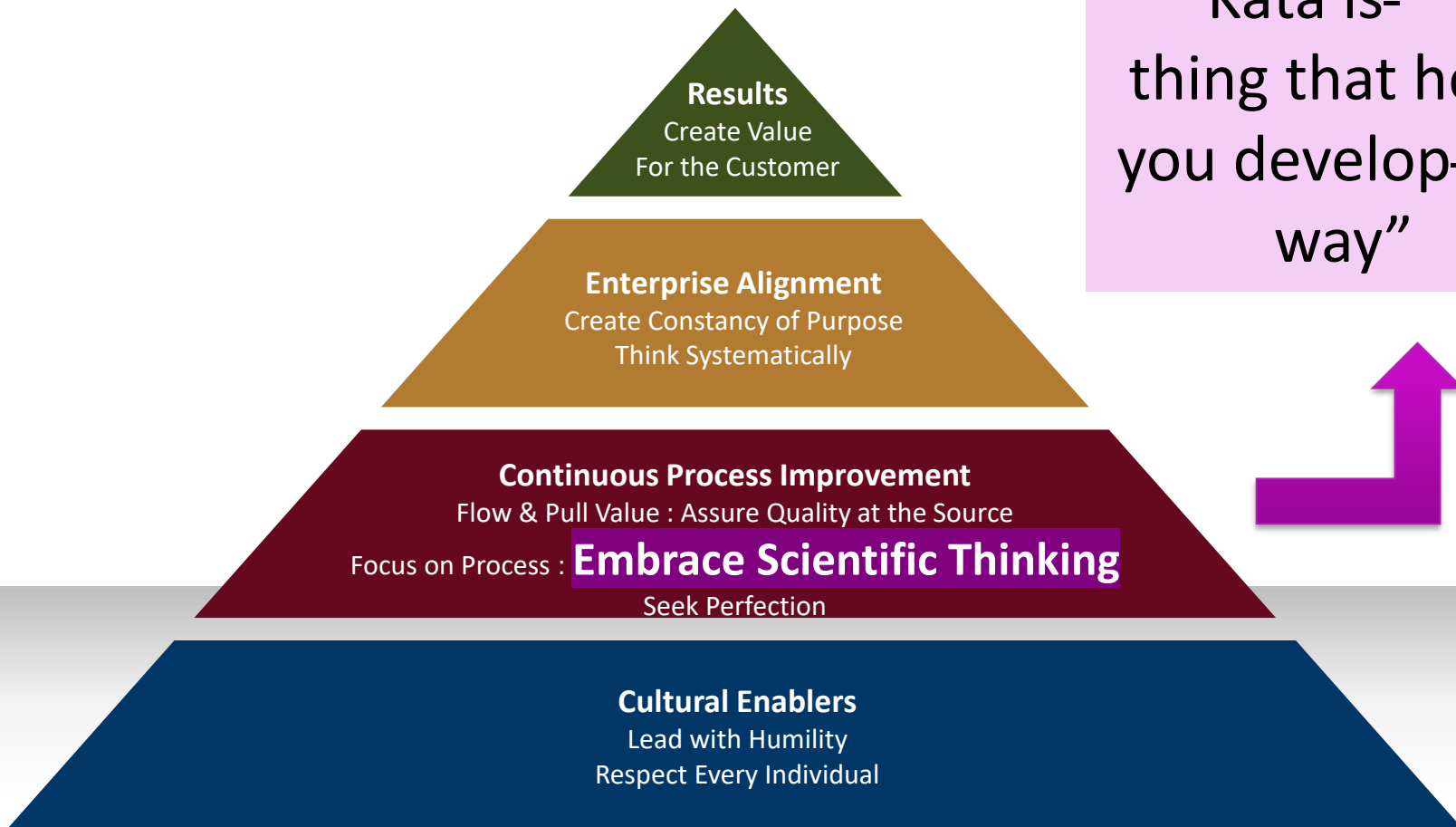


Five Takeaways from our “Lockdown” Zoom Sessions

1. Developing an environment of “Leader as Coach”- “This is a way to lead, develop and manage your people”
2. Getting Started - Select your First Win.
3. Learn and Practice the Improvement Kata
4. The Deployment coach focuses on teaching the pattern.
5. Learning Scientific Thinking will require 3 things.



