Team Kata Coaching Map

Planning/Organizing

Learning Modules

| Team Purpose & Charter | → | Team Roles & Process | → | Team Scorecard |

Team Tasks & Coaching Questions

| What... Processes? Customers? Members? Principles? | Who? When? Where? Decision Styles? | Balanced? Baseline Data? Graph It! Visual Display |

(C3, S4)* | (C4,5,6, S5,6,7) | (C7, S8)

The Performance Cycle

- Improve Effectiveness
- Planning/Organizing
- Improvement Kata
- What We Learn

Circle nodes: Skills & Systems · Team Purpose & Charter · Team Roles & Process · Team Scorecard · Set Target Condition · Analyze & Improve (PDCA) · Recognize & Standardize

Team Kata (center)

The Team Performance Improvement Kata

Learning Modules

| Listen to Customers | → | Set Target | → | Map the Current Process | → | Identify Variances | → | Eliminate Waste | → | PDSA | → | A3 | → | Analyzing Human Performance | → | Standard Work |

Team Tasks & Coaching Questions

| Key Needs? Prioritize Create Feedback Loops | Short and Long term Targets for Key Measures | Cycle time? # of steps? Where are PS Created and Discovered? | Key Quality Problems? Reduce & Variances | Reduce steps, Cycle Time, & WIP | Shift Huddles PDSA Cycles What problems are solved? | Select Problem Engage Team Gather Facts Develop Solutions What lessons? | Can do or Won't do? ABC analysis Measure, Implement, Learn | Define Categories, Tasks, Implement, Dialogue? |

(C8, S9) | (C8, S9) | (C10, S11) | (C11, S12) | (C12, S13) | (C9, S10) | (C9, S10) | (C13, S14) | (C14, S15)

Improve Effectiveness & Sustain

Ideal State / **Current State** / Plan · Do · Act · Check

Learning Modules

| Learn Facilitation Skills | → | Learn Effective Listening | → | Giving and Receiving Feedback | → | Improve Team Dynamics | → | Standardize New Processes | → | Identify System Alignment |

Team Tasks & Coaching Questions

| Observe Model Practice Observe Feedback | Observe Model Practice Observe Feedback | Facilitate the skills of giving and receiving feedback. | Self-Assess Exercises Observation Feedback | Has standard work & LSW changed to incorporate learning? | Has feedback on systems and structure been given and processed? |

(C15, S16) | (C16, S18) | (C17, S18) | (C18, S19) | (C19, S20)

*Chapters in the Team Kata book and Sections in the Video Course

The Team Kata Coaching Map
Planning/Organizing

Learning Modules

Team Purpose & Charter

(C3, S4)*

Team Roles & Process

(C4,5,6, S5,6,7)

Team Scorecard

(C7, S8)

Team Tasks

1. Do the exercise "how do we practice lean?"
2. Write a purpose statement for our team.
3. Define the process responsibilities for our team.
4. To whom do we communicate what?
5. Define our key performance responsibilities.
6. Define our members.
7. Define principles that should guide our behavior.

1. Review the different types of teams and agree which type defines your team.
2. When might other types of teams be useful?
3. Agree on the different roles on your team and who will fill those roles.
4. On your team, which decisions should be command, consultative and consensus?

1. Agree on the four major quadrants of the balanced scorecard.
2. Brainstorm a list of possible measures for each.
3. Considering practical issues (availability, etc.) reach consensus on between five and ten key measures.
4. Decide who and when these data will be compiled and reviewed.
5. Decide and implement visual display of your data.

Coaching Questions

1. What elements of "lean" are we now practicing? Which do we need to improve?
2. What is this team's purpose? Do we have consensus?
3. What are the core processes for this team - how this team directly adds value?
4. What are we responsible for communicating and to whom?
5. In general (we will develop a scorecard later), what are our key performance responsibilities.
6. Who are the permanent members of this team (by function, not by name)?
7. What principles do we agree should guide our behavior?

1. What type of team is your team? Why?
2. When might other types of teams be appropriate?
3. What are the different roles on your team and who will fill them?
4. Have you agreed on which types of decisions will be command (who will make them), consultative or consensus.

