The *Toyota Kata* Starter Kata

Understand the Direction or Challenge

Grasp the Current Condition

Establish the Next Target Condition

Experiment Toward the Target Condition

TC

CC

LEARNER

COACH

Focus Process: | Challenge:

Target Condition Achieve by: ___ | Current Condition | Experimenting Record

Obstacles Parking Lot

Learner's storyboard

1. GRAPH PROCESS OUTCOME PERFORMANCE
How is the process performing over time?

2. CALCULATE THE CUSTOMER DEMAND RATE AND PLANNED CYCLE TIME
How frequently should the process do what it does?

3. STUDY THE PROCESS'S OPERATING PATTERNS
☐ Draw a block diagram of the process steps and sequence.
☐ Time exit cycles and draw run charts, to make variation visible.
☐ Record your observations about the current operating patterns.

4. CHECK EQUIPMENT CAPACITY
Are there any equipment constraints? What are they?
(This step is only for processes that include automated equipment.)

5. CALCULATE THE CORE WORK CONTENT
How many operators would be necessary if the process had no variation?

Steps of process analysis

Steps to Establishing a Target Condition

1. Review your challenge
2. Agree on the achieve-by date
3. Define the desired outcome performance
4. Define the desired operating pattern
5. Start the "Obstacles Parking Lot"

Steps to establishing a target condition

Obstacle Parking Lot

Obstacle parking lot

EXPERIMENTING RECORD *(Each row = one experiment)*

Obstacle: | | Process: | | Coach:

Learner:

Date & step | What do you expect + metric | | What happened | What we learned

One Experiment

The experimenting record

COACHING KATA

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 go and see what we **Have Learned** from taking that step?

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

COACH | LEARNER

Focus Process | Challenge

Target Condition Definition | Current Condition Analysis | Experimenting Record

Five Coaching Kata Questions

Block Diagram

Obstacles Parking Lot

Run Charts

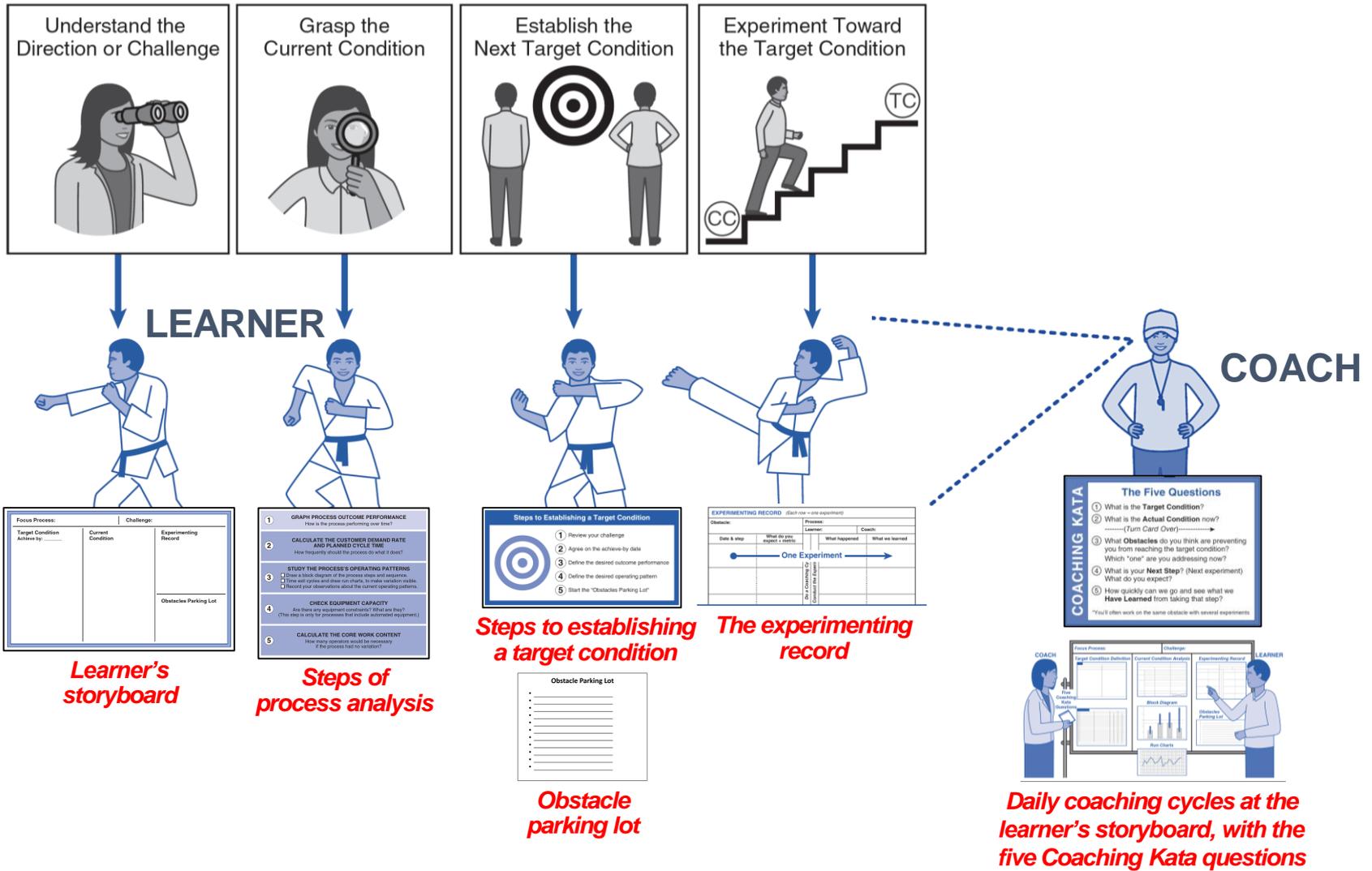*Daily coaching cycles at the learner's storyboard, with the five Coaching Kata questions*