Embrace Scientific Thinking

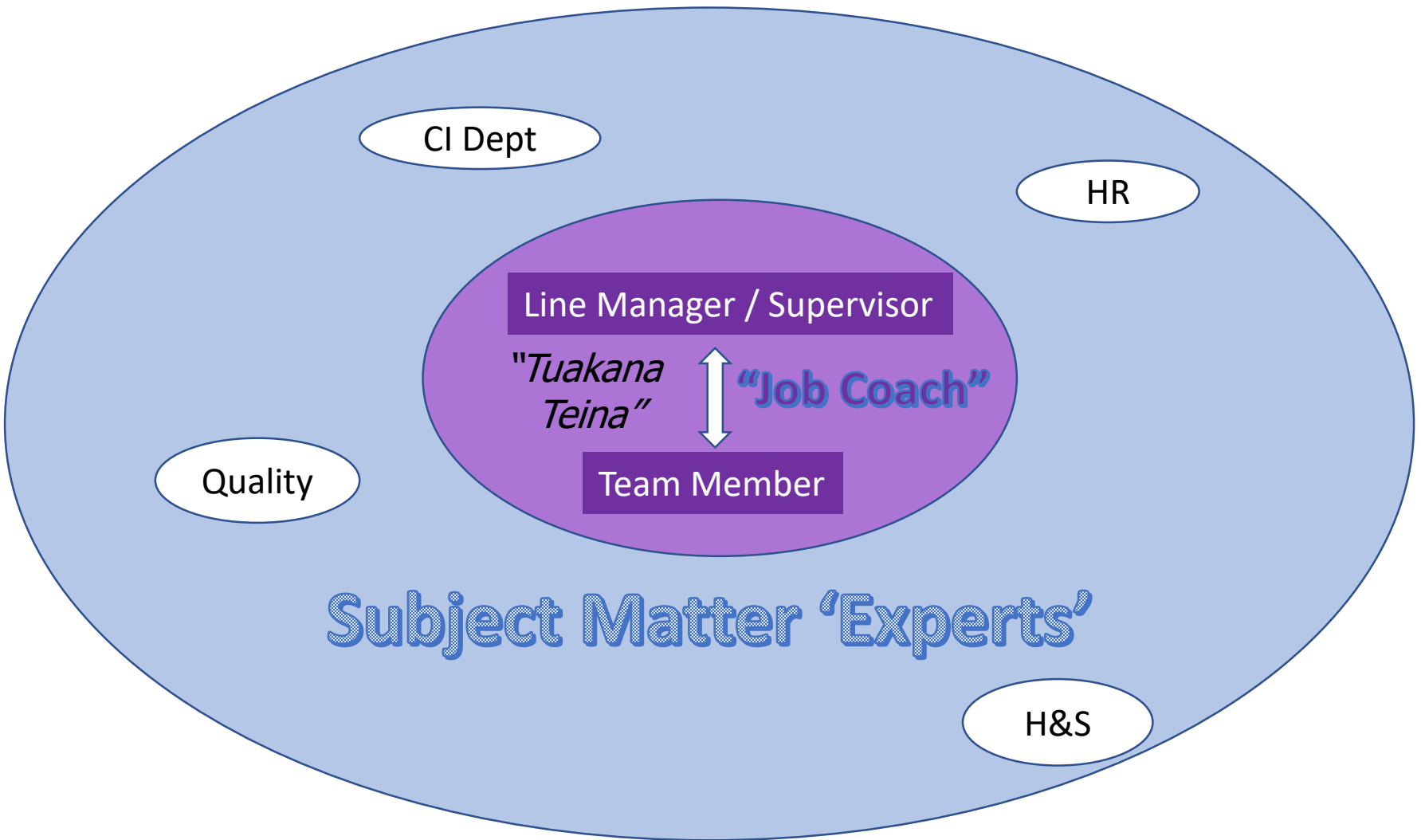


Source: Shingo Institute

Operational Excellence

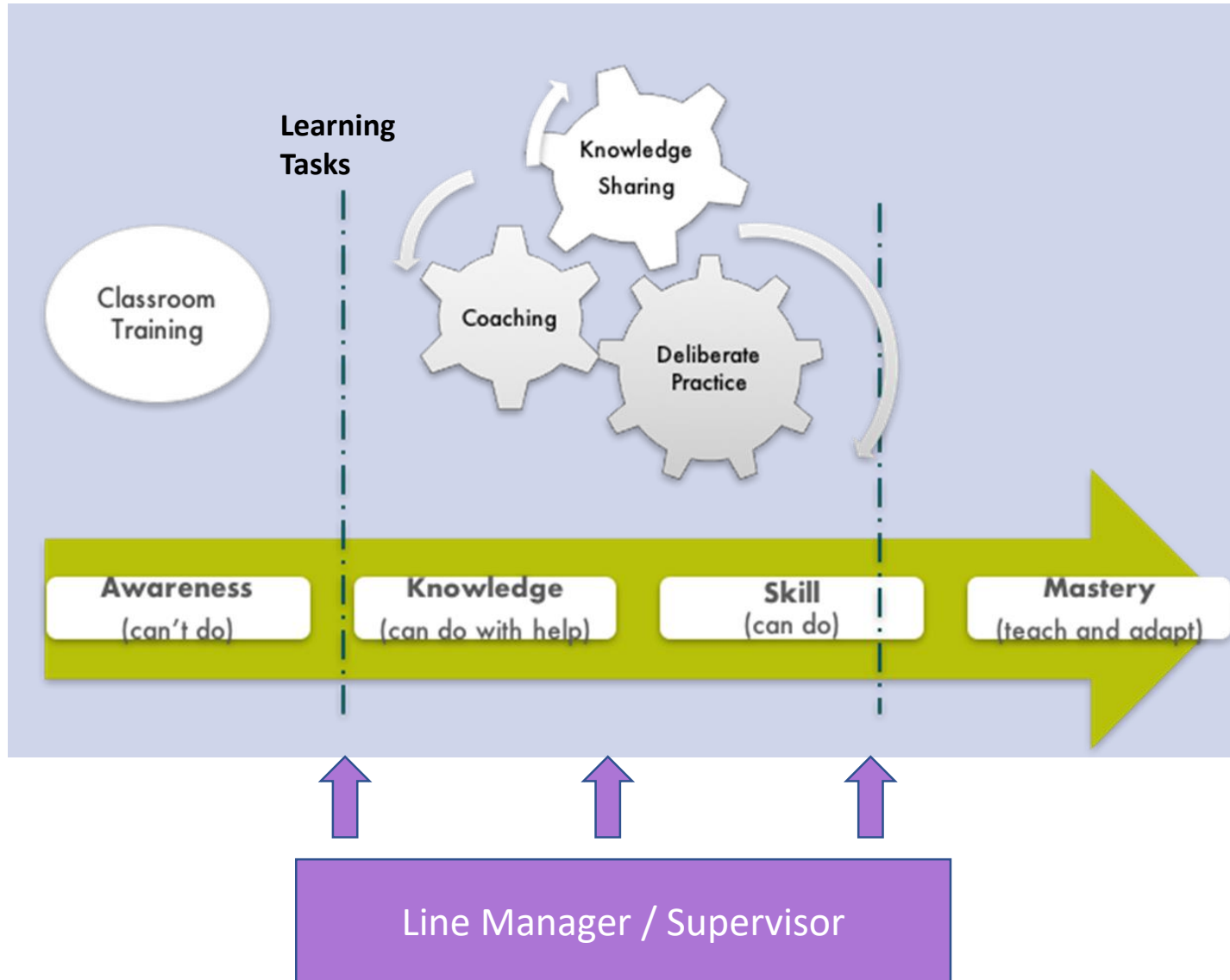
1, Leader as Coach

"A way to lead, develop and manage your people"



1, Leader as Coach

"A way to lead, develop and manage your people"



Getting Started- Keep it Simple and “Doomed to Succeed”