1. What are the major quadrants of your scorecard?
2. What are the measures in which that you have agreed upon?
3. Who will compile them, when, and how will they be presented and reviewed by your team?
4. Where will you put your visual display? Who will be able to see this? Who will keep this up-to-date?

*Chapters in the Team Kata book and Sections in the Video Course

The Team Kata Coaching Map
The Team Performance Improvement Kata

Learning Modules

Team Tasks

Coaching Questions

Listen to Customers
(C8, S9)

1. Define your customers - who uses your work?
2. Agree on how you will survey or interview them.
3. Gather customer feedback data.
4. Agree on their priorities for performance improvement.
5. Agree on suppliers and how you will provide feedback.

1. Who are your team's customers? Where does your work go, and who cares?
2. How have you interviewed or gathered information on their needs?
3. What have you learned from listening to your customers?
4. What has that told you about your priorities for improvement?
5. Who are your suppliers that provide input to your team and how will you provide them with feedback?

Set Target
(C8, S9)

1. Review your scorecard and identify a short and long term target for each key performance metric.
2. Review your feedback from customers. What is the performance by your team that is of greatest concern.
3. What is the ideal state or condition for this performance?
4. Set target conditions or performance that represent a challenge for your team.

1. For each of your key metrics on your scorecard, what are your target conditions, both short term (one month) and long term (six months)?
2. Based on customer feedback what is the target condition that you will focus on?
3. What are the targets that are challenging your team? How will you review progress toward these targets?

Map the Current Process
(C10, S11)

1. Identify the core process(es) for your team that most determine your team's performance.
2. Define key outputs and customer requirements.
3. Define the ideal state.
4. Map the current process using a relationship map.
5. Identify non-value adding steps, variances, and where the process does not meet customer requirements.
6. Map the future ideal process.

1. What are your team's core processes?
2. Which process is most critical to your performance?
3. What is the gap between the current state and the ideal future state?
4. Have you mapped your process and identified where in the process problems occur?
5. Have you mapped an ideal future state process?

Identify Variances
(C11, S12)

1. Plot the data for your key data variables and identify what appear to be special and common cause variations.
2. Study and seek to reduce the causes of variability.
3. What are the key variances from customer requirements, cost performance, and from your principles?
4. Take counter measures to reduce variances and variability.

1. Can I see the graphs of key performance variables?
2. What have you learned from studying the variability in the data?
3. What quality or other variances have you identified.
4. What counter measures have you taken to reduce variability and variances?
5. What have you learned from those efforts and have you standardized your work or process based on that learning?

Eliminate Waste
(C12, S13)

1. Study the 7 forms of waste and identify examples in your organization.
2. Study the 6 forms of management waste and identify examples in your organization.
3. Take counter measures to reduce waste. Use the elimination and improvement worksheets aligned to your process map.

1. Which forms of waste are of most concern for your team? What are examples of those forms of waste?
2. What counter measures are you taking to reduce waste?
3. What are you learning from that experience?
4. Did you find any management forms of waste? What can you do to reduce or eliminate those?

*Chapters in the Team Kata book and Sections in the Video Course

The Team Kata Coaching Map
The Team Performance Improvement Kata-2

Learning Modules

Team Tasks

Coaching Questions

PDSA

(C9, S10)

1. Identify key problems that will close the gap and move your scorecard.
2. Try the 5 Why's, root cause analysis.
3. Study and use the PDSA problem solving model on at least one problem.
4. What did you learn from each and when is each most appropriate?

1. What are the problems you are working on at this time?
2. Which problem solving model are you using?
3. What have you learned from that experience?
4. When you used the PDSA model, did you use the form and can I see what you did at each step?

A3

(C9, S10)

1. Decide to use the DIMPABA or traditional A3 model.
2. Take one more complex problem and go through the steps on the form. Implement counter measures or solutions.
3. With your team, discuss and agree when each model of problem solving is most appropriate.
4. Develop the habit of using a disciplined model of problem solving.

1. Which A3 model have you decided to use?
2. Have you identified a problem to solve using the A3?
3. Who is leading the A3 process and who is on the team going through that process.
4. Have you implemented counter measures to the problem?
5. What lessons have you learned from that experience?

