata, here are two simple tools that work together:

- 1. For the Learner:** The PDCA cycles record in an easy-to-photocopy format. This is used for planning experiments and reflecting on the results.
- 2. For the Coach:** A five-question card to cut out. Carry this pocket card with you. It is your script for conducting coaching cycles and helps both you and the Learner acquire the scientific pattern for thinking and acting.

The figure below illustrates the use of these two tools in daily coaching cycles between the Learner and the Coach.

ASK THE FIVE QUESTIONS AT EACH STEP



PDCA CYCLES RECORD

(Each row = one experiment)

Obstacle:

Process:

Learner:

Coach:

Date, step & metric:

What do you expect?

What happened

What we learned

Do a Coaching Cycle

Conduct the Experiment

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 find out what we **Have Learned** from taking that step?

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

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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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