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**

1) What is the **Target Condition**?
2) What is the **Actual Condition** now?
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.*
<table>
<thead>
<tr>
<th>Obstacle:</th>
<th>Process:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Learner:</td>
</tr>
<tr>
<td>Date, step &amp; metric:</td>
<td>What do you expect?</td>
</tr>
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</tbody>
</table>
The Five Questions

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2) What is the Actual Condition now?
   ------------ (Turn Card Over) ------------>
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Reflect on the Last Step Taken
Because you don’t actually know what the result of a step will be!

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2) What did you Expect?
3) What Actually Happened?
4) What did you Learn?

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