Analyzing Human Performance

(C13, S14)

1. Identify sources of the three forms of motivation: Purpose, Social and Situational, in your organization.
2. Identify at least one way to improve each.
3. Identify one behavior that you would like to improve and apply the ABC model to that behavior.
4. Apply the Performance Analysis model to one performance.

1. How do you feel your team can improve the sense of purpose among team members? How can you improve the power of social motivation?
2. What behavior did you seek to improve applying the ABC model? What did you learn from that experience?
3. Using the Performance Analysis model, what performance did you decide was a "Can't Do" versus "Won't Do?" Did you follow the rest of the model?
4. What are the major human performance challenges you face and how can you address those with the lessons in this section.

Standard Work

(C14, S15)

1. For each of your team members, develop a standard work sheet.
2. Follow the process of reviewing standard work at each level.
3. Implement leader standard work. Be the example!

1. Ask to see the standard work sheets for each position.
2. When are these reviewed and by whom? Is this a positive learning experience?
3. How is standard work being updated and modified as learning occurs?

*Chapters in the Team Kata book and Sections in the Video Course

The Team Kata Coaching Map
Improve Effectiveness & Sustain

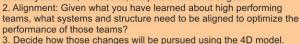| Learning Modules	Team Tasks	Coaching Questions
Learn Facilitation Skills (C15, S16)	1. There is no "deliverable" for this section or chapter because it is about learning a skill. However, it is recommended that you practice each of the component skills and ask your team how and/or when each of these could be improved. The discussion will both provide the facilitator with healthy feedback, and make the team aware of its own role in facilitation.	1. Be an observer at team meetings and provide the team facilitator and/or the team leader with feedback on how they practice each of the skills of facilitation. 2. Suggest to the team that they share the role of facilitator by rotating each of the roles (timekeeper, note taker, facilitator) for the purpose of developing this skill.
Learn Effective Listening (C16, S17)	1. Again, there is no deliverable, but effective listening skills require practice. In your book there are several exercises for the different components - open-ended questions, empathy statements, etc. - and you should ask your coach to facilitate these exercises to provide you with practice and feedback. Also... practice at home.	1. On page 237 of the Team Kata book is the exercise on open-ended questions. Facilitate this exercise for the team. Ask them the questions in the exercise. 2. Page 238 is the exercise on empathy statements. Facilitate this exercise and ask the questions in the exercise. 3. For reflective listening or rephrasing, the same on page 241.
Giving & Receiving Feedback (C17, S18)	1. There are two exercises in the book: page 245 and page 248. After watching the video, refer to your book and the detailed explanation for each of these exercises. 2. Ask your coach to facilitate these exercises and to provide feedback.	1. Facilitate the exercises detailed in the book. 2. Provide your team with feedback on their practice of personal feedback in their team meetings. 3. On page 250 you will find a Behavior Observation sheet. Use this when you observe the team's behavior and share this with the team members.
Improving Team Dynamics (C18, S19)	1. Do the Team Dynamics Assessment that begins on page 250 of the TK book. 2. Choose one of the exercises that are detailed in the book, based on your assessment if needs.	1. Facilitate the self-assessment of team dynamics and ask the team which characteristic (Trust, Unity of Purpose, etc.) is their greatest concern. 2. Facilitate the exercise on that characteristic and encourage the team to work on this after the exercise.
Standardize New Processes	1. Your team should, at each stage in the Improvement Kata, ask whether you have learned something from an experiment, a step in your process analysis, problem-solving, etc., that should change standard work for leaders or associates. 2. At this stage it is worth reviewing those "learnings" and have your team discuss what standard work or procedures have been adopted.	1. Ask your team or team leader what changes in standard work or standards of operation have been made during their Improvement Kata. 2. Facilitate a review, or observe the team leader reviewing how standard work and procedures have changed.
Identify System Alignment (C19, S20)	1. Adaptation: as a team, discuss how your technical system and your social system are, or need to, adapt to external changes. 2. Alignment: Given what you have learned about high performing teams, what systems and structure need to be aligned to optimize the performance of those teams? 3. Decide how those changes will be pursued using the 4D model.	1. Ask your team or team leader what social or technical systems need to be modified to adapt to changes in the external environment. 2. What changes in systems and structure need to be made to create alignment with high performing teams? 3. Inquire as to how those changes can be pursued in a systematic manner?

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