Instructions for these Starter Kata are in the *Toyota Kata Practice Guide* (TKPG)

The Learner's Storyboard

Start with this board format

Focus Process: | **Challenge:**

Target Condition
Achieve by: _____

Current Condition

Experimenting Record

Obstacles Parking Lot

Steps of Process Analysis
For grasping the current condition

(1) **GRAPH PROCESS OUTCOME PERFORMANCE**
How is the process performing over time?

(2) **CALCULATE THE CUSTOMER DEMAND RATE AND PLANNED CYCLE TIME**
How frequently should the process do what it does?

(3) **STUDY THE PROCESS'S OPERATING PATTERNS**
☐ Draw a block diagram of the process steps and sequence.
☐ Time exit cycles and draw run charts, to make variation visible.
☐ Record your observations about the current operating patterns.

(4) **CHECK EQUIPMENT CAPACITY**
Are there any equipment constraints? What are they?
(This step is only for processes that include automated equipment.)

(5) **CALCULATE THE CORE WORK CONTENT**
How many operators would be necessary
if the process had no variation?

Steps to Establishing a Target Condition
A desired outcome and operating pattern, as your next goalpost

Steps to Establishing a Target Condition
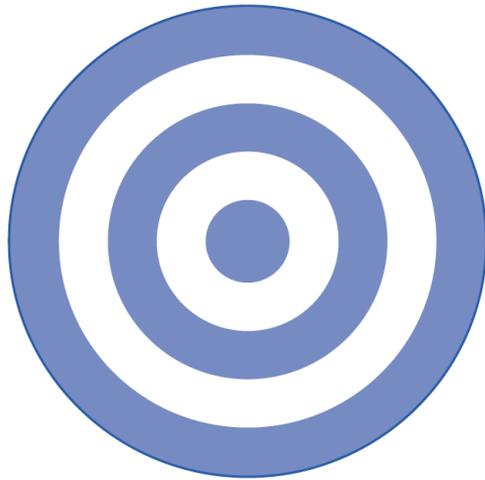
1. Review your challenge
2. Agree on the achieve-by date
3. Define the desired outcome performance
4. Define the desired operating pattern
5. Start the "Obstacles Parking Lot"

Obstacle Parking Lot

Obstacle Parking Lot

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Current Condition / Target Condition Form

Cut here to post on storyboard

CURRENT CONDITION / TARGET CONDITION		Outcome Metric	
Learner:	Coach:	Focus Process	Process Metric
		Current Condition Date	Target Condition Achieve-by Date
1 Outcome Performance	Actual output		
	Operating time		
	Is there overtime?		
2 Customer Demand & Planned Cycle	Requirement		
	Takt time		
	Planned cycle time		
3 Operating Patterns	Process steps and sequence		
	Variation		
	Observations about the current operating patterns		
4 Equipment Capacity	Automated equipment constraints?		
5 Core Work	Calculated number of operators		

Experimenting Record

Use until you overcome an obstacle, then start a new form

EXPERIMENTING RECORD *(Each row = one experiment)*					
Obstacle:		**Process:**			
		Learner:		**Coach:**	
Date & step	**What do you expect + metric**	*Do a Coaching Cycle*	*Conduct the Experiment*	**What happened**	**What we learned**

The scientific learning cycle is embedded in the experimenting record, to make the cycle easy to practice.