This is the pattern of **scientific thinking** we are trying to teach



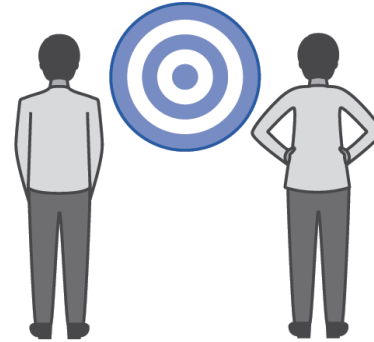
1 Understand the Direction or Challenge



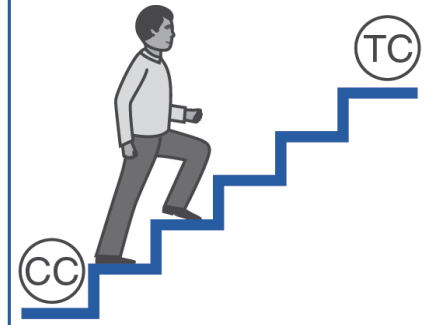
2 Grasp the Current Condition



3 Establish the Next Target Condition



4 Experiment Toward the Target Condition



Planning Phase

Executing Phase

20% Reduction in weld time per bed frame

- XX min to weld
- Messy parts laydown
- **Pick errors 10%**
- Etc etc

- No change to cycle time
- There is Standardised Work being followed to Pick parts
- 0 % Picking Errors

- **Incomplete Pick Lists**
- Missing PL
- Old PL

4, The Coach Teaches the Patterns

"A way to lead, develop and manage your people"



LEARNER

COACH



Focus Process:	Challenge:
Target Condition Achieve by: _____	Current Condition _____
Experimenting Record	
Obstacles Parking Lot	

Learner's storyboard

- GRAPH PROCESS OUTCOME PERFORMANCE
How is the process performing over time?
- CALCULATE THE CUSTOMER DEMAND RATE AND PLANNED CYCLE TIME.
How frequently should the process do what it does?
- STUDY THE PROCESS'S OPERATING PATTERNS
Draw a block diagram of the process, block and sequence. Draw an x/y plot and data run charts, to make variation visible. Document your observations about the current operating patterns.
- CHECK EQUIPMENT CAPACITY
Are there any equipment constraints? What do they do? (This step is only for processes that include automated equipment).
- CALCULATE THE CORE WORK CONTENT
How many operations would be necessary if the process had no losses?

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 (do each row = one experiment)			
Challenge	Process	Learned	Coach
Do it and stop	What do you expect to happen?	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?
<i>*You'll often work on the same obstacle with several experiments.</i>	



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



Embrace Scientific Thinking

"A way to lead, develop and manage your people"



"Kata is ~~the~~-a thing that helps you develop ~~the~~-a way"

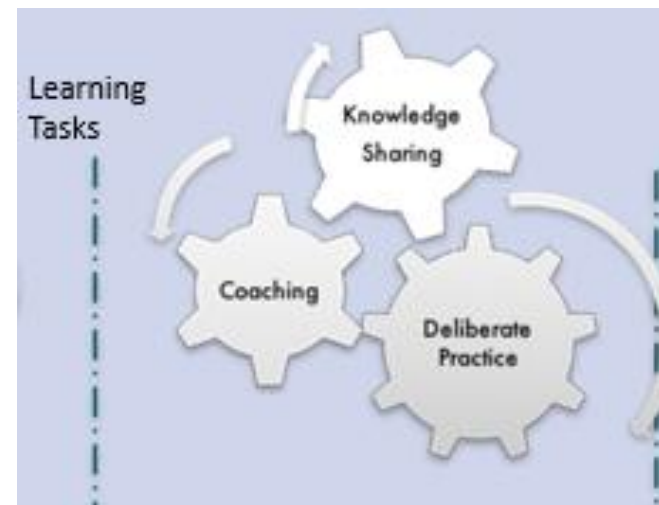
Only needs three things 😊

1. **Personal Choice** - agreed upon with willful intent

2. **Deployment** / Learning Process - a means

3. Practice, practice, practice... **Right Practice**

Right Coaching



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