ACTION

EXPERIMENTING RECORD *(Each row = one experiment)*				
Obstacle:		**Process:**		
		Learner:		**Coach:**
Date & step	**What do you expect + metric**	Do a Coaching Cycle / Conduct the Experiment	**What happened**	**What we learned**
PREDICTION			EVIDENCE	EVALUATE

Layout of the Experimenting Record = one obstacle per form, one experiment per row. Predict what you expect and compare that with what actually happens. That's how you learn.

EXPERIMENTING RECORD *(Each row = one experiment)*

Obstacle: *This is the one obstacle to the target condition that you are currently working on*		Process:		
		Learner:		Coach:
Date & step	What do you expect + metric		What happened	What we learned

One Experiment →

The prediction side is where you plan the next experiment and predict the outcome

Do a Coaching Cy...   *Conduct the Experi...*

The evidence side is where you record what actually happened, compare that with the prediction, and record what you learned

Prediction Side
Written before the experiment

Evidence Side
Written after the experiment

👉 **It usually take a series of experiments in order to overcome an obstacle**

The Five Coaching Kata Questions

Card is turned over to reflect on the learner's last step

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 go and see what we **Have Learned** from taking that step?

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

COACHING KATA

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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Return to question 3

A printer / copier 5Q card template is on the next two pages

COACHING KATA

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 go and see what we Have Learned from taking that step?

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

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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Return to question 3

Reflect on the Last Step Taken

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1) What did you plan as your
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2) What did you **Expect?**

3) What **Actually Happened?**

4) What did you **Learn?**

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Return to question 3

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3) What **Actually Happened?**

4) What did you **Learn?**

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Return to question 3

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2) What did you **Expect?**

3) What **Actually Happened?**

4) What did you **Learn?**

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Return to question 3

As your coaching abilities grow you should evolve your own coaching style, which includes adding your own questions. Of course, any additional questions should be consistent with the principles and pattern of the Starter Kata.

Begin with the Starter Kata five-question card. As you get used to the card, start adding notes and your own clarifying questions. One technique is to make a folding card as shown below. The folded card still fits in your pocket, but has space on the unfolded right-hand side to jot down notes and test your own questions. Example notes and clarifying questions are shown here, just as thought starters.

The Starter Kata Coaching Questions   *Example notes & clarifying questions*

COACHING KATA		Example notes & clarifying questions
	1) What is the Target Condition?	• Is the target condition connected to the challenge? • What do you want to be happening? • No verbs! • Measureable? • Not 'lack of something' • Achieve-by date?
	2) What is the Actual Condition now?	• Numbers, not opinions. • Can you show me? • How do you know? • How did you get the data? • Is there a run chart?
REFLECTION	What did you plan as your Last Step?	• What was being tested? • Is the PDCA Cycles Record filled in?
	What did you Expect?	• Was this written down? • Just read it!
	What Actually Happened?	• Only facts & numbers. • Are the numbers written down? • Is there a run chart? • What is different than expected?
	What did you Learn?	• Did the Learner really reflect on this?
	3) What Obstacles do you think are preventing you from reaching the target condition? Which *one* are you addressing now?	• Is the Obstacles Parking Lot up-to-date? • True obstacles (variation), not action items or lack of a perceived solution. • Where does this problem occur? • Can you show me? • When does this problem occur?
	4) What is your next step? (Next experiment) What do you expect?	• What is the current knowledge threshold? • Did what was learned in the last experiment frame this one? • Is expectation written down? • Please read it. • What numerical outcome do you expect? • How will you measure it? • How many cycles do you plan to measure?
	5) How quickly can we go and see what we Have Learned from taking that step?	• Strive for cheap and fast experiments • Can we run this experiment today? Right now? • When is the next coaching cycle? • Accompany the Learner if necessary.

Card folds here

The underlying pattern of the five Coaching Kata questions should